

# Development & Coaching Conversation Planning Tool

## Supervisor

Your employee has approached you to have a development or coaching conversation, or you want to begin a conversation to learn more. Use this to get ready!

**Passions, Values, Interests:** Do I know what motivates and drives my employees' interests?

**Strengths:** What strengths have I observed that could be used more in the future?

**Opportunities for Development:** Which skills and behaviors need to be developed to move forward?



**Feedback to Share:** What feedback might I share about strengths/development areas or development interests? Are my employees' career goals realistic given the business needs?

**Development Direction and Goals:** Do I know my employees' development direction or career goals? Does my employee move up, seek a new opportunity, or desire more responsibility in same job?

**My Role:** What support could I provide?

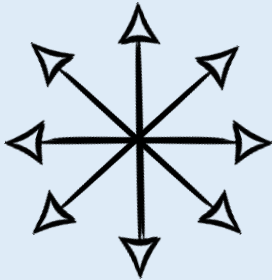


## Development and Coaching Conversation Tips

Development and coaching conversations help people explore their strengths, passions, and career interests. With guidance, they can identify goals that match the direction they want to head in as well as understanding how their development can meet the needs of the institution.

## Development and Career Options

Help people understand the multiple developmental options to explore – it could be a promotion, but there are many other developmental options to consider:



**Lateral** – move to a different position at the same level

**Enrichment** – learn more, take on new responsibilities

**Upward** – get promoted in the same department

**Downward** – take a lower level position to broaden skills

**Exploratory** – take a role in another department

**Relocation** – Find opportunities at other locations

## Coaching Using the GROW Model

Questions featuring “Who?” “What?” “Where?” “When?” or “Why?” keep the conversation going and challenge the other person to think. You know you’ve asked a thought-provoking question when someone pauses and says, “That’s a great question!” If someone can answer yes or no to your question, the conversation can fizzle out before it gets started.

Ask It This Way	Not This Way
What’s the one thing you would change about your job?	I bet you’d like to do more reports, right?
What do you like most about your job?	You must love paperwork, huh?
What have you already tried?	Have you tried doing it my way?
How else could you approach this?	You didn’t do it my way, did you?

Here are some coaching questions to get you started

To identify issues:

- What concerns you?
- What’s getting in the way?
- What obstacles are you facing?

To identify new perspectives:

- What might you be overlooking?
- What’s the boldest move you could make?
- What’s the one thing you haven’t tried?

To generate options:

- What are your options?
- What else could you try?
- What could you do differently?

To get to the action:

- What three things will you do and by when?
- What might get in your way?
- What’s your next step?

