

# Helping Others Develop

## Tools For Coaches and Managers

*A 1-Day Program that gives managers the capability to help employees and other people develop their competencies and careers.*

This workshop helps managers and others to coach and develop employees, using a comprehensive approach that is easy to use. Most supervisors are as uneasy about the performance management and career development process as are employees who are on the "receiving" end. Having a structure and framework for assessing an employee's strengths and developmental needs removes some of the subjectiveness from coaching discussions. More importantly, asking employees to self-assess their competency development needs with the help of feedback from others, helps reduce defensiveness and creates a more constructive environment for developmental discussions.

The program shows managers how they can fully utilize the Value-Added Employee book, the Competencies Blueprint - Resource Guide for Developing Competencies, and the eDeveloper.

### Program Agenda

#### Morning

- Development begins with you: being an example for others
- How and why people develop; a review of the research
- Models for Coaching and Personal Development
- Suggested Process for the Career Development Meeting: How Managers Can Make It Effective
- What Makes a Career Discussion a useful talk between Two People
- Conducting a Successful Interview and Discussion
- Eight Guidelines for Dealing with the Career Planning and Development of Your Employees
- Applying the guidelines: what to do when an employee comes to you and says.....

"I have an offer (should I take it)?"

"I don't want to relocate"

"Tell me my potential"

"I want to move"

"Why was I passed over?"

"Where to next (what's my career path)?"

"How come so-and-so is...and I...?"

"What's available?"

"How does the system work?"

"Where's the business going?"

#### Competencies Required for Coaching and Performance Management

- The "Building Competencies" video program

#### Experience as a Developer

- Variety of Experience
- The Assignments, Other People, Hardships Balance
- 11 Developmental Challenges
- 88 Assignments for Development in Place

#### Afternoon

##### Capitalizing on Strengths

- Why talking to employees about their strengths can be difficult
- How failure to recognize strengths affects employee performance
- What can be gained from internalizing one's strengths
- How to help employees use strengths for development

## **Preventing Derailment**

- 10 Reasons for DeRailment
- 7 Reasons for success before derailment
- Success Checklist: avoiding/preventing derailment

## **Tools for Coaches:**

- The Coaching Plan: analyzing the 4 “gaps”
- Competency Assessment
- Career Planning Diagram
- Competency Selector
- Competency Development Planning Form
- Capitalizing on Strengths
- Meeting Development Needs
- Briefing and Debriefing Worksheets

## **Optional: for on-site programs**

### **Reviewing Performance**

- Research: Communicating Performance Feedback
- Tips on Handling Special Situations
- Special Situations Worksheet and Exercise
- Performance Review Worksheet and Practice