

## ***Talent Management***

Career development is part of every employee's *self* development. Traditionally, businesses have segregated career or "professional" development from personal development, as if the two have nothing to do with each other. Of course, just as an employee is not merely a worker, but a unique person, development is viewed from his or her perspective as both professional *and* personal.

**HotWave sees career development** as an important process to match individual employee aptitudes, skills, needs and goals with those of the organization.

**Why is career development important?** Career development can help us (or any organization): 1) minimize employee dissatisfaction about unclear future opportunities; 2) lower replacement costs when others resign or retire, as readily available candidates may exist; 3) keep employees focused on long-term objectives; and 4) increase flexibility in assignment of duties as employees become "cross-trained" in different areas.

**Where do we begin?** In order for career development to be effective, the organization should start with its strategic plan (big picture). The alignment with strategy is critically important and should inform the key organizational capabilities needed to deliver on the strategic priorities. What types and number of employees will be needed in the future are important predictions to make before any manager is ready to help map the career plans of its employees.

**The Big Picture.** Before individual career assessment meetings can be scheduled with employees, managers need to identify:

- the expertise, education, skills, etc., needed for each position in the organization, division or department;
- the expertise, education, skills, etc., currently available;
- higher-level positions into which existing employees can be promoted; and
- the types of positions most likely created in the future as the organization grows.

The above questions should be addressed in organizational strategy alignment, the analytics roadmap (including key capabilities and required resources), the enterprise skills matrix and career lattice.

**Developing an Employee Career Development Plan.** *Ultimately, career development is the employee's responsibility.* However, with a genuine interest in an employee's potential, a

manager can fairly quickly and easily help employees establish a formal plan. Our values encourage managers to assist their employees with career development planning and re-evaluation. We suggest that this be done ongoing but minimally done at least once per quarter with the establishment of [Objective and Key Results](#) (OKRs.) The following steps outline the linkage between organizational objectives, employee performance and talent management should be aligned.

**Step 1** - Set aside some time to meet with each employee to brainstorm what jobs/activities they have performed, their strengths and developmental needs, and their goals and interests for the future. Complete the "Employee Career Development Plan" together and monitor progress periodically through performance appraisals, quarterly or annual meetings and informal periodic status checks.

**Step 2** - On an ongoing basis, complete the "Employee Record of Training and Development Activities" with the employee as a record of training and development engagements relevant to the employee's goals.

**Step 3** - Give the employee a copy of the "Individual Career Development Plan" to complete and monitor.

**What else can you do?** Provide the employee opportunities to stretch by providing special projects, committee participation, speaking opportunities, etc. Frequent, immediate and candid feedback (positive and corrective) by you is crucial to the success of any development opportunity.

While, OKRs are not synonymous with performance evaluation, we can use the OKRs to establish the organizational outcomes and progress against those outcomes. The OKRs, they can be used as a summary of what an individual has worked on in the last period of time and can show contributions and impact to the larger organizational OKRs.

As David Hassell outlines in "*How To Rethink The Annual Performance Review*" (see [Forbes Article](#)), "... work can be so much more .... It can be a place where people can be supported to become better versions of themselves. It can be a place where people can be united in purpose to fulfill a company mission. And what I have seen is that this people-focused strategy actually improves individual performance and positive outcomes for the business."

## Employee Career Development Plan

*(To be completed and monitored by supervisor)*

Employee

Name: \_\_\_\_\_

Date of Hire: \_\_\_\_\_

Job Title: \_\_\_\_\_

Long-Term Goal:

Education Needed/Desired:

Training Needed/Desired:

Future Job Opportunities:

Developmental Activities Available in Present Position:

Self-Development Needs/Desires:

Review Date: \_\_\_\_\_

Date of Review/Discussion with Employee







## Self Development Worksheet

Prior experience (jobs, special projects, activities, etc.):

Education and Training:

Strengths (*interpersonal, technical, managerial, etc.*):

List areas for improvement (*financial, planning, etc.*); then list developmental needs:

n Prioritize: A=vital B=important C=possibly helpful

n Assign number rank within each group: 1, 2, 3

<u>Item</u>	<u>Priority</u>

Action Steps (education, training, coaching, mentoring to develop listed areas):

<u>Priority</u>	<u>Description</u>	<u>Target Date</u>

*Transfer action steps to monthly/daily tasks lists.*

## ***Performance Management***

This final portion of this resource guide could be argued the most important of any manager's responsibility. Each of us needs to know if we are fulfilling expectations at work and to what extent. *Am I doing an average job or am I considered a great employee? If I left, would my absence make a difference?*

We are all motivated to different degrees by compensation, position title, whether we have promotion opportunities, learning new things at work, etc. **Performance management** includes taking time to let employees know "where they stand" on current goals, objectives and projects, while assisting them in fulfilling future career-related needs, desires and interests.

Performance management is not wholly or even mostly about telling others what they are doing wrong. It is about addressing the whole person's efforts in the context of the large picture of their job, their department and the organization. It is not a snapshot of one day's or one week's performance.

The "management" aspect of performance includes frequent, regular and honest feedback that is job-related, and simultaneously is related to the employee's career development needs.

Managing performance, in fact, is more the individual employee's responsibility—more than her manager's—yet the manager must be clear in setting objectives, goals, expectations of attitude and behavior, any changes in these, AND must regularly give feedback to the employee about how well these are performed.

## **Performance Improvement Hints**

### **During employee's first month:**

- Review organization's strategic plan or mission
- Discuss department/division goals
- Establish individual goals and action steps
- Discuss expectations of quality and quantity of work, interpersonal skills, reliability and other performance factors typically reviewed

### **After first three months:**

- Review individual goals and action steps
- Review employee performance to date either formally or informally
- Discuss formal (annual) performance evaluation process

### **On a daily basis:**

- Note specific, job-related behaviors which are both positive and negative and keep for future reference
- Immediately provide feedback on areas for improvement as problems occur
- Openly praise positive behavior and good performance
- Offer opportunities to discuss performance as issues arise

### **Pitfalls to avoid when annually appraising an employee**

- Don't focus on one specific incident - review the entire period which the appraisal covers
- Don't go solely by memory - base the review on accurate and factual data

- Avoid the "halo" and "horns" effects. Just because the employee performs badly in one area usually does not make his overall performance bad. The same goes for good performance.
- Length of service or job grade does not necessarily mean better performance. Look carefully at the individual's performance within that job.
- Avoid bias about an employee based on your personal feelings for that individual.
- Don't base current performance on past performance. Look at the current period being reviewed.
- Don't overrate a poor performer as a motivational tool (e.g., She'll do better if she gets a good evaluation.)
- Not all individuals are the same. Analyze each employee carefully.
- Don't rush through the appraisal. Take time to record accurate information which truly reflects the individual's performance.
- Don't be afraid to provide truthful information.

## One-on-One Coaching and Feedback

### Performance Conversation

1. What are you getting from me that you like and find helpful?
2. What are you getting from me that impedes your effectiveness?
3. What are you not getting from me that you think would enhance your effectiveness?

### Career Growth Conversation

1. In what specific areas do you want to grow / improve in order to achieve your career objectives?
2. From a learning and development standpoint, how can the company help you get there?

### Manager-Led Coaching

1. What are specific examples of instances where my employee was highly effective? What behaviors drove that effectiveness?
2. What are specific examples of instances where my employee was not effective? What behavior could the employee change to be more effective?
3. How can I support my employee in achieving expected behaviors?

### Objective Planning and Reflection

1. How would you assess your objective achievement from the last period?
2. For the upcoming period, which of your objectives align to key initiatives of the organization?
3. Which of your objectives will have the greatest impact? Why?

### Progress Updates

1. What progress have you made toward each of your objectives?
2. What blockers will you need to move past in order to achieve your objectives?
3. Have your priorities for any of your objectives changed? If so, explain what changes you have made to adapt.

### Upward Feedback

1. What is one thing you think is working well within the department?
2. What is one thing you think could be improved within the department?
3. What does my manager do that I like and find helpful?
4. What does my manager do that doesn't support my effectiveness?

5. What can my manager do to enhance my effectiveness and help me develop in my role?

Peer Checkin:

What is one thing I should keep doing?

What is one thing I should stop doing?

What is one thing I should start doing?

Performance Checkin:

How am I performing in my role?

What's one thing I do really well?

What's one thing I can improve on?

Yearly Career and Performance Reflection

What have you achieved, learned, and are proud of since we last talked / what challenges have you had to overcome?

Do you feel you have had clear expectations on how to fulfill your role successfully?

Are you meeting and/or exceeding the expectations?

Do you have a clear understanding of your focus/goals/expected outcomes moving forward?

What areas of growth/improvement are most important to you, to focus on over the next year?

How can the organization and or your manager better support your career development?

Are there any additional topics important to you that you would like to discuss?

Organizational Culture Reflection

How has the organization helped you build core responsibilities / advance your skills / encourage teamwork / build a collaborative environment?

What can the organization start/stop/keep doing to help you reach your development goals?

What is one area of frustration or a roadblock you experience within the team or want to overcome?

Do you feel that the organization provides enough resources/creates an environment where you have the opportunity to do what you do best every day?

Action items or additional notes

### Quarterly Performance and OKR Reflection

What have you achieved this quarter in relation to improving your personal skills or industry knowledge?

How did you perform on your OKRs? What kind of support do you need to further achieve your OKRs or personal development goals?

How can I specifically help you be more effective in your role and ready to take on more ownership and accountability? (Do you feel you're ready to take more ownership/accountability/do you want to?)

Is there anything you really feel like you want to learn or experience but haven't had the opportunity to yet?

List 3 people who significantly helped you accomplish your work this quarter and how they were beneficial in helping you succeed.

Action items or additional notes

### Monthly Career Development Reflection

What aspects of your career have you enjoyed doing this month? What part of your career do you wish you didn't have to do moving forward?

Is there anything in particular (support, resources, start/stop doing) you'd like from the team/me to help you grow?

What do you appreciate about our culture or your team in your day-to-day? Any primary risks or issues - either in your work environment, or our products or services we use - that we should work to resolve?

Action items or additional notes