



Talent Development

Developing Your Associates



Developing Your Team



Encourage associates to stretch beyond specific job requirements, to exhibit initiative and to actively progress skills and knowledge



Activity: How Well Do You Develop People?



Take Online Quiz

<https://tinyurl.com/QuizDevelop>



Best Practices to Approach Development

NARROW APPROACH

- Poor Performers
- HR Responsibility
- Up Corporate Ladder
- Send to training as a single solution

BROADER APPROACH

- Everyone
- Manager Responsibility
- New Challenges
- Training as part of the bigger solution





Why Do Managers Avoid Development?



No time? You don't have time NOT to develop those you want to retain.



No budget? Most growth occurs through on-the-job experiences and interactions.



No opportunities? Ask about professional goals even if advancement options don't exist today.



Job security? The more talented your team is, the more talented you can be as a manager.



Benefits of Developing Others



Career Growth You're most effective when you have the strength of a team behind you.



Business Growth Everyone is more successful when prepared to meet new business needs.



Productivity Delegating tasks to others can free you to focus on critical priorities.



Retention Team members who feel appreciated and find work satisfying are less likely to leave.

Plan for Development



Individual

Top performers who are motivated, create a personal development plan.



Team

Activities that everyone can be involved in & are ongoing or periodic.



You

Create a plan & ask for support. Own your development.



Differentiating Team Members

Each associate has unique developmental needs.



EXPECTATIONS

- Appropriately address performance expectations

DRAFT PLANS

- Draft suitable development plans

GROWTH

- Assist direct reports in managing their careers

FOUNDATIONS

- Build a better foundation for organizational success



Creating the Development Plan- 4 Steps

01 Gather data



02 Conduct discussion



03 Create development plan



04 Follow-up



01 Gather data



Types of Data



Performance Reviews



Individual self-appraisals,
(if applicable)



Past development plans
and execution



History of training of courses
attended & opportunities

Questions to Ask



What are the associate's
career interests and values?



What motivates them?



What are the associate's
strengths and opportunities
for development?



How does the development
opportunity link to associate's
interests or career aspirations?

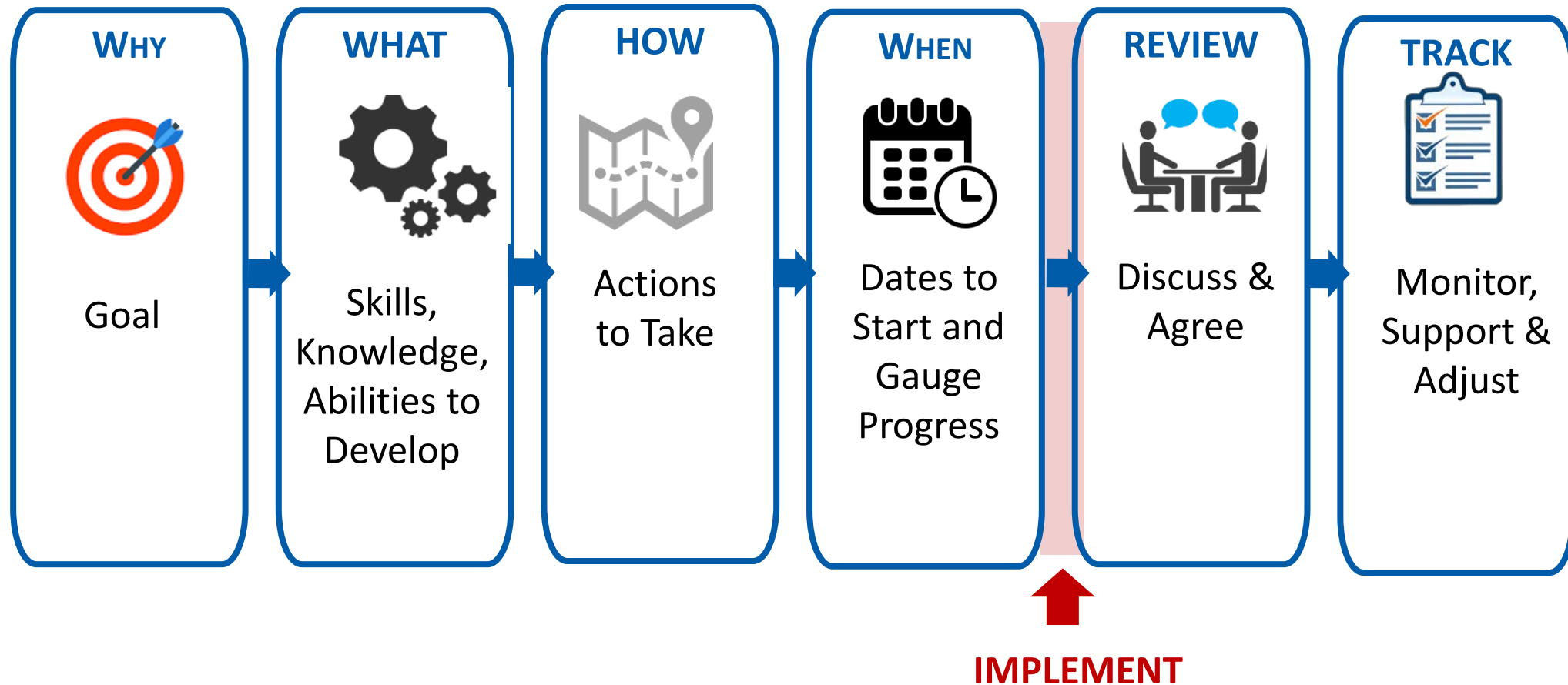
02 Conduct discussion



- Reiterate purpose & importance of discussion
- Clarify responsibilities
- Share your perceptions
- Verify
- Listen actively
- Talk about opportunities identified



03 Create development plan



04 Follow-up



- Follow up with your associates to monitor their progress on a regular basis
- Scheduling periodic check-ins
- This will ensure you are following through on your own commitment to the development process



Development Tips



Include **everyone** in team opportunities



Determine who needs a specific **individual** plan



Follow-up and **adjust** as needed



Be **proactive**: “Own” your professional growth



Action: Craft the Development Plan

What ideas do you have to develop your current associates in order to assist them in meeting their goals?

Write in Participant Workbook and be sure to set a calendar date to discuss with your team.

