

DISRUPTIVE
Leaders



ON-DEMAND PROGRAMME

CHANGING PEOPLE LEADERSHIP FOR GOOD



SERIES 3: BUILDING PERFORMANCE AND
DEVELOPING CAREERS
EPISODE 3: DEVELOPING CAREERS

WHAT WE'LL COVER

- ❑ Why career development matters
- ❑ Career development trends
- ❑ Practical ways you can help

WHY INVEST IN YOUR TEAM'S CAREERS?

- ❑ Retention #1
- ❑ Hiring talent
- ❑ Develop new skills and knowledge
- ❑ Succession planning

CAREER DEVELOPMENT TRENDS



ALWAYS
GROWING



EMPLOYEE LED



EXPERIENCES

ALWAYS GROWING



'Growth isn't optional'



'Flex'



"Know it all'
to
'Learn it all'



'Everyone is ready'

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Own your own career



Play to your strengths



Pursue your side hustle

EMPLOYEE LED : TOOLKITS TO HELP

2. CAREER CONVERSATIONS

Today's flatter structures mean it's not always possible to move up the career ladder, but that doesn't mean everyone needs to stay in the same place. Career development today is about playing to your strengths, getting exposure to new skills and trying out new things. It's your career, so don't wait for your manager to set one up – ask if you can talk about your career in your next check-in.

Here are a few tips for a great careers chat:

1. Help your manager to get to know you better

What are your aspirations, your strengths, your development needs, your motivations? When they know these things about you, they can help identify the best way to lead, coach and train you.

2. Get creative

We all learn in different ways, so think creatively about how to develop new skills or stretch yourself e.g. projects, shadowing, a mentor, etc...

3. Play to your strengths

Talk to your manager about changing your role to emphasise the aspects of your job that you are good at and love. Also talk with your co-workers to find out where their interests lie so you could potentially trade off a component of your job that you dislike but that they enjoy!

Here are some conversation starters to help you:

- Can I share my aspirations – short and longer term?
- These are some of the things I've been doing recently to develop and learn
- Can we discuss my strengths and how I can make better use of them?
- Can you help me understand how I progress to...?
- I am thinking a sideways move to ... would be good for my development – what do you think?
- I have been thinking about what I want to learn next and would like to discuss ideas with you.
- Would you be able to introduce me to a mentor who could help me develop in ...?

EXPERIENCES



“Experience Tours”



Job swaps



#randomcoffee



Informal mentoring

PRACTICAL WAYS YOU CAN HELP

STAY CONVERSATIONS

“You’re on our radar”

“My door’s open”

“Tell me why LinkedIn”

“If you were being managed by YOU,
what would you do differently?”





CONVERSATIONS TOOLKIT

The Conversations Toolkit is for leaders who manage people.

It's simple, easy to use and will help you to do the small stuff brilliantly.

The Conversations Toolkit works:

- For first-time leaders
- For leaders who want a refresh
- For both virtual or face-to-face conversations.

The conversations toolkit gives you tips and the latest leadership practices, ideas on the right questions to ask, or conversation starters to help it go smoothly. Just try one or two out in your regular check-ins.



CONTENTS

1. Hiring
2. Onboarding
3. The check-in
4. The careers chat
5. Well-being
6. Showing appreciation
7. Difficult conversations

HAVING A GREAT CAREER CONVERSATION

Get to know your people really well

What are their aspirations, their strengths, their development needs, their motivations? When you know these things, you can help identify the best way to lead, coach and train them.

- What do you like most about your role? How could we help you get even better at those aspects?
- What would you like to be really good at?
- How have you grown in the last few months?
- What additional responsibilities would you be willing to take on?
- Where would you like to take your career in the future?
- How can we get you even better at what you do now?
- What are you going to do to reach your future aspirations?
- Would this project give you a chance to develop that skill?
- Have you got any ideas about how you might get that development?
- Is there anyone I can introduce you to who could help you?

WITH YOUR PEERS: A TALKING TALENT SESSION

- 1 hour to discuss our people
 - Create opportunities for growth and movement
 - Be more aware of talent in each others' teams.
- We don't need to focus on leadership potential. We can talk about new starters, flight risks, vacancies coming up, skills gaps etc..
- No pre-work, process or paperwork - just conversations!

1. Let's each talk about two people in each of our teams that we feel are ready for a new challenge and why?
2. If we can't move them right now, what could we do to help them get a new challenge? A project, a mentor etc..?
3. What key skills are we lacking in our team now or that we will need in the future? How could we start developing those skills now?
4. Who thinks they have a flight risk in their team? Let's talk about what we could do?
5. Are we taking enough risks? Are we giving people a chance to try out a new role, even if they're not quite ready?
6. Do we know our teams' career aspirations as well as we should? Have we asked them?

KEY TAKEAWAYS

- ❑ Remember, lack of career development opportunities is the number one reason people leave
- ❑ Encourage an 'always learning' mindset in your team and to lead their own career
- ❑ Look for career development experiences like informal mentoring or job shadowing
- ❑ Have regular career conversations with each of your team
- ❑ Meet up with your peers to “talk talent”

COMING NEXT



SERIES 4: ENGAGING AND MOTIVATING THE TEAM
EPISODE 1: GREAT COMMUNICATIONS

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SEE YOU NEXT TIME

