

Good choice!

I'm so delighted that you're *choosing* to have Development Conversations with your team members - what a gift you're giving them! Well done. Let's get straight into it.

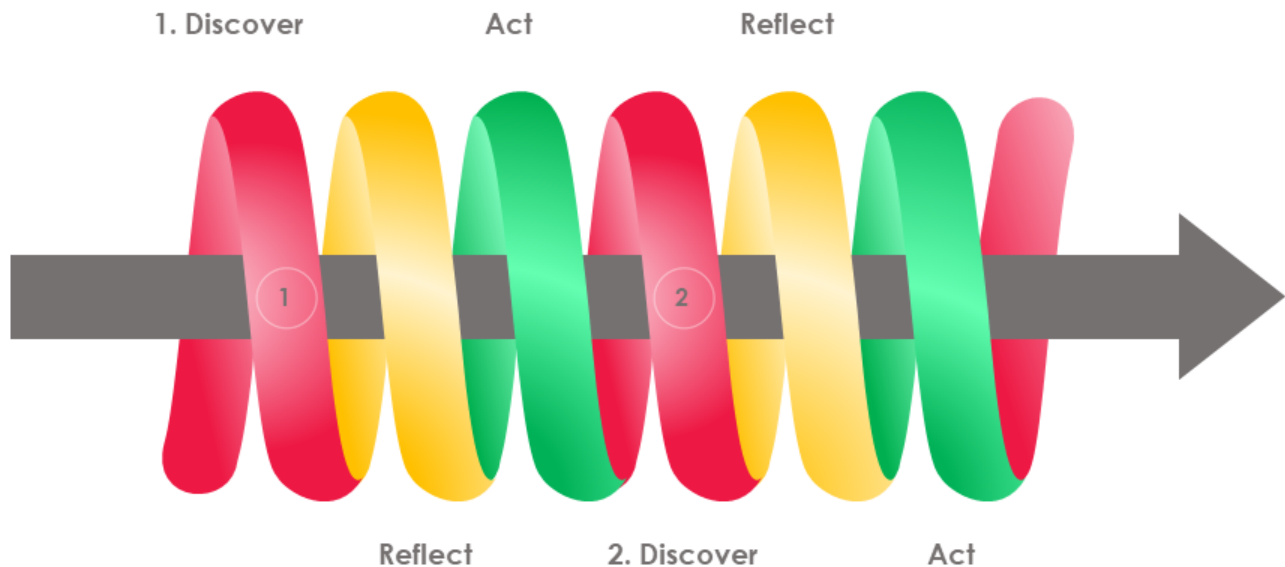
The overview

As you know from the book (and it's worth repeating), development conversations form a cycle, as opposed to a linear process. This cycle is continuous. It commences when the team member joins your team and concludes (for you) when the team member leaves your team.

As you *discover* a development need, you and your team member take time to *reflect* on the need and identify *actions* that can be taken to fulfill that need.

Then, as your team member develops to the next level, this cycle begins again with the next development need and so on. This repeating pattern of Discovery - Reflection - Action is at the heart of the cycle of Development Conversations.

The Development Conversations Cycle



The step-by-step guide

This guide will support you to have a successful development conversation with a team member.

Before you begin, grab:

1. The **Development Plan Template** free download
2. Your copy of *On your marks, get set... LEAD!*
3. Your preferred note-taking tool (journal/iPad/etc)

Step 1: Share context

Before you have your first development conversation, take time to share with your team member/s why you're going to be doing things a little bit differently from now on. Hop back into the book (p.179) and review the 'Why is developing your team important?' section, then capture your response to the prompt below:

The reasons I want to change how we're doing things and have really great development conversations with you and the team are...

#1

#2

#3

Then have a brief conversation with your team member to share your rationale. Ask if they have any questions, and address them. Set a time for the first development conversation with your team member and ask them to prepare their answers to the following questions prior to that meeting:

Questions for your team member:

- *What are your strengths?*
- *What are your challenges?*
- *What would you like to do next in your role/career?*
- *What have you learned about yourself recently?*
- *What's going right?*
- *What's going wrong?*

Before this first meeting you will also complete some preparation.

Step 2: Discovery

Whilst your team member is undertaking their preparation, you will prepare your answers to the following questions:

- *What are this team member's strengths?*
- *What are this team member's challenges?*
- *What do you see might be some next steps for this team member in their role/career?*
- *What have you observed about this team member recently?*
- *What are they doing well? (Use the STAR framework on p.189)*
- *What might they do a little differently to further improve? (Use STAAR/AR - p.195)*

Once you've completed this preparation you'll be ready for the first development conversation.

Step 3: Reflection

Begin this conversation by reinforcing why development conversations are important (refer to your notes from step 1).

Then ask your team member to share their insights from their preparation (from Step 1) - ask them the questions and listen to their answers.

Then share your insights from your preparation (from Step 2) and invite them to ask you questions.

Then, reflecting on all the information now available, encourage your team member to identify which opportunity is the most important one to work on.

Support them to clearly and concisely define **WHAT** that development opportunity is and **WHY** it's important to them.

A great question to finish the reflection component of the conversation is to ask them:

Given our discussions so far, what do you think might be the most useful development opportunity for you right now, and why?

Development Plan Template: Ask your team member to capture this in the Development Goal section.

Step 4: Actions & Habits

Your team member now has their development goal; their 'what' and their 'why'. Yay! Time to get into actions - this section feels like brainstorming!

Ask your team member:

- *Based on your discoveries and reflections, what might you need to do next?*
- *What behaviours might you need to change?*
- *What learning might you need to undertake?*
- *What specific actions do you need to take now to achieve this goal?*

Development Plan Template: Ask them to list the actions in the Actions section.

Then support them to implement one action at a time by identifying the related habit that must be implemented to ensure success (Refer to the Habits section on pp.14-15).

Development Plan Template: Ask them to list the actions in the Habits section.

For each habit, think about what success will look like. How will you both know when this habit has been successfully implemented? Capture that in the 'It's a habit when...' column. Then agree the time and date of your next meeting, when you will check in to review progress.

Step 5: Follow Up

When you next meet, ask your team member to reflect on their progress. Start by reviewing progress on their habits.

Development Plan Template: Use the Habit Progress Key

You can also ask:

- *What's working?*
- *What have been your wins?*
- *What's not working?*
- *What are your current challenges? Share your observations and provide feedback*
- *What's going well (Use the STAR framework on p.189)*
- *What's might they improve (Use the STAAR/AR framework on p.195)*

And remember to ask: *What help would you like from me?*

If your team member has progressed to level 4 - 'I'm doing this habit automatically' - it's time to implement another habit. If the development goal has now been achieved, it's time to identify another development goal - keep moving along the development conversation cycle.

If your team member is 'stuck', ask some questions from the GROW question bank (p. 228) to enable your team member to resolve this challenge for themselves.

And repeat!

Keep cycling through steps 2 to 5 and you will be developing your team members beautifully.

And just remember the more you practice the development conversations habit, the quicker you will get to unconscious competence - before long it will feel automatic! Woop!

A practical example

Remember Iluka's development journey? (pp.183-187) Review the development conversation between Iluka and his leader in the book again, and then see how this conversation is captured in the development plan example below.

Like more support?

If you're really keen to make Development Conversations a way of life inside your organisation and you'd like some extra support, please feel free to contact us at hello@peplemastery.com and we can talk about how we can help.

Development Cycle Overview: How to have development conversations with your team member

DEVELOPMENT PLAN - EXAMPLE

NAME: Iluka

DATE: 6 December

DEVELOPMENT GOAL: To overcome my fear of giving feedback for improvement to others so that I can enable others to flourish and improve my leadership capabilities. This will be essential if I wish to become a team manager in the future.

ACTIONS:

- Learn how to give effective feedback using a structure (STAAR/AR) my leader will show me
- Prepare feedback for improvement for a colleague and role play with my leader (this week)
- Have the conversation with my colleague (by the end of this week)
- Debrief with my leader on how it went (early next week)

Step	Trigger (Event)	Old Behaviour	New Behaviour	It is a habit when..	Check-in with Manager (see Progress Key below)

Development Cycle Overview: How to have development conversations with your team member

	When I notice an improvement opportunity with one of my colleagues...	...instead of ignoring or avoiding it because I'm worried I'm going to upset them...	...I'll use the STAAR/AR framework to prepare my feedback for improvement and deliver it to them within 2 days.	When I'm feeling confident with the framework and delivering within the timeline.	Date	Progress 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4
	When I'm preparing some feedback for improvement for my colleagues and I'm feeling really anxious...	...instead of worrying about it on my own...	... I will reach out to my Leader and practice delivering the feedback to them first, before delivering it to my colleague.	When my leader gives me feedback that I've prepared well and there are no changes to be made to my planned delivery and I'm feeling more confident.	Date	Progress 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4
	When I notice my colleagues and peers doing something well...	...instead of just noticing it...	I'll use the STAR framework to affirm what they're doing well.	When I'm feeling confident with the framework and I'm giving at least five pieces of positive feedback each week.	Date	Progress 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4

Habit Progress Key:

1. I don't know about it so I don't do it
2. I don't do it much yet, but I know when I'm not doing it
3. I'm doing it more, but I have to think about it
4. I'm doing it most of the time and I don't even have to think about it – it's automatic

FINAL STEP: Measure Success in achieving your development priority

Now that you've implemented these habits, is there anything else you need to do to really nail this?