Development Planning
Toolkit

INTRODUCTION

With four generations in the workplace, the definition of "development" has expanded beyond job titles and promotions. Employees want to develop new skills, receive regular feedback and build flexible career plans. Leaders who play an active role in their development achieve 2.8 times greater employee engagement. This toolkit contains tips and tools to help you develop and engage the employees on your team with a Platinum Leadership approach.

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DEVELOPMENT TRENDS

The world of work is constantly evolving. A number of employee development trends have emerged over the past two years as new generations enter the workforce and employees re-evaluate their priorities in a post-COVID world. Here are a few trends to consider.

Development
70 – 20 - 10

- Recent research shows:
  - 70% of development comes from hands-on experience,
  - 20% from exposure, and
  - 10% from education
- Robust development plans contain all three elements

Feedback
Ongoing & Informal

- Generations Y and Z strive for constant personal growth and want ongoing real-time feedback
- Structured, semi-annual feedback sessions are being replaced by informal feedback discussions that happen more frequently

Career
Lattice vs. Ladder

- Fewer employees are opting to climb directly up a functional career ladder
- Rather than building deep expertise in one area, employees are developing broad skills across domains
- Contemporary careers resemble a "lattice" more than a "ladder"

STEP 1
HINDSIGHT & FORESIGHT - CAREER/DEVELOPMENT CONVERSATIONS

The first step in creating a meaningful career or development plan is to gather insights from the employee in a **"hindsight – foresight"** discussion. Start with Hindsight questions to understand the employee's past experiences and identify skills and behaviors that have impacted their career trajectory. Then, ask about the future. Use the Foresight questions to gain perspective on how the employee defines success and where he or she would like to go, keeping in mind that not everyone wants to climb "career mountain." For some, success is excellence in the current role. For others, it's landing a dream job.

Hindsight *Where You've Been*	Foresight *Where You Want to Go*
• Which skills, behaviors or knowledge have fueled your success thus far? • Which strengths have you been constantly rewarded for having or demonstrating? • What constructive feedback have you received in the past? • Which of your strongest behaviors or skills have turned into detractors if overused? • Which missing or underdeveloped skills or experiences have held you back? • What type of work have you typically gravitated away from? • How have your interests, values or skills evolved over time? • Looking back, what's always been most important to you in work and life?	**Short-term** • Which new or amplified behaviors, skills or knowledge would enhance success in your current role? • What do you wish you had more time for? • Which talents would you like to activate? • Which passion(s) are you not pursuing? • Which experiences will help you succeed? **Long-term** • What's your definition of career success? • Where is there synergy between your goals and the company's goals? • What's one new way you could use your greatest strengths? • Do you envision yourself moving up a career ladder or around a career lattice? • Where do you see yourself in 2/5/10 years? • What kind of experiences will prepare you?

STEP 2
INSIGHT - DEVELOPMENT PRIORITIES

Once you have discussed Hindsight and Foresight, utilize that information to generate insights and identify **Development Priorities:** the behaviors, skills and knowledge required to achieve the employee's personal definition of success. You can identify short-term development priorities that will help the employee excel in his or her current role or long-term development priorities that will fill gaps needed for future aspirations.

The Korn Ferry Leadership Architect™ Global Competency Framework on pages 9-10 is a great resource to help identify specific development priorities.

Development Priorities
DEVELOPMENT PRIORITY 1

SELECT ONE: ☐ Skill ☐ Knowledge ☐ Behavior	*Describe a specific skill, knowledge or behavior to build or enhance.*

| **DEVELOPMENT PRIORITY 2** | |

SELECT ONE: ☐ Skill ☐ Knowledge ☐ Behavior	*Describe a specific skill, knowledge or behavior to build or enhance.*

| **DEVELOPMENT PRIORITY 3** | |

SELECT ONE: ☐ Skill ☐ Knowledge ☐ Behavior	*Describe a specific skill, knowledge or behavior to build or enhance.*

STEP 3
DEVELOPMENT PLANS

For each of the Development Priorities identified in Step 2, define one to three detailed **Development Plans** that will help the employee build the specified skill, knowledge or behavior. Look beyond the obvious development plan choices and utilize the *Korn Ferry* development framework, focusing mostly on experience (70%), with additional exposure (20%) and education (10%) options. You may not have all three types of development actions for each development priority – that's OK! **Focus on quality over quantity.**

Review the reference materials on page 8 for creative development plan ideas.

	Development Plan Action	Expected Outcomes	Target date	Current Status *to be updated in employee 1:1 meetings*
Development Priority 1	*Describe the specific skill, knowledge or behavior to be developed.*			
Experience (70%)	*Experience action*	*Vision of success*		
Exposure (20%)	*Exposure action*	*Vision of success*		
Education (10%)	*Education action*	*Vision of success*		
Development Priority 2	*Describe the specific skill, knowledge or behavior to be developed.*			
Experience (70%)	*Experience action*	*Vision of success*		
Exposure (20%)	*Exposure action*	*Vision of success*		
Education (10%)	*Education action*	*Vision of success*		
Development Priority 3	*Describe the specific skill, knowledge or behavior to be developed.*			
Experience (70%)	*Experience action*	*Vision of success*		
Exposure (20%)	*Exposure action*	*Vision of success*		
Education (10%)	*Education action*	*Vision of success*		

CLEAR & CARING FEEDBACK
WHY-SOI

For many people, just hearing the word "feedback" triggers a negative response. But if we think of (and deliver) feedback as **helpful mid-flight course correction** rather than criticism, we can make the process of giving and receiving feedback much more comfortable – for both parties! Aim to deliver feedback that is both clear and caring using the **WHY-SOI** method.

This method can be applied when delivering positive or constructive feedback on performance or behaviors.

WHY	**Clarify your caring intent and helpful spirit** • Most important when delivering constructive feedback • *"I know you've been working on this and I want to help."*
STANDARD	**Describe and quantify the expected outcome, result or behavior** • *"Last time we spoke, we discussed the importance of welcoming more ideas and debate from your colleagues."*
OBSERVATION	**Describe the actual outcome, result or behavior** • Quantify and compare to the standard or expectation, if possible • *"In yesterday's meeting, you had a quick negative reaction to three of the ideas that were surfaced."*
IMPACT	**Explain the impact of the observed outcome, result or behavior** • *"I noticed that others stopped sharing ideas and I'm concerned that we never surfaced the best solution."*

WHY makes it caring
SOI makes it clear

EFFECTIVE COACHING
GROW

Feedback is most effective when it is paired with coaching that inspires behavior change. A great coach doesn't give answers. Instead, **a great coach asks probing questions** to guide the employee through the process of finding their own best solution. A 2-way coaching dialog will not only build confidence but will also hold the employee accountable for their own development. Utilize the **GROW coaching model** to guide your team to success.

GOAL	**Define the goal & benefit for the employee** • *What do you want to do differently? What's your objective?* • *How might you benefit from working on this?* • *How would the team benefit if you improved here?*
REALITY	**Understand the current reality and identify obstacles** • What stops you from achieving this? • What prevents you from doing this differently? • Why do you think this happens? • What triggers this behavior for you?
OPTIONS	**Brainstorm and evaluate options** • What can you try doing differently to achieve a better outcome? • What have you seen others do that might work for you? • What would help you master this skill or behavior? • How do these options compare?
WILL/ **W**AY FORWARD	**Select the best option and create accountability** • Of those options, which are you willing to try? • What are your next steps? • How can I help hold you accountable?

Be a lighthouse, not a life raft!

REFERENCE *materials*

Experience/Doing 70%	Mentoring/Observing 20%	Training 10%
•Coach an underperformer •Conduct an ROI analysis •Conduct a competitive benchmark •Create a communication plan for a major change initiative •Create a customer profile •Design and teach a training class •Facilitate a brainstorming session •Resolve a complex conflict •Facilitate a meeting or workshop •Handle an unexpected crisis •Host a focus group •Host an intern or co-op •Interview candidates •Launch a 360 review •Lead a cost-out project •Lead a cross-functional project •Lead a global project •Lead a new product launch •Lead a project with a tight timeframe •Lead a task force/committee •Lead the budget process •Organize a volunteer/team event •Plan an event or offsite meeting •Redesign a current process •Resolve a difficult customer issue •Simplify a process •Speak at an industry event •Take a new role •Take an ERG leadership role •Take on a mentee •Take over a failing project •Volunteer for a global assignment •Write a white paper	•Ask to observe a series of meetings •Job shadow with a leader •Job shadow in a new function •Job shadow in a new product line •Partner with an expert on a project •Request a coach •Request a mentor •Ride along on a customer visit •Visit a different location/plant	•Attend an industry event •Attend leadership training •Attend technical training •Conduct external research •Earn a certification •Join a professional organization •Read books and articles •Register for an external webinar •Subscribe to a podcast •Take a self-paced course •Watch a Ted Talk video

Korn Ferry Global Competency Framework

The *Korn Ferry Leadership Architect™ Global Competency Framework* outlines 4 Factors, 12 Clusters and 38 Competencies that describe the skills and behaviors required for success in today's workplace. Use this as a reference guide when identifying development priorities.

Innovates with Customers
Check out related development resources from Korn Ferry <u>here.</u>

Business acumen
- **Business insight:** Applies knowledge of the business and the marketplace to advance the organization's goals.
- **Customer focus:** Builds strong customer relationships and delivers customer-centric solutions.
- **Financial acumen:** Interprets and applies understanding of key financial indicators to make better business decisions.
- **Technical savvy:** Anticipates and adopts innovations in business-building digital and technology applications.

Decision-making
- **Manages complexity:** Makes sense of complex, high quantity and sometimes contradictory information to effectively solve problems.
- **Makes sound decisions:** Makes good and timely decisions that keep the organization moving forward.
- **Balances stakeholders:** Anticipates and balances the needs of multiple stakeholders.

Innovation
- **Global perspective:** Takes a broad view when approaching issues, using a global lens.
- **Cultivates innovation:** Creates new and better ways for the organization to be successful.
- **Strategic mindset:** Looks ahead to future possibilities and translates them into breakthrough strategies.

Delivers with Focus
Check out related development resources from Korn Ferry <u>here</u>.

Takes initiative
- **Action-oriented:** Takes on new opportunities and tough challenges with a sense of urgency, high energy and enthusiasm.
- **Resourcefulness:** Secures and deploys resources effectively and efficiently.

Manages execution
- **Directs work:** Provides direction, delegates and removes obstacles to get work done.
- **Plans & aligns:** Plans and prioritizes work to meet commitments aligned with organizational goals.
- **Optimizes processes:** Knows the most effective and efficient processes to get things done, with a focus on continuous improvement.

Focuses on performance
- **Ensures accountability:** Holds self and others accountable to meet commitments.
- **Drives results:** Consistently achieves results, even under tough circumstances.

Leads with Transparency

Check out related development resources from Korn Ferry here.

Builds collaborative relationships
- **Collaborates:** Builds partnerships and works collaboratively with others to meet shared objectives.
- **Manages conflict:** Handles conflict situations effectively, with a minimum of noise.
- **Interpersonal savvy:** Relates openly and comfortably with diverse groups of people.
- **Builds networks:** Effectively builds formal and informal relationship networks inside and outside of the organization.

Optimizes diverse talent
- **Attracts top talent:** Attracts and selects the best talent to meet current and future business needs.
- **Develops talent:** Develops people to meet both their career goals and the organization's goals.
- **Values differences:** Recognizes the value that different perspectives and cultures bring to an organization.
- **Builds effective teams:** Builds strong-identity teams that apply diverse skills/perspectives to achieve common goals.

Influences people
- **Communicates effectively:** Develops and delivers multi-mode communications that convey a clear understanding of the unique needs of different audiences.
- **Drives engagement:** Creates a climate where people are motivated to do their best to help the organization achieve its objectives.
- **Organizational savvy:** Maneuvers comfortably through complex policy, process and people-related dynamics.
- **Persuades others:** Uses compelling arguments to gain the support and commitment of others.
- **Drives vision and purpose:** Paints a compelling picture of the vision and strategy that motivates others to action.

Acts with Humility

Check out related development resources from Korn Ferry here.

Authenticity
- **Has courage:** Steps up to address difficult issues, saying what needs to be said.
- **Instills trust:** Gains the confidence and trust of others through honesty, integrity and authenticity.

Openness
- **Self-awareness:** Uses a combination of feedback and reflection to gain productive insight into personal strengths and weaknesses.
- **Self-development:** Actively seeks new ways to grow and be challenged, using formal & informal development channels.

Flexibility and agility
- **Manages ambiguity:** Operates effectively, even which things are not certain or the way forward is not clear.
- **Nimble learning:** Actively learns through experimentation when tackling new problems, using both successes and failures as learning lessons.
- **Resilience:** Rebounds from setbacks and adversity when facing difficult situations.
- **Situational adaptability:** Adapts approach and demeanor in real time to match the shifting demands of different situations.