

HAVING CAREER DEVELOPMENT CONVERSATIONS

Questions for Managers to Ask Team Members



OKLAHOMA
CareerTech

When taking a coaching approach, managers can use the GROWTH framework below. It allows the manager to listen and ask questions. It can help team members clarify what they want to achieve for their professional development and how they will achieve it. The questions for each of the GROWTH steps are meant to build a conversation. It isn't necessary to use all the questions or follow a particular order. Other questions may come to mind during a conversation. Multiple conversations may take place with each team member.

G = the **goal**
R = the **reality**
O = the **opportunities, obstacles, and options**
W = a **way** forward from among the possible options
T = a **timeline** for action plans
H = **how** success will be achieved

Goals

Helping the team member identify a growth goal. This could be about enhancing a current job, learning a new skill or exploring career progression.

What is important to you right now in terms of your development or career aspirations?

What are you aiming for in the short/medium/long term?

Where do you see yourself in terms of your professional growth?

What goals have you set for yourself? Why are they important?

How interested are you in progressing within your current function—or another function?

Are you interested in a move that requires different skills or a new application of existing capabilities (in a different function or area)?

Have you considered which skills, competencies, roles and types of work the organization will need in the future?

Reality

Exploring where the team member is now. This includes strengths and desires. This also helps the team member with self-reflection.

Where are you now in relation to your goals?

What have you done to get there?

What has contributed to your success so far?

What do you consider to be your strengths? Which of your strengths could be optimized/leveraged to achieve your goals?

How do you like to learn new things? What gives you energy?

How would you describe your transferable skills in relation to other roles in the organization?

What are you good at that you want to continue?

What do you like or dislike about your current work?

What projects gave you the most satisfaction?

What aspects of your job motivate you to excel?

What are your key skills and competencies?

What part of your current role do you find most challenging?



Opportunities, Obstacles and Options

Exploring the opportunities, obstacles and options. Explore a range of options for learning such as shadowing, mentoring, networking, and professional development. Obstacles can be both internal (such as motivation) and external (such as availability of resources). People view obstacles differently. Acknowledge their point of view. Start by encouraging the team member to imagine possibilities. If you see opportunities and options, share them.

What are some ways to achieve your growth goals?

Which options interest you the most?

What opportunities exist to practice achieving the goals?

What networks have you built to support your career progression? How can you leverage these networks to achieve your goals?

With whom should you network to get a different perspective on your career goals?

What other resources could I help you with?

What resources do you have to help you?

What holds you back from achieving your goals?

What obstacles could derail your progress? Are they internal or external?

What competing demands might distract you?

If you had no constraints, what would you do?

Way Forward

Starting the planning process with a commitment to take specific actions identified in the previous step. It is enough to have 1-3 action steps. Help the team member identify something doable – set them up for success. It is the responsibility of the team member to do something for their own growth and not be talked into something.

What will success look like?

What will you do? What steps will you take?

What growth experiences and development opportunities outside your current tasks would help you achieve your goals?

How will you manage this in terms of your workload?

What is the smallest step you can take to get started?

How motivated are you to carry out your plan?

What else could I do to support you?

Timeline

Setting a timeline to commit to taking specific actions.

Encourage the team member to schedule GROWTH actions to ensure they are not forgotten. Put any agreed check-ins on your own calendar.

When will you start?

How long do you think it will take?

What milestones can you set?

When will you check in or ask for feedback?

How will you track your progress?

What is the one thing you need to move forward today?

How

Preparing for the growth journey. How will the team member deal with difficulties and how will she or he recognize success?

How will you stay on track? Stay motivated?

How will you overcome obstacles?

How can I help you? Who else might be able to help you?

How will you know you have succeeded?