**PREPARE / CONDUCT THE CONVERSATION**

**Directions**: Using the GROW (Goal, Reality, Options/Obstacles, Way Forward) framework, use the space below to prepare what you will say/ask to discuss your professional development. Refer to the **Asking Questions** Job Aid for questions to ask, empathy statements, as you prepare. Refer to your plan during the conversation to keep the discussion on track.

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| **Action Steps** | **Notes** |
| **Step 1: GOAL*** What is your goal for this conversation?
* What are your short and long-term goals?

*Remember – this is your conversation so come with a clear plan to negotiate and be prepared to take the lead in this conversation*. |  |
| **Step 2: REALITY** * What is the current state of your skill set?
* What strengths do you bring to the job?
* What areas of skill development interest you? Be specific; link the impact/ outcome to each to both the employee and agency.
* Ask yourself:
* *What parts of your current job do you find most satisfying and why?*
* *What are your short and long-term career goals?*
* *What specific career move would you want to make?*
* *What types of experiences, coaching, and/or learning do you need to fulfil your aspirations?*
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| **Step 3: OPTIONS / OBSTACLES** List specific options for developing a skill; identify what will get in the way of success (obstacles) and ideas for overcoming them.* Ask yourself:
* *“How would you suggest I go about building new skill?”*
* *“What critical steps should I focus on next?”*
* *“What obstacles, if any, may get in the way?”*
* *“Should I consider a mentor? If so, whom?”*
* *“What do you see as the real challenge here, for me?”*
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| **Step 4: WAY FORWARD**  * Determine and agree to a final development plan.
* Consider how committed you are to the plan. If not, what needs to change?
* Routinely ask your supervisor for feedback:
* *“How am I doing?”*
* *“What feedback do you have for me?”*
* Establish when/how to follow up (i.e., expand to Check-ins agenda).
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**DEBRIEF THE CONVERSATION**

**Directions:** Complete the following independently by checking two or more actions that you did well; then highlight one action you will do differently at your next Check-in or daily discussion. Discuss each of your perspectives to reinforce strengths and to support one another’s continuous improvement. *Refer to the action that you identify to do differently when planning for your next Check-in.*

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| **✔** | **Evaluate Skill Use & Determine Next Steps**  |
|  | 1. Opened the discussion and summarized the purpose and goals of the conversation.  |
|  | 2. Used open-ended questions to draw out more in-depth information such as *What do you think*? *Tell me more … How does this impact*…? |
|  | 3. *Summarized* to reflect back to the other person what you heard them say in your own words. STOPPED talking to let the other person respond. Used this skill when logic and emotion were in balance. |
|  | 4. *Empathized* to acknowledge the other person’s feelings *(Manager) “You’re frustrated when I don’t follow through.”* Or *(Employee) “It’s* *disappointing when you don’t* *follow up*.” |
|  | 5. Balanced understanding the other’s perspective with stating your Intentions. Remembered to separate the other’s perception from your intent.  |
|  | 6. Gave feedback by being SPECIFIC about the behavior that you were describing and linking it to its impact or outcome. Focused on behavior (what can change) and *not* the person’s personality. |
|  | 1. Utilized the SARAH Cycle and 3 Triggers to manage defensiveness.
* SARAH Cycle (Don’t get stuck in emotion; Accept others’ perspective; Help = ask questions)
* Triggers: Truth / Relationship / Identity
 |
|  | 8. Identified *areas of agreement* when discussing development. |
|  | 9. Established a Way Forward towards achieving the employee’s development plan. |
|  | 10. Determined commitment by asking, “*Are you willing to commit to the plan*?” and/or “*What will get in the way of your commitment to this action plan?*” |
|  | ***What is one action that you will do differently at the next Check-in or daily discussion*?** |