

**Manager’s Role:**

*When it comes to your role in development, talking to your associates is the most meaningful and results-driving activity you perform as leader. Development focused conversations inspire reflection, illuminate possibilities, foster commitment and generate associate-owned actions. These actions will help them grow and develop while contributing to business results.*

*This document was created to help guide you through development conversations with your team members. It includes many simple, yet powerful questions designed to help associates look inward, develop deeper self-awareness, and ignite action.*

Prepare for the Conversation	Questions for YOU	Notes
<p><i>Take time to prepare for the discussion. From your perspective, think about the associate’s strengths, areas for improvement and potential development opportunities.</i></p>	<ul style="list-style-type: none"> <li>• What are the ways in which this associate brings value to MSA?</li> <li>• What is the associate enthusiastic about?</li> <li>• What activities do you think the associate does best?</li> <li>• What are areas for improvement?</li> <li>• What potential projects or development opportunities exist?</li> </ul>	

Set the Stage	Questions for the Associate	Notes
<p><i>Communicate your expectations for the outcome of the discussion and ask your associate what goals he/she has.</i></p>	<ul style="list-style-type: none"> <li>• What are your goals for the meeting?</li> <li>• What do you hope to accomplish during this development discussion?</li> </ul>	

Discuss Career Aspirations	Questions for the Associate	Notes
<p><i>Explore your associate’s overall expectations about career growth, both short and long term. Explore multiple development options including enrichment in current job; vertical promotions; lateral moves, etc.</i></p>	<ul style="list-style-type: none"> <li>• What is important to you in terms of work?</li> <li>• How do you define success?</li> <li>• What are some important career and professional development issues for you currently?</li> <li>• What are your long term and short term career goals and aspirations?</li> </ul>	

Identify 2 Development Goals	Questions for the Associate	Notes
<p><i>Help the associate identify 2 development goals. The first goal should be an area of strength and the second goal should be an area to develop. Emphasize that leveraging strengths is just as important as identifying areas to improve. Provide your feedback, but more importantly, discover the associate's perspective.</i></p>	<p><b>Strength</b></p> <ul style="list-style-type: none"> <li>• What accomplishments are you most proud of?</li> <li>• What are you passionate about?</li> <li>• Where are you powerful in your work?</li> <li>• What are some examples of success?</li> <li>• What are some of the things from last year that you want to duplicate this year?</li> <li>• How would you describe your strengths?</li> </ul> <p><b>Area to Develop</b></p> <ul style="list-style-type: none"> <li>• What are some of the things from last year that you would do differently?</li> <li>• Are there any areas of weakness you want to neutralize?</li> <li>• How would you describe your development needs? (New knowledge? Exposure to different business functions? Competencies?)</li> </ul>	

Explore Development Opportunities	Questions for the Associate	Notes
<p><i>Brainstorm potential development activities within the 70:20:10 framework.</i></p> <ul style="list-style-type: none"> <li>• 70% on the job experience</li> <li>• 20% learning from others</li> <li>• 10% formal learning</li> </ul> <p><i>Emphasize that we learn through doing. Discuss projects and assignments that will help them grow. Think about how you can open doors, create opportunities, make introductions and remove obstacles.</i></p>	<ul style="list-style-type: none"> <li>• What experiences will help you develop?</li> <li>• How can you apply and practice new skills on the job?</li> <li>• From whom might you learn new skills and acquire knowledge?</li> <li>• What coaching or mentoring opportunities will help you achieve your goals?</li> <li>• Which development needs can be addressed by reading, courses, seminars or conferences?</li> </ul>	

Discuss Next Steps	Questions for the Associate	Notes
<p><i>Help the associate determine the parameters for their development goals and supporting activities.</i></p>	<ul style="list-style-type: none"> <li>• What are your timeframes for accomplishment?</li> <li>• What resources do you need?</li> <li>• What are potential roadblocks?</li> <li>• What support can I provide to help you achieve your goals?</li> </ul>	