

Q12. This last year, I have had opportunities at work to learn and grow.

Challenge Me

The desire to learn and grow is a basic human need. One way employees can learn and grow is to find more efficient ways to do their jobs. The best teams are never quite satisfied with their work. They always strive to find better, more productive ways to work. And where there is growth, there is innovation.

Employees who have an opportunity to learn and grow at work are twice as likely as those on the other end of the scale to say they will spend their career with their company.



Three Ways to Challenge Employees to Learn and Grow

- 1 Continuous.** An environment that encourages continuous learning.
- 2 Expanding.** Short-term “stretch” goals that motivate employees to expand their current knowledge or skill set.
- 3 Aspirational.** Career-oriented development plans that align with each person’s strengths and aspirations.

Engaging Conversation Starters

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The most effective managers continuously discuss progress and opportunities for growth and development with employees.

Quick Connect Conversation

A Quick Connect is a one- to 10-minute conversation to stay connected with employees and their short-term work.

Questions to Ask	Sharpen Your Approach
What are you looking forward to in your job this year? How is your current project going? Are there times when you feel conflicted or confused about your priorities?	Focus on what your team members are currently working on, what is going well with those projects and what is getting in the way of success.

Team Check-In Conversation

A team Check-In is a 10- to 30-minute conversation to discuss team successes and current needs while still keeping a focus on the team's future work.

Questions to Ask	Sharpen Your Approach
In what situations in the past six months have you felt that you were learning new things? How can we build a team environment that encourages learning? What types of learning opportunities are you interested in?	Listen for opportunities that broaden team members' experiences, giving them opportunities to learn and grow.

Individual Developmental Conversation

Developmental conversations are typically 10 to 30 minutes. They help assess and identify employees' engagement needs.

Questions to Ask	Sharpen Your Approach
What are you looking forward to in your job this year? In what areas have you developed the most this past year? Are there opportunities you want to pursue to help you learn and grow? Is there a particular skill or competency you want to learn that would help you do your job better?	Consider ways you can encourage this employee to learn, grow and take on new challenges in their role. Listen for how this employee has strengthened their capabilities. In what ways could you continue to build on these new or developing capabilities?