

Q06. There is someone at work who encourages my development.

Help Me Grow

Human beings cannot be successful alone. We learn more, apply what we learn faster, and grow and develop all in response to others. Given this, we know that employees need a manager who encourages their development.

Each employee needs help navigating the course of their career. At times, employees need sponsorship, coaching, protection, exposure and visibility, and challenging work assignments. At other times, employees look for counseling, friendship, and acceptance and confirmation that they are doing well.

Less than 1% of employees who report having someone at work who encourages their development are actively disengaged.

Less than 1% of those who have no mentor are able to achieve real engagement with their employer through the other 11 elements of engagement.



Three Ways to Encourage Development

- 1 Individualized.** Customized for each team member and consistent with their current role.
- 2 Intentional.** Directed and purposeful for each person.
- 3 Ongoing.** Continuous process throughout each person's work life cycle (from onboarding to promotion).

Engaging Conversation Starters

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Gallup’s research suggests that the most effective managers individualize their approach and provide ongoing developmental support to their 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
<p>How do you feel about what you are working on?</p> <p>What do you enjoy most about your work?</p> <p>Are there things that you would like to try in your role?</p>	<p>Listen for opportunities to give your team members additional developmental responsibilities.</p>

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
<p>What do you want to learn?</p> <p>What would you like to teach someone else?</p> <p>From whom would you like to learn?</p>	<p>Listen for opportunities for your team members to learn, grow, acquire new skills, try new ways of doing things or take on new challenges.</p>

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
<p>What do you enjoy most about your work?</p> <p>What challenging experiences are you facing at work? What challenges would you like to take on?</p> <p>What do you want to accomplish in the next six months?</p> <p>If you could learn anything that would have an effect on your current role, what would it be?</p>	<p>Listen for opportunities to reinforce this team member’s talents and strengths. Consider what opportunities exist to give this team member more responsibility.</p>