

Toolkit for Career Conversations



UNIVERSITY OF GEORGIA



**UNIVERSITY OF
GEORGIA**

The purpose of this toolkit is to support managers and supervisors within Development and Alumni Relations on building rapport with employees. In this guide, you will find ways to facilitate career conversations.

Career conversations are essential to the employee life cycle in an organization. Having career conversations with your employee outside of review time is critical to success. According to Right Management, career conversations enable managers to support their employees' professional development and is one of the ways to develop an engaged and skilled workforce.

These types of conversations can be difficult to have, but with thought and preparation, it doesn't have to be that way, and you can have an honest and authentic dialog.

We don't expect you to ask every question in the guide, but asking one to two questions from each area can help cultivate the dialogue around career conversations.

If you have any further questions about how to facilitate career conversations with your employees, please feel free to contact Cristy Jones at cristy.jones25@uga.edu.



TABLE OF CONTENTS

Overview	2
Table of Contents	3
Current Responsibilities	4
Areas for Professional Growth	6
Enhancing our Culture	7
Do's and Don'ts of Career Conversation	8



CURRENT RESPONSIBILITIES

- What does the employee like about their position/unit/organization right now?
- What tasks currently give you energy?
- What tasks drain you?
- What met expectations and what did not?
- Strengths: What are the current knowledge, skills and abilities the employee possesses? Do they feel they are able to utilize their strengths in their current role?
- What are the challenges the employee faces (position/unit/organization)?
- Where does the employee/supervisor see a gap in competencies (knowledge, skill or ability)?
- Preferred method for professional development (experiential/mentoring/classroom training/best practice)?





CURRENT RESPONSIBILITIES (CONT'D)

- What are challenges you face in your position/unit/organization? Is there a process/procedure in place that makes it difficult to do your day-to-day job?
- Anything else that appears to be a roadblock?
- Is there anything that can be done more efficiently in your department, unit, division?
- Everyone likes to be managed differently, what leadership style do you work best with?
- How can your supervisor best support you as a leader?
- What could your manager change to make your job more enjoyable?
- How can I better support you as your supervisor?
- If you could introduce one new initiative, remove something, or make a change in your current role, what would it be, and how would it benefit our office/team and its stakeholders?



AREAS FOR PROFESSIONAL GROWTH

- What do you feel are your self-assessed gaps in knowledge, skill and ability?
- What information would you like to master that would give you the confidence to pursue your goal?
- Do you feel you are missing any degrees or certificates from your resume that would help you be successful?
- What are your professional goals, and how can you gain valuable experience within our office to advance toward these goals?
- How can I (your supervisor) support you in achieving those goals?

Preferred Method for Professional Development:

- What is the most effective way for you to learn a new skill?
- What educational opportunities would you like to participate in?
- What new skill do you want to have by this time next year?



ENHANCING OUR CULTURE

- How aligned do you feel with the organization mission, vision, and SIC 'EM values?
- How can I help with one of your goals to keep team objectives on track by end of quarter/year?
- What words would you use to describe how you feel about coming to work?
- How would you describe the overall morale within your team or workplace?





DO's AND DON'Ts OF CAREER CONVERSATIONS

Do's

- Consider sending the toolkit questions in advance
- More listening than talking
- Ask open-ended questions
- Remain exploratory
- Set developmental goals with employee
- Know the impact of your role and input as a manager
- Discuss how short-term goals affect employees in the long-term
- Ask the right career development questions
- Encourage learning and development for your employee
- Allow employees time to process their responses and your suggestions



DO's AND DON'Ts OF CAREER CONVERSATIONS

Don'ts

- Avoid abstract and broad prompts
- Don't box the conversation into promotions
- Don't hold this conversation at the same time of performance reviews or routine one-on-one's
- Don't ask leading questions or presume a career path