

The Results Conversation

The goal of the Results Conversation is to align on skill definitions and agree on the next steps the employee needs to take in their development to meet their personal goals.

As a people manager, you will be reviewing reports with each of your employees that show how both of you perceive the employee's skill strengths and opportunities compared to the industry target for their current role. It's important to make clear that this is not a performance assessment; this is an opportunity for review with an eye towards career exploration.

For example, you can change the current Job Role view in the report to another Job Title that they are curious about. How do the targets change? How do their opportunities for development change?

As the manager, it's your responsibility to cover these 3 key steps in every Results Conversation:

1. **Ask:** Probe to understand what they're doing, and be curious about their unique skills and strengths.
2. **Discover:** Find out what they love about their job and what they don't like — and why.
3. **Listen:** Learn from them about how they would like you to help. Let *them* identify next steps.

Use the following tips to guide your discussion around each skill, based on how closely you and the employee are aligned in your perceptions.

We're right on target!



When you, the employee and the target for the job are all in alignment, what's to discuss?

- Take a moment to acknowledge your common understanding of the meaning, importance, and expression of that skill.
- Acknowledge that this employee is an example of success within your team and the organization.
- Encourage the employee to continually push the boundaries of what's possible and think about other areas this skill can be applied to support their personal goals.

We agree that there's work ahead...



When you and the employee agree that there is work to do to reach the target level of skills strength:

- Take a moment to acknowledge your common understanding of the meaning, importance, and expression of that skill.
- Acknowledge the employee's opportunity to be a student within the organization.
- Ask how you can support development in this skill.
- Agree on the skill's priority within the employee's overall development goals.
- Agree on milestones to help the employee build accountability towards meeting the goals.

We're shooting for the stars.



When you and the employee agree that the employee is working above the level needed for their role in this skill:

- Acknowledge your common understanding of the meaning, importance, and expression of the skill.
- Ask if they are interested in working on it further. Does it serve their career goals?
- If it does, ask how you can support development in this skill.
- Your role could be to help scale their expertise and provide room for growth. Look for opportunities to provide additional responsibility, leadership or process guidance in this skill.

Where is our disconnect?



When you and the employee have a different opinion of the definition of the skill, or a different understanding of how the skill is demonstrated:

- Acknowledge your different assessment of the skill.
- Agree on your first goal to develop an aligned definition of the skill and how that skill is implemented.
- Consider whether there is an opportunity to pair the individual with a mentor who has a solid understanding of the competency and has learned how to make those contributions visible.
- Find out if there is a project or task you that you weren't aware of where the employee demonstrated that skill more effectively.
- Consider how you might create a project or task that would allow the employee to again demonstrate the skill using their own methods.

Setting Priorities

Keep it focused

- The highest priority should be on developing a limited number of competencies/skills that (1) the employee has a desire to improve/learn, and (2) there is close alignment with you and your organization's strategic priorities.
- Best practices recommend that development plans target 1-2 competencies per quarter that have a direct tie-in to company/team or personal goals. Don't overwhelm them.

Keep it top of mind

- You should meet with your direct reports at least 2-3 times per year in a one-one one conversation to discuss professional development, but remember it's something that happens all the time, not just when you meet. Do quick check-ins on a regular basis.
- Make it a habit of thinking about your direct reports and their career aspirations on a daily basis. Recognize when you see opportunities for them and let them know about it, and recognize when they are working hard to reach their goals.