## Conducting the Development Discussion

### Manager’s Tips

<table>
<thead>
<tr>
<th>Conducting the Development Discussion</th>
<th>Questions for the Employee</th>
<th>Notes</th>
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<tbody>
<tr>
<td><strong>AGENDA SETTING</strong></td>
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<tr>
<td>• Discover the <strong>employee’s agenda</strong> for the meeting</td>
<td>• What are your goals for the meeting?</td>
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<tr>
<td>• Clarify the <strong>agenda</strong> for the meeting</td>
<td>• What would you hope to accomplish in this development discussion</td>
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<tr>
<td><strong>EMPLOYEE CAREER PERSPECTIVE</strong></td>
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<tr>
<td>• Explore <strong>individual’s overall expectations about career growth</strong>, both short and long-term</td>
<td>• What are some important career and professional development issues for you now?</td>
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<tr>
<td>• Explore <strong>multiple development options</strong> including enrichment in current job; vertical promotions; lateral moves or realignment to a smaller scope in response to work –life considerations</td>
<td>• What are your short and long-term expectations about career growth?</td>
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<tr>
<td>• Test your own <strong>assumptions</strong> about the candidate’s interests</td>
<td>• What is important to you in terms of work?</td>
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<tr>
<td>• How are you defining “success”?</td>
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<tr>
<td><strong>MIT CONTEXT</strong></td>
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<tr>
<td>• Provide an information update about the department</td>
<td>• What are some department or MIT challenges and opportunities that could impact your professional development?</td>
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<tr>
<td>• Review possible changes and opportunities</td>
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<td><strong>STRENGTHS TO LEVERAGE</strong></td>
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<tr>
<td>- Emphasize that leveraging strengths is just as important in development planning as identifying growth areas</td>
<td>In what ways do you think you have contributed to the goals, strategy, and objectives of the organization?</td>
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<tr>
<td>- Provide your feedback about how has the individual contributed to the goals of the department</td>
<td>What are some examples of success?</td>
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<tr>
<td>- Discuss significant strengths that can be further utilized.</td>
<td>How would you describe your strengths?</td>
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<tr>
<td>- Ask for employee’s perspective</td>
<td>Which strengths would you like to further leverage in the organization?</td>
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<tr>
<td>- Discuss projects, assignments, committees, job roles that would capitalize on these strengths</td>
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<tr>
<td><strong>DEVELOPMENT NEEDS</strong></td>
<td></td>
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<tr>
<td>- Discuss development needs</td>
<td>Where do see growth opportunities?</td>
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<tr>
<td>- Identify the skills, knowledge, or attributes that need development?</td>
<td>What do you consider some of your development needs?</td>
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<tr>
<td>- Ask for employee’s perspective</td>
<td>- New knowledge needed?</td>
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<tr>
<td>- Provide your feedback</td>
<td>- Exposure to different functions or customers?</td>
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<tr>
<td>- Ask for reaction and clarification</td>
<td>- Skills to learn</td>
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<td>- Personal style to modify?</td>
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<td><strong>DEVELOPMENT ASSIGNMENTS</strong></td>
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<tr>
<td>- Brainstorm potential development assignments, projects, or job roles would encourage the development of needed skills and competencies</td>
<td>What work experiences will help you develop?</td>
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<td>(Experienced-Based Learning)</td>
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<tr>
<td>COURSES and SEMINARS</td>
<td>• Which learning needs can be addressed by reading, taking courses, seminars, or attending conferences?</td>
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<tr>
<td>• Discuss learning needs that can be served through taking courses, seminars, or attending conferences</td>
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<td>(Education-Based Learning)</td>
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<tr>
<td>DEVELOPMENT RELATIONSHIPS</td>
<td>• From whom might you learn new skills and acquire knowledge?</td>
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<tr>
<td>• Identify opportunities to work with individuals who are strong in a particular skill?</td>
<td>• With whom would you like to work?</td>
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<td>(Relationship-Based Learning)</td>
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<tr>
<td>FUTURE JOB ROLES</td>
<td>• What future roles might you consider?</td>
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<td>• If appropriate discuss next steps in the department or at MIT in general</td>
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<tr>
<td>DEVELOPMENT PLAN IMPLEMENTATION</td>
<td>• Considering both strengths and development needs, what are your primary development goals and activities?</td>
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<tr>
<td>• Review suggestions to leverage existing strengths and work on development needs</td>
<td>• What resources will you need?</td>
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<td>• Discuss any barriers to development.</td>
<td>• What barriers to development might occur?</td>
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<td>• Discuss possible resource needs</td>
<td>• When would be a good time to review your plan?</td>
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<tr>
<td>• Clarify any interim information that is needed</td>
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<td>• Set time to review follow-up plan</td>
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<tr>
<td>• Staff member has responsibility to finalize development plan based on initial discussion</td>
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