

Supervisor's Guide for Staff Development Planning

Follow the steps below to effectively use the Role Impact Maps and Skill Assessments to identify and address the development needs of your staff.

- ❑ **Meet with your reporting employee to agree on goals and select skills to assess.**
 - Explain the purpose of the assessment (development planning)
 - Review the assessment and planning process steps
 - Distribute to each employee his/her own Role Impact Map, Skill Assessments, Employee's Guide, and sample and blank Individual Development Plans
 - With the employee, use the Role Impact Map to identify 1-2 key *Early On*[®]/personal goals and 3-5 related skill areas to be assessed
- ❑ **Complete the Skill Assessments for the employee** (The employee simultaneously completes the assessments.)
 - Assess the employee on each Key Area of Expertise on the assessments
 - Determine which 1-3 Key Areas of Expertise are most critical to improve
- ❑ **Meet with the employee to compare assessment results and identify 1-3 areas for growth**
 - Compare and discuss both sets of assessments (yours and the employee's)
 - Where there are differences, review first the skills in which your rating was higher than the employee's
 - Agree upon 1-3 Areas Of Expertise in which the employee should focus development for this planning cycle
 - Brainstorm with the employee possible sources of development activities (workshops, community college courses, one-on-one coaching, computer-based training, etc.)
- ❑ **Have employee research and draft the Individual Development Plan; review and finalize the plan**
 - Make sure the plan:
 - Defines specific learning activities, outcomes, and measures
 - Is practical and achievable
 - Discuss and commit to the specific support you will provide to enable plan achievement
- ❑ **Support the employee in managing the implementation of the Individual Development Plan**
 - Follow through on the support to which you committed
 - Help the employee problem solve obstacles to plan completion
 - Meet with the employee at least twice to discuss plan status, including:
 - Progress to date and how the employee feels about the progress
 - Obstacles encountered and how they may be overcome
 - Changes that need to be made to the plan
 - Next actions and required support

Managing Employee Reactions

Part I - Managing Employee Apprehensions

IF	THEN
Fearful, tense, or apprehensive	<ul style="list-style-type: none"> • Address the employee's emotional state directly • Offer encouragement and support • Inquire about the nature of the employee's concerns • Provide information designed to allay unrealistic views or concerns • If necessary, spend additional time discussing the rationale for this process
Detached or defensive	<ul style="list-style-type: none"> • Ask the employee for his/her impressions of this process • Reassure the employee that this is a collaborative, growth-oriented process • Ask if the employee has suggestions for improving this process • If necessary, terminate the session and reconvene at a later time

Part II - Managing Employee Reactions

IF	THEN
Seeks examples	<ul style="list-style-type: none"> • Emphasize that this is a development process; the goal is identifying areas to enhance capability. Differentiate this feedback from a performance review, which measures employee effectiveness • Rephrase your feedback to help clarify your statement • Be more specific without inviting an argument over how actual events played out • Indicate that you will point out specific examples in the future
Defensive	<ul style="list-style-type: none"> • Consider whether or not your feedback was phrased too harshly. If so rephrase it • If defensiveness continues, put your original feedback aside temporarily and discuss the negative impact of the person's defensive behavior • Listen to the employee and consider whether additional information may be useful • Indicate dissatisfaction with defensiveness without becoming defensive yourself • Terminate the feedback session - postpone to a later time
Flatly disagrees with you	<ul style="list-style-type: none"> • Rephrase your feedback to help clarify your statement • Ask questions to get a better sense of their reactions • Avoid arguing with the employee • Show mild dissatisfaction and acknowledge the disagreement • Encourage the person to think about the feedback • Indicate that you will point out further examples when and if they occur
Angry or argumentative	<ul style="list-style-type: none"> • Discontinue the process and address the employee's emotions directly • Anticipate that some level of fear stands behind the anger and try to offer reassurance • If anger or hostility continues, set firm limits on the amount and intensity of hostile comments • Encourage the individual to express concerns in emotionally temperate ways • Restate your commitment to the employee's well-being and professional success • If necessary, terminate the session and reconvene at a later time