Supporting the development of your staff

As a manager your role is to support and encourage the development of your staff by providing ongoing feedback, assisting with identifying suitable development opportunities and supporting the application of new skills in the workplace.

Each staff member is responsible to actively drive their own development by identifying development objectives and opportunities and initiating ongoing discussions with you.

Develop for the current role - Understand your staff member's strengths and areas for improvement to achieve their full potential and support them to constantly strive to improve in their current role

Develop for future opportunities – Some individuals are motivated by knowing that there is room for progression in their organisation. This is why it is important to ensure you support your staff by having 1:1 developing conversations and if desired to identify and set goals for future opportunities. This could include assisting them in preparing for their desired role in a different area or for a management role.

GROW model

The GROW model is a useful framework to support our staff in setting development objectives. See below information on the GROW development conversation guide.

The GROW model is a simple yet effective framework which helps you to guide your team member(s) to think about where they are going (the **G**oal), where they currently are (the **R**eality), what their **O**ptions are and then establishing commitment (the **W**ill).

As the manager you act as the facilitator in helping your team member(s) select the best options for them.

Goal

What is the development goal?

Clarify the development goal:

- Ask open questions to explore development goals (e.g. what do you want to achieve? How will this help you in your current role? Does this goal fit with your overall career objectives? How does this goal fit with team objectives? How will you know that this goal has been achieved?)
- Summarise to confirm the development goal

Reality

What is currently happening?

Acknowledge the current reality:

- Invite them to express their view of their current skills and knowledge
- Ask questions (e.g. what steps have you already taken towards your goal? What currently works well? What doesn't work so well? What would the ideal look like?)
- Offer your feedback and examples to support your perceptions
- Summarise and paraphrase

Options

What are the options for development?

Explore options:

- Encourage them to offer suggestions for how they will develop
- Ask questions to analyse ideas (e.g. what else could you do? What are the advantages and disadvantages of each option? What are the obstacles in your way?)
- Offer advice about resources, activities and assignments
- Summarise

Will

What will they do?

Gain commitment to specific actions:

- Agree on a number of specific (SMART) development objectives
- Identify and agree next steps (e.g. what will you do now? What could stop you moving forward? How will you address this? How will you keep yourself motivated? How often do you need to review progress? What support do you need from me?)
- Agree on a date when you will both review progress