



**Monash
Health**

Manager Forum – Career Conversations

Wednesday 10 August 2022

Why now?



FAQ & Concerns

If someone is thinking of leaving, isn't it a waste of time to have the discussion?

- Evidence shows that giving people attention suggests to them that they are valued and provides an opportunity to make changes.
- If they decide to leave after knowing they have been listened to, at least they will leave with a positive regard for you and the organisation

I don't have time

- Career Coaching doesn't have to be time consuming, provided the conversation is focused on a clear outcome and the responsibility is fully defined. Remember it's the employee's responsibility to drive outcomes

Won't having the conversation raise expectations I can't meet?

- Whether you talk to staff or not, they will have expectations. Talking with them can be a means of testing whether those expectations are realistic.
- You can help them match up their skills, interests and goals with opportunities that are realistically available to them and have an opportunity to realign with what's achievable



FAQ & Concerns

What do I do if I don't have a clear career path to recommend or follow?

In the past, organisations could offer a more structured career path which is now no longer always possible

In our environment, the aim is to help the individual to understand their capabilities and attributes so that they are better equipped to explore a broader range of career possibilities rather than necessarily a specific job

Career development in the modern age is more about preparing people for areas of competence and types of work





Manager's Role in Career Conversations

- **Validating** – providing positive and corrective feedback regarding how the employee is perceived and that perceptions relationship to career growth opportunities
- **Advising** – providing organisational information on how the employee can develop their career at Monash Health
- **Planning** – offering guidance in goal setting that is relevant to the employee's capabilities and their career development
- **Coaching** – Clarifying the employee's career aspirations through active listening



Team Member's Role in Career Conversations

- **Self awareness** – understand the types of work you do / don't enjoy
- **Initiative** – actively look for opportunities to learn and seek feedback
- **Planning** – create learning plans that you will be able to commit to and take ownership of your plan
- **Follow through** – take action on plans as agreed with manager



Process



	Step 1 & 2	Step 2 & 3	Step 4 & 5
Resources to assist	<ul style="list-style-type: none">• Life/work values identifier• Career development identifier	<ul style="list-style-type: none">• Career development plan template• 70:20:10 model• Flow model diagram	<ul style="list-style-type: none">• Journalling / reflections template

What People **KNOW**

Technical and/or professional information needed to successfully perform job activities



What People **CAN DO**

A cluster of behaviors performed on a job

What People **HAVE DONE**

Educational and work achievements needed to successfully perform job activities

Who People **ARE**

Personal dispositions and motivations that relate to job satisfaction, job success or failure

Career Planning

Directional

Development focus on competencies such as clinical or 'soft' skills to build expertise and knowledge without a specific role or career path in mind

Destinational

Development focus can be very specific around a particular skill or with a specific goal in mind

Steps to achieve a successful development plan

Identify development areas	Select the right activities	Set path to success
<p><u>Common mistakes:</u></p> <ul style="list-style-type: none">• Focus only on employee's weaknesses• Ignoring long term development objectives <p><u>Keys to success:</u></p> <p>Build strengths and improve performance</p> <ul style="list-style-type: none">• Leverage strengths to ensure employees can quickly reach high performance levels• Fill skill gaps to prevent any stalls in employee development• Evaluate current performance to identify where employees should improve to meet short term development needs• Align development plan with long – term career objectives to maintain career momentum	<p><u>Common mistakes</u></p> <ul style="list-style-type: none">• Including activities that aren't relevant to every day work• Not involving others in building your employees skills <p><u>Keys to success:</u></p> <ul style="list-style-type: none">• Push employees out of their comfort zone by increasing the scope and complexity of their work• Set their expectations about what new skills and knowledge they can learn from each new project• Identify your direct report's peers who have expertise in a specific skill	<p><u>Common mistakes:</u></p> <ul style="list-style-type: none">• Not identifying resources necessary for success• Not enabling employees to apply learning in their day to day work <p><u>Keys to success:</u></p> <ul style="list-style-type: none">• Set SMART goals• Help employees identify key takeaway points in new activities so that they gain the most learning• Create a schedule to review progress based on specific performance indicators• Prompt employees to reflect on lessons they learned in recent projects and how they will do things differently in the future• Ask employees to teach the lessons they learn to other employees



Case Studies