



# Individual Development Planning

ACHIEVING HIGHER PERFORMANCE

## Manager - Sample Talking Points for the IDP Meeting

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It's important to remember that this is one activity where the focus is the employee and her/his passion, motivations and goals for professional growth. In our IDP Guide, the instructions indicate that the employee will run the meeting. Because manager/employee meetings are so often run the other way around, the tendency may be for you to feel responsible—and the employee him or herself may also feel more comfortable letting you take the reins. Try to keep this from happening. It's not so important that you completely avoid guiding the progress through the agenda – it's more that you need to keep ownership of the topic with the employee.

In our day to day work, there are few opportunities created to truly understand what drives and interests our employees most. This understanding is high value for managers, as it is the key to how we can help employees really engage with work. And these drivers and motivators are always operating under the surface, whether we understand them or not. *You can co-create this opportunity best by staying genuinely curious about the employee's thoughts, perceptions, goals, motivations. Ask questions, and offer your wisdom and insight, but don't let the meeting become Your Development Plan for the employee.*

### 1. BEGIN

**Be welcoming to the employee – this might sound like:**

*"I'm glad we have the opportunity to talk about this. How would you like to start?"*

### 2. EMPLOYEE'S PROFESSIONAL GOALS AND MOTIVATIONS

**Listen, and acknowledge – this might sound like:**

*"So you know what you'd like to do in the long run, how about in the shorter term?" or "So you know what you'd like to do in the short term, how about in the longer term?" or "You're very serious about preparing for (making a career in \_\_\_\_, being a top notch \_\_\_\_, finding your next career move in Yale)."*

*"So you're feeling pretty content where you are, but there are a few things that particularly energize you in your current role." or "You're pretty content in your current role, but you'd like to*

*do more things that really energize you.” or “You’re pretty happy in your current job, but you’d like to make a bigger contribution (get more exposure, work more with others, etc.)” Or*

*“You’re pretty close to retirement, and you’d like to keep a steady pace as you move toward that important personal goal.” or “You’re pretty close to retirement, and you’d like to (share more/learn more) about (competency/skill/knowledge) as you prepare for (a new transition, part time work, etc.).”*

**Respond – this might sound like:**

Possible Qs – *“What motivates you most about that (kind of work/career/goal)?”*

*“When did you first become interested in that (kind of work/career/goal)?”*

*“What have you learned so far about that (kind of work/career/goal)?”*

*“I can imagine you moving into (type of role) over the next (appropriate #) years.” and/or “I can see you developing in that direction with some planning and preparation.” and/or “That’s interesting, I would see you in a role which utilizes your talents at (talent areas) going forward, is that of interest to you?”*

If you need to help with the transition – *“Where shall we go from here?” or “Fill me in on what you see as your talents and strengths, and I’ll share my perceptions.”*

**3. EMPLOYEE’S TALENTS AND STRENGTHS**

**Listen, ask clarifying questions, and respond- this might sound like:**

*“That’s interesting, when did you realize that this was a strength for you?” or “What situations or experiences helped you the most to develop (talent/strength)?” and/or “When have you had your greatest opportunity to use that (talent/skill)?” and/or “What other areas are strengths for you?”*

*“I agree, I’ve seen you exercise that strength in (situation/example).” and/or “I also see you having strength(s) in (competency/skill) and (competency/skill).” and/or “What other areas are strengths for you?”\_and/or*

*“That’s different from my perspective, I had seen you more as being very strong in (talent/competency/skill) because of what I’ve seen you do in (situation/example).” and/or “Tell me more about your thinking on that.”*

If you need to help with the transition – *“What about development opportunities – given your goals and motivations – what seems most important?”*

#### 4. EMPLOYEE'S DEVELOPMENT OPPORTUNITIES

**Listen, ask clarifying questions, and respond- this might sound like:**

*"Who do you know who you think has developed that skill?" "Who might be an expert to talk to about the importance of that (skill/competency)?" and/or "How will learning that help move you toward achieving your career objectives?"*

*"How do you think you could apply that on the job now?" and/or "I agree, I think getting stronger in that area is important and can heighten your performance." and/or "I can see how that would benefit the department, and move you toward your future goal." and/or*

*"I'm surprised, I actually think of you as very solid in that area, I would think more about developing (competency/skill) because of how important it is to reaching (employee's professional goal)." and/or "Uh huh, and I also think you should consider strengthening/beginning to learn (competency/skill) as an important building block to enhance your current role/reach your future goals."*

#### 5. EMPLOYEE'S ACTION PLANS

**Listen, ask questions, and make recommendations to refine and support the plans – this might sound like:**

*"This sounds great. How can I support you in this?" and/or "It's a good target for leveraging your strengths – how can you convert this into a SMART goal.?" and/or "This is a lot to take on, if you could zero in on just 2 key actions, what would they be?" and/or "This is good, how can we make a stronger link between your current responsibilities and (using this strength/developing this competency/skill)?" and/or*

*"I think another activity that would help you (leverage this strength/develop in this area) would be (recommended activity). What do you think?" and/or "This would work in an ideal world – how do you think we could modify it considering our current (time/budget) constraints?" and/or "I'm not sure training will get you the know-how you're looking for. What could we do that is a more on-the-job situation that would help you grow in that area?" and/or*

*"I can talk to (resource) in (department X) to see whether you could (meet with/partner on/shadow someone/rotate through) so that you could further (deepen your understanding of/build some experience in) developing that (competency/skill/knowledge)."*

If you need to help with the wrap up – *"Let's make sure we've got next steps outlined. What do you need to do to solidify this before we both sign off on it?"*

6. WRAP UP and NEXT STEPS

**Thank the employee, encourage them in their next step of incorporating the agreed on points from this discussion into their written plan, and make sure they've set a follow up date with you to review the finalized plan and confirm it – this might sound like:**

*“I appreciate the thought you've given this, and the commitment you're making to your development.” and “When will you have the IDP form drafted with the input we've discussed today?” and “When do you want to meet to review and confirm the final draft?”*

7. CONFIRMING THE IDP

**This last step involves a brief meeting with the employee to agree on the revised plan, and encourage initial action on their part – and yours, if applicable – this might sound like:**

*“When will you (action) on this piece of the plan?” and/or “I'll call (name) this week to set up a time for you to (have an informational interview/meet with their project team/discuss the shadowing opportunity, etc.).”*