

# Manager Essentials

## October 2022

Person centred  
Conversations

NHS

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# You will explore

- Context and introductions
- Why focus on career conversations?
- Different people, Different conversations
- 3 key skills for any person centred career conversation
- What is personal development
- Preparing effectively
- Conversation framework
- A chance to apply learning to a real life scenario



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# Virtual Set up



90-minute session with a short break



Be Present & Ready to Learn



Content led by me



Interact with Breakout Rooms,  
Polls and Chat



Any questions, please use Chat  
or use the raised hand symbol



Microphone on mute when not  
speaking



Video on if possible



You don't need to ask for a  
toilet break, just say 'be back  
in a few minutes'



Slides available after



Have pen and paper handy



Stay in touch, by signing up  
to get our updates



We would love you feedback



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Why is it  
important to  
have 'career'  
conversations?



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# Impact of having a career conversation


76%

feel more engaged  
in their work




75%

are happier in  
the work they do




68%

are more likely  
to share ideas



68%

are more likely to recommend  
their employer to a friend



73%

are more likely  
to stay



In contrast, **only 22%** say there is no  
benefit to having a  
career conversation

Source: Manpower Group



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# What is a Career Conversation?



**It is a broader conversation about work, aspirations and challenges, now and in the future.**

A **Career Conversation** is not a performance review or appraisal – it does not review the performance of an employee, targets or objectives.

**Its an honest, open discussion between employee and manager** that. supports the employee in developing their career goals and plans for achieving what is mutually. beneficial to individual and organisation.



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# Benefits of Career Conversations

Helps managers understand the work and life challenges their employees are going through

Help identify the employee's skills and experience that could be further utilised

Help employees make informed decisions about their career and options

Help to re-engage, re-energise and motivate employees

Employees will feel more invested in and listened to

Support the overall wellbeing of employees

Give employees a new 'purpose' and feel a stronger sense of belonging

Opportunity to explore further learning and development opportunities

A chance to explore what support is available – self-help, manager, internal, external



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# Person centered Career Conversations Challenges

**In chat, what;**

- Potential 'work' challenges for the individual.
- Potential 'personal' challenges for the individual.

Might come up in conversation?



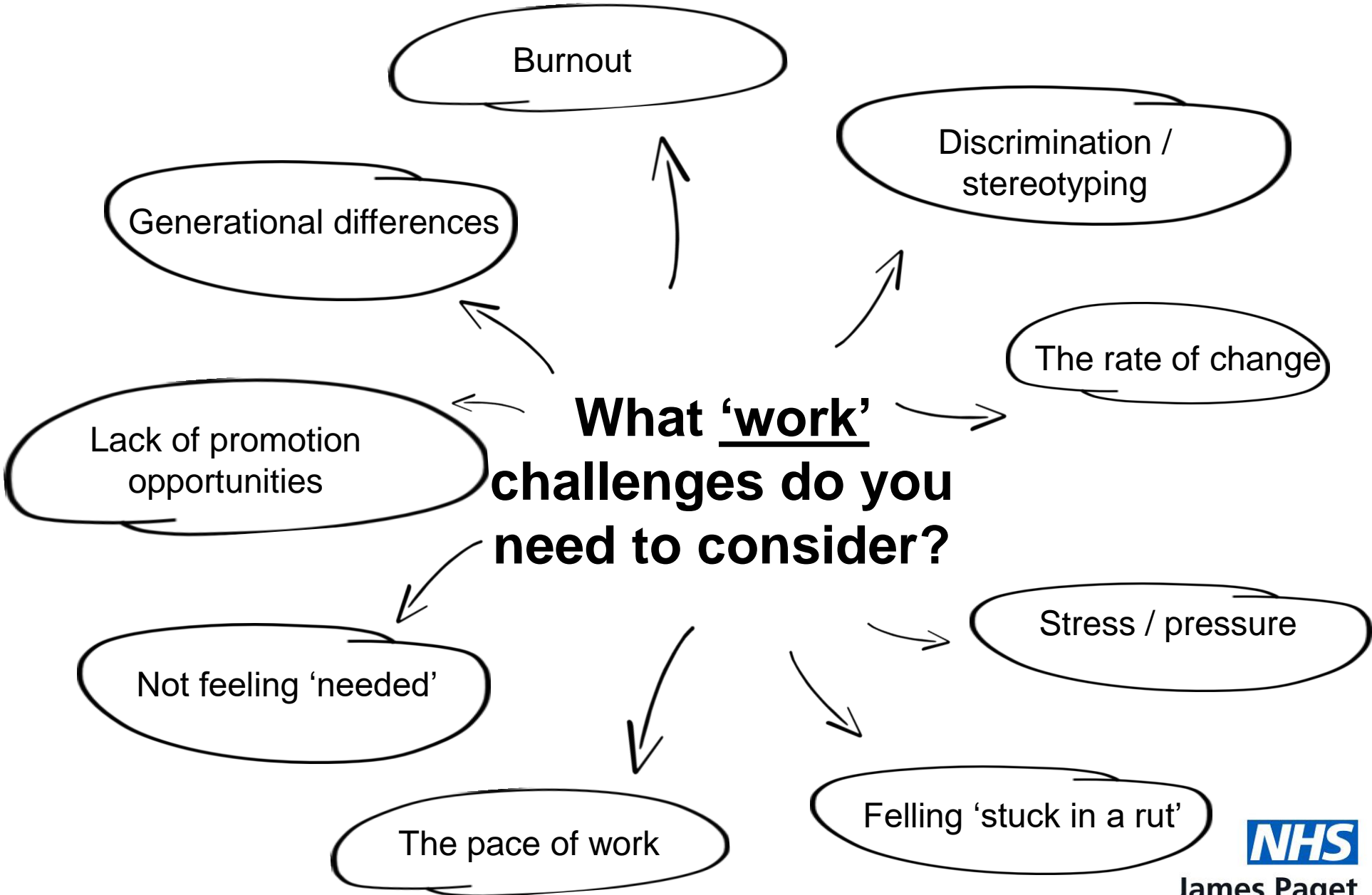
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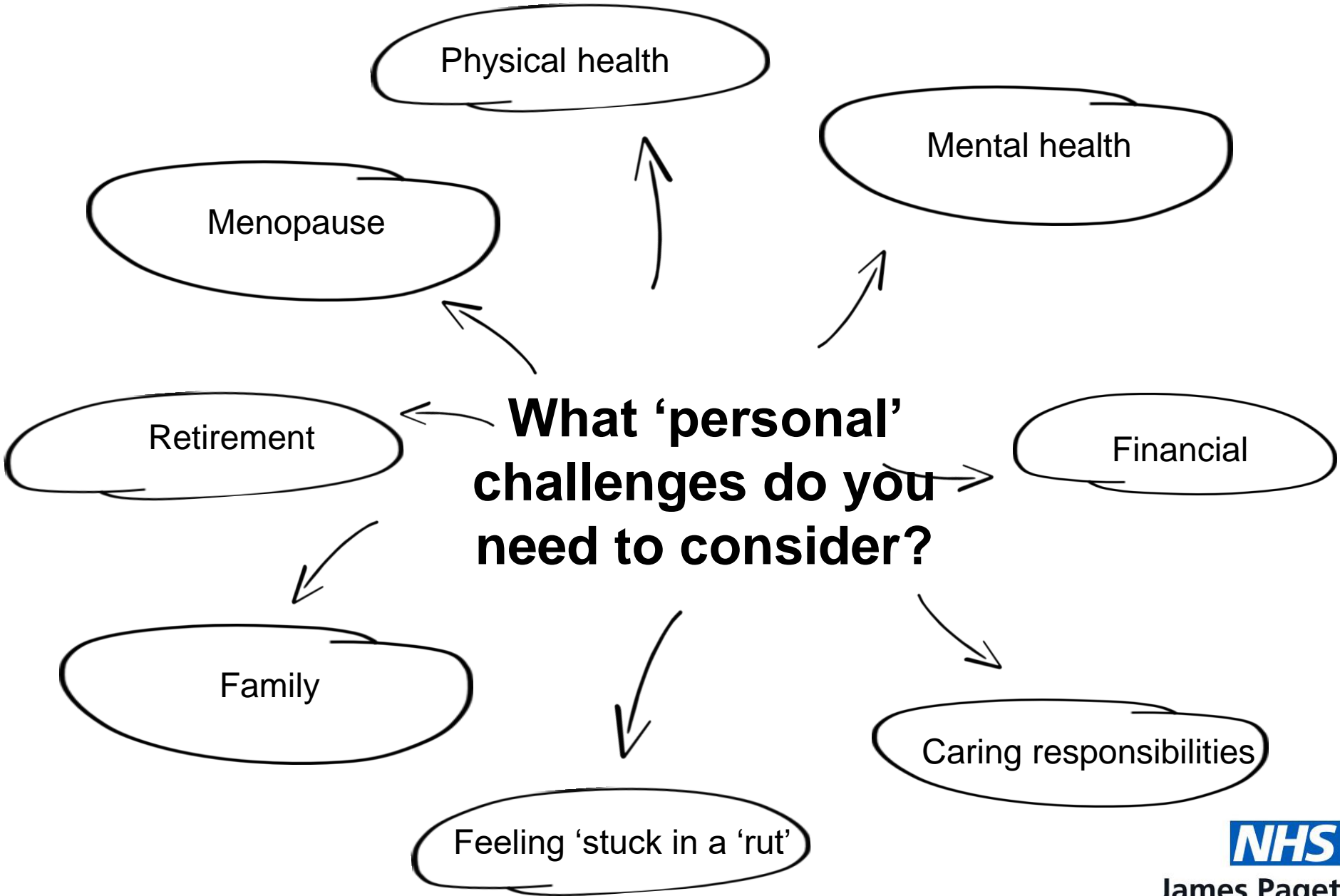
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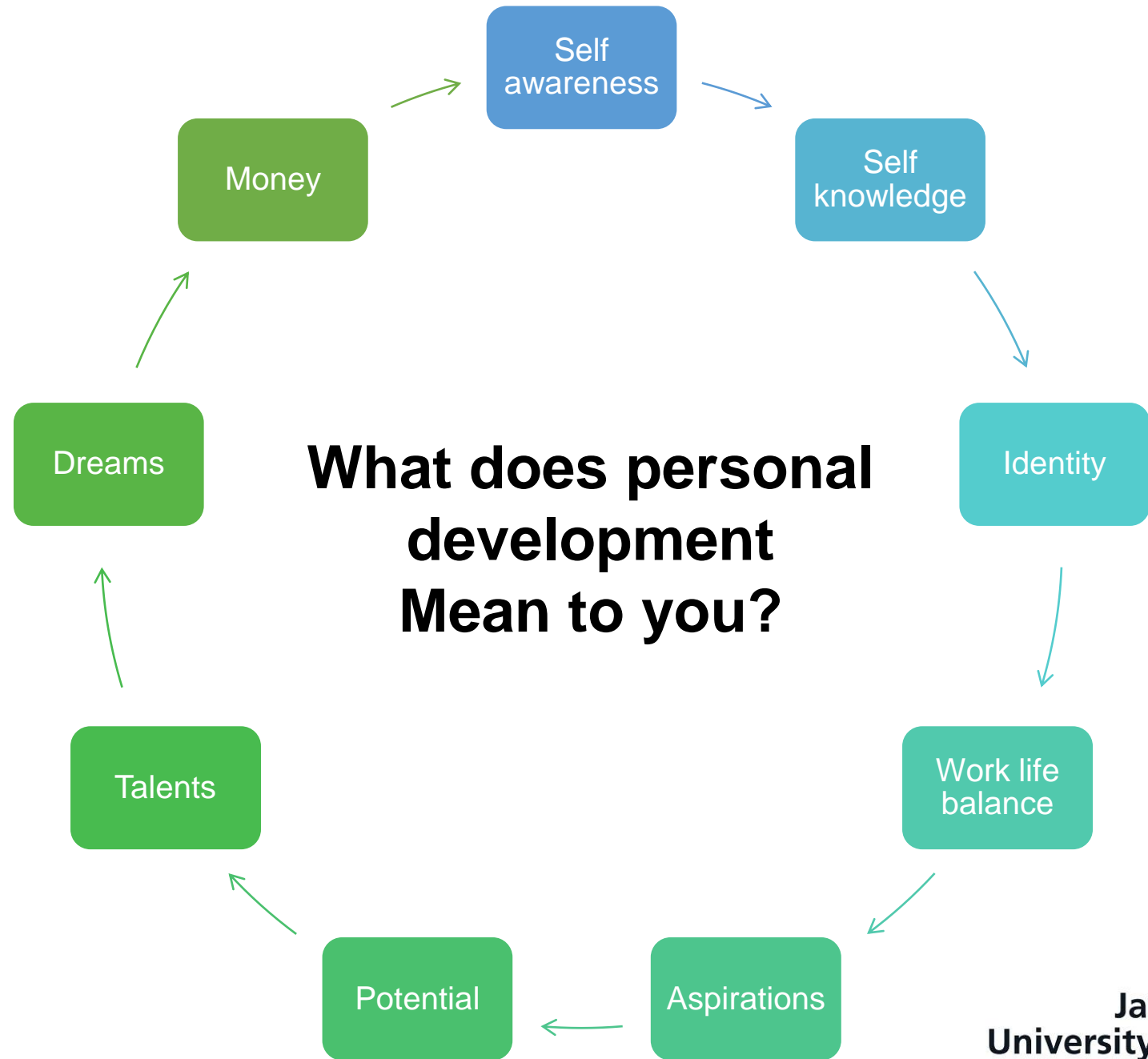
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**What are possible options  
for you and your team?**



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# Development Options

Being a buddy for a new starter	Coaching someone else (subject to training)	Mentoring someone else (subject to training)	Creating learning for new starters to the team – guides, videos, checklists
Representing the team at networking or internal/external events	or sharing/delivering a presentation on their team	Opportunity to become a Wellbeing Champion	Staff networks, get involved: for example LGBTQ+, more to follow
Collecting feedback	Self reflection	Shadowing / work experience / observing	Job rotations Delegation Or standing in for someone
Watching videos	Learning a new system, getting involved in a project	Reading professional journals. Articles and books	Sharing learning with others



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# Help / Support Options

Options for  
increasing work-life  
balance

Flexible working,  
part-time

Hybrid working

Pension/retirement  
planning – internal  
training/support?

Opportunities to  
delegate certain  
responsibilities

Help identify  
personal self-care  
strategies



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# Development Options

To get the right results...

You learn from others



You learn from on the Job experience

You learn from actual training, such as a Workshop



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# 70/20/10 Personal Development Options

## 70% - Experiential Learning

- Increasing scope of responsibility
- Job swap
- Secondment
- Taking on a new project
- Onboarding a new team member
- Being a mentor
- Learning and using new tools and technology
- Tackling a persistent unsolved problem
- Leading a team meeting
- Fundraising
- Charity work

## 20% - Social Learning

- 121 meetings
- 360 degree feedback
- Being mentored
- Being coached
- 'After action' review meetings
- (Co)hosting meetings
- Presentations
- Representing manager at meetings
- Spending time at other organisations / SME's
- Cross-functional project
- Committees
- Networking opportunities
- Community volunteering
- CSR projects

## 10% - Formal Learning

- Internal training programmes
- E-learning
- Webinars
- Apprenticeships
- Self-Study
- Conferences
- Seminars
- Talent programmes
- Professional organisation memberships and CPD
- Books / articles / White Papers





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What skills  
do you  
need?

1

**Active  
Listening**

2

**Great  
Questions**

3

**Show  
Compassion**



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1

# Active Listening

**INACTIVE**  
Message is received,  
recognised and ignored

Level 1

**SELECTIVE**  
Message is received,  
recognised and only part of  
it is evaluated

Level 2

**ACTIVE**  
Message is received,  
recognised and is  
completely evaluated

Level 3

**Cosmetic**

**Conversational**

**Active**

**Deep**



What stops you from actively listening to someone during a conversation?  
How do you minimise this?



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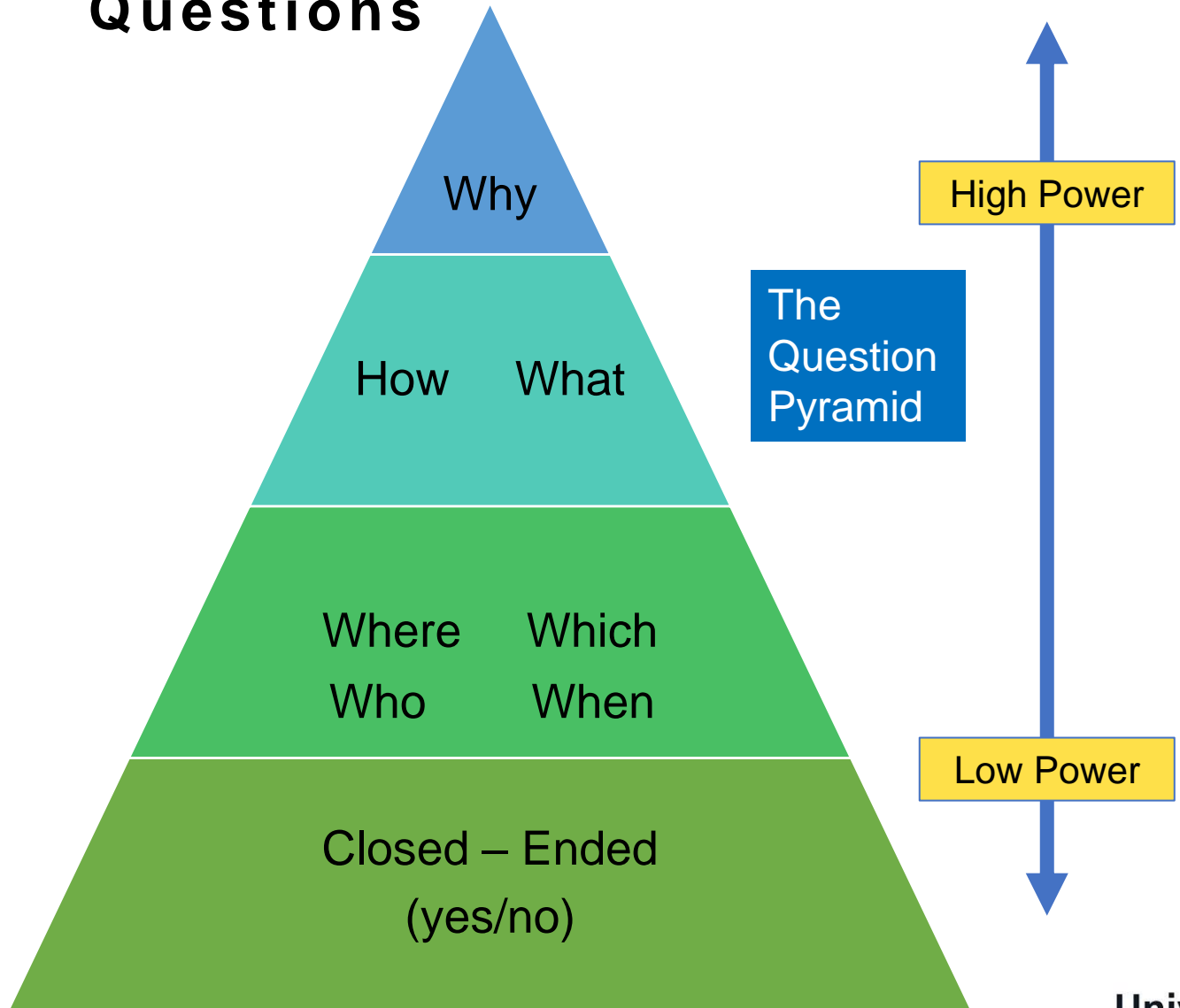


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2

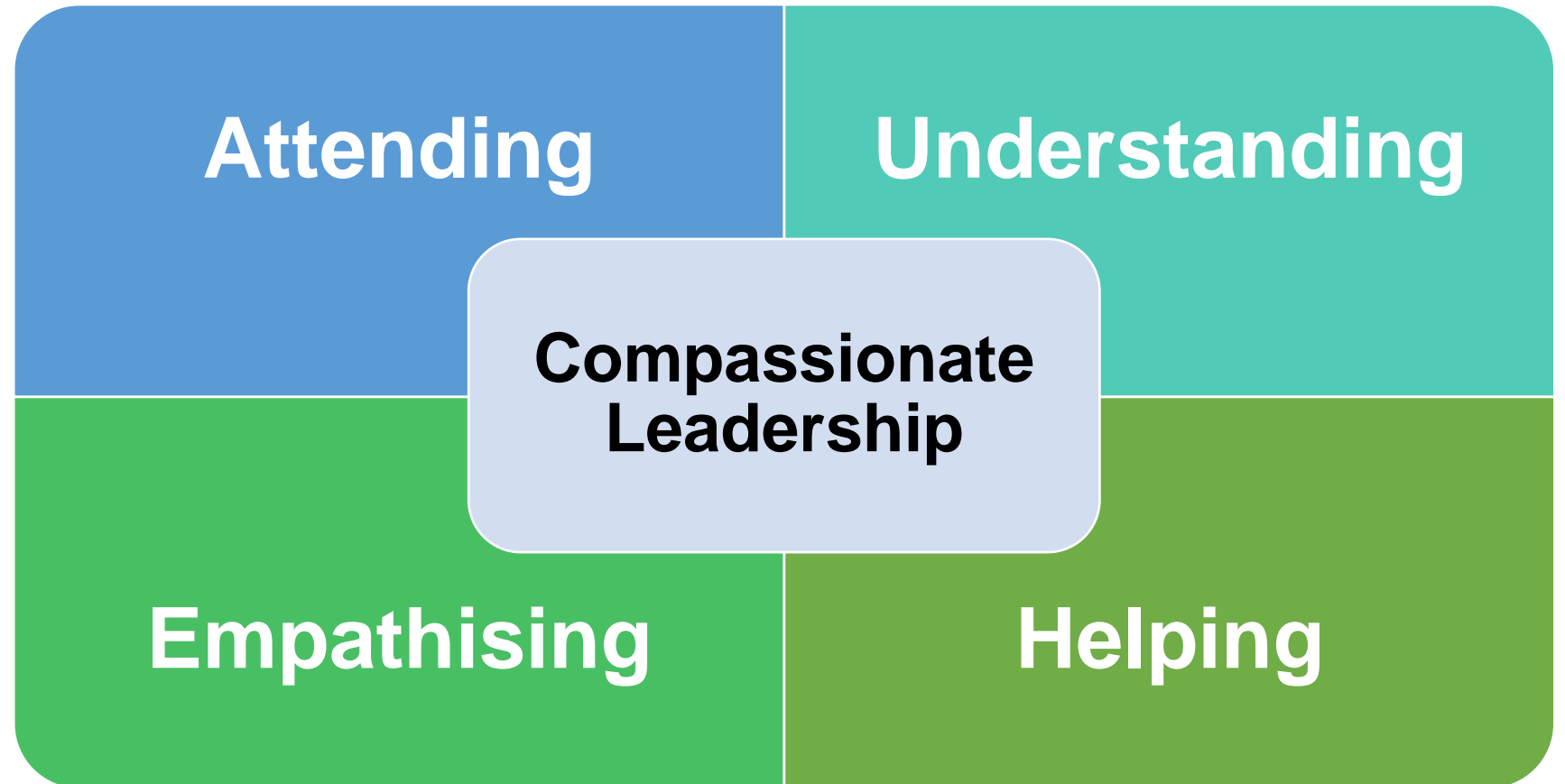
# Great Questions



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3

## Show Compassion



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# Conversations Framework

1 Prepare for the conversation

2 Open the conversation

3 Discuss: Work, Career, Progression

4 Agree a plan

5 Close the conversation



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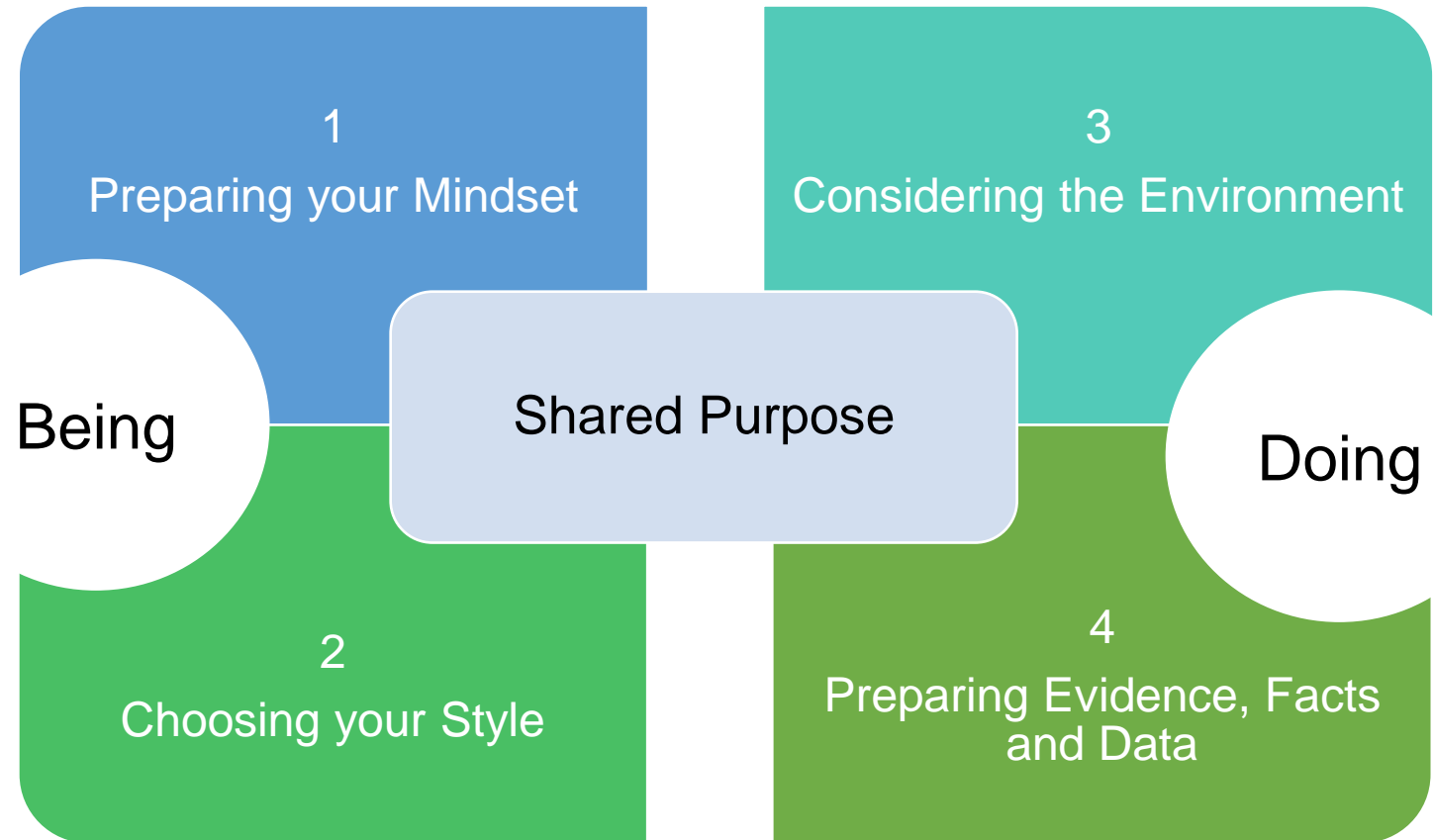


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# Prepare for the conversation

## Conversation Preparation Model





# Open conversation

How do you open the conversation?



# Discuss Work, Career, Progression

## Example questions;

- What do you enjoy most about your job? Why?
- What do you enjoy the least? Why?
- If there were more opportunities to [stretch your skills / work on other projects / take up additional training or qualifications / work in another part of the organisation / be promoted would you be interested?
- I recognise that some people want to continue to progress and learn new skills, but some people don't – and that is fine. How do you feel about this right now, and would you like a change in the future?
- How do you envision your ideal future work life?
- Do you (or will you) need more of a work /life balance?

**Note: you may want to consider using a SWOT Analysis**



# Agree a plan

## Both Development and Support options

Consider 'development' options not just 'support' options.

Remember that 'Personal Development' is very individual.

**Don't make assumptions** about what an employee might want or need

Consider different **Learning Styles** – VARK (visual, auditory, reading/writing and kinaesthetic).

When discussing options, ask **what they would like from you** as the manager, the team or the organisation. This can be now and in the future.

**Take time to reflect**



# Close the conversation

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How can you  
bring the  
conversation to  
a close?

Why is it  
important to  
follow up and  
how do you do  
this?



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# Practice Time – Own Scenarios

## In pairs;

- Think about a ‘career’ conversation that you can have with a member of your team.
- Discuss any challenges, assumptions, concerns you may have.
- Use the Conversation Framework, and the support of your partner, to begin to plan for the conversation.

1

Prepare for the conversation

2

Open the conversation

3

Discuss: Work, Career, Progression

4

Agree a plan

5

Close the conversation



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# Self Reflection

Self Reflection activity	<b>Stop</b> What are the things you might need to change? Not doing the old way and focus on the new way?	<b>Start</b> What could be your first step? Or things to be more conscious of or practice?	<b>Continue</b> How have you already been working in the new way, how can you build from this?
You			
Team			



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**What is your key take away?**

**How will you keep the learning alive?**



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**We would value  
your feedback**

**Thank you**

