

COMPETENCIES DISCUSSION PLANNER: EMPLOYEE

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HayGroup

INTRODUCTION TO COACHING FOR COMPETENCIES

Purpose

The Competency Discussion Planner will help you to prepare for a discussion with your manager in which you will:

- Come to agreement on the ratings for each core competency
- Identify your key strengths and areas for development
- Begin preparing a plan to develop your competencies

The planner at the back of this document will help you prepare for your discussion with your manager and finalize a development plan.

Employee's role and responsibilities

Your role as an employee is to take primary responsibility for your own development, with the support of your manager.

This involves:

- Soliciting and being open to feedback
 - Setting realistic development goals
 - Identifying development activities and opportunities, with your manager's input and support
 - Identifying challenges to completing development activities
 - Following up with your manager on your progress
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Manager's role and responsibilities

Your manager plays a key role as a coach to *support you in developing your competencies to help you succeed in your role.*

This involves:

- Demonstrating an interest in, and sharing accountability for, your development
 - Providing timely coaching and noting behavioural examples for more formal coaching sessions
 - Showing respect and empathy
 - Helping you gain clarity around your role, goals and aspirations
 - Monitoring and following up with you on your progress
 - Facilitating coaching discussions
 - Providing encouragement and support for your ongoing development
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COACHING FOR COMPETENCIES – THE PROCESS

Overview of the 6-step coaching for competencies model

Having a process in place to guide your coaching for competencies discussions with your manager will help to ensure that:

- The discussion progresses in a logical and focused manner, and
- Both you and your manager know where the discussion is going and what you are trying to accomplish.

The following table outlines the key steps in holding the coaching for competency discussion:

Step	Action
1	Prepare for the session.
2	Create the climate and initiate discussion.
3	Identify areas of strength and opportunities for development.
4	Discuss barriers/challenges.
5	Agree on a development plan.
6	Follow up.

A detailed discussion of each step follows.

Step 1: Prepare for the session

Before the coaching discussion, both you and your manager should:

- Independently assess your performance relative to the core competencies – using the Competencies Assessment Questionnaire (CAQ) for your position – to identify your:
 - Areas of strength
 - Opportunities for development
 - Gather and note examples of behaviours relative to your competencies to support your assessment and to share with your manager during the discussion
 - Think about ideas you have to develop the competencies where you see opportunities for development – you may want to refer to the **Core Competencies Development Resource Guide (DRG)** for development activities
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Step 2: Create the climate and initiate discussion

The coaching session is a shared process in which you need to actively participate.

At this step, you and your manager will begin discussing your competencies, using the CAQ as a basis. Your manager will ask you to describe areas where you feel you have been successful – your areas of strength – and areas where you would like to develop (refer to the information you prepared in Step 1). Your manager will then provide you with his/her perspective of your performance in terms of your competencies.

COACHING FOR COMPETENCIES – THE PROCESS

Step 3: Identify areas of strength and opportunities for development

The key focus of the session is to identify and agree on areas of strength and opportunities for development. In identifying areas for development:

- Jointly determine development priorities
- Agree on 2-3 competencies for development
- Establish the goal or target level for performance

When discussing the competencies, you need to be prepared to share examples of behaviours and details to support your assessment.

The goal at this point is for you and your manager to agree on specific areas for development – no more than 2-3 competencies for development.

Step 4: Discuss barriers/challenges

At this stage, you and your manager should jointly discuss possible challenges to reaching targeted competency level(s). When discussing these challenges:

- Describe the challenges as you see them
 - Be open to feedback (avoid being defensive)
 - Don't compare yourself to others
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Step 5: Agree on a development plan

Once you and your manager have come to agreement on areas for development, you then need to discuss development activities and agree on a plan to develop the identified competencies.

Your manager will ask you the following types of questions:

- What ideas do you have for developing these competencies?
- What specific actions will you take?
- What support/assistance do you need from me?
- How will you address the challenges we discussed?
- What is a realistic time frame for completing these development activities?

Based on the above, you then need to complete or revise your development plan, which is Step 5 on your Competencies Discussion Planner, to document the results of the discussion.

Step 6: Follow up

At the end of the coaching for competencies discussion, you need to schedule a follow-up meeting with your manager to review your progress.

At this meeting your role is to:

- Describe/share your progress with regard to the development plan
- Discuss any challenges or difficulties you may be having

Your manager's role is to support your progress and provide you with any additional help you may require.

COMPETENCIES DISCUSSION PLANNER: EMPLOYEE

Name: _____	Date: _____
Manager's Name: _____	

Step 1: Prepare for the Session

Your performance and development is your responsibility – your manager is there to help you be the best you can be.

- Identify areas of strength or success in your performance and examples of behaviours to support your assessment
- Identify competencies you would like to develop/areas where you may need coaching and examples of behaviours to support these
- Think about potential development activities (you can refer to the Core Competency DRG for ideas)

Areas of strength:	Behavioural examples (supporting evidence):

Areas for development/possible coaching needs:	Behavioural examples (supporting evidence):

Potential development activities:

COMPETENCIES DISCUSSION PLANNER: EMPLOYEE, CONTINUED

Step 2: Create the Climate and Initiate the Discussion	
<input type="checkbox"/> Shared process <input type="checkbox"/> Discuss competencies using the CAQ as a basis	<input type="checkbox"/> Participate actively in the discussion <input type="checkbox"/> Discuss examples and details
<p>Your manager will ask you to describe your areas of strength and areas for development (as you identified them in Step 1). Then, your manager will describe the areas he/she sees. Record areas of agreement and disagreement, and discuss them.</p>	
Step 3: Identify Areas of Strength and Opportunities for Development	
<input type="checkbox"/> Jointly determine development priorities based on Step 2. The goal is to help you: <ul style="list-style-type: none"> • Develop specific competencies linked to enhance your performance • Build new competencies • Expand your competencies in order to meet new challenges <input type="checkbox"/> Summarize the discussion to ensure understanding	
Agree on 2-3 competencies for development (based on the development priorities identified in Step 2):	Your manager will ask you to describe your goal for performance in the areas you agreed on. Describe desired performance in terms of specific outcomes:
Step 4: Discuss Barriers/Challenges	
<input type="checkbox"/> Describe possible barriers, as you see them <input type="checkbox"/> Be open to feedback (avoid being defensive)	<input type="checkbox"/> Don't compare yourself to others.
<p>Your manager will ask you what potential challenges you foresee:</p>	

COMPETENCIES DISCUSSION PLANNER: EMPLOYEE, CONTINUED

Step 5: Agree on a Development Plan		
<input type="checkbox"/> What actions will you take?	<input type="checkbox"/> What support will be required/provided?	
<input type="checkbox"/> How will you overcome challenges?	<input type="checkbox"/> What is the time frame for completion?	
Competency for Development:		
Development Activities	Supported Required	Target Completion Date
Competency for Development:		
Development Activities	Supported Required	Target Completion Date
Competency for Development:		
Development Activities	Supported Required	Target Completion Date
Step 6: Follow Up		
Schedule next coaching session to review progress: Date: _____ Time: _____		