

MARS

WORKBOOK

**CAREER /
DEVELOPMENT
CONVERSATIONS
WITH YOUR
ASSOCIATES**



PLAN MY CAREER

Read more about the responsibility of each group towards Career Development and explore the recommended tools to help you prepare career conversations and reflect more on what path best matches your aspirations and capabilities.



Responsibilities

Own your own development. Communicate your aspirations, seek feedback, network, explore ideas for your next best move or opportunities, set up career discussions, identify a career mentor and identify potential opportunities.

Own your career

Use the **Plan Your Career Self-Reflective Workbook** to ask yourself the right questions and plan your career in a meaningful way. This toolkit is designed to help you reflect on your career aspirations, prepare for meaningful conversations with your manager and highlight potential next steps for your developmental journey.



Manager responsibility

Successful and sustainable development is best accomplished when you work directly with your manager, who has accountability to provide support and growth opportunities throughout your development. Managers can use their networks to help develop, coach and counsel you, share potential opportunities, provide feedback, suggest options for a career mentor, and offer stretch experiences.

Action

Managers use the **Prepare for Career/Development Conversations with Your Associates Workbook**. This toolkit provides good background on coaching/mentoring and tools to support development conversations with your Associates.



Organization responsibility

You can also count on Mars University and your P&O teams to support you by providing a range of tools and resources to help you create and bring to life a high-quality development plan. Mars provides opportunities for growth, career tools, and leadership and functional capability related content, and takes great pride in developing our Associates.

Action

Visit <https://mars.edcast.com/> to view more about developmental tools Mars offers. Use the search bar or “discover” tab to guide your research. There, you will find more about capabilities and career possibilities in other functions.

Write notes here...



Associate development isn't an event but an ongoing process that can't be completed by the Associate alone.

Coaching, mentoring, and ongoing feedback provide vital support for Associate development and are your responsibility as a leader. Ask your direct reports to set up regular development conversations with you to ensure they're on track and able to discuss adjustments to their plan if needed. In this section, you'll learn how to create ongoing conversations with your direct reports that ensure they meet their development goals. Before starting the preparation of your career conversations, review the **Plan your Career Self Reflective Workbook** provided to Associates. In this document, we guide Associates through the questions they can ask themselves to clarify their career aspirations, plan their career and ensure meaningful conversations with you, their Line Manager.

A good practice is to ask your Associates to review the **Plan your Career Self-Reflective Workbook** a few weeks prior your career conversation, to ensure they are prepared for a meaningful discussion.

PREPARE YOUR DEVELOPMENT DISCUSSION

The Coaching Guide provides you with guidelines on how to raise the Associate’s awareness and increase his/her responsibility when it comes to career development.

Coaching Guide

Coaching is unlocking a person’s potential to maximize their own performance. It is helping the Associate to learn rather than teaching them.

In what area(s) does the Associate need to raise their awareness?	What responsibility does the Associate need to increase?
<p>How will I do this?</p> <ul style="list-style-type: none"> • Discuss credible feedback (informal) from others • Leverage formal feedback tools (360 feedback) • Recall past conversations that are relevant • Describe past and current behavior vs. needed behavior • Solicit Associate’s perspective on strengths, opportunity areas • Uncover Associate’s passion and interests • Share research or other educational materials • Determine Associate’s work completed in the Associate Development Plan 	<p>How will I do this?</p> <ul style="list-style-type: none"> • Solicit Associate’s ideas for development • Uncover areas where Associate feels more engaged • Explore what may happen if an area is not developed • Explore how developmental interests match business needs • Listen more than direct • Invite Associate to evaluate and choose strategies for development • Discuss the Associate’s work completed in the Associate Development Plan and their learnings from work complete

Write notes here...

REFLECT ON YOUR COACHING OUTCOMES

Managers have direct accountability to support Associates reporting to them in their development. The following questions can be used to clarify support to direct reports through on the job assignments, tasks and experiences. Ask yourself these questions as you think about your ability to support the development of others.

KEY QUESTIONS FOR LINE MANAGERS

1.

What have I done to maximize both short and long term learning opportunities within the day-to-day requirements of my direct report's job?

2.

Have I considered how I can support my direct report through providing frequent feedback, coaching and mentoring to help them create meaning from their successes and their failures?

3.

Have I checked in with each direct report regarding their progress on their development plans?

4.

Have I clearly delegated and communicated challenging and stretching tasks / projects to each direct report that pushed them out of their comfort zones?

5.

Have I created accountability for executed development plans for each direct report that integrates their career goals?

Questions 6 - 10 on the following page...

6.

Have I assigned a variety of projects to my direct reports in order to help them develop a diverse skills set?

7.

Are there areas that I find myself spending extra time working on as an individual contributor? Would it make sense to delegate these projects to one of my team members?

8.

What global or higher visibility aspects exist to the projects? Can I allow my direct report to get broader exposure through these projects to the local, regional, or global management teams?

9.

Which Associates are leading those projects?

- Do the Associates have the right skills to deliver results?
- If not, are there other Associates on my team who can help? How can I build the capability needed?
- If yes, are there other Associates who might be capable of delivering results but get higher levels of development from the project / challenge?
- How can I provide my direct reports with a “Create something new” challenge? A “Turnaround” or “Fix it” challenge?
- Can I expand or extend some of the projects as necessary to allow further growth of my direct reports?

10.

How challenged are the Associates on my team based on their current projects and assignments?

- In what ways can I increase their areas of responsibility on those projects? What support will they need from me to be successful?
- Where can I provide less support in some areas to provide more support in others where it is needed?

Being a great coach is a difficult and rewarding task and a muscle you constantly need to build. The five skills anyone needs to be a good coach are: (source: BetterUp)

1.

Agreements – Understanding what is required in a coaching interaction and establishing an agreement with that person.

2.

Active Listening – Focusing completely on what is being said and not being said, to understand the meaning of what is said in the context of the person's goals/desires.

3.

Asking Power Questions – Ability to ask questions that reveal the information needed, evoke self-discovery, lead to new insight and move the person forward.

4.

Direct Communication – Ability to communicate effectively by using language that is clear, articulate and direct and has the greatest positive impact on the individual.

5.

Accountability – Ability keep attention on what is important for the person you're coaching, and to leave responsibility with them to act.



Find out more about how to be a better coach on My Mars U at https://mars.edcast.com/log_in

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