



“Developing Organizational Talent”
*Holding Career Development Discussions and
Creating Development Plans*

***Talent Management
Manager’s Guide on Coaching for Development***



***The continued success and stability of our organization
rests in our ability to prepare today the leaders that will drive
our organization forward tomorrow.***

*Human Resources
Baptist Health South Florida*

WHAT YOU NEED TO KNOW AT A GLANCE...

This Manager's Guide prepares you to have targeted and meaningful career development discussions with your direct report leaders and create developmental plans that meet their professional aspirations and the leadership needs of the organization.

There is a four-path approach to customizing development depending on where the leader currently stands in terms of their performance and potential in the 9-cell Matrix as follows:



Coaching for depth, breadth, high performance or performance improvement requires a customized approach to develop each individual leader to his/her fullest potential.

What should you do?

1. Read the information provided in this handbook and watch the video clips on the DVD titled: Talent Management Feedback: Individual Development Discussions.
2. Meet with your Organization Development Consultant to prepare preliminary career development plans for each of your leaders.
3. Hold individual career development discussion with your direct report leaders.
4. Review progress of development plan achievement on a regular basis with each of your direct reports and re-assess development needs as needed.

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Developmental Guidelines:

Coaching for Breadth: Cells 9, Some 7 and 8

<p><i>Talent Focus/Goal:</i></p> <p><i>Business Leader</i></p> 	<p><u>Focus</u> is on expanding an individual's abilities across multiple areas and situations.</p> <p><u>Developmental goal</u> is to enhance the employee's potential and readiness to take on broader roles in new or changing situations.</p> <p>For leaders whose performance trend is high and potential is higher than most - to take on an expanding role within the organization. Career aspirations should align with opportunities that stretch their responsibilities beyond one particular function or specialty and/or business unit.</p>
<p><i>Development Guidelines:</i></p>	<p>- On the job experiences should focus on building perspective and breadth through varying projects, roles, locations, functions, and businesses:</p> <ul style="list-style-type: none"> • Exposure to top management • Assigned to lead key cross functional task forces and projects • Provide assessment and feedback • Provider Mentor and/or Coach to develop specific competencies and/or exposure to certain parts of the business • Assign development programs focused on agility, leadership, and perspective.

Coaching for Breadth:

Talking Points for a Development Conversation:

First watch the video clip on *Coaching for Breadth* on the Talent Management DVD titled *Talent Management Feedback: Individual Development Discussions.*

Here is what a development discussion may look like when coaching to develop breadth:


	What to Say:	What Not to Say:
Opening Statements:	“the organization believes you have the potential for higher levels of responsibility and leadership. I’d like to discuss with you your development plan...”	What Box/Cell they are in
Positive Feedback-Strengths:	Discuss their strengths; give examples	Don’t refer to them as “Hi-Potential”
Opportunities to Improve:	Discuss areas they need to develop (particularly agility, leadership, and perspective); give examples	Don’t make promises of a promotion.
Career Aspiration Alignment:	“What do you see as your short and long term career path; your interest outside of your functional area; interest, ability, and timing for moving to other locations; view of your current capabilities and/or concerns about succeeding in your chosen career direction.”	
Development Plan:	“To prepare you for this role, we would like to... (lay out development plan)	

Notes for a Development Conversation: *Coaching for Breadth*

	<i>What to Say:</i>
<i>Opening Statements:</i>	
<i>Positive Feedback-Strengths:</i>	
<i>Opportunities to Improve:</i>	
<i>Career Aspiration Alignment:</i>	
<i>Development Plan:</i>	

Developmental Guidelines:

Coaching for Depth: Cells 4, Some 7 and 2

<p>Talent Focus/Goal:</p> <p>Expert Functional Leader</p> 	<p>Focus is on increasing an individual's expertise and leadership within a particular function or specialty.</p> <p>Developmental goal is to enhance the employee's functional and technical skills while supporting their internal and external networking in their area of specialization.</p> <p>For leaders whose performance trend is high and aspire towards leadership of a functional area or specialty/technical expertise versus an enterprise-wide leader.</p>
<p>Development Guidelines:</p>	<p>On the job experiences should focus on building functional/technical expertise both within and outside the organization:</p> <ul style="list-style-type: none">• Could be an ideal candidate to lead a functional task force or specialized function• Could be an ideal mentor to others in the function or area of expertise.• Perform assessment and provide feedback.• May benefit from a coach or external expert to take an expanding role in their function, industry, or specialty expertise• Assign courses centered on specialty area.

Coaching for Depth:

Talking Points for a Development Conversation:

First watch the video clip on *Coaching for Depth* on the Talent Management DVD titled *Talent Management Feedback: Individual Development Discussions.*

Here is what a development discussion may look like when coaching to develop depth:


	What to Say:	What Not to Say:
Opening Statements:	“The organization believes you have the potential to eventually lead this area/function. You are viewed as an expert in the organization. I’d like to discuss with you your development plan.”	What Box/Cell they are in
Positive Feedback-Strengths:	Discuss their strengths; give examples	Don’t refer to them as “Hi-Professional”
Opportunities to Improve:	Discuss areas they need to develop and focus on functional competencies and technical skills as well as relevant leadership competencies that may need improvement - give examples, i.e. People Management Skills (conflict management, etc.)	Don’t make promises of a promotion.
Career Aspiration Alignment:	“What do you see as your short and long term career path; your interest in learning new skills that build upon those you use in your functional area; interest, ability, and timing for moving to other locations; view of your current capabilities and/or concerns about succeeding in your chosen career direction?”	
Development Plan:	“To prepare you for this role (or to continue to build your expertise), we would like you to...” (lay out development plan.)	

Notes for a Development Conversation: *Coaching for Depth*

	<i>What to Say:</i>
<i>Opening Statements:</i>	
<i>Positive Feedback-Strengths:</i>	
<i>Opportunities to Improve:</i>	
<i>Career Aspiration Alignment:</i>	
<i>Development Plan:</i>	

Developmental Guidelines:

Coaching for High Performance: Cells 2, 5 and 8

<p>Talent Focus/Goal:</p> <p>Good to Great Performer</p> 	<p>Focus is enlarging an individual's performance from good to great.</p> <p>Developmental goal is to transform moderate strengths and/or average skills to a greater level of proficiency and capability.</p> <p>For leaders who have met performance expectations, but fall short of being considered one of the organization's top performers. The organization would like to see consistent superior performance over time before taking further developmental actions for breadth or depth. With some development, could be among the highest performers in the business.</p>
<p>Development Guidelines:</p>	<ul style="list-style-type: none"> • On the job experiences should focus on enhancing moderate performance or sustaining superior performance. • Is likely to remain in current role, but could be considered for lateral line/staff moves. Keep challenged by assigning to relevant task forces and project teams • Assign developmental projects to increase exposure and organizational knowledge. • May benefit from an internal coach/mentor • Assign courses focused on current role/ responsibilities or educational programs to strengthen business knowledge.

Coaching for High Performance:

Talking Points for a Development Conversation:

First watch the video clip on *Coaching for High Performance* on the Talent Management DVD titled *Talent Management Feedback: Individual Development Discussions.*

Here is what a development discussion may look like when coaching from good to great performance:


	What to Say:	What Not to Say:
Opening Statements:	“The organization believes you have the potential to eventually lead this area/function. You are viewed as an expert in the organization. I’d like to discuss with you your development plan.”	What Box/Cell they are in
Positive Feedback-Strengths:	Discuss their strengths; give examples	Don’t make promises of a promotion.
Opportunities to Improve:	Discuss areas they need to develop and focus on functional competencies and technical skills as well as relevant leadership competencies that may need improvement - give examples. (i.e. Business Acumen, Comfort with Higher Management, etc.)	
Career Aspiration Alignment:	“What do you see as your short and long term career path; your interest in learning new skills that build upon those you use in your functional area; interest, ability, and timing for moving to other locations; view of your current capabilities and/or concerns about succeeding in your chosen career direction.”	
Development Plan:	“To prepare you for this role (or to continue to build your expertise), we would like you to...” (lay out development plan)	

Notes for a Development Conversation: *Coaching for High Performance*

	<i>What to Say:</i>
<i>Opening Statements:</i>	
<i>Positive Feedback-Strengths:</i>	
<i>Opportunities to Improve:</i>	
<i>Career Aspiration Alignment:</i>	
<i>Development Plan:</i>	

Developmental Guidelines:

Coaching for Performance Improvement: Cells 1, 3 and 6

<p>Talent Focus/Goal:</p> <p>Not meeting expectations</p> 	<p>Focus is on improving performance in the current role much like any performance improvement plan.</p> <p>Developmental goal is to have immediate and intense focus on improving performance in the short term and, in serious cases, consider moving the leader to a more appropriate role or outplace the leader from the organization if performance does not improve over time.</p> <p>For leaders whose performance have not met expectations. Must address performance before focus can be given to future potential and opportunities.</p> <ul style="list-style-type: none"> • Note: Leaders in Cell 1 should be placed on a Performance Improvement Plan – the focus should be to improve performance or move them out of the role or the organization.
<p>Development Guidelines:</p>	<ul style="list-style-type: none"> • Strongly consider creating and executing a formal performance improvement plan with more frequent performance feedback sessions and time limits to improve. • In some cases, it may be necessary to reduce scope or scale back some responsibilities until performance improves. • Increase support and coach. • Courses should focus on current performance issues and be used as an “intervention” if necessary.

Coaching for Performance Improvement: Talking Points for a Development Conversation:

First watch the following 3 video clips on the Talent Management DVD titled Talent Management Feedback: Individual Development Discussions:

1. **Coaching for Performance Improvement A** – in this role play the subordinate manager has difficulties delegating tasks to his team members, among other difficulties...
2. **Coaching for Performance Improvement B** – in this role play the subordinate manager is inconsistent in meeting performance standards and the performance issues are more serious. His leader takes several measures to help him improve his performance:
 - a. assignment to a smaller team
 - b. a specific time frame to improve performance deficiencies
 - c. assigned a leadership course for improvement
 - d. work with a peer mentor
3. **Coaching for Difficult Conversations** – in this role play the subordinate manager is inconsistent in meeting the performance standards of his role and shows defensive behaviors in the coaching conversation.

Here is what a development discussion may look like when coaching for performance improvement:

	What to Say:	What Not to Say:
Opening Statements:	“There are some positive areas the organization sees in you (give examples), however, you are not hitting the performance standards that are expected of others in similar roles in the organization. This is a serious issue that needs to be addressed. I’d like to discuss a plan to improve your performance.”	What Box/Cell they are in
Positive Feedback-Strengths:	Briefly discuss their strengths.	

Opportunities to Improve:	Clarify expectations and performance standards for the position. Focus on relevant functional/technical/leadership skills.	
Career Aspiration Alignment:	Can you provide insight into any issues or extenuating circumstances that might be affecting your performance?	
Development Plan:	As a result of your recent performance, I'd like to establish a formal performance improvement plan.	

Notes for a Development Conversation: *Coaching for Performance Improvement*

	What to Say:
Opening Statements:	
Positive Feedback-Strengths:	
Opportunities to Improve:	
Career Aspiration Alignment:	
Development Plan:	

Building the Individual Development Plan

Every Individual Development Plan (IDP) should have the following two main components:

- I. Career Development Plan
- II. Leadership Development Plan

I. The Career Development Plan consists of the following sections:

🌿 **Assignment Plan**

What development opportunities are the most appropriate for this person, given his current skill set, 9-Box cell placement, and targeted position for development?

🌿 **Exposure Plan**

Who does this person need to interact with to support his/her development?

🌿 **Engagement Plan**

What should he/she get involved in, such as networks, committees, task forces, etc.?

🌿 **Assessment Plan**

What type of assessment (360 degree survey, behavioral assessment, etc.) does this person need?

🌿 **Mentoring Plan**

Does this person need a mentor or can he/she mentor someone?

🌿 **Coaching Plan**

What type of coaching is most appropriate (skills, executive, etc.)?

🌿 **Educational Plan**

What type of formal education or training does this person need?


II. The Leadership Development Plan consists of the following sections:

🌿 **Leadership Competency to Develop**

From the feedback process, what leadership competencies need development?
How will these be developed?

Baptist Health Individual Development Plan

Page 1: Career Development Plan

 Baptist Health South Florida		BHSF Individual Career Development Plan			
Name					
Plan Date				Date IDP Updated	
Overall Objective					
9-Box Placement		Cell:		Performance:	
		Potential:			
Career Development Plan					
Plan Type	Date	Plan Description			
Assessment Plan					
Assignment Plan					
Exposure Plan					
Engagement Plan					
Coaching/Education Plan					
Mentoring Plan					
Learning Agility Plan					

Baptist Health Individual Development Plan

Page 2: Leadership Development Plan

BHSF Individual Career Development Plan						
Name						
Plan Date		Date IDP Updated				
Leadership Development Plan						
Competency	Goal Description	Target Timeframe	Follow-up Date	Comments	Status/ Results	Achieved Proficiency

Baptist Health Talent Management Services

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