

# CareerIQ

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If you really want to motivate and engage your employees, you need to understand what drives them and what creates their personal sense of career success. As a result, leading organizations are building highly productive and engaged teams through ongoing career conversations. When career discussions take place between employees and their managers, there is the potential to achieve a win-win partnership, where individual career needs and organizational objectives can be aligned.

## Let's Review... THE BENEFITS OF CAREER CONVERSATIONS FOR EMPLOYEES & MANAGERS

*Holding career conversations is a vital part of actively managing your career. Successful career conversations should focus on discussing interests, strengths, and development to help you determine your career goals and objectives.*

**WHY HAVE CAREER CONVERSATIONS?** When career discussions take place between employees and their managers, there is the potential to achieve a win-win partnership.

There are many **benefits for the employee** when a career conversation takes place. Employees can gain greater clarity about their career aspirations and increased self-awareness. By having these conversations, employees also increase their awareness of organizational opportunities and requirements. As a result, many find themselves putting together educational or development plans in order to close any skill gaps they may have and move in their desired direction. This in turn, increases employee engagement and strengthens the organization.

There are also many key **benefits for the manager** when engaging in career conversations with their employees. Managers gain a greater understanding of their teams' individual interests and motivations, which enhances their relationships and builds rapport. As well, they can support a stronger match between individual aspirations and organizational opportunities.



## CONVERSATIONS WITH CAREER COACHES

This type of career conversation facilitates career exploration, decision making and career planning. It provides career information and refers you to credible professional development resources. Career coaches can administer and interpret career assessments to further self-awareness (values, interests, leadership, personal and work).

## EMPLOYEE INITIATED CONVERSATION WITH MANAGERS

Do ask for a career discussion; chances are your manager will be pleased that you have taken the initiative to share your career aspirations. Approach your manager when you are clear about what you would like to discuss. Consider how you can bring value to your team, the department and the organization; this will form the backbone of the career discussion. Provide your manager with some thoughts on what you want to cover during the discussion to enable them to plan and prepare. Try to choose a time that accommodates your manager and that avoids interruptions. Ensure the location is appropriate. Do your homework on yourself by reviewing your aspirations and development needs.



## “CAREERS ARE DEVELOPED ONE CONVERSATION AT A TIME...OVER TIME”

– DR. BEVERLY KAYE

## MANAGER INITIATED CONVERSATION WITH EMPLOYEES

Be clear about the purpose of the discussion and the outcomes of the meeting. Separate career discussions where possible from annual goals and individual development planning meetings. Suggest ways in which the individual can prepare for the meeting e.g. conducting a career review, using available resources. Offer feedback about skills and abilities in relation to their current role. Identify relevant skills training and development. Provide a realistic perspective about the future direction of the unit/department and overall organization to guide career planning. And finally, choose an appropriate time and venue to create a relaxed environment.

## CONVERSATIONS WITH MENTORS

Career conversations with mentors provide guidance to nurture and enrich personal and professional growth, and to provide insights on specific topics to help build skills. These conversations facilitate growth by sharing resources and networks. They also challenge you to stretch beyond your comfort zone.

## WHAT RESOURCES ARE AVAILABLE?

Topics and questions to help you prepare for career conversations – <http://employeecareer.mcmaster.ca/career-awareness/exploring-careers/career-conversations/>

McMaster Development Page – <http://employeecareer.mcmaster.ca/category/development/>

Help them Grow or Watch them Go – Book by Beverly Kaye and Julie Winkle Giulioni

Career Services – <http://employeecareer.mcmaster.ca/>

Your Career Coaches <http://employeecareer.mcmaster.ca/about-career-services/>