

A background of autumn leaves in various shades of green, yellow, and orange, with a soft bokeh effect. The leaves are scattered across the frame, with some in sharp focus and others blurred.

STAFF DEVELOPMENT DIALOGUES

BECAUSE ORGANISATIONS ARE MADE
OF HUMANS NOT MACHINES

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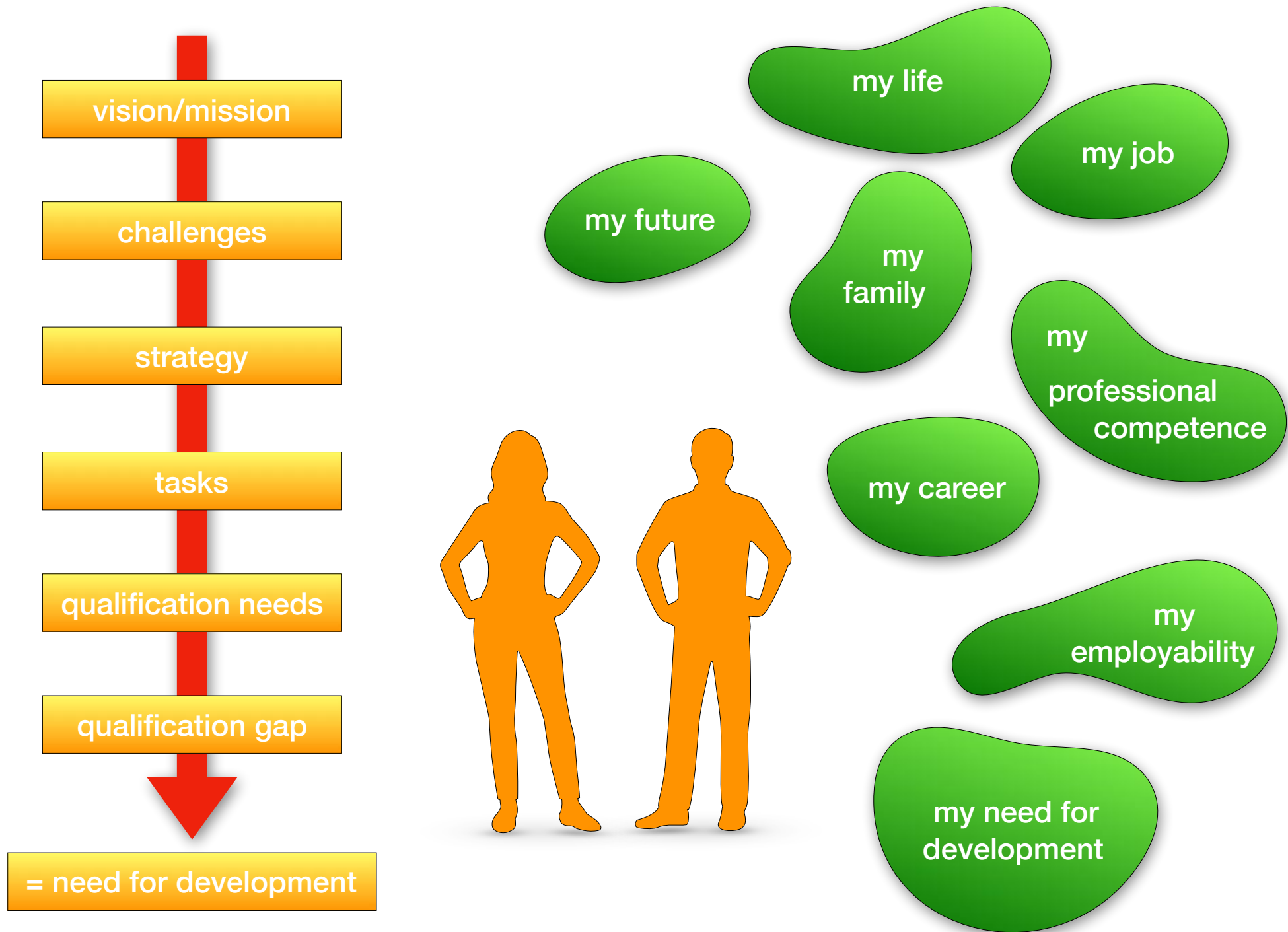
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Instruct
- making sure that...
☑ Rules and goals of the business are understood, followed and achieved
☑ Employees understand their job descriptions and fulfil them

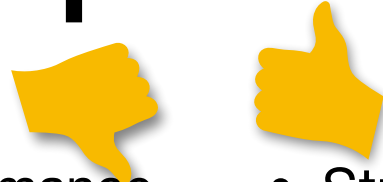
**ROLES
OF
MANAGEMENT**

Support
➔ Taking care of the thriving, development and well-being of the individual and the group

Supervise
★ Advising role
★ Draws on his or her own expertise/experience
★ Draws on own network internal/external if necessary



staff development dialogues



- Too much focus on performance = “policing”
- No or little follow-up
- Invisible power structure/visible power-gaming
- Too much administration
- Purpose: the big picture is too abstract
- Low value
- And so on...

- Strengthen relations
- Add value to more than just the involved
- Give meaning to personal/group contributions
- Enhance engagement and motivation
- There’s more to work than money (millennials)
- And so on...



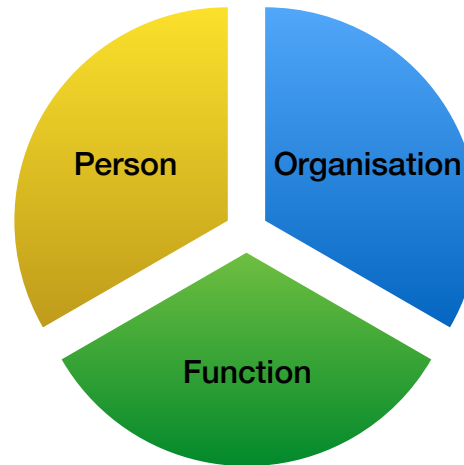
“what difference
will it make?”

PUTTING BEST HOPES INTO PERSPECTIVE
AND LOOK FOR TANGIBLE ACTIONS

The focus of the conversation is what the employee or staff brings into the conversation (#1). It is the responsibility of the manager to create a framework for the conversation, to communicate this framework prior to the conversation, and to maintain it during the conversation:

- What topics can be raised and,
- What decisions can be made in this conversation?

#1 “What are your best hopes for our conversation?”



Person

- What will those close to you experience you doing differently as a result of (#1)?
- How will they react to this?
- What difference will it make for you?

- ▶ *What will show you (or your colleagues or me) that this starts to happen after our conversation?*
- ▶ *What else will show you (or us)?*

Function

- What difference will (#1) make in relation to your tasks at work?
- Who will notice that?
 - What will they notice?

- ▶ *What will show you (or your colleagues or me) that this starts to happen after our conversation?*
- ▶ *What else will show you (or us)?*

Questions marked with **BLACK** are open, reflective questions. They can be used during the conversation and can be given to the employee prior to the conversation as preparation.

Questions marked with **RED** are questions the manager can ask in order to ensure an exploration of possible signs of progress after the conversation.

Away from negotiation and dissent towards a shared exploration of wishes for development, and how these will benefit both people and organisation.

Organisation

- What will the organisation, department or team experience differently as a result of (#1)?
- What difference will it make?
 - What else?

- ▶ *What will show you (or your colleagues or me) that this starts to happen after our conversation?*
- ▶ *What else will show you (or us)?*

exercise

“Employee”

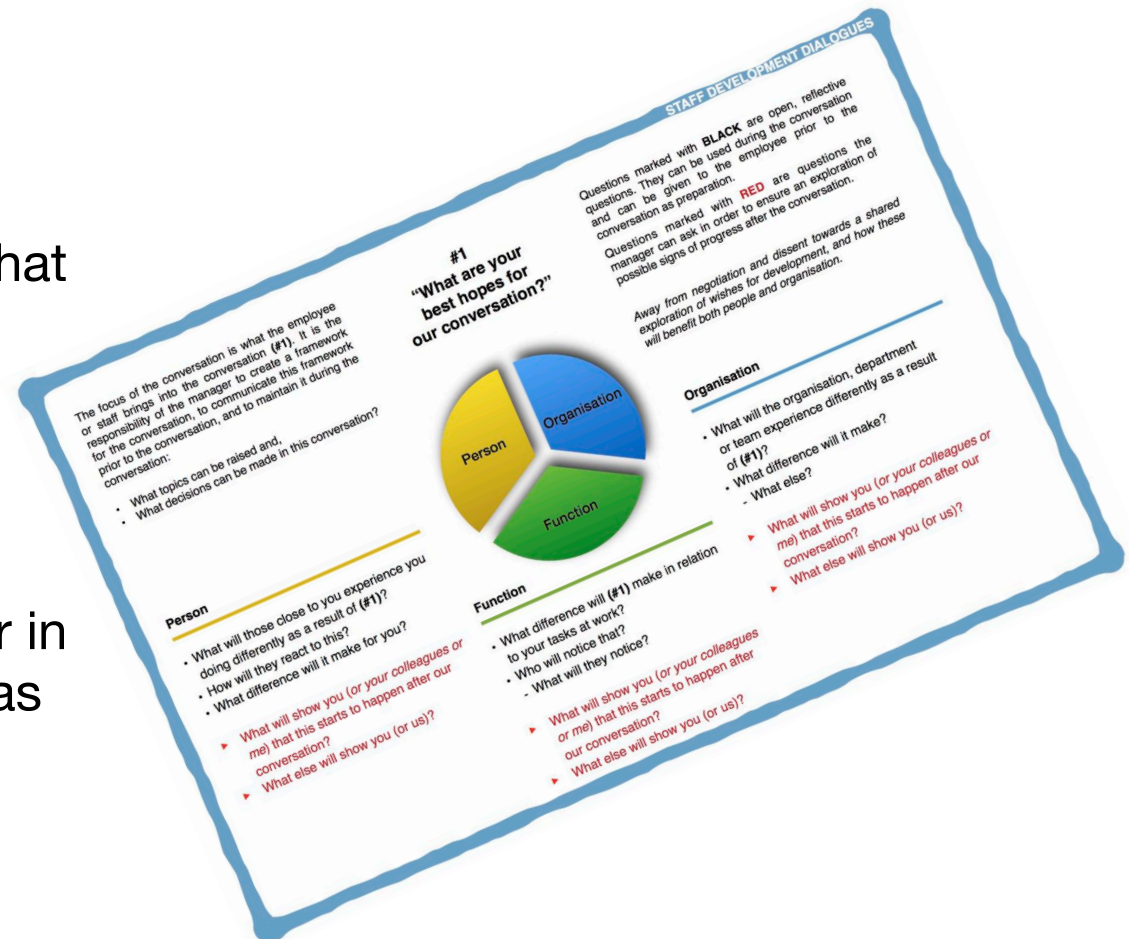
- Think of an area in your work that you want/need to improve or change

“Manager”

- Your job is to support the other in getting as many perspectives as possible

“Observer”

- What happens in this conversation?



Reflection

- **Employee:** what is different now compared to the beginning of this conversation?
- **Manager + observer:** what was interesting in this conversation?



10 means:

Scale

1 _____ 10

Mark where you are right now

What happens already?

What happens between 1 and X that shows (maybe just small) pieces of the 10?

...and what else?

Signs of progress

What (small) **signs** will tell you - on the way - that you are **moving towards** 10?

...and what else?

Example of an
action plan

Timeline (if relevant)

/1/ **Who** does /2/ **what** /3/ **when**?

Don't forget to ask yourself: what difference will that make?