



# BENEFITS

## 5 Benefits of Great Career Conversations

Wednesday  
30 March  
2022



# Your Host Today...



Imrah Mughal  
People Development Analyst  
UNDP

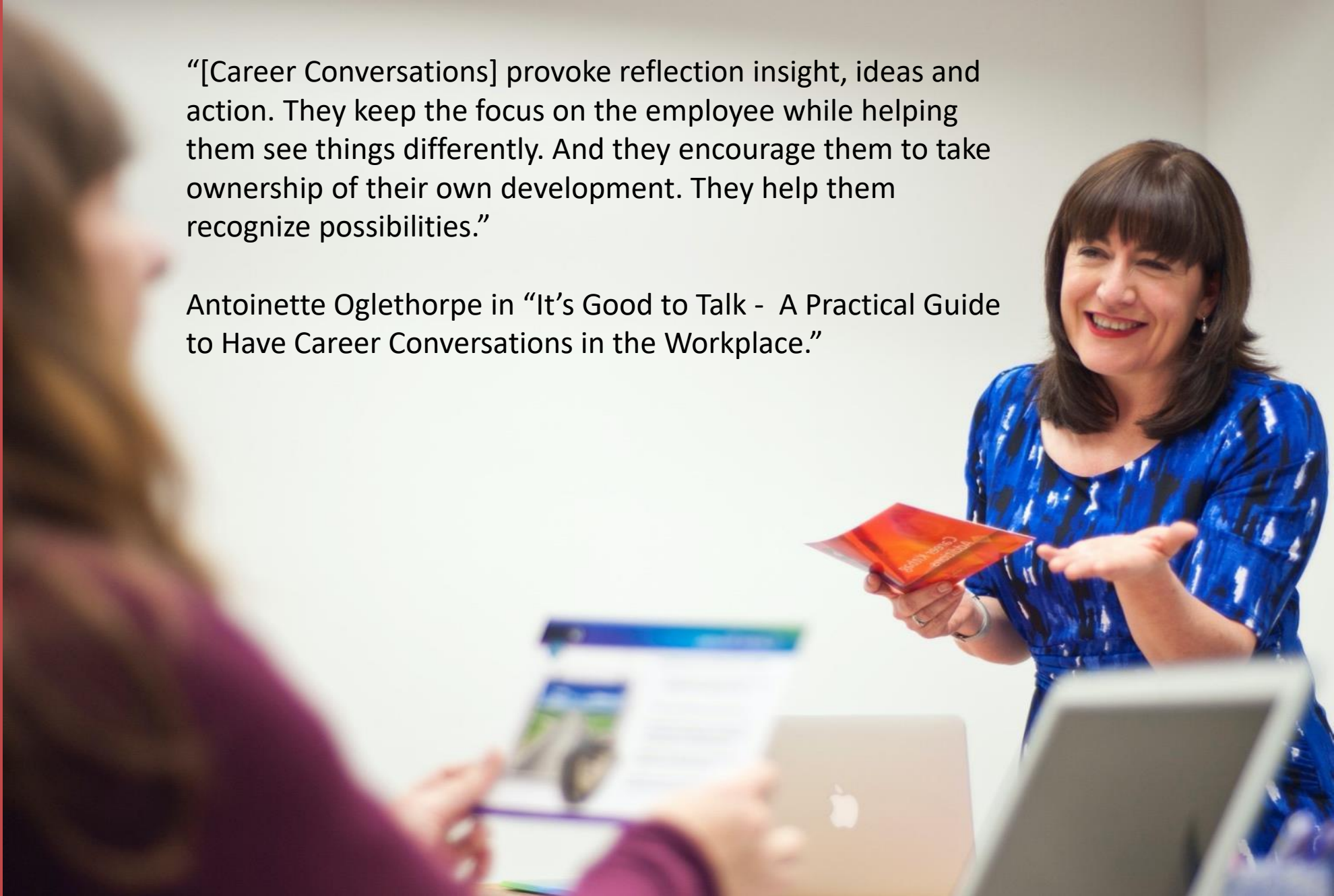
# Antoinette Oglethorpe

>25 years of experience  
developing leaders in the  
Private Sector and now  
consulting with the UN  
System

- Speaker and Author on  
Talent Development
- Professional Career Coach  
and Counsellor

“[Career Conversations] provoke reflection insight, ideas and action. They keep the focus on the employee while helping them see things differently. And they encourage them to take ownership of their own development. They help them recognize possibilities.”

Antoinette Oglethorpe in “It’s Good to Talk - A Practical Guide to Have Career Conversations in the Workplace.”



# Poll

WHEN DID YOU LAST HAVE A CAREER CONVERSATION WITH YOUR SUPERVISOR?



Less than three months ago



Between three and six months ago



Between six and 12 months ago



More than a year ago

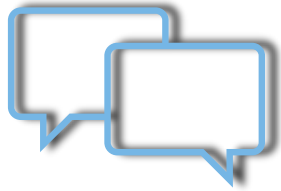
# PROFESSIONAL DEVELOPMENT

Discover effective ways to support your supervisee in setting career goals and creating a development plan



# What we'll cover in this webinar

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Career  
Conversations –  
what they are  
and how they  
can help



Your role as a  
people manager



How to  
structure and  
guide the  
conversation



Career Conversations – what they are and how they can help



## Question

How would you describe a career conversation?

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PLEASE TYPE YOUR ANSWERS INTO THE CHAT BOX



# Purpose of Career Conversations

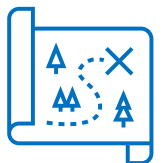
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**Develop** specific goals

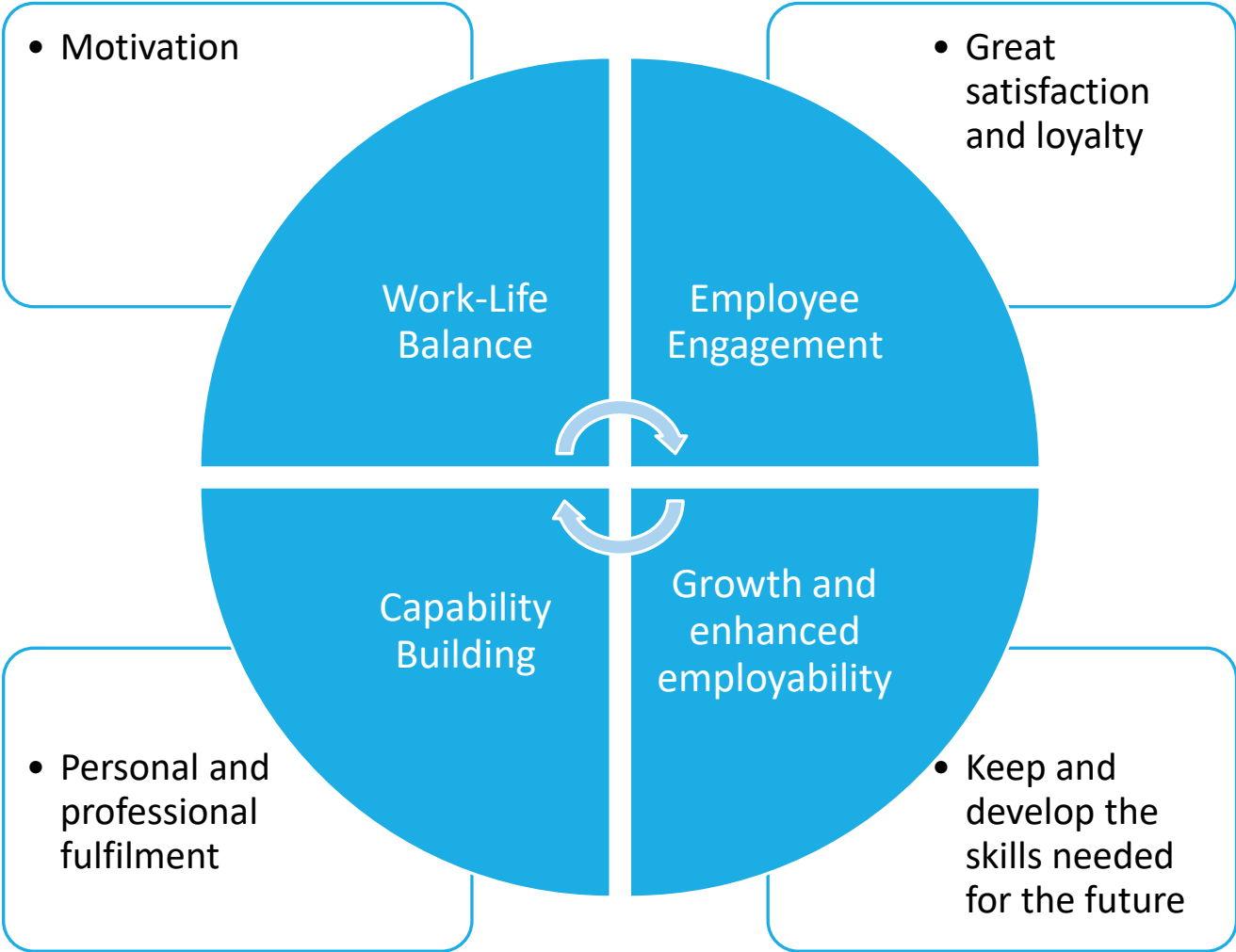


**Identify** the skill or experience need to achieve career goals



**Create** a plan for development

# Benefits to employees and UNDP



# Positive and practical outcomes

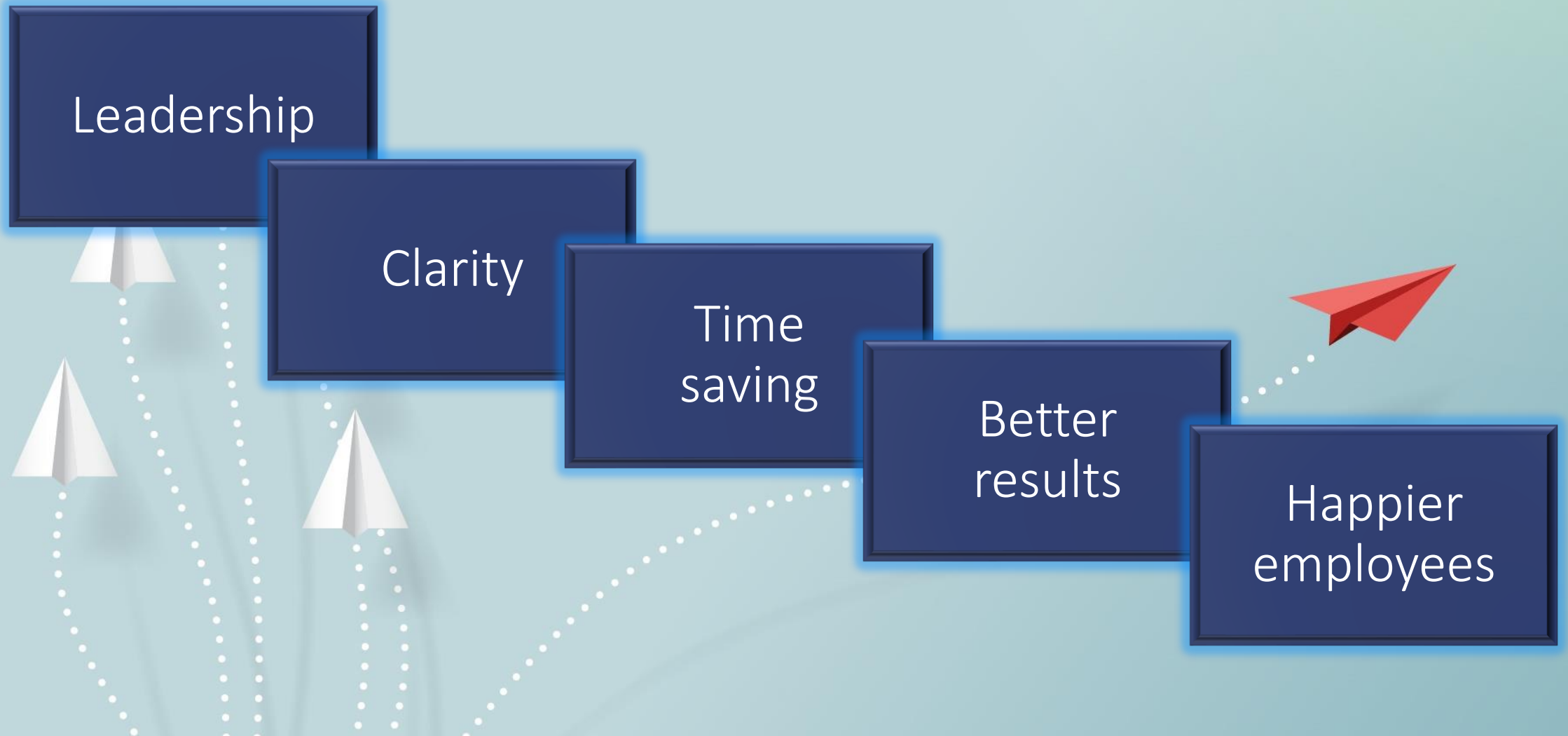
A clearer sense of career direction  
and career options

Increased confidence, motivation  
and self-insight

Improved retention and job  
progression within UNDP



# What's in it for you?



# What is talked about in a good conversation?

Information about new opportunities, different roles and career development options

Feedback on their skills, performance and potential

Guidance about possible career paths

# Areas to discuss

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- ✓ Feelings about work
- ✓ Skills and reputation
- ✓ Values, drivers and ambitions
- ✓ Career options
- ✓ Processes and politics of UNDP
- ✓ Next steps





# Question

Why should we keep career conversations separate to performance reviews??

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PLEASE TYPE YOUR ANSWERS INTO THE CHAT BOX



# Understanding the People Manager's Role





# Question

What do you see as the main benefit to you of having career conversations with your supervisees??

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PLEASE TYPE YOUR ANSWERS INTO THE CHAT BOX

# Shared Values

Integrity

Accountability

Transparency

Professionalism

Mutual Respect

Results Orientation



# Skills and Qualities Needed



Motivation and Attitudes

Personal Qualities

Facilitation and coaching skills

Knowledge and experience

Feedback skills

# How to Have a Career Conversation

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Set Expectations

Establish trust

Encourage sharing of current and future career goals

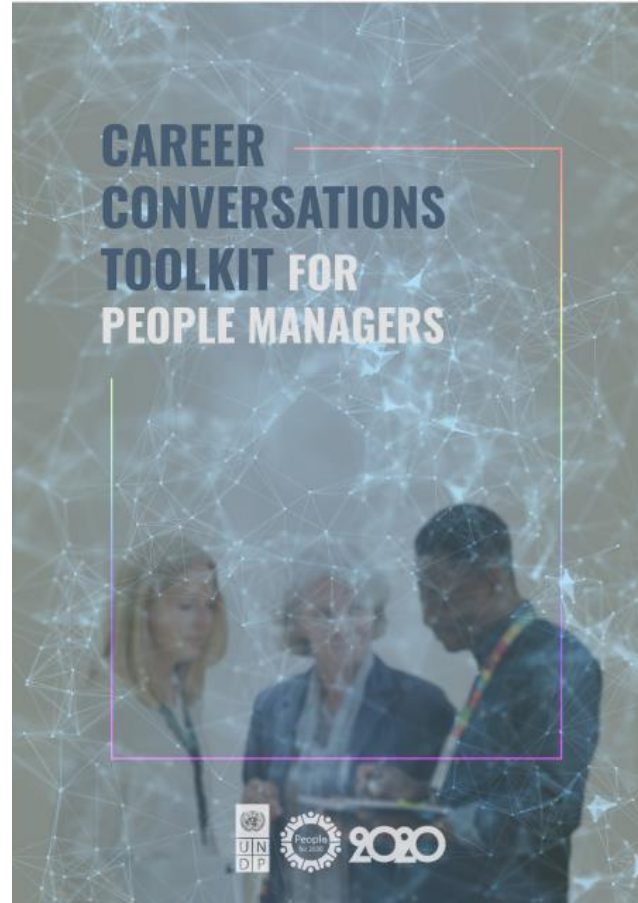
Explore, discuss and evaluate options for development

Identify gaps

Agree actions

# Career Conversations Toolkit for Managers

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Empowered lives.  
Resilient nations.



# Reflection

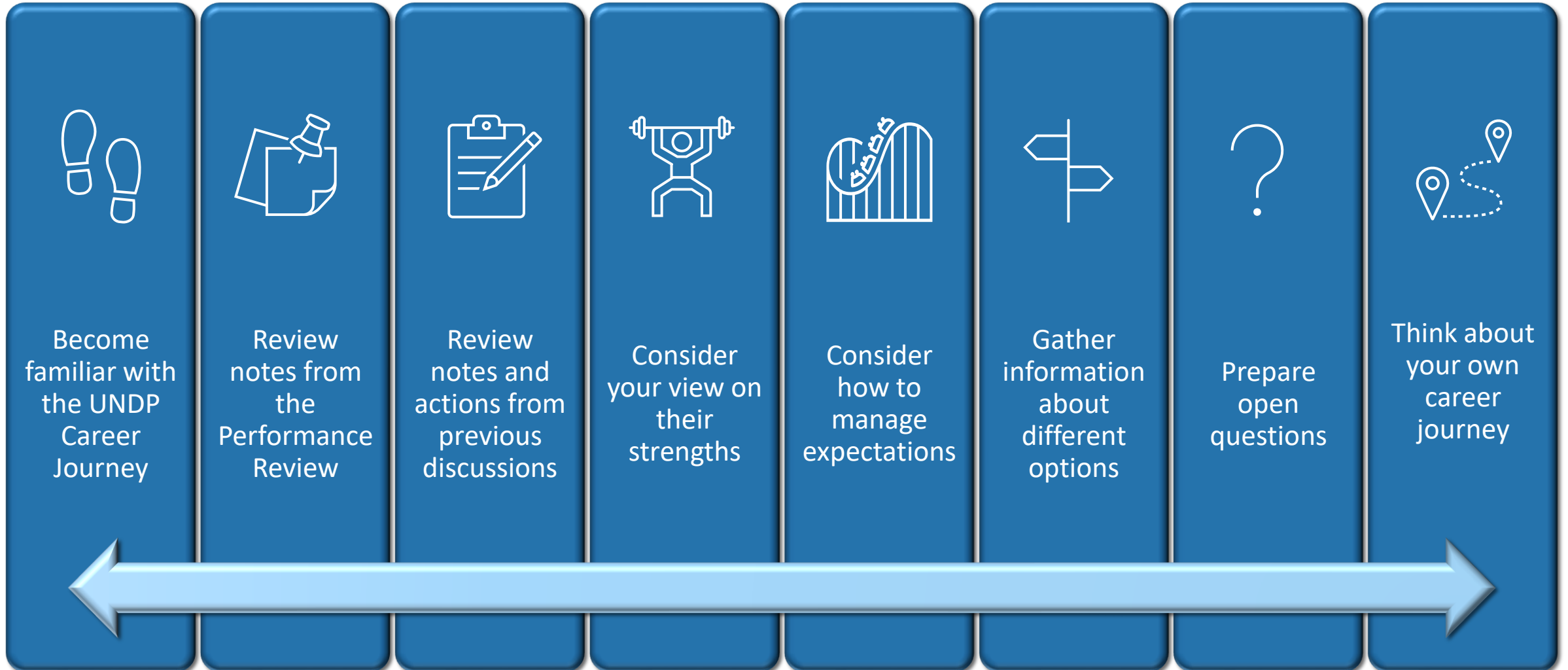


Think about the best career conversation you've had with a supervisor. What did they do that helped make it so effective?



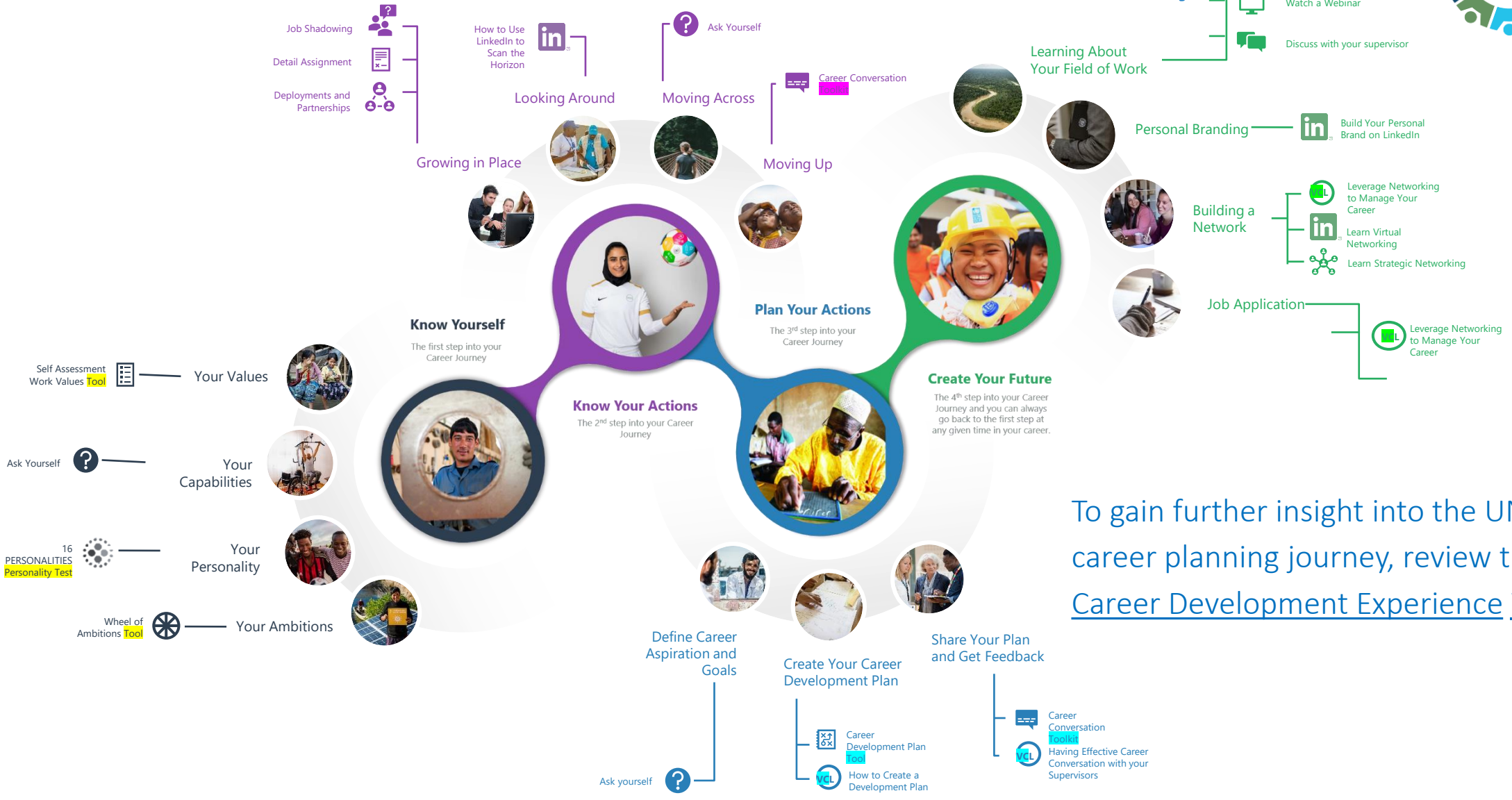
# How to Structure and Guide the Conversation

# Get prepared





# Understand the UNDP Career Journey



To gain further insight into the UNDP career planning journey, review the [Career Development Experience Website](#).



Empowered lives.  
Resilient nations.



# Stage 1: Know Yourself

# Your role

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Help them reflect on their experience

Provide positive, constructive feedback

Talk through their self-assessment and ambitions



## Stage 2: Know Your Actions

# Your role

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Challenge  
them to think  
differently

Evaluate  
different  
alternatives

Look at the  
pros and cons

Seek out  
information



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## Stage 3: Plan Your Actions


# Help them define their career ambitions

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# Help them create a career development plan

## CREATING A CAREER DEVELOPMENT PLAN



Please think about 1-2 learning and development goal for each of the 4 contexts, referred to as the "Four E's" (Education, Exposure, Experience, and Environment) using the Main Categories: Immediate, Intermediate, and Transitional from the Continuous Learning Model. The time horizon can be up to 5 years.

	IMMEDIATE <small>What do I need to support my success at the moment? – Start with the smallest changes and work your way up.</small>	INTERMEDIATE <small>What do I need to grow in my current role? Think of a short-term goal that is achievable in a shorter amount of time.</small>	TRANSITIONAL <small>What do I need to grow in my career? Picture what your life would look in 1 – 5 years to set your end goal.</small>
<b>EDUCATION</b> <small>Encompasses elements we often think of in the context of learning and development. These elements generally have a defined beginning and end, and they can be tracked.</small>			
<b>EXPOSURE</b> <small>Comprises of learning elements that involve interaction and relationships. It helps employees to develop by building connections with other professionals and thought leaders.</small>			
<b>EXPERIENCE</b> <small>Includes elements that generally occur while employees are in the workplace, and which may include stretch assignments, job rotations, and special projects.</small>			
<b>ENVIRONMENTAL</b> <small>Covers the various tools, systems, and other infrastructure that employees use on the job to learn or support them in their work.</small>			



**Continuous Learning Approaches**

My immediate aspiration (1-3 months)

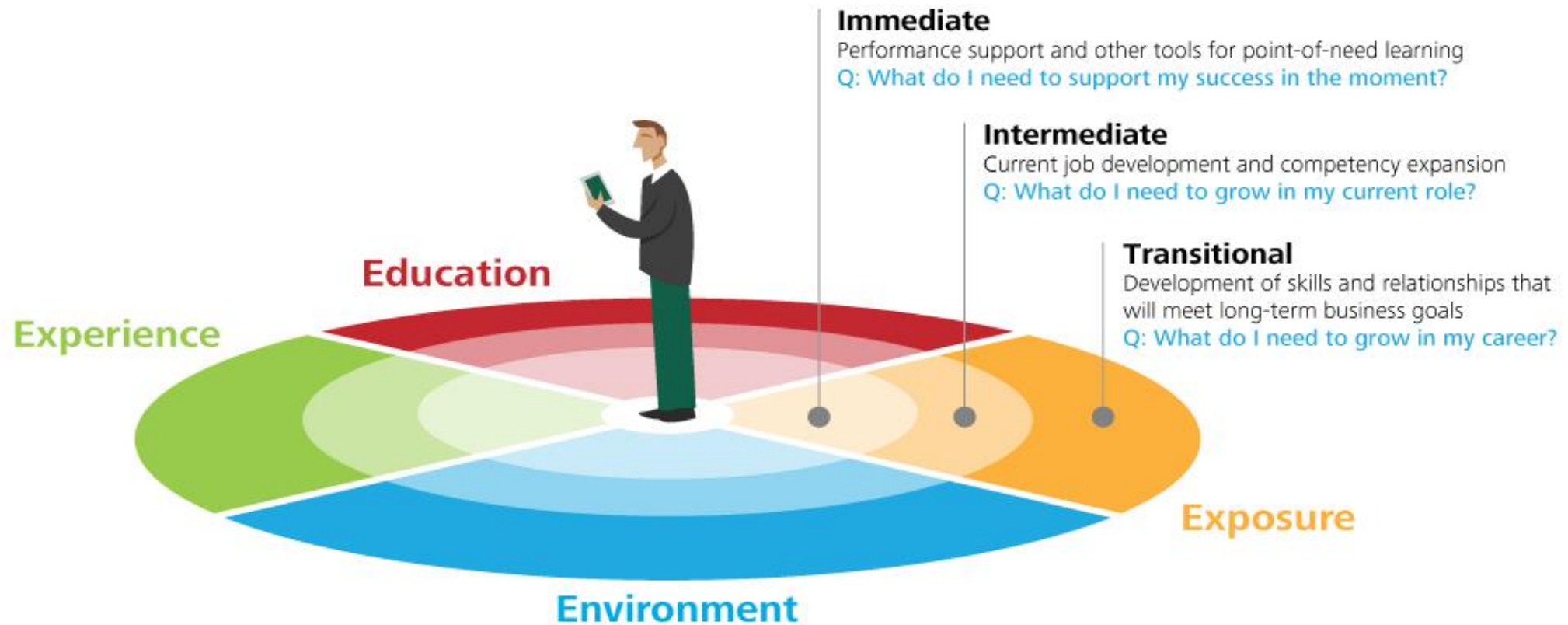
My immediate goal (1-3 months)

My long-term aspiration (up to 5 years)

My long-term goal (up to 5 years)



# Emphasize the the Continuous Learning Model



Source: David Mallon and Dani Johnson, *The learning architecture: Defining development and enabling continuous learning*, Bersin by Deloitte, 2014, <http://bersinone.bersin.com/resources/research/?docid=17435>.

Graphic: Deloitte University Press | DUPress.com



## Stage 4: Create Your Future

# Your role?

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Regularly review progress

Congratulate them on their progress and achievements

Provide resources to support career development

# Ideas for growth and development

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Projects

Stretch assignments

Expanded responsibilities

Key presentations and meetings

Communities of practice

Greater exposure

Introductions

Mentoring

Coaching

Education

Certifications

On-the-job learning

Cross-training

Rotations

New positions



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# Reflection

Where are you with your own career planning? Which stage of the UNDP Career Journey are you at?



What remaining questions do you have?

# Thank You!



*Empowered lives.  
Resilient nations.*

For any further questions, reach out to us on:

**E-mail:** [career.development@undp.org](mailto:career.development@undp.org)

**Yammer:** Career Development & Experience

Or visit our intranet page on:

<https://undp.sharepoint.com/teams/TalentDevelopmentHub>