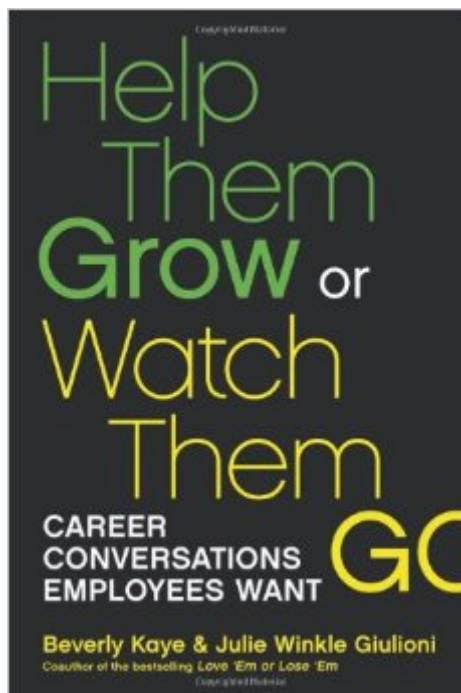




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# Help Them Grow Or Watch Them Go: Career Conversations Employees Want



## Synopsis

Study after study confirms that career development is the single most powerful tool managers have for driving retention, engagement, productivity, and results. Nevertheless, it's frequently back-burnered. When asked why, managers say the number one reason is that they just don't have time for the meetings, the forms, the administrative hoops. But there's a better way. And it's surprisingly simple: frequent short conversations with employees about their career goals and options integrated seamlessly into the normal course of business. Beverly Kaye, coauthor of the bestselling *Love Em or Lose Em*, and Julie Winkle Giulioni identify three broad types of conversations that will increase employees' awareness of their strengths, weaknesses, and interests; point out where their organization and their industry are headed; and help them pull all of that together to design their own up-to-the-minute, personalized career plans. *Help Them Grow or Watch Them Go* is filled with practical tips, guidelines, and templates, as well as nearly a hundred suggested conversation questions.

## Book Information

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## Customer Reviews

"This pragmatic book is chock-full of easy-to-follow steps on how to have critical career conversations that are uncomfortable for many managers and too often are avoided. I love that Kaye and Giulioni demystify the process and motivate us to talk individual development with our employees. Our employees will love it

tool! — Patricia Crull, Group Vice President and Chief Learning Officer, Time Warner Cable — “Filled with great examples, questions, and real-world approaches that fit into the workflow, this book brings much-needed simplicity and personal touch back to career development.” — David Rodriguez, Executive Vice President and Chief Human Resources Officer, Marriott International — “Every manager will find this short book to be long on practical ways to make career development happen.” — Jack Zenger, CEO, Zenger Folkman, and coauthor of the bestselling *The Extraordinary Leader* and *The Extraordinary Coach* — “Like eating your fruits and veggies, developing your employees should be done every day. Beverly Kaye and Julie Giulioni not only show how easy it can be but make the case that regular, short conversations can better develop people.” — Charlene Li, founder, Altimeter Group, author of *Open Leadership*, and coauthor of *Groundswell* — “Life and business is all about where you pay attention. Pay attention to the growth of your people...and they will grow your business. The authors do a great job in spelling out the how-tos!” — Chip Conley, founder, Joie de Vivre Hotels, and author of *Emotional Equations* — “Developing talent is essential for business success. This book provides a practical and easy-to-implement approach that can have a big impact on an organization.” — Tamar Elkeles, Chief Learning Officer, Qualcomm — “One of the most important responsibilities of a leader is to grow future leaders. The authors do a great job making development something that can happen during one’s everyday work life.” — Gabriella Giglio, Executive Vice President for Global Human Resources, American Express — “Should be the career conversation bible for busy leaders!” — Marshall Goldsmith, author of the New York Times bestsellers *Mojo* and *What Got You Here Won’t Get You There*

Beverly Kaye is founder and co-CEO of Career Systems International, specializing in engagement, retention, and development. She is a well-known keynote speaker, writer, and developer of innovative learning tools. Julie Winkle Giulioni is cofounder and principal of DesignArounds, a bicoastal consulting and instructional design firm specializing in leadership, sales, and customer service.

I deliver leader coach training internally for leadership in our organization and include a section on "career development coaching" in some of the programs. All I can say about "Help Them Grow" is WOW! This 112 page book is a jewel filled with practical tips that when applied will help

leaders/managers provide excellent development conversations and coaching. AND, the authors emphasize that career development is not a yearly (dreaded) event or one-time discussion but rather ongoing conversations that can be done effectively and efficiently (translation: great career coaching does not take as much time as leaders often think). One of the many "jewels" included are examples of the questions to ask employees that help them start taking responsibility for their development and questions that help keep them on track. Also, in most companies, corporations, and organizations today there may be fewer promotions available, and the authors encourage a paradigm shift from "onward and upward" to "forward and toward." In other words, lots of opportunities for development exist in all organizations especially when all of us see success as more than just a promotion. If I could give this book more than 5 Stars I would! Ed Nottingham, PhD Consulting & Clinical Psychologist Author, *It's Not As Bad As It Seems*

In my work with leaders at any level, I often hear the reasons why they won't have career conversations with their employees. Quite often they reveal that while they have the will, they are afraid they don't possess the skill. Worry no more! *Help Them Grow or Watch Them Grow* is a practical and easy guide book for busy managers who want to have meaningful career conversations with their employees.

*Help them Grow or Watch Them Go: Career Conversations Employees Want* is an engaging and insightful work, introducing a practical and powerful new paradigm for career development in the 21st century. The book addresses the new realities of the 21st century workplace, delivering a highly accessible toolkit. The authors argue that the traditional annual career development conversation is passé and should be replaced by multiple, shorter and more relevant conversations within the context of the day-to-day workflow. Building on the ideas introduced by Doug Connant and Mette Norgaard in *Touchpoints*, *Help them Grow* guides managers into this new system in several ways: first, by recognizing the opportunities for dialog when they occur during the normal course of business; and second through a set of tools and techniques to structure conversations that foster worker growth. The key is to frame these conversations correctly. *Help them Grow* offers a simple yet compelling formula: insight lies at the intersection of hindsight and foresight. Kaye and Giulioni teach managers to notice critical opportunities for worker self-awareness through reinterpretation of past events and experience. True insight comes by overlaying an enlightened understanding of the past with the anticipation of the dreams and possibilities of tomorrow. *Help them Grow* dispels outdated myths of 20th century career development, replacing them with strategies more relevant to

the modern workforce--jettisoning a one-dimensional traditional career ladder and substituting a climbing wall, a powerful and nuanced metaphor that expands rather than limits the spectrum of possible conversations. The book is filled with mind-enriching gems and is a quick and easy read. Anyone who invests a mere two hours with this book will be rewarded by a new framework for career development, leading to greater worker productivity, satisfaction, growth and retention. This is a compelling ROI.

As a career consultant, I am often asked to coach around real time, easy to understand applications for holding career development conversations that have impact. This book not only provides rich insight into talking constructively about one's skills and behaviors, but also the tough dialogue around delivering candid feedback. Addressing one's perception of their skill and abilities as it relates to their reputation, the future of their work and other key elements of long term career success are addressed and mapped out in a very easy to apply format. The ABC model is a powerful tool and the 'What if..' questions at the end of each chapter are truly thought provoking.

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