









# You've Lost that Leader Feelin' | 4Cs Conversation

## 1. Reflection Questions for Self

 <b>Career</b> Career interests, talents, and priorities	 <b>Capabilities</b> Skills, behaviors, strengths, and developmental needs	 <b>Connections</b> Relationships and ties critical to success	 <b>Contributions</b> Key contributions and their impact
For Employees			
<ul style="list-style-type: none"> <li>• What do I most and least enjoy? When am I at my best?</li> <li>• How do I use my skills to energize myself and those around me?</li> <li>• How am I learning and growing now, in my current role?</li> <li>• How does my work align with the company's mission and strategy?</li> <li>• What are my long-term goals? What would be a good next step?</li> </ul>	<ul style="list-style-type: none"> <li>• What do I need to do or learn to be effective in my current role?</li> <li>• What are notable strengths? Areas to develop?</li> <li>• In what ways do I contribute to company culture? What might I do differently?</li> <li>• What is my plan to develop my capabilities?</li> </ul>	<ul style="list-style-type: none"> <li>• What relationships are key to success now and in the future?</li> <li>• What is the quality of those relationships?</li> <li>• How can I improve current relationships and reach out to build new ones?</li> <li>• Who else should I be connecting with?</li> </ul>	<ul style="list-style-type: none"> <li>• What am I expected to contribute in my current role?</li> <li>• How am I performing against those expectations?</li> <li>• What do I need to do to be successful?</li> </ul>
For Managers			
<ul style="list-style-type: none"> <li>• What do I know from previous conversations?</li> <li>• Is there anything I'm concerned about?</li> <li>• What ideas do I have about career next steps or potential?</li> <li>• What skills and talents do I see that could transfer to other roles or assignments?</li> </ul>	<ul style="list-style-type: none"> <li>• What examples can I give that illustrate strengths?</li> <li>• What examples can I give that illustrate developmental areas?</li> <li>• What feedback can I share regarding cultural contributions?</li> <li>• What could the employee start, stop, or continue doing to be more effective?</li> <li>• What support or resources can I provide to develop capabilities?</li> </ul>	<ul style="list-style-type: none"> <li>• Who should be a new or stronger connection?</li> <li>• What behaviors am I seeing that foster good relationships, support company values, and grow our desired culture?</li> <li>• How are we working and connecting as a manager/employee team?</li> </ul>	<ul style="list-style-type: none"> <li>• Have I been clear about performance expectations? What am I holding the employee accountable for?</li> <li>• What do I see as key achievements?</li> <li>• What would I have liked to see the employee do more of?</li> <li>• What am I looking for in the future?</li> </ul>

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## 2. Questions to Ask During Conversation

 <b>Career</b> Career interests, talents, and priorities	 <b>Capabilities</b> Skills, behaviors, strengths, and developmental needs	 <b>Connections</b> Relationships and ties critical to success	 <b>Contributions</b> Key contributions and their impact
For Employees			
<ul style="list-style-type: none"> <li>• What new roles or responsibilities could be part of my career journey?</li> <li>• What resources can you steer me to as I think about next steps?</li> <li>• What experiences or assignments would help me grow?</li> <li>• If I'm interested in a manager role, what skills/behaviors do I need to learn?</li> </ul>	<ul style="list-style-type: none"> <li>• What do you see as my greatest strengths to leverage in the future?</li> <li>• If your assessment differs from mine, help me understand your thinking.</li> <li>• What development areas do you see as most important for me?</li> <li>• In what way can you support my development in ___ area?</li> </ul>	<ul style="list-style-type: none"> <li>• What would you add to my assessment of my relationships?</li> <li>• How could my network develop to better support our work?</li> <li>• What could I do to foster collaboration or bring different perspectives to my work?</li> </ul>	<ul style="list-style-type: none"> <li>• What do you see as my key contributions?</li> <li>• Where does your assessment differ from mine? Where are we aligned?</li> <li>• What could I have done differently in the past X months?</li> <li>• Are there new priorities, expectations, or accountabilities for me?</li> </ul>
For Managers			
<ul style="list-style-type: none"> <li>• What gives you energy and passion? What drains you?</li> <li>• What is your ideal job in terms of roles, both here and elsewhere?</li> <li>• What makes you happy in your job? What are your frustrations?</li> <li>• How are you learning and growing in this role?</li> <li>• What could others learn from you?</li> <li>• What can I do to support you?</li> </ul>	<ul style="list-style-type: none"> <li>• How are you doing now with regards to abilities you previously identified as strengths?</li> <li>• Where do you think you can improve?</li> <li>• What feedback from others do you want to work on?</li> <li>• What strengths do you have that we're not leveraging? How could we incorporate those?</li> </ul>	<ul style="list-style-type: none"> <li>• What are you doing to live our company values?</li> <li>• How do you feel things are going with our team? With those you work with most? With other people in your network?</li> <li>• How do you feel things are going in our relationship? Is there anything I could be doing differently?</li> </ul>	<ul style="list-style-type: none"> <li>• Describe your top priorities and how those line up with how your time is spent.</li> <li>• In what ways does your work align with our team and company goals?</li> <li>• What's the most valuable thing you bring to those you work with?</li> <li>• Do you feel like you can bring your whole self to work?</li> </ul>