

## Manager's Planning Worksheet for Development discussions

Use the following questions to help you think about your direct report's needs and objectives before you conduct a development discussion. You may need to have a preliminary discussion with your employee to complete this form.

Employee Name:	
<b>- Interests and Values -</b>	
What are the employee's professional interests? What types of projects does he or she enjoy?	
What do you perceive as being the employee's lifestyle needs based on what you have observed in the workplace? For example, limited or no travel, set work schedule to meet outside responsibilities, etc.	
What do you think motivates this employee? For example, compensation, high-visibility projects, public recognition, etc.	
<b>- Skills: Strength and Gaps -</b>	
What are the employee's top five skills?	
What two or three skills does the employee need to learn in order to grow in his or her current job, advance to the next level, or seek a new job?	

<b>- Performance and Potential -</b>	
<p>Is this employee currently performing up to his or her potential? If not, what do you think is preventing him or her from achieving better results?</p> <p>Does this employee have an interest in taking on more responsibility?</p>	
<p>Does this employee's performance record and potential support the possibility of taking on more responsibility? Explain.</p>	
<b>- Opportunities and Next Steps -</b>	
<p>Do opportunities exist within your group and/or the company for this employee to advance?</p>	
<p>If so, what are they?</p>	
<p>If not, what other opportunities are available to this employee? For example, increased responsibilities, work in different subject area, etc.</p>	

From the Harvard Manager Mentor, Developing Employees' Tools.