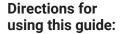# Development Discussion Guide
For Professional Development Lead

1. EXPECTATIONS
Supervisors set clear expectations to help team members achieve business and personal goals

2. FEEDBACK
Supervisors and team members provide each other with ongoing and constructive feedback

Check-in

3. DEVELOPMENT
With support from their professional development lead, team members drive their own growth and development

Directions for using this guide:

These discussion guides are intended to help provide a format and talking points for team members and professional development leads during Check-ins. The guides are organized by the three steps of Check-in: Expectations, Feedback and Development and provide suggestions for how to have an effective discussion. They are not intended to be a script, but to provide guidelines to prepare team members and PDLs before, during and after the Check-in conversation.

Best practices for Check-in

The purpose of Check-in is to make sure team members' expectations are clear, share feedback, and discuss development needs to enhance their performance. The flow of Check-in follows three core steps:

1. **Expectations:** First, agree what is expected of team members for the year in terms of deliverables, behavior and contributions.
2. **Feedback:** Next, provide frequent, two-way feedback to see how team members are progressing against expectations and let PDLs know if they could be doing something differently to better support the team member.
3. **Development:** Then, when team members know how they are performing, they can plan actionable goals in terms of learning, career and experience.

When should Check-ins happen?

PDLs should set up a regular cadence of Check-ins for all team members that fits the needs of their team, but the following guidelines are recommended:

- Check-ins should be scheduled at least once a quarter and typically, are 60-90 minutes long.
- Expectations should be reviewed during a Q1 Check-in to clarify objectives for the year ahead.
- Q2 and Q3 Check-ins should be focused on feedback and development. Development discussions are driven by the Team Member.
- Feedback can be provided throughout the year, not only in Check-ins.
- Development-focused Check-ins are driven by the team member and should be scheduled when they feel appropriate. Typically, development conversations may happen once or twice per year.

DEVELOPMENT: Discussion Guide for Professional Development Leads

Guidelines:

- Encourage don't direct.
- Support team members on their development journey.
- Provide business context.
- Listen 70%/Talk 30%.
- Provide clarity, but don't feel like you have to have all the answers.
- Remember this is a journey: don't move straight to action.

1. Current State

- "What parts of your current job do you find most satisfying and why?"
- "What parts are less satisfying and why?"

2. Strengths

- "What are your key skills and strengths?"
- "What is a critical development area for you?"
- "What business trends or skills do you need to learn more about to remain relevant?"

3. Aspirations

- "What are your short and long-term career objectives?"
- "Let's look at how your aspirations link to Object Computing's objectives."
- "Do you have a specific career move that you want to make?" (Specialist to expert, buddy to boss, international moves, etc.)

4. Plan

- "What types of experiences, coaching, and/or learning do you need to fulfil your aspirations?"
- "What will be the potential results/business impact of these activities?"
- "As your PDL, how can I help?"

5. Action

- "What specific actions can you take to achieve your goal(s)?"
- "What obstacles, if any, may get in the way?"
- "How would you like us to monitor your progress against these goals?"

Follow-Through:

- Team member completes the Individual Development Plan (IDP).
- Guide team member to online/on-demand resources.
- Explore internal opportunities (roles, transfers, projects).
- Confirm date for next development Check-in to review progress.
- Ideally, you should review development plans every 3-6 months as part of Check-in.
- Reach out to professionaldevelopment@objectcomputing.com if you need assistance identifying training, resources, or development opportunities.