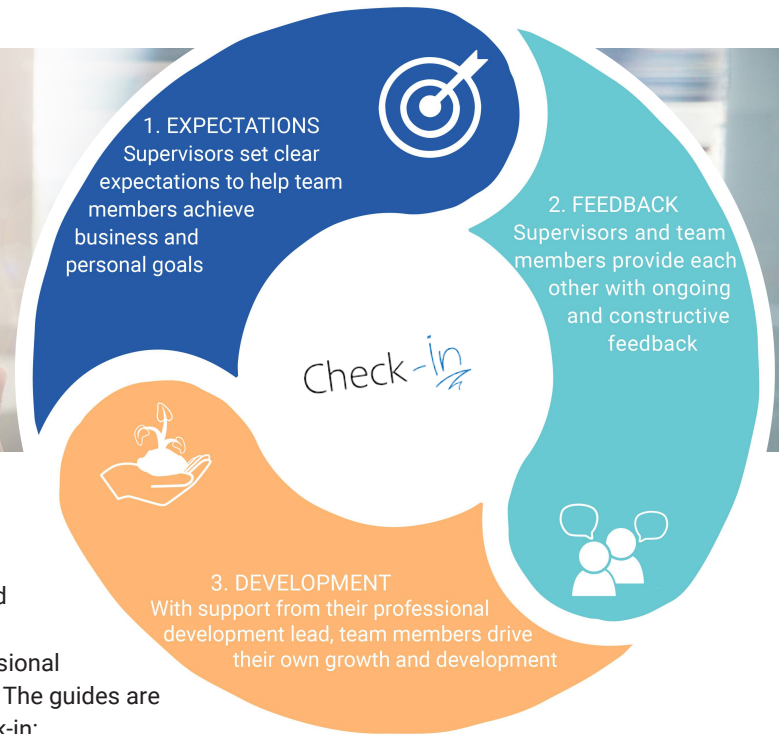




## Development Discussion Guide

For Team Members



### 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.



## Guidelines:

- Reflect on interests and aspirations (use Individual Development Plan).
- Come to your Check-in with some clear ideas to discuss.
- Remember this is a journey: don't move straight to action.

### 1. Current State

- Explain what you find most and least satisfying about your current role and why.
- Discuss other things you really enjoy doing and why.

### 2. Strengths

- Explain what you believe your strengths and development areas are.
- "Does this align with your perspective? Is there something I'm missing?"

### 3. Aspirations

- Explain your short-term (up to 12 months) and long-term (2-5 years) career aspirations.
- "What do you think could be a logical career step for me at Object Computing?"
- "How well do you think my aspirations link to Object Computing's objectives?"

### 4. Plan

- "I've identified some experiences, coaching or learning to help me develop. What do you think is missing?"
- Discuss the potential results/business impact of these activities.
- "How did you develop your own career?"

### 5. Action

- Discuss specific actions you can take to achieve your goal(s).
- Agree upon a realistic timeframe and how to track progress against actions.
- Consider potential obstacles and how you will overcome them.

## Follow-Through:

- Team member completes Individual Development Plan (IDP).
- Schedule a follow-up meeting with PDL to review progress.
- Ideally, you should review development plans every 3-6 months as part of Check-in.
- Explore online resources and internal opportunities (roles, transfers, projects, etc.).
- Before your next development Check-in with your PDL, reflect on the progress you've made.

## **Adobe's open-source Check-in toolkit. Published by Adobe.**

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Available at <https://www.adobe.com/check-in/toolkit.html>

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