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Development Toolkit.

Integrated process & tools for managers & employees.



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Agenda.

Development at Monotype.

Getting started.

Development strategy resources.

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Development at Monotype.

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What “development” means at Monotype.

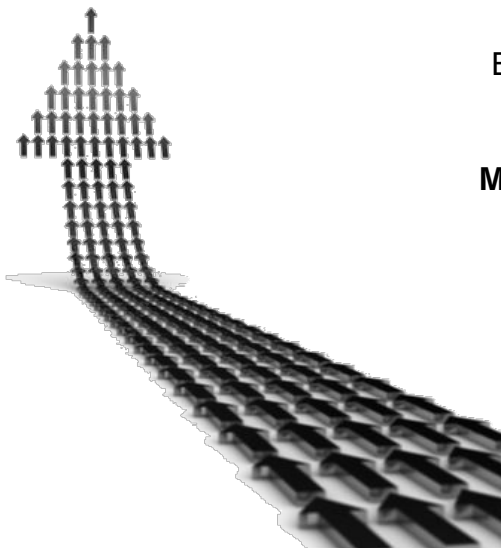
Development allows employees to pursue experiences and learning opportunities to prepare for greater impact in the near- and long-term, current and future role.

Development Paths

Same/similar level in a different role,
location

Broadening/deepening skills in
current role

Move to higher level in career path



Responsibilities

Employees own & drive **their own** careers.
Be deliberate! Initiate and own development
conversations with your manager.

Managers engage & encourage Development
discussions and strategies.
Provide feedback & coaching focused on
performance and development.

Company & HR provides investments,
framework, guidance & resources.

Where & when development happens

Performance Management at Monotype embodies our values and focuses on cultivating **constructive dialogue** between **managers & employees** to enhance **professional development** and drive **high organizational performance**





How development happens.

Forming a development strategy.

Which of the following, or combination of the following, will help you to acquire needed experiences, competencies & behaviors?



Consider that some employees have accomplished their level of professional success, or have different life priorities, and that is OK! This population can be great mentors to others!

Core competencies.

Individual Contributors

Professional Knowledge & Skills

Possesses degree of domain knowledge and skills for role and level. Demonstrates sound judgement and makes decisions in the best interest of the company. Demonstrates business acumen and can articulate our value proposition, market, and competitive differentiators. Understands connection between work effort and functional goals. Designs and implements solutions, services, and practices to deliver value and a positive stakeholder experience.

Work Quality & Productivity

Work product and service level consistently meets expectations and company standards. Deliverables are accurate, complete, on-time, and meet quality expectations. Committed to continuous improvement (self & work product) – considers creative solutions, building for quality, repeatability and simplification improvement. Demonstrates accountability, solicits, accepts and applies feedback to improve work processes, work product, and individual performance. Adapts as required for changing priorities. Resourceful and positive when faced with new challenges, obstacles, or conditions of uncertainty.

Communication & Collaboration

Expresses ideas clearly both orally and in writing. Listens to understand; asks questions to clarify and confirm. Respectfully exchanges opinions and ideas to generate the best outcome for the company. Gives and takes constructive feedback in a professional manner. Builds collaboration by identifying and conveying common interests and priorities. Removes barriers to achieve goals across departments and geographies. Considers implications of decisions or actions on other individuals or teams. Appropriately informs or involves others in planning and decisions where applicable. Maintains positive relationships, even under difficult circumstances. Addresses and resolves issues directly with the parties involved, escalating only when necessary.

Managers

Leading Yourself

Communicates authentically, openly and directly. Fosters productive dialogue within and across teams. Acts as a catalyst for change and influences the same in others. Adaptable and resilient. Takes principled risks to do the right thing. Develops networks for self and team, builds and leverages relationships across boundaries to achieve common goals. Defines success in terms of team and Company. Credits others for their contributions and accomplishments. Self-aware and seeks opportunities to continuously learn and develop.

Leading Others

Translates company vision and strategic priorities for individual/team alignment. Ensures direction, expectations, and success metrics are clearly understood. Disseminates information about decisions, plans and priorities and trusts team to execute. Provides timely feedback and development coaching to enable open dialogue and success. Attracts, develops and retains a talented team. Strives for individual/team high performance.

Leading the Business

Demonstrates business acumen and can articulate our value proposition, market and competitive differentiators. Demonstrates financial acumen in considering top and bottom-line impact of business decisions and uses cost-benefit thinking, analysis and judgment to set priorities. Demonstrates global mindset and considers implications, opportunities and stakeholders in all operational decisions, gaining support and consensus when relevant.

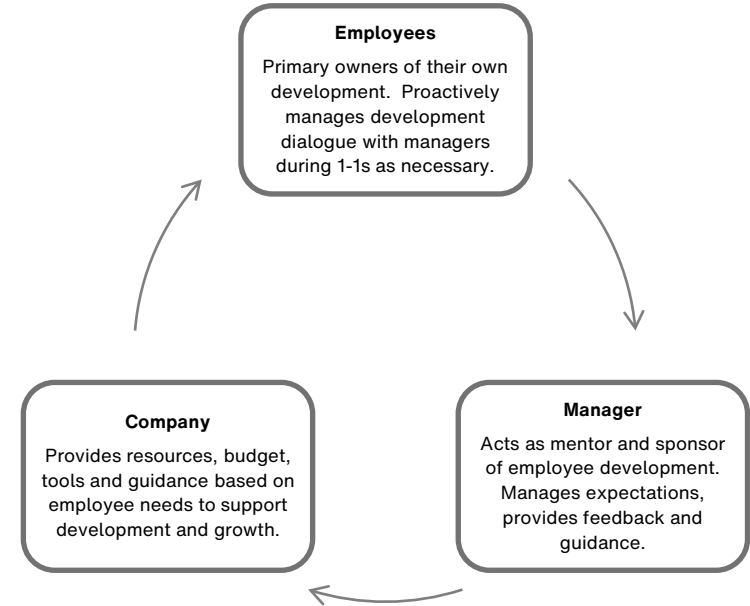
Getting started.



Development planning is collaborative.

Development means pursuing experiences and learning opportunities to prepare for greater impact in the near term, and future job opportunities in the long term.

Development is not an event, but rather an iterative process that an employee refines or redefines as they expand their experience, knowledge, demonstrated capabilities and skills.



Getting started.

Ongoing coaching & feedback through manager/employee 1-1s

1. Discuss employee **career aspirations**

2. Define **experiences, competencies & behaviors** needed to develop to achieve those aspirations

3. Form a **development strategy** to help acquire those experiences, competencies & behaviors

Ryan wants to become a manager and he has shared this with his manager, Denise.

Denise and Ryan reflect on why Ryan wants to pursue this as Ryan has had little to no experience managing, but he:

- *sees this as the next step in his career progression; and*
- *enjoyed helping to instruct an intern last summer, and Denise commended him on his delegation and mentoring skills.*

Denise and Ryan brainstorm the experience and skills he should focus on to develop management skills, and come up the following:

- **Emotional Intelligence:** *Ryan has great EQ, but needs to leverage that in a different way when developing from peer to manager.*
- **Business Acumen/Network Building:** *Ryan needs to build relationships with other teams to better understand interdependencies, common issues and the power of collaboration.*

*Based on their discussion, Denise and Ryan come up the following **Development Strategy**:*

- *Immediately, Ryan will take over scheduling and working with the team to set the agenda for team meetings. Denise will inform the team that this is part of his 'development' and that she expects the team to share feedback directly with him, while coming from a position of support.*
- *Denise will invite Ryan to shadow her at meetings with other department heads. Initially, he will be passively observing, but this will morph to him sitting in on Denise's behalf as needed.*
- *Ryan captures the Development Strategy in his Development Goals.*

Making it stick.

Ongoing coaching & feedback through manager/employee 1-1s

1. Discuss **surprises & insights** about this development experience

2. Identify **skills & behaviors** that are displayed most effectively, or which to adjust.

3. Define **impact** for employee & key stakeholders.

4. Make **pivots** to development strategy moving forward, as needed.

During their regular 1-1s, Ryan and Denise discuss what he's learned, where he has adjusted based on feedback received, what support may be needed from Denise and what Denise has observed.

They update the strategy to include Ryan's participation in the learning path for aspiring and new managers in LinkedIn Learning to build leadership soft skills.

Ryan updates his Development Goals.

Habits of highly effective learners.

Habit #1: Prioritize what is important to learn (and let go of)

Habit #2: Actively seek feedback

Habit #3: Take time for purposeful reflection

Habit #4: Own and manage your personal learning portfolio

Habit #5: Practice deliberately

Habit #6: Become a courageous lifelong learner

Development strategy resources.

Formal learning.

Learning from others.

On-the-Job learning.

Formal learning.

Facilitated by:	HR	<ul style="list-style-type: none">– LinkedIn Learning– DiSC individual and team assessments
	Company Manager Employee	<ul style="list-style-type: none">– External professional training/certification– Company trainings (product demos, branding segments, etc.)

LinkedIn Learning.

- 10,000+ business, technology & creative skills development courses
- Personalized learning recommendations based on employee career history and peer group
- Custom Monotype Learning Paths:

Leaders:

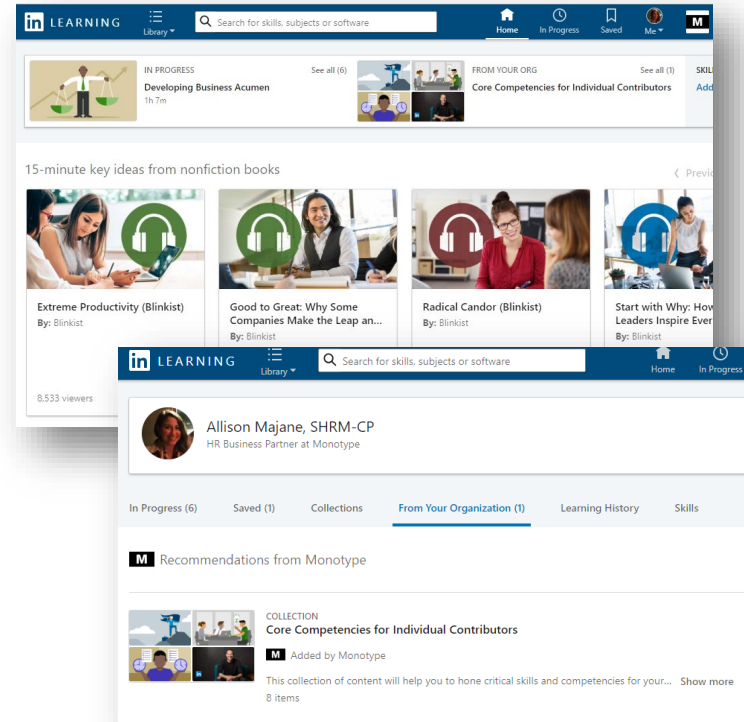
Newer & aspiring managers
Experienced managers

Individual Contributors: Core competencies for individual contributors

SDRs:

Sales Foundations

- Limited number of licenses based on development needs, interest and usage



Leadership learning paths.

Tailored to various levels of leadership experience. Focused on transferrable, in-demand skills.

Course Content

Leading Yourself

- Developing executive presence
- Thought leadership
- Communicating effectively
- Increasing self-awareness

Leading Others

- Developing and building high performing teams
- Motivating & engaging employees
- Leading virtual/remote teams effectively
- Inclusive leadership
- Leading with empathy
- Coaching skills
- Change leadership
- Managing team conflict
- Managing cross-functionally
- Managing diverse teams
- Creating a culture of learning

Leading the Business

- Strategic agility & execution
- Developing a service mindset
- Developing business acumen
- Data-informed decision making

The image displays two screenshots of a leadership learning platform interface. The top screenshot shows a learning path titled "Leadership learning path for experienced managers." It is tailored for experienced managers at the Director, Sr. Director or VP level. The path includes a course "Executive Leadership" by John Ullmen, which focuses on building skills to communicate more authentically, become more adaptable & resilient, form better relationships and generate self-awareness. The bottom screenshot shows a learning path titled "Leadership learning path for newer and aspiring managers." It is tailored for newer managers at the Manager or Sr. Manager level. The path includes a course "Leadership Foundations" by Dr. Shirley Davis, which covers the basics of leading yourself and others, and a course "Make the Move from Individual Contributor to Manager" by Carolyn Goerner, which explores specific strategies for new managers to expand personal focus beyond individual performance.

From your organization

Leadership learning path for experienced managers.

This curated collection of videos has been chosen to align with our core leadership competencies and provide you the most value in the least amount of time. We encourage you to watch full courses in any area you may want more guidance in. We hope you find this valuable as you develop further into your senior leadership role!

Best applied to experienced managers at the Director, Sr. Director or VP level.

Skills: Leadership, Communication, Strategy, Business Acumen

Learning path details

- Everyone can find this
- 2h 14m of content
- 17 items of learning content
- English language
- Insights

1 Leading Yourself

Build skills to communicate more authentically, become more adaptable & resilient, form better relationships and generate self-awareness.

5 ITEMS

▶ COURSE
Executive Leadership
By: John Ullmen

In this course, author John Ullmen, PhD, gives you the keys to the C suite: a look at executive leadership qualities that set the best apart from the rest. Discover the importance of knowing how to set a foundation and direction, create a compelling vision of the future for your company, motivate your staff to achieve, and much more. The course also looks at the importance of maintaining a mentality of service as you move up the org chart.

▶ VIDEO
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By: Sara G
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From your organization

Leadership learning path for newer and aspiring managers.

This curated collection of videos has been chosen to align with our core leadership competencies and provide you the most value while also considering your busy schedule. We encourage you to watch full courses in any area you may want more guidance in. We hope you find this valuable as you develop further into your leadership role!

Best applied to ICs who are interested in management or newer managers at the Manager or Sr. Manager level.

Skills: Leadership, Communication, Strategy, Business Acumen

Learning path details

- Everyone can find this
- 2h 42m of content
- 28 items of learning content
- English language
- Insights

1 Leading yourself

Build skills to communicate more authentically, become more adaptable & resilient, form better relationships and generate self-awareness.

7 ITEMS

▶ COURSE
Leadership Foundations
By: Dr. Shirley Davis

Leadership—the art of influencing and developing others to achieve their highest potential—is often identified as the most critical role in an organization. But what is effective leadership and how do you cultivate it? In this course, leadership consultant and global workforce expert Dr. Shirley Davis covers the basics of leading yourself and others. Along the way, she identifies the critical competencies and best practices for effectively leading today and in the future. Learn how to lead across differences and cultivate a more inclusive workplace; establish trust; build relationships; up, down, and across the organization; lead change through agility and resilience; have difficult conversations; and more.

▶ COURSE
Make the Move from Individual Contributor to Manager
By: Carolyn Goerner

Before starting a new management role, it's important to prepare for a shift in mindset, priorities, and expectations. Join instructor Dr. Carolyn Goerner as she explores specific strategies for new managers to expand personal focus beyond individual performance and look to the broader success of the team. Carolyn discusses methods for successfully managing former peers, initiating difficult conversations, delegating work, talking about money, discussing performance, and more.

▶ VIDEO
Communicating effectively as a remote leader

Other learning paths.

Individual Contributor learning path

*Focused on transferrable, in-demand skills
([hyperlink](#))*

Course Content

Professional Knowledge & Skills

- Leading yourself
- Defining & achieving goals
- Developing a service mindset
- Developing business acumen

Work Quality & Productivity

- Enhancing productivity & assessing your work
- Embracing change & adaptability
- Building self-confidence

Communication & Collaboration

- Interpersonal communication
- Building relationships & trust
- Effective & confident speaking

SDR learning path

*Understand the fundamentals of selling and hone
hard and soft skills
([hyperlink](#))*

Course Content

First time Sales professional

- Preparing for a Sales career
- Sales foundations
- Soft skills for Sales professionals

Effective selling

- Social selling foundations
- Sales prospecting
- Prospecting process
- Sharpening your Sales prospecting skills

LinkedIn Learning monthly challenges.

Challenge yourself to discover new things with monthly learning challenges from LinkedIn Learning!

- Challenges run each month and are focused around a different theme
- All videos are applicable to any role, function or level
- Each day's task is ~5 minutes or less – perfect for our busy culture!
- Discuss findings in small groups or staff meetings – consider how what you learn can be applied in your professional and/or personal life



LinkedIn Learning February Challenge: Black History Month

This month, **Black History Month**, celebrates the achievements and impact of African Americans in the U.S. and across the world. During this time, we recognize and pay homage to the contributions, innovations, and trailblazers within the black community that have elevated the fields of **business, technology, art, music, & science**.

In celebration of Black History Month, we invite you to participate in **LinkedIn Learning's BHM Challenge**, kicking off **February 9th**, where we'll be spotlighting some of the incredible courses taught by black authors.

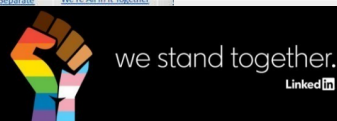
Challenge yourself to participate each day and to complete each task in **5 minutes**. Initial each day when you've

Monday	Tuesday
8 Challenge Starts Tomorrow!	9 Video Executive Presence (4m 4s)
15 Video How to Separate	16 Video We're All in It Together



LinkedIn Learning December Challenge: 12 Days of Learning

Welcome to December! This month brings end-of-year celebrations, time with loved ones, and an excuse to hit pause on your healthy eating habits. But in addition to all of this, **'tis the season for learning!**



LinkedIn Learning July Challenge: Allyship in Action

Now more than ever, **allyship** is critical to creating environments where individuals of all backgrounds can succeed. Allyship is a proactive practice and a lifelong process of building relationships based on trust, consistency, & accountability.

To help you learn more about how to be an effective ally inside and outside of the workplace, we invite you to participate in our **LinkedIn Learning July Challenge: Allyship in Action**, kicking off **July 13th**.

Challenge yourself to complete each day's short learning. Each can be completed in **~5 minutes**. Initial each day when you've completed to keep yourself on track. Stay curious, and happy learning!

Monday	Tuesday	Wednesday	Thursday	Friday
13 Video What is Unconscious Bias? (2m 27s) Video Why Unconscious Bias Matters in Business (1m 58s) Video Focus on Impact Rather Than Intent (4m 4s)	14 Video Implicit Associations and Unconscious Bias (3m 7s) Video Microaggressions (3m 45s) Video Serve for Reciprocal Empathy (3m 43s)	15 Video Six Steps to Inclusive Conversations (3m 40s) Video Know Yourself and Others (3m 55s) Video Talking About Gender (4m 54s)	16 Video What is an Ally and What Can They Do? (4m 16s) Video Use the Platinum Rule (2m 50s) Video Be an Ally (4m, 56s)	17 Video Ground Rules for Culturally Sensitive Conversations (3m 40s) Video Bystander vs. Upstander (2m 23s) Video Be An Upstander

rest in your development amid the year-end craze, we invite you to **12 Days of Learning Challenge**, kicking off **December 3rd**. We think you'll really all comes from LinkedIn Learning's **most popular courses of 2020**.

each day's short learning. Each can be completed in **~5 minutes**. completed to keep yourself on track. Be well, and happy learning!

Wednesday	Thursday	Friday
2 Challenge Starts Tomorrow!	3 DAY 1 Video What is Emotional Intelligence? (4m 52s) From the course: Developing Your Emotional Intelligence	4 DAY 2 Video Use Virtual Meetings Productively (4m 31s) From the course: Time Management: Anything from Home
9 DAY 5 Video Understanding We're All Biased (3m 4s) From the course: Unconscious Bias	10 DAY 6 Video Craft Affirmations as Commitments (2m 21s) From the course: The Six Morning Habits of High Performers	11 DAY 7 Video When You're Caught Off Guard (2m 57s) From the course: Communication Foundations



DiSC assessments.

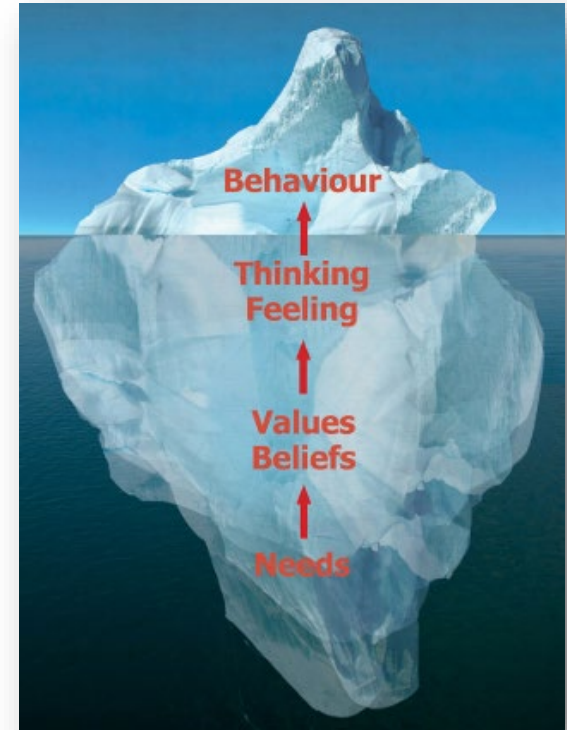
Improve **communication** and **collaboration**.

Benefits for individuals!

- Understand your and others' **observable behavioral** styles – not “personality”.
- Build self-awareness - HOW you prefer to get things done and WHY you are motivated to do them.
- Get insight into how others view you and learn how to spot the styles of others.

Benefits for teams!

- Learn what your dominant team culture is and what it means.
- Consider if team members are being leveraged in the right ways based on their style.
- Examine how this culture may support or inhibit success and what to do about it.
- Consider other teams and stakeholders – are there inefficiencies or friction that could be explained by dominant style differences?



DiSC offerings.

DiSC Assessment Type	Focus & Outcomes	Best for Medium to High Potential employees who are...
Workplace (current tool)	Understand your Personal style and how you relate to others. <ul style="list-style-type: none"> • Understand your style • Recognize the styles of others • Understand how you relate to others with particular styles • Identify strategies to build more effective relationships 	Individual Contributors
Agile EQ	Understand EQ development needs, why it's needed and strategies to improve.	Individual Contributors
Sales	Build stronger customer relationships. <ul style="list-style-type: none"> • Understand your Sales style • Identifying and understanding your prospects'/customers' buying style • Adapting your Sales style to meet customers' needs 	Individual Contributor Sales Reps
Management	Understand your Management style and the associated strengths and challenges as it relates to your direct reports. <ul style="list-style-type: none"> • Directing and delegating • Improving employee motivation • Employee development • Working with your manager 	New and mid-level Managers with any number of direct reports
Leaders	Understand your leadership style and develop a vision, alignment and executing roadmap. <ul style="list-style-type: none"> • Learning how to craft vision • Recognizing how to build alignment • Championing execution • Action planning 	Senior Leaders
363 Leaders	Combines 360 matching feedback with your style and strategies to improve in the three (360+3) areas with the greatest opportunities to improve.	Senior Manager/Leaders with multiple stakeholders

Learning from others.

Facilitated by:	HR	<ul style="list-style-type: none">– Mentoring– 360 assessments– Anytime feedback (aka peer feedback) Workday tool
	Company Manager Employee	<ul style="list-style-type: none">– Coaching & feedback– Industry, professional communities, conferences, internal/external networking– Self-development resources (books, articles, research, etc.)



Mentoring.

Employees are matched against “pool” of **high performing, senior level employees** across the business, possessing **subject matter expertise**, and a desire to mentor others.

What's it good for?

- Provides a “safe” learning environment
- Pace of learning is typically accelerated – great for High Potentials
- Expands visibility across the organization and expands professional networks
- Provides unique insight which is otherwise difficult to acquire

Leading Yourself

Skills in Mentor Pool

Communicating Effectively
Emotional Intelligence (EQ)
Transitioning into Management
Influencing without Authority
Conflict Resolution
Being a Change Agent
Critical Thinking
Creative Thinking
Presentation Skills & Executive Presence
Addressing Leadership Blind Spots

Leading Others

Skills in Mentor Pool

Creating & Leading Teams
Developing Others
Managing a Remote Team
Hiring
Having Difficult Conversations
Managing Cross-Functional Projects
Managing Underperformance
Managing a Global Team

Leading the Business

Skills in Mentor Pool

Collaboration
Customer Focus
Product Knowledge (one or more)
Strategic Thinking
Using Metrics & Data
Project Management
Global Experience
Sales Process
Innovation
Budgeting, Forecasting, Company Financials

360 assessments.

- Typically more valuable to those with direct reports, and/or multiple stakeholders.
- Employee receives anonymous (except manager) feedback from downline (if applicable), peers/stakeholders and manager for comparison to their self- assessment.
- Great for building self-awareness and addressing blind spots; better understand where you may need to develop a bit more.
- Administered by your HR Business Partner through Quantum Workplace (our engagement/pulse survey vendor). Results are completely confidential and restricted to only yourself, your manager, and your HR Business Partner.

The screenshot displays a 360 assessment interface with three items, each featuring a Likert scale from 'Strongly Disagree' to 'Strongly Agree' and a 'Clear your answer' link. A summary overlay at the bottom right shows the 'Overall Average' as 6/6 and the 'Self Average' as 4.92/6. The overlay also includes a horizontal bar chart and a legend for the assessment sources: Overall Average, Manager, Peers, Direct Reports, and Self.

Dana creates an inclusive environment that values people with diverse styles, perspectives and experience.

Strongly Disagree Strongly Agree

Clear your answer

Is there anything you would like to add?

Dana is self-aware and has emotional intelligence even under conditions of pressure or uncertainty.

Strongly Disagree Strongly Agree

Clear your answer

Is there anything you would like to add?

Dana demonstrates global and/or strategic mindset and considers implications, opportunities and stakeholders in all decisions.

Strongly Disagree Strongly Agree

Clear your answer

Is there anything you would like to add?

Dana demonstrates res change and influences

Overall Average 6/6 Self Average 4.92/6

Overall Average

6

Legend: Overall Average, Manager, Peers, Direct Reports, Self

Anytime Feedback – Workday tool.

- Convenient way to get real-time feedback from peers/stakeholders other than your manager
- Useful for all employees (managers & non-managers)
- Helpful development opportunity for your team, as there may be potential “blind spots” you aren’t aware of
- Feedback can be anonymous or attributed (feedback is anonymous only if option of “Show Names of Workers who Give Feedback” is unchecked)
- Employee can ask for feedback on themselves (View Profile > Talent > Get Feedback on Self). “Share with Me” option goes to employee only, “Share with Others” option makes feedback visible to others, including manager.
- Any manager can ask for feedback on their employee (Team Performance worklet > Get Feedback on Worker)
- You can incorporate this feedback prior to Year-End Review process.

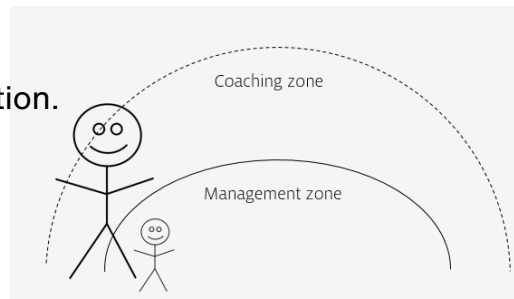
The image displays two screenshots of the Workday Anytime Feedback interface. The top screenshot shows the 'Get Feedback on Self' form for Allison Majane. It includes a header with the user's name and a profile picture, a dropdown for 'From Workers', a checkbox for 'Show names of workers who gave feedback?' (checked), radio buttons for 'Feedback Sharing' (selected: 'Share with others'), and a 'Questions' section with a text input, 'Remove', and 'Add' buttons. The bottom screenshot shows the 'Give Feedback' form for Briana Pontbriand. It includes a header with the user's name and a profile picture, a checkbox for 'Show my name?' (checked), radio buttons for 'Feedback Sharing' (selected: 'Share with others'), and a 'Details' section with a text input, a 'Badge' dropdown, and 'Submit', 'Save for Later', and 'Cancel' buttons.

Ongoing coaching & feedback.

- Foundation of our Performance Management model.
- Enables real time/in-the-moment feedback & coaching throughout the year.
- Requires a commitment to want to better the person you are providing coaching & feedback to.
- Can be both received and given by Individual Contributors – you don't have to be a manager to coach.

Benefits

- Employees' focus shifts as priorities do - monthly, weekly.
- Surprises & “fire drills” are avoided.
- Timely input on how to maximize deliverables, course correct low performance.
- Develop/hone coaching & leadership skills of our managers.
- Strengthen manager-employee relationship improving transparency/communication.



Coaching & feedback tips.

Challenges, opportunities & support

- Outcome/follow-ups from previous 1-1
- Biggest challenge/opportunity being faced, and help/direction needed
- Things you as the manager should be aware of, but might not be

Progress of goals (performance & development)

- Structure conversations around individual, functional & company goals so the connection is clear
- Review progress toward performance and development goals

Coaching & feedback

- Consider the “sunset review” approach where key lessons learned post-project completion are examined; focus on what went right, or wrong, and changes for future
- “Say what you mean and mean what you say”: these conversations are meant to help employees grow & overcome challenges
- Feedback should come from a place of caring; be considerate with your delivery in these conversations
- Focus on both giving and seeking feedback, actively listening, encourage reflection & meaningful dialogue

When it comes to coaching, ask – don't tell!

A direct report of yours...	Instead of "telling":	Try "asking" (open ended questions, curious, non-judgmental):
...doesn't get along with a co-worker.	"You need to take things less personally."	"Consider that this may be less about you, and more about them. What approaches could you try to improve your interactions?"
...is reluctant to give you feedback as a manager.	"I'd like you to give me more feedback."	"I'm interested in getting feedback on how I can improve as a manager. For instance, I have received feedback that I can be too direct and I've asked a colleague for some coaching with that. Is there anything you'd be willing to share?"
...is long-winded in meetings, causing others to tune out and not be able to participate.	"You need to talk less in meetings."	"Consider if the amount of detail you give is helpful, or if people are tuning out or missing the high points. How could you get your key points across and also allow time for others to weigh in?"
...is concerned about company change.	"This change shouldn't affect your day-to-day routine much."	"What impact do you think this will have on your day-to-day routine? How can we start to plan for that?"
...has trouble completing a project on time.	"We can't be late with this project."	"I'm concerned about the completion of the project, and the impact is that we will have to extend the consultant and don't have the budget to cover that. What can I do to help you make the deadline?"
....has an approach that you're unsure of.	"Why did you do that?"	"Walk me through your thought process."

Employee & manager guides – prep for 1-1s.

Download employee & manager guides [here!](#)

Employee Guide: Prep for 1-1	
<p>The foundation of our Performance Management model is having ongoing Performance and Development discussions aimed at providing real time/in-the-moment feedback & coaching throughout the year.</p> <p>Your focus shifts as priorities do (monthly, weekly) and by optimizing your 1-on-1s with your manager, you can reduce fire drills and get timely coaching on how to maximize your deliverables. This is also the ideal opportunity for you to get guidance and support on your Development goals.</p>	
Date:	Include Outcomes & Next Step Actions
Challenges, Opportunities & Support	
Key topics you want to cover New item? _____ Follow-up item? _____	
Challenges you're facing Come with suggested solutions! What are you most concerned about? How can manager/stakeholders help? Information you need to progress?	
Goals - Development & Performance	
Tracking towards deliverables & goals On or off track? Seek clarity on deliverables/priorities? What are we not doing that we should be doing?	
Current Development goals focus What development areas do you want to work on? What have I learned this last week?	
Coaching & Feedback	
Items to ask for feedback on "Sunset Review" - key lessons learned post-project completion- what went right or wrong, and changes for future	
Suggestions to make the most of these discussions?	

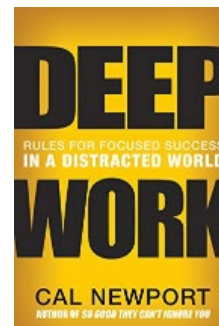
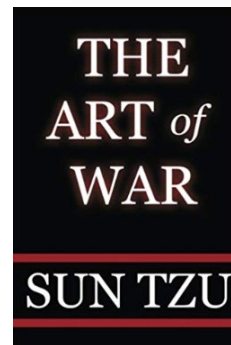
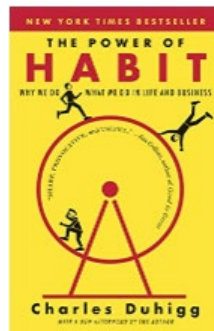
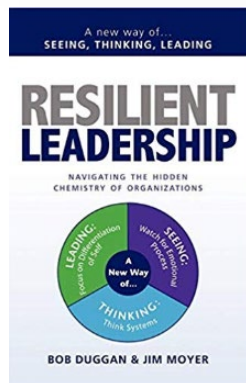
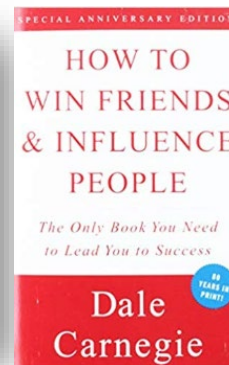
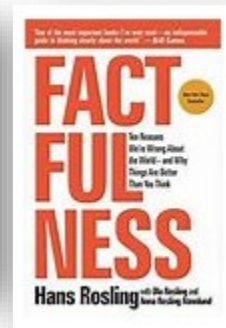
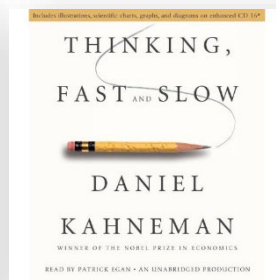
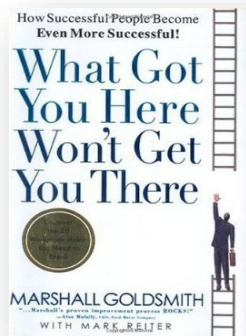
Manager Guide: Prep for 1-1s
<p>The foundation of our Performance Management model is having ongoing performance & development discussions aimed at providing real time/in-the-moment feedback & coaching throughout the year. Consider the impact of your employees' focus shifting as priorities do (monthly, weekly).</p> <p>Here are some tips to assist you in having more meaningful conversations:</p> <ul style="list-style-type: none"> Structure the conversation around individual and Company goals so that employees are encouraged to reflect on how they fit into the larger Company and why it matters. Focus on giving and seeking feedback, as well as actively listening, to encourage reflection and meaningful dialogue Consider the "Sunset Review" approach where key lessons learned post-project on what went right, or wrong, and changes for future Do not hesitate to ask peers and co-workers for feedback on your employee It is best to "say what you mean and mean what you say." These conversations grow and overcome challenges. Feedback should come from a place of caring. Be considerate with your direct reports Ask open-ended questions Reinforce the importance of how goals affects the team and department You are not doing an employee any favors by sugar-coating or avoiding performance issues Motivate the employee to change a negative behavior or enhance a skill. Direct reports are successful. Offer support where needed – guidance, prioritization, peer assistance, etc. they need and ask them to propose solutions and ideas. Discuss if career aspirations are realistic and are aligned with the organization's alternatives. <p style="text-align: center;">Underperformance/Poor Performance</p> <ul style="list-style-type: none"> It's always advisable to check with your manager and HR Business Partner to address underperformance early in the process. Seek information to better understand the reason for the underperformance <ul style="list-style-type: none"> if the employee does not understand what he/she is supposed to do if employee does not know why they should do it - provide the context if employee is not motivated or disengaged - find out what is the source of the disengagement After discussing the gap between the expected performance and the results, you have done differently as opposed to telling them what they should have done.

This guide provides a structure for your conversation in your 1-on-1s to ensure a rounded discussion. A 1-on-1 should be at least 30 minutes long (10 min for you, 10 min for them, and 10 min for career/growth/development).

Employee Name:	Date:
Describe the purpose and importance of the discussion, i.e. "we will meet bi-weekly to check in on deliverables and ensure you are getting the support needed to achieve your performance and development goals". Establish/reinforce ground rules for transparency i.e. "It's important that we be open and honest with each other to get the best from this process and each other."	
Data and key topics you want to cover New item? _____ Follow-up item? _____ Tell me about what happened with...	
Tracking towards deliverables & goals On or off track? Aligned on priorities? What can I do more to make you successful? Any roadblocks? What are you most concerned about? What is your No. 1 problem? What are we not doing that we should be doing?	
Share relevant information What organizational issues/news/efforts can I share? What meetings have I just attended - what did I learn?	
Feedback to provide: Behavioral observations to reinforce or call into question? Do you have any feedback for me?	
Current Development goals focus and status: What development areas do you want to work on? What have you learned this last week? Are you interested in leading others? What's in the way of you achieving your development goals?	
Specify actions to be taken and by when, including contingency plans End discussion on a positive note as appropriate: "I am confident that you've got this..."	
Paraphrase back to ensure clarity "What I am hearing from you is..." Check for understanding and alignment "Let's recap..." "are we in agreement?" Do you have any feedback for me? Did this discussion help? Is there anything we could do differently in the future to...	

Recommended reading.

We are
always on
the lookout
for
additions to
our library,
so if you
have any
please
reach out!



On-the-job learning

Facilitated by:	HR	<ul style="list-style-type: none">– Job shadowing– Stretch assignments
	Company Manager Employee	<ul style="list-style-type: none">– Internal mobility

On-the-job learning.

The more learning can be applied on the job, the more it will stick.

It will (and is supposed to) be uncomfortable at first, but comfort will come with practice and repetition.

This type of learning takes time away from ordinary business for all involved, **so only candidates who will fully engage should be considered.**

Considerations in selecting an activity:

- What pre-work and/or post work is needed to support the success of this activity?
- What will most help the employee learn the needed skill, behavior, competency?
- Will it force the employee to stretch beyond things they already do well?
- Will it require the employee to take responsibility for the outcomes of the activity, positive as well as negative?
- Will it contain lessons that will become clearly apparent to the employee?
- How will we ensure the learning can be applied on the job?



Stretch assignments.

A task given to employees which is beyond their current knowledge or skill level in order to “stretch” them developmentally.

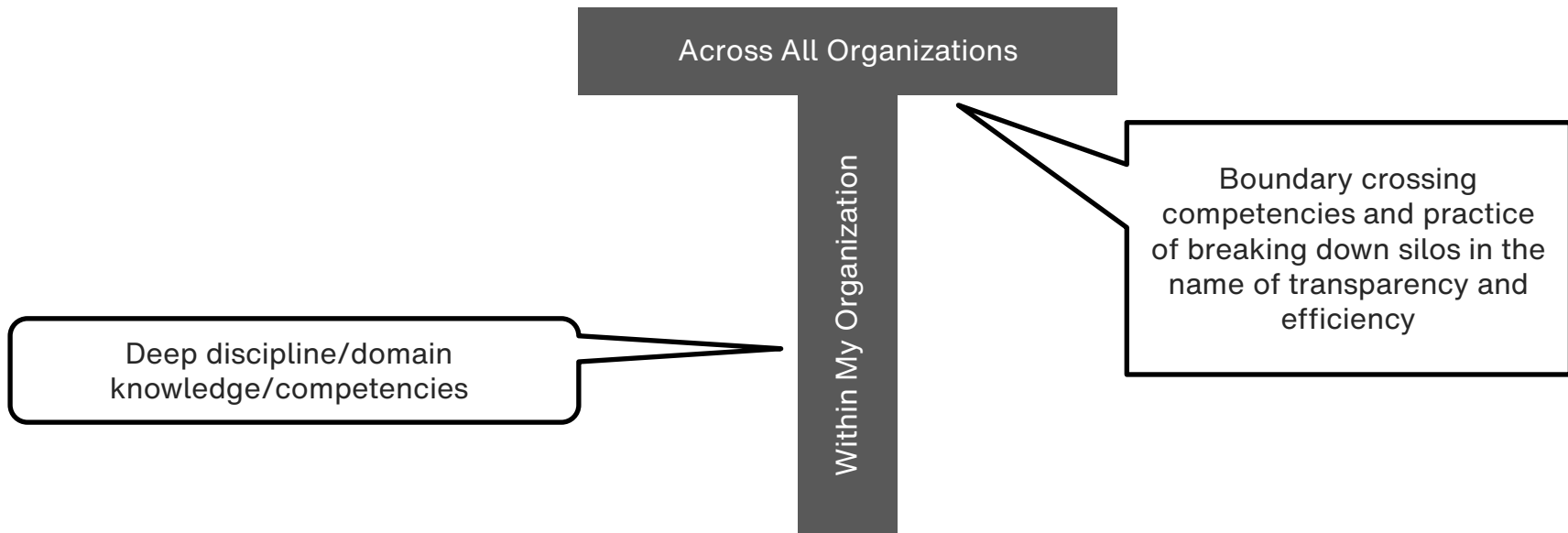
What it looks like:	<p>Assignment to a specific project:</p> <ul style="list-style-type: none">- High Profile (exposure to senior leadership)- Start-Up (driving new initiative)- Strategic (large scope project, high visibility) <p>Assume new responsibilities on limited basis</p> <ul style="list-style-type: none">- Lead team meetings- Become “Buddy” for new hire- Develop functional onboarding program for new team members- Redesign workflows for improved efficiencies- Design and lead training/workshop within scope of your role- Serve as mentor to another employee- Participate in a companywide task force (i.e. Employee Experience Team)
What it's good for:	<ul style="list-style-type: none">- Understand gap and readiness for promotion or role expansion- Strengthens enterprise relationships and increases visibility- Provides exposure to other business functions and regions- Particularly good for building collaboration, problem solving, influence, negotiation and agility- Provides “safe” access to immediate coaching & feedback

Job shadowing.

Employee passively or actively observes the work of another, to understand nuances of role that aren't easily described. Helps those who prefer to learn by doing.

What it looks like:	<p>Shadow another employee</p> <ul style="list-style-type: none">- Stakeholder – customer-facing role if you are back office- More senior/experienced role <p>Structure</p> <ul style="list-style-type: none">- Passive Observation (fly on the wall) – attend meetings, take notes, Q&A- Observation & Action – note taking/debriefing/facilitation, participation in brainstorming/note taking/debriefing
What it's good for:	<ul style="list-style-type: none">- Those who learn better by seeing or doing- Employee needs to learn behaviors more than competencies- Access to SME's, best practices- Strengthens enterprise relationships and increases visibility- Particularly effective for new hires (part of onboarding), mobility, promotion candidates

T-shaped skills.



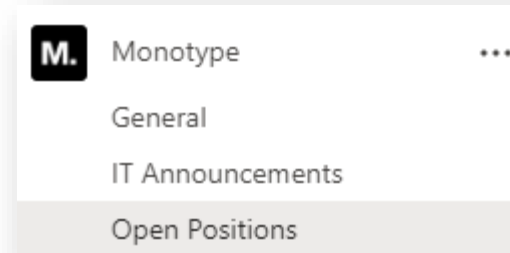
- T-shaped skills relies on the practice of sharing knowledge freely across the organization, to ensure cross-functional alignment while remaining committed to responsibilities that drive individual business unit performance.
- It requires a mindset and skillset shift - deep professional/discipline knowledge is often no longer enough if you want to grow in your career
- Many “small but mighty” teams where employees wear multiple hats
- Consider common traits of successful leaders you know – do they possess T-Shaped skills?



Internal mobility.

In 2020, 38% of total open positions were filled by internal candidates, above industry benchmark.

Join our Open Positions Teams channel (under Monotype) for the latest updates on global open positions and check out our [careers page](#) to view all open roles.



Career Matrices exist for management and individual contributor career paths and outline key differences expected at each level: scope of responsibility; decision making authority; level of supervision; knowledge/skills & behaviors expected.

Career Matrix (Individual Contributors)

Entry IC1	Developing IC2	Proficient IC3	Master IC4	Expert IC5	Advisor IC6	Strategist IC7
Approx. 0-2 years of professional experience	Approx. 2-4 years of professional experience	Approx. 4-7 years of professional experience	Approx. 7-10 years of professional experience	Approx. 10+ years of professional experience	Approx. 10+ years of professional experience	Approx. 10+ years of professional experience
<p>Applies basic theories, concepts, principles and methodologies to assignments, which are usually developmental.</p> <p>Receives instruction and specific direction from managers, functional and/or more senior team members for completion of tasks.</p> <p>Executes tasks to meet expectations of work quality, productivity, and schedule as established for the role.</p>	<p>Applies theories, concepts, principles, and methodologies to difficult but conventional assignments. Assignments are given in terms of objectives to be met. The employee works independently within an established framework.</p> <p>Occasionally directed in several aspects of their work, including new or unfamiliar assignments; however more straightforward or routine tasks are accomplished without assistance and limited supervision.</p> <p>Affects team effectiveness through responsibility for the quality of own work.</p>	<p>Applies in-depth specialty knowledge within subject area to complete assignments of diverse scope; contributes to the development of new plans, models, standards and techniques; solves problems in complicated situations through the application of strong analytical skills, creativity and judgment.</p> <p>Affects business performance and operational efficiency through the delivery of results.</p>	<p>Applies broad knowledge to act as a key contributor on complex or critical assignments; develops solutions and execution strategies in complicated or novel situations; contributes to the standards around which others will operate and acts as an advisor/coach to mentor other team members.</p> <p>Typically manages a specific function, process or category in support of established department & functional objectives.</p> <p>Affects the business by influencing decisions through advice, counsel or facilitating services to others in area of specialization.</p>	<p>Applies in-depth understanding of the business and specialty knowledge to analyze long-term business impact of new/anticipated strategies; recognized as a technical authority within the business unit. Integrates analysis of business objectives and strategic direction to resolve problems.</p> <p>Affects the business through regularly providing advice or counsel to senior management.</p>	<p>Generates and promotes new theories, concepts, principles, and methodologies within a specialty area.</p> <p>Applies in-depth analysis and interpretive thinking to define key problems and champion innovative solutions; is an acknowledged authority both within and outside own area of expertise.</p> <p>Affects the business through advising and/or influencing the professional/technical direction and strategic decisions for an area.</p>	<p>Applies expertise to significantly influence the future strategy of a function. Uses groundbreaking and innovative thinking to identify solutions beyond the existing knowledge or assumptions of an area; is recognized internally and externally as the expert in an area that is key to the business.</p> <p>Affects the business through setting the professional/technical direction for an area that is key to the organization.</p>

Career Matrix (Managers)

Manager M1	Sr. Manager M2	Director M3	Sr. Director M4	VP M5
<ul style="list-style-type: none"> 7+ years of professional experience as an IC Typical Span of Control: 5-15 MT Average Span of Control: 4 Reports to Director or Senior Director 	<ul style="list-style-type: none"> 9-11 years of professional experience. 2+ years of experience leading a group of professional level employees at various experience levels Typical Span of Control: 10-30 MT Average Span of Control: 6 Reports to Director/Senior Director or VP depending on size of function. 	<ul style="list-style-type: none"> 11-13 years of professional experience, 4+ years of management experience Typical Span of Control: 20+ MT Average Span of Control: 4 Reports to VP. 	<ul style="list-style-type: none"> 13-15 years of professional experience, 8+ years of management experience Typical Span of Control: 20+ MT Average Span of Control: 5 Reports to VP. Highest non-executive management level. 	<ul style="list-style-type: none"> 15+ years of professional experience, 8+ years of management experience Typical Span of Control: 20+ MT Average Span of Control: 7 Reports to an SVP or Executive VP.
<p>May have experience as team lead or has supervised work of others, in preparation for a management role, or has limited experience in another entry level manager role.</p> <p>Solid knowledge of functional areas' processes and practices.</p> <p>Typically directs the work of a combination of salaried and hourly personnel, while also playing role of "player/coach". Work performed by direct reports is routine and repetitive, with defined short-term plans in support of functional objectives.</p> <p>Exercises judgement and improves process and standards in support of defined goals and provides input to decisions that affect the team.</p> <p>Begins to establish network outside of immediate team.</p>	<p>Functional Subject Matter Expert.</p> <p>Typically spends a greater amount of time managing the workflow of subordinates, communicating and collaborating with peers and external resources vs. performing regular "non management" activities.</p> <p>Provides input to strategic decisions that affect the functional area of responsibility, and nature of work is both short- and long-term.</p> <p>Has strong network across the business and understands the interdependencies for stronger collaboration.</p>	<p>Are managers of managers. Singular role, i.e. Director Marketing APAC. Leads multiple independent and inter-related teams within a function. Teams have diverse types of responsibility & levels of expertise.</p> <p>Nature and impact of role is typically Global.</p> <p>Responsible for leading function or sub-function end to end. Sets the vision and direction and oversees the execution. Implements tactical and strategic change through subordinate team(s).</p> <p>Decision making can be more ambiguous requiring techniques to identify solutions where scenarios are more high risk.</p> <p>Visible globally and cross-functionally.</p> <p>Develops industry contacts to keep abreast of emerging trends in respective field.</p>	<p>Same competencies as Director level, with more experience and authority.</p>	<p>Has acquired the business acumen and leadership experience to become a top function or division head.</p> <p>Leads a function/line of business that has a global, company impact both financially and strategically.</p> <p>Has ultimate decision-making authority for setting and executing vision and strategy.</p> <p>Contributes to company-level strategy outside of functional area of responsibility to inform critical business decisions and future planning.</p> <p>Manager of managers responsible for multiple departments or geographically dispersed team comprised of all levels of experience and specialized knowledge.</p>

Questions?

Thank you

