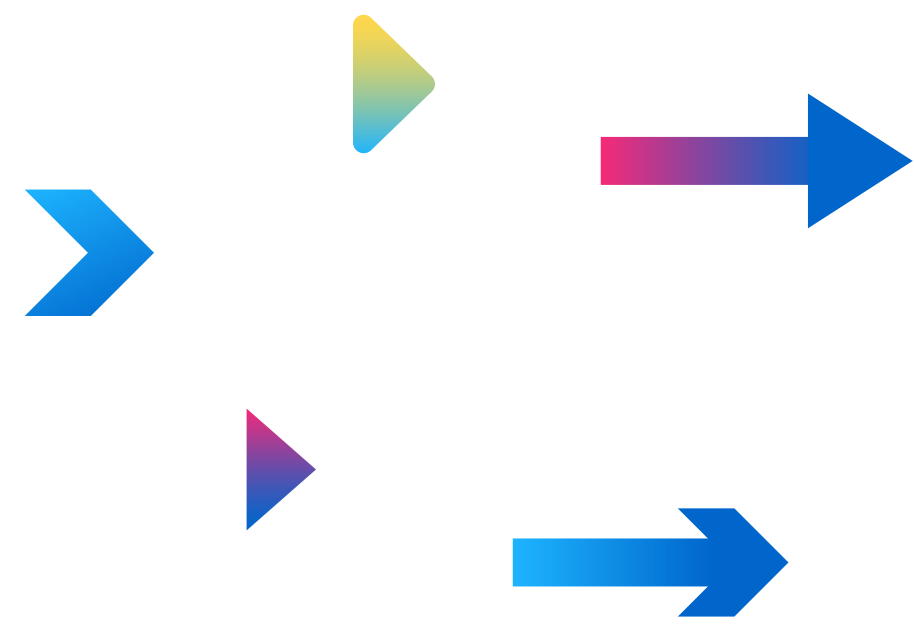
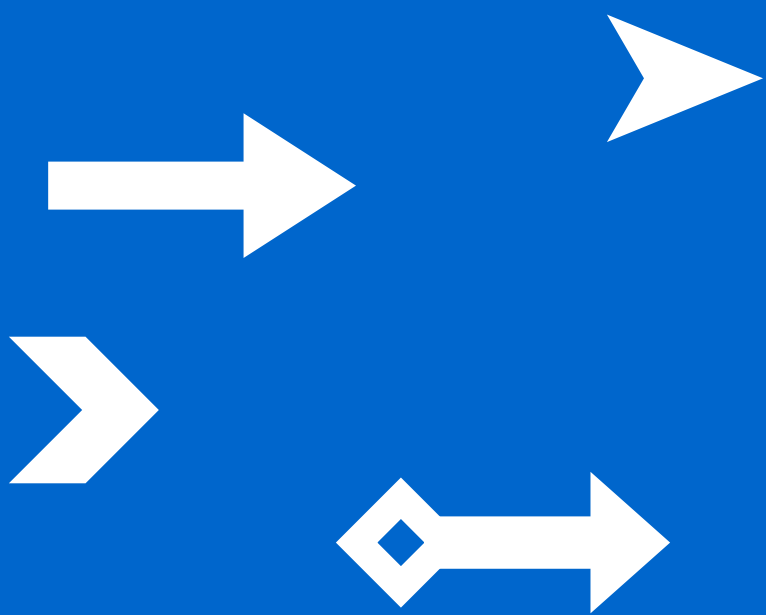




Individual Development Plan
A Manager's Guide

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A Manager's Guide

This Guide is a reference resource for managers looking for effective ways to have conversations with employees using the Design Your Path Workbook. This document can serve as a good career conversation tool-kit for managers throughout the year and can be used with or without the Design Your Path Workbook.

How to Use this Guide

Part 1 of this guide provides five quick tips for a Career Conversation. Part 2 provides specific instructions for managers on facilitating each section of the Design Your Path Workbook.

Start with the end in mind: Remember, the purpose of a career conversation is to motivate, build trust, and, to ensure alignment around development goals

Your role as manager

1. **Support** your direct report to own their career and make the most of their opportunity.
2. Help your direct report **align your plan** with team and company needs.
3. Hold quarterly **career conversations** to check in on development plan progress and next steps.
4. Providing **coaching** and **feedback**.

Your direct report's role

1. **Own their plan.** It is up to them to make the plan and take action.
2. **Keep in mind.** Their IDP is not a checklist for a promotion. This is about making the most of their opportunity and developing their skills. Promotion is sometimes a result of that but often not. It is a good idea to be transparent and level set expectations around promotions.
3. **Performance first.** If you direct report is not yet achieving consistent high performance on OKRs and current role expectations, that should be the focus of their IDP.

Tip #1

Put it on the calendar



Schedule time on the calendar with the subject “Career Conversation.” Include an agenda in the invite. You can adapt this sample agenda to suit your style.

Sample Agenda

- Set the stage
- Facilitate your employee’s insights
- Clarify top priorities
- Align and agree on plan
- Align and agree on action steps
- Pick a date to check in next

Create the right conditions

Psychological safety is key to employees speaking up. If your employee doesn't feel connected and safe, s/he won't open up and get the most out of this experience.

Here are two great links if you are interested in creating greater psychological safety as a manager:

[Creating Psychological Safety in the Workplace](#)

[7 Ways to Create Psychological Safety](#)

Create a feeling of openness by modeling vulnerability and/or real curiosity and interest. Be authentically enthusiastic, and if appropriate, informal.

Here's how:

- Lean In; make eye contact; have an open posture such as open hands.
- Do not multitask; turn off distractions like Slack and your phone.
- Selectively and genuinely share what has been most helpful for you in past career conversations with your own managers/mentors.
- Communicate interest in them as a person with aspirations and unique talents and interests.
- Ask: "What thoughts (or feelings do you have about this conversation?"
- Express: Any initial sentiments (such as enthusiasm, support, curiosity) you may have.
- Asking your employee to define what success means to them.

Tip 3

Facilitate insights

It's usually a good idea to let your employee share what they are excited about and their key insights. Try and receive these enthusiastically and with curiosity, without putting pressure on yourself or them to decide and commit at this stage. This orientation creates both ownership and creative thinking.

Ask:

- "Where were your key insights, let's talk about them"
- "What surprised you going through this?"
- "What are you most excited to share or get my thinking on?"
- "What section was most useful for you? What did you take away from that section?"

Tip 4

Help clarify

Move the conversation from ideation to focus. The idea is to allow the employee to own their insights, but to narrow them down towards mutually agreeable areas. This focus will help facilitate (in this or other conversations) more specific and aligned goals, plans, and actions.

Ask:

- "Where do you see opportunities for success and challenge for you?"
- "Why are these areas important for you, the team, and for Ripple?"
- "What specifically could development in this area look like?"
- "How can I or others at Ripple support you?"

Tip 5

Align and agree

Here, you can focus on aligning goals with actions, vice versa. This tip is most critical when discussing the IDP details and next steps.

A good rule of thumb is that both you and your employee should have a good clarity on the what, when, and how, which can be validated via email later.

As a best practice, we encourage checking for understanding and agreement at the end of any conversation.

Pick a date to meet to follow up, check progress, and re-commit as needed.



Workbook Activity Guide

Guide to using the “How to Design Your Path” workbook with your team.

Activity 1

Self Assessment

Objective: Learn what success means to your direct report and what areas are most important to them this year.

Context: This is about how satisfied they are today. This is a quick, subjective read that is subject to change over time, so there’s no right way to do this.

Recommended Time: 5-10 minutes

Debrief Questions:

- Which area would you most like to raise your score?
- What is working in that wedge (score is not a 0)? What keeps that from being 1-2 points higher?
- What score would you like to have? What would be different if you had that score?
- What could you do to raise your score? What could I do to support you?

Activity 2

Career Vision

Objective: Help your direct report flesh out their vision for where they want to go in their career.

Context: It can be difficult to create a clear vision, so don't expect them to have all of the answers. Focus on what they do know (ie the type of environment the work they want).

Recommended Time: 4-5 minutes

Debrief Questions:

- Tell me about your career vision.
- What's most important about it to you?
- What are some of the things that will need to do/learn along the path to get there?

Activity 3

Strengths & Gaps Inventory

Objective: Enhancing self-awareness for your direct report and identifying potential focus areas.

Context: Both strengths and gaps can be focus areas. Developing strengths is more effective than trying to avoid any gaps. But, significant gaps often need to be addressed. This should be a 2-way conversation, balancing listening with providing your feedback.

Recommended Time: 10 minutes

Debrief Questions:

- What are your top 3 strengths? How do you use those today? Where could you expand upon them? Leverage them more?
- What gaps have you received feedback on? Are there any that are derailing you today? What are some creative ways you could address or close them?

Activity 4

Sharpening the Focus

Objective: Narrow down and choose 1-3 focus areas and identify ways to grow and develop in 2020.

Context: We all have limited time. Help your direct report choose a high-impact focus that they are excited about. Expand on ways they could grow in this area this year through the team's project work, mentoring or coaching relationships, or classes you'd support them taking.

Recommended Time: 10-12 minutes

Debrief Questions:

- What if you could build one skill this year, what would it be?
- How will you know you're successful in building that skill?
- What would you like to do to work on this? What would stretch you?
- What would a challenge look like?

Activity 5

The Individual Development Plan

Objective: Capture insights and organize into goals and specific, timed actions that can be used throughout the year to check-in and maintain focus and momentum.

Context: This is the outcome of this process. It can be assigned as a task to complete after the career conversation. Or you can talk through it together. Set a date to check-in on progress. Reinforce that your direct report owns this plan.

Recommended Time: 5 minutes

Debrief Questions:

- What will you commit to doing?
- How will you know you've done it?
- By when will you get it done?
- When will we check-in?
- How can I support you?

2020 Individual Development Plan

Based on the work you’ve done, draft your plan to make the most of your opportunity at Ripple.

This year, making the most of my opportunity at Ripple means:

1 

Development Goal:

Key Actions:

Target Date:

2 

Development Goal:

Key Actions:

Target Date:

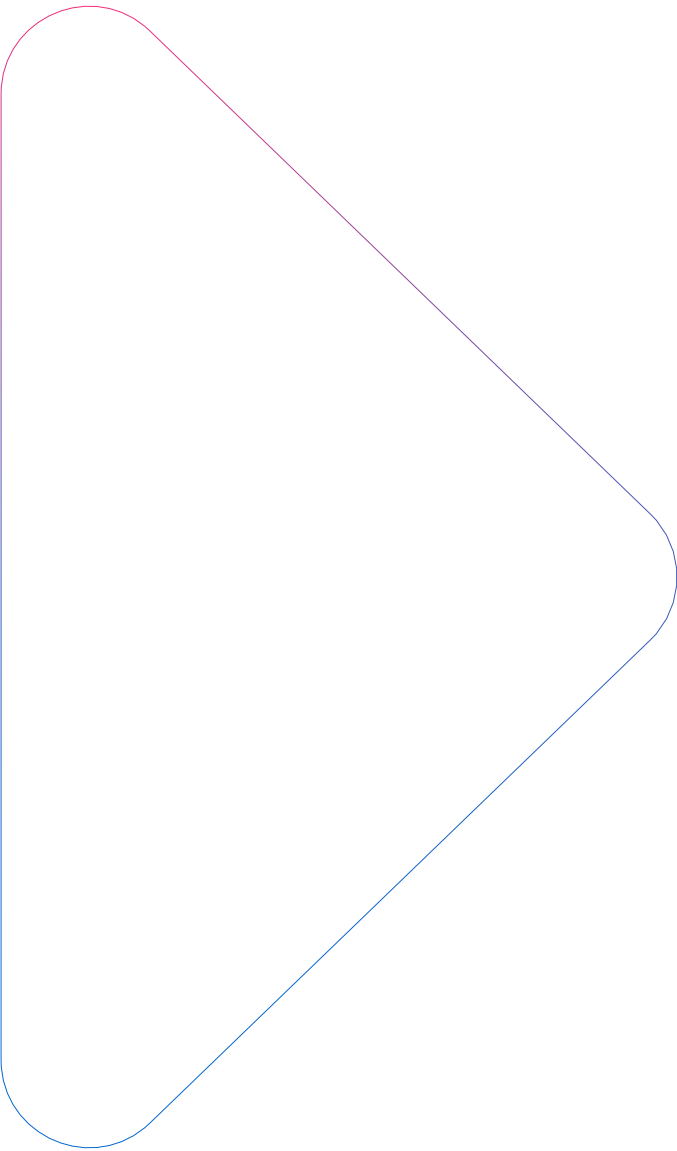
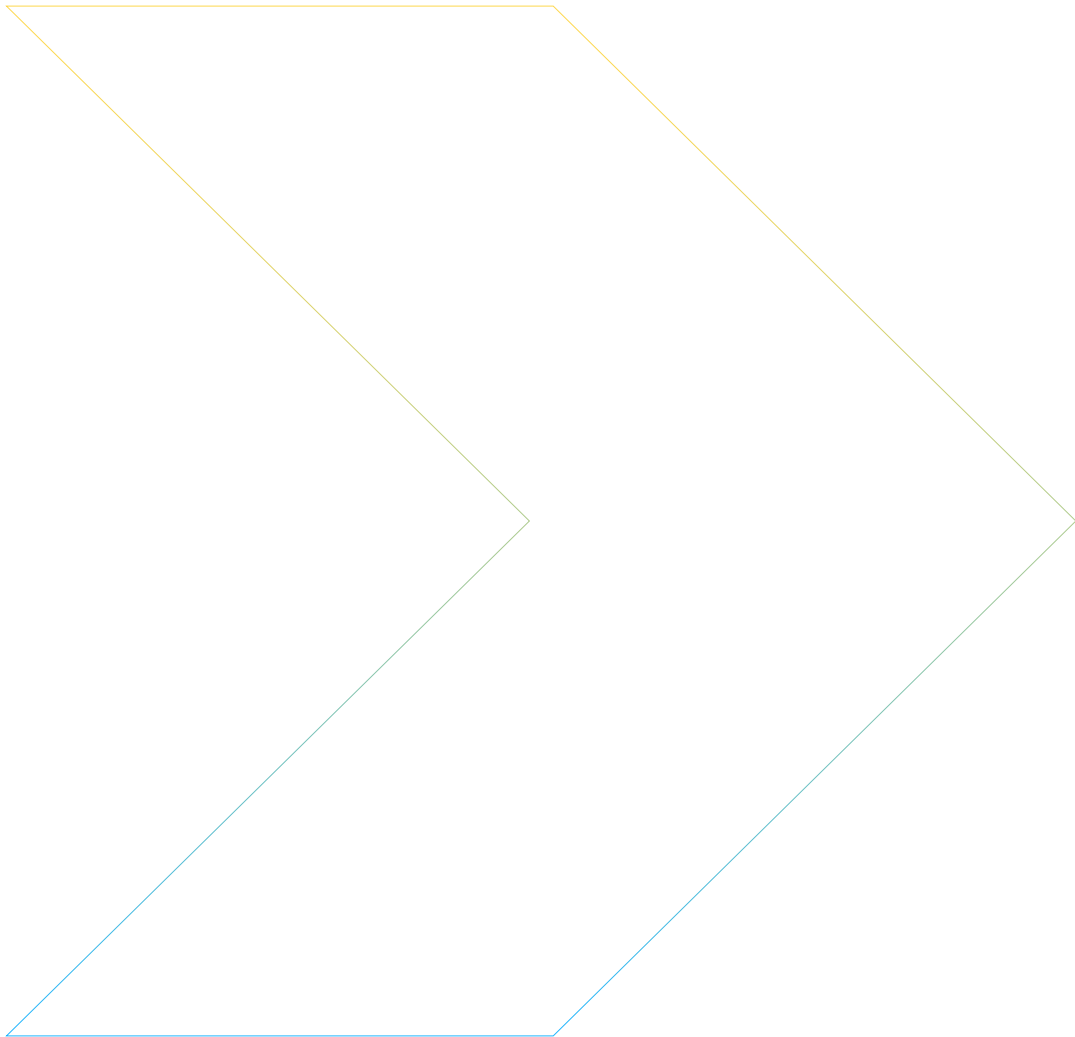
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Development Goal:

Key Actions:

Target Date:

Notes



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