



BOTI LMS

Module 10: Develop a Thriving Team

Your team is your greatest asset, and as a manager, you're responsible for their success—yet the roadmap to achievement is often murky.

In this module, you'll learn how to talk to employees about their values and goals, identify gaps in your team's skills, and training techniques for different types of employees. You'll also review meeting and coaching methods to develop your employees.

These lessons will help you become a partner and successful facilitator in your team's career development—and help you *thrive*—together.

Begin with the first lesson below or click "*Start eLearning*" above to get started.



A Manager's Role In Career Development



Getting to Know Employees' Strength, Interests, and Values



How to Conduct a Gap Analysis



Choosing the Right Training Methods



How to Conduct Effective One-On-Ones



Developing Your Team Through Coaching



Summary



Knowledge Check



Module 10: Completed

A Manager's Role In Career Development



Introduction

As a manager, you're responsible for your team's successes. It's up to you to uplift your employees so that they, and you, can achieve a higher standard of excellence. But knowing where those responsibilities begin, and end isn't always easy.

Yes, you should help your team members set goals. And, yes, you should monitor their progress, encourage them to carry out tasks, and offer guidance. But what's your role in an employee's long-term career development? What part—if any—do you play in an employee's personal journey?

Depending on whom you ask, you'll likely get different answers. Some say development is an employee's responsibility. Others argue that a manager should drive the charge. So, who's right? As with most questions, the truth lies somewhere in the middle.

In this lesson, you'll learn about a manager's role in an employee's career development. First, you'll learn what career development is and why it's important. Then, you'll learn about a manager's role in that equation, how it differs from an employee's, and what three steps you can follow to be more effective.

 **YOUTUBE**



A Manager's Role in Team Development

Watch the video to learn what career development is and why it's important. Then, learn what roles managers and employees play, and how managers can offer effective guidance.

[VIEW ON YOUTUBE >](#)

What Is Career Development?

Let's get started by exploring what "career development" means. Strictly defined, it's a lifelong journey of self-awareness and professional improvement.

When employees develop their careers, they look within themselves so that they can formulate plans and set *personally* relevant goals. Then, they work toward those objectives and—throughout the process—continue to grow their skills, knowledge, and experience.

Career development is **people development**. It's a continuous process of professional growth that allows a person to move toward a personally defined—and ever-evolving—future.

Career Development Is Good for Business

From a business standpoint, career development is important. After all, employees are a company's greatest asset. So, by developing passionate, committed, and inspired team members, an organisation develops itself as well.

Specifically, here are five reasons career development is great for business.

1

Boosts motivation and engagement. Employees want to feel like they're in challenging roles—growing as individuals, learning new skills, and accomplishing something worthwhile. Career development intersects with all of those motivators, ensuring that employees are working toward personally meaningful, exciting objectives.

2

Promotes productivity. With strong development and growth plans, employees align their work with their strengths, interests, and values. And, as a result, they develop faster, become more productive, and gain a sense of ownership in their work.

3

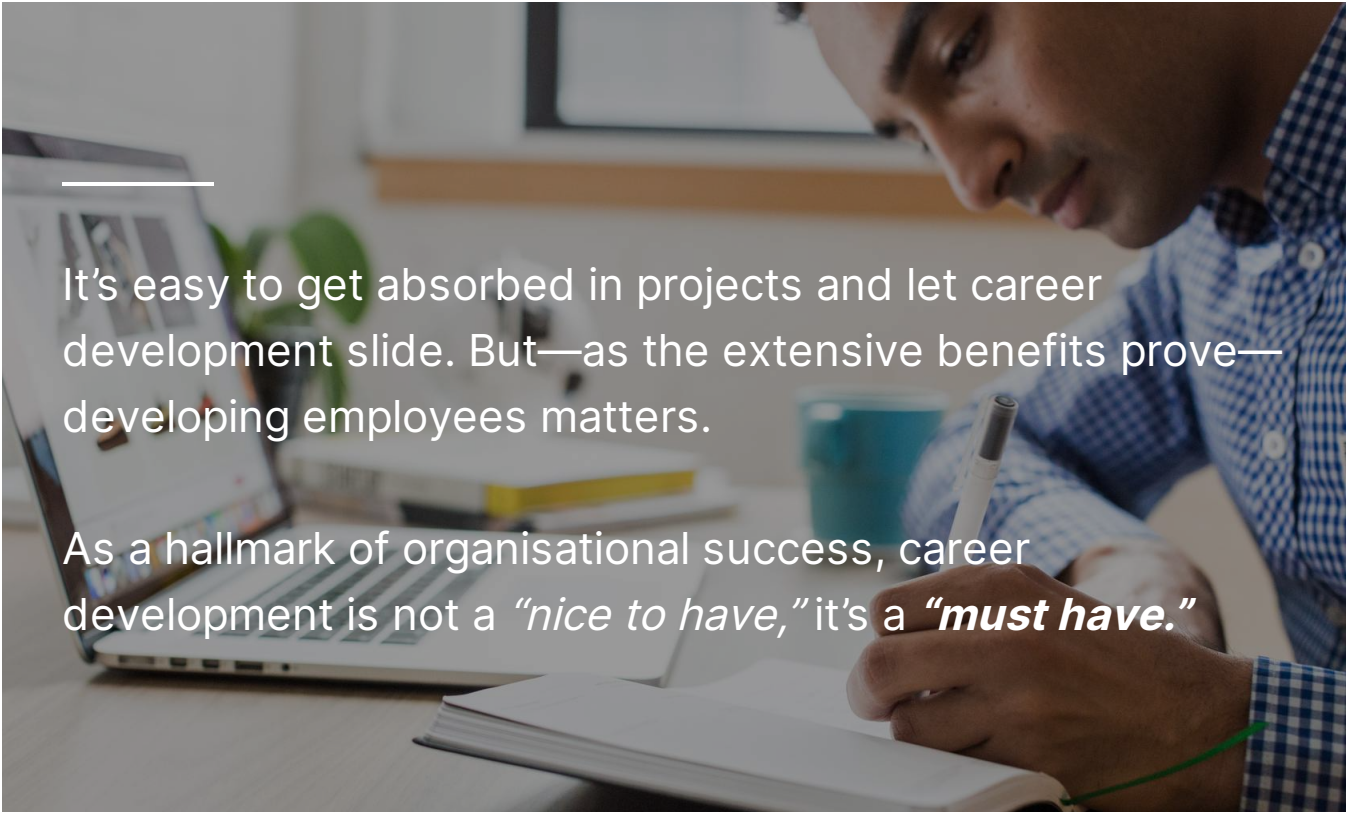
Produces a steady source of highly qualified talent. When employees develop, they upgrade their skills, work toward their full potential, and become higher-level performers. That, in turn, builds an even more talented workforce. And, as an added benefit, it allows you to identify and develop future leaders.

4

Attracts and retains top talent. People want to grow, work toward their aspirations, and feel rewarded for their efforts. Career development goes beyond the paycheck; it shows you're committed to supporting each employee's journey. It boosts retention with your existing team and is a great recruitment tool for potential employees.

5

Improves your reputation as a leader. Helping your employees grow and improve is a testament to your skills as a leader. When you develop employees, you help them improve their skills, increase their knowledge, and boost their productivity. Ultimately, you're helping them to become better performers, and that reflects positively on your skills as a leader.



It's easy to get absorbed in projects and let career development slide. But—as the extensive benefits prove—developing employees matters.

As a hallmark of organisational success, career development is not a *“nice to have,”* it's a ***“must have.”***

Career Development: Manager and Employee Roles

So, as a manager, what role do you play in the career development process? As employees are asking, *"How can I grow and develop?"* managers are on the other side of that coin, expanding the question to ask, *"How can I help my team grow and develop?"*

It's a side-by-side ride with two vital roles: the manager and the employee. Expand the rows below to learn more:

An Employee's Role

Career development is a personal journey, which means the employee drives 90% of that development. That means it's up to each individual to:

- Identify their strengths, interests, and values.
- Communicate their long-term career aspirations.
- Break down goals into realistic milestones.
- Create action plans to achieve those ambitions.
- Execute on their action steps.
- Regularly follow up with you, their manager, on their progress.

A Manager's Role

As a manager, you take on a supportive role. Your role is to help employees explore what they're good at, what they're interested in, and what they care about.

You should act as a mentor and coach—engaging your staff in career conversations so that you can:

- Help them discover their strengths, interests, and values.
- Promote development through ongoing coaching, support, and feedback.
- Make sure they're creating effective goals.
- Help them refine their development plans.
- Share and promote various career opportunities.



Think of yourself as an engaged passenger. You're holding the map and offering directions, but your employee is the one behind the wheel. You might be able to reach over in an emergency, but overall, it's your employee who should steer the career development process.

3 Steps: Career Development Conversations

As a passenger, how do you direct those career conversations while still giving your employees the autonomy they need?

Click through this step-by-step interaction to learn about the three steps for achieving success.

Step 1

Get to Know Your Staff

It's only by recognising *who* your team members are that you can develop their talents in ways that are relevant to them. So, **get to know your staff**.

To do that, first, **observe behaviour**. Where do your team members shine? What work do they seem to enjoy? How do your employees present themselves? Your observations will offer insight into what matters to your team members and what they're good at.

Also, **ask questions**. Dig a little deeper during your one-on-ones. Move past the small talk so that you can uncover what each employee needs to feel fulfilled. Remember, where one employee shines, another may fall short, and what appeals to one team member may not appeal to another.

Step 2

Offer Your Perspective

Next, offer your perspective. Once you have a better idea of *who* your team members are, share your observations and give honest feedback and suggestions.

Consider how an employee's self-identity may differ from their reputation—and how they can close that gap. Also, be on the lookout for skill gaps between an employee's career goals and reality. While your employees will drive their own development, you can still encourage, inspire, and support your team members by offering input and advice.

Step 3

Share Opportunities

Finally, share opportunities with your employees. Once you're aware of each employee's goals—as well as their strengths, interests, and values—look out for cross-functional opportunities.

Be an advocate for your employees by communicating with department heads. Ask others about upcoming opportunities and consider who within your organisation might have relevant insider knowledge for your staff members.

Then, share those opportunities with your team members. Make those connections. And be a liaison so your employees can excel.

Summary

As a manager, you can direct career development conversations by following three essential steps. First, **get to know your staff** as individuals. Next, **offer your perspective** on how each employee can drive their career. And, finally, **share opportunities** so that you can create possibilities for your staff.

*“A great manager is someone who says,
‘You come to work with me, and I’ll help
you be as successful as possible; I’ll help
you grow. I’ll help you make sure you’re in
the right role; I’ll provide the relationship for
you to understand and know yourself. And I
want you to be more successful than me.’”*

Curt Coffman



Check your understanding by answering the question below...

Based on what you've learned, which of the statements below are a **manager's** responsibility? Select all that apply.

☐

Responsible for 90% of career development

☐

Has a supportive role in career development

☐

Should learn about and share cross-functional opportunities

☐

Should create career development action plans

SUBMIT

Summary

Career development is a lifelong journey of self-awareness and professional improvement. When you, as a manager, encourage employees to invest in their career development, you boost their motivation and engagement, promote productivity, and improve your reputation. Invest in your employees' development, and not only will you produce a steady source of highly qualified talent, but you'll also continue to attract and retain more top talent.

While employees must drive their own career development journeys, you should play a **supportive** role in that process. You should **get to know your staff**, **offer your perspective**, and **share opportunities** with your team members. It's a simple strategy that creates a "win" for your employees, helps you to stand out as a manager, and benefits your company as a whole.



You don't need to do everything. If you're feeling overwhelmed, remember that career development is largely an employee's responsibility. You don't need to do everything. Instead, just focus on getting to know your staff, offering your input, and looking out for opportunities. After that, it's up to your team members to drive the journey.

You've invested in your team's success. The next lesson uncovers how understanding your employee's *motivation* is essential to development.



Complete the content above before moving on.

Getting to Know Employees' Strength, Interests, and Values



Introduction

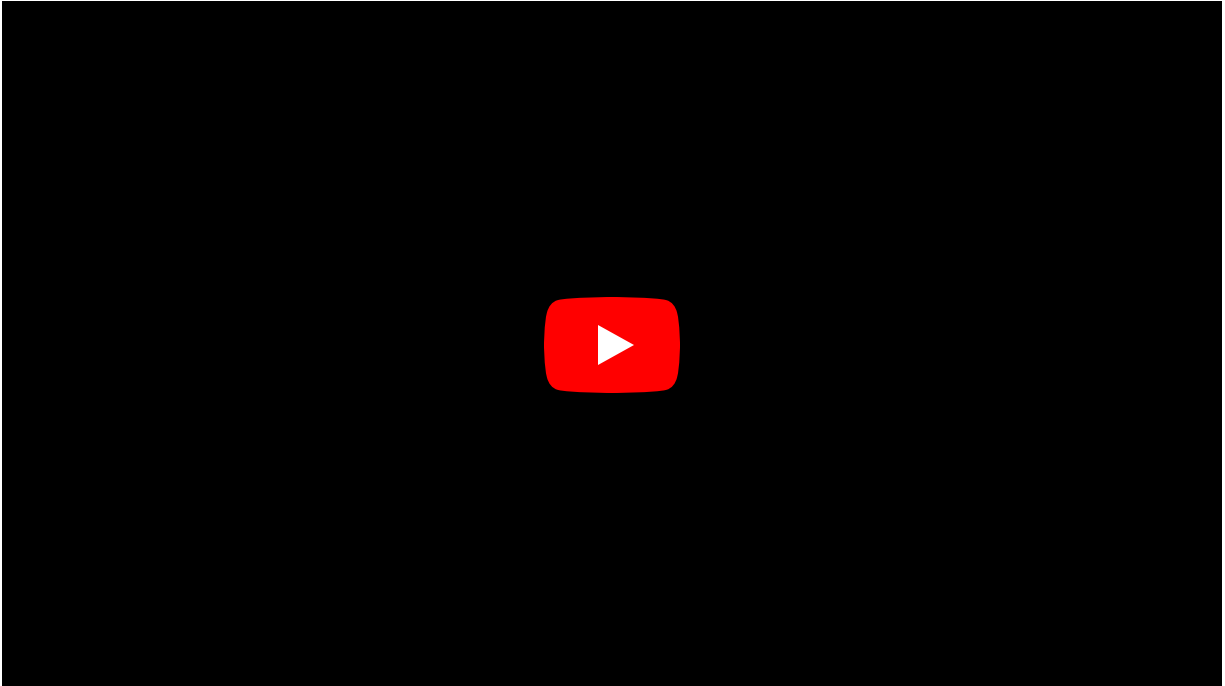
At the heart of *developing* people is getting to *know* people. Consider the following:

- **Strengths.** Maximising your team's talents starts with understanding individuals' strengths.
- **Interests.** You need to understand a person's interests before you can help them grow and develop in a way that's fulfilling and relevant to them.
- **Values.** Likewise, you'll have a hard time motivating team members if you don't understand what drives them.

Every employee is unique—and understanding what employees are good at, what they're interested in, and what they care about is an essential part of helping your team achieve their individual and collective potential.

In this lesson, you'll learn five simple ways to get to know your team, along with specific questions you can ask to better understand each member's strengths, interests, and values.

 **YOUTUBE**



Getting to Know Employee's Strengths, Interests, and Values

Watch this video to learn why it's important to get to know your team's strengths, interests, and values, along with questions you can ask to uncover them.

[VIEW ON YOUTUBE >](#)

Imagine This

Katie is a talented software engineer on Darrell's team. Darrell believes she has real leadership potential, so he's been delegating more leadership tasks and increasing her level of responsibility. Katie excels at every challenge Darrell assigns to her. He tells Katie that his goal is to get her promoted to management within the next three to six

months. Everything is going according to plan when—to Darrell's surprise—Katie puts in her two weeks' notice.

What went wrong?

Katie's Side of the Story —

Katie enjoys her work as a software engineer. While she can manage people and projects, that's not what she's really passionate about or where her true talents lie. She values cultivating her own skills in software engineering more than she values cultivating others' skills. She just wants to do her own work—not manage the work of others.

But Katie's manager, Darrell, doesn't seem to hear her. She feels like she's being pushed into a role that she doesn't want and won't make her happy. All of the responsibilities Darrell has been adding to her plate make her feel like she's continuously swimming upstream—working against her weaknesses instead of with her strengths.

So, she looks for career development opportunities elsewhere that better align with what she identifies as her personal strengths, interests, and values.



This is just one example of why it's so important to get to know employees' strengths, interests, and values. Take the time to listen and understand employees as individuals, and tailor your development plan to them.



5 Simple Ways to Get to Know Your Team

Getting to know your team starts with listening. You need to carve out time to ask probing questions and truly listen to employees' reflections. You might also listen by observing employees' actions and behaviours, or by getting to know them beyond their work. Here are five simple ways to get to know your team better:

1

Ask probing questions in one-on-ones. First, schedule regular and frequent one-on-one meetings to talk to individual team members about their development. Use one-on-ones to ask probing questions and get to know team members as individuals.

2

Observe their behaviours. Also, pay attention to employees' past actions and current behaviours. For example, what types of tasks and projects do they volunteer for or get visibly excited about? How do they interact with others? When do they seem most confident in their skills? All of these interactions and behaviours say something about the person's strengths, interests, and values.

3

Make room for small talk. Don't underestimate the importance of small talk. Encourage and facilitate small talk at the beginning or end of team meetings to discuss hobbies, interests, family, or free time beyond work. These casual conversations give you a more comprehensive understanding of who your team members are and what they care about.

4

Spend time together. You can make even more room for small talk by spending time with your team outside of work. For example, you might celebrate a successful project by taking your team out for dinner. Or you might sign your team up for an improv workshop as a team-building exercise. Spending quality time with your team

outside of your normal work environment can foster stronger relationships and a deeper understanding of people.

5

Distribute a psychometric test. Finally, consider distributing a psychometric test that directly assesses individuals' strengths, interests, or values. You might even approach the psychometric test as a team development activity where members share their results as a way to get to know one another and learn how to collaborate more effectively.

Questions to Understand Employees' Strengths, Interests, and Values

Again, one-on-ones with individual team members are an excellent opportunity to ask probing questions about a person's strengths, interests, and values. So, what kinds of questions might you ask? Expand the rows below to see some examples and get inspired:

Questions to Understand Employees' Strengths —

A person's **strengths** are those things that they consistently do well. Reflect on your own interpretation of an employee's strengths by asking yourself the following questions:

- What are this employee's greatest achievements at work?
- What past work by this employee impressed me?
- Where does this employee excel?
- What role does this employee serve on the team? Or what do I rely on them for?
- What do the employee's performance outcomes indicate about their strengths?
- What do team members say about the employee?

Also, don't forget to get the employee's input, too. Ask the employee to reflect on their strengths directly with the following questions:

- What would you say are your top three strengths?

- What are your natural talents?
- What tasks are easy for you?
- What unique skills do you think you bring to the team?

Compare and contrast the strengths you identified with the strengths your employee identified. Your employee may not recognise traits about themselves that are unique or exceptional. And you might be underutilizing strengths that the employee self-identified—but didn't make it to your list.

Questions to Understand Employees' Interests —

Your employees' interests are those things that they enjoy doing. Find regular opportunities to ask about what excites employees—here's how:

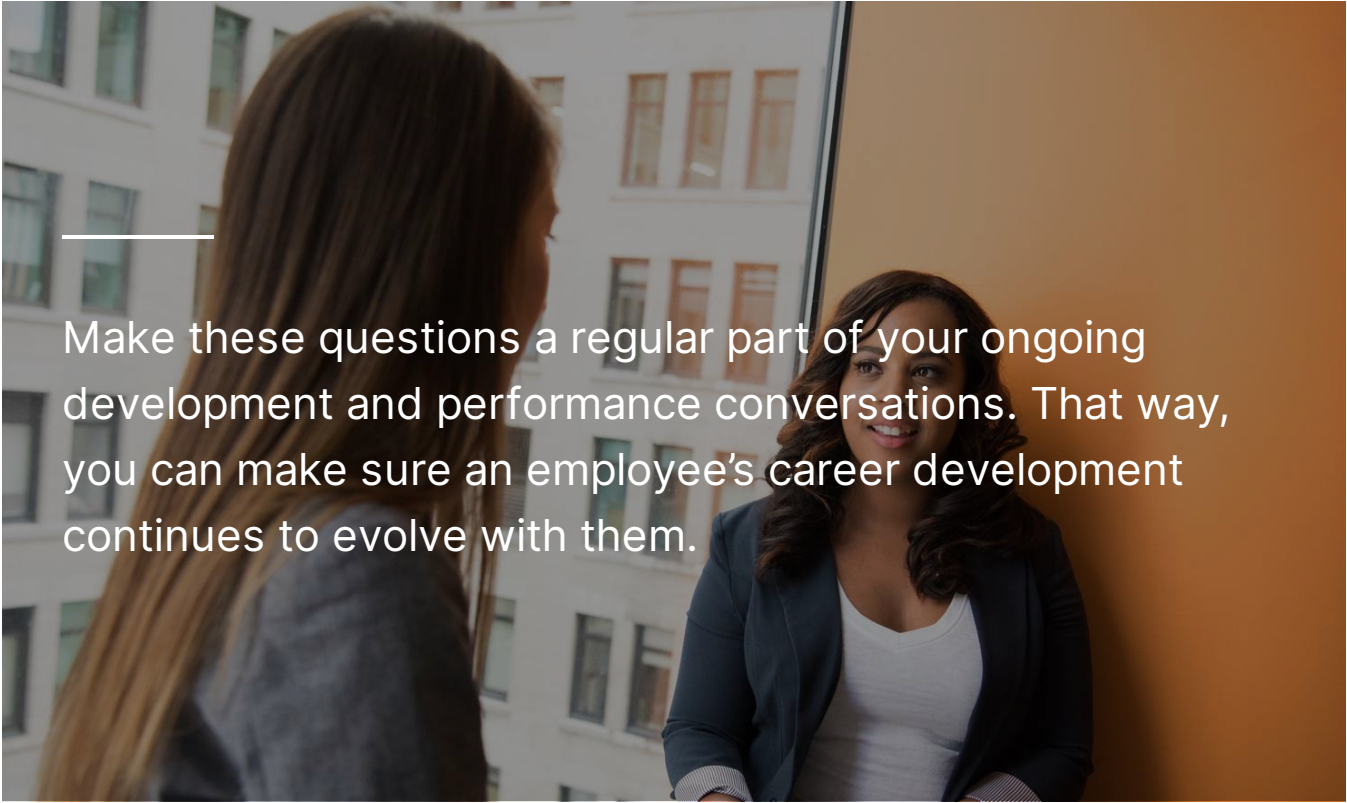
- **During regular check-ins, ask:** What tasks have you enjoyed the most this week? What's inspiring you right now? If you had no restrictions, how would you like to spend your time?
- **In anticipation of new experiences, ask:** What excites you about this upcoming project? What are you looking forward to? How do you hope to grow from the experience? What are you hoping to learn?
- **After completing a significant project, ask:** What did you enjoy most about this assignment? Would you like to do this task again and, if so, why?
- **At the end of the year, ask:** What did you most enjoy working on this year? What new experiences would you like to have in the upcoming year?

Also, pay attention to employees' interests outside of work. How do they spend their free time? What are their hobbies? And how might these interests translate to their work?

Questions to Understand Employees' Values —

Finally, an employee's values are principles that give meaning to their career and their life. These are the things that matter most to your team, and they're defined by what it takes for your employees to feel the greatest sense of pride, happiness, and fulfilment.

- **When identifying pride, ask:** What are you most proud of in your work? Looking at your past performance, what's something you feel great about?
- **When identifying happiness, ask:** Are there any work activities that you find fun? What do an ideal work and personal day look like? Why do you find those activities enjoyable?
- **When identifying fulfilment, ask:** What type of work do you find rewarding? What work do you find most meaningful? What are your highest priorities in life right now?



Make these questions a regular part of your ongoing development and performance conversations. That way, you can make sure an employee's career development continues to evolve with them.



Check your understanding by answering the question below...

What Do You Do?

Your team has been getting an increasing number of requests to conduct workshops and presentations for clients. There's a growing need for someone on your team to step up to the role of group facilitator or lead presenter. Whom should you choose?



Jonathan is the most experienced and knowledgeable about the topic. He has a fear of public speaking, but with enough practice, you know he would be an informative and polished presenter.



Tatianna has expressed interest in public-facing roles. She's outgoing and enjoys working with people. She doesn't have the technical expertise that the workshop demands—but with training, she could get there.



You don't mind speaking in front of groups, and you know the technical content inside-out. Take on the role, yourself.

SUBMIT

Summary

Getting to know employees sounds simple—because it is. Spend time with your team members. Have honest conversations about their passions, aspirations, and what's most important to them. Pay attention to the unique skills and perspectives they bring to their work, as well as who they are and how they spend their time outside of work. By understanding and leveraging people's strengths, interests, and values, you can help employees develop a career in which they do what they love and are good at what they do. That means happy employees and a high-performing team.



Be direct. People like to talk about what they're good at, what they're passionate about, or what's important to them. If you have any doubts or questions about a person's strengths, interests, or values—just ask.

You understand your team's values and interests. But how will you address deficits? In the next lesson, learn to identify and address gaps between *today's* skills and *tomorrow's* goals.



Complete the content above before moving on.

How to Conduct a Gap Analysis



The Most Bang for Your Buck

Imagine you have an annual budget for team training and development. Where do you invest it? Or, say that you're devoting a set amount of time to individual mentoring and coaching. How do you make the most of your time with each team member?

Critical questions about team training and development that managers grapple with include the following: *What's the best way to allocate resources? What training topics take priority? And what skills, competencies, or values will offer the biggest return on our investment?*

A **gap** analysis is handy for addressing these questions. The process can help you determine what skills are most valuable to cultivate on your team so that you can allocate resources wisely. In this lesson, learn what a gap analysis is, why it's important, and how to conduct one.





How to Conduct a Gap Analysis

Watch this video to learn how to conduct a gap analysis.

VIEW ON YOUTUBE >

What's a Gap Analysis?

A gap analysis is a tool to identify gaps between your team's current skills and the skills they need to achieve *future* goals. In other words, it's the difference between the skills that your team needs and the skills that your team has.



A gap analysis compares *current* performance with
long-term potential.

Why Is a Gap Analysis a Valuable Business Tool?

Conducting a gap analysis helps you identify the missing skills that your team and business need. You can use this awareness to make smarter decisions in hiring, training, and developing your team. It can also help you optimise your resources by investing them in the right places. A gap analysis considers where the company is heading and works to equip your team with the tools they need to succeed in the long term.



A gap analysis tells you where to invest your energy and resources. It's a step towards bridging the gap between present and desired team skills.

The 2 Levels of Gap Analysis

You should conduct a gap analysis on both an **individual** and **organisational** level.

Conducting a gap analysis at an *individual* level will help you determine the best ways to train, coach, or mentor individual team members. It will give you direction on new ways to expand an individual's skill set or contribution to the company.

In contrast, a gap analysis on an *organisational* level will help you evaluate the team's collective needs and opportunities for growth. A gap analysis conducted on an organisational level can inform hiring decisions or promotion opportunities. Click on the two flashcards below to learn more:

Individual Level

Compare the knowledge, skills, and abilities that a role requires with the actual knowledge, skills, and abilities that an individual currently has.

Organisational Level

Compare future team or project needs with present team capabilities.

4 Steps to Conduct a Gap Analysis

No matter what level you look at, a gap analysis involves comparing your company or team's current state with a desired, future state. An effective gap analysis is *future-oriented*. It predicts what skills or competencies your team will need to move forward and continue to evolve. Click through the step-by-step interaction below to learn how to conduct a gap analysis:

Step 1

Define Your Desired State

Where are you going?

First, you need to understand your team or business goals. Where are you heading? What is the bigger vision, and how do you break that vision down into measurable values, goals, or skills? For example, perhaps you want your team to maintain a 98% customer satisfaction rate or a 24-hour response time. Or, perhaps the company's staff will grow rapidly over the next year, so you see the need for more leaders within the company to manage sub-teams.

Be specific when defining your desired state. Clarify what tangible outcomes your team needs to achieve to be successful. Ask yourself the following prompts:

- *Where is the company or team heading?*
- *What are our team or business goals for the year?*
- *What do we hope to do, create, or achieve next?*
- *What projects are in the pipeline?*
- *What outcomes are vital to our growth or future success?*

Step 2

Assess Your Current State

Where are you now?

The next step is to assess your current state. Where are you now? Take a look at your team's current knowledge, skills, and abilities. Evaluate your team's or company's current performance. There are many ways to do this. For example, you might assess your current state through:

- Observation
- Surveys or reports
- Performance metrics
- Performance reviews
- Interviews with team members

Try to base your assessment on **data**. For example, if you're trying to understand your team's current culture, you might conduct an anonymous survey to get a better understanding of how team members perceive company culture. In this situation, gathering multiple perspectives gives you a better data pool.

Step 3

Identify the Gaps

What's missing?

Now it's time to compare and contrast. Compare your desired state that you defined in step one with your current state that you examined in step two. Contrast where you are against where you're heading to identify **gaps** between the two. What's missing? What skills, values, or resources are needed to take you from your *current* state to your desired state?

For example, you might notice that there's a significant gap between your team's actual output and desired output. What's preventing your team from being able to work more efficiently? You might find that they need more efficient systems or standardised processes. Or perhaps individual team members need more training to gain the competence and confidence they need to do work faster.

Step 4

Bridge the Gaps

What can you do about it?

The final step is to identify specific action steps that you or your team can take to bridge the gaps that you've found. What can you do about it? How can you start building the skills or competencies that your team needs to achieve their desired state? For example, you might decide to:

- Coach, mentor, or give feedback to individuals
- Conduct online training for your team
- Send team members to conferences or seminars
- Assign peer-to-peer coaching or mentoring
- Improve or update processes
- Start a new initiative
- Delegate tasks strategically
- Create individualized career development plans
- Hire or restructure teams for gaps

There are many different ways that you might approach a gap. Get your team's input to help you brainstorm creative and effective ways to bridge the gap and get team buy-in.



Check your understanding by answering the question below...

Knowledge Check

True or False. The “gap” in a gap analysis describes the discrepancy between your current state and desired or future state.

☐

True

☐

False

SUBMIT

Summary

Good managers equip their teams with the skills, tools, and resources they need to meet the company's current needs. Great managers equip their teams with what they need to meet the company's *future* needs. A gap analysis is a tool that managers can use to identify gaps between the skills that their teams currently have, and the skills that they'll need to achieve future goals. To conduct a gap analysis, follow these four steps:

- **Define your desired or future state.** Where is your team or business heading?
- **Assess your current state.** Where is your team or business now?
- **Identify the gaps.** What's missing between your current and desired state?
- **Bridge the gaps.** What specific steps can you take to cultivate the skills your team needs?

A gap analysis can be conducted on an individual or organisational level. It can be used to help individuals chart their next steps for development, just like it can be used for departments, teams, or companies to pinpoint their most pressing needs. A gap analysis will help you determine the most valuable way to allocate training resources.



Use spreadsheets. Spreadsheets are a simple tool for conducting gap analyses that involve numbers or metrics. You can write your desired numbers in one column and your present numbers in another. Set up a third column to calculate the difference between the two columns automatically, and quickly

see where the gaps are. However, remember that you'll need to do some detective work and ask why there is a discrepancy in identifying the underlying cause of the gap.

Once you've identified gaps, the next step is to tackle them. Continue to the next lesson to explore training methods to help your team meet their goals.



Complete the content above before moving on.

Choosing the Right Training Methods



Introduction

Imagine that you're tasked with training your team on new workplace safety practices. How do you decide the best way to conduct the training?

Do you call together your team for a group discussion? Do you develop an e-learning course? Do you administer a test or quiz? Should you prepare situations for team role-playing? Or what other on-the-job training might you incorporate?

Choosing the right training method is not always black and white. The right training method depends on your goals, your trainees, and the training content. In this lesson, you'll be introduced to a variety of training methods, along with the advantages and disadvantages of each. Then, you'll learn what factors to consider when deciding which method best fits your team and context.





Choosing the Right Training Methods

Watch this video to learn about four categories of training methods along with the advantages and disadvantages of each.

VIEW ON YOUTUBE >

4 Categories of Training Methods

Training methods are different ways that you can deliver information, impart knowledge, and help your team to adopt new behaviours or develop new skills. While the number of training methods is growing each day, they can be grouped into four basic categories:

1

Presentations. Methods in which trainees are passive recipients of information and communication mostly flows one way—from the trainer to trainee.

2

Hands-On. Methods that require active participation from trainees.

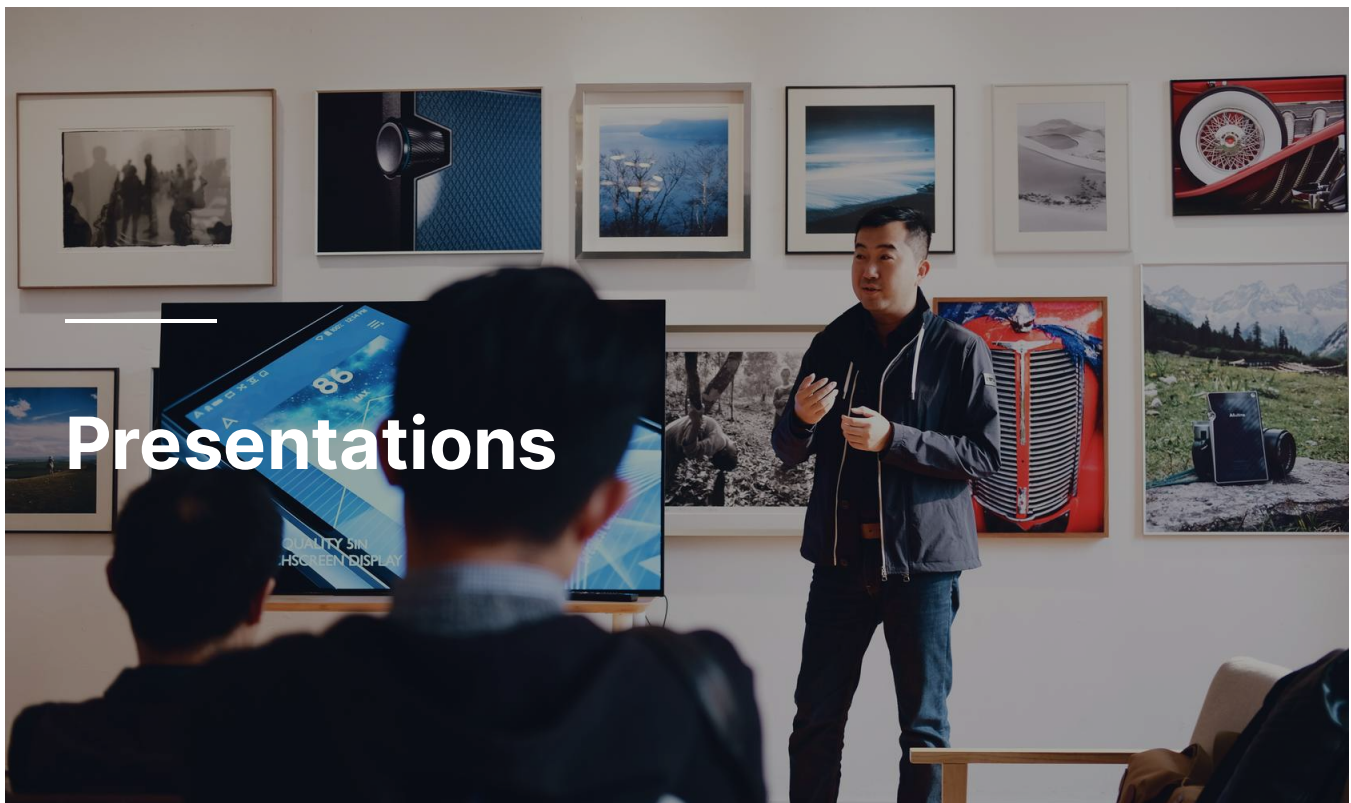
3

Team Building. Methods that focus on building team relationships or improving collaboration and team effectiveness.

4

E-Learning and Multimedia. Methods that don't require face-to-face interaction. Information is delivered online or through videos, animations, and other forms of multimedia.

Explore each category to learn the advantages and disadvantages of each.



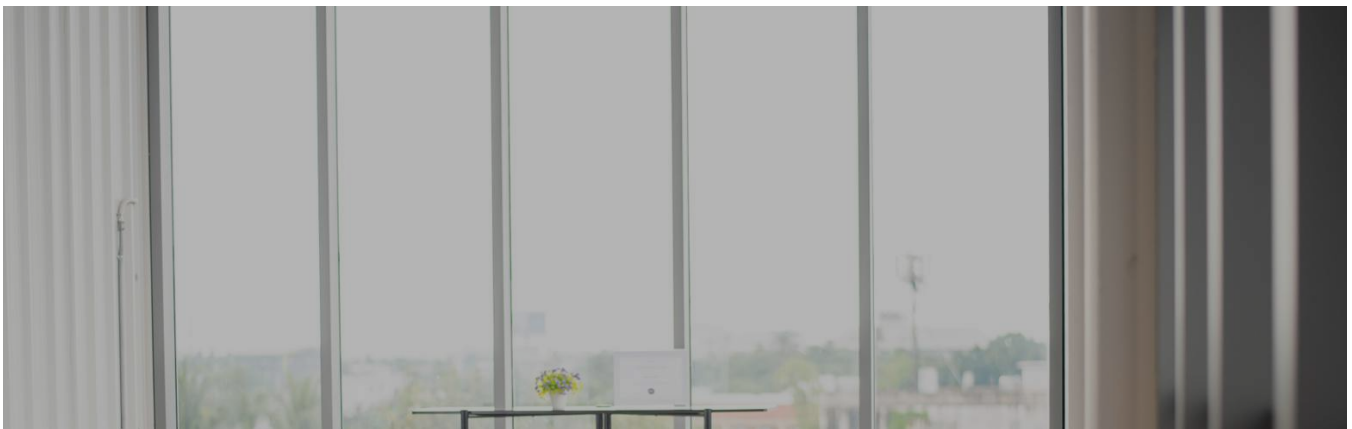
The first category of training methods is **presentations**. Presentations are training methods in which trainees are passive recipients of information. Trainees listen to, receive, and absorb information from the trainer or prepared materials. Communication

mostly flows one way. Examples of training methods that fall under this category include:

- Lectures
- Webinars
- Presentation slides
- Guest speakers or conferences
- Instructor-led meetings or discussions
- Prepared materials, such as training manuals or instructional brochures

Advantages and Disadvantages

These types of training methods are ideal for delivering facts, information, or simple processes. You can quickly present a large amount of information on a low budget and with minimal time investment. However, these training methods aren't ideal for translating *knowledge* into *behaviour*. Trainees may struggle to put the theories they learn from presentations into practice or real-world applications.





Hands-On

Next is **hands-on** training methods. Hands-on training methods require active participation from trainees—trainees play an active role in the learning process. See examples of hands-on training methods below:

- **On-the-job training.** Trainees learn from observing and modelling the behaviours of managers or coworkers while on the job.
- **Case studies.** Trainees receive descriptions of real situations or problems that the company has faced in the past. Trainees are asked to analyse a situation and come up with their own solution.
- **Role-playing and simulations.** Trainees act out how they might handle a difficult situation or what they might say or do in a particular role.
- **Tests or practice exercises.** Trainees must take a quiz or test. Or they're given a practice exercise to complete and receive feedback.

Advantages and Disadvantages

Hands-on training methods often involve real-world examples, situations, or demonstrations. That's why they're one of the best ways to teach practical skills and create lasting behaviour change. They're also ideal for training topics that are abstract or complex, and they make training more fun and enjoyable. However, these training methods often take longer to administer. They can be more costly, and they may lack structure.



The next category is **team building**. These training methods focus on improving collaboration and building relationships between team members. Team-building training methods can get creative. For example, they might include:

- Personality and strength assessments
- Group outings or shared activities—such as a volunteer day or high ropes course



Team challenges and business games—such as a build-a-boat challenge, scavenger hunt, or a hackathon

Advantages and Disadvantages

Team-building training methods are ideal for building soft skills and social capital on your team. They can offer a welcome break from daily tasks and increase teamwork as well as team morale. However, methods that lack a clear focus or purpose may be ineffective. They also aren't ideal for teaching hard skills or skills that require more formal methods of training.

A photograph of a woman with a large, curly afro hairstyle, wearing a plaid shirt, looking down at a tablet computer she is holding. The background is a plain, light-colored wall.

E-Learning and Multimedia

The final category this lesson will cover is **e-learning and multimedia** training methods. These methods do not require face-to-face interaction or a designated trainer to conduct the training. For example, you might use:

- Online courses
- Tutorial videos
- Animations
- Video or graphic examples
- Recorded demonstration

Note that e-learning and multimedia training methods may also overlap with the other categories covered by this lesson. So, an e-learning course may include lecture-style videos (*presentation*) as well as quizzes and scenarios that the trainee must complete (*hands-on*).

Advantages and Disadvantages

E-learning and multimedia training methods are ideal for conducting large-scale training that's consistent and inexpensive. You can develop training that's fun and interactive, and these options can be self-paced and self-directed, making them more convenient and flexible to your team's schedule.

However, e-learning and multimedia options might be difficult to navigate for trainees who are less tech-savvy or who require more guidance from a live instructor. Also, the initial investment of creating an online course or producing a tutorial video may not be worthwhile if you're only training a small number of employees.



Mix and match. Take a blended approach by choosing multiple training methods to create your own combination. You don't have to stick to just one approach—it's often more effective to blend a combination of approaches that best serve your needs.

How Do I Choose the Right Method?

Now that you've been introduced to some of the different training methods that exist, you may be wondering, *"How do I choose the right method for my team?"* There is no one-size-fits-all training method. A method that's effective for one team or training topic might not be effective for another. Instead, consider the following factors to help you find the method that fits your context:

Goals

What are your training goals?

Consider your training content. What is the training about? What are your primary goals or desired outcomes from this training?

For example, if you need to inform your team about a simple update, then it makes sense to apply a presentation training method. Or, if your goal is to build soft skills like communication and teamwork, then you should opt for a team-building method.

Audience —

Who is being trained?

Consider your audience. Are you training new or seasoned employees? Are they managers or team members? How many people need to be trained?

If you are training a small group of seasoned managers, then consider a hands-on training method that allows you to go deeper with the topic and fully engage each individual. Conversely, if you're conducting company-wide training for new hires, then it makes sense to choose an e-learning training method that's better suited for a mass audience.

Constraints —

What are your constraints?

Consider your budget and timeline. How much money or other resources do you have to allocate for training? Also, how much time do you have to complete the training? Is it a hard or a flexible deadline?

Presentation training methods are often the most affordable and least time-consuming option, whereas hands-on training methods are going to be more costly. E-learning and multimedia training methods often require an initial time and resource investment up front, but they will save you time and money if you will continue training people on the same topics over a long period.

Existing Tools —

What existing resources or tools are at your disposal?

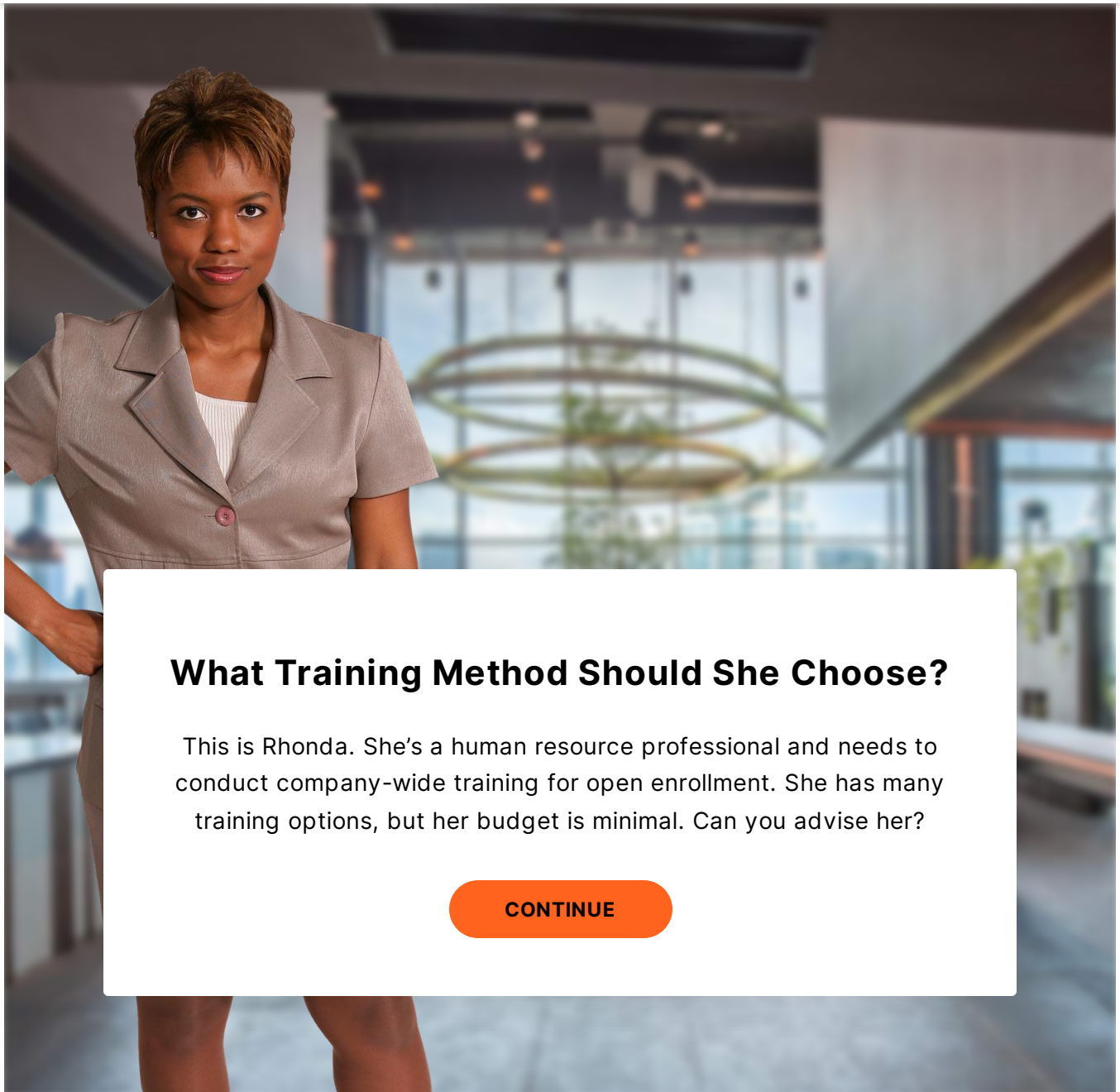
Consider what resources, tools, or materials already exist and are available to you. For example, do you have direct reports who could help you with on-the-job training? Does your company already have a system for creating new e-learning courses?

As a general rule of thumb, try to work with the resources that you have. Leverage your existing tools when choosing your training methods.



Apply Your Understanding

Apply your understanding of how you might choose the right training method for your team by navigating the following scenario.



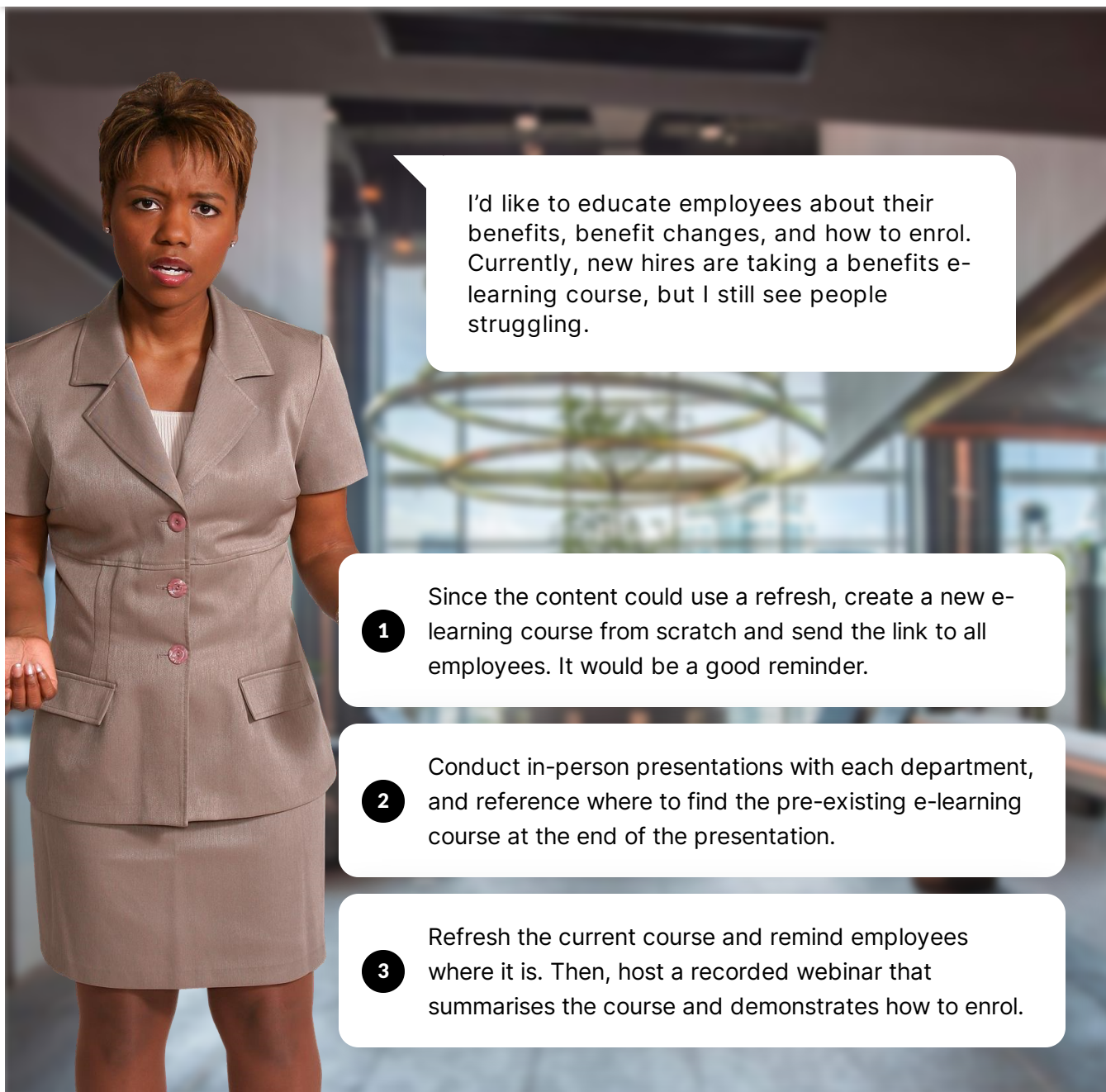
What Training Method Should She Choose?

This is Rhonda. She's a human resource professional and needs to conduct company-wide training for open enrollment. She has many training options, but her budget is minimal. Can you advise her?

CONTINUE

Scene 1 Slide 1

Continue → Next Slide



I'd like to educate employees about their benefits, benefit changes, and how to enrol. Currently, new hires are taking a benefits e-learning course, but I still see people struggling.

1

Since the content could use a refresh, create a new e-learning course from scratch and send the link to all employees. It would be a good reminder.

2

Conduct in-person presentations with each department, and reference where to find the pre-existing e-learning course at the end of the presentation.

3

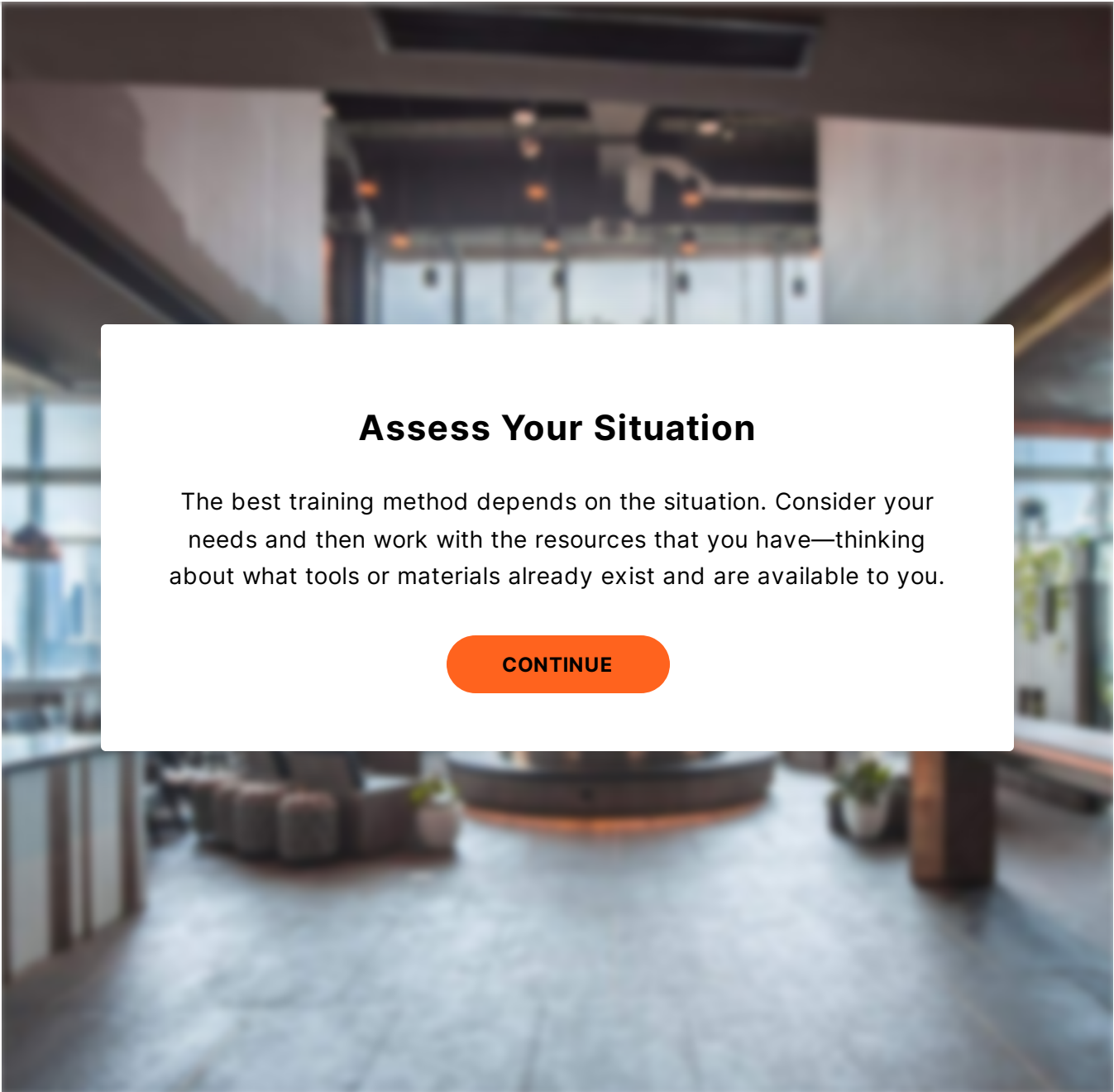
Refresh the current course and remind employees where it is. Then, host a recorded webinar that summarises the course and demonstrates how to enrol.

Scene 1 Slide 2

0 → Next Slide

1 → Next Slide

2 → Next Slide



Assess Your Situation

The best training method depends on the situation. Consider your needs and then work with the resources that you have—thinking about what tools or materials already exist and are available to you.

CONTINUE

Scene 1 Slide 3

Continue → Next Slide

Nice Strategy!

You've successfully navigated this scenario and helped Rhonda choose the best training method for her team.

START OVER



Scene 1 Slide 4

Continue → End of Scenario

Summary

There are a variety of different methods that you can use to deliver training information and help your team develop new skills or behaviours. Here are four of the most common categories of training methods:

- **Presentations** include lectures, webinars, or guest speakers.
- **Hands-on** training includes on-the-job training, case studies, and exercises or assessments.
- **Team building** includes team challenges or business games.
- **E-learning and multimedia** methods include online courses, video tutorials, animations, or other computer programs.

Choosing the right training method requires you to assess your situation and select the method, or combination of methods, that best fits. Identify your training goals, understand your audience, consider your constraints, and take stock of your existing resources to make the best decision.



Make training engaging and relevant. The best training engages employees and is directly relevant or applicable to their day-to-day tasks. Consider how you can make training content more engaging through case studies or videos, or more relevant through real-world examples. Get creative!

While these training methods work well; managers have another easy way to approach individual development. Next up, learn how to structure one-on-one meetings to check in with your team.



Complete the content above before moving on.

How to Conduct Effective One-On-Ones



Good Intentions, Bad Execution

When executed well, one-on-one meetings can strengthen your working relationships, engage your team, and advance team development. When executed poorly, they become a waste of time.

There are many reasons why you might struggle to make one-on-ones productive. Your direct report might not have much to talk about, your meetings might veer off-topic, or you might not fully understand the purpose of a one-on-one meeting. One-on-ones may even be the first meetings you postpone when work gets busy.

In this lesson, you'll learn everything you need to know about conducting effective one-on-ones, including:

- What are they?
- Why are they important?
- How do you make one-on-ones valuable to both you and your team?



How to Conduct Effective One-On-Ones

Watch this video to learn tips to conduct effective one-on-ones.

VIEW ON YOUTUBE >

What Is a One-On-One—and What Are Its Benefits?

There's a lot of confusion surrounding what a one-on-one meeting is and what its purpose should be. **A one-on-one meeting** is a regularly scheduled meeting to check in with individual team members to see how things are going. One-on-ones typically last about 30 minutes.



One-on-one meetings are built on the core belief that better working relationships lead to better results.

One-on-one meetings are designed to build rapport, increase mutual trust, and maximise your team's social capital. Also, getting to know direct reports as individuals will help you leverage their unique strengths and create individualised career development plans.

Defining Traits

A one-on-one meeting does not describe any meeting conducted with individual team members. Rather, a one-on-one meeting has its own set of goals and defining traits. For example:



Regular. One-on-ones should be scheduled at regular intervals with direct reports. They may be scheduled weekly, biweekly, or monthly—depending on your team needs. Don't push one-on-one meetings to the back burner or schedule them on a whim.



Individualised. One-on-ones benefit your team by giving them individualised attention. They should be conducted with individuals—not groups.



Conducted with everyone. One-on-one meetings are not exclusive to your team's top—or bottom—performers. Schedule equal amounts of time with every member of your team.



Employee-specific. Ideally, one-on-ones should focus on ideas, feelings, issues, feedback, or goals that are specific to the employee. One-on-ones aren't the place for general status updates about shared projects. You and direct reports will benefit more from talking about employee-specific performance, feedback, and aspirations.



Employee-driven. The manager's role in a one-on-one meeting is to give the employee a platform to talk about their ideas, feedback, questions, concerns, needs, or aspirations. Ask probing

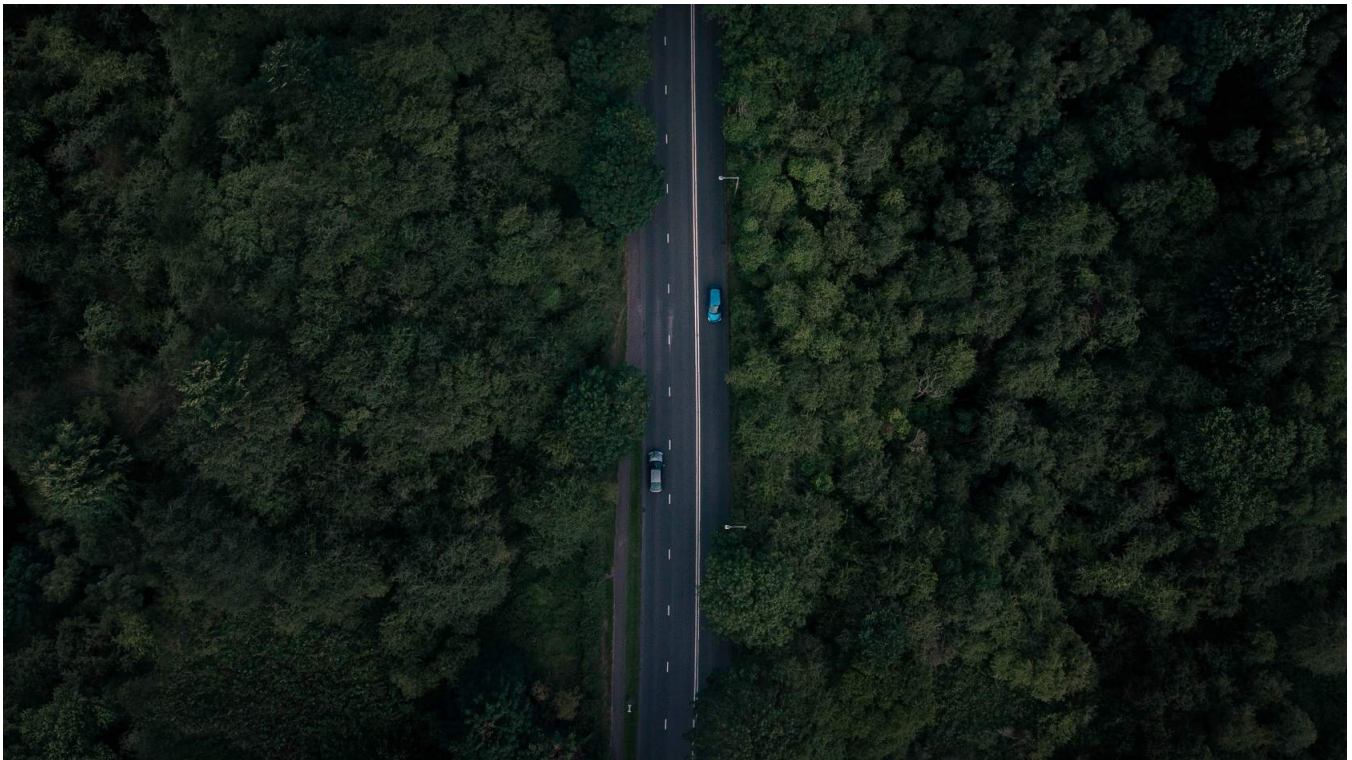
questions, listen, and let the employees' responses drive the conversation.

A Joint Responsibility

One-on-ones are a **joint responsibility** of managers and direct reports. As a manager, you need to arrive prepared to ask probing questions that elicit insightful feedback and self-reflection from your direct report. For example, you might ask your direct report questions about their long-term goals within the company, what skills they'd like to develop, or how you can better support them. However, the direct report should also be prepared to share and drive the conversation. Before the meeting, a direct report should ask themselves, *"What do I want to talk about or bring up to my manager?"*



One-on-one meetings are also ideal for addressing performance issues and discussing action plans to resolve them. Or you might recognise an employee for a recent success to reinforce positive behaviour.



One-on-one meetings are a two-way street. Managers should ask probing questions and give feedback or address performance issues that are specific to the employee. The employee should be open to sharing and play an active role in driving the conversation.

How Do I Format a One-On-One?

One-on-one meetings typically last 30 minutes. Keep the structure simple and responsive to the employee. Click through the below step-by-step interaction to learn more:

Step 1

Their Talking Points

First, start with a general, check-in question that allows your employee to bring up any questions, concerns, or conversation topics that they would like to discuss. For example, you might start by asking:

- How is work going?
- What's on your mind this week?
- I'd like to open the floor to you. Is there anything in particular that you'd like to discuss?

If the employee doesn't have anything in particular that they want to talk about, then ask probing questions related to their career aspirations, work needs, team dynamics, or work environment.

Step 2

Your Talking Points

After you've exhausted your employee's talking points, it's time to add a talking point or two of your own.

For example, you might recognise an employee for a recent accomplishment, share positive feedback, provide constructive feedback, give updates, or talk about projects down the pipeline.

Step 3

Next Steps

Lastly, strive to make one-on-ones actionable by ending each meeting with any relevant next steps. Action steps might also include scheduling your next one-on-one meeting together.

Summary

Start by following your direct report's lead. What do they want to talk about? Or how are they feeling? Then address any talking points that you'd like to add. Finally, summarise the next steps or relevant action items from your meeting.

Conversation Topics and Questions

One of the best questions to open any one-on-one meeting is this: *"How are things going?"* It leaves the conversation open for the direct report to decide where they want to take it and what they'd like to discuss. From there, you might continue the meeting by addressing one or a couple of the following topics. Click on each topic below to reveal sample questions that you can ask your direct report:

Questions to Start the Meeting

- How are things going?
- How are you? How's life outside of work?
- How are you feeling about X?
- What was your biggest challenge this week?

- Is there anything in particular that you'd like to discuss?
- What questions or concerns do you have for me about X?
- What would you like to talk or know more about?

Questions About Interests and Self-Improvement

- What do you find most exciting or energising at work?
- What skills would you like to develop?
- What parts of your role would you like to improve in?
- What would you need to stay here long term?
- Who would you like to learn from in the company?
- What area or role of the company would you like to learn more about?
- What are your favourite parts of your job?
- What are the key skills of your role, and how would you rate your competency in each?
- What skills would you like additional training, coaching, or education in?

Questions About Goals

- What are your long-term goals?
- Where do you see yourself in X years?
- Do you feel like you're making progress on your bigger goals here? Why or why not?
- What are your goals outside of work?
- What do you want to do, be, or accomplish more than anything else?
- What project would you like to work on if you had the opportunity?

- Where do you want to be at the end of this year?
- How does your role fit within your long-term goals?

Questions About Team Relations

- How connected do you feel at work?
- How did it go collaborating with X last week?
- What feedback do you have for me?
- What's one thing we could do to improve team collaboration?
- What's one thing we could do to improve team communication?
- What skill gaps do you see on the team?
- Who on the team would you like to work with more often? Why?
- Who impresses you on the team? Why?
- What do you think is working most about our team dynamics?
- Do you feel like people on the team listen to and respect your ideas?
- What's your preferred communication style?
- Who do you work best with? Why?

Questions About Needs

- How can I better support you?
- What can I help you with?
- What would you need to succeed at X?

- If there was one thing you could change about X, what would it be?
- Are there any resources that would make your job easier?
- What are the biggest bottlenecks, blockers, or time-wasters for you each week?
- What systems or processes aren't working for you?
- What's one thing we could change or do differently to create better results?

Questions About Company Improvement —

- How confident do you feel about the company's future?
- How do you feel about X company change?
- Do you have a clear idea about where the company is heading?
- Do you feel like your work is important?
- Do you understand how your work contributes to company goals?
- How do you feel about the company culture?
- How do you feel about work-life balance?

Questions About Performance —

- How do you feel about your performance on X?
- What could you have done differently this week?
- What were you most proud of this week?
- What do you think are the biggest factors that contributed to your success on X?
- What did you learn from X?
- How can you avoid making X mistake again?

- Why weren't you able to hit X goal?
- What can I do to help you hit your performance goals?

Set Expectations

Receiving an unexpected message from your boss asking to schedule a one-on-one meeting may alarm some team members. They may wonder, *"Did I do something wrong?"* or *"Am I getting fired?"* Put employees' minds at ease—and make your one-on-ones more effective—by setting expectations beforehand.

Explain the purpose and value of one-on-ones. Give individuals prompts to think about. Ask direct reports to arrive prepared with questions, feedback, or other topics they'd like to discuss. Encourage them to play an active role in driving the conversation.

Flip the cards for examples of how you might communicate what one-on-ones are, why they're valuable, and how to ask direct reports to prepare:

What Are They?

One-on-ones are monthly, 30-minute meetings for us to check in—just us. We can talk about your progress, share feedback, set goals, or discuss anything else that's on your mind. The content of the meeting is largely up to you.

Why Are They Valuable?

One-on-ones are an opportunity to focus on you and your career or skills development. Taking time to reflect on and discuss your work preferences, career aspirations, performance, or the challenges you're

2 of 3

How Should You Prepare?

However, I need your help. These meetings will only be valuable if you take an active role in driving the conversation. I need you to speak up, share your feedback, and tell me what's most valuable to you. Please

3 of 3

Be Specific

Finally, strive to be specific when asking probing questions during a one-on-one. Vague questions leave space for vague answers. Challenge your direct report to dig

deeper and give more concrete answers by challenging yourself to ask targeted questions.

For example, what if you ask, *"How can I improve as a manager?"* Your direct report may be overwhelmed by that question and the many different directions their response could take. So, instead, you might say, *"I'm trying to improve my ability to give clear objectives when delegating projects. Do you feel like you had enough direction from me this week? Is there something I could do to better define the target? Or do you feel like I gave more guidance than you needed?"* The latter approach will elicit much more actionable feedback.



Another opportunity to be more specific is when asking a variation of the question, *"What can I do to support you?"* A direct report may struggle to pinpoint where they could use your help. Instead, you might try providing your own suggestion about what you could do to help, and then ask, *"What do you think? Would you find that helpful?"*



Check your understanding of one-on-one meetings by answering the following questions...

Question 1 of 2

True or False. A one-on-one meeting is any meeting that's conducted with an individual on your team.

☐

True

☐

False

SUBMIT



Complete the content above before moving on.

Question 2 of 2

You're conducting your first one-on-one meeting with a new hire. Which question best serves the purpose of a one-on-one meeting? *Select all correct choices.*

☐

How's life?

☐

How do you feel about your work-life balance?

☐

What do you find most energising at work?

☐

What are your biggest bottlenecks each week?

☐

All of the above.

SUBMIT

Summary

One-on-ones are regularly scheduled meetings with individual team members. The purpose is to check in, see how things are going, and address individualised needs or career development. These meetings typically last about 30 minutes. Review the following key takeaways from this lesson:

- Encourage direct hires to take an active role in driving the conversation. Ask them to arrive prepared with questions or discussion topics.
- Ask probing questions to elicit feedback or deepen your understanding of a direct report's challenges, aspirations, and preferences.

- Follow a simple meeting format. Start with their talking points, then add a few of your own, and end the meeting with the next steps.

Thoughtful one-on-ones encourage trust, communication, and regular feedback between managers and team members. They can be used as a tool to set expectations, detect or address problems, and find new ways to energise and engage your team.



Limit project updates to five minutes of your meeting. Talking about where an employee is at on a particular project or task is an easy discussion topic, but it's not the most valuable way to spend your time together in a one-on-one. Limit the update to five minutes, then move on to more employee-specific topics.



Managers have one more growth-management tool at their disposal: *coaching*. Learn more about this technique to support employee development in the next lesson.



Complete the content above before moving on.

Developing Your Team Through Coaching



Introduction

Managers are often given the same advice: *Coach* your team for better performance. Use *coaching* techniques to support individual development. The problem is, few managers are told what coaching means and how to do it effectively.

Is coaching the same thing as teaching? Do you coach employees the same way that you'd coach a soccer or football team? What do you actually do or say to be a good coach?

These are all important questions that will be answered throughout the following lesson. First, you'll learn the difference between what coaching is—and what it is *not*. Second, you'll get an overview of what activities are involved in coaching. Finally, you'll learn about a practical model that you can use to structure and drive your coaching conversations.





Developing Your Team Through Coaching

In this video, find out what coaching really means, and learn about the GROW model of coaching.

[VIEW ON YOUTUBE >](#)

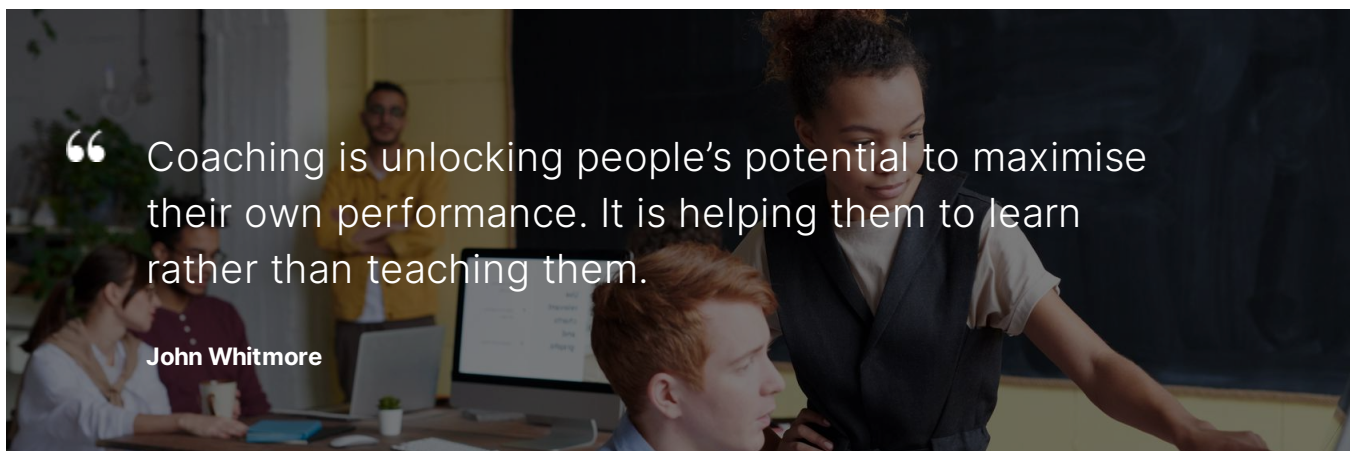
What Is Coaching?

Let's start with a definition. **Coaching** is a collaborative process in which managers and team members work together to discuss goals, identify opportunities for improvement, and create action plans for problem-solving or professional development. It differs from one-on-ones in that they aim to build rapport while coaching fosters goal achievement.

Coaching is not synonymous with teaching. Coaching is based on the belief that the individual is the expert of their own situation. The coach is merely a facilitator who's there to ask probing questions, call out limiting beliefs, and solicit new ideas or insights from the individual.

In contrast to a teacher, a coach doesn't have the "right" answer, they don't give advice, and they don't tell an individual what to do or how to think.

Coaching creates a greater sense of **ownership** and empowerment because the team member is ultimately responsible for coming up with the ideas and making the decisions.



“ Coaching is unlocking people's potential to maximise their own performance. It is helping them to learn rather than teaching them.

John Whitmore

What Does Coaching Involve?

So, what does that mean in practice? What activities are involved in coaching? Here's a practical list of tactics you might use to coach others:

- Ask probing questions that spur new thinking, options, or understanding
- Solicit ideas and weigh options

- Summarise and repeat the other person's main points
- Discuss goals and professional development
- Translate ideas into action items
- Call out limiting beliefs, attitudes, or assumptions
- Listen to understand and identify a person's internal motivations and roadblocks



A common misconception in team development is that a coach is an expert who is there to give team members advice or provide direction. Instead, approach coaching as a

collaborative process in which managers *facilitate* discussion, goal-setting, idea generation, and development plans from team members.

How to Coach by Using the GROW Model

Coaching isn't always a clear-cut process. You might be unsure about what probing questions you should ask or how to prevent your coaching discussions from getting off track. That's why it's helpful to use the GROW model of coaching. Originally developed by business coaches Graham Alexander, Alan Fine, and Sir John Whitmore, the GROW model is a simple way to structure and frame your coaching conversations.

GROW is an acronym that's based on these four stages: **G**oal, **R**eality, **O**ptions, and **W**ay forward. Expand the rows below to learn about the four stages of the GROW coaching model:

Set a Goal —

The first step is for you and your team member to set a **goal**. Setting a goal at the beginning of your coaching session will give your conversation a focus and clear direction. Ask probing questions to understand what your team member wants to do, improve, overcome, solve, or change.

Examples of questions that you can ask to help your team member set a goal include:

- What would you like to get out of this coaching session?
- What's the biggest thing that's holding you back in your work or professional development?
- What have you been struggling with?
- What do you hope to accomplish over the next [insert specific amount of time]?
- In what areas of your work do you think you could improve?
- What skills would you most like to develop?
- What's one topic that you'd like to learn more about?

As you elicit responses from your team member, challenge them to bring clarity to their goal. Ask follow-up questions to get your team member to set a goal that's specific, measurable, attainable, relevant (to both the team member's aspirations and the company's interests), and time-bound.

Examine the Current Reality —

After you've set a goal, the next step is to examine the current **reality**. Coaches should use this step to invite the team member to describe their current performance or the current context and situation that they're operating within.

Examples of questions you might ask to help a team member examine their current reality include:

- What steps have you already taken?
- What's happening now (who, what, when, and where)?
- What is the impact of X?
- What are your current constraints?
- Describe your current approach, system or process.
- Are there any competing or conflicting priorities?
- How much control do you have over X?
- What are your greatest concerns or doubts?

Encourage your team member to be accurate in their descriptions—not judgmental. You both need to understand the situation *before* you can change it.

Explore Options —

Now it's time to explore **options**. Solicit ideas from your team member about all of the possible ways that they might achieve their goal. Challenge your team member to generate as many different ideas as they can—no idea is a bad one at this stage.

You can do this by asking questions such as:

- What practical steps can you take to achieve this goal?
- What else could you do?
- What would you need to start or stop doing to accomplish X?
- What are the advantages and disadvantages of each option?
- What factors should play into your decision?
- What could you do differently?
- If you were to start from scratch, how would you approach X?

Help your team member generate ideas and develop a framework for weighing options. While you can offer ideas of your own, be careful not to place more weight or importance on your own suggestions. Position your ideas as considerations—not solutions.

Determine the Way Forward

Finally, the last step is to determine the **way forward**. Not only does your team member need to decide on the best option, but they also need to develop an action plan and think about the logistics for moving forward.

Get your team member to commit to a solution and chart a path for achieving their goal by asking questions such as:

- Which option will give you the best results?
- What steps are involved in implementing this solution?
- What would you need to do to make this happen?
- What problems or challenges might you face—and how will you address them?
- What resources do you need to be successful? How and when will you get them?
- Whose help do you need? How and when will you ask for it?
- How will you know when you've achieved your goal?
- When should we check in or when will you need feedback?

- What are your criteria for success?
- How will you stay motivated?
- How will you balance competing priorities?
- When is your deadline?



Check Your Understanding

There's a lot of confusion surrounding what coaching is—and what it is not. Check your understanding by completing the following sorting activity:

Coaching Involves

Treating the individual as the expert of their situation

Helping team members solve their own problems

Facilitating

Asking probing questions

Listening to understand a person's internal roadblocks

Coaching Does Not Involve

Telling someone what to do or how to think

Giving away the answer

Lecturing, teaching, or
dictating

Counselling or giving advice

Summary

Coaching is a collaborative process between managers and team members. In a coaching relationship, the team member is treated as the expert, and the coach is a facilitator who helps them find their own answer, chart their own path, and determine their own way forward. Coaches do this by asking probing questions, soliciting ideas, identifying limiting beliefs, discussing goals, and defining action items.

Coaching sessions with team members will be more productive if they're structured and have a clear objective. **The GROW model** is a simple and effective framework for structuring your coaching conversations. It involves four steps:

- **G** stands for set a **goal**
- **R** stands for examine the current **reality**
- **O** stands for explore your **options**
- **W** stands for determine a **way forward**

Remember that a coach is not a teacher. By empowering team members to take an active role in solving problems or developing their careers, they're more likely to take ownership of their ideas and outcomes.



Call out interesting behaviours, thoughts, or language patterns.

Pay attention to any behaviours, thoughts, or language patterns that stand out to you. Have you noticed that a team member often competes with or compares themselves to their colleagues? Or have you noticed that there's a discrepancy between a team member's self-perception and their objective performance? Call out your observations; they can be powerful points for reflection.

Continue to the module summary to review what you've learned.



Complete the content above before moving on.

Summary



As a manager, you're not in charge of career development, but you are responsible for it. Rather than driving the course, leverage tools that make you a helpful passenger and guide.

Support employees by helping them discover more about their own potential and interests—rather than set goals for them. Try various methods to help them learn and grow based on the situation. Check the boxes below as you commit to these team development methods:

1

Learn what matters to your team. Understanding their strengths, interests, and values will help you leverage their skills and help them develop careers they love.

2

If you're stuck, try a **gap analysis**. This tool helps identify skills to cultivate—that get you from current know-how to future goals.

3

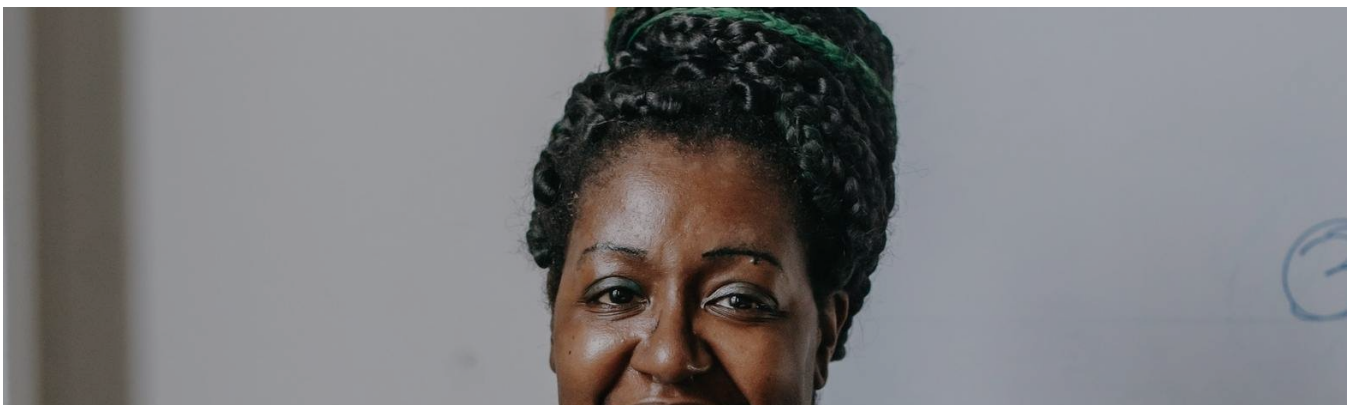
You're never limited to one **training method**. Instead, mix-and-match or blend types like *hands-on* or *e-learning*. Think about your goals, audience, constraints, and current tools as you plan the best approach.

4

Commit to regular **one-on-one meetings** with *everyone* on your team. Keep meetings employee-specific and let your team members drive the conversation. Use the time to incrementally improve performance and build strong relationships.

5

Remember that your job as a coach is to empower, not to dictate. Try the **GROW model** with your coachees: set a **g**oal, do a **r**eality check, explore **o**ptions, and determine a **w**ay forward.





Managers who uplift their employees ensure *everyone* achieves a higher standard of excellence.

You're ready to lead your team to develop and *thrive*! Thank you for completing this module. Now move onto the Knowledge Check.

CONTINUE

Lesson 8 of 9

Knowledge Check



Module 10: Review Questions

Question

01/10

Career development is a _____ journey, which means the employee drives 90% of that development.

- ☐ Team
- ☐ Individual
- ☐ Collective
- ☐ Personal

Question

02/10

As a manager, you take on a _____ role in career development.

- ☐ Influential
- ☐ Supportive
- ☐ Assertive
- ☐ Passive

Question

03/10

Maximising your team's talents starts with understanding individuals' strengths.

- ☐ Individual's strengths
- ☐ Individual's weaknesses
- ☐ Individual's preferences
- ☐ Individual's behaviours

Question

04/10

You need to understand a person's _____ before you can help them grow and develop in a way that's fulfilling and relevant to them.

- ☐ Preferences
- ☐ Values
- ☐ Attitudes
- ☐ Interests

Question

05/10

A _____ analysis is a tool to identify gaps between your team's current skills and the skills they need to achieve future goals.

- ☐ Skills
- ☐ Gap
- ☐ Swot
- ☐ Personal

Question

06/10

True or False. The “gap” in a gap analysis describes the discrepancy between your current state and desired or future state.

☐

True

☐

False

Question

07/10

Training methods are different ways that you can deliver information, impart knowledge, and help your team to adopt new _____ or develop new skills.

- ☐ Attitudes
- ☐ Behaviours
- ☐ Techniques
- ☐ Values

Question

08/10

When executed well, _____ meetings can strengthen your working relationships, engage your team, and advance team development.

- ☐ Regular
- ☐ One-on-One
- ☐ Team
- ☐ Management

Question

09/10

True or False. A one-on-one meeting is any meeting that's conducted with an individual on your team.

☐

True

☐

False

Question

10/10

Coaching is a collaborative process in which managers and team members work together to discuss goals, identify opportunities for improvement, and create action plans for problem-solving or professional development.

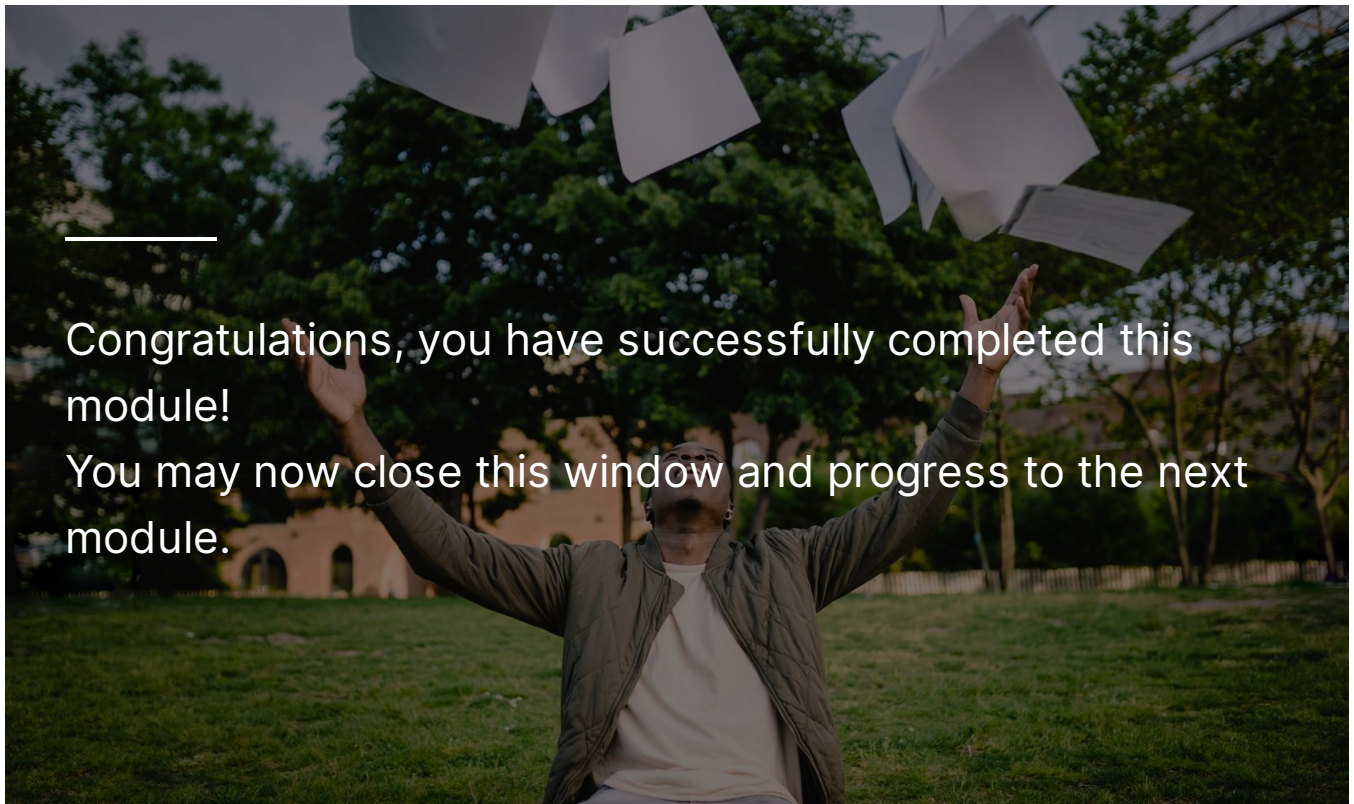
☐ Coaching

☐ Mentoring

☐ Leading

☐ Learning

Module 10: Completed



Congratulations, you have successfully completed this module!
You may now close this window and progress to the next module.