

Reviewer – Powerful Questions for the Developmental Review meeting

Preparing for a development conversation

Our ability to support our people to successfully manage their development goes hand in hand with our ability to motivate & retain them.

It is the individual who is responsible for their own career management & development however they may require your support with some or all of the following: understanding their own strengths & areas for development, exploring personal & career motivations, providing them with the information they need to make decisions about their careers in the short term & longer term, aligning their personal goals to those of the University, translating career goals into an actionable plan, identifying & securing appropriate development opportunities within the University.

A development conversation can focus on a number of different areas which depend on what stage a person is at in their career and their personal development. For some their development plan may focus on developing their ability to meet the needs of their current role, whereas for others they may need to focus their development plan on preparing for their next career step.

Here are some powerful questions to help you have an impactful developmental review meeting.

Theme	Aim	Powerful Questions
Gaining understanding of self	To help your team member develop greater self-awareness of what matters to them as an individual & what motivates them.	<ul style="list-style-type: none"> • What really excites you about your current work? • When & why have you been most successful? • What has given you the greatest satisfaction in the last 12 months, both inside and outside of work? • What are your key skills? • What differentiates you from others? • What skills, knowledge or experience is really important to you to develop over the next 12 months?
Gaining understanding of strengths	To help your team member develop greater self-awareness of strengths (what energises them) and how they can use their strengths more/develop their strengths more.	<ul style="list-style-type: none"> • What achievements have you been most proud of this year and why? • What aspects of your role have you particularly enjoyed and why? • What would you describe as your major strengths and why? • In terms of your learning and development, what skills have you gained/developed this year? What impact has this had on your work? • What informal learning have you undertaken (e.g. books, journals, adopting a mentor, etc)? • What are you doing differently as a result of this learning and development? • Looking at the goals and objectives you have set for the coming year where can

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Gaining understanding of development areas		<p>you use these strengths more? How could you help others develop this skill/knowledge?</p>
	<p>To help your team member develop greater self-awareness of their areas for development (what challenges them) and how they can develop these skills/knowledge/experience.</p>	<ul style="list-style-type: none"> • In which areas do you think you could improve and why? • When looking at your goals and objectives for the next 12 months where do you feel you need the most support to be successful in your role? • Which competency/skill areas are most challenging for you? • What one thing do you need to change or develop to improve your performance in your current role? • What is stopping you? • What support do you need to enable you to perform better in your identified areas for development?
Gaining understanding of what you're looking for from a career	<p>To explore the type of role that your team member would enjoy in the medium/long- term.</p>	<ul style="list-style-type: none"> • What type of work do you want to be involved in? • What kind of role would you like? • What kind of environment do you thrive in?
Exploring career options	<p>To help your team member research & understand options so that they can make an informed decision about their career direction.</p>	<ul style="list-style-type: none"> • Have you considered how your career could progress: • Within your own function/faculty? • Within the wider University? • Within other functions/faculties? • Which of these routes particularly appeals to you? • Have you thought about how you might find out more about these options?
Developing career goals & action plans	<p>To help your team member to set short & longer term objectives to achieve their stated career goals.</p>	<ul style="list-style-type: none"> • What are your career goals in the medium/long term? • What skills/experience will you need to reach your 3-5 year career goals? • What is the gap between the experience/skills you need & the experience/skills you have? • What barriers are there to you achieving your goals and how might these be overcome? • What on the job experience, training & self-development activities do you need to undertake? • What networks could you use to increase your opportunities? • How can I best support you to work towards your career goals?