

Help
Them
Grow or
Watch
Them GO

**Second
Edition**
REVISED AND
EXPANDED

**Career Conversations
Organizations Need and
Employees Want**

Beverly Kaye & Julie Winkle Giulioni

Coauthor of the bestselling *Love 'Em or Lose 'Em*

Praise for *Help Them Grow or Watch Them Go*

“Deceptively simple. Absolutely relevant. Bev and Julie demystify career development and give managers the key to unlocking the potential around them.”

—**Heidi Brandow, Director, Global Learning and Development, Tesla, Inc.**

“Life and business are all about where you pay attention. Pay attention to the growth of your people . . . and they will grow your business. The authors do a great job in spelling out the how-tos!”

—**Chip Conley, author of *Wisdom@Work* and Strategic Advisor for Hospitality and Leadership, Airbnb**

“This edition takes us into the realities of today’s business landscape and shows that if we want to grow our business, we have to grow our people. It walks the reader through career conversations in a way that isn’t overwhelming and rather focuses on leaders being genuine and having meaningful conversations.”

—**Robin Cerrati, Vice President, Human Resources, Compass Group**

“Should be the career conversation bible for busy leaders!”

—**Marshall Goldsmith, author of the *New York Times* bestseller *Triggers* and coauthor of *How Women Rise***

“Organizations in Asia need to take career development initiatives seriously, and managers need to be supported with simple skills and tools to build trust and overcome cultural barriers. This book offers an approach to career development that works cross-culturally and enables companies in Asia to deal more effectively with this talent management challenge.”

—**Tan Siew Inn, Founding Partner, The Flame Centre, Singapore, and author of *Wholeness in a Disruptive World***

“*Help Them Grow or Watch Them Go* is an important contribution to leading organizations where people and talent growth matters to success.”

—**Kevin Wilde, Executive Leadership Fellow, Carlson School of Management**

“In all my years coaching executives on career development, this is the best and most comprehensive resource available. It takes the complex issue of career development and simplifies it with real, action-oriented tips, tools, and insights. It’s relevant for new supervisors, senior executives, and HR professionals at any level in any industry.”

—**Sharon Silverman, Senior Vice President, Talent Acquisition, Gingerfinds**

“At last, a hands-on book that’s smart, practical, and honest. Everyone knows that people make all the difference; this book will teach you how to make a difference with your people.”

—**Alan Webber, cofounder of *Fast Company*, author of *Rules of Thumb*, and Mayor of Santa Fe, New Mexico**

“Improving the skills of our workforce is one of the country’s most important economic challenges. It has to start with employers, and *Help Them Grow or Watch Them Go* tells you how to do it painlessly.”

—**Peter Cappelli, Director, Center for Human Resources, The Wharton School, and Professor of Management, University of Pennsylvania**

“Great read for those who want to help individuals develop. It is full of useful materials that are easy to access. Ideal for a manager who wants to learn about coaching others.”

—**Edward E. Lawler III, Distinguished Professor of Business, Marshall School of Business, University of Southern California, and coauthor of *Management Reset***

“Improving retention and building engagement are the driving factors for the talent development strategy of the Hearst Capital Management group. We’re implementing *Help Them Grow* concepts because they provide managers and employees with an easy-to-follow yet impactful framework for career conversations. Through career conversations, we’re increasing engagement and, more importantly, supporting our employees’ careers.”

—**Heather Ragone, Senior Director, Talent Development, Hearst**

“Ingersoll Rand’s focus on development is improving year over year. Our leaders don’t just coach for performance, they coach for development. How does best-in-class engagement and employee retention sound to you? Does an organization filled with career coaches sound interesting? Read this book!”

—**Craig Mundy, Vice President, Human Resources, Strategic Business Units, Ingersoll Rand**

“*Help Them Grow or Watch Them Go* provides a practical road map for managers who know that they want to help their teams but may not know the clear, specific steps they can take. Managers, employees, and the organizations they serve will benefit from the wisdom in this book.”

—**Rebecca L. Ray, PhD, Executive Vice President, Human Capital, The Conference Board**

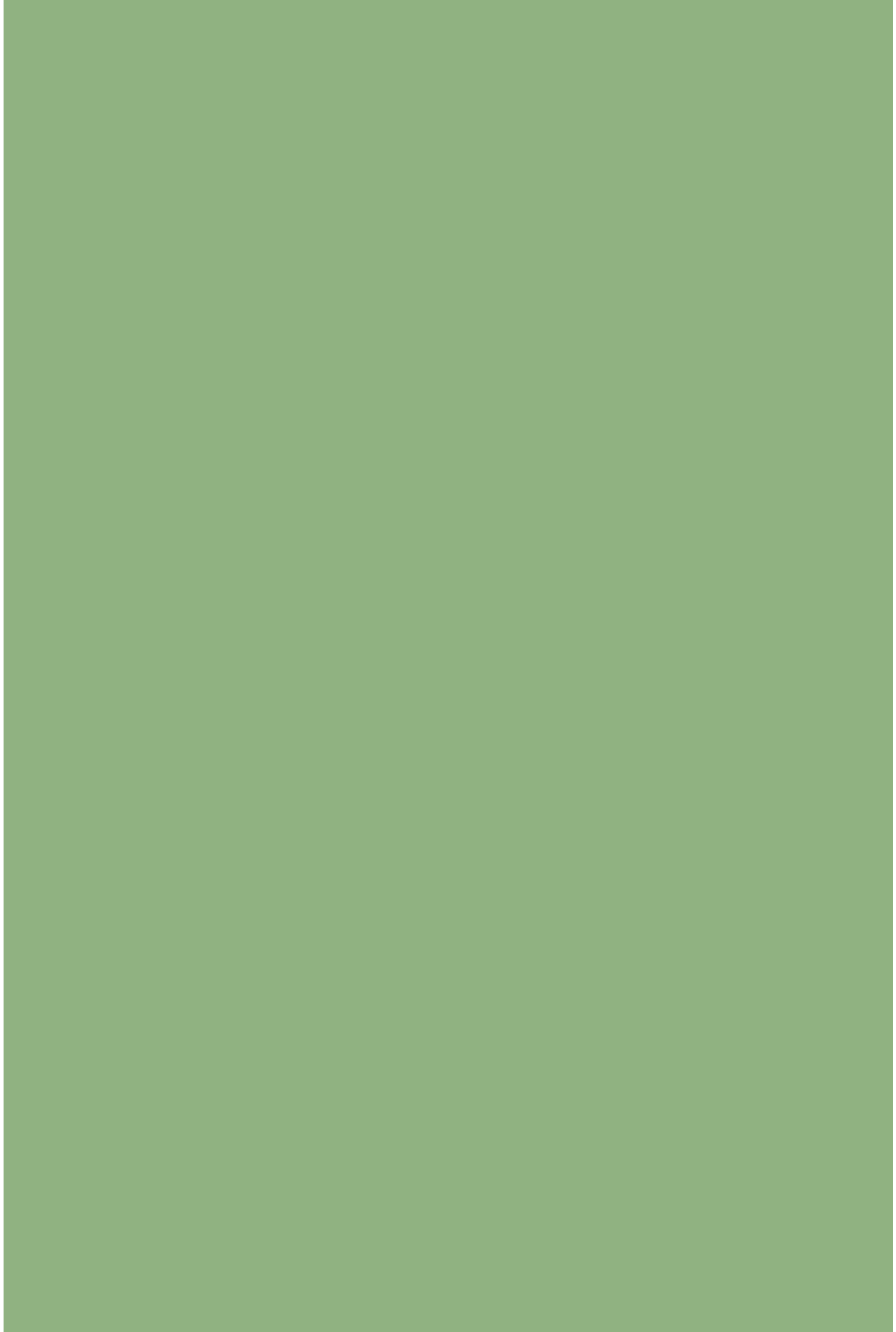
“I loved this book. Draw from the abundant list of simple yet powerful questions and become the best talent manager in your organization.”

—**Tina Sung, Vice President, Government Transformation and Agency Partnerships, Partnership for Public Service**

“A great guidebook for those whose job it is to help other people grow, with all the right questions we need to be asking!”

—**Frances Hesselbein, President and CEO, The Frances Hesselbein Leadership Institute**

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**CAREER CONVERSATIONS
ORGANIZATIONS NEED
AND EMPLOYEES WANT**

SECOND EDITION

Beverly Kaye and Julie Winkle Giulioni



BK

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a BK Business book

Help Them Grow or Watch Them Go

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From Julie,

To Peter for knowing I could do this—and making sure I did.

To Nick and Jenna for the constant joy and lessons learned
from watching you grow.

From Beverly,

To Barry for truly being the wind beneath my wings.

To Lindsey and Jill for showing me that I still have a lot to learn.

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INTRODUCTION

DEVELOPMENT DEBUNKED

Developing employees. Helping them grow. It's like eating properly or exercising.

You know it's good. You know you should. Yet, if you're like any managers today, you just don't do it as well or as frequently as you would like.

In survey after survey, year after year, employees express their dissatisfaction with how they are being supported in their careers. At the same time, managers across industries, regions, and levels uniformly report a moderate to severe lack of competence, comfort, and confidence in themselves in regards to this critical job expectation.

What IF...

- ▶ you could more easily and frequently engage in the career development work that employees crave without sacrificing everything else that must get done?
- ▶ employees assumed greater responsibility for their careers?
- ▶ it was possible for career development to be integrated into the work that needs to get done as opposed to being a separate series of overwhelming tasks that have to be checked off a list?

.....

You could. They can. And it can be. That's why we've written this book.

HELP THEM **GROW**

In the seven years since we wrote the first edition of this book, career development has only become more important. In today's business environment, talent continues to be the major differentiator. As artificial intelligence and other advances take hold, we're coming to terms with the reality that there's no substitute for what human beings are uniquely suited to contribute to the workplace. As a result, developing people to optimize their capacity has become a compelling and strategic priority across organizations.

Developing talent is also recognized as one of the most significant drivers of employee engagement, which in turn is the key to the business outcomes you seek: revenue, profitability, innovation, productivity, customer loyalty, quality, cycle time reduction, and more—everything organizations need to survive and thrive.

But the reality of career development continues to morph in response to the evolving business landscape. Boomers are living longer—and working longer. Belt-tightening efforts that led to delayering and downsizing show no signs of loosening. There are fewer and fewer levels of management to which to aspire. Work gets organized and done more organically these days. More jobs are being filled with contingent workers. All of this breeds a sense of scarcity and leaves the impression that there aren't as many opportunities as there once were. This makes career development more important and more complex than ever before.

OR WATCH THEM **GO**

Ignore the development imperative at your own peril. Every day, employees who believe that their careers are not getting the attention they deserve make the decision to leave. Some resign to pursue employment in organizations that offer greater opportunity. Others decide the freelance life fits them better, and they cobble together a variety of projects that become their career.

But an equally dangerous group is made up of those who stay but withdraw their engagement, motivation, and enthusiasm for the work.

And all of this matters. A lot. Economic researchers point to evolving skill gaps, changes to immigration policies, and changing demographics as indicators that we are in for a sustained labor shortage. Cities—looking to build their populations—are considering paying people to relocate. Buckle up. It's going to be a bumpy ride: retention—if it's not already—is going to keep managers awake at night.

THE “THEM” IN *HELP THEM GROW*: WHO ARE THEY?

When we wrote the first edition of this book in 2012, we loosely used the word *employee* to refer to the bulk of the people who work for you. Ah, what a difference a few years can make. Today, full-time employees make up just over half of the workforce. The rest is comprised of part-time employees, contractors, consultants, interns, and more. Gig workers are a significant economic and employment factor.

As the number of these nontraditional contributors grows, organizations and managers grapple with hard questions around effectiveness and equity. Let us offer a simple and proactive solution: Develop them all! It's time to take a more generous and democratic approach to growth. We know what you're thinking:

- ▶ Yes, gig workers may not be with you for long.
- ▶ Yes, the contingent workforce will build skills that they may pack up and take elsewhere.
- ▶ Yes, the same is true of your full-timers.

No longer are there lifetime employment guarantees or gold watches. You know it and so does your workforce. Today they're looking for other sources of security—skills, knowledge, and experiences. Offer these and—although there's no guarantee that people will stay longer—

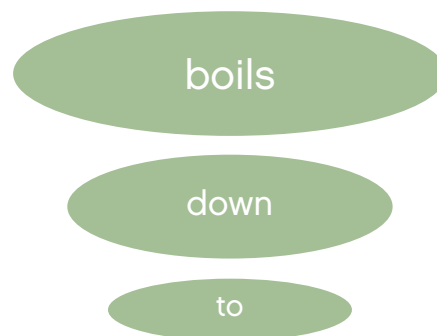
they'll be able to contribute more while they're with you. And you'll build an attractive employment brand in a competitive marketplace.

We'll still use the word *employee* throughout this book, but we strongly suggest that you read it as *everybody* and apply these ideas to the full range of people—regardless of employment status—with whom you work.

CAREER CONVERSATIONS ORGANIZATIONS NEED AND EMPLOYEES WANT

So what's a manager to do? Plenty. And it might be easier than you expect.

Quality Career Development



Quality Conversations

Quality career development boils down to quality conversations.

Throughout this book, we'll challenge you to reframe career development in such a way that responsibility rests squarely with the employee, and that your role becomes more about prompting, guiding, reflecting, exploring ideas, activating enthusiasm, and driving action. This role centers around talking about rather than actually doing the heavy lifting of development.

We'll offer a framework for thinking about conversations that help others grow. It involves three distinct types of conversations: hindsight, foresight, and insight.

- ▶ Hindsight conversations help others look backward and inward to determine who they are, where they've been, what they love, and where they excel. Chapters 3 and 4 provide questions and ideas for helping others look back as a basis for moving forward.
- ▶ Foresight conversations are designed to keep employees looking forward and outward toward changes, trends, and the ever-evolving big picture. Chapter 5 offers easy, straightforward tools that are long on value and short on your time investment.
- ▶ Leveraging the insights that surface from the convergence of hindsight and foresight is the focus of Chapters 6, 7, and 8. How do the employee's strengths fit into where the organization or industry is going? Where are there opportunities to carve out a space to grow and perform? How can we help others update their definitions of career success? Of the work that needs to be done, which activities will give people unique experiences and fodder for development?
- ▶ But how can you make all of this happen at the speed of business? Chapter 9 outlines how to grow with the flow or embed development into everyday life through heightened awareness and fluid conversation strategies.
- ▶ In Chapter 10 we'll wrap up with a discussion of the kind of culture that supports authentic, sustainable career development.

HOW TO READ THIS BOOK

You're probably doing a pretty good job so far. Here are a few thoughts to get the most from the experience.

This book was written for anyone who has a role in developing others. The titles vary from organization to organization: supervisor, manager, director, team lead, vice president, CEO. Seasoned executives to first-time frontline leaders. Line and staff personnel. For-profit and nonprofit leaders. Small business owners. Readers have told us that the

ideas we share apply equally well at home to the very human domain of parenting and even life in general.

We've chosen to use the term *manager* generically. Whenever you see it, *manager* means you.

This book is all about the career conversations employees want. So we'll draw heavily upon the employee's voice. These are real individuals in the workplace whose eloquent insights make the point far better than we could. They aren't the entitled whiners with unrealistic expectations. They're your solid citizens. The ones you count on to produce. The ones you're hoping will stick around.

► TRY THIS

You'll find lots of questions and activities you can use with your employees. We'll call them out like this. Have an upcoming career conversation? Scan the pages for an exercise, tuck the book under your arm, and you're ready to go.

WHAT ABOUT YOU?

So you're somebody's employee too, right? And, if you're like many managers, you get caught in the middle, doing the right thing for your employees, but not necessarily having it done for you. As you read this book, you may find yourself thinking, *This sounds pretty good, but what about me?* Answer: do it yourself!

The tools and questions throughout this book are highly flexible. Change *you* to *I* and you're ready for some self-discovery. You might find it helpful to review the answers with someone at work or at home. A fresh set of eyes may pick up clues and offer a different perspective and new insights. Bottom line: as you invest in building skills to support your employees' development, don't be afraid to be selfish and apply what you're learning to yourself and your own career as well.

We'll close each chapter with some what-ifs. We know that as a manager responsible for delivering business results, you must keep your feet planted firmly on the ground. So, from that grounded position, take a moment to consider what just might be possible.

What IF...

- ▶ you kept reading and tried out even one or two ideas with your employees?

.....

They would *grow*.

1

Develop

Me

OR I'm

History!



Spending forty-sixty-eighty hours somewhere each week...I want it to mean something. I want to feel like I'm moving forward somehow. If I can't grow here, I've gotta look elsewhere.

—An employee (perhaps yours)

The decision to assume a management role in today's workplace comes with a front-row seat to some of the greatest business challenges of our time. Day in and day out, you must

Do more with less. It's become cliché, but it permeates life at work. You've likely become a master at finding ways to reduce costs, time, and other resources below levels you ever imagined were possible.

Navigate unprecedented uncertainty and complexity. The unknowns outnumber the knowns today. Yet others look to you for clarity and direction in an increasingly unpredictable environment.

Meet ever-expanding expectations. Every quarter, you're asked to do a little (or a lot) more. Bigger sales. Greater numbers of service interactions. More projects. Higher scores.

Continuously improve quality. Good enough isn't. Given the competition in today's global market, perfection is the standard—until it's met and you have to do even better.

Deliver the next big thing. Most organizations believe that if they're not moving forward, they're sliding backward. Innovation gets its picture on business magazine covers because it represents the promise of greater success.

And, no matter how long, hard, or smart you work, you can't do all of this alone. Success depends upon tapping the very best that everyone has to offer. (By *everyone*, we're not just talking about employees—because the workforce has dramatically grown to include gig workers, contingent support, contractors and consultants, interns and even