Welcome to our virtual waiting room!

While you wait for the session to start, please take time to:

1. Mute yourself – audio and video
   - 1 in the picture
2. Visit the chat window
   - 2 in the picture
3. Check your name - update if incorrect
   - 3 in the picture
   - *We are using these names to track attendance*
Leading Others:

Learn how your collaboration, insight and feedback can help employees achieve FY21 goals and beyond.

A link to the slides will be emailed at the end of the week.
The Business Case for Employee Development

**Competition for Top Talent**
Lack of career development opportunities is the #1 reason for leaving.

**Diversity, Equity and Inclusion**
Cross-training and upskilling current employees encourages DEI initiatives.

**Skills Shortages**
75% of HR professionals say there is a shortage of skilled candidates.

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Career Development is the #1 Reason for Leaving for 10 Straight Years - Work Institute
Developing Employees (shrm.org)
Career and Performance Goals

Growth Plans Lead to Meaningful Employee Development

- Behavioral Competencies
- On-the-job Experiences
- Technical Skills
- Training Classes
- Education / Certifications
- Mentoring
Behavioral Competencies: How the Work Gets Done

My Development Plan

**Step 1:** Enter your manager’s full name.

**Step 2:** Select a competency you would like to develop. You can pick one competency per plan.

- **Level 1**
  - Ensures Accountability
  - Communicates Effectively
  - Critical Thinking and Problem Solving
  - Patient/Customer Focus
  - Collaborates

- **Level 2**
  - Manages Conflict
  - Manages Ambiguity
  - Interpersonal Savvy
  - Tech Savvy
  - Being Resilient

- **Level 3**
  - Persuades
  - Courage
  - Builds Network
  - Decision Quality

- **Level 4**
  - Drives Engagement
  - Plans and Aligns
  - Builds Effective Teams
  - Optimizes Work Processes
  - Directs Work
  - Business and Financial Acumen

- **Level 5**
  - Organizational Savvy
  - Drives Vision and Purpose

**Step 3:** Tell us about your development goals.

**Step 4:** How would you assess yourself?

**Step 5:** Choose development activities and action steps.

**On-the-Job Development Ideas**

Spend time with your clients or patients. Identify areas where a simple change...

**Feedback Source**

- My Manager

**Timeframe for Completion**

- 90 days

**Describe your action steps**

1. I will be intentional when spending time with my patients.
2. I will look for areas we could improve the patient experience.
3. Once I identify an area that could be improved, I will build a plan with suggestions for improvements.
4. I will present my plan to my manager and ask for feedback.
On-the-job Experiences: “Real World” Growth Opportunities

70% On the Job
20% Feedback
10% Courses
On-the-job Experiences: “Real World” Growth Opportunities

Stretch Assignment:
A project or task given to employees which is *beyond their current knowledge or skills level*

- Real-World Opportunities To Learn and Grow
- Low-Cost Development
- Leadership Tryout
On-the-job Experiences: “Real World” Growth Opportunities

Day-to-Day

- Your Manager

Variable Assignments

- Serve on a Committee
- Help Onboard a New Employee
- Develop Training Materials
- Lead a Team Huddle
- Manage an Intern
- Organize an Event
- Present to Senior Leadership
Technical Skills: What Work Gets Done

Feedback

"I want to promote a more feedback rich environment within my team"

Giving Feedback
- Giving Real Time Feedback
- Giving Performance Feedback
- Giving Feedback for Development
- Giving Feedback Manager Huddle Sheet

Soliciting Feedback
Receiving Feedback

Managing at Penn Medicine
Focus on Performance Management
Tools and Resources for Building a Feedback Rich Environment
Creating a Feedback Rich Environment
Technical Skills: What Work Gets Done

Feedback

Job Shadowing
Technical Skills: *What* Work Gets Done

Feedback

Job Shadowing

Inservice
Technical Skills: *What Work Gets Done*

**Feedback**

**Job Shadowing**

**Inservice**

**Coaching**
Please see Penn Medicine’s LinkedIn Learning FAQs here. LinkedIn Learning is free to all Penn Medicine employees.
Mentoring: Learning from Leaders

75% of executives credit their mentors for helping them reach their current position

Considerations for Mentor Matching:

- What is your employee looking for from a mentor?
- What kind of mentor do you think your employee would learn from?
- Should the mentor be within the same chain of command?
Considerations for Formal Education:

- **Why is your employee looking to further his/her education?**

- **Will this program be beneficial to his/her career path?**

- **Does your employee have specific expectations about what the education will provide?**

Undergraduate and Graduate Programs Selecting the Best Fit

Educational Considerations:

- **Formal Education**
  - Why is your employee looking to further his/her education?
  - Will this program be beneficial to his/her career path?
  - Does your employee have specific expectations about what the education will provide?

Technical Skills

- **Behavioral Competencies**
  - Consider these questions to take charge of your professional development:
    - What impact will achieving a degree have on my career?
    - Is there another way to achieve my career goal?
    - How much time do I have to invest in going back to school at this time?
    - What is the best degree and program for me? (Based on what I want to learn and how I learn best)
    - Could I qualify for a more competitive program that would position me better for advancement?
What if…

- My employee does not want to grow?

- My employee doesn’t like a stretch assignment?

- My employee wants me to be his/her mentor?

- My employee intends to pursue a degree that will not provide advancement in the field?
Questions? Comments?

Penn Medicine Resources

- **PennCOBALT** a tool for the Penn Community that uses targeted assessments to direct you to the right level of coping support.

- **Lead Strong** Live discussions and curated resources for Penn Medicine employees around leading yourself and your team during adversity.

- **WELLfocused** a program dedicated to making living a healthy lifestyle easier, by providing tools, resources, educational campaigns and health-related challenges to help improve overall well-being

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**Penn Medicine Academy:**
- Microlearnings:
  - Creating a Feedback Rich Environment
  - Building a Development Plan
- Job Aids:
  - Giving Feedback
  - Giving Development Feedback
- Classes:
  - Managing at Penn Medicine
  - Using Behavioral Competencies for Development Planning and Interviewing
- Tools:
  - Creating Strengths-Based Teams

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**Articles**

- Creating a Continuous Learning Environment | Deloitte US
- The enterprise guide to closing the skills gap | IBM
- Employee Development Plans: 4 Winning Steps - BambooHR Blog

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**LinkedIn Learning**

- Turning Weaknesses Into Strengths
- Leading and Managing the Whole Self
- A Strengths Based Approach to Managing your Team