

## plan to grow

*conversations that count*



### development looks different for everyone

Future focused conversations are powerful. They recognize staff strengths, opportunities, potential and aspirations.

- ✓ Consider short-term, mid-term and long-term goals.
- ✓ Keep staff focused on moving forward and adjusting as needed.
- ✓ Encourage them to discuss and apply their learning in their everyday work.
- ✓ Support adjustment to emerging concerns and changing job expectations.
- ✓ Consider different learning styles and help staff select the best approach to development.
- ✓ Empower staff to create a personalized development plan.
- ➔ Visit the [plan to grow](#) resources and [video](#) to learn more.

## ways to approach learning and growth

When looking for ways to develop new skills and capabilities, focus staff effort and attention on experiential learning opportunities to get the most out of the experience.



### 70% Develop through experience

- Practice, practice, practice!
- Regular check-ins and ongoing feedback from managers, clients, supervisors, peers
- Writing or discussing reflections
- Job shadowing, communities of practice
- Stretch assignments, special projects
- Teaching or presenting to colleagues
- Acting leadership roles
- Simulation opportunities, including pilots
- Job exchanges and rotations



### 20% Develop through others

- Mentoring
- Coaching
- Communities of practice
- Brainstorming
- Attending conferences
- Researching best practice, including site visits
- Actively engaging in professional organizations
- Role-playing scenarios



### 10% Develop through education

- Online coursework
- Self-assessment tools
- Reading articles, case studies, white papers etc.
- Attending workshops, seminars and master classes
- Watching videos
- Completing structured classroom learning

plan to  
grow  
coaching questions



Help staff understand their strengths, motivators and interests. Encourage them to consider growth within their role, mentoring others or building mastery, as well as long-term aspirations. Discuss tools, resources and opportunities available for them and help them explore options for growth that align with team and organizational goals. Inspire staff to commit to actions that will help them meet their development goals, build positive relationships, and work with others to get things done.

➔ Visit the [plan to grow](#) resources to learn more.



### Affirm the person

- What do you most enjoy about your work?
- What matters most to you right now?
- Think about yourself over the past four to nine months. How have you changed? What did you do that helped improve your performance?
- What successes have you had since our last conversation? What contributed to that success?
- What's motivating for you?
- What do you feel most proud of?



### Confront the facts

- How do you see yourself growing professionally?
- What would make your work more interesting or engaging?
- What changes have taken place on your team recently? What do you feel the changes create for you?
- What's missing in your work life right now?
- How would you assess your ability to continue to grow in your current role?
- What are you not doing that you would like to do?
- What have you learned recently? How have you implemented what you have learned?



### Explore the possibilities

- What areas are the most important for you to develop?
- What challenging assignments or projects would give you the opportunity to stretch?
- What aspirations do you have for your career? What do you need to do to get there?
- What risks would you take or what changes would you make in the next year in your current role, if you knew that you could not fail?
- What research do you need to do to expand your perspective?
- What will you do, and who should you talk to to further explore this possible change?



### Encourage the change

- How will you find the time needed for your development plan?
- What resources or support do you need, and from whom? How can I help?
- Are you already taking steps towards developing new skills/abilities?
- Who can you shadow or be mentored by?
- What roadblocks do you expect or need to plan for? What are some ways to overcome them?
- On a scale of 1-10, how committed are you to your plan? If less than 10, why? What would you need to make it a 10?



### Advance the action

- What is your first step?
- What steps will you take and by when?
- What will you do to ensure those new learnings become a regular part of how you approach your role?
- What are the growth milestones we can track and celebrate along the way?
- How regularly do we need to meet to discuss progress? Who will initiate that?



## set goals

*conversations that count*



## impact of goal setting

When staff set goals with their leaders, they feel connected to their path of development. They also see how integral they are to team success.

➤ Visit the [set goals](#) resources and [video](#) to learn more.

## roadmap to meaningful goals

1. Set the stage by establishing the importance and meaning of a goal-setting conversation.

2. Review expectations, AHS competencies and other role requirements.

3.

3. Identify career- and work-related goals and aspirations. Determine alignment with staff strengths, and team and organizational goals.

4.

4. Support staff in creating attainable and challenging goals. Help them visualize and use concrete words to describe success.

5.

5. Commit to regular, formal or informal check-ins to monitor and evaluate progress. Support changing or adapting goals as required and share successes along the way.

6. Support staff to develop clear actions, timelines and measures of success.

6.



## set goals coaching questions

Using the questions below, encourage staff to reflect on their strengths and areas for growth. Work with them to build shared expectations and understanding. Help staff determine if their goal accurately reflects what they are working to change. Support them to examine a variety of options and consider a variety of paths to meet their goals. Demonstrate your support for creating ambitious goals and encourage accountability to reach them.

➤ Visit the [set goals](#) resources to learn more.



### Affirm the person

- What do you want to achieve from this conversation?
- What goal(s) have you achieved recently?
- How did achieving your goal benefit you and the team?
- What did you accomplish as a result of achieving your goal?
- How did achieving your goal motivate you?
- How did you feel when you reached your goal?



### Confront the facts

- What is happening right now? What is the result of achieving your goals?
- What emotions do you feel when thinking about starting to work on your goals?
- Have you tried to reach your goal before? What is different this time and how can you succeed?
- How can you overcome obstacles in your way?
- What assumptions are you making about reaching your goal?
- What is missing in your work right now?



### Explore the possibilities

- What options to achieving your goal have you considered?
- What are the advantages and disadvantages of each option?
- How can you ensure the steps to meeting your goal will keep you motivated and engaged?
- How can you ensure you're successful?
- Are there any benefits to remaining just as you are or doing nothing at all?
- Are there any other perspectives you should consider?



### Encourage the change

- What will achieving this goal mean to you?
- What is the priority of this goal compared to other goals you have?
- What's at risk if you don't do this now?
- How do you anticipate others will react to your efforts? How will you respond?
- What will you do to stay committed? What will you do to maintain your motivation?
- What are you waiting for?



### Advance the action

- What actions must happen for you to start working on your goal and maintain progress?
- How will you measure your progress and success?
- What milestones have you identified?
- What is your time frame for achieving your goal? When will you start and when will you be done?
- What one small step will you take right now? What support do you need?
- How will you know you have achieved your goal?



## set goals

*setting the stage*



### develop a positive vision

Developing a clear idea of what the desired future looks like is an important beginning step in goal setting.

Here are two questions to consider:

- What goal have you identified that you would like to achieve?

Ask staff to tell you about what their future looks like and how they see themselves in it.

- What are you hoping to accomplish as a result of achieving this goal?

Support them to create positive goals focused on growth and achievement, rather than obstacles or pitfalls. A focus on their desired future builds enthusiasm and hope for them, and will encourage them to experiment with new ideas and behaviours.

### setting the stage job aid

When beginning a coaching conversation to support goal setting, it is important that both the leader and staff are in a productive, open, and positive mindset to develop ambitious, meaningful and realistic goals.

- Visit the [set goals](#) resources to learn more.

### accept and encourage change

As staff progress towards their goals, they may uncover additional insight into their desired future state. Support them as they adapt their goals and/or plan to incorporate new insights and information. Encourage new ideas and ways of working.

Keep in mind, changes to goals or approaches may be difficult and could impact the speed of progress toward their goal.

In any situation, it is essential to help staff understand the importance of remaining flexible and whether adjustments are necessary to support development and forward momentum.

## understand types of goals

As an organization, it is important to establish **outcome** based goals focused on improving the delivery of service.

For example:

**“An increase of 5 per cent in patient satisfaction scores for Unit 52 within 12 months.”**

Goals like this provide clear expectations for teams to work towards together. However, outcome goals are frequently larger system goals, which are dependent on a number of variables that may be outside the control of the individuals setting the goal. For example, there may be equipment issues, decreases in funding and resourcing, etc.

To overcome these external factors, it is useful to create **behaviour** or **performance** based goals as well. These focus on areas of individual ability, effort and competence. Behaviour and performance goals are related to individual actions and achievements that contribute towards an outcome goal.

For example:

**“Build positive relationships and strengthen trust within the team to improve communication and camaraderie.”**

In the “set goals” conversations, leaders can help staff balance between outcome and behaviour or performance based goals. You can help them aspire to support larger ambitious system improvements, while also acknowledging their own sphere of influence, and identify specific actions that are within their control.

### Performance/behaviour goals example





## why feedback matters

Effective feedback has a major impact on performance. It motivates, empowers, and encourages people to keep moving forward, and in the right direction.

Feedback provides the opportunity to discuss the current state; what has been done well and what can be done better.

➔ Visit the [share feedback](#) resources and [video](#) to learn more.

## make the shift to staff driven feedback



### Model the way

Seek and use feedback for self-improvement.



### Encourage timely feedback

Take advantage of short and informal discussion opportunities.



### Target your feedback message

Consider their needs and show understanding and respect for others' differences when you deliver feedback.



### Make insight the key outcome

Encourage staff to learn from their experiences and reflect on what they need to improve.



### Nurture diversity in feedback

Encourage staff to share and ask for feedback from multiple people.



### Reinforce appreciation

Focus on potential and why their work and growth matters. Encourage and appreciate others.



### Make feedback a habit

Include regular feedback conversations as part of ongoing development.



share  
feedback  
coaching questions

Encourage staff to think positively about the future. Focus on finding solutions, don't dwell on the past. Spend time testing the reality of the situation until they come to a solution. Help them to consider different viewpoints and alternatives, and evaluate what will work best for them. Support staff commitment to new actions and behaviours that will get them to their goals. Focus on their ability to influence outcomes.

 Visit the [share feedback](#) resources to learn more.



### Affirm the person

- How are things with you?
- What do you like about what you are currently working on?
- How would you describe yourself when you are doing your best work?
- Of what skills and abilities are you most proud?
- What is making the most positive difference for you right now?
- What would the ideal situation look like?



### Confront the facts

- How would you assess your current performance?
- What impact is the current situation having on you?
- What are you doing that is getting in the way of your performance?
- What do you know now that you did not know before?
- What do you think you need to improve?
- Which beliefs or assumptions no longer serve you well?



### Explore the possibilities

- What are your options?
- If there were something else that might help, what would it be?
- What other feedback has resonated for you?
- What would a person you admire greatly do in this situation?
- What do you want to do about it?
- What has worked in the past?
- Are there any other skills you need to enhance or develop?



### Encourage the change

- Who will you need to engage?
- What barriers may you encounter?
- How will the change impact your desired outcome?
- How will you go about making a change?
- What will you change in the future?
- What will this change mean for you?



### Advance the action

- When will you do that?
- What actions will you take to move toward your desired outcome?
- What is your timeline?
- What can I do to better support your growth?
- What will you need from me?
- When would you like to meet again?