

Are you communicating with your people to ensure they are engaged and don't jump ship?

Hybrid working gives people freedom and flexibility over where their work is done.

And it means those who manage them need to be skilled in having a different kind of conversation.

Understanding what really motivates someone helps to build a sense of belonging, empowers meaningful career decisions, and is key to retaining happy and engaged people in your business.

### Careers - Ladder or Lattice?

Career conversations, as a performance manager, can often be complex and messy. The rational desire for structure and certainty often becomes intertwined with chat around passion, fulfillment, meaning, and purpose.

The skill to navigate this complexity is becoming ever more important with the impact of hybrid working and longevity on our sense of self.

Holding impactful and insightful career conversations requires skill, empathy, and an ability to connect at a human level.

It requires a willingness to be creative.

To work with the heart and the head. To have the confidence to let go of being 'expert' in understanding traditional career paths. And to be curious about what matters to people and how they would prefer to work.

What does the word 'career' mean to you? What drives and motivates you?



### Tips for great career conversations

1. Ask your people what they value in their career and help them to reflect on their strengths.
2. Invite them to describe what they imagine doing, in an ideal world, two to five years from now.
3. Explore their network and stakeholder map.
4. Don't be afraid to talk about money and the reality of what's possible in your organisation.
5. End with an action plan and ask them what else they would find valuable from you.



"It's in the interests of everyone that hybrid working conversations and dialogues are open and honest."

**Amy Edmondson, Harvard Business School Professor**



### Recommended resources

**The 100 Year Life**

Lynda Gratton and Andrew J. Scott

**The Squiggly Career**

Sarah Ellis and Helen Tupper

**What is the best way to have a career conversation?**

Kim Scott

**Eat, Sleep, Work, Repeat**

Bruce Daisley