# Development discussion – How should I prepare?

A successful development discussion requires a clear purpose and goal. In order for the conversation to provide tangible benefits, both you and your manager should prepare for the discussion. The following material has been made available to assist you as you complete the form and prepare for the development discussion. The manager can modify the form from the model as needed.

## Before the discussion

When you complete the form, consider your work from a range of angles.

* The bigger picture
  + What are the unit’s tasks and goals?
  + What is the unit's situation and what are its changes and challenges?
  + How does Hanken's strategy influence your work and your goals?
  + What other things have an effect? What external factors affect the activities?
* Your own work situation and conditions
  + Work tasks, responsibilities and results, the previous development discussion, other discussions
  + Current role: strengths and development needs - individually and in the team. Give tangible examples
  + Development potential as well as short- and long-term plans
  + Goals for the past period
  + What other things have an effect? What external factors affect your tasks and conditions?
* Also, remember to provide feedback to the manager, prepare positive and critical feedback - be specific
* Other hints
  + 5 - 10 minutes to calm you down
  + telephones and computers turned off

**During the discussion**

* The employee should make notes and send them to the manager after the conversation
* Talk about issues that are essential and meaningful
* Structure:
  + Formulate your goals and what you want to achieve with the discussion
  + Brief summary of the previous year (form, individual work and within the team / cooperation with others)
  + Specify your strengths in terms of both individual work and teamwork
  + Next year: what are your goals?
    - Short-term development and performance goals
    - Long-term goals
    - How do the goals match the unit’s (or Hanken’s) strategy and goals?
    - Both individual work and teamwork / cooperation
* You give each other honest, positive and constructive feedback
* The emphasis is on the future (the coming academic year / calendar year)

*Questions that can support the development discussions*

The following questions may assist you as you complete the form. You do not need to take a stand on all questions; choose what is relevant to you and your work.

**Results and development goals - the past year 2018 – 2019**

**Individually**

* What are you particularly satisfied with?
* What could have been better?
* Any other things you would like to bring up?

**Teamwork / Cooperation**

* What are you particularly satisfied with?
* What could have been better?
* How has the division of work and cooperation worked with your manager and others at the institution, within Hanken and with partners outside Hanken?
* Feedback to the manager?
* Other issues?

**Performance and development goals - the coming year 2020 – 2021**

**Individually**

* What opportunities do you see for the coming year? What are you particularly keen on?
* What makes you concerned? Are there any uncertainties that could affect your work or your conditions?
* What kind of support do you need?
* How do you plan to develop your competences?
* Other?

**Teamwork/Cooperation**

* What opportunities do you see for the coming year? What are you particularly keen on?
* What makes you concerned?
* How does the division of work and cooperation work
  + Within the team/unit
  + On Hanken level?
  + external partners?
* Do you experience that there is a lack of knowledge in specific areas within your team/unit? Is knowledge shared within the unit? Does the way of work within your team/unit support cooperation?
* How will you contribute to enable the unit to achieve its goals?
* Please provide concrete suggestions for improvement
* Other?

Employee’s name: Click or tap here to enter text. Manager: Click or tap here to enter text. Date: Click or tap here to enter text.

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| **Results and development goals - the past year 2019**  Describe how you have succeeded in your work during the past year. In what situations or tasks would you need more support and what kind of support? This can concernboth your own work and the subject/department.  Click or tap here to enter text. | **Performance and development goals - the coming year 2020 – 2021**  Describe the goals and development plans you have for 2020. This can concern your own work and the subject/department.  Click or tap here to enter text. |