

Help Them Grow or Watch Them Go Career Conversations Organizations Need and Employees Want

By Beverly Kaye and Julie Winkle Giulioni

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

–Marshall Goldsmith, author of the *New York Times* bestsellers
Mojo and *What Got You Here Won't Get You There*

Study after study confirms that career development is the single most powerful tool managers have for driving retention, engagement, productivity, and results. Kaye and Winkle Giulioni identify three broad types of conversations that have the power to motivate employees more deeply than any well-intentioned development event or process.

Help Them Grow or Watch Them Go is filled with practical tips, guidelines, and templates, as well as nearly a hundred suggested conversation starters. Illuminated with stories, quotes, and the perspectives of real managers and employees, this book proves that careers are best developed one conversation at a time.

Julie Winkle Giulioni has spent the last two decades working with organizations worldwide to improve performance through leadership and learning. Named one of Inc. Magazines top 100 leadership speakers, Julie is the co-author of the Amazon and Washington Post bestseller, *Help Them Grow or Watch Them Go: Career Conversations Employees Want*, a respected speaker on a variety of topics, and a regular contributor to many business publications.

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Second Edition – What’s New and What’s Not?

The Amazon and Washington Post bestselling book that’s been translated into six languages and used around the world to inspire meaningful career conversations has been updated and refreshed for a 2019 audience!

What’s New?

- Before you even open the book, you’ll notice that the sub-title is now ‘Career Conversations Organizations Need and Employees Want’. Career development doesn’t serve employees exclusively; it also serves the organization in the form of engagement, discretionary effort, retention and results.
- The new edition also acknowledges that the word ‘employee’ does not really describe who needs career conversations. With gig workers, contractors, temps, and side hustles on the rise, full-time balance sheet employees make up an increasingly small portion of the workplace. So, the new edition endeavors to reframe the topic, making sure that leaders are equipped to help anyone in the operation grow.
- Working with clients over the past six years, we’ve picked up on the need to add a bit more richness to a few topics including curiosity and feedback. Additionally, we’ve included a discussion of disruption and agility, both of which have taken on greater significance since the first edition came out.
- As a result of extensive work with organizations, we’ve become increasingly aware of the role that culture plays in engineering an environment that support authentic, sustainable career development. So, we’ve introduced a whole new chapter on that topic - with a brief assessment that allows you to see how your organization is doing.

What’s Not New?

- Same quick read.
- Same actionable advice.
- Same ‘open to any page and find an idea you can immediately implement’ format.
- Same 100 or so questions.
- Same graphics and word art that are easy on the eye.

Sample Article Available – *Please contact Katie Sheehan if interested in this excerpt.*

Confronting the Career Development Conundrum 5 Tips for Busy Managers

Career development appears at the top of many lists. Unfortunately, they tend to be lists focused on what employees desperately want but are not getting from their managers.

As for managers, most appreciate the value of career development and really wish they could do it more frequently and more effectively. But let's face it: a manager's day-to-day reality is a kaleidoscopic blur of meetings, responsibilities, and shifting priorities. Helping employees to develop and grow is one of many activities that is continually pushed out in time... to that elusive 'someday' that too rarely comes.

How can managers get past this conundrum? How can they make career development happen within the pressure-cooker reality that is business today? The answer is definitely NOT new systems, checklists, processes, or forms. Those have actually contributed to the problem.

Instead, the answer lies in a new mindset - a different way of thinking about what career development is - and a few key behaviors that operate at the speed of business. Here are 5 tips designed to help managers engage in useful conversations with their direct reports.

Transfer ownership - Managers don't own their employees' careers. Employees do. All that managers can (and should) feel accountable for is guiding, encouraging, collaborating on, and supporting the effort. When a manager really internalizes this reality, it can produce a powerful energetic shift. The weight of responsibility lifts, allowing managers to approach this task with greater energy and creativity than when it was another of their many 'duties.' This transfer also ensures that employees have some skin in the game. Personal ownership enhances their engagement, interest, commitment, and results.

***...to read more or use this excerpt please contact Katie Sheehan
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More Praise for *Help Them Grow or Watch Them Go*

"This pragmatic book is chock-full of easy to follow steps on how to have critical career conversations— conversations that are uncomfortable for many managers and too often are avoided. I love that Kaye and Giulioni *de-mystify* the process and motivate us 'to talk individual development' with our employees. Our employees will love it too!"

–**Patricia Crull, GVP and Chief Learning Officer, Time Warner Cable**

"Filled with great examples, questions and real-world approaches that fit into the workflow, this book brings much needed simplicity and personal touch back to career development."

–**David Rodriguez, Executive Vice President & Chief HR Officer, Marriott International**

"Every manager will find this short book to be long on practical ways to make career development happen."

–**Jack Zenger, CEO of Zenger Folkman, and co-author of the best-selling *The Extraordinary Leader* and *The Extraordinary Coach***

"Life and business is 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-to's!"

–**Chip Conley, Founder, Joie de Vivre Hotels and author of *Emotional Equations: Simple Truths for Creating Happiness and Success***

"Like eating your fruits and veggies, developing your employees should be done every day. Beverly Kaye and Julie Winkle Giulioni not only show how easy it can be but make the case that regular, short conversations can better develop people."

–**Charlene Li, Founder of Altimeter Group and author of *Open Leadership* and *Groundswell***

Suggested Interview Questions

What's different in the second edition of *Help Them Grow or Watch Them Go*?

Given current employment (or unemployment) statistics, should career development really be a leadership priority?

There are lots of statistics about the value of career development. Yet, employees still report that it's not done - or not done well. Why is that?

Career development has been around for decades. What's new about the approach you've taken in this book?

Your book focuses on the value of career conversations. What kinds of conversations have you found really help to drive development?

Are there any new or different approaches to conversation that will help managers and employees alike get the most from these conversations?

Given current organizational structures that are much leaner, with far fewer layers than in the past, what does career development even look like today?

Many organizations have individual development planning (IDP) processes in place. Isn't that enough to ensure that their employees enjoy career development?

How does career development relate to performance appraisals?

What could a manager do tomorrow - or even today - to develop his or her staff?

If you had just one piece of career development advice for managers, what would it be?