

# A Manager's Quick Reference for Employee Development

*A Visual Guide to Coaching, Delegating, Stretch Assignments, and Career Conversations*



# Coaching vs. Delegating

*Rule of Thumb: Coach for growth, delegate for empowerment*

<b>Approach</b>	<b>When to Use</b>	<b>Manager's Role</b>	<b>Employee's Role</b>
<b>Coaching</b>	Employee is learning a new skill or building confidence	Guide with questions, feedback, and support	Practice, reflect, apply learning
<b>Delegating</b>	Employee is competent and ready for more ownership	Define expectations, hand over responsibility, step back	Own the task, make decisions, report progress

# Help Employees Grow



## Stretch Assignments

Stretch assignments help employees grow by challenging them beyond their comfort zone without overwhelming them.

### Examples of Stretch Assignments:

- Leading a cross-functional project
- Presenting to senior leadership
- Mentoring a junior team member
- Researching and recommending a new process/tool
- Taking on temporary responsibility during a colleague's leave

**Tip:** Match stretch assignments to the skills employees want to develop – not just what's most convenient for you.

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## Career Development Conversations

Use these four key questions to spark meaningful career discussions:

1. What skills or experiences do you want to gain this year?
2. What parts of your work energize you the most?
3. Where do you see yourself in 2-3 years?
4. How can I support your growth right now?





### Do's for Managers:

1. Listen more than you talk
2. Connect goals to business priorities
3. Offer resources (e.g., training, mentoring, networking)
4. Follow up regularly

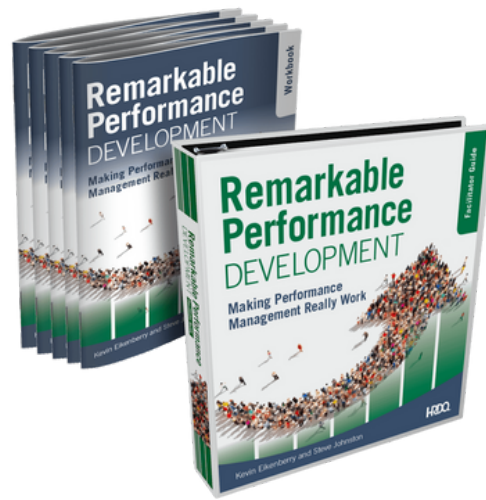
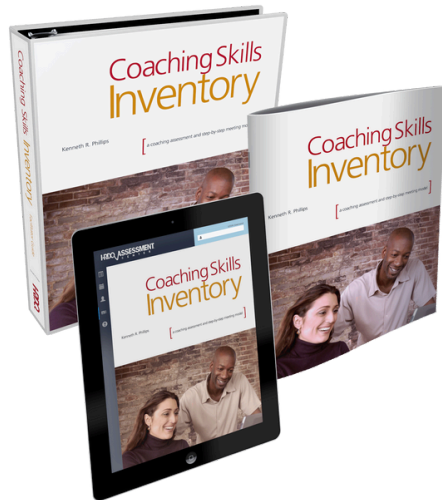
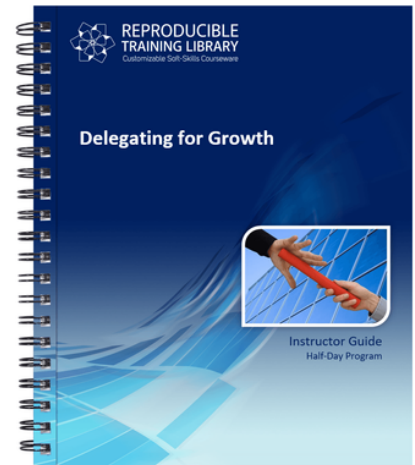
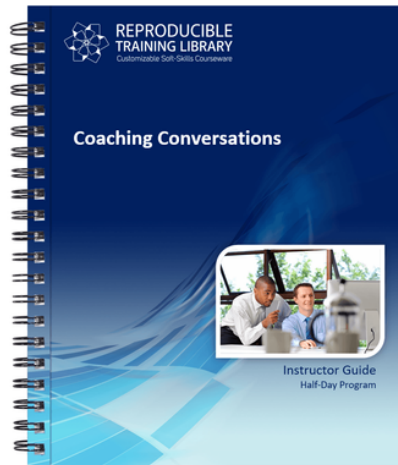
### Dont's for Managers:

1. Promise promotions you can't guarantee
2. Treat development as a once-a-year conversation
3. Focus only on weaknesses – leverage strengths, too

# Quick Tips

-  **Balance:** Mix Coaching, delegating, and stretch opportunities
-  **Clarity:** Set expectations before handing over new responsibilities
-  **Support:** Provide feedback during and after development experiences
-  **Consistency:** Keep career conversations ongoing, not one-off

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