



Help Them Grow or Watch Them Go: Career Conversations Employees Want

Beverly Kaye , Julie Winkle Giulioni

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Study after study confirms that career development is the single most powerful tool managers have for driving retention, engagement, productivity, and results. Nevertheless, it's frequently back-burnered. When asked why, managers say the number one reason is that they just don't have time—for the meetings, the forms, the administrative hoops.

But there's a better way. And it's surprisingly simple: frequent short conversations with employees about their career goals and options integrated seamlessly into the normal course of business. Beverly Kaye, coauthor of the bestselling *Love 'Em or Lose 'Em*, and Julie Winkle Giulioni identify three broad types of conversations that will increase employees' awareness of their strengths, weaknesses, and interests; point out where their organization and their industry are headed; and help them pull all of that together to design their own up-to-the-minute, personalized career plans.

Help Them Grow or Watch Them Go is filled with practical tips, guidelines, and templates, as well as nearly a hundred suggested conversation questions.

Help Them Grow or Watch Them Go: Career Conversations Employees Want Details

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From Reader Review Help Them Grow or Watch Them Go: Career Conversations Employees Want for online ebook

Jamie says

My Review of:

Help Them Grow or Watch Them Go:
Career Conversations Employees Want
By Beverly Kaye & Julie Winkle Giulioni

I found Help Them Grow or Watch Them Go to be far more than just a helpful book. It is an amazing resource filled with inspiration, encouragement, ideas, conversation starters, and practical application exercises for those in management positions. It provides essential and sometimes overlooked tools for managers, ones necessary to motivate and guide employees on the path of career development.

Help Them Grow or Watch Them Go is a necessary and essential handbook for anyone who manages or supervises other employees. It is also great for anyone involved in employee growth and development programs. The layout of the book is straightforward, simple, and rich with easy to follow applications. I must also add that the book is visually appealing, making it a reference to start right away, and one to return to often.

While Help Them Grow or Watch Them Go is mainly written for use by those in management positions, it is also a very useful handbook for anyone wishing to further enhance their own career and personal growth. This book provides tools to guide managers in positive communication with their employees. But, it is also an important guide to help employees effectively discuss their own future goals and objectives with their management team.

I very highly recommend Help Them Grow or Watch Them Go. It is inspiring and very practical. By learning these positive communication skills, both managers and employees can create a brighter future for themselves and their families.

Disclaimer: I am thankful to have been able to read and review Help Them Grow or Watch Them Go: Career Conversations Employees Want. I received a copy from Weaving Influence in exchange for my honest review. The opinion stated is my own. I have not been compensated in any way.

Joi Reece says

Yet another great read. Every HR specialist and supervisor/manager/executive needs to know these simple steps that can be taken to enable their employees to develop a career path and become more fully engaged. This book can also serve as the foundation for understanding the organizational talent pipeline.

“Career development is as important as it’s ever been (maybe more). In today’s business environment, talent is the major differentiator. And developing that talent is one of the most significant drivers of employee engagement, which in turn is the key to the business outcomes you seek: revenue, profitability, innovation, productivity, customer loyalty, quality, and cycle time reduction. But the reality of career development is changing in response to the new business landscape. It’s not the wide-open playing field it once was. Boomers are waiting longer to retire. Repeated rounds of belt tightening have led to delayering and downsizing. More jobs are outsourced. All of this breeds a sense of scarcity and leaves the impression that

there aren't as many opportunities as there once were. This makes career development more—not less—important than in the past.”

The above statement couldn't be more true in every type of business setting. That stated, as an HRD Specialist, I have observed that the problem is that very few managers and leaders feel they have the time to work on career development. Yet career development, in accordance with this book, is nothing more than helping people grow. This book does a wonderful job of explaining that it is not as hard as we usually make it out to be. “Quality career development boils down to quality conversations”—frequent, short conversations that occur within the natural flow of work. They suggest that we “reframe career development in such a way that responsibility rests squarely with the employee, and that our role is more about prompting, guiding, reflecting, exploring ideas, activating enthusiasm, and driving action.” There is even a framework included that organizing the 3 different types of conversations: hindsight conversations, foresight conversations, and insight conversations.

Developing internal talent is not difficult however; if supervisors/managers/executives fail to help employees grow they will take their talents elsewhere. Remember- People Quit Their Bosses, Not Their Job.

Craig says

As some of you that read my reviews know, I joined a communication, confidence, and leadership growth group in January of 2016 called Toastmasters International. A gentleman there took a risk by affording me the opportunity to practice my leadership skills in a way that challenged me to be uncomfortable for awhile in supporting not only myself and my club, but he allowed me to serve the people of five clubs in an area of my city that I hadn't really explored much during the first roughly 40-years of my life.

I was first introduced to the gentleman in April 2017. This friend reads two to four books on leadership each year to keep current with new ideas that can help him in his career. Mindful and continuous improvement are cornerstones of the advice that I have received. This approach brought me to the book "Help Them Grow or Watch Them Go: Career Conversations Employees Want."

Beverly Kaye and Julie Winkle Giulioni co-wrote "Help Them Grow or Watch Them Go," a book that gets into a concept that Goodreads calls "surprisingly simple." The notion underpinning the book is that "frequent short conversations with employees about their career goals and options integrated seamlessly into the normal course of business" will help keep employees growing, engaged, and happily productive within your organization.

The framework that Kaye and Winkle Giulioni voice clearly in Help Them Grow or Watch Them Go includes talks about understanding your own hindsight combining it with foresight into department, company, and industry trends, and then joining the two with context to gain insight.

Paraphrasing much of what the book indicates it will tell you and then did, chapters three and four get into the notion of hindsight to determine who you are, where you've been, what you love, and where you excel. Foresight in chapter five looks to have managers help employees look forward, outward, and toward trends, changes, and the big picture. Chapters six through eight focus on leveraging insight from the convergence of hindsight and foresight.

Career-oriented books about leadership and development are definitely not the material for everyone. Conversations about a Toastmasters career further are not the types of information that will excite folks. Taking concrete action to lead and grow through direct action within clubs, and then more passive reflection and thought to shape further action, is further not the thing folks want.

In combining the two and reviewing a book well at 4.0-starts out of 5.0 stars, know that I received insight that I wanted while getting to practice the techniques within.

Becky says

By 2020 50% of the work force will be Millennials, and one of the biggest question they ask is about their career and next steps. Since my company is well ahead of that curve - with 60% today, this title grabbed my attention.

Lots of good ideas that I plan to incorporate first with my team and then perhaps to help people in general. Written from the Manager's point of view, but could also be used for individual contributors to examine how they want to develop.

I especially love their metaphor of a career being more like a climbing wall than a ladder.

Chris says

A good, quick read on how to put more emphasis and focus on employee growth and development.

The book contains some easy-to-do steps to ensure the progression of employees is continual and meaningful. Worth a read to anyone who is currently leading a team or who aspires to do so.

Jim says

A well written book that could benefit managers and followers alike. If managers could employ the hindsight/foresight/insight model in their daily workflow it would engage followers on a more direct level making them feel more a part of the team than the normal lip service tht occurs in many organizations today.

Kate says

Quick read with some interesting tools

A quick read with some interesting tools, this book can help you rework conversations with employees (and yourself) to better think about professional development.

Zach says

A quick, very great read on the mechanics of being an effective leader of people.

Troy says

This is an incredible must have resource for all leaders. It is especially helpful for those leaders who struggle with how to develop their staff. This practical little book contains so many helps and tips for having those crucial conversations.

Care says

Highly recommended if you are uncomfortable with giving employee reviews.

Chad Horenfeldt says

This is such a simple, short read and accomplished so much! It really helped me think through strategies that I'm already doing but put them into a framework that makes it easy to do on a regular basis. There are also some trends that the book points out that I hadn't full realized (ladder vs wall). I highly recommend it!

Franciszek says

Przyjemna książka, zwraca uwagę na kilka rzeczy:

1. Konieczność lepszego zrozumienia ludzi, z którymi się pracuje.
2. Konieczność pomocy w wyonieniu celów, które pozwolą im realizować indywidualne ambicje oraz przekucie tego na realia firmy.
3. Konieczność zwrócenia uwagi na otoczenie rynkowe, trendy i stymulowanie takiego myślenia.

Bardzo pomocne konkretne przykłady, których często brakuje w książkach tego typu.

Rick Weidman says

Problem solved! Trouble having "those conversations" with your employees? Weep or sweat no more! Pick up Help Them Grow or Watch Them Go and you will have in your hands, "THE GUIDE" to help you retain and grow your employees to reach their fullest potential. Great read, easy to follow and understand. Pick it up today, you won't be sorry....as a matter of fact, you just might be on your way to new found success in developing new leaders and enhancing the growth of existing leaders in your organization.

Sarah says

A short and useful book full of practical questions to pose to your reports (or coworkers, or friends, or yourself) to help them in their career development. I really appreciate the emphasis that career development is the responsibility of the person, and the manager's role is only to guide and support. So the manager definitely does not have to have all the answers, and there is a lot of power in asking the right questions that help the employee figure out what they want and how to get there.

I found the questions immediately useful as I prepared for conducting annual performance reviews with my team. However, I also appreciate the point that these conversations can and should happen through-out the year in short segments, not just once a year during an annual review, and I fully intend to make a point of continuing the conversations in the months following their reviews. In fact, although I initially got the book from the library, I almost immediately decided to purchase a used copy so that I can have it available as a reference.

Additionally, I am going to sit down and run through the questions with myself, as I think they will be useful in helping me figure out my own career direction!

Michelle says

Great leadership book for developing employees
