Guide to Creating Quality Development Connections
MORE CONNECTIONS DOESN’T EQUAL QUALITY

L&D invests heavily in employee capability to create connections, but managers and employees do not find these connections to be high-quality.

**Connection Pitfalls**
- Managers do not help employees get development value from connections.
- Employees do not reach outside their immediate networks for development.
- Peers do not effectively develop one another.

\[ n = 7,309 \text{ employees.} \]
Source: CEB 2017 Manager Effectiveness Survey.

**Create Quality Development Connections Across the Organization**
- Teach employees how to learn from connections.
- Help employees expand their networks and take on experiences.
- Recognize that quality development connections occur outside of the manager and team and enhance an employee’s skill preparedness.

Source: CEB analysis.
## FOUR STEPS TO CREATE QUALITY DEVELOPMENT CONNECTIONS

To build high-quality development connections for direct reports, managers must identify best-fit connections, prepare before and debrief after the development experience, and hold employees accountable for sustaining their connections.

<table>
<thead>
<tr>
<th>1</th>
<th>Identify Best-Fit Connections</th>
<th>2</th>
<th>Prepare Before Development Experiences</th>
<th>3</th>
<th>Debrief After Development Experiences</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Scan your network for potential high-quality development connections.</td>
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<td>Set clear expectations with employees before the development experience.</td>
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<td>Discuss the development experience with employees.</td>
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<td>Match employees with connections based on development skill compatibility.</td>
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<td>Help employees think of meaningful questions.</td>
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<td>Create a timeline for future development interactions.</td>
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<td>4</td>
<td>Help Employees Assess Development Connection Quality</td>
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<td>Determine the effectiveness of current development connections.</td>
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<td>Consider the options for new development connections.</td>
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</table>

See our Guide to Identifying Quality Development Connections for Employees

See our Guide for Preparing Employees to Connect

See our Guide to Reflecting on the Development Connection Experience

See our Guide to Assessing Employee Development Connection Quality

Source: CEB analysis.