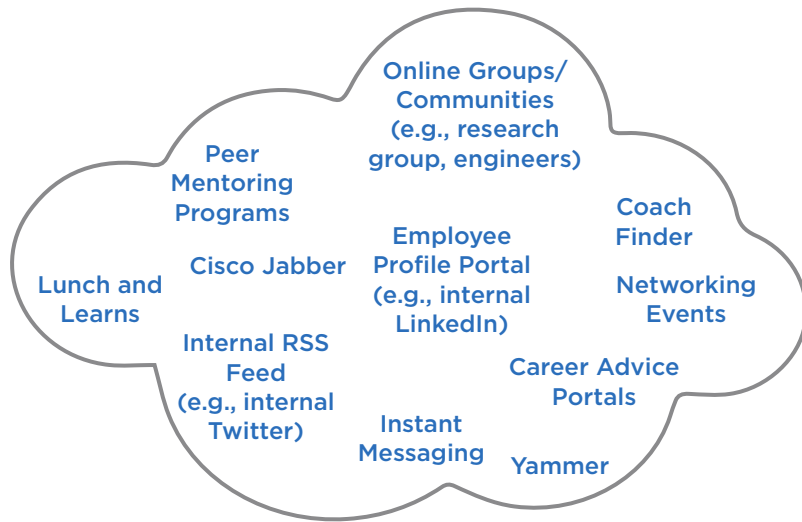


# Guide to Creating Quality Development Connections

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# 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.

## 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.

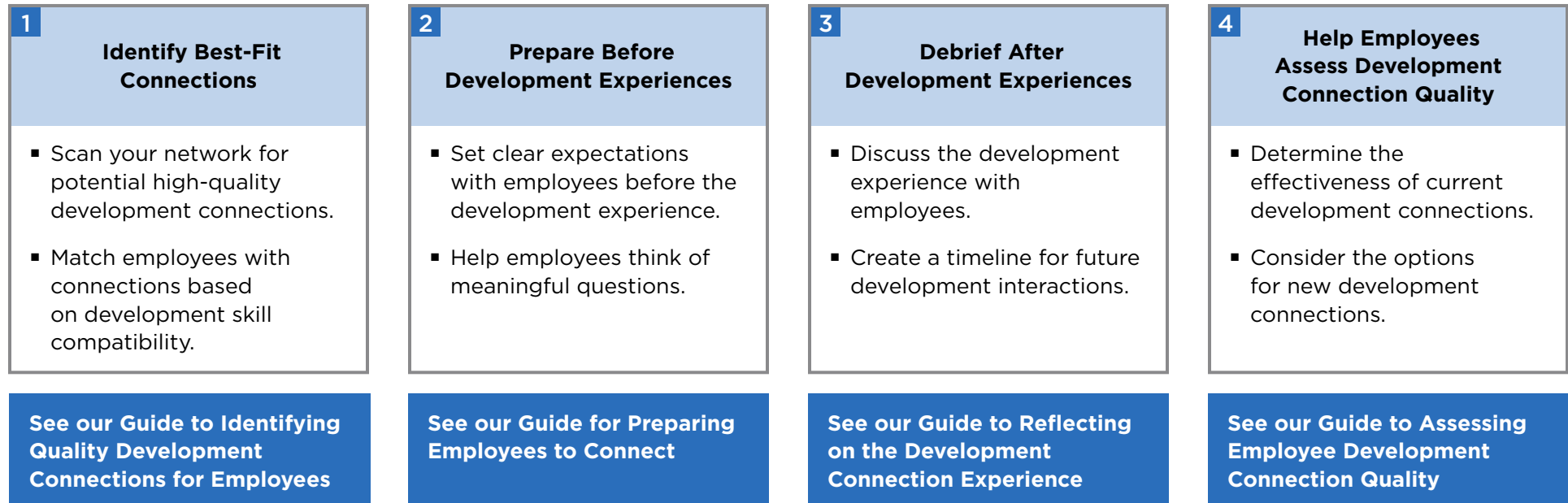
$n = 7,309$  employees.

Source: CEB 2017 Manager Effectiveness Survey.

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.



Source: CEB analysis.