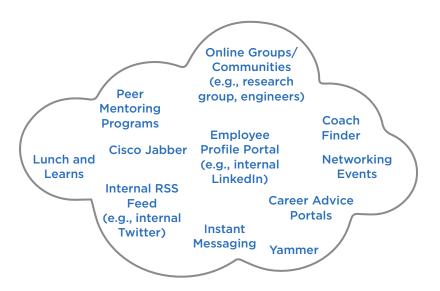
Guide to Creating Quality Development Connections



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.

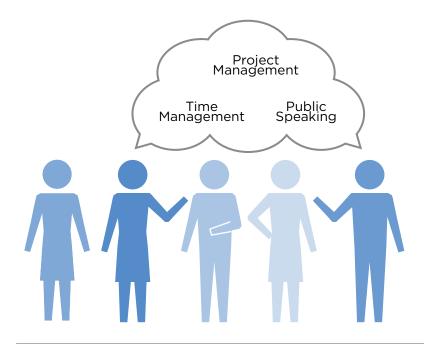


Connection Pitfalls

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

n = 7,309 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.

Identify Best-Fit
Connections

- Scan your network for potential high-quality development connections.
- Match employees with connections based on development skill compatibility.

See our Guide to Identifying Quality Development Connections for Employees

Source: CEB analysis.

Prepare Before
Development Experiences

- Set clear expectations with employees before the development experience.
- Help employees think of meaningful questions.

See our Guide for Preparing Employees to Connect Debrief After

Development Experiences

- Discuss the development experience with employees.
- Create a timeline for future development interactions.

See our Guide to Reflecting on the Development Connection Experience Help Employees
Assess Development
Connection Quality

- Determine the effectiveness of current development connections.
- Consider the options for new development connections.

See our Guide to Assessing Employee Development Connection Quality