

Career Retention and Navigation Conversations (Manager)

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Preparation:

- How are you aligning this job to a journey at UBC?
- What clarity do you bring to further build their engagement?
- What do you think is important to this employee?
- What assumptions do you have about them and/or their skills?
- What approaches have worked in the past with this person?
- What will help you stay curious and nonjudgmental?
- What will you do to create a brave space for this conversation?
- What of your behaviours will further build trust?
- What responsibility are you prepared to take for their success?

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Reflection:

- What did you do well in making the conversation inclusive?
- What were the benefits of having this conversation?
- What surprised you in the conversation?
- What aspects were challenging that you could seek out support?
- What possibilities have emerged for you to take action?
- What are your takeaways on the employee's engagement drivers in order to promote their retention and performance?
- What accountability measures have been agreed upon to enhance performance and engagement (retention)?

2

Questions to ask the employee during the conversation:

- What do you want to achieve from our meeting today?
- What would help make this conversation most meaningful for you?
- What is the significance of this role for you and your career?
- What is creating your sense of belonging to this role/ team/ institution?
- What will enhance your ability to take initiative and be engaged?
- In what way do you see this role build your future at UBC?
- What insights do you seek from me?
- What accomplishments have helped you list your current skills?
- What would help you to engage with the strategic goals in the most positive way?
- What strengths drive your future interests?
- What is your understanding of the alignment of this role with your career aspirations?
- What are your goals to help you develop your future interests?
- What are your measures of success?
- What mentoring opportunities (if any) do you seek from me?
- What is needed to build both, your performance and career in the short and term term?
- What is the plan of action moving forward?

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- ✓ Careers are unique, owned by employees and the key driver for their performance, engagement and retention.
- ✓ Understanding employees' career engagement drivers will enable leaders to enhance their performance and retain them within the team and as one employer.
- ✓ Ongoing formal and informal conversations that continuously leverage your team's career and performance engagement drivers is foundational to your success as a leader.