

Line manager support: behaviours to support health, wellbeing and engagement



Exercise 6: Supporting development

This exercise forms part of the [support materials](#) designed to help you explore and develop your management capability, based on the [behaviours the CIPD have identified](#), and support the wellbeing, health and engagement of your team. It aims to provide ideas and inspiration relevant to **supporting development**, which is the fifth area of management behaviour covered by the framework.

If you haven't already done so, you can get insight into your management capability by completing the [quiz](#). You can then use the [step-by-step guidance](#) to help you get feedback, identify strengths and areas to develop and plan the action you will take. There is also an [action plan sheet](#), which can be used to note down and track your actions.

Supporting development is about taking time to discuss career development with team members and actively supporting them, for example, through offering opportunities for career progression, arranging time off for development and arranging development activities.



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Activity	What have I learnt from reflecting on this?	What will I do differently as a result?
<p>Explore people's wishes: what do my team members want?</p> <p>Until you know what your team members want from their careers, you aren't in a position to help them. Consider asking them questions such as:</p> <ul style="list-style-type: none">• Where would you like to be in your career in 5 or even 10 years' time?• What do you see as your next career step?• What do you most enjoy about your work?• Where do you feel most unsure about your work?• What skills would you like to develop?• What goals and plans do you have for your career and future development?• Are there any projects/ tasks/ roles you would like to experience (or experience more of)? <p>It is important to be careful not to make any assumptions about what people might want or to think that you know best what would be good for them. Consider how you can go into this conversation with an open mind. Be prepared to do a lot of listening to help individuals clarify their wishes. (See exercise 1 for more on listening.)</p>		
<p>Clarify options: what development opportunities are available?</p> <p>Many organisations have a range of development activities and opportunities available to employees. It will be helpful to explore what is available in yours and also what development activities you and your team could draw on from outside the organisation, including:</p> <ul style="list-style-type: none">• Training programmes• Mentoring• Reverse-mentoring (when someone more junior in an organisation mentors someone more senior)• Coaching• Volunteering opportunities <p><i>Continued on next page</i></p>		



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Activity	What have I learnt from reflecting on this?	What will I do differently as a result?
<ul style="list-style-type: none">• Professional courses and qualifications• Apprenticeships• Talent management programmes• Management development programmes• Secondments• Shadowing <p>You could also consider whether there are things that you could arrange within the team or changes you could make within people's roles that would offer development opportunities.</p>		
<p>Explore how you can make it happen: what can I do to help?</p> <p>Once you know what your team members want from their career and what development opportunities are available, you can start to match the two. Questions for you to reflect on and explore with individuals include:</p> <ul style="list-style-type: none">• Which of the development activities and opportunities are most likely to support each individual in getting where they want to go? These may include them doing things to learn 'on the job' in their day to day work.• What needs to happen in order for the individual to access the activity or opportunity that they need? For example:<ul style="list-style-type: none">o Do they need to be nominated by their manager or self-nominate?o Who do they need to talk to?o What processes, forms or applications do they need to complete?• How can you best support them with the development process?<ul style="list-style-type: none">o Do they need time off work to engage in the development and, if so, how will you make that happen?o Do you, as their manager, need to arrange activities for them?		



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<p>Review how you enable reflection and embedding: can they apply their learning</p> <p>Learning and development is a process that happens over time, it involves a cycle of learning, reflecting, understanding and experimenting. As a manager, you can support people in their development by helping them reflect on and embed any learning they do. For example:</p> <ul style="list-style-type: none">• Inviting them to take time to reflect on what they have learnt and review any learning materials, notes etc.• Asking them to feedback what they have learnt to the rest of the team (which will also help them embed their learning).• Providing them with opportunities to use their learning in their day to day work.• Holding them accountable for applying their new skills – or inviting them to buddy up with someone else who will do so.• Providing cues, such as reminder notes or pictures, to remind them to apply their new skills or learning in their work.• Reviewing their development action plan with them to explore opportunities and barriers. <p>Consider whether you could offer these opportunities to your team members and what else you might do.</p>		
<p>Reflect on how you foster learning, development and growth: are you helping team members move on?</p> <p>If you are successful in developing those that work for you, there will probably come a time when the best thing for them is to move on to a new, more advanced or different role. This may mean that you will lose a valuable and experienced member of the team. However, hanging on to a team member when it is time for them to go is demotivating for them and probably for others too, and there are advantages to supporting them to get a new role including:</p> <p><i>Continued on next page</i></p>		



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Activity	What have I learnt from reflecting on this?	What will I do differently as a result?
<ul style="list-style-type: none">• Showing that you are good at developing those who work for you.• Having a valuable contact in the team or organisation to which they move.• Having space in the team to bring in a new person or to develop another team member – this will give new perspectives and skills to the role.• Doing something positive, which will have a benefit for you too. <p>Consider how you have reacted when members of your team have moved on. Could you do anything differently to foster a culture of learning, development and growth?</p>		

This exercise has hopefully helped you generate ideas on what you want to do differently in order to do more to support the development of members of your team. You can refer to the [exercises page](#) for more advice on developing your management approach.