



THE UNIVERSITY OF ARIZONA
Human Resources

CAREER CONVERSATIONS: SUPERVISOR TRAINING

MARCH 2025

**CAREER
CONVERSATIONS**
*SUPERVISOR
TRAINING*

“Leadership is not just about being in charge. It is about taking care of those in your charge.”

Simon Sinek



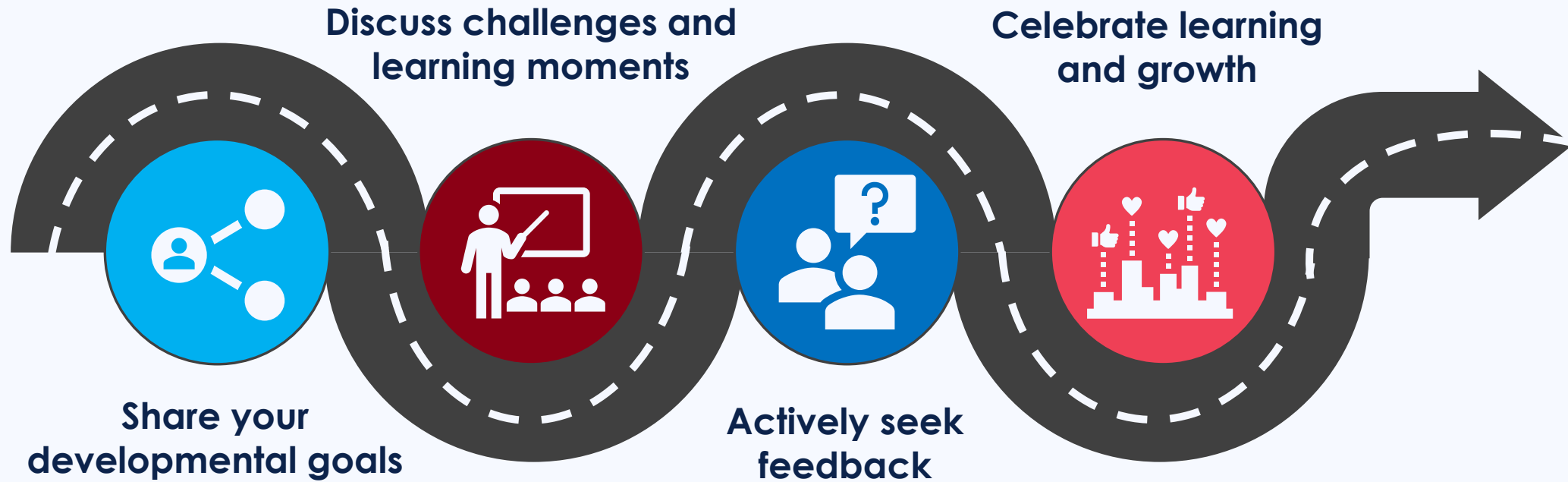
CAREER CONVERSATIONS

SUPERVISOR TRAINING

- ✓ Practical Strategies for Optimizing Career Conversations
- ✓ How to Empower Employees to Take Ownership of Their Growth
- ✓ Techniques for Providing Coaching and Feedback



LEADING BY EXAMPLE



GUIDING CAREER CONVERSATIONS WITH THE GROW MODEL

STEP	PURPOSE
GOAL G	Help your employee establish a clear GOAL .
REALITY R	Help your employee determine their current REALITY .
OPTIONS O	Work with your employee to explore OPTIONS for moving forward.
WAY FORWARD W	Partner with your employee to help them commit to specific actions as a WAY to move FORWARD .

SHIFTING FROM SUPERVISOR TO COACH

Traditional Management



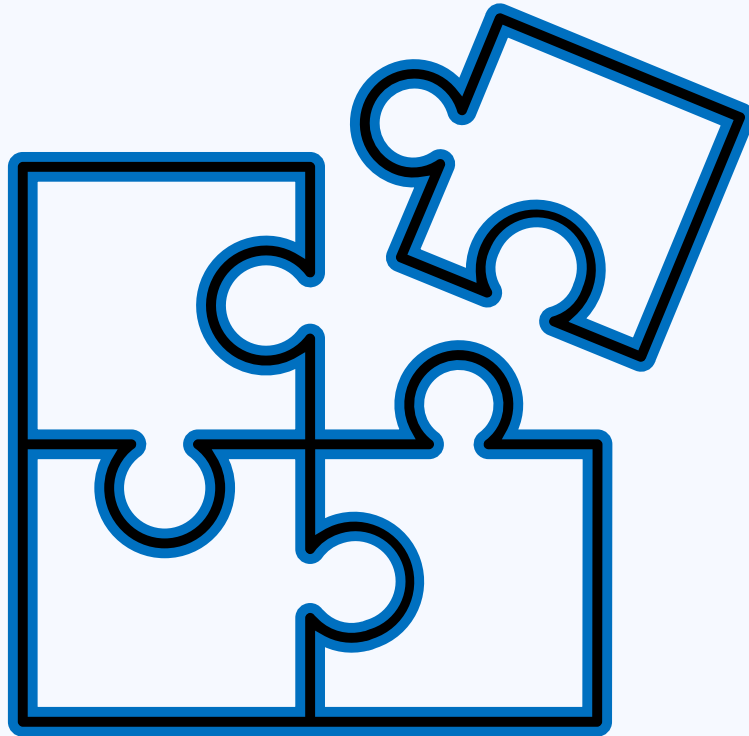
- Focuses on tasks and performance
- Provides directives and solutions
- Defines career paths for employees
- Measures success by immediate results
- Employees rely on supervisor for answers



Coaching Leadership

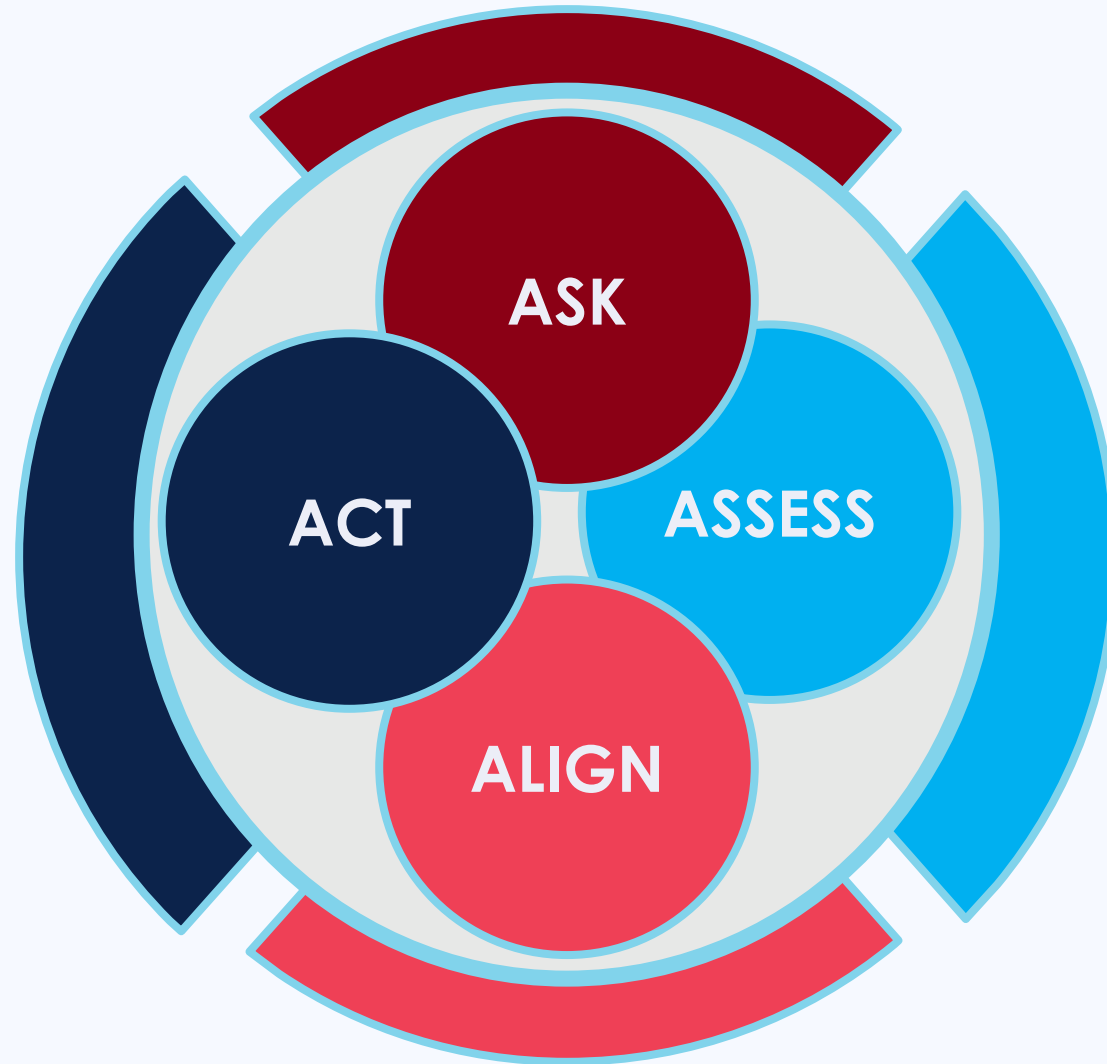
- Focuses on growth and development
 - Asks questions to guide thinking
- Helps employees explore their own paths
- Measures success by long-term growth
- Employees take initiative and ownership

EMBRACING A COACHING MINDSET



- ✓ Make Career Conversations a Regular Habit
- ✓ Ask Open-Ended Questions to Help Employees Reflect
- ✓ Encourage Employees to Take Risks and Own Their Development
- ✓ Offer Support but Don't Take Over the Process

ELEMENTS OF AN EFFECTIVE CAREER CONVERSATION



COACHING THROUGH FEEDBACK



SANDWICH FEEDBACK MODEL

I really appreciate your enthusiasm and how much effort you put into your projects (*positive*).

However, I've noticed that some of your recent deadlines have been missed, which is causing delays for the team (*constructive*).

But overall, you bring great energy to the team, and I know you're capable of delivering great work (*positive*).



SBII FEEDBACK MODEL

S

Situation. Understand the specific context where the behavior occurred

B

Behavior. Focuses on observable actions, not assumptions.

I

Impact. Explain how your actions affected the team, project, or outcome.

I

Intent. Reflect on how to adjust your behavior for a better outcome.

Positive: During our team meeting last Friday (*situation*), you presented clear, data-driven insights and responded well to questions (*behavior*). As a result, leadership felt confident in your recommendation and approved the proposal (*impact*).

Constructive: In yesterday's team meeting (*situation*), I noticed you interrupted others a few times while they were sharing ideas (*behavior*). This made it difficult for everyone to contribute fully (*impact*). How can you ensure everyone has finished sharing their ideas before adding your input (*intent*)?

EXPANDING GROWTH: SKILLS, EXPOSURE, OPPORTUNITY



- Encourage skill-building and cross-functional exposure
- Offer feedback that connects performance to future opportunities
- Normalize lateral moves and skill diversification



KEY TAKE-AWAYS

- ✓ Leadership is about developing others
- ✓ Every interaction is an opportunity to coach and inspire
- ✓ Empowering employees leads to stronger engagement and performance
- ✓ Providing meaningful feedback and coaching is essential
- ✓ Your impact as a leader is measured by how well your team grows



- **Lead by example**
- **Coach using the GROW Model**
- **4As for Effective Career Conversations**
- **Develop Coaching Mindset**
- **SBII Feedback Model**
- **Career Conversations Website**
 - **Link to download Career Conversation Form**
 - **Supervisor UAccess Upload Guide**
 - **GROW Framework, Email Template, LinkedIn Learning Resources, etc**
- **Career Conversations Open Office Hours**
 - **April 2 from 12pm-1pm**
 - **April 15 from 9am-10am**



**LinkedIn
Explorers**

LinkedIn Explorers

Spring 2025

WHAT IS LINKEDIN EXPLORERS?

- Peer Learning
- Cross-Campus Connection
- Dialogue & Understanding
- Application of Content
- Approximate Time Commitment:
 - Watch Course: ~30 minutes
 - Discussion Meeting: 45 minutes

BENEFITS

- Foster Peer Connection
- Deepen Understanding
- Knowledge Sharing
- Active Learning
- Idea Generation
- Diverse Perspectives
- Increase Engagement with Learning

Search Results for "LinkedIn Explorers"

LinkedIn Explorers

All

Learning Catalog

Links

Files

Videos

Gr

Learning Event Type

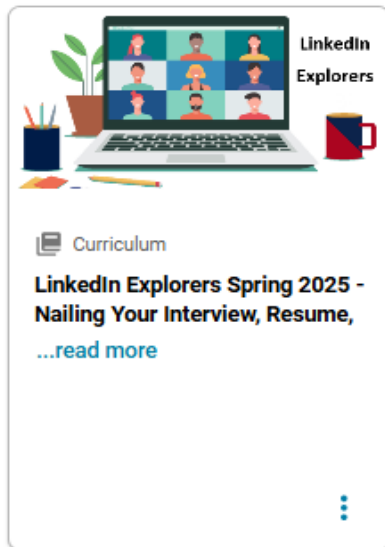


Delivery Type



Category

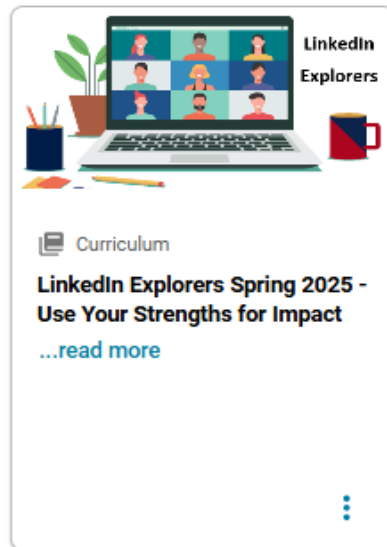
10802 results found for 'LinkedIn Explorers'



LinkedIn Explorers

Curriculum

LinkedIn Explorers Spring 2025 -
Nailing Your Interview, Resume,
[...read more](#)



LinkedIn Explorers

Curriculum

LinkedIn Explorers Spring 2025 -
Use Your Strengths for Impact
[...read more](#)

HOW TO GET INVOLVED

Step 1: Choose Your Course

Step 2: Register for the Course

Step 3: Watch the Course

Step 4: Reflect on the Material

Step 5: Attend the Discussion Session

Once you've completed the course and attended the discussion session, your progress will automatically be recorded in your **EDGE Learning account** under the **Completed Learning** section.

Questions?



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Thank you!

