

Field Guide to Development

The Energage Survey Statement

“My manager helps me learn and grow.”

Survey Theme

My Manager

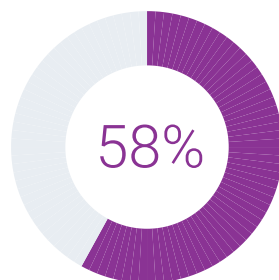
Why Development Matters

In today's work environment, employees don't often expect much support from their employer in the growth of their career. This might be true in the average workplace, but high-performing top workplaces know that unleashing employee potential depends on manager support for development.

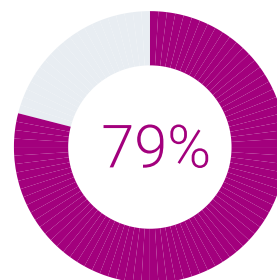
A great manager is also a coach — someone who takes the time to truly understand their employees' abilities and interests, then align them with the organization's needs. Note this isn't limited to formal training. Often the greatest development opportunities are new and challenging projects that help the organization grow.

Development at Top Workplaces vs. Average Organizations

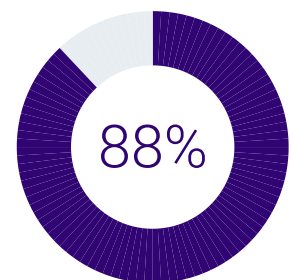
Only 58% of employees at average organizations responded positively to the Development statement on the [Energage Survey](#). But at Top Workplaces, this jumps to 79-88%.



Average Organizations



Top Workplaces



Top 10% Top Workplaces

How to Help

Quick Fixes

- Encourage managers to learn — and care — about their employee's career goals.
- Remember employees own their own development, but they need manager support to really succeed.
- Help managers keep an eye out for cross-training or development opportunities with interdepartmental manager meetings.
- Make sure new job opportunities are publicized within the organization.

Big Picture Plans

- Make learning a key part of the culture by celebrating all employee development.
- Ensure managers are incentivized for the growth of their employee, even if it results in transitions across teams.
- Equip managers with resources to support any development their employees need.
- Consider implementing [Energage Coach](#) to support managers in this work.

What to Watch for

- Some managers will worry about supporting development for fear of losing valued talent. Remind them that employee growth is to the whole organization's advantage and provide resources to support that.
- It's important for senior leaders to model development support with their own direct reports. Sometimes this means celebrating a difficult departure because you know it's right for the person who's moving on.
- Remember that employee growth can take employees out of your organization for the right development. Consider developing relationships with other local organizations so you can help with outplacement and leave the door open for your talent to return when your paths align again.

What Development Sounds Like

"My manager takes time to listen and helps me to be proactive about my career growth. She doesn't just talk about my project list in our 1:1s. She takes the time to talk about where I want to go and how she can help me to get there. She encourages me to think beyond my current role and what I want to do down the line."

"He always provides me with opportunities to join meetings and events that do not directly impact my job but allow me to learn and see different parts of the business."

"I've been given the opportunity to learn about a completely new industry that will help our company to grow. My manager encourages and guides me, but also allows me to make most of the decisions."

"My manager involves me in meetings and decisions. Other managers might not allow that based on my lack of experience. But sitting in on those important conversations and having candid talks has taught me how to lead based on real-world experiences."

"My manager is helpful, friendly, and knowledgeable. I feel comfortable asking any questions I have, no matter how big or small. My manager helps me work through any issues I'm having and always points me in a defined direction; I never feel like I'm left to figure something out on my own. My manager also supports and encourages me to learn new things and pursue new opportunities and acknowledges when I do something well. I never feel unappreciated or underutilized."