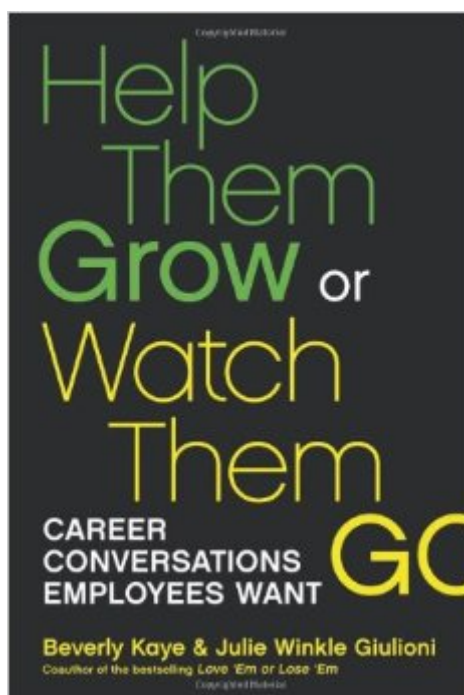


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# Help Them Grow Or Watch Them Go: Career Conversations Employees Want



## Synopsis

Study after study confirms that career development is the single most powerful tool managers have for driving retention, engagement, productivity, and results. Nevertheless, it's frequently back-burnered. When asked why, managers say the number one reason is that they just don't have time for the meetings, the forms, the administrative hoops. But there's a better way. And it's surprisingly simple: frequent short conversations with employees about their career goals and options integrated seamlessly into the normal course of business. Beverly Kaye, coauthor of the bestselling *Love 'Em or Lose 'Em*, and Julie Winkle Giulioni identify three broad types of conversations that will increase employees' awareness of their strengths, weaknesses, and interests; point out where their organization and their industry are headed; and help them pull all of that together to design their own up-to-the-minute, personalized career plans. *Help Them Grow or Watch Them Go* is filled with practical tips, guidelines, and templates, as well as nearly a hundred suggested conversation questions.

## Book Information

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## Customer Reviews

In my work with leaders at any level, I often hear the reasons why they won't have career conversations with their employees. Quite often they reveal that while they have the will, they are afraid they don't possess the skill. Worry no more! *Help Them Grow or Watch Them Grow* is a practical and easy guide book for busy managers who want to have meaningful career conversations with their employees.

I received an early-review copy of "Help Them Grow or Watch Them Go: Career Conversations Employees Want", and initially I was skeptical about reading it because I didn't hold a management title, nor did I work in a "normal" business environment, so I wasn't sure how it could be of use to me. I certainly did not expect to be sucked in by it, but that's exactly what happened! Once I started reading, I couldn't put it down, and despite my not being in a position of leadership, I closed the back cover with lots of new ideas swirling around in my head. Even though I don't have a "management" title, the ideas conveyed in "Help Them Grow" can be applied in other life situations - including mentoring (whether official or casual), in church positions (like the missions committee that I have chaired for the last two years), or even from a leading-up standpoint. "Help Them Grow or Watch Them Go" has a complete lack of technical jargon, and uses a down-to-earth, practical tone throughout the book. Kaye and Giulioni bring the theory of leadership into the realistic realm of day-to-day work, dealing with the usual time constraints and an understanding that projects still have deadlines, but pointing out that employees still need to grow. I've read books on leadership before, but this was the first one that I felt was truly geared for the needs of the average Joe or Jane, giving ideas and starting points that can be easily incorporated in the workplace.

This book is a breathtakingly brilliant breakthrough--fresh insight laced with timeless wisdom for managers to make a compelling difference in peoples' career development. This book takes managers off the hook for having all the answers to peoples' career questions, but puts them solidly on the hook for having the right questions. Questions that are asked with intense curiosity. Questions that help people develop hindsight and foresight to discover insights to make smart career development plans and actions. The book is peppered with concrete examples of these questions and great advice about how to ask them to engage in rich, meaningful career conversations. A must read for managers who want to be more successful in supporting peoples' career development and also want to enjoy the benefits of increased employee engagement and retention, And, oh, by the way, increase their own enjoyment and sense of pride in making a positive difference in peoples' careers.

Every few years a leadership book comes out that I like so much that I read it with a highlighter. I use them in staff development and lend them out to others who want to improve themselves and/or their staff. Help Them Grow or Watch Them Go is one of those books. Help Them Grow is the type of book that makes you think, "Hmm, why haven't I been doing that?" It's a straightforward roadmap

on how to help your staff develop without you having to take control of the reins. Let your employees grab hold of those reins and become responsible for their own growth. Kaye and Giulioni say that "your role is more about prompting, guiding, reflecting, exploring ideas, activating enthusiasm, and driving action". This book shows you ways to incorporate these career conversations in your everyday work life.

I am on the back 9 of my Sr. Management career and found this to be an excellent and easy read to help turn on some lights that I did not realize were fading. There are some great pointers as to how to keep the team motivated without confrontation or self imposed stress. Good for all levels, pass it on to your teammates.

As a career consultant, I am often asked to coach around real time, easy to understand applications for holding career development conversations that have impact. This book not only provides rich insight into talking constructively about one's skills and behaviors, but also the tough dialogue around delivering candid feedback. Addressing one's perception of their skill and abilities as it relates to their reputation, the future of their work and other key elements of long term career success are addressed and mapped out in a very easy to apply format. The ABC model is a powerful tool and the 'What if..' questions at the end of each chapter are truly thought provoking.

Help Them Grow or Watch Them Go is an essential book for all managers. It provides a framework for having critical career conversations with employees. One of the things I like the best about the book is the practical tips and questions that are included. Kaye and Giulioni make it easy for managers to have these conversations. I love this book! Open the book to any page and you'll get valuable information.

I've been reading Beverly Kaye on career development ever since "Up is not the only way" came out in the '90s. She has the best advice on how to have a meaningful career conversation and I've used her techniques on my own employees for years. I highly recommend "Help Them Grow."

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