



Manager's guide to the Professional Skills playbook

This one-page guide is designed to help you prepare for a productive discussion with your direct report after they have completed their Professional Skills training and playbook. The goal is to move from a training exercise to a collaborative conversation about growth.

What is the Professional Skills playbook?

Your employee has completed a series of simulations designed to enhance core workplace competencies. This playbook is their personal reflection on that training; it outlines their key takeaways and a proposed action plan. It is a tool for self-assessment and a conversation starter for you and your employee.

How to prepare for the conversation

- **Review the playbook:**
Read through your employee's completed document before your meeting. Pay attention to areas of self-identified growth, their proposed action steps, and their reflections on how the training addresses their specific needs (especially for new hires or those on a PIP).
- **Focus on collaboration:**
Frame the conversation not as a performance review but as a collaborative effort to support their growth. Your role is to listen, provide feedback, and help them refine their action plan.

Key questions to ask during your discussion

- **To start the conversation:**
"I was impressed by your thoughtful answers. What was the most surprising thing you learned about yourself during this process?"
- **To dig into their action plan:**
"Your goals for applying what you've learned are great. What support or resources do you need from me or the team to help you achieve them?"
- **To understand the value of the training:**
"You mentioned the training was helpful in [skill they identified]. How can we integrate this new skill more into your daily work so you have a chance to practice?"
- **To guide their future growth:**
"Based on your self-assessment, what is one area we should both focus on to help you reach your next career milestone here?"

Next Steps

After your discussion, work with your employee to define 1-2 concrete, measurable goals based on their action plan. Schedule a follow-up in 30-60 days to check in on their progress and provide further support. This closes the loop and reinforces the value of their professional development.

