



World Food Programme

It's all about  
**PEOPLE**  
● HUMAN RESOURCES

# Supporting Careers of Others



**English** | [Français](#) | [Español](#)

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# Welcome to the Supporting Careers of Others Toolkit!

This toolkit is focused on providing guidance to **managers, supervisors, HR officers, L&D focal points, senior leaders, staffing coordinators, and anyone who plays a role in supporting others' career management and development.**

## HOW TO USE THIS TOOLKIT:

### Use the menu to find guidance on each topic

In addition to the buttons below, you can use the menu on the top bar on any page, simply click on the section you would like to see.



### Search based on the type of support you will provide

Hit **ctrl + f** on your keyboard to open the search function. We encourage you to search the [hashtags of each type of career support, click here to see more.](#)



# WFP Career Support Roles

While anyone can step into supporting someone if they wish to, **there are formal roles at WFP that are accountable for this.** This section outlines these roles, their key responsibilities and relevant actions, as well as relevant commitments and other more informal supporting roles.

Click on each to find out more!

## WFP Mutual Commitments

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# WFP MUTUAL COMMITMENTS

as part of the WFP People Policy

At WFP, we have mutual commitments from the organization, all employees, and leaders/managers such as yourself. **These commitments are outlined in the People Policy.**

As you support others in their careers, get acquainted with the relevant commitments and principles to make sure you are honoring them.

Remember the 3 key principles of career management at WFP:

## KEY CAREER MANAGEMENT PRINCIPLES



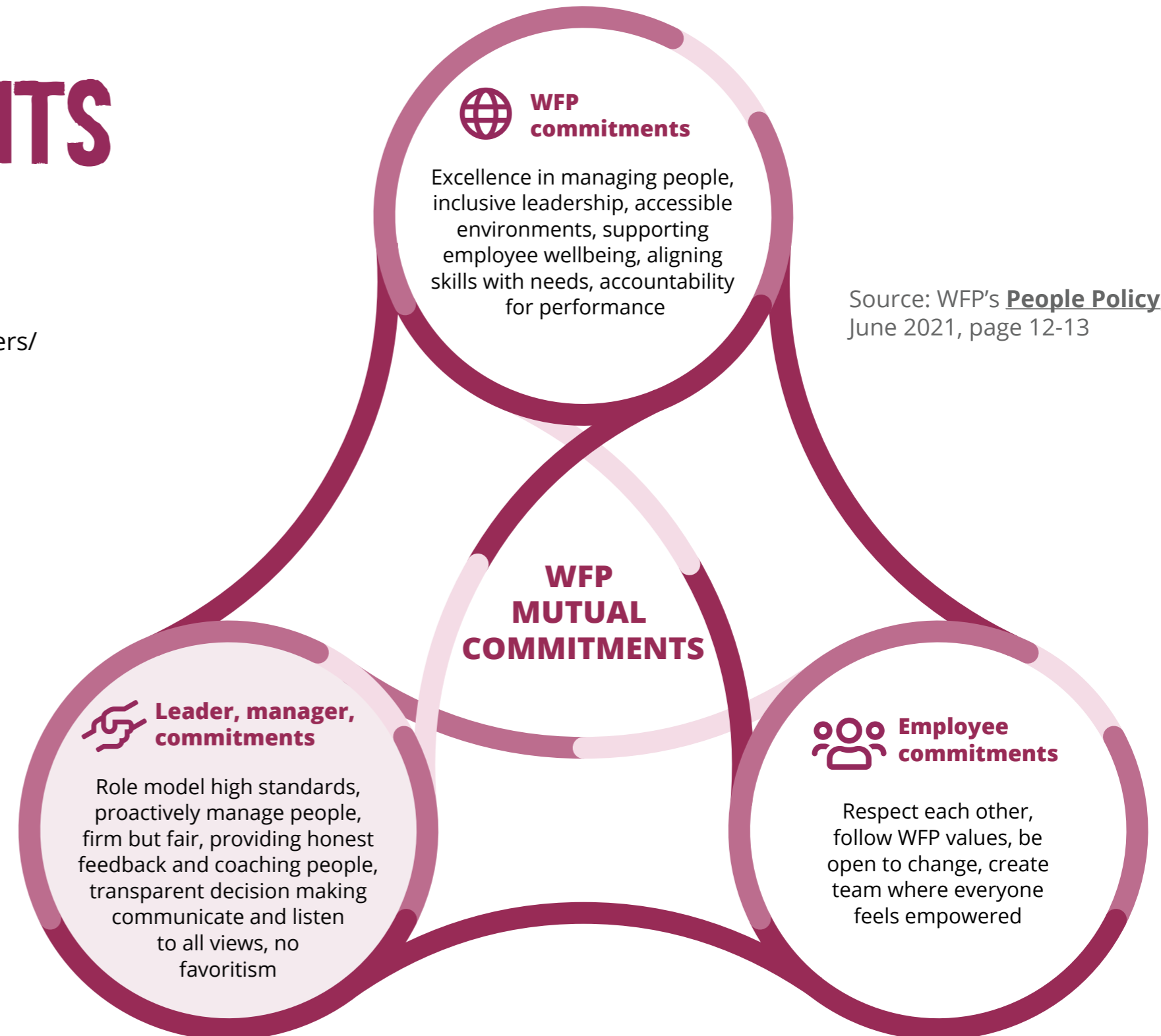
Each person is responsible for their own career



Job experience is a key career booster



Strong performance is essential



Source: WFP's **People Policy**, June 2021, page 12-13

# SENIOR BUSINESS LEADER

## prioritise people management & development

Senior business leaders play a crucial role in providing career support to their employees by prioritising people management and development. They can contribute to the success of the organization and its employees by taking actions such as:



Setting the tone and aiming for excellence in their approach to managing and developing people as a priority for the functions/COs that they lead



Recognising and showcasing excellent people management practices among the leaders in their CO/Function



Actively engaging with HR colleagues and staffing coordinators to put in place action plans to support succession planning and career management support for their areas of responsibility



Taking an active role in coaching and mentorship (through participating in the [WFP Professional Development Mentoring Programme](#)) and encouraging their leaders to do so



Being available for career conversations and to share their own experience of navigating WFP and managing their own career



**Sponsoring** talented individuals who could benefit from greater exposure



Being a role model [WFP Values](#) and [Leadership Framework behaviours](#) in the discussions and decisions made regarding people management and career processes at WFP



Fostering an enabling environment for career development and growth



**Fostering psychological safety** to help colleagues feel comfortable and work at their best

# STAFFING COORDINATOR

identify high-potential talent and create opportunities for development

Staffing Coordinators lead the coordination of international professional staffing requirements, working closely with relevant HR counterparts and with hiring managers, as well as preparing recommendations for review by the Staffing Committees.

Staffing coordinators also:



provide career guidance, support and advice to employees within the functional area



act as an advocate for people management excellence



promote an inclusive workforce and feedback culture



***sponsor*** talented individuals who could benefit from greater exposure



***foster psychological safety*** to help colleagues feel comfortable and work at their best

As a Staffing Coordinator, you can ***actively engage with line managers to identify high-potential talent and create opportunities for development through mobility and/or temporary short-term deployments (TDYs), based on organizational needs;***

There is also opportunity to ***provide career planning guidance and support*** to employees in the functional area by directly engaging with them to ***provide honest and constructive feedback*** on their various points, showing you care about their development. In this instance, you can make use of this toolkit and more resources on the Career Resource Centre.

# LINE MANAGER

encourage & create space for development

As a manager, your team members may seek and even expect proactive career advice from you. Getting to know them as individuals and creating an open relationship of trust to discuss challenges and opportunities will serve you well in the long run! It can be very rewarding to see colleagues grow and develop based on your guidance.



## Do:

- Have meaningful career conversations
- Listen actively
- Get to know them
- Create a clear boundary between what is a career conversation and what is daily work and performance
- Encourage and create space for their development
- Identify and know where to access supporting information (such as this toolkit and the [Managing My Career Toolkit](#)) or individuals with specific knowledge e.g. Staffing Coordinators, local HR officers, etc. Make use of these resources and more on the [Career Resource Centre](#).
- **Sponsor** talented individuals who could benefit from greater exposure
- **Foster psychological safety** to help colleagues feel comfortable and work at their best



## Don't:

- Create unrealistic expectations
- Avoid career discussions because you feel you must have all the answers
- Assume they have the same career aspirations and drivers as you – theirs may be different even if you are in the same team!
- Let immediate team priorities and resourcing get in the way of supporting someone's development and growth opportunities

# LEARNING & DEVELOPMENT FOCAL POINT

offering developmental support, advocating for development

As an L&D focal point, you may have colleagues from various teams coming to you for developmental support (be that learning or career support!). Be well acquainted with the resources available at WFP ([WeLearn](#), [Career Resource Centre](#), [WFP Learning Management Group](#) etc.) and what is being available outside your Function/Country Office as well – so you have a nice repertoire to refer to! Listen to what they are experiencing and what their development and longer-term career goals are, this may help you direct them to development solutions that make more sense to them.

You may also need to advocate with line managers and senior leaders to create time and space for development and learning in your Function and CO.

## ✓ Do:

- Develop your empathy and active listening skills
- Broaden your repertoire to include career support resources – this toolkit will help you do that!
- Network with other L&D focal points across the organization – the [Learning Management Group](#) is a great vehicle for this! It will enable you to build a broader view of L&D and career resources across WFP.
- Make use of this toolkit and more resources on the [Career Resource Centre](#).

## ✗ Don't:

- Jump to conclusions about what they need before you listen and understand their needs.
- Assume everyone has the same career aspirations/goals or timelines
- Assume everyone has the same learning and development needs
- Limit your advice to traditional or formal learning programmes. This is an opportunity to explore creative options for development

# HR OFFICER

## offering guidance & career support conversations

As an HR officer you are likely more familiar than most with career support and may be receiving queries from colleagues about policies, protocols, organizational structures, and individual career support. You also play a role in guiding managers on career conversations with their team members and promoting the active use of the available career development resources. This Toolkit will support you in digging deeper into the individual career support aspect with guidance and resources.



### Do:

- Develop a basic understanding of career paths and opportunities in Functional areas, your country office or region to better advise others
- Stay up to date with current HR and career support trends outside the organization
- Use your interpersonal skills to connect with colleagues and better support them
- Make use of this toolkit and more resources on the [Career Resource Centre](#).



### Don't:

- Shy away from career conversations because you feel that you have to have all the answers or to avoid difficult conversations
- Be afraid to connect on a personal level. This may be exactly what the colleague is looking for
- Assume that career conversations are the responsibility of the line manager only. You may have a broader perspective that the colleague will value
- Assume everyone has the same career aspirations/goals or timelines

# MENTOR

## understanding challenges & potential actions

Whether you are a formal mentor in the [WFP Professional Development Mentoring Programme](#), or have a more informal mentoring relationship, you will inevitably discuss career management and guidance with your mentees. This is a relevant topic and colleagues are frequently looking for career advice in all corners of WFP. As a mentor, you can support them in understanding their challenges and potential actions they may take in their career management.



### Do:

- Listen actively to your mentee
- Offer reflection questions and exercises
- Share your own experience when asked
- Make use of this toolkit and more resources on the [Career Resource Centre](#).
- Engage in the WFP Professional Development Mentoring Programme.
- [Learn more about being an effective mentor!](#)



### Don't:

- Offer unsolicited advice
- Assume they have the same career aspirations you do
- Act as the mentee's line manager; your role as a mentor is to guide and support, not take on managerial responsibilities.
- Take over the mentee's process; they should be doing the work themselves.
- Force the mentee in one direction; let them guide their own development.
- Solve problems for the mentee; you should offer support and guidance to help them find solutions.
- Promise career progression; instead, focus on developing skills and competencies that can improve job performance.
- Talk when you should be listening: remember that mentoring is a two-way relationship; listen to the mentee's thoughts and feedback while sharing your own knowledge and experience.

# INFORMAL ROLES

In addition to the formal roles, anyone may step into a position of supporting someone in their career when you are seen as a trusted colleague and asked for your advice. Here are some other ways any of us may support:



Supporting others when onboarding



Sharing your own career journey, path, experiences when asked by others



Peer-to-peer learning & development



Taking an interest in your fellow team members and their development – providing feedback on their achievements, strengths, opportunities you hear that they may be interested in and ways they can continue to grow



Sharing your own knowledge and helpful tips with a colleague

# Types of Career Support

Supporting careers of others most often means actively listening to what they have to say, being a sounding board, encouraging exploration of potential options, and offering guidance based on what you hear. Truth is, there is no clear method that will work every time – supporting others through their careers is based on developing a mutual understanding of how this particular colleague can benefit from your guidance, knowledge, perspective and expertise. This will change on a case-by-case basis, as we are all different and so are our career aspirations! It will also depend on your role – be it as a line manager, a peer, a mentor, an HR officer or a staffing coordinator, a senior business leader, amongst others.

In this Toolkit, we will find suggested approaches and helpful resources to guide your process of providing support.

See more about:

What type of career management support could you offer? >



**Inspire Confidence**



**Encourage Exploration**



**Provide Challenge**



**Build Strategies**



**Establish Sponsorship**

# What type of career management support could you offer?

The truth is, you do not have to offer just one type or another. Different situations will call for different approaches, and sometimes even combinations of them!

Each of these will offer something specific when it comes to career support, and oftentimes you may even combine these roles. It will all depend on the situation.

**The ultimate goal is to understand the right situation and individual circumstances where playing one of these roles would benefit someone else as they have questions and explore opportunities in managing their careers.**

## **Q Search this toolkit based on the type of support you will provide**

Hit *ctrl + f* on your keyboard to open the search function. Search each of the hashtags **#Confidence**, **#Exploration**, **#Challenge**, **#Strategies**, and **#Sponsorship**, to find all the resources you can use to provide each type of support.

**Click on each role** to learn more about them!

*Offering, recognition & motivation*

*Offering new discoveries & opening possibilities.*

*Offering reflection, questioning & intriguing*

*Guiding people to tools & approaches that drive action planning*

*Unlocking opportunities to showcase talent*

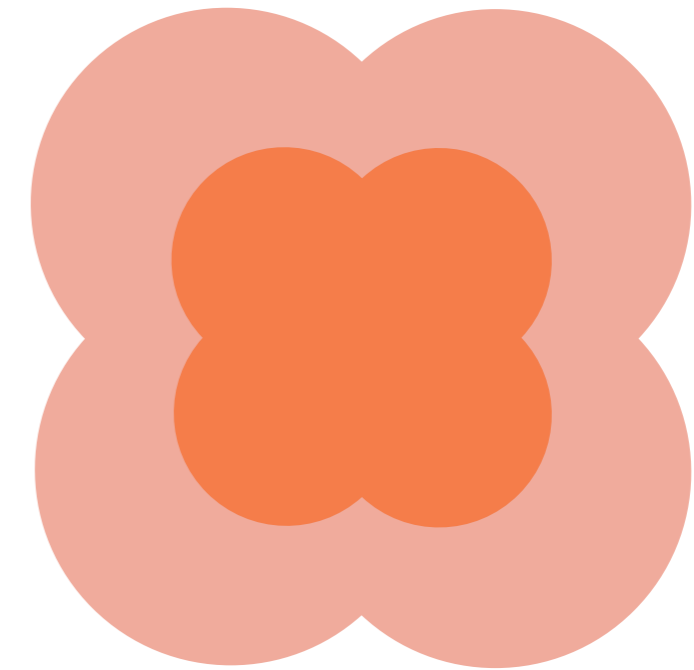
# Inspire Confidence

See resources to step into this role by searching this document for the tag **#Confidence**

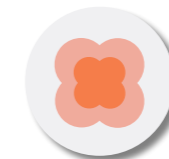
## *Offering, recognition, motivation & encouragement.*

This role is about **helping others to build their personal confidence and self-belief**. You cheer them on their journey and offer encouragement to continue their path, listening to their challenges and empathizing. Most importantly, **you help others recognize their strengths, the value that they bring, what makes them unique, and recognize their achievements – both large and small**. Confidence and self-belief are extremely important in achieving our goals as individuals. Providing individuals with perspective is one way of regaining that confidence – [dig deeper into this aspect by watching this video.](#)


**Click here to see actions you can take to inspire confidence!** >



Resources which **inspire confidence** are marked with this symbol and tag.



**Inspire  
#Confidence**

 Search this document for **#Confidence** to find these resources.

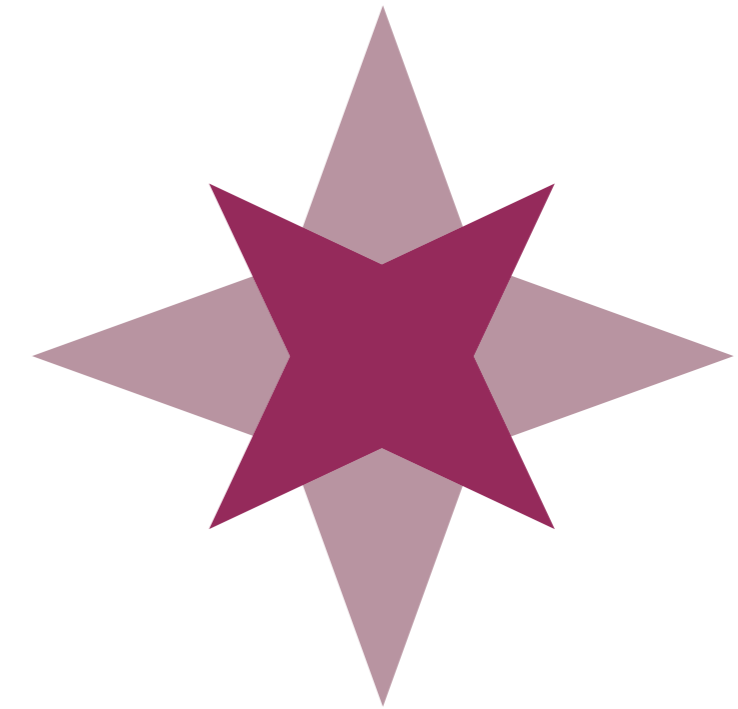
# Encourage Exploration

See resources to step into this role by searching this document for the tag **#Exploration**

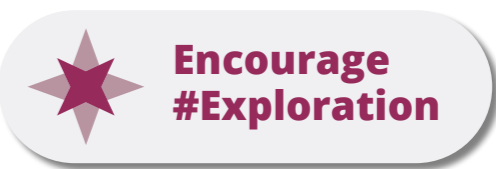
## *Offering new discoveries & opening possibilities.*


This role is about **encouraging others to discover new things**. A method or tool they had never heard of, an interesting book or helpful podcast new ways of thinking, learning opportunities, new people to connect with. **You inspire others to grow and develop as they explore possibilities, engage in self-reflection, and gain new insights!** You help others to stay curious and embrace their lifelong career journey and continue to build new capabilities and experience.

[Click here to see actions you can take to encourage exploration!](#) >



Resources which **encourage exploration** are marked with this symbol and tag.



 Search this document for **#Exploration** to find these resources.

# Provide Challenge

See resources to step into this role by searching this document for the tag **#Challenge**

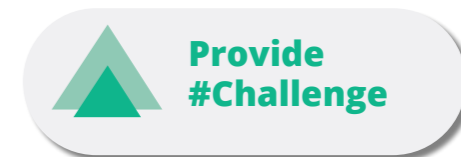
## *Offering reflection, questioning & intriguing.*


In this role, you are actively engaged in **helping others find new opportunities or experiences that challenge them to move beyond their comfort zone and into their "stretch zone"**. As a line manager, you may be looking for ways to enable your team members to build new skills by exposing them to tasks or projects that are new in their current role. It may be facilitating a temporary duty assignment (TDY). It may be **providing developmental feedback that creates the drive to strengthen an aspect of their performance or skills - putting them in a better position for future career opportunities**. To dig deeper into the stretch zone and positive challenges, [watch this short video!](#)

**Click here to see actions you can take to provide challenge!** >



Resources which **provide challenge** are marked with this symbol and tag.



 Search this document for **#Challenge** to find these resources.

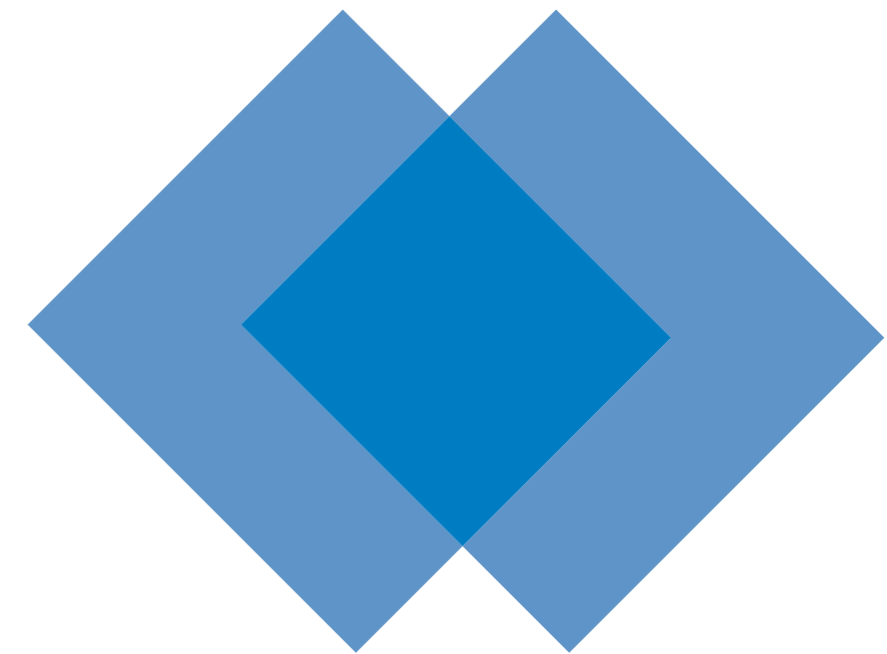
# Build Strategies

See resources to step into this role by searching this document for the tag [#Strategies](#)

## Guiding people to tools & approaches that drive action planning


In this role, you are *guiding people to tools, frameworks, approaches that enable them to build clear action steps to achieve their short or longer-term career management goals*. This may include sharing strategies and approaches that have worked for you e.g. finding a mentor, setting a 3-month SMART goal for the next phase of your career, networking advice to explore possibilities in other areas of the organization. *You may have practical strategies to share, providing information and understanding of organizational processes that can sometimes feel messy and overwhelming!* In this role you help others to visualize, understand and plan clear ways forward in working towards their goals.

[Click here to see actions you can take to build strategies!](#) >



Resources which *build strategies* are marked with this symbol and tag.



 Search this document for [#Strategies](#) to find these resources.

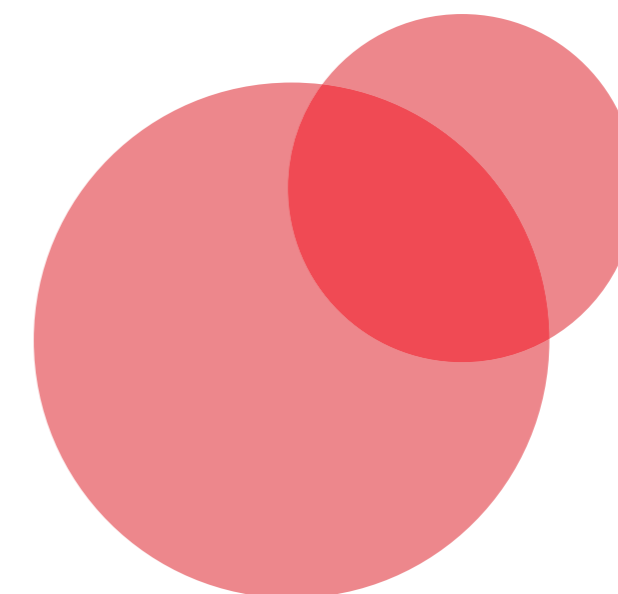
# Establish Sponsorship

See resources to step into this role by searching this document for the tag **#Sponsorship**

## *Unlocking possibilities to showcase talent*


Sponsoring careers can be an effective way to build a strong culture of career development and growth at WFP. As a sponsor, ***you can unlock opportunities for colleagues to showcase their talents, which in turn can provide a valuable boost to their career.*** By sponsoring a diverse group of individuals, you foster a culture that builds talent for the future. To identify nascent potential and unlock new opportunities for your colleagues, it is essential to look beyond those you already know. By seeking out talent beyond your immediate circle, you can ***help individuals with untapped potential and create opportunities for visibility.*** Click below to learn more about this role with additional resources.

**Click here to see actions you can take to establish sponsorship! >**



Resources which ***establish sponsorship*** are marked with this symbol and tag.



 Search this document for ***#Sponsorship*** to find these resources.

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# Fostering Self-Awareness in others

Being self-aware is an important aspect of managing careers. When guiding someone in their career management or development, encouraging them to align their career goals and aspirations with their self-awareness is key. You might suggest they dig deeper into their values and behaviours, their strengths and how to utilise them. You might even support them in finding their purpose – which is why these are the topics you will find in this section.

Fostering self-awareness means being able to help others reflect on their own unique career journey, noticing their strengths and motivations, as well as creating a clear understanding of the WFP values and behaviours.

Navigate the subsections below to continue fostering self-awareness!

**Helping build strengths & growth opportunities** >

**Helping others find their purpose** >



# Exploring and reflecting values & behaviors

Understanding one's own personal values can be important in making choices and decisions about one's development, goals, and overall career. You can **encourage colleagues to reflect on their personal values and behaviours and how they relate to their career goals and aspirations**, as having this understanding can lead to a more fulfilling career journey. Of course, this means considering **how their values connect with [WFP's organizational values](#)**, which were defined and agreed upon through a collaborative and inclusive process, as well as with the standards of behaviour outlined by the [WFP Leadership Framework](#).

In your own role, it is important to **role model the WFP values and Leadership Framework behaviours** for the people you are supporting, as you encourage colleagues to live by these standards.

Use the resources in this section to get acquainted with **WFP values** and our **Leadership Framework**, learn more about how to **foster diversity & inclusion**, help others understand their **personal values** and **evaluate their behaviours**.

## Exploring and reflecting the WFP values together

Article | 4 min | Page 21



## Actions to support others in using the WFP Leadership Framework for career development

Article | 4 min | Page 23



## WFP Leadership Framework RAG Form

Assessment | 10 min | Page 24



## Understanding and fostering diversity & inclusion

Article | 4 min | Page 25



## Helping others understand their personal values

Tips | 4 min | Page 22





# Exploring and reflecting the WFP values together

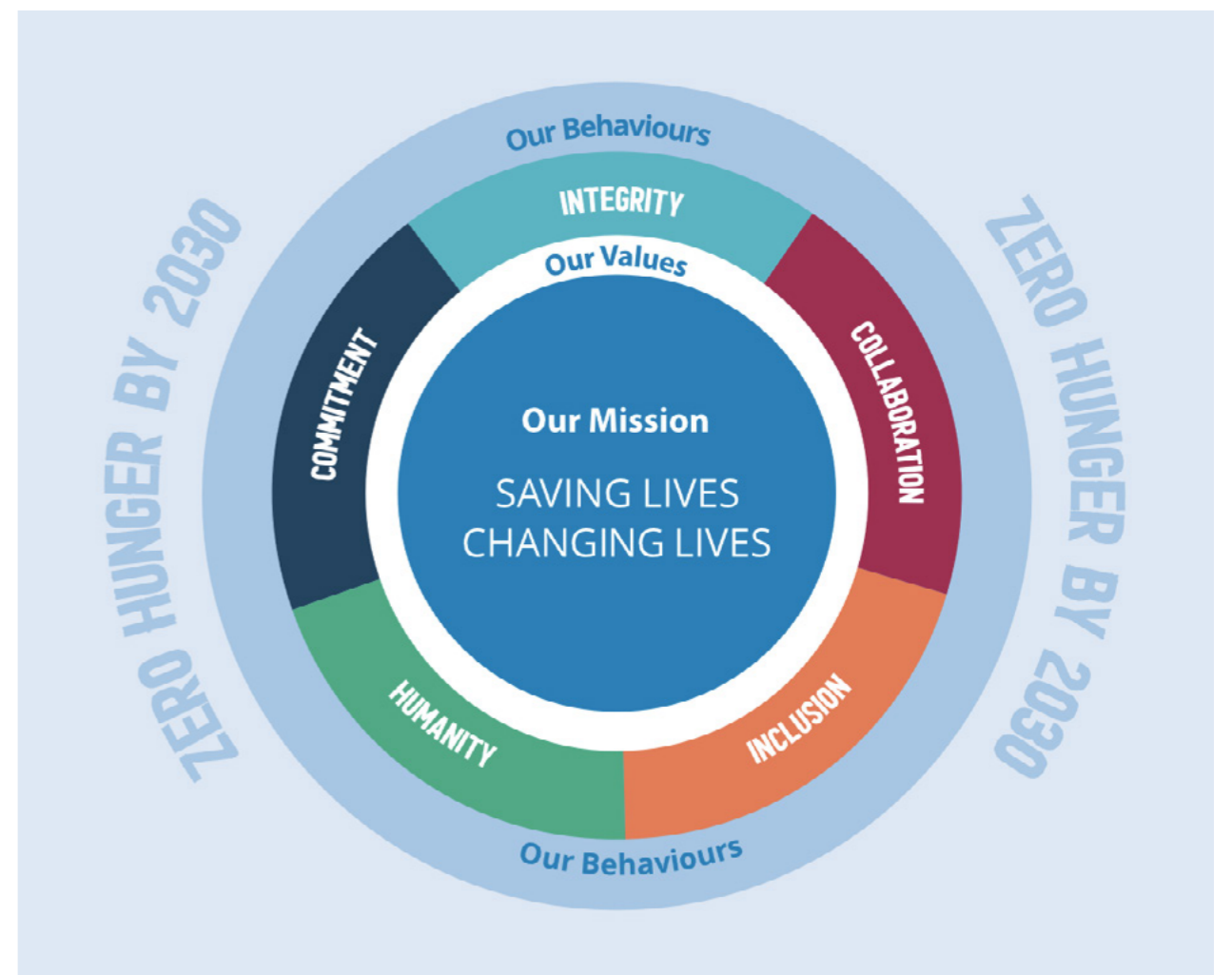
Our WFP values come from an inclusive and collaborative process that identified 5 relevant values that represent how we work together to accomplish our mission of saving lives and changing lives. All WFP employees are expected to uphold and live by these values.

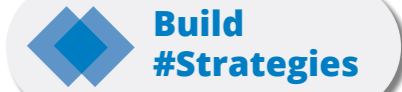
As you support others in their careers, think about **how you are role modelling these behaviours**. Provide feedback to others where they demonstrate these and show them as strengths. At the same time, provide honest feedback if they are not demonstrating these values and where this may get in the way of their success.

Read these tips on how to explore and reflect the WFP values together.

[Click here to read these tips!](#) >

[See the WFPgo page on the WFP Values](#)





# Helping others understand their personal values

Helping your colleagues understand the importance of aligning their work and career paths to their values can lead to greater success and satisfaction in their chosen career paths. Encourage them to reflect on what their personal values are and how they relate to the [WFP values](#). With your support, they can better understand how to make decisions that align with their values and ultimately achieve success.

As colleagues learn more about their personal work values, how they showcase WFP values can become clearer, so you can have a discussion about reflecting these values together. [Read more about exploring the WFP values together here.](#)

## What are values and why do they matter?

To support colleagues in understanding the importance of their own values, you can suggest they read the article titled "**What are values and why do they matter**" on the [Managing my Career Toolkit](#) page 6. This can prompt further discussion and lead you to the next step.

[Go to the Managing my Career Toolkit >](#)

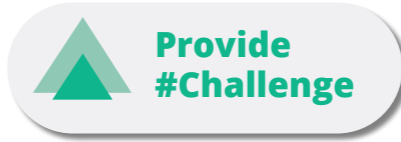
## Guiding colleagues in understanding their personal work values

To guide colleagues in understanding their personal work values, you can suggest [this exercise](#).

Ask them to **fill it out individually** at first and bring their filled-out exercise PDF to a discussion with you.

You can then see the values they consider to be "Very Important", "Important" or "Not important" and offer them insights based on your knowledge of their work. Ask them **how they feel their current work connects to their personal values** and relevant actions they can think of based on this exercise so you can support them through understanding these aspects of their career.

[Understanding personal work values >](#)



# Actions to support others in using the WFP Leadership Framework for career development

The Leadership Framework establishes common standards of behaviour that guide us all in how we work together to achieve our mission. It incorporates the WFP values and contributes to improving our workplace culture. **These behaviours, combined with technical skills and knowledge, strengthen the performance of WFP in everything we do.**

When it comes to career growth, it's important to understand the behaviours that the organization values and promotes. Regardless of our role, level or contract type, all of us are expected to demonstrate the behaviours defined in the Leadership Framework. **By demonstrating these behaviours, we signal that we are an excellent fit for the organization.**

This resource outlines 5 actions you can take to support colleagues in using the Leadership Framework for their career development.

[Click here to see this resource!](#) >

[Suggest the Leadership Framework assessment](#)

[Visit the Leadership Framework WFPgo page.](#)





Inspire  
#Confidence



Encourage  
#Exploration



Provide  
#Challenge



Build  
#Strategies

# WFP Leadership Framework RAG Form

It is key to be well acquainted with the [WFP Leadership Framework](#) and the behaviours it sets out for all employees. **At WFP, good performance is not only about reaching work goals and accomplishing milestones, but also about demonstrating the right behaviours.** Knowing the details of what behaviours are expected of employees (depending on their grade/level) is crucial and will help you in guiding colleagues through their career journeys at WFP. You can also see these [actions you can take to support colleagues in using the Leadership Framework for their career development](#).

The WFP Leadership Framework is also a **valuable tool for self-reflection and discussion**, as well as for identifying strengths and behaviours with room for development. You may encourage colleagues to take the LFW RAGform assessment and bring the filled-out form back for you to discuss.

After these discussions, you might want to guide them to the [WFP Leadership Framework Learning & Development Guide](#), a helpful tool for learning how to best demonstrate the behaviours expected of them and/or of the role they aspire to.

[Click here to see this assessment!](#) >

To make this discussion deeper, you can complement the RAGform assessment with discussions around [helping them understand their personal values](#) and/or [how you can reflect the WFP values together](#).



# Understanding and fostering diversity & inclusion

Diversity and inclusion are important concepts in our workplace culture. Diversity refers to the differences among people, including differences in race, gender, ethnicity, age, religion, sexual orientation, and more. Inclusion, on the other hand, is the practice of creating an environment where everyone feels valued and respected, regardless of their differences.

Overall, diversity and inclusion are important concepts for any company to consider, as they can have a significant impact on both employee satisfaction and succeeding in our vision and mission at WFP.

Read this article on fostering diversity & inclusion for relevant actions you can take in your role.

[Click here to read this article!](#) >

## Fostering diversity & inclusion:

-  brings a variety of perspectives, experiences, and ideas to the table
-  enables better decision-making and problem-solving
-  helps colleagues feel included and valued
-  keeps colleagues engaged and productive, supporting our mission
-  helps to attract and retain great talent at WFP

# Helping build strengths & growth opportunities

Understanding strengths and opportunities for development is an important aspect of managing careers. This can direct decisions more clearly and help uncover the right opportunities. Assessing these will leave colleagues more informed to make career decisions and know what next steps make the most sense.

**Helping colleagues understand and harness their strengths can be a key part of your supporting role.** Offering feedback on what you observe as strengths can empower others to continue to develop and build confidence. Understanding areas for further growth and development also enables people to prepare for challenges and develop strategies to overcome them. Together, this equips people to take better advantage of available opportunities that play to these strengths whilst continuing to work on development areas.

Explore the resources in this section to better support colleagues building strengths and growth opportunities.

**Help others understand their strengths, skills and opportunities for development**

Tips | 4 min | Page 27



**Supporting colleagues in being resilient**

Page | 1 min | Page 29



**Am I supporting their strengths?**

Tips | 5 min | Page 28



# Help others understand their strengths, skills and opportunities for development



Understanding strengths, skills, and opportunities for development is a key aspect of career management. It affects goal setting, career decisions, possible transitions, planning career moves, goals and so much more.

As you support the careers of others, make sure you are equipped to guide them in understanding these key points of taking ownership of their careers.

Here are ways to assist colleagues in identifying their strengths, skills, and growth opportunities:

## Focus on their strengths

Help your colleagues focus on their strengths and unlock their potential. Whether they're stuck in a rut or looking to take their career to the next level, reflecting on their strengths can help them gain clarity and figure out how to make the most of them. Encourage colleagues to take this [Understanding your strengths exercise](#) and to share their results with you so that you can discuss together. With your help, they could be well on their way to meaningful, successful career management actions based on their strengths.

[Understanding your strengths exercise](#) >

## Ask them when they are at their best

When colleagues are at their best they feel a sense of ease and healthy challenges which can help them in their career management. To help colleagues bring their best selves to work, suggest they take the ["When are you at your best?" exercise](#) to identify key aspects needed for optimal performance. Discussing the results with them can provide insight into how best to support their needs.

[When are you at your best?](#) >

## Focus on their skills

Help colleagues understand their options and possibilities by guiding them to assess their skills and identify areas for development. Encourage them to reflect on skills acquired in previous roles and suggest using [The Skills Explorer](#) exercise to generate discussion and positive feedback.

[The Skills Explorer exercise](#) >

## As a supervisor, focus on these points as they do their PACE self-assessments

Remind them to focus on their strengths and skills, as well as when they were at their best throughout their PACE work period. What did they accomplish? What were things that gave them motivation and strength? What were the things that drained their energy and demotivated them? Ask prompt questions so they can consider these points as they do their self-assessment and you have a performance discussion.

Review the resources to understand the concepts and process, then guide others through them and offer specific feedback. Provide tangible examples of how their strengths can be useful in future roles or contexts.

[Learn more about giving feedback for greater effectiveness here!](#)

The exercises linked here are from the [Managing my Career Toolkit](#).



Inspire  
#Confidence



Encourage  
#Exploration



Build  
#Strategies



Establish  
#Sponsorship

# Am I supporting their strengths?

Supporting careers of others often means helping them recognise their own strengths and encouraging them to use these. That is why these actions can help you better support them.

These simple actions can go a long way in helping someone reach their career goals. By helping them recognize their own strengths and encouraging them to use these, you can give them the support they need to succeed.

## Acknowledge their wins

Take time to celebrate the person's wins and successes, no matter how small. Acknowledge their growth and progress and give them the encouragement they need to continue working and pushing forward as they use their strengths.

## Support them in identifying their strengths

Ask questions to help the person understand what their strengths are and how they can use them to their advantage. Questions like these can help the person identify their strengths and learn to use them:

- "What do you think makes you stand out from the crowd?"
- "What are your strongest skills?"
- "What are things you do that give you energy and motivation?"

You may also direct them to this exercise:

[Understanding your strengths exercise](#) >

## Help them find opportunities to use their strengths

You can help individuals find and spot opportunities to use their strengths and things they are good at in their careers. Aligning their careers to their strengths can help them achieve their goals and reach a higher level of career satisfaction. [Ask powerful questions](#) to guide them in finding these opportunities.

## Identify growth areas

Help the person identify potential growth areas and support them in turning these areas into strengths. Ask questions about the areas they would like to develop and explore ways to help them do so. It may be helpful to suggest [The Skills Explorer Exercise](#), or even [discussing where they are on their S-curve](#).



# Supporting colleagues in being resilient

Resilience is an important aspect of career journeys, as **developing resilience can enable people to deal with challenges and obstacles** they may encounter in their careers.

In your role, it can be helpful for you to encourage others to **turn negative thoughts into opportunities**.

You can **guide them through seeing a difficult situation in a new light** by being a sounding board, actively listening to their challenges and asking powerful questions to better understand their situation and how, together, you might find development opportunities even in difficult moments.

When someone you support is feeling discouraged, having challenges and difficulties that may leave them feeling unmotivated, **you can ask them the questions in this resilience assessment or simply share the assessment for them to take**.

See this resilience assessment here! >

Remember, if you feel the colleague is facing challenges you can't offer support on, or perhaps they could benefit from it, you can always direct them to Staff Counselling.

[Find out more about Staff Counseling at WFP](#)

# Helping others find their purpose

Understanding where motivation and inspiration comes from is an important part of a journey of self-discovery and career development. Helping others find their purpose can **empower them to take important steps in their career, including life changing decisions and relevant transitions.**

Having a clear understanding of one's purpose is a key aspect of managing careers. Aligning career decisions to one's purpose can offer greater satisfaction and motivation, stronger results, etc. You may find yourself supporting colleagues who have never considered their purpose before, are questioning whether they have purpose and meaning in their current role, or who have already gone through the process of uncovering it. This is because throughout each person's career, their purpose may change. **Goals, motivation and inspiration can change based on different life stages or aligning with other ideals.** This is okay and part of the ever-changing nature of our career paths – and you can reassure the people you are supporting of this fact. **The important thing is to help them remain self-aware and support them in understanding their purpose throughout their careers.**

Explore the resources in this subsection to guide colleagues in finding their purpose.

## Help others find their purpose

Tips | 4 min | Page 31



## IKIGAI

Tips | 4 min | Page 32



# Help others find their purpose

Helping colleagues find their purpose can improve engagement and motivation. It also leads to greater job satisfaction and better quality work. As a career supporter, asking about what motivates employees can provide insight into their aspirations. Purpose can keep employees engaged, so it's important to understand its significance.

To dig deeper into how you can help colleagues feel motivated and why purpose matters, [try reading this Forbes article.](#)

## Listening to oneself

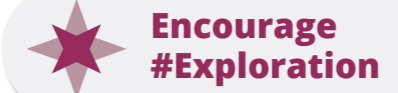
An important aspect of finding your purpose is listening to yourself. You can suggest this article to colleagues who could benefit from the self-reflection of looking inward and understanding their own thoughts related to work.

[See the Listening to Yourself article!](#)

## Understanding career interests

Reflecting on career interests can provide insight into what motivates us. Encourage colleagues who are feeling lost to try this exercise and discuss their findings. As a manager, this can help align interests with work and achieve team goals.

[See the Understanding Your Career Interests exercise!](#)



## Finding purpose

Encourage colleagues to reflect on what inspires and motivates them in their careers through an exercise. This can lead to insights on growth, development, and fulfillment. Ask them to bring their findings to a discussion to guide them on their interests and motivations.

[See the Find Your Purpose exercise!](#)

## Embrace psychological safety

As a career supporter, modeling psychological safety can help colleagues stay motivated and connected to their purpose. Read more about fostering psychological safety.

[Psychological Safety article](#)

# IKIGAI

Ikigai is a Japanese concept that translates to "a reason for being." It refers to the intersection of what you love, what you are good at, what the world needs, and what you can be paid for. Using the concept of ikigai can help others identify their purpose and find meaning in their lives and careers.

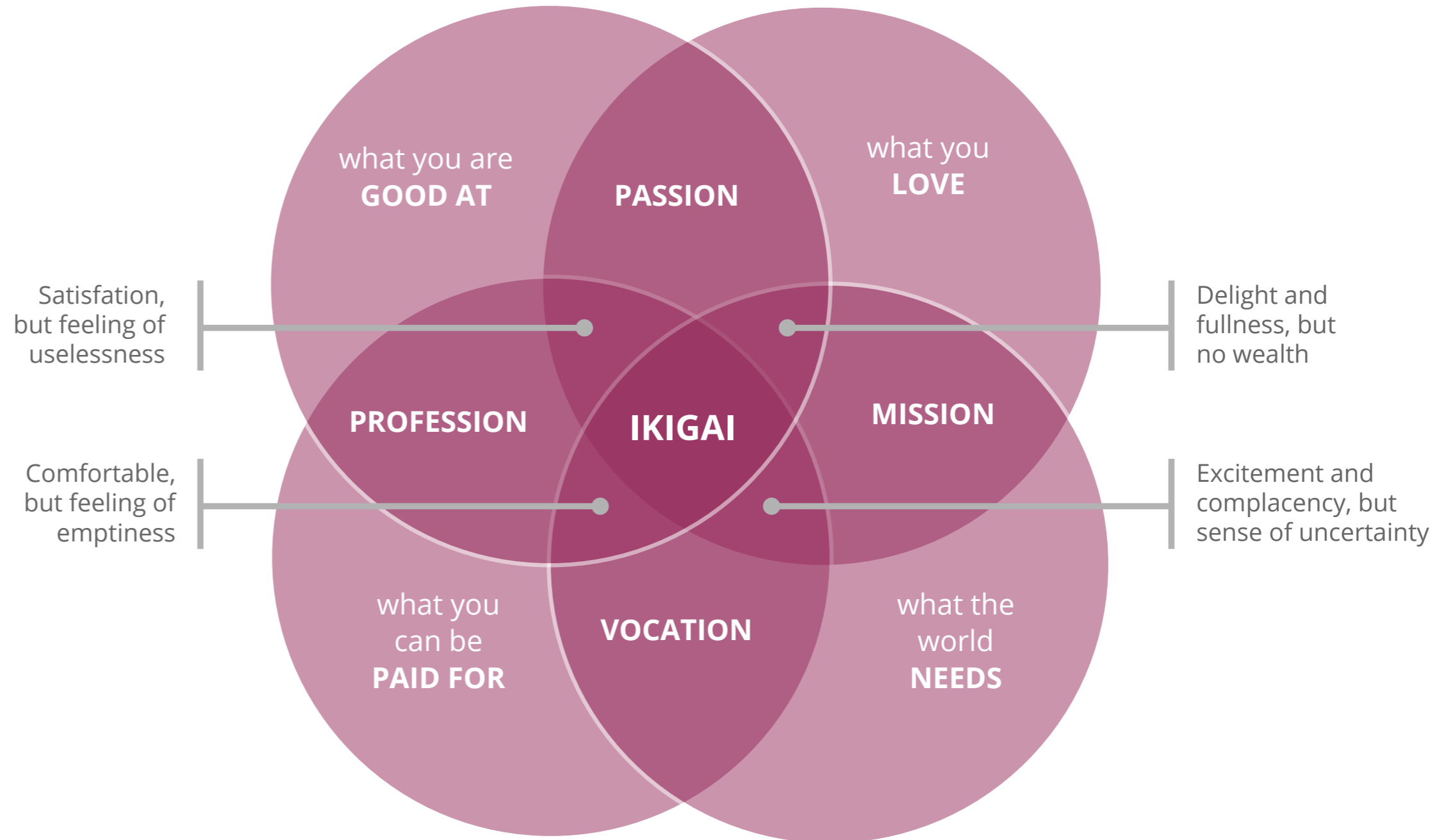
As a career supporter, you can help others discover their ikigai by encouraging them to reflect on their passions, strengths, and values, and identify areas where they can make a meaningful contribution to the world. By aligning their work with their ikigai, they can experience greater fulfillment and lead more purposeful lives.

[Watch this video on IKIGAI!](#) >

Suggest colleagues go through [this worksheet to find their IKIGAI!](#)

★ Encourage  
#Exploration

▲ Provide  
#Challenge



# Summary: Fostering Self-Awareness

This page includes all the exercises and practical resources mentioned in the **Fostering Self-Awareness in others** section.

Exploring and reflecting values & behaviors

[Exploring and reflecting the WFP values together >](#)

[Understanding personal work values >](#)

[Actions to support others in using the WFP Leadership Framework for career development >](#)

[WFP Leadership Framework RAG Form >](#)

[Understanding and fostering diversity & inclusion >](#)

Helping build strengths & growth opportunities

[Understanding your strengths exercise >](#)

[The Skills Explorer exercise >](#)

[When are you at your best? exercise >](#)

[Supporting colleagues in being resilient >](#)

Helping others find their purpose

[Listening to Yourself article >](#)

[Find Your Purpose exercise >](#)

[Psychological Safety article >](#)

[Understanding Your Career Interests exercise >](#)

[Watch this video on IKIGAI >](#)



# Supporting others in presenting themselves

Presenting ourselves positively is key for career management and development. Your support in this area will be valued by colleagues as they go through their own process:

- Establishing and communicating their personal brand
- Creating/managing networks and relationships that support career goals
- Crafting and keeping a compelling CV updated
- Developing the necessary skills to be successful in interviews and other competitive processes.

This section provides guidance on these aspects and how to inspire and develop confidence in others to put forward the best of themselves.

Navigate the subsections below!

**Personal branding support**



**CV writing & Interview skills support**



**Supporting networking**



# Personal branding support

Personal branding is all about how one is perceived, what one wants to be known for as well as the impression one makes. Help colleagues understand the concept of a personal brand and support them in creating their own, from how they approach professional situations to their communication style, to the opportunities you may be able to offer them – presenting and getting credit for their work, framing their contribution to the team, etc.

The resources in this section will help you offer support to individuals in developing their brand as well as possibly building a brand for your team as a line manager.

## Actions to support personal branding

Tips | 6 min | Page 36



## 7 actions to encourage confidence

Checklist | 10 min | Page 38



## Help colleagues set up and maintain a LinkedIn profile

Tips | 10 min | Page 37



# Actions to support personal branding


Assisting colleagues in building their personal brand can be a great way to support their career. From how they handle professional situations to how they communicate, these contribute to how they present themselves. Here are some actions you could take to help them build their brand!

[Click here to access this resource!](#) >

You might suggest they take this exercise and reflect on [9 steps to create their personal branding](#).

 **Inspire**  
#Confidence

 **Provide**  
#Challenge

 **Build**  
#Strategies





# Help colleagues set up and maintain a LinkedIn profile

Encourage colleagues to create and update their LinkedIn profile as a live CV. LinkedIn is a helpful tool to manage personal brand, build a network, track professional milestones, and find new opportunities. Posting frequently and engaging with contacts' posts can maintain an active connection with their network.

[For more guidance on setting up a LinkedIn profile, see this page.](#)

## A good profile photo can enhance their profile's credibility

Encourage colleagues to choose a profile photo that enhances credibility and makes a good first impression, as studies show that LinkedIn members with a photo get 21 times more profile views.

## Their headline and summary should stand out

A simple, catchy headline and an informative summary can really make a difference. Headlines should showcase an area of expertise the person focuses on, or highlight an aspect of their unique brand. To create a compelling "About" section on LinkedIn, suggest they focus on expressing their personal mission, motivations, expertise, and experience in one or two paragraphs - or a few bullet points if that's easier.

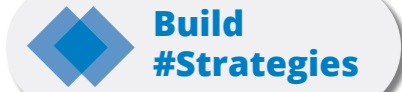
## Should include all relevant work and education experiences

Their profile should be kept up-to-date with all of the professional and educational experiences that are relevant to their current career goals. It's important to make sure the profile is complete and accurately reflects their professional background, as well as propels them toward their career goals.

## They can request recommendations from colleagues and their network

Recommendations are a great way to show appreciation and recognition for colleagues, partners, or managers. They can also boost one's profile and help create stronger connections in their network. Colleagues can take the opportunity to show their appreciation to their connections and get a boost in their profile at the same time.

[Learn more about writing/requesting a recommendation on LinkedIn.](#)



# 7 actions to encourage confidence

When it comes to career success, self-confidence is a key factor. That's why it's so important to take the time to build the confidence of those around us. By doing this, we can ensure that everyone is able to reach their full potential. Take the time to recognize and encourage the strengths of others. Click below to see seven key actions to encourage self-confidence.

[Click here to access this resource!](#) >



# CV writing & Interview skills support

Writing a good CV and strengthening interview skills is a hot topic at WFP, and you are likely to have been asked questions or for support with this in the past.

Going through any kind of competitive process and presenting yourself in the best possible light can be challenging. This is particularly the case if it has been a while since someone has needed to present their CV or gone through an interview process.

**It can be so helpful to get another person's perspective on one's CV and to practise responding to interview questions with someone.** This is a really practical support role that you can play for others, which will require an atmosphere of trust for someone to feel comfortable sharing and asking your constructive feedback.

In this section you will find resources to answer these types of queries more easily and understand how you can offer this support be it for a team or to individual colleagues.

## CV writing guidance

Checklist | 10 min | Page 40



## Interview skills guidance

Checklist | 10 min | Page 41



# CV writing guidance

Are you looking for ways to help your colleagues create impressive CVs and cover letters when applying for a job? Here are some expert tips to guide them towards success!

A few things you might do include:

- encourage them to reflect on their relevant skills and experiences
- provide them with practical guidance
- emphasize the importance of tailoring their CV to the job requirements
- remind them of the importance of a compelling cover letter
- offer to review their documents

See this checklist to take relevant action:

[Click here to access this checklist!](#) >



# Interview skills guidance

This checklist provides guidance on how to support your colleagues in preparing for interviews.

A few things included are:

- introducing them to competency-based interviews and the STAR model for answering questions
- consider what is relevant when the interview is in person or virtual
- encourage reflection on potential interview question
- offer rehearsal and feedback

With your guidance and this checklist, your colleagues can feel more confident and prepared to succeed in their interviews.

[Click here to access this checklist!](#) >



# Supporting networking

Networking is a great tool when it comes to supporting career management and development. There are many ways you can provide support, from sharing your own network with the colleagues you are supporting, to encouraging them to grow their own network or undertake specific networking activities, and even to take on specific tasks or challenges in networking that can stretch and push their development.

See the resources in this section to go deeper into how you can best support someone in networking!

## How to support networking

Checklist | 10 min | Page 43





## Managing boundaries and expectations

Tips | 6 min | Page 44



 **Inspire**  
**#Confidence**

 **Encourage**  
**#Exploration**

 **Provide**  
**#Challenge**

 **Build**  
**#Strategies**

 **Establish**  
**#Sponsorship**

# How to support networking

There are many ways you can help your colleagues network effectively. Networking is an essential part of career growth and helping others to build their networks can make a huge difference in their success. Pay particular attention to new joiners to WFP. We are a vast organization and it can be hard for new joiners to navigate and find information and establish relationships. This is particularly the case for remote workers in your team.

Open this resource to see a checklist of actions you can take to support colleagues' networking.

[Click here to access this resource!](#) >









# Managing boundaries and expectations

Managing expectations is key in any relationship, especially when it comes to helping people grow professionally. Make sure you're helping those you're supporting to take ownership of their careers and make their own decisions. The following tips will help you to avoid over-dependency and continue to help colleagues grow in their own way.

This resource contains clear and practical tips you can follow to manage boundaries and expectations with the colleagues you're supporting.

[Click here to access this resource!](#) >

Here are the key actions this resource covers:

-  Be honest and transparent
-  Understand each colleague you support will be different
-  Encourage them to get out of their comfort zone
-  Set clear boundaries

# Summary: Supporting others in presenting themselves

This page includes all the exercises and practical resources mentioned in the **Supporting others in presenting themselves** section.

## Personal branding support

[Actions to support personal branding >](#)

[7 actions to encourage confidence >](#)

[Guidance for LinkedIn profiles >](#)

## CV writing & Interview skills support

[CV writing guidance checklist >](#)

[Interview skills guidance checklist >](#)

## Supporting networking

[How to support networking >](#)

[Managing boundaries and expectations >](#)

# Practical Career Development Support

When it comes to offering career management and development support, practical and easy to follow guidance is key. Being clear, open and encouraging can be an incredible way to connect with the colleagues you are supporting as you go through the necessary points, steps and support they need. **Be clear about what support you can and cannot offer and avoid over-committing.** Very often just directing people to useful information or being available to actively listen and reflect with someone can be empowering.

In this section you will find resources relevant for you as you support others, such as communication and feedback skills, having career conversations, as well as supporting others in setting their goals, planning their careers and going through career transitions.

Explore these topics and find these practical tools!

Your Communication & Feedback Skills >

Goal Setting Support >

Supporting Career Development Planning >

Career Conversations >

Supporting Career Transitions >

Coaching, Mentoring & Sponsoring >

Developing Someone On-the-Job >



# Your Communication & Feedback Skills

Demonstrating strong communication skills and giving clear, constructive feedback is essential when supporting the careers of others. **It is important to remain inspiring and engaging when communicating with colleagues, especially when they are coming to you for guidance in taking ownership of their careers.**

Here you will find guidance on **active listening** as colleagues share their experiences, milestones, and challenges in their careers. You will also find tools and actions to **provide feedback in a way that leads to growth and ownership for future development.**

Take time to **show empathy** for the individuals you are supporting and their personal situation. **Share your points constructively** – while understanding you are supporting diverse individuals, including generational differences, ethnicities and identities.

## The importance of active listening

Video | 4 min | Page 48



## Using PACE for feedback

Tips | 4 min | Page 50



## How to make developmental feedback useful

Checklist | 10 min | Page 49



## Asking powerful and effective questions

Videos | 16 min | Page 51



# The importance of active listening

Active listening is the practice of actively attending to, understanding, and responding to another person. It involves more than simply hearing what is being said; it requires that we actively process the information and respond in a meaningful way.

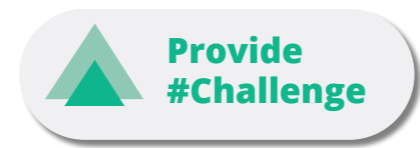
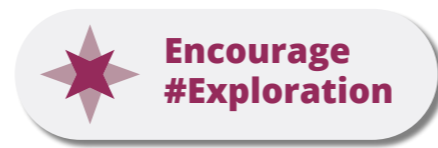
It helps to **build trust, increase understanding, and foster collaboration**. It can also help to prevent misunderstandings and ensure that everyone is aligned. **By actively listening to your colleagues, you'll be better able to understand their perspectives and respond to them in an appropriate manner**. Encouraging them to also be active listeners will help them develop this ability which is a foundational career skill for everyone.

You may suggest this video to support colleagues improving their active listening skills, or even watch them yourself to make sure you are engaging in a meaningful way.

Enhance your active listening skills:

Watch this video! >





# How to make developmental feedback useful


Providing developmental feedback to your colleagues is an essential part of helping them grow and develop in their roles, but also a key aspect of supporting them in their career journey overall. This enables colleagues to **embrace a growth mindset, hold themselves accountable, recognise their achievements and understand where they can further develop.**


A useful feedback session should result in the colleague feeling more **confident, motivated and inspired to take positive action towards their professional goals.**


Follow this checklist to give useful and relevant developmental feedback!


[Click here to access this resource!](#) >


The actions covered in this checklist include:

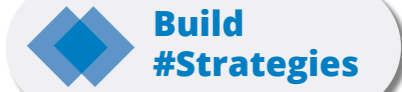
 Create psychological safety

 Be transparent, objective, and supportive

 Use the Situation-Behaviour-Impact (SBI) model

 Help colleagues identify actions to achieve growth and development

 Encourage them to embrace a growth mindset



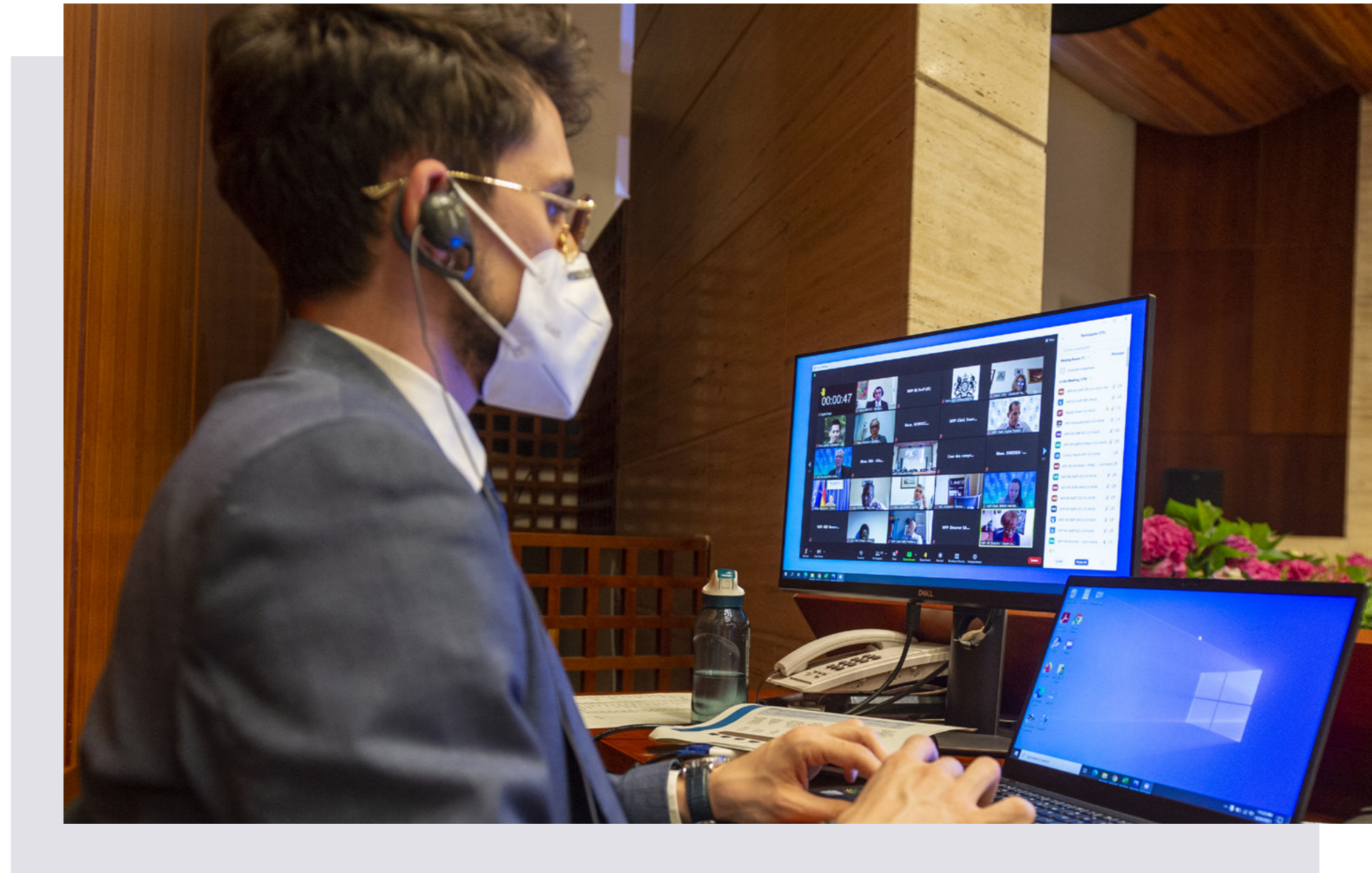
# Using PACE for feedback

The PACE feedback function allows anyone at WFP to provide feedback to any other colleague across the organization. This is a great way to show appreciation, recognise achievements, acknowledge strengths and role modelling of WFP's Leadership Framework behaviours.

Receiving feedback is **highly motivational**, especially if received in good time. It also **helps build confidence and ensures that there is a track record when it comes to performance reviews and other career-related processes**. This is something that takes as little as 5-10 minutes to do – it is a matter of consciously noting opportunities to do so.

You can give feedback to anyone, as well as **encourage team members and others to give feedback** to colleagues as part of your role in supporting a feedback culture at WFP.

[Explore the PACE feedback function!](#) >



Encourage  
#Exploration

Provide  
#Challenge

# Asking powerful and effective questions

Asking powerful questions and effective questioning are techniques that help us to improve our own communication skills. This also enables our colleagues to draw their own conclusions regarding their career journeys, allowing them to get to the heart of a problem or challenge more quickly. By understanding the situation better and gathering more information, we can make more informed decisions and move forward more effectively.

[Asking Powerful Questions Video](#) >

[Effective Questioning Video](#) >



# Goal Setting Support

Making progress in one's career often rests on spending time setting goals. Sounds easy but we often don't take the time to do this in a structured way – or how to go about it. Supporting others in the process of establishing and tracking their goals, acknowledging successes and challenges, adjusting and recalibrating, can encourage individuals to feel that they have momentum.

Explore this section to better support others in practical goal setting.

## Helping set career goals

Tips | 7 min | Page 53



## Supporting SMART goals

Checklist | 10 min | Page 54





## Goal setting exercise

Exercise | 30 min | Page 55



 **Inspire**  
#Confidence

 **Encourage**  
#Exploration

 **Provide**  
#Challenge

 **Build**  
#Strategies





 **Establish**  
#Sponsorship





# Helping set career goals

Setting the right goals can be the secret to success in career management and development. But how do we know if someone we are supporting is setting the right goals? Follow the actions on this checklist to help colleagues figure out their goals and how they can achieve them.

[Click to see these tips!](#) >

Tips covered in this resource include:

-  Encourage them to focus on their self-awareness
-  Ask them to reflect on their career journey
-  Introduce them to SMART goals if they aren't familiar
-  Start small (short-term)

-  Encourage them to put together a career development plan
-  Have a transparent discussion about strategies they can use
-  Introduce them to STRETCH goals
-  Remember not to steer too hard

Relevant exercises linked here:

- [Understanding your work values](#) >
- [Understanding your strengths](#) >
- [The Skills Explorer exercise](#) >
- [Find your purpose exercise](#) >
- [Career Timeline exercise](#) >
- [SMART goals exercise](#) >
- [STRETCH goals exercise](#) >
- [Career Development Plan Template](#) >

# Supporting SMART goals

Achieving SMART goals is critical to the success of any marketing campaign. However, many marketers struggle to develop and track their goals effectively. That's where this SMART goals checklist comes in. It provides a structured approach to support colleagues in developing and monitoring progress towards their objectives.

This checklist includes valuable tips such as:

- starting with a clear goal
- actively listening without making assumptions
- making goals specific and measurable
- ensuring they are achievable and relevant within a specific timeframe


Additionally, the checklist highlights the importance of considering strategies, monitoring progress through relevant data, and celebrating successes along the way.

By using this SMART goals checklist, you can help colleagues improve their goal-setting process, increase the likelihood of successfully achieving their objectives, and ultimately drive better business results.

[See this SMART goals checklist](#) >

 Inspire  
#Confidence


 Provide  
#Challenge

 Build  
#Strategies



 **Inspire**  
#Confidence

 **Encourage**  
#Exploration

 **Provide**  
#Challenge

 **Build**  
#Strategies

# Goal setting exercise

Goal setting is a crucial part of the success of career support. As a career supporter you are there to help your colleague achieve their goals. But that can seem like a challenging task for anyone. **Thankfully, there are tips on doing just that as effectively as possible, and you can find it in this exercise.**

Career goals are the long- and short-term developmental goals that a colleague sets for themselves. The long-term goals are larger in scope like becoming a public speaker or a better leader. Short-term goals are smaller and need to happen along their path to achieve the long-term goals, like taking courses on public speaking, or developing a specific leadership skill, etc.

Go through this exercise with the colleague you are supporting to offer clear guidance and support.

[See this Goal Setting Exercise](#) >



# Supporting Career Development Planning

Supporting others as they plan their career development involves using your expertise and empathy to listen and understand the context of their career journey as well as where or how they want to move through it. You may provide advice and guidance that can take them in the direction they are looking for. This can take the form of specific actions and goals in a career development plan – both in the short and longer term. A structured career development plan is often a good complement to a career conversation.

Explore the resources available for supporting career development planning.

Also helpful: see the section on [Career Conversations](#)

## Powerful questions to support career development planning

Tips | 8 min | Page 57



## Using the S-curve to help others think about their development

Tips | 10 min | Page 58



## 6 actions to support career development planning

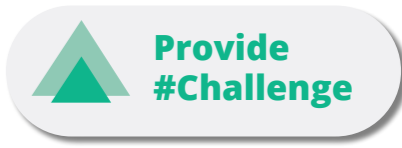
Checklist | 6 min | Page 59



## Career development plan template

Template | 20 min | Page 60









# Powerful questions to support career development planning

As colleagues shape their career development plans, there are key aspects to consider. This is where you might prompt them with powerful questions and a guided discussion to better understand their goals, aspirations, and approach.


Use these suggested questions to support a colleague in making informed decisions for their career planning.


[Click here to access this resource!](#) >

Here the prompt questions are broken down between:

-  Current role assessment
-  Goals and achievements
-  Identifying other variables
-  Expressing their personal values and purpose

 **Inspire**  
#Confidence

 **Encourage**  
#Exploration

 **Provide**  
#Challenge

 **Build**  
#Strategies

 **Establish**  
#Sponsorship

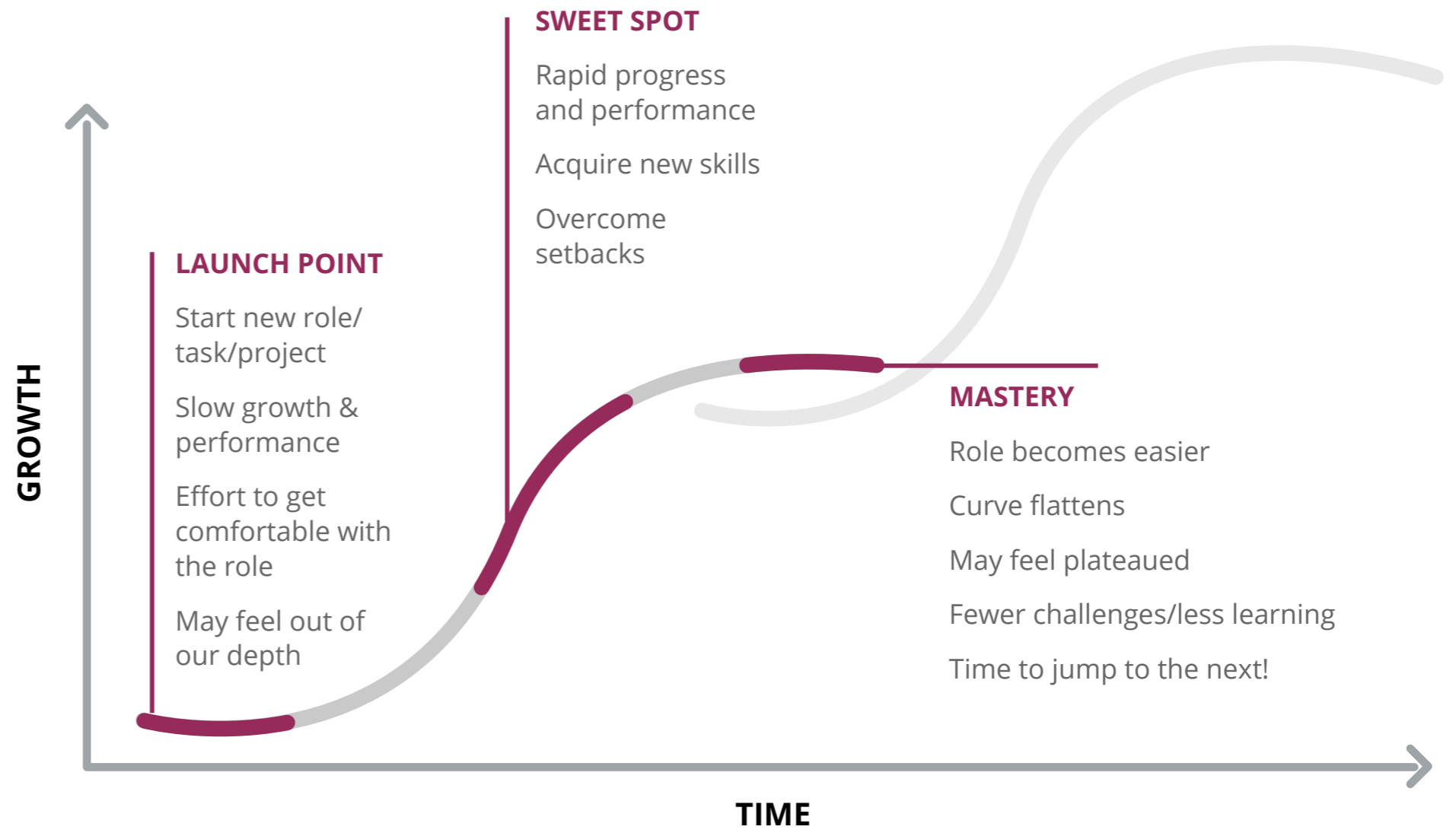
# Using the S-curve to help others think about their development

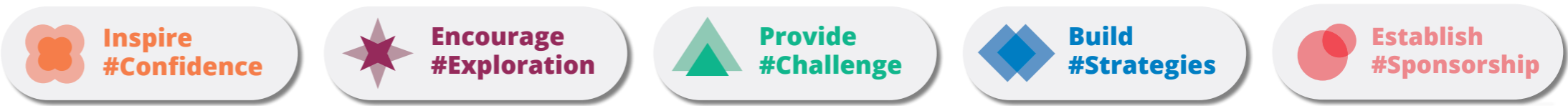
## What is the S-Curve in Careers?

The s-curve has been used to describe the typical course of growth and development we may experience as we go into individual roles or even a way of looking at our overall career development.

It's helpful tool for both career supporters and individuals alike, as it provides a way to understand and have a conversation about career growth over time and what actions to take depending on where someone is on the curve

[Click here to access this resource!](#) >





# 6 actions to support career development planning







Career development planning is an important part of any professional's journey.

Whether you're helping an experienced professional transition to a new career path or giving a new hire guidance in their first year, this resource includes 6 practical actions to support career development planning.

Go through these actions to support colleagues as they plan!

[See these 6 actions to support!](#) >

The actions included in this resource are:

-  Provide opportunities to explore career options
-  Help facilitate networking
-  Give colleagues opportunities to upskill
-  Schedule regular career planning meetings
-  Offer career advice
-  Develop a structured approach

# Career development plan template

If you're looking to make sure your colleagues are on the right track with their career paths and professional development, you might want to suggest they use a career development plan template to get them started.

Suggest this template to help your colleagues create their own plan and take a structured approach. It will help them to set SMART objectives, identify any bridges that might help and barriers they need to overcome.

Once they have completed the template, have a discussion about their goals and what they need to do to reach them. You can help them set relevant KPIs and measure their success.

[Career Development Plan Template](#) >

See the [Career Conversations Guide here](#) to support you in this discussion.



# Career Conversations

Most employees value having open and honest discussions about their careers. The ability to be able to have an effective career conversation provides a valuable opportunity for positive discussion and exchange of views and perspectives. Regularly engaging with employees about their growth and development can be very motivational, particularly when individuals feel stuck, unsure of their next steps, or have experienced setbacks. It's a practical and helpful way to show that you care.

Sometimes we might feel like career conversations are intimidating, especially when there is uncertainty about the questions we may be asked or how to respond to various career development challenges. However, good preparation and having a structure to follow can help overcome these hesitations and create an environment of trust, openness, and positive intent. Career conversations should be a two-way exchange and are usually much appreciated by employees, especially when these offer valuable insights into their career journey.

Active listening, asking productive questions, remaining open-minded, and providing guidance are key to success in these discussions, and are skills you can develop as you support others. While performance discussions and career conversations complement each other, it's essential to keep them separate to ensure clear purpose and specific goals. The former focuses on evaluating past performance, while the latter aims to establish future growth.

Explore these relevant resources to have effective and positive career conversations.

## 7 steps to make career conversations easier

Tips | 8 min | Page 62



## Quick and useful career conversation prompts

Tips | 5 min | Page 63



## Career Conversations Guide for managers

Job Aid | 1 hour | Page 64



## 5 myths and 5 truths about career conversations

Tips | 8 min | Page 66



## Having difficult conversations

Tips | 6 min | Page 65





# 7 steps to make career conversations easier

It is no secret that career conversations are often seen as a difficult aspect of supporting someone in their careers. Colleagues often confused with performance discussions, and managers often feel that they are not able to meet expectations (especially in areas where career development is tricky, and opportunities may be limited). We can often feel the pressure they put on both parties, which means a one-on-one conversation can create tension, especially when it involves an individual's long-term goals and aspirations. This doesn't have to be the case!

Career conversations are great growth opportunities for both the career supporter and the individual.

The truth is, with the right approach, a career conversation can be a wonderfully positive experience. While managers won't always be able to meet all career development needs/ requirements, having an open discussion about what is possible helps colleagues feel a sense of control over their journey, and help you grow in your skills as a career supporter. Go through these resources for some key aspects of making a career conversation a positive experience.

[Click here to access this resource!](#) >

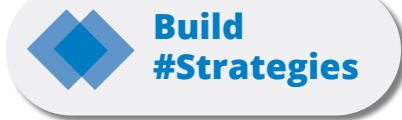
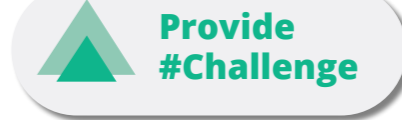
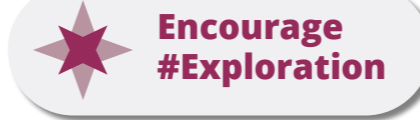
To dig deeper, [try this Career Conversations Guide for managers!](#)

# Quick and useful career conversation prompts


Having meaningful career conversations is a key part of being an inspiring and motivating career supporter. Knowing what topics to discuss and having relevant questions to ask can make a big difference in the outcome of the conversation. So, what are some common topics of conversation to discuss with your colleagues? Go through this resource for quick and useful prompts you can use in a career conversation.


[Click here to access this resource!](#) >

To dig deeper, [try this Career Conversations Guide for managers!](#)



 **Inspire**  
#Confidence

 **Encourage**  
#Exploration

 **Provide**  
#Challenge

 **Build**  
#Strategies

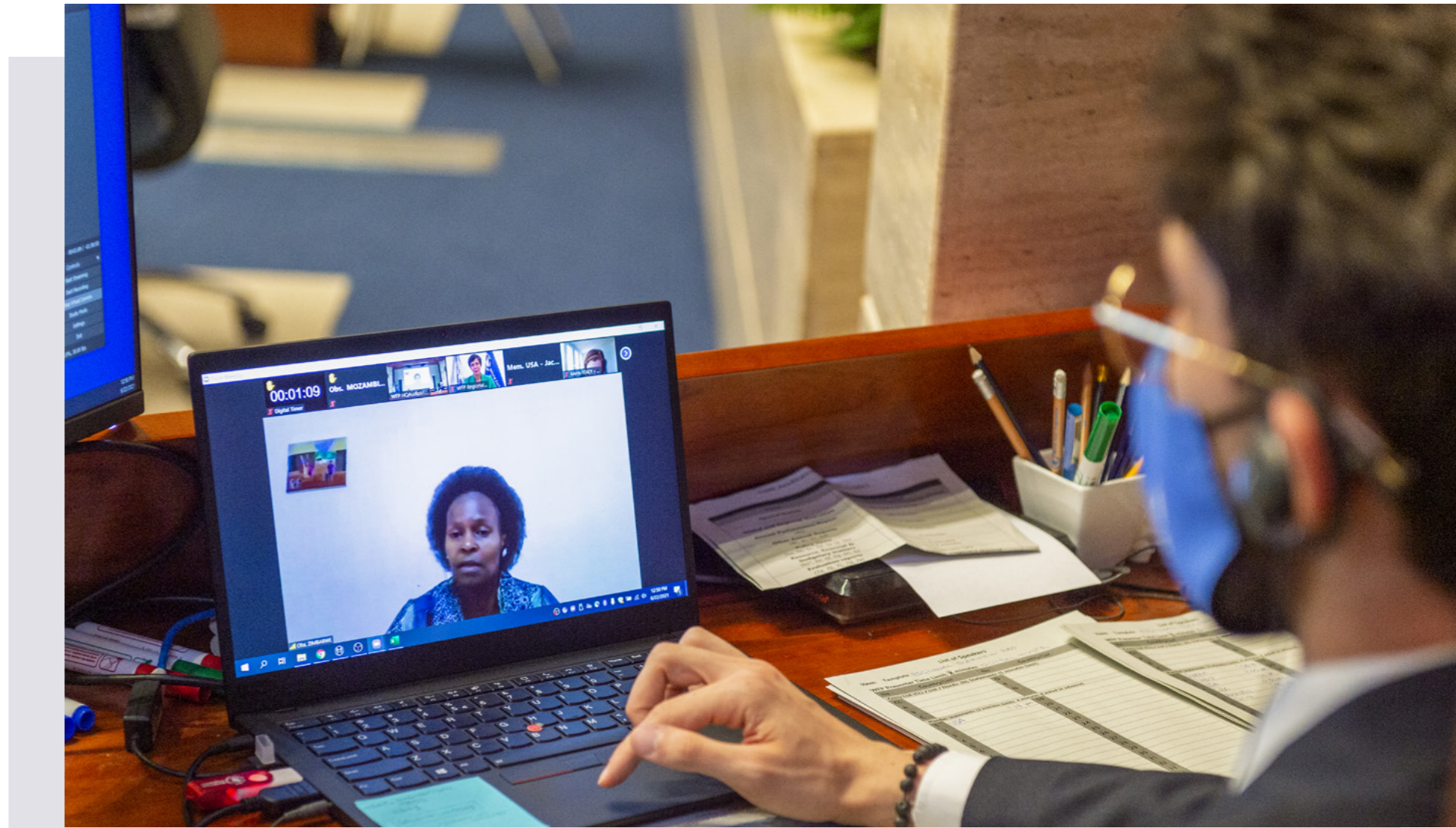
 **Establish**  
#Sponsorship

# Career Conversations Guide for managers


This guide is designed to help you support your team's growth and development by engaging in meaningful conversations about their career goals and opportunities. In this guide, you will learn how to create a positive and open environment for career conversations, develop active listening skills, ask good questions, provide guidance and feedback, and establish clear goals and objectives. You will find relevant guidance, information, checklists and much more.


**See this Career Conversations Guide for managers!** 

You might also want to suggest to colleagues you support:  
[Career Conversations Guide for employees](#)



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#Strategies

# Having difficult conversations

Whether it's addressing underperformance, talking with a colleague going through challenges, or dealing with a potential disagreement or interpersonal conflict, the good news is that having difficult career conversations can be made easier when you know the right words and phrases to use. Here are some tips on how to navigate difficult career conversations that will hopefully leave the other person feeling heard, supported, and empowered to take action.

[Click here to access this resource!](#) >

To dig deeper, [try this Career Conversations Guide for managers!](#)




# 5 myths and 5 truths about career conversations


Career conversations are essential for supporting employee growth and development. They offer an opportunity to discuss career goals, opportunities, and obstacles, and provide guidance and feedback to help employees achieve their full potential. However, there are many myths and misconceptions about career conversations that can hinder their effectiveness. In this article, we will explore 5 myths and 5 truths about career conversations based on research and expert opinions.

[Click here to access this resource!](#) >

To dig deeper, [try this Career Conversations Guide for managers!](#)

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 **Provide**  
#Challenge



# Supporting Career Transitions

Throughout each person's career, they will go through several transition moments. As we grow and develop so do our careers with key moves, opportunities, and possibilities. Sometimes these transitions come through choice and sometimes they occur through circumstances – not always of our choosing. In these cases, the transition can be challenging. Even those that occur of our own making involve starting something new – changing roles, becoming a first-time supervisor, moving to a different location, joining or leaving an organization.

You can help colleagues understand what the particular career transition they are going through means for them, the options they have, how to go about it, and when it is time to make one happen. Making sure you listen attentively to their goals and context, and not projecting your personal values or opinions as you are supporting them, is really important.

Whilst each person has a very individual career journey, there are also natural stages to most careers, with some common elements that can be useful to understand when you are guiding and supporting others.

Explore these resources to learn more about career transitions.

## Different stages of life and career

Tips | 10 min | Page 68



## Types of transitions and actions to support

Tips | 10 min | Page 69



## Onboarding: how to set colleagues up for success

Tips | 8 min | Page 70



## When to make a career move

Exercise | 30 min | Page 71



## Career setbacks: how to support

Tips | 12 min | Page 72



# Different stages of life and career

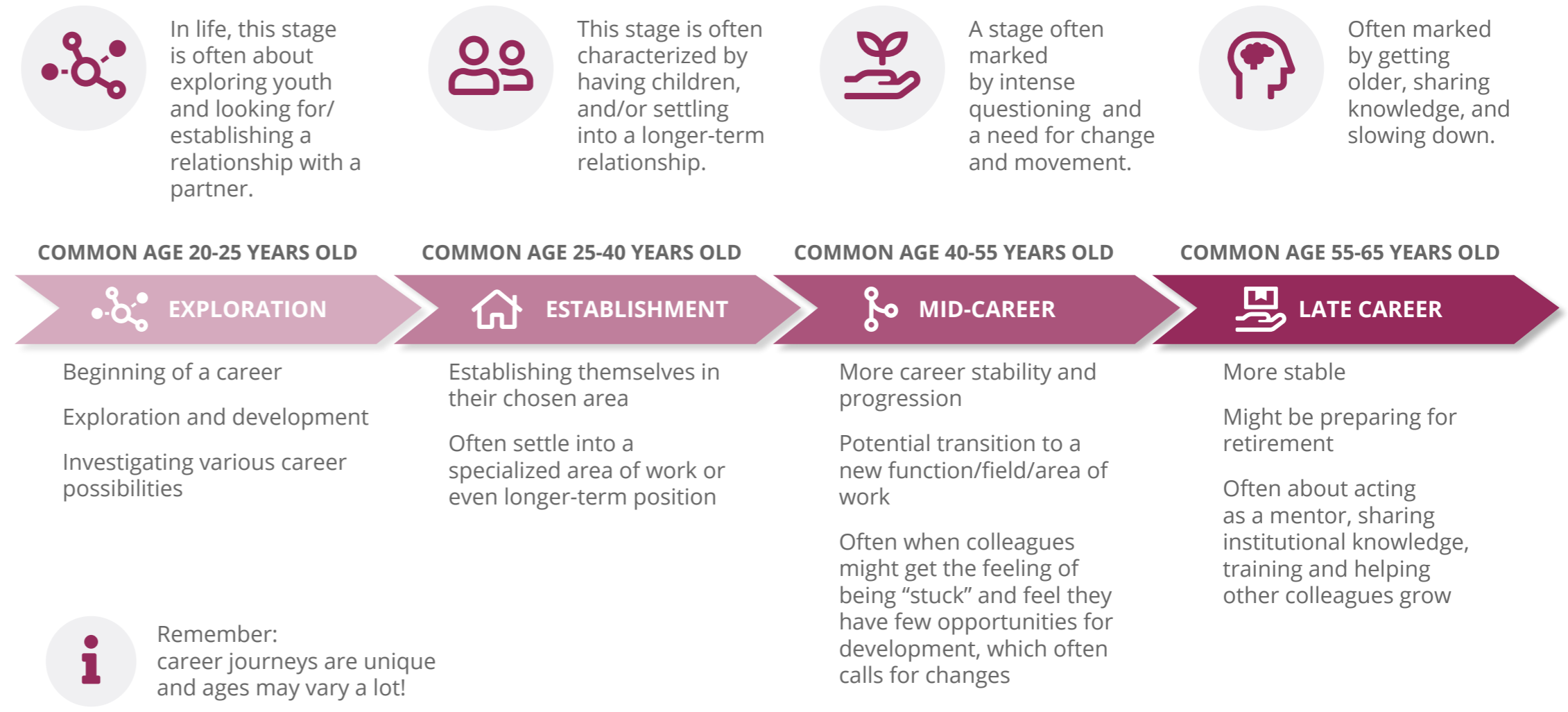
Careers are lifelong journeys and contain several different stages. People will go through different personal stages as they age, and each characterized by its own psychological tasks and challenges. This doesn't mean that everyone goes through these stages at the same time or in the same way. We cannot forget that each career path will be individual and unique, so common age ranges may vary! Each person's career journey is unique and influenced by various factors, including personal values and life experiences.

Go to this resource for details on stages and how to best support colleagues going through them.

[Click here to access this resource!](#)

To dig deeper into this topic, [read more about Levinson's theory of adult development.](#)

**Encourage #Exploration** **Build #Strategies**





# Types of transitions and actions to support


There are a variety of transitions that someone may experience throughout the course of their career. Transitions can be voluntary and involuntary, and each situation requires unique support to ensure a colleague has the tools and resources they need.


This resource outlines different types of career transitions and how you can support.

[Click here to access this resource!](#) >

[Go deeper! Read this article.](#)


Career transitions can be:


 **Voluntary**  
Making a career move of their own accord, whether it's to move upwards, laterally, geographically, etc.


 **Involuntary**  
When a career move is made for the individual, such as a job loss or relocation/reassignment.


Whether it's voluntary or involuntary, a transition could mean:

 Moving geographically


 Moving to a managerial role

 Moving from a National to an International position

 Moving to a different function

 Transitioning into parenthood

 Job loss

 Retirement

# Onboarding: how to set colleagues up for success

When a new person joins the team or organization, it's important to make sure they have everything they need to be successful in their role.

**The first 90 days are often the most crucial in setting up a successful onboarding experience** so that the colleague can be an effective and productive member of the team. Each new person brings different skills, experience, expectations and perspectives.

This resource outlines relevant tips to support colleagues onboarding and set them up for success.

[Click here to access this resource!](#) >




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 **Build**  
#Strategies

# When to make a career move

When it comes to voluntary career moves, how can we support someone in figuring out the best transition and the best time to make it? This exercise covers relevant aspects of figuring out the best time to make a career move so you can go through it with the colleague you are supporting.

[Click here to access this resource!](#) >

To dig deeper, [learn about the S-Curve and how to use it to support career management.](#)

This exercise includes relevant aspects to think about when considering a career move, such as:



Personal work values



Strengths and weaknesses



Personal career timeline



Goals and aspirations

## Job content vs Job context

The exercise dives into what job content and job context are, and why it's relevant to know which one a colleague hopes to impact with the transition.



### JOB CONTENT

What they do every day.  
Tasks, activities, processes, etc.


vs




### JOB CONTEXT

The context in which they work, i.e. organizational values/mission, supervisor, colleagues, pay/salary, commute, working space, etc.

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**#Strategies**

# Career setbacks: how to support

Whether they've applied for a position and didn't get it, or they didn't get other opportunities they were vouching for, it can be hard to know how to cope with the setback. How can you support someone going through this?

This resource outlines relevant tips for supporting someone going through a setback.

[Click here to access this resource!](#) >

This resource includes guidance on the actions below:



Give them time to process the disappointment



Help them assess the situation



Encourage reflection



Consider the next steps



Inspire confidence and remind them of their potential

# Coaching, Mentoring & Sponsoring

Coaching, mentoring, and sponsoring are three different ways to support someone's career. Whilst there are some common aspects -- generally someone with more experience (not necessarily seniority) providing guidance to another -- each of these roles offers different advantages, and knowing the difference between them is key to take informed action.

## Coaching *'Talking with someone'*

Coaching is a developmental approach to working with another individual.

According to **John Whitmore**:

*"Coaching is unlocking people's potential to maximize their own performance. It is helping them to learn rather than teaching them."*




## Mentoring *'Talking to someone'*

A relationship between two individuals in which a person shares their specific knowledge, skills or experience to guide another; enhancing their counterpart's professional and personal development.

## Sponsoring *'Talking for someone'*

A relationship where a person who has some authority or influence helps another in their career development and/or transitions, often spotting opportunities to demonstrate their skills and growing their career.

 John Whitmore was a pioneer in coaching and a co-founder of the coaching industry in the 1980s. He is known for his influential book "Coaching for Performance," which introduced the [GROW model](#) and helped shape the modern coaching approach.

## Differences between coaching, mentoring, and sponsoring

Article | 10 min | Page 74



## Becoming an effective mentor

Page | 4 min | Page 78



## Relevant coaching questions to ask

Tips | 10 min | Page 76



## Self and peer coaching

Page | 5 min | Page 77



## GROW Model to structure your coaching support

Article | 10 min | Page 75



## Career sponsorship: why it matters and how to do it

Tips | 10 min | Page 79





## Exploring the power of career sponsorship

Page | 5 min | Page 80



 **Encourage  
#Exploration**

 **Provide  
#Challenge**

 **Build  
#Strategies**

 **Establish  
#Sponsorship**

# Differences between coaching, mentoring, and sponsoring

Coaching, mentoring, and sponsoring are three different ways to support someone's career. Whilst there are some common aspects -- generally someone with more experience (not necessarily seniority) providing guidance to another -- each of these roles offers different advantages, and knowing the difference between them is key to take informed action.

[Click here to see more about the difference between coaching, mentoring & sponsoring](#) >



## Coaching 'Talking with someone'

Coaching is a developmental approach to working with another individual.

According to **John Whitmore**:

*"Coaching is unlocking people's potential to maximize their own performance. It is helping them to learn rather than teaching them."*

### Who drives this relationship?

Coaching is typically requested by the coachee but can also be initiated by a line manager who may provide coaching directly or suggest an independent coach.

### What is the role of a coach?

Coaches help individuals understand and explore specific challenges, unlock ideas, encourage commitment, and offer support for action. They focus on developing the coachee's own insights and actions, rather than sharing their own experience or ideas.



## Mentoring 'Talking to someone'

A relationship between two individuals in which a person shares their specific knowledge, skills or experience to guide another; enhancing their counterpart's professional and personal development.

### Who drives this relationship?

Mentees should drive the relationship, though both mentors and mentees play an active role.

### What is the role of a mentor?

Mentors typically provide advice, share their knowledge and experiences, help the mentee to set their goals, develop new skills or behaviours, and offer an objective perspective. Mentors may also leverage and introduce their mentee to others in their network.



## Sponsoring 'Talking for someone'

A relationship where a person who has some authority or influence helps another in their career development and/or transitions, often spotting opportunities to demonstrate their skills and growing their career.

### Who drives this relationship?

Sponsor drives the relationship, advocating for the person they are sponsoring wherever relevant for exposure, credit and opportunity.

### What is the role of a mentor?

Use their influence and network to advocate for the sponsored colleague to get space/time for exposure of their ideas, skills, and successes. Spotting opportunities for growth including potential projects, temporary duty assignments (TDYs), positions/roles, etc.



# GROW Model to structure your coaching support


To help you with each step, here is a simple framework you can use to structure your coaching support.

When it comes to coaching support, it's helpful to have some simple structure for your coaching interactions to ensure that coachees get the best possible outcomes. One relevant aspect is to remember the coaching process has:

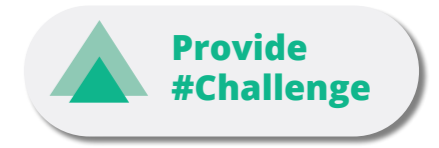
This resource includes relevant questions following each step in the GROW model to support you in coaching colleagues!

- G** GOAL
- R** REALITY
- O** OPTIONS
- W** WILL / WAY FORWARD



 **Don't forget**  
**Stay away from "Why" questions**  
 "why" questions in coaching can make the coachee feel ambushed, defensive and/or insecure. It is best to stick to all open questions like what, who, how, where.

[Click here to start using the GROW model >](#)



# Relevant coaching questions to ask

Here you will find a collection of relevant coaching questions you can use to guide the conversation with a coachee. You might also suggest some of these questions to colleagues so they can coach themselves.

## Identify the strengths:

- What are you most knowledgeable about?
- What do you do best?
- Give me a situation in which you gave your best?
- What do you enjoy most in your current role?
- What sort of support do people come to you for (independently of your role?)
- What are you frequently recognised for by others?

## Identify needs:

- What do you need to know more about?
- What do you find most challenging currently?
- What are your current concerns?
- Give me a situation in which you didn't feel entirely competent?
- Are there any skills you see other people using well that you would like to acquire?
- In looking ahead, what competencies do you think you need to acquire/strengthen?
- What kind of negative feedback or criticism do you receive more frequently?

## Understanding motivation:

- Which key aspects motivate you in your current role?
- What are things you would like to experience in your next job? Can you explain?
- What energises you in your current job?
- Can you share an experience that you particularly enjoyed?
- What characteristic would your ideal job have?
- What needs to happen for you to say "I feel fulfilled"?

## Defining an action plan

- Are there any particular people from whom you would like to learn?
- What do you want to accomplish in the next 2-5 years?
- What do you want to accomplish in the next 6 months?
- What is the best way for us to measure your progress?



# Self and peer coaching

When it comes to coaching, it can be a valuable skill for one to coach themselves. This is a relevant tool for growth that can be deployed at any time with the help of a few useful resources and questions. Here are a few tips to encourage others to coach themselves.

*“Coaching yourself is the skill of asking yourself questions to improve self-awareness and prompt positive action” – Amazing If*

## The COACH Framework

The COACH framework is another structured approach for colleagues to coach themselves. This framework helps to ask effective questions and engage in reflection by yourself, an independent approach which empowers and builds confidence.

<b>C</b>	<b>CLARITY</b>	Analyze the issue, delve into the details, and consider the coachee's perspective. <b>Identify the relevant pain and gain points.</b>
<b>O</b>	<b>OPTIONS</b>	Survey the options, adopt diverse viewpoints. <b>Differentiate between opportunities to identify the optimal fit.</b>
<b>A</b>	<b>ACTION</b>	Plan and take action. <b>Identify actions to take and plan it out.</b>
<b>C</b>	<b>CONFIDENCE</b>	Commit and act within a set timeline to reach the objective. <b>Identify insecurities and how to overcome them.</b>
<b>H</b>	<b>HELP</b>	Seek help and collaboration to move forward. <b>Identify potential support to ensure success.</b>

## Suggest these 21 questions to coach yourself

This resource contains follows the COACH framework with relevant questions colleagues can use to coach themselves, digging deeper into their self-awareness, resilience, time, relationships, self-belief, growth, and purpose.

[Click here to access 21 questions to coach yourself!](#) >

## Suggest this Career Canvas exercise


This resource can help colleagues coach themselves on their values, strengths, confidence, community, and possibilities moving forward.

[Click here to access the Career Canvas exercise!](#) >

You can use their filled-out resources to have an informal coaching session and discuss their insights, where you can prompt them with other relevant coaching questions. [See here how you might structure your own coaching support.](#)

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#Strategies

# Becoming an effective mentor

Whether you are formally participating in the structured WFP Professional Development Mentoring Programme as mentor or more informally with team members or other connections, your support as a mentor can help others to learn and grow personally and professionally.

Mentoring is a valuable process in career management and development. In the WFP Mentoring Programme, the topic of career development is one of the most sought-after areas of guidance and support for mentees. That's because mentors can offer unique perspectives, experience, guidance, and growth.

Below is a pre-requisite learning you can take to participate in the [WFP Professional Development Mentoring Programme](#).

**Take this short online learning to become an effective mentor!** 

You are encouraged to participate and share your experience – [learn all about it here](#).

Becoming an effective mentor is all about developing the right skills and knowing when/how to offer guidance. The mentoring relationship is beneficial for both mentees and mentors, and as a mentor it can help you develop skills like:



Effective communication



Being empathetic



Active listening



Setting goals



Asking probing questions



Giving and receiving feedback

# Career sponsorship: why it matters and how to do it

Career sponsoring is an invaluable practice that can help people grow and achieve more in their professional lives. When you sponsor a colleague, their image and reputation connect to yours, which is why it's relevant to consider sponsoring colleagues who are high performers, who have potential and may need additional support to be visible and be recognised. As a sponsor, you can unlock the door to new opportunities and give a boost to a colleague's growth. So, what actions can you take to sponsor colleagues in your team or beyond?

Use this resource to sponsor someone in their career fairly and positively.

[Click here to access this resource!](#) >

This resource includes guidance to:



Get to know them



Introduce them to colleagues who can support their development



Advocate for them



Create opportunities for them to get visibility and credit for their work/ideas



Recommend them to others



Be mindful of favouritism

To dig deeper into the topic of sponsoring, see more relevant resources:

["Mentorship vs Sponsorship: What's the Difference?" - Together Platform](#)

["The Importance of Mentors and Sponsors in Career Development" - JPMorgan Chase & Co.](#)

["Why You Need Both a Mentor and a Sponsor for Your Career" - TIME](#)

["The Value of Mentorship and Sponsorship and What It Can Do" - Page Personnel](#)

["What is Career Sponsorship and Why Does it Matter?" - Australian Institute of Architects](#)

# Exploring the power of career sponsorship

Becoming a sponsor is a powerful way to make a difference in someone's career and help them achieve their full potential. As a sponsor, you can actively advocate for an individual's growth within the organization, help them overcome barriers, and connect them with key decision-makers.

These articles from respected sources highlight the importance of sponsorship in career development and provide guidance on how you can take action towards sponsorship!

Sponsorship can have a deep positive impact in the workplace, and by becoming a sponsor, you can help individuals achieve their professional goals and make a lasting impact on their careers.

Read these relevant articles on sponsorship!

["What is Career Sponsorship and Why Does it Matter?" - Australian Institute of Architects](#)

["The Value of Mentorship and Sponsorship and What It Can Do" - Page Personnel](#)

["The Importance of Mentors and Sponsors in Career Development" - JPMorgan Chase & Co.](#)

["Mentorship vs Sponsorship: What's the Difference?" - Together Platform](#)

["Why You Need Both a Mentor and a Sponsor for Your Career" - TIME](#)

# Developing Someone On-the-Job

On-the-job learning can have an impact three times greater than formal training programmes, yet identifying the right on-the-job experiences for someone can seem like a challenging task. This section of the Toolkit provides valuable guidance to help ensure that your team members are exposed to the highest-value on-the-job activities. Explore these resources to find out more!

## Development Activity Map

Exercise | 20 min | Page 82



## 70/20/10 and actions for on-the-job development

Checklist | 10 min | Page 83



## How to help your team learn in the flow of work

Article | 8 min | Page 84





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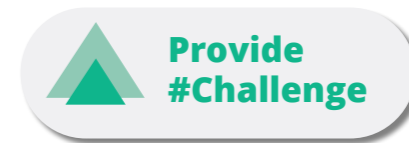
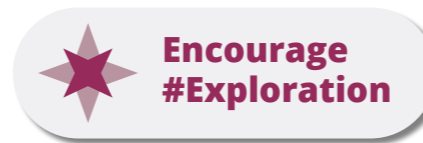
Build  
#Strategies

# Development Activity Map

When it comes to developing someone on the job, it can be helpful to clearly map out activities and experiences which will be most helpful to them. That's where you can use this Development Activity Map to define valuable and useful activities to help a colleague stretch and learn as they perform their role.

[Click here to see this Development Activity Map](#)





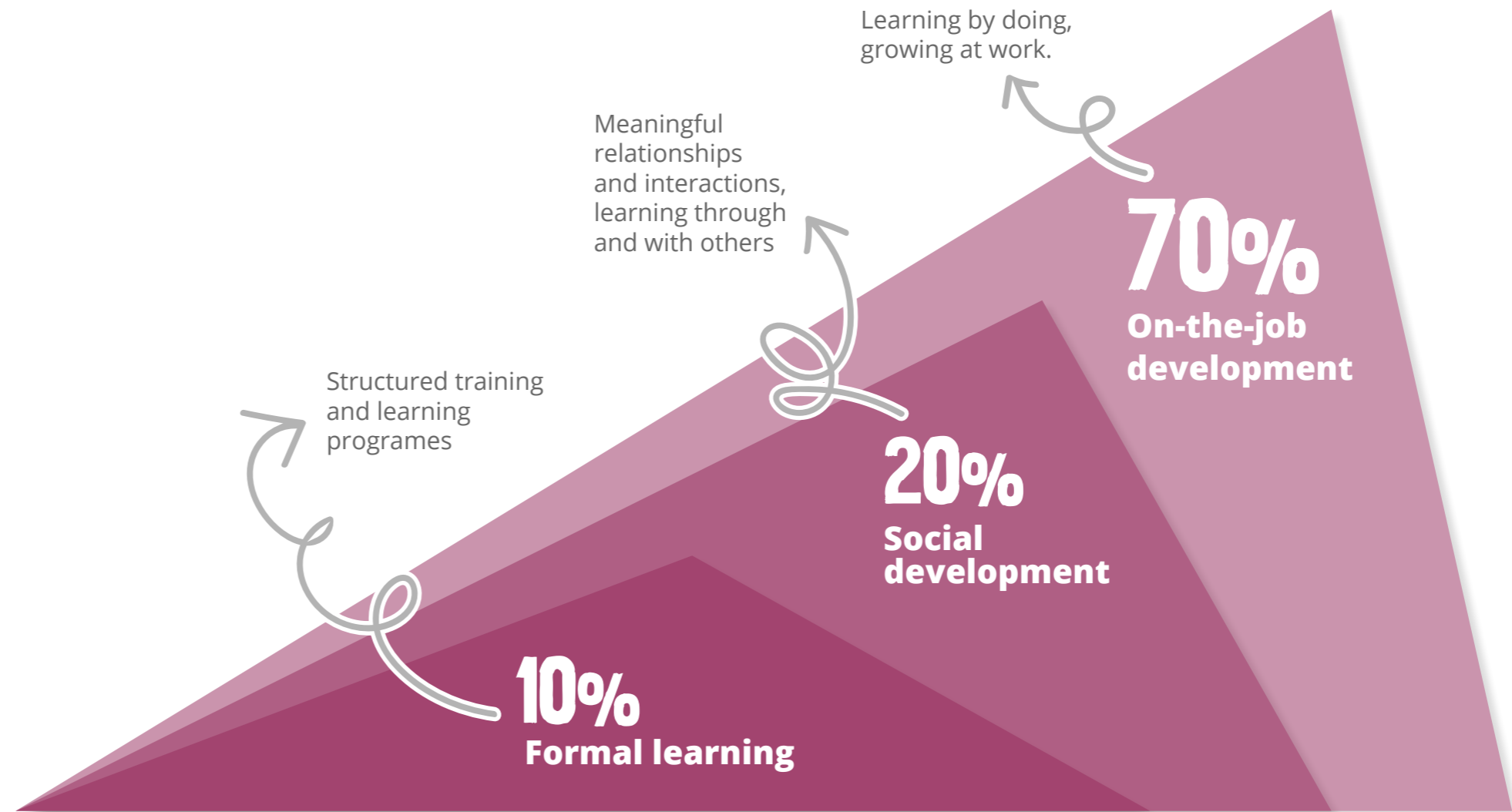
# 70/20/10 and actions for on-the-job development

The 70/20/10 approach to learning at work is a highly effective way for employees to develop and grow their skills, knowledge and abilities. This approach is all about fostering a culture of continuous learning within the organization, allowing colleagues to stay ahead of the curve.

This approach is meant to be a more holistic approach to learning, as it encourages employees to draw from a variety of sources.

This checklist is a useful resource to consider actions you might take to support colleagues with their on-the-job development.

[Click here to access this checklist!](#) >




# How to help your team learn in the flow of work


Helen Tupper and Sarah Ellis are career management experts and authors of this useful and highly practical article where they cover learning on-the-job and how to incorporate it in daily work activities.


Read this article to see why these three principles are relevant and key aspects you can consider as you support colleagues developing on-the-job.

[Click here to read this article!](#) >

They go into three principles of learning in the flow of work:


 Learning is integrated

 Learning is active

 Learning is routine

 Encourage  
#Exploration

 Provide  
#Challenge

 Build  
#Strategies

# Summary: Practical Career Development Support

This page includes all the exercises and practical resources mentioned in the **Practical Career Development** section.

## Your Communication & Feedback Skills

[The importance of active listening >](#)

[How to make developmental feedback useful >](#)

[PACE feedback function >](#)

[Asking Powerful Questions Video >](#)

[Effective Questioning Video >](#)

## Goal Setting Support

[Helping set career goals >](#)

[Supporting SMART goals checklist >](#)

[Goal Setting Exercise >](#)

## Supporting Career Development Planning

[Powerful questions to support career development planning >](#)

[Using the S-curve >](#)

[6 actions to support career development planning >](#)

[Career Development Plan Template >](#)

## Career Conversations

[7 steps to make career conversations easier >](#)

[Quick and useful career conversation prompts >](#)

[Career Conversations Guide for managers >](#)

[Having difficult conversations >](#)

[5 myths and 5 truths about career conversations >](#)

## Supporting Career Transitions

[Different stages of life and career >](#)

[Types of transitions and how to support >](#)

[Onboarding: how to set colleagues up for success >](#)

[When to make a career move >](#)

[Career setbacks: how to support >](#)

## Coaching, Mentoring & Sponsoring

[Difference between coaching, mentoring & sponsoring >](#)

[The GROW model >](#)

[21 questions to coach yourself >](#)

[Career Canvas exercise >](#)

[Become an effective mentor online learning >](#)

[Career Sponsorship: why and how >](#)



# Encouraging Lifelong Learning

As you support others through their careers, it is important to remember we are all on this lifelong journey for growth, development and learning. The more we learn, keep open minds, cultivate curiosity and a growth mindset, the more fulfilled we can be in our careers! That is why it is so important to encourage the people you are supporting to become lifelong learners, investing in their own development, refreshing their skills and staying relevant.

Learn more about cultivating this growth and development as you support others!

**Fostering a Positive Environment & Culture** >

**Cultivating Growth & Development** >

# Fostering a Positive Environment & Culture

The most important role that you can play in supporting the careers of others is to foster a positive environment and culture. As you support others, be clear and open about your positive intent to support and to create openness, where people feel they can trust you, seek guidance and ask for feedback. The [WFP values](#) and [Leadership Framework](#) behaviours are the guiding principles at the centre of ensuring that we remain inclusive, recognising the diversity within the organization as people navigate their careers, explore choices and opportunities, and strive to develop.

Explore this section and continue fostering a positive, respectful culture of taking personal ownership of careers at WFP.

[See additional resources on WFP's workplace culture and values](#) and the initiatives WFP has in place to support a respectful and inclusive workplace.

There are several simple ways you can support others' as they navigate their careers, including:

-  showing interest in their development
-  where their passions and skills make them stand out
-  giving them opportunities
-  helping them explore
-  supporting them in identifying and planning a path
-  showcasing their achievements
-  providing useful feedback and overall being a great listener!

## The importance of investing in yourself

Page | 1 min | Page 88



## The Trust Equation

Article | 7 min | Page 93



## Creating psychological safety and a positive environment

Article | 7 min | Page 91



## 9 actions to foster wellbeing and work-life balance

Tips | 5 min | Page 89



## Supporting colleagues through adversity

Article | 3 min | Page 90



## Google's Project Aristotle: what makes teams successful

Video | 10 min | Page 92





# The importance of investing in yourself

Career supporters throughout WFP are often seen as examples and models, as we can see with the first component of the Leadership Framework – Lead by example with integrity. Truth is, whether you are a manager, HR officer, Staffing Coordinator, L&D focal point, mentor, or just a peer helping out your colleagues, investing in yourself helps to create a culture of making space and time for learning and development, as well as career management. This development in turn makes all of us better and even more efficient at our jobs so we can continue to save lives and change lives!

To dig deeper into this topic, see:

[WFP Learning & Development Services Guide](#)

You may do this by:

-  showcasing to your team how **you invest in your own career management and learning & development**
-  understanding more about **what is on offer at WFP locally or globally**
-  **spotting development opportunities** and suggesting these to colleagues where appropriate
-  encouraging and **starting conversations** about these topics with your team and the colleagues you support.



# 9 actions to foster wellbeing and work-life balance

Promoting and encouraging a culture of wellbeing and work-life balance means supporting colleagues as they work through these aspects throughout their careers. **So, what are some actions you can take to lead by example and foster this culture?**

[Click here to take these actions!](#) >

The actions covered in this resource are:



Lead by example



Focus on the whole person



Learn from each person you support



Encourage open discussions about wellbeing and workplace culture



Embrace new ways of working



Foster psychological safety



Encourage reflection and a growth mindset



Destigmatize mental health discussions



Consider colleagues' needs





# Supporting colleagues through adversity

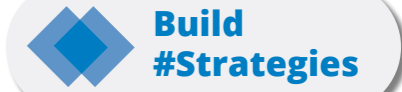
It's not always easy to help colleagues understand when they are facing an adversity. But the supportive advice you provide can make a huge difference in their outlook and the steps they take. A crucial part of this support is helping your colleagues assess the situation and channel any negative emotions into productive strategies.

No matter the adversity your colleague is facing, it's important to create an encouraging, friendly environment to discuss the issue. By asking targeted questions, you can help them work through the emotions and anxieties they are feeling and arrive at a positive outcome. With the right guidance, your colleague can take control of their situation and tackle the adversity with confidence.

Guide them through this assessment and have an encouraging discussion to support them understanding what is actually happening and actions they might take. This assessment includes a quick and simple list of questions to help the colleague work through these adversities calmly and productively.

**Suggest this assessment to the colleague you are supporting** >

If the support needed is not something you feel you can provide, you can always direct the person to **confidential Staff Counseling**. This is a reminder that confidential support is available and could be beneficial.



# Creating psychological safety and a positive environment

The concept of "team psychological safety" was first introduced by Amy Edmonson, organizational behavioural scientist and Novartis Professor of Leadership & Management at Harvard Business School. Edmonson defined this in her work as ***"a shared belief held by members of a team that the team is safe for interpersonal risk taking."***

Following Edmonson's research, it was found in [Google's Project Aristotle](#) that the most effective and productive teams did not possess specific characteristics or personalities, but in reality, shared the feeling of being safe in their teams, without fear of judgement.

Read this article to understand more about psychological safety and why it matters in your role.

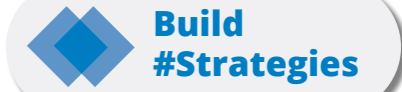
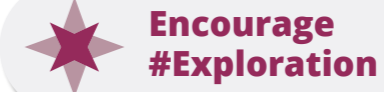
[Read this article!](#) >

[Watch this video on Google's Project Aristotle!](#)

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*"In order to achieve high standards, you need psychological safety"*  
- Amy Edmonson

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# Google's Project Aristotle: what makes teams successful

Creating a work environment that encourages **collaboration and creativity** helps in fostering a high level of **employee satisfaction** and **engagement**. Google's Project Aristotle showed that the most successful teams in these aspects are also the teams that foster the highest levels of [psychological safety](#). This means that employees feel safe taking risks, expressing their opinions, and being open to feedback without fear of retribution or humiliation.

The Project Aristotle team reviewed over 180 teams at Google and discovered that psychological safety was the number one factor in the teams' success. How did they figure this out? By looking at the team's performance on a variety of criteria, such as productivity, creativity, and employee satisfaction.

This video shows more details about Project Aristotle and how, by creating a psychologically safe environment, employees can feel more comfortable and create better results.

Watch this video here! >

Go deeper! [Read this article on psychological safety](#)

# The Trust Equation

When it comes to helping out a colleague in their career, **trust is essential for the relationship to be successful**. After all, if your colleague doesn't feel like they can open up and discuss their challenges, it might be difficult for you to provide support.

That is where the **Trust Equation** comes in. This model states that a person's trustworthiness is equivalent to the sum of the **credibility** they have, their level of **reliability**, and **intimacy** divided by the **self-orientation** of the individual (i.e. having less focus on yourself and your own interests and more on others you are engaged with).

[Click here to access this resource!](#) >

*This exercise was inspired by and adapted from [ModelThinkers](#).*



# Cultivating Growth & Development

When cultivating growth and development among the colleagues you are supporting, consider the relevant actions you may take in creating an inspiring learning and development culture that takes on the job development into account as well as other learning opportunities. Think of how encouraging a growth mindset and curiosity can set someone up for success and motivate them to invest in these aspects of their career management!

See the resources in this section for interesting ways to continue cultivating the amazing talent we have at WFP.

## WFP L&D Services Guide

Reference Guide | Page 95



## 12 actions to encourage a growth mindset and cultivate curiosity together

Checklist | 10 min | Page 97



## 11 mindset shifts to encourage

Tips | 8 min | Page 96



## Creating a culture of learning and development

Tips | 8 min | Page 98



## 4 actions to support someone in a formal learning programme

Checklist | 8 min | Page 99



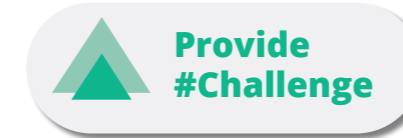
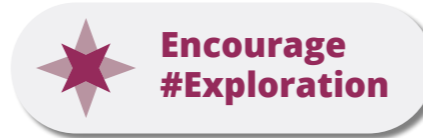
# WFP L&D Services Guide

This guide focuses on the Learning & Development services, products and programmes offered or facilitated by the Career Management Branch of the Human Resources Division at HQ.

The guide covers support for Functional and Cross-Functional Learning, Language Learning, the WeLearn platform, Leadership Development, Career Transition Support & Development and Learning Services for L&D and HR focal points.


This gives a overview of the development opportunities on offer and who to contact to learn more.

[Access the WFP L&D Services Guide!](#) >



 **Inspire**  
#Confidence

 **Encourage**  
#Exploration

 **Provide**  
#Challenge

 **Build**  
#Strategies

# 11 mindset shifts to encourage

Encouraging colleagues to develop enabling mindsets and challenges those that get in the way of their development is an important part setting them up for success. See these 11 mindset shifts you can encourage so that colleagues take action to accelerate their growth.

[Click here to access this resource!](#) >

*This list was adapted from [Sahil Bloom and Sachin Ramje's 11 mindset shifts.](#)*

The mindset shifts covered in this resource are:



Actions can build identity



Curiosity replaces envy



The only worthwhile comparison is to your yesterday



Change is a necessary part of growth



We make our own luck



Focus on the process over outcomes



Embrace feedback (vs. taking it)



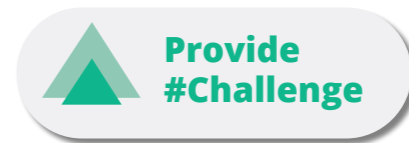
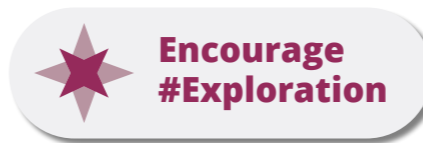
Learning by doing



Imposter syndrome as a growth opportunity



Focus on the present while growing for the future



# 12 actions to encourage a growth mindset and cultivate curiosity together

A growth mindset and cultivating curiosity are fundamental to ongoing development throughout one's career and no matter what one has already achieved or what stage they may be at as an individual.

This resource includes twelve actions you can take to encourage a shift in thinking and behavior towards growth mindset and curiosity in those around you.

[Click here to access this resource!](#) >

The actions covered in this resource include:



Reframe challenges as opportunities



Encourage frequent self-evaluation and reflection



Be a curious role model



Encourage colleagues to share their ideas



Embrace the word "yet"



Normalize stretching and asking for help



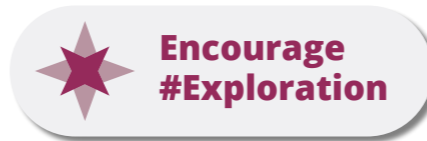
Ask questions and question answers



And more!

If you are not familiar with a Growth Mindset, [watch this introduction video.](#)

See more about Growth Mindset and Cultivating Curiosity on the [Managing my Career Toolkit.](#)



# Creating a culture of learning and development

Creating a culture of learning and development in the workplace is essential for building the capacity of our people and ensuring they have what is required to succeed. As a career supporter, you are responsible for helping to foster this culture by providing colleagues with the necessary tools, resources and support to achieve their development and career objectives.

[Click here to access this resource!](#) >

The actions covered in this resource include:



Provide learning & development opportunities



Leading through lifelong learning



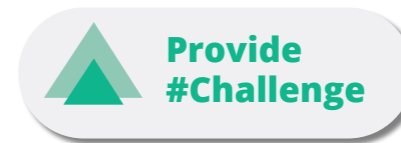
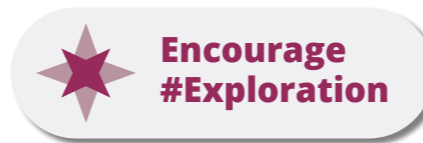
Help create psychological safety



Support colleagues when they are doing formal learning



Recognise and reward learning



# 4 actions to support someone in a formal learning programme

As colleagues go through a learning programme journey, they can benefit from your support. See these relevant actions you can take:



## Have regular check-ins

Have regular check-in sessions with your colleagues to monitor their progress, provide feedback and support. This will help them stay motivated and on track throughout their learning journey.



## Protect their time

Be mindful of your colleagues' time and do your best to protect it when possible, so they have the time they need to dedicate to this opportunity. This will help them focus and make the most of their learning experience.



## Provide motivation and support

Encourage your colleagues and provide them with the support they need to stay motivated throughout their learning experience. This can include offering words of encouragement, helpful advice, and offering to answer any questions they may have.



## Ask them how else you might help

For example, they may ask you for constructive feedback and advice, questions about specific points that might be relevant, where you think they might benefit from focusing on throughout their learning experience, etc. Listen to them and offer advice and feedback when asked.

By following these actions, you can support colleagues in making the most of their learning experience.

# Summary: Encouraging Lifelong Learning

This page includes all the exercises and practical resources mentioned in the **Encouraging Lifelong Learning** section.

## Fostering a Positive Environment & Culture

[9 actions to foster wellbeing and work-life balance >](#)

[Adversity assessment >](#)

[Creating psychological safety and a positive environment >](#)

[Google's Project Aristotle: what makes teams successful >](#)

[The Trust Equation >](#)

## Cultivating Growth & Development

[WFP L&D Services Guide >](#)

[11 mindset shifts to encourage >](#)

[12 actions to encourage a growth mindset and cultivate curiosity together >](#)

[Creating a culture of learning & development >](#)