

LUHFT Pathway Development Conversation Template

To be used with colleagues undertaking LUHFT pathways

Colleague name	<input type="text"/>	Line Manager Name:	<input type="text"/>
Department	<input type="text"/>	Date:	<input type="text"/> Compliant with MT & RST? Yes <input type="checkbox"/> No <input type="checkbox"/>

Before conducting your development conversation, you will find it useful to access the bitesize resource “how to have a development conversation” You can find this bitesize resource [here](#).

The following template has sections for both the colleague and manager to complete during the conversation, with helpful hints along the way. This template, once complete, is to be stored locally. You do not need to share a copy with learning and development, it is for your records only.

If you are not discussing the pathways, you can use the general development conversation template found [here](#)

Section 1: What development has already taken place?

What development has your direct report already undertaken in their current role, or to prepare them for their role?

Questions to consider asking your direct report

- what development have you undertaken on the job? (e.g. supervision, being a coach or mentor to someone else, learning new skills on the job, etc)
- what development have you undertaken through exposure to new activities, such as job shadowing, 360 feedback, receiving coaching, being part of a professional network?
- what formal development have you had such as attending courses?

Managers comments

Direct report comments

Section 2: Confidence in role

This is an opportunity to discuss your current levels of confidence in your role, particularly focusing on your management responsibilities

Questions to consider asking your direct report

- What are you doing well?
- What parts of your role do you enjoy the most?
- What elements of your role do you enjoy the least? Is there a reason for this?
- Are you experiencing any barriers?
- It may be helpful to rate your confidence out of 10 and explain why you have given that score. What would it take to move you up a score?

Managers comments

Direct report comments

Section 3: The Pathways

Please take the time to look at each pathway and consider which will be the most impactful to you in your role.

Spend some time looking at each programme on the pathway and discuss the benefits to you in your role. Where you are unsure, you may find it helpful to have look at the skills scans. The skills scan be found under each course page on the staff hub [here](#)

Please agree now whether you will complete all programmes on the pathway or whether you will self certify for any of the programmes. You then to need to complete [this pathway declaration form](#). On receipt of this form, your pathway will be opened on ESR.

Section 4: Course Impact and Expectations

Here you will consider the expected impact of your direct report undertaking their development pathway. This is about what you expect your direct report to be doing differently, or consistently. (Access information on the [pathways here](#))

For the manager to consider.....

- How do I create the conditions for learning to be transferred back in the workplace?
- Would you expect your direct report to feedback their learning via any formal channels?

Questions to consider asking your direct report

- Looking at the pathway content, which programmes do you anticipate will be most useful to you? why is this?
- How do you think this pathway will help you in your management role?
- What difference do you expect to experience as a result of completing this pathway?
- How will you know that attendance on this pathway has made a difference?
- How will we, together, monitor progress and any further support needed?

Managers comments

Direct report comments

Section 5: Next Steps

During the pathway, your direct report will identify a number of actions they will take as a result of attending. They will use this conversation to assist with this, but will likely have further reflections and thoughts during the pathway.

After the pathway you will have a post course "transfer of learning conversation" to discuss the actions they identify.

Transfer of Learning Conversation Template

To be used with colleagues taking part in the LUHFT pathways - **complete this section after pathway completion**

This section of the form should be **completed within two weeks of pathway completion**. Prior to starting the conversation, we suggest referring back to your initial development conversation with your direct report, to refresh understanding of expectations. The ["How to have an effective Transfer of Learning Conversation"](#) bitesize resource will help you

Section 6: Pathway Discussion

Use this section to have a conversation about the pathway. What impact did it have? Was there any self reflection? Were there any "light bulb moments"? What were their key take away reflections?

Questions to consider asking your direct report

- What were the things that stood out?
- What made you think differently?
- In the time since you finished the pathway, have you made any immediate changes or actioned any quick wins?
- What had the biggest impact?
- What had the least impact or least value to you? Why was this?

Managers comments

Direct report comments

Transfer of Learning Conversation Template

To be used with colleagues taking part in the LUHFT pathways

Section 7: Actions identified during the programmes

Your direct report should have taken the time to consider actions that they would take as a result of attending the programmes. What actions did they identify? This is an opportunity to talk them through together, with the final section of the template being to agree and confirm final actions

Questions to consider asking your direct report

- Are these actions as you anticipated during your development conversation?
- If they are different, what are the reasons for this?
- What are your timeframes for achieving these actions?
- Are your timeframes realistic?
- How will you know these actions have made a difference?
- Consider the support you might need

Manager's comments

Actions identified

Section 8: Support Required

This section will help you consider together any barriers in the way of achieving these actions along with any support your direct report may need

Questions to consider asking your direct report

- Does your direct report have any concerns with the identified actions?
- If they are different to the actions you discussed in the pre-course development conversation, what are the reasons for this?
- Consider the support you might need to give your direct report - do they need on the job development? Mentoring? Coaching? Opportunities to stretch on the job? Do you need to unblock any barriers for them?

Manager's comments

Direct report comments

Section 9: Monitoring Progress

This section will help you agree together how you will monitor progress against the agreed actions

Points to consider

- Do you have regular 121s?
- Do you need specific catch ups to discuss progress / barriers / support needed?
- When will you next meet to discuss progress?

Manager's comments

Direct report comments

