

Stretch Opportunities Picklist

Goal

This tool will help you brainstorm opportunities to help your staff develop specific skills and “stretch” beyond their current capabilities. You can use this list as inspiration when you’re working with staff to build a customized individual development plan (IDP).

Manager Time Commitment

15 minutes to customize list
45 minutes per staff member to host IDP discussion (see tool on page 48)

Staff Time Commitment

45 minutes to participate in IDP discussion (see tool on page 48)

How to Use This Tool

1. Download picklist of professional growth opportunities to customize.



Visit advisory.com/hrac/2016/engagestaff and download an editable version of the picklist (also displayed on the following page). Delete any opportunities that aren’t available for your team.

The picklist is organized by competency and includes commonly available skill development ideas that will help you identify the specific opportunities available at your organization.

Next, add specific opportunities available at your organization. For example, you can add formal training programs or workshops offered by your organization.

If you’re not sure what’s available, check with your HR department about formal classes or trainings held at the organization or in partnership with local schools. You might also ask about financial support for education or professional growth (e.g., funds to attend a conference or tuition support).

If possible, collect handouts or website links that describe the opportunities. You can keep these handy to share with staff.

When you’re looking for ways to expand and customize the picklist, don’t forget to consider informal opportunities that may be available. For example, are there specific taskforces or projects that a team member could participate in?

2. Work with individual team members to pick opportunities to include in their individual development plan.

Use your customized picklist together with the Individual Development Plan Template on page 48 to help staff build a customized plan for their professional growth.

When selecting opportunities with staff, consider:

- Which opportunities would help a staff member build on existing strengths?
- Which opportunities would help a staff member build key skills required for success in a future role?
- Which opportunities fit well with a staff member’s interests?
- Which opportunities would fit well with a staff member’s existing commitments?
In other words, what do they currently have the time and energy to work on?





Picklist of Professional Growth Options

Competency	Picklist of Options
Building Relationships	<ul style="list-style-type: none"><input type="checkbox"/> Invite a peer in another department or an another team to go out for coffee to learn more about their role.<input type="checkbox"/> Serve on a cross-departmental committee or task force.<input type="checkbox"/> Serve as a mentor for a new hire or intern/volunteer (either through a formal mentoring program or informally).
Communication	<ul style="list-style-type: none"><input type="checkbox"/> Present a new initiative/project at a team meeting.<input type="checkbox"/> Research a trend impacting the health care industry and share your findings at a team meeting.<input type="checkbox"/> Lead a team meeting.<input type="checkbox"/> Facilitate a book club session or Journal Club for peers.<input type="checkbox"/> Write an article for publication (either for an internal publication such as a newsletter, or for an external publication).<input type="checkbox"/> Participate in a public speaking workshop (consider both internal opportunities but also external opportunities, such as a local Toastmasters club).
Leadership	<ul style="list-style-type: none"><input type="checkbox"/> Conduct an informational interview with a leader to learn more about their role and the experiences they found most helpful to develop their leadership skills.<input type="checkbox"/> Lead a training session on a particular skill or content area for peers.<input type="checkbox"/> Participate on a council or committee in a leadership capacity.<input type="checkbox"/> Act as a mentor for a peer who is struggling with a skill or competency you excel at.<input type="checkbox"/> Identify a department/unit/team improvement opportunity and initiate a process improvement project.
Analytical Thinking	<ul style="list-style-type: none"><input type="checkbox"/> Identify pros and cons of possible options for a decision and present to your supervisor with a recommended course of action.<input type="checkbox"/> Identify an improvement opportunity and conduct a root cause analysis to understand what's driving the problem. Share your results with your supervisor.
Industry Knowledge	<ul style="list-style-type: none"><input type="checkbox"/> Sign up for a regular digest of health care news (such as the Advisory Board's Daily Briefing email) to keep up with industry trends.<input type="checkbox"/> Invite a more experienced colleague out for coffee and ask them to share how they stay up-to-date on industry trends.<input type="checkbox"/> Attend a webconference on a topic relevant to your work and discuss the content with your supervisor.<input type="checkbox"/> Ask your supervisor for recommended books or articles to read.<input type="checkbox"/> Attend an open board meeting.
Customer Service	<ul style="list-style-type: none"><input type="checkbox"/> Ask your supervisor to share your team's HCAHPS patient satisfaction data or internal customer satisfaction data. Discuss the strengths and areas of opportunity identified in the data with your supervisor.<input type="checkbox"/> Put yourself in the shoes of a typical patient or customer and walk through their typical interactions with your team. Look for improvement opportunities and share them with your supervisor.<input type="checkbox"/> Shadow an experienced colleague rounding on patients or customers.<input type="checkbox"/> Round on patients or customers and share collected feedback with your team.

Source: HR Advancement Center interviews and analysis..