VAXCYTE

Developing Others

@Vaxcyte

The following are our agenda and learning objectives for Developing Others.

Session Outline:

1. Importance of Development

2. Key Mechanisms for Development

3. Coaching

4. Practice

Our Objectives:

☑ Understand why developing your team is so important

☑ Learn key techniques for employee development

☑ Learn a best practice model for coaching

☑ Start applying your learning in this program

My Notes: ✏️

Why Employees Leave an Organization

A bad manager	
A bad work environment	
No development or foreseeable career progression	
Low compensation or benefits	
Witness maltreatment of others	
Low belief in the company's vision or mission	

My Notes: ✏️

Key Things You Can Do

	Notes:
✓ Talk with your team members frequently (schedule these / don't leave to chance)	
✓ Don't only talk about performance with your team members	
✓ Ask them regularly what they need (including training and other development opportunities)	
✓ Ask your team for regular feedback on what you can do better / more or less of	
✓ Conduct quarterly "stay" interviews	
✓ Use 360 coaching (development, careers, satisfaction, and performance)	
✓ Seize micro-opportunities to coach (don't wait until the issue is too big)	

Notes:

Showing your employees that you care about their thoughts and feelings regarding work	
Helping to build trust with your employees	
Increasing the communication between you and your employees	
Allowing for a mutual conversation between you and an employee regarding their current stance on work	
Providing viable information needed to make positive changes within the workplace	
Revealing patterns and data related to your employee turnover rates	
Identifying employees who aren't happy and might need more support	

Stay Interview ~ How To ...

Notes:

1 Schedule stay interviews.

2 Let employees know why they're being interviewed and what to expect.

3 Conduct stay interviews in a safe and comfortable environment.

4 Ask the right stay interview questions.

5 Express your appreciation for the employee.

6 Follow up after the interview.

7 Use the information gathered to make positive changes.

Stay Interview ~ Questions

Notes:

1 What's the most exciting part of your job?	
2 What aspect of your job do you wish you could change?	
3 What factors contribute to you doing your best work?	
4 How could your work-life balance be improved?	
5 What additional resources or professional development opportunities would be useful to you?	
6 What (if any) situations have made you consider resigning?	
7 Are there talents you have that you don't get to use in your position?	
8 What could the company improve about employee recognition?	
9 Are there additional benefits you would like to see?	

What is a stay interview?

A stay interview is conducted with current employees to assess their job satisfaction and why they're staying with us. You typically have a list of questions to ask, but it can also be an informal interaction where you encourage the employee to share as much as they want. The questions you ask can help you learn what makes our company a great place to work and what we can work on to increase employee retention.

Some benefits of conducting stay interviews include:

• Showing our employees that we care about their thoughts and feelings regarding work

• Helping to build trust with our employees

• Increasing the communication between you and your direct reports

• Allowing for a mutual conversation between you and an employee regarding their current stance on work

• Providing valuable information needed to make positive changes within the workplace

• Revealing patterns and data related to our employee turnover rates

• Identifying employees who aren't happy and might need more support

How to conduct effective stay interviews

You've decided to implement stay interviews, but how do you get started?

The following steps can help you conduct effective stay interviews:

1. Schedule stay interviews.

2. Let employees know why they're being interviewed and what to expect.

3. Conduct stay interviews in a safe and comfortable environment.

4. Ask the right stay interview questions.

5. Express your appreciation for the employee.

6. Follow up after the interview.

7. Use the information gathered to make positive changes.

1. Schedule stay interviews

Schedule your stay interviews in advance, and inform your employees of when they can expect to be interviewed. This gives employees time to prepare and ensures they aren't taken by surprise when called in for a retention interview. Getting them on your calendar also ensures you save enough time in your schedule to properly conduct the interviews.

2. Let employees know why they're being interviewed and what to expect

Explain to your employees what this type of interview is and why you're doing them. You should also inform your employees of what to anticipate during the interview. Being open about the purpose of these interviews helps to build trust and allows them to come to the interview with helpful answers and information.

3. Conduct stay interviews in a safe and comfortable environment

Holding these conversations in a neutral environment can help employees feel more comfortable and open. For example, rather than conducting interviews in your office with the door closed, consider conducting them in the employee's office, an empty conference room, or even a nearby coffee shop.

Asking the interviewee for suggestions can ensure they feel comfortable. The more comfortable your staff feels, the more likely they are to share honestly and openly, which makes the information you gather more useful.

4. Ask the right stay interview questions

Asking the right retention interview questions may be the most important component of the process. The questions you ask should be beneficial to our company and the employee, and they should be asked in a way that encourages employees to be open and honest. Your stay interview questions should also convey that you care about your employees' opinions and what they say will be taken seriously. Open-ended questions are ideal because they encourage the interviewee to share more than just a simple yes or no.

5. Express your appreciation for the employee

Expressing your appreciation for participating in the interview and the work they do in general can make it a more positive experience. You could say something like, "We really appreciate your hard work in your position as [employee's position], and you're truly a valued employee at Vaxcyte."

6. Follow up after the interviews

Following up with employees after the interview shows that you appreciated their time and you were truly listening during the interview. A follow-up email with a mention of something specific discussed should suffice.

7. Use the information gathered to make positive changes

Taking notes and using the information to make positive changes is key to getting the most out of stay interviews. Decide how you'll use the information ahead of time, and take action as soon as the interviews are complete to show you're serious about improving things.

Some additional best practices

The following are a few best practices to keep in mind when conducting stay interviews:

- **Schedule it separately.** Don't combine stay interviews with performance reviews. Each should have its own time to ensure the focus is solely on its purpose.

- **Use a variety of questions.** Ask questions that address both the positives and negatives of an employee's position, as well as questions about working for the company as a whole.

- **Have direct supervisors conduct interviews.** Employees usually have the closest relationship with the people who manage them directly, which can reveal more honest answers.

- **Keep an open mind.** It's easy to think suggestions won't work or get offended if the employee shares negative thoughts. Don't dismiss or trivialize an employee's answers or opinions, even if you don't agree with them.

- **Spend most of the time listening.** Your questions get the conversation going, but your main role is to absorb the information being shared. Avoid interrupting while a staff member is sharing. Wait until they're done to ask follow-up questions if necessary.

- **Don't rush.** You should expect to spend at least 30 minutes with each employee. Some might only last 15 to 20 minutes, while others could last an hour.

- **Spot patterns.** Seeing multiple people share the same ideas, whether positive or negative, helps you identify the things you should pay the most attention to.

- **Acknowledge ideas.** When changes are made, let the employees who contributed to the changes know and show appreciation for their input.

Frequently asked questions about stay interviews

What should not be asked in a stay interview?

You should avoid asking questions that would result in only a "yes" or "no" answer. These types of answers don't provide quality information and don't let employees expand on their opinions and feelings. Asking questions related to the employee's salary should also be avoided and saved for performance reviews.
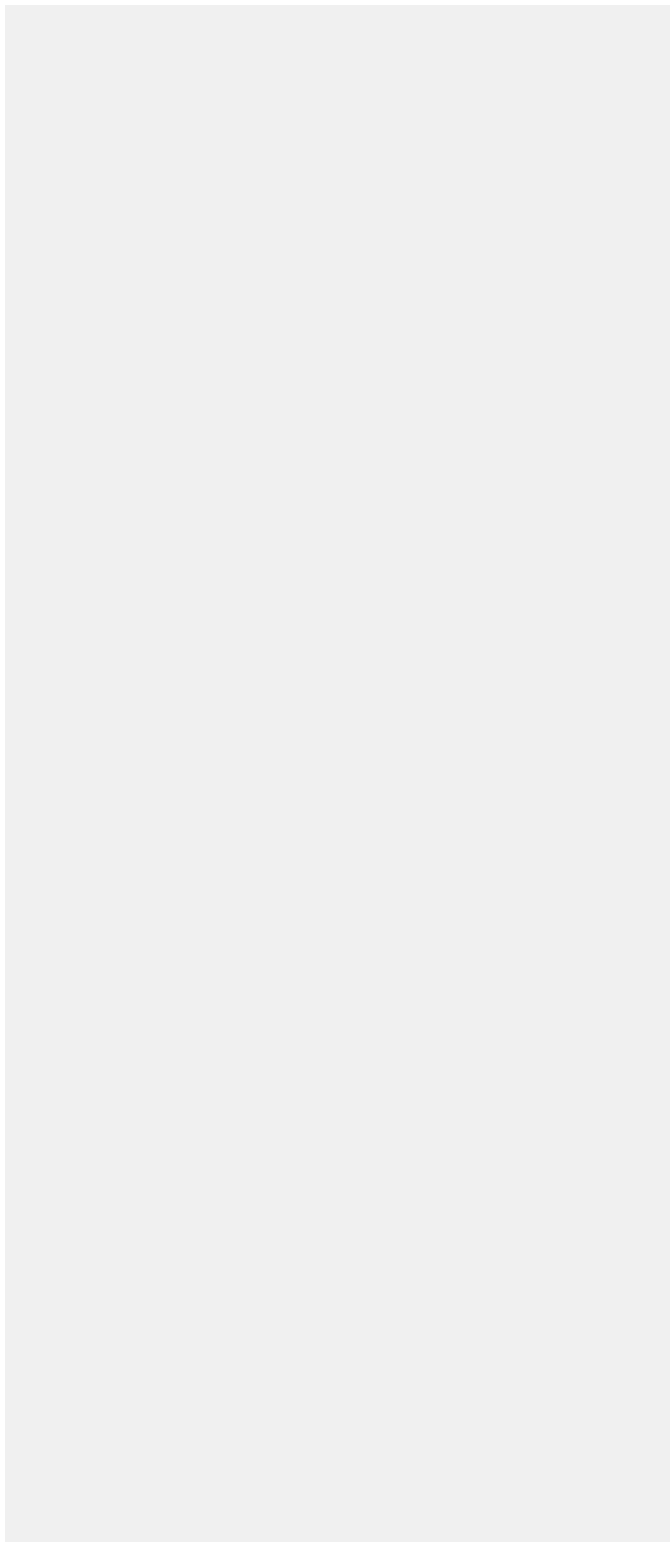
What is the difference between a stay interview and an exit interview?

One big difference between exit interviews and stay interviews is when they happen. You can conduct a stay interview at any time with any of your current employees. Exit interviews are scheduled when an employee leaves the company. It's typically one of the last steps the employee completes before exiting. Both types of interviews can give you insight that can help you improve. Exit interviews often focus on why the person is leaving and what you can change to retain employees in the future.

Do all employees have to be interviewed?

You don't need to include all employees in stay interviews, but it can be beneficial. Employees who have been there the longest and perform well consistently often have more insight. Try to include a variety of employees from different departments and backgrounds to get varying opinions. Keep in mind that some employees might feel left out if you don't interview them or you consistently choose the same people to interview.

My Notes: ✏

My Notes: ✏️

What is Coaching?

Coaching is a discipline, a regular conversation using concrete information, which takes place between a coach or leader and an individual or team.

Coaching enables continuous learning, engagement, growth, and satisfaction.

My Notes: ✏️

Notes:

Aptitude:
Capabilities, Results, Career

Attitude:
Engagement, Behavior, Relationships

Outside Factors:
Organizational Change, Personal Change, Natural Disaster, Pandemic, Recession, etc.

Coaching Roles & Responsibilities

Coach Responsibilites	Coachee Responsibilities	My Notes:
Help members learn and grow	Commit and be open to learn and be coached	
Establish and adhere to regular cadence for coaching	Ask for coaching when needed	
Prepare for coaching conversations	Prepare for coaching conversations	
Tailor coaching to the individual and situation	Clearly define the situation and where help is needed	
Ask questions to better understand	Clearly define desired outcome	
Listen and clarify as needed	Listen and clarify as needed	
Co-create action plans with clear outcomes and timing	Co-create action plans with clear outcomes and timing	
Help the coachee remove obstacles and obtain the resources they need	Ask for help when resources are needed or advice to overcome obstacles	

1. When I coach others, I do so for their benefit and development. I do not coach for my own benefit.

☐ Strongly Agree ☐ Agree ☐ Somewhat Agree ☐ Disagree ☐ Strongly Disagree

2. I've been effectively coaching others for several years. I know I am effective because of the feedback I receive from my coachees.

☐ Strongly Agree ☐ Agree ☐ Somewhat Agree ☐ Disagree ☐ Strongly Disagree

3. Whenever I coach someone, I always close coaching conversations with agreement for next steps.

☐ Strongly Agree ☐ Agree ☐ Somewhat Agree ☐ Disagree ☐ Strongly Disagree

4. As the coach, I consistently meet or exceed the obligations or actions I've agreed to be responsible for.

☐ Strongly Agree ☐ Agree ☐ Somewhat Agree ☐ Disagree ☐ Strongly Disagree

5. I know how to establish trust with my coachees and am able to do so relatively quickly when I start coaching someone new.

☐ Strongly Agree ☐ Agree ☐ Somewhat Agree ☐ Disagree ☐ Strongly Disagree

6. I create an environment in which it's safe for my coachees to be who they are and share their perspectives with me without concern for comprises in confidentiality and/or any other negative outcome.

☐ Strongly Agree ☐ Agree ☐ Somewhat Agree ☐ Disagree ☐ Strongly Disagree

7. When I'm coaching, I remain calm, composed, focused, neutral, and confident.

☐ Strongly Agree ☐ Agree ☐ Somewhat Agree ☐ Disagree ☐ Strongly Disagree

8. I am often told by my coachees that I'm a great listener.

☐ Strongly Agree ☐ Agree ☐ Somewhat Agree ☐ Disagree ☐ Strongly Disagree

9. When I coach, I do very little of the talking.

☐ Strongly Agree ☐ Agree ☐ Somewhat Agree ☐ Disagree ☐ Strongly Disagree

10. When I coach, I ask a lot of open-ended questions to get my coachees talking and to open-up.

☐ Strongly Agree ☐ Agree ☐ Somewhat Agree ☐ Disagree ☐ Strongly Disagree

11. I am effective at increasing my coachee's self-awareness.

☐ Strongly Agree ☐ Agree ☐ Somewhat Agree ☐ Disagree ☐ Strongly Disagree

12. When I coach, I guide a lot on areas related to the coachee's self-awareness and emotional intelligence.

☐ Strongly Agree ☐ Agree ☐ Somewhat Agree ☐ Disagree ☐ Strongly Disagree

13. When I coach, I focus on what the future could hold for the coachee if certain actions are taken.

☐ Strongly Agree ☐ Agree ☐ Somewhat Agree ☐ Disagree ☐ Strongly Disagree

14. When I coach, I focus somewhat on the past / history and what the coachee can learn from past actions, but mostly on the future and what could be possible.

☐ Strongly Agree ☐ Agree ☐ Somewhat Agree ☐ Disagree ☐ Strongly Disagree

Coaching Skills & Principles

Skills:

My Notes:

Skills	My Notes:
Clear and concise communicator	
Listen with respect	
Understand individual strengths, developmental areas, and interests	
Provide frequent, open, and honest feedback	
Be accessible for ongoing direction, support, and advice	
Connect the coachee with other people and resources	

Beliefs and Assumptions:

My Notes:

Beliefs and Assumptions	My Notes:
People can and want to develop	
People need a way to demonstrate their capabilities regularly	
Managing and leading by control doesn't work	
It's my job to initiate coaching and use every interaction as an opportunity to coach	
Great accomplishment comes from individuals and teams being committed to doing their best	

Good vs. Great Coaching

Good Coach:	Great Coach:	My Notes:
Sets expectations	Sets bold challenges	
Gives direction	Gives vision	
Focuses on performance improvement (fixing things)	Focuses on performance enhancement (building on strengths)	
Facilitates personal growth	Facilitates the achievement of business results and personal growth	
Monitors and gives feedback	Collaborates to create new ways of approaching objectives	

COACH

COACH can help you advance your coaching capabilities by directly linking your coaching to capabilities the individual, you as the coach, or your organization, want to build and strengthen.

Capabilities	
Observe	
Assess & Prepare	
Converse	
How to Progress	

Capabilities

What capabilities are:

Needed for the assignment?	
Important for the employee to develop?	
Of interest to the employee?	
Helpful to the employee's long-term career?	
Important to the organization?	

My Notes: 🖊

My Notes:

Assess and prepare is about taking the time to:

- Reflect on your observations.

- Prepare a well thought out coaching conversation to ensure maximum effectiveness.

Converse

From assess and prepare, COACH moves on to the readiness to now have the coaching conversation between the coach and the coachee. In the **converse** step, we're discussing the following with the coachee:

Their views on progress

Your observations

The capabilities to develop or enhance

Optional ways to move forward

How actions can benefit the individual or team

An action plan to address the opportunity

A commitment to follow-up and check-in on progress

You need a successor for your role. Not immediately, but it's something that you're aware is missing today.

You've thought about this for a while and considered many possible individuals.

You've landed on Lanisha because you feel she has the strongest potential. She also has strong and consistent results and always gets positive feedback from the rest of the team.

Now, you need to start coaching her to improve her financial and stakeholder management skills.

C – Capabilities

Your role requires strong leadership, financial analysis, planning and management, stakeholder management and consistent results.

Lanisha has proven her strong leadership skills and ability to deliver consistent results. She has little understanding of financials and could improve her stakeholder management capabilities.

O – Observe

The feedback from Lanisha's team is consistently positive regarding her strong leadership skills. She's also consistently met or surpassed each quarter's goals for the past 3 years.

You noticed recently that she struggled to provide budget requirements for her department in a format that would be expected.

You also observed that the last project she led failed to consider all stakeholders, which required some back-peddling before the project could be completed.

A – Assess & Prepare

In considering the full context of this coaching need, you want to start the coaching conversation with Lanisha asking her about her longer-term career goals.

You want a way to relate the need to enhance financial and stakeholder management capabilities to Lanisha's career goals.

You also want to prepare specific questions that can help you uncover why Lanisha struggles with financials and also doesn't always think about the full set of stakeholders.

C – Converse

Start the conversation with a light "How's it going?"

Ask Lanisha about her longer-term career goals. Share your beliefs in Lanisha's ability to assume roles with greater scope and responsibility. State the general requirements of roles with greater scope, such as financial and stakeholder management capabilities

Ask Lanisha her opinion of her current strengths and areas to develop for future roles. Share your observations and feedback

H – How to Proceed

Now, you are working with Lanisha at the end of the Coaching Conversation to:

• Identify ways to leverage her leadership capabilities and consistent results
• Identify ways to develop her financial and stakeholder management capabilities
• Explore resources (including your help) that Lanisha may need
• Create objectives to help measure progress
• Agree timing to complete next actions

The "How" of COACH

In the final step of COACH, we're working with the coachee to determine an action plan / **how** we are going to proceed ~ what steps or actions are needed and agreed with the coachee.
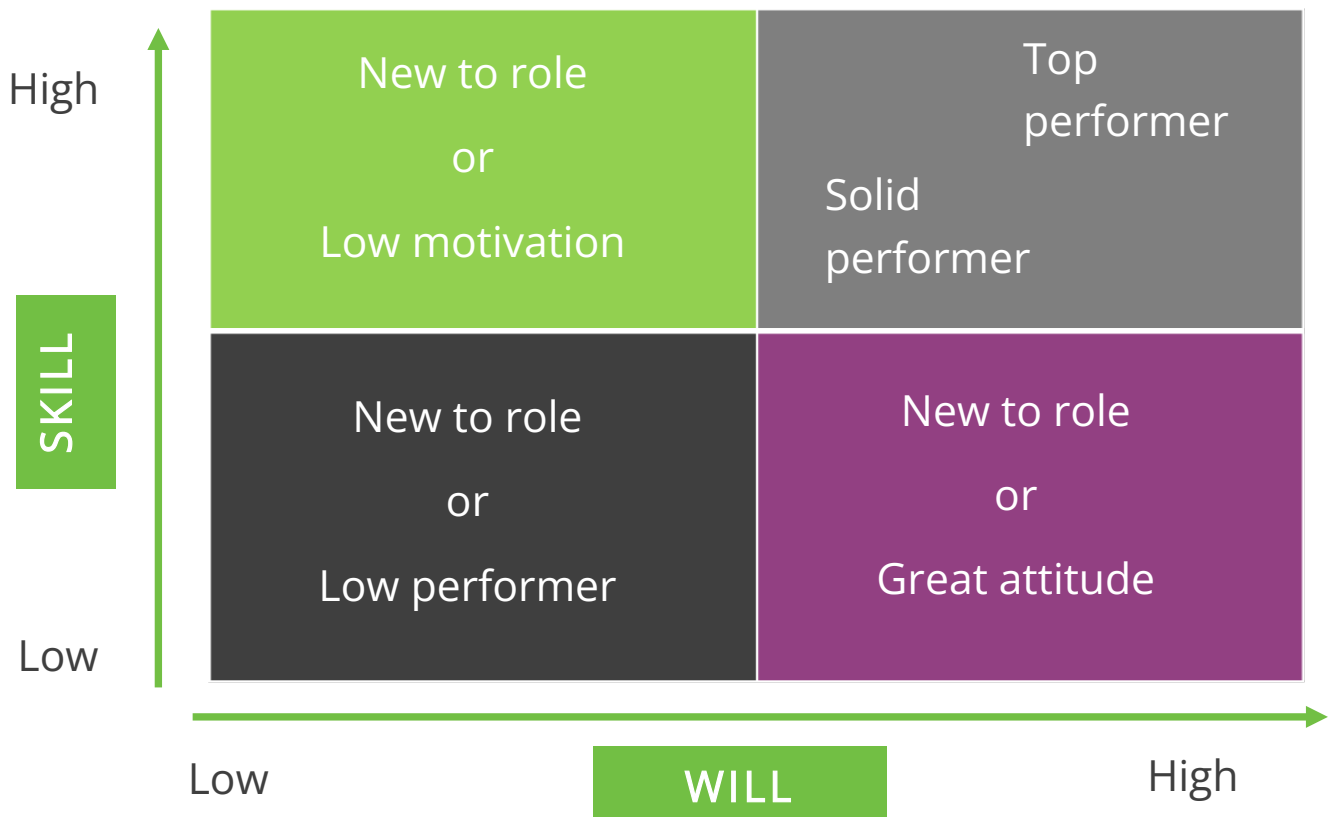
Identify ways to leverage current strengths	
Identify ways to develop areas for improvement	
Explore resources (including your help) that may be needed	
Create objectives to help measure progress	
Agree timing to complete next actions	

Diagnosing Different Coaching Needs

As coaches, we should consider each individual's or team's coaching needs before we step into a coaching conversation.

Considering an individual's or team's skills versus their will can help us target the coachee's particular needs.

	Low	High
High	New to role or Low motivation	Top performer / Solid performer
Low	New to role or Low performer	New to role or Great attitude

SKILL (vertical axis: Low to High)

WILL (horizontal axis: Low to High)

My Notes: ✏️

Think about a team member you want to coach. Where do they currently fall?

High

SKILL

Low

Low   WILL   High
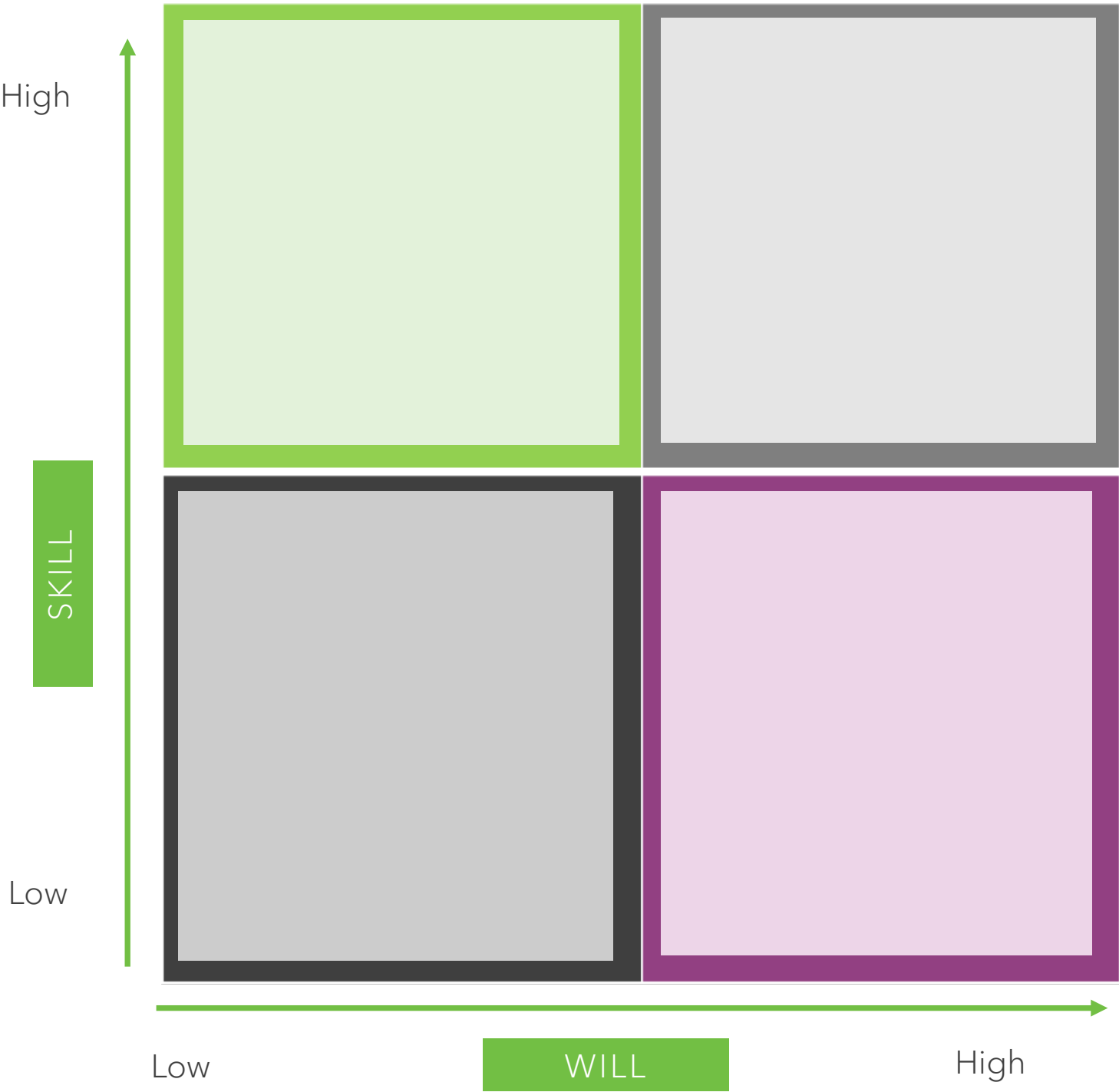
Diagnostic Questions

From COACH, we learned that there are some simple questions we can ask ourselves (or others) to better understand the coachee's needs …

Notes:

1 Have you ever seen this person or team perform tasks at or above the required standard?

2 Is this individual's or team's general attitude and demeanor positive, professional, engaged, and committed?

3 Have you recently spotted any negative behaviors, lack of engagement, or commitment?

4 Has something happened in the organization, work, or personal environment that may be affecting this individual or team?

A Simple Model for Development

We also learned from COACH that when we consider the development that will come through coaching, there are simple ways to align these opportunities for greater effectiveness …

Strengths	• Give me assignments to highlight my strengths • Big projects, big tasks • More autonomy	
Developmental Areas	• Give me assignments to slowly work on my developmental areas • Small tasks • Lots of coaching	
Interests	• Whatever you assign me, show me how it relates to my interests	

Fit the approach and solution to the need.

Coaching Need:	Coaching Solution:	Notes:
Willing, but not skilled	Coaching + basic or beginner skill learning	
Skilled, but not willing	Coaching + greater opportunity to contribute	
Willing and skilled, but challenged by outside factors	Coaching + role-playing or shadowing to find ways to re-think their approach	
Good performer who is willing and skilled	Coaching + advanced skill learning	
Great performer who is more than willing and skilled	Coaching + high-potential opportunities	

Assess and Prepare

Before we practice using COACH, let's look at Assess and Prepare and Converse in more detail

Notes:

Objective / desired outcome	
Positive feedback with specific examples	
Observations with specific examples	
Impact and importance to the coachee, team, and organization overall	
Questions you want to ask the coachee (their perspective, what might get in the way, etc.)	
Possible development actions (incl. resources, check-ins, and next steps)	

Coaching Action Plan

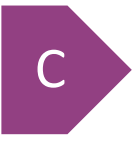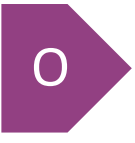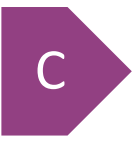|		
👤	**Team Member I want to coach:**	
📊	**What is this individual's skill vs. will level?** (consider diagnostic questions below)	
?	**Diagnostic questions I can use:**	• Have you ever seen this person perform tasks at or above the required standard? • Is this individual's general attitude and demeanor positive, professional, engaged, and committed? • Have you recently spotted any negative behaviors, lack of engagement, or commitment? • Has something happened in the organization, work or personal environment that may be affecting this individual?
C	**Capabilities to develop for this individual**	
O	**What have I observed?** (specific examples)	
A	**What else do I need to do to fully assess and prepare for the coaching conversation?**	
C	**What do I want to say during the coaching conversation?**	
H	**What are my early ideas for how to proceed with this individual's development?**	

Coaching Action Plan

👤	**Team Member I want to coach:**	
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Fit the Approach and Solution to the Need

Giving Feedback:

Be objective	
Provide specific examples	
Avoid abstract or negative statements	
Demonstrate respect	
Don't over-react or over-respond	

Listening:

Stop talking	
Put the speaker in the spotlight	
Turn-off your internal dialogue	
Listen for the "so what?"	
Listen for judgments	
Paraphrase and summarize	
Recognize / reflect feelings	

Career conversations enable managers to support their employees' professional development and is one of the ways to develop an engaged and skilled workforce. These types of conversations can be difficult to have, but with thought and preparation, it doesn't have to be that way, and you can have an honest and authentic dialog.

Types of Career Conversations:

What's expected of me?	
How am I doing?	
What's next for me?	
What and how should I develop?	

What is expected of them?

At some point, this question must have come up, but roles evolve, and organizational needs change. Therefore, it is important to ask this question every now and again to ensure that your team members' goals and aspirations align with those of the organization. To succeed in any role, your team members have to know and understand what is expected of them, what they are responsible for, how their work is measured and evaluated, so they can perform well in the role. Ensure your team members have the resources they need to perform well. Work with your team members to set career goals with attached timelines, clarify what needs to get done, and discuss how they will be rewarded and recognized for the work they do.

How are they doing?

Team members need to know how they are doing so they can course correct if needed. They want to be on meaningful projects that make an impact. Team members should also take the opportunity to find out from their manager how others perceive them. Team members should solicit feedback whenever they need it, and not wait for performance review time.

What's next for them?

Encourage your team members to map out their career path, so they have a sense of where they want to go next. During this type of career conversation, your team members should share their career map/plan and ask about opportunities and the organizational landscape. This conversation will allow them to make changes to their career map/plan and find out how each choice will impact their career.

What and how should they develop?

Team members should think about what they want professionally, and not leave it up to others. They should think about possible gaps in their skills, and how they might fill them. As their manager, you should be prepared to talk about their development opportunities (ways to leverage their strengths), their development needs (areas to be developed), and the best ways to address these.

Adapted from "Career Conversations to Have With Your Manager" by Right Management

Purpose: These career questions will help you get a career development conversation started.

General probing and clarifying questions:

What do you hope to accomplish?	
What's next?	
What do you have in mind?	
How can I help? What would be the best way for me to support you? How do you want me to be involved?	
What are the potential outcomes? Can you live with those outcomes?	
What is your role in solving the current problem?	
What strengths do you bring to the conversation?	
What obstacles stand in your way?	
What else can you try?	
May I offer a suggestion or tell you what I've observed?	
Do you need more time to think this over?	
Why do you think….?	
How do you plan to….?	
What's stopping you from…?	
Tell me more …	

More Questions to Ask

Questions to create organizational alignment:	
How might this fill an important organizational need?	
How might this deepen expertise in an area that is critical to our ongoing success?	
Questions to help prioritize:	
What are some strengths or skills you would like to use more in your current job?	
Are there any personal values you would like to see reflected more through your work?	
What activities in your job do you find most rewarding?	
Given the changes/challenges that are taking place in the department or organization, where do you see yourself providing the most value?	
How might this help bring about needed change in the department / organization?	
How might this improve service to those we serve?	
How does this help us create a high-performance organization and culture?	
How does this help us improve our productivity, processes, or quality?	

More Questions to Ask

Questions to help debrief a development experience:

What happened? How did it go?	
What worked and why?	
What didn't work and why?	
What would you have done differently?	
Where can you apply this in your day-to-day work?	
What did you learn?	
How will you practice what you learned?	
What might be an upcoming opportunity?	

My Notes: ✏️

Appendix

Stay Interview ~ Questions

Notes:

1	What's the most exciting part of your job?	
2	What aspect of your job do you wish you could change?	
3	What factors contribute to you doing your best work?	
4	How could your work-life balance be improved?	
5	What additional resources or professional development opportunities would be useful to you?	
6	What (if any) situations have made you consider resigning?	
7	Are there talents you have that you don't get to use in your position?	
8	What could the company improve about employee recognition?	
9	Are there additional benefits you would like to see?	

Stay Interview ~ Questions

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Coaching Action Plan

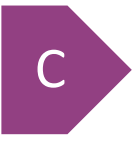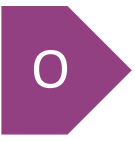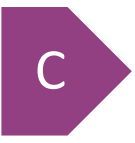|	
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Coaching Action Plan

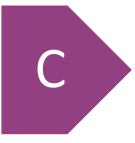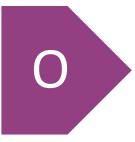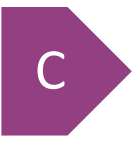|		
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A	**What else do I need to do to fully assess and prepare for the coaching conversation?**	
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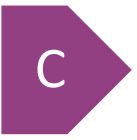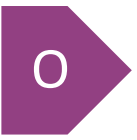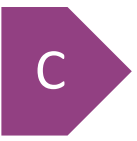|		
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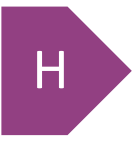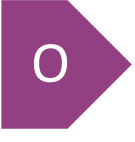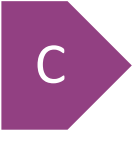|		
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