



Navigating Career Conversations: Help Your Direct Reports Gain Career Clarity

Pathstream Webinar Series

June 12, 2024

Icebreaker



In the chat, add your name
and where you're dialing in from!



Today's Goals

01 Share strategies for
navigating career conversations

02 Review resources in the
People Leader Toolkit



Please add any questions you have in the **Q&A feature**.
You can even add questions anonymously.



Introductions



Lauren Pizer
User Experience



Liz Fernandes
Career Coaching

Centene has partnered with Pathstream to help you **grow and develop your career at Centene through 1:1 career coaching, resources and certificate programs.**



Why is it important to have career conversations?



Increased Engagement & Motivation

When employees feel their managers are invested in their growth and career development, they are more likely to be engaged and motivated. They understand how their role contributes to personal career goals and organizational success.

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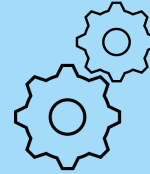
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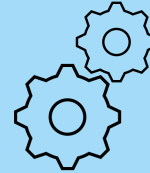
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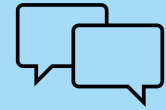
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Performance Improvement

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Building Trust & Communication

Career conversations foster open communication and trust between managers and employees, which is crucial for a healthy work environment where employees feel valued and heard.

Real stories we've heard through coaching



*Anonymized to protect confidentiality



“

I have a newfound hope, I guess you could say, since I've started talking about growing my career, I really have. My husband told me, he said, 'You seem so excited.' I said, 'It seems like something's been lit in me that maybe was burning low. I feel a passion coming back to want do better, to want to help and to want to make a difference.' I had gotten where, you know, it was eight hours in eight hours out.

But now I take the extra step and I look for ways to try to better this and better that. I've been communicating a lot more with my supervisor. I would like to be one of those people that you hear about succeeding, so that others think, 'hey, if they can do it, I can do it,' you know?

”

POLL Question:

What is the biggest benefit you've seen your team members experience as a result of career conversations?

1. **Increased Engagement & Motivation**
2. **Increased Retention**
3. **Enhanced Skill Development**
4. **Performance Improvement**
5. **Building Trust & Communication**
6. **Other** (write in the chat)

Steps for structuring effective career conversations

01

Establish psychological safety

02

Gather information to prepare for a conversation

03

Facilitate & lead the conversation with your employee

04

Determine next steps and set a career goal



01 Establish psychological safety



What

Team members feel safe to take risks and be vulnerable with one another/you

How

- Show that you're **engaged** through body language, active listening, and proactively sharing ideas
- Make others feel **included** by asking for feedback or opinions, not interrupting, expressing gratitude for contributions, step in when talk turns negative
- Build **relationships** between people by modeling vulnerability about your own growth opportunities and creating space for team building

02 Gather information to prepare for a conversation

Checklist: Preparing for a Career Conversation With Your Direct Report

As you get ready to facilitate a career conversation with your employees, gather the following information to help you prepare.

- List out the strengths, skills and interests of your direct report
 - Strengths:**
 - As their manager, jot down three strengths your employee brings to the table that other employees you manage do not.
 - Skills:** What kinds of skills does your direct report have? Jot down:
 - 2-3 technical skills they excel in
 - 2-3 soft skills they excel in
 - Any other skills they excel in. For example, skills in operations, project management, or team management etc.
 - Interests:** If possible, identify a few of your employee's career interests. For example, have they voiced an interest in customer service, learning Excel, or facilitating team meetings?
- Encourage your employee to complete the assessment on the Pathstream platform so that they take time to reflect on their work preferences and transferable skills. They should get a report that recommends career paths that could be a good fit for them and have the opportunity to discuss their results with a coach. Encourage them to bring this report with them to your meeting so that you can discuss the results they received and compare it with your own reflections on their strengths, skills, and interests.
- Schedule time (at least 45 minutes) to meet with your direct report to discuss career opportunities. Let them know this conversation will be about their career interests and how they can grow within the company.
- Read the conversation guide to navigate the live conversation with your direct report.

Brainstorm strengths, skills, and interests of your employee

- **Strengths:** innate traits that an individual naturally excels at and finds energizing
- **Skills:** abilities or expertise that has been acquired through learning, practice, and experience
- **Interests:** activities or subjects that individuals are curious to learn more about or engage with during their free time

Steps for structuring effective career conversations



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Encourage your employee to engage with the Pathstream platform

- Review **assessment results**
- Review **career path recommendations**

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Encourage your employee to engage with the Pathstream platform

- Review **assessment results**
- Review **career path recommendations**

Schedule dedicated time for career conversations

- Ideally **twice per year**

Steps for structuring effective career conversations



03 Facilitate & lead the conversation with your employee

Conversation Guide: Career Growth & Development Conversations with Direct Reports

Use this step by step guide to navigate live career conversations with your direct reports. Remember to first complete the [preparation checklist](#) before leading any career development conversation.

Step 1 Set the Stage

- Manager goal:** At the start of this conversation, introduce the meeting, what you hope to accomplish, and why you're having it.
- Why this matters:** When your direct report has a clear understanding of what will be discussed and what's expected of them in the conversation, they can approach it with intention and focus. Note that some employees may come into this conversation having already investigated the Pathstream platform and reviewed their personalized pathway recommendations. Other employees may just be beginning this process and have not yet accessed Pathstream.
- Sample manager language:**
 - "I'm excited to chat with you today about some of the internal pathways and opportunities at Centene. This might be a different kind of conversation than we've had in the past, but my goal is really to understand some of your career interests and also share what I know about internal pathways here."
 - "I don't expect you to have all the answers about your career, but I'll be spending a lot of time listening and asking questions. I'd also share my own thoughts based on my role as your manager. Do you have any questions before we dive in?"

Step 2 Ask Questions

- Manager goal:** Ask thoughtful, pointed questions that encourage reflection and prompt your employee to share their career interests and goals.
- Why this matters:** The manager's role in this conversation is to facilitate and guide the employee towards a deeper understanding of available, internal career paths aligned with their interests. Asking questions and deeply listening are two skills that will facilitate this process.

a. Set the stage

b. Ask questions

c. Share your knowledge of possible pathways

d. Determine goals & next steps

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a. Set the stage

Be explicit about what you hope to accomplish and why you're having the conversation

“ I'm excited to chat with you today about some of the internal pathways and opportunities at Centene. This might be a different kind of conversation than we've had in the past, but my goal is really to understand some of your career interests and also share what I know about internal pathways here. ”

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b. Ask Questions

Ask thoughtful, pointed questions that encourage reflection and prompt sharing of career interests and goals

“ To start, I'd love to know if you have any immediate interests come to mind when you think about the next steps in your career. ”

“ What do you enjoy most about your current role? Have you held any positions in the past that you've really enjoyed? Are there any roles that friends, family or colleagues hold that you're interested in learning more about? ”

“ What do you already know about [career interest]? It's OK it's not much yet, I'm just curious about what you may have ready or anyone you may have met that does this kind of work? ”

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c. Share Your Knowledge of possible pathways

Share knowledge of transitional roles and internal pathways you know are available, both in your department and in other departments.

“ It sounds like you might be interested in exploring [career path]. From my experience at Centene, I know that [career path] requires skills in [...]. You already have some of transferable skills such as [...] that will help prepare you for this role. ”

“ Let's set a specific career goal together right now. It doesn't have to be big, but it can help you start the process of taking your next step in your career. ”

“ We have a shadowing program that often matches people to [career area]. Do you think you'd be interested in that? ”

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d. Determine goals & next steps

Summarize the conversation, identify a single goal an employee can work toward, and wrap up with clear, actionable next steps.

“What I heard you say in this conversation is that you love numbers and are interested in exploring the field of [career area(s)]. I think that aligns with your current skills in [...].”

“Let's set a specific career goal together right now. It doesn't have to be big, but it can help you start the process of taking your next step in your career.”

“I will schedule time for us to reconnect on career growth on _____ date. I'd love to continue the conversation and hear more about what you've learned since we last spoke.”

Steps for structuring effective career conversations



04 Determine next steps and set a career goal

Career goals **do not** have to be related to promotion to be meaningful. Use the 8 C's in Pathstream's Goal Setting for Growth Worksheet:

! Save your work! This worksheet does not automatically save. See this PDF in your computer.

Name: _____

Step 1: Define Your Goal.

What is the category of outcome or goal that you want to accomplish? (Check the box)

<input type="checkbox"/> Contribution Making a difference and aligning with my purpose	<input type="checkbox"/> Choice Exercising the control and autonomy you can exercise
<input type="checkbox"/> Competence Building critical capabilities, skills, and expertise	<input type="checkbox"/> Connection Cultivating relationships and deepening your network
<input type="checkbox"/> Confidence Trusting and appreciating your talents and abilities	<input type="checkbox"/> Challenge Stretching beyond what's known and comfortable
<input type="checkbox"/> Commitment Experiencing satisfaction in your work	<input type="checkbox"/> Climb Advancing through promotions or new positions

Unsure which category you're interested in? Explore goals for each category using this tool.

What is the specific goal that you want to accomplish within this category?

How will you know when you have achieved your goal?
(Describe, in detail, what your ideal endpoint looks like)

Contribution: Making a difference and aligning with my purpose

- Understand how my work impacts my team and our business goals
- Improve my performance so that I am competitive for a promotion

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- Complete a stretch project to hone new skills aligned with a role I'm interested in

Climb: Advancing through promotions or new positions

- Evaluate career paths that are a good fit for me through informational interviews
- Learn new skills to qualify for a new role

POLL Question:

Which step for structuring effective career conversations do you find most challenging?

1. Establish psychological safety
2. Gather information to prepare for a conversation
3. Facilitate & lead the conversation with your employee
4. Determine next steps and set a career goal

How to learn about opportunities in different departments



It's ok if you don't know all of the opportunities that exist in different departments.

There are lots of ways to learn about opportunities, such as:

- Utilizing Pathstream
- Participating in shadowing programs
- Informational interviews



How to learn about opportunities in different departments



Utilize Pathstream

The screenshot displays the Pathstream platform interface for CENTENE Corporation. At the top, it says "Hi Liz, We've got 4 recommended career pathways for you". Below this, there are four main pathway cards:

- Project Management (80% Interest match):** Focuses on bringing order to chaos and understanding what people in the pathway do. The "Required Skills" section is highlighted with a red box, showing a comparison between "Currently have" (Customer Service, Problem Solving, Detail Oriented) and "Need to learn" (Project Management, Scope Management, Waterfall, Methodology).
- Leadership and Management (75% Interest match):** Focuses on leading teams and understanding what people in the pathway do. The "Required Skills" section shows "Currently have" (Customer Service, Problem Solving, Detail Oriented) and "Need to learn" (Business Networking, Management Styles, Motivational Leadership).
- Business Analytics (71% Interest match):** Focuses on understanding data and what people in the pathway do. The "Required Skills" section shows "Currently have" (Customer Service, Problem Solving, Detail Oriented) and "Need to learn" (Business Analytics, Business Communication, Data Ethics).
- Career Advancement Essentials Certificate:** Focuses on mastering the job today and building a strong foundation for the future. The "Skills to grow" section shows a comparison between "Essential" (Organization, Time Management, Managing Up) and "Interpersonal" (Conflict Resolution, Deep Listening, Communication).

At the bottom, there is a section titled "Find the Real Stories that Relate to You" with three user stories:

- Brandon B.**: A busy father of 3 who was promoted into a management role but wanted to advance further. He learned about the field of project management and then completed online coursework in project planning, budgeting, agile and more. [Read Brandon B.'s story](#)
- Ledia C.**: Was in a customer service management role when she decided she was ready for new opportunities. She found an online certificate program to improve her skills in project management, delegation, business processes and more and was able to enroll thanks to her company's tuition assistance program. [Read Ledia C.'s story](#)
- Seth D.**: Was a military veteran looking for the next step in his career. He enrolled in a Business Analytics Fundamentals course and learned the basics of spreadsheets, analytics, data wrangling and more. [Read Seth D.'s story](#)

Explore career pathways with your direct reports. Within the Pathstream platform, you can see:

- Required skills
- Skills gaps and needs
- Job roles in career paths
- A day in the life

How to learn about opportunities in different departments



Utilize Pathstream

The screenshot displays the Centene Pathstream interface. At the top, the Centene Corporation logo is on the left, and a user profile icon with the initials 'LF' is on the right. A navigation bar contains a back arrow, the text 'Project Management Pathway', and a 'View program' button. Below this, a light blue banner reads: 'At Centene, you have opportunities for career growth that can take you to the next level. Explore Centene's Project Management Pathway to see if it's right for you.' The main content area is titled 'Future career prospects as a Project Manager' and includes the text: 'Centene's Project Management Pathway enables you to succeed in a Project Management career. See your potential career path below and learn more about taking the first step as a Project Manager.' A career progression diagram shows three stages: 1. 'Operations Intake Coordinator I-II' with skills 'Adaptability' and 'Time Management'. 2. 'Project Coordinator' with skills 'Planning', 'Project Planning', and 'Decision Making', and the role 'Senior Print Production Coordinator'. 3. 'Project Manager I' with skills 'Project Communications', 'Change Control', and 'Planning', and the role 'Project Coordinator II'. Below the diagram, a section for 'The Project Management Certificate' states 'Become a Project Manager by enrolling in a free program.' and includes a 'View program details' button. A 'What this course provides you' section lists 'Hands-On Interactive Learning' and 'Personalized feedback'. A sidebar on the left contains icons for Home, Pathways, Resources, and Career coach. A 'Log out' button is at the bottom left, and a chat icon is at the bottom right.

CENTENE
Corporation

LF

Project Management Pathway [View program](#)

See if the Project Management Certificate is right for you

At Centene, you have opportunities for career growth that can take you to the next level. Explore Centene's Project Management Pathway to see if it's right for you.

Future career prospects as a Project Manager

Centene's Project Management Pathway enables you to succeed in a Project Management career. See your potential career path below and learn more about taking the first step as a Project Manager.

Operations Intake Coordinator I-II

As an Operations Intake Coordinator I-II, you will ensure timely and accurate processing of various documents and collaborate with other teams.

Top 3 skills

- Adaptability
- Time Management

Project Coordinator

As a Project Coordinator, you will serve as a liaison between teams to ensure project objectives are achieved.

Top 3 skills

- Planning
- Project Planning
- Decision Making

Other relevant roles

- Senior Print Production Coordinator

Project Manager I

As Project Manager I, you will coordinate initiatives, track progress, liaise between stakeholders, and report on outcomes.

Top 3 skills

- Project Communications
- Change Control
- Planning

Other relevant roles

- Project Coordinator II

The Project Management Certificate

Become a Project Manager by enrolling in a free program.

[View program details](#)

How to learn about opportunities in different departments



Utilize Pathstream


The screenshot displays the Centene Pathstream interface for the Project Management pathway. The header includes the Centene Corporation logo, a user profile icon (LF), and a navigation bar with a home icon, pathways icon, resources icon, and career coach icon. The main content area is titled "Project Management Pathway" and includes a "View program" button. The primary section, "A day in the life as a Project Manager," features an image of a man and a woman in a meeting, followed by a list of responsibilities: Project plan creation, Budget management, Software implementation, Project documentation, Meeting coordination, and Deliverable creation. Below this, it lists skills that typically thrive in this career: Critical thinking, Communication, Task Management, Planning, and Emotional Intelligence. The second section, "Transferable skills you've learned in your current or past roles," shows a pie chart for "My current skills" and lists skills I currently have (Customer Service, Problem Solving, Detail Oriented, Operations, Leadership) and skills I need to learn (Project Management, Scope Management, Waterfall Methodology, Asana, Business Acumen). A "Log out" button is visible in the bottom left corner.

CENTENE
Corporation

Home
Pathways
Resources
Career coach

Project Management Pathway See if the Project Management Certificate is right for you [View program](#)

A day in the life as a Project Manager



What work does a Project Manager do?


- **Project plan creation:** Gathering requirements for new projects and creating plans and schedules.
- **Budget management:** Overseeing budgeting and resource requirements for projects.
- **Software implementation:** Using industry-standard software and methodologies to plan project lifecycles.
- **Project documentation:** Maintaining records of meetings, action items, issues lists, and risk management plans.
- **Meeting coordination:** Running cross-functional meetings to achieve company objectives.
- **Deliverable creation:** Supporting development of design documents, test plans, training materials, operations documents and more.
- **Communication:** Sharing updates on project status with all stakeholders.

Typically, people who thrive in this career enjoy:

Critical thinking Communication Task Management Planning Emotional Intelligence

Transferable skills you've learned in your current or past roles:

My current skills



Skills I currently have

- ✓ Customer Service
- ✓ Problem Solving
- ✓ Detail Oriented
- ✓ Operations
- ✓ Leadership

Skills I need to learn

- + Project Management
- + Scope Management
- + Waterfall Methodology
- + Asana
- + Business Acumen

[Learn More](#) about how Pathstream can help you learn these skills

Log out

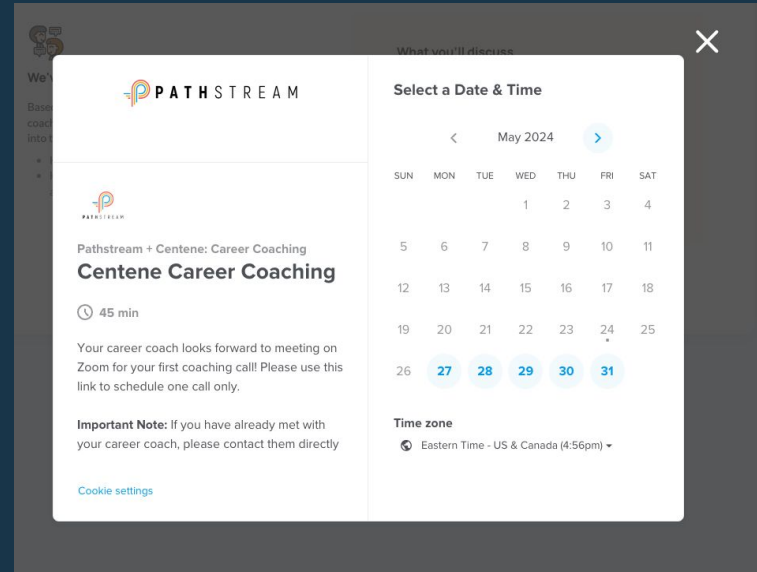
How to learn about opportunities in different departments



Utilize Pathstream

Encourage your reports to work with a Pathstream career coach:

- Trained in high priority career paths at Centene
- Able to support your reports in understanding their strengths, skills, and values
- Encourage active communication with supervisors



How to learn about opportunities in different departments

Support employees with shadowing opportunities

- Create a culture of learning
- Beneficial for cross-training
- Enhanced problem-solving



How to learn about opportunities in different departments

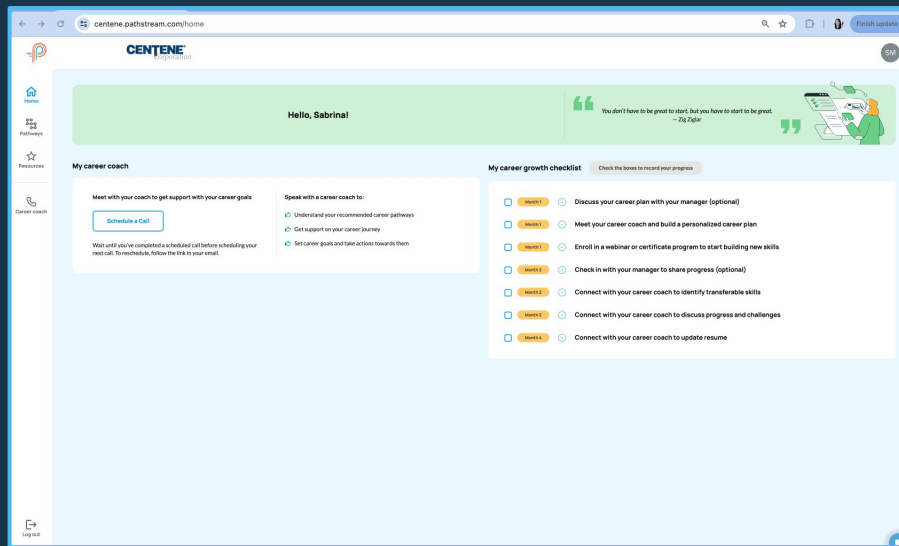


Supporting employees with informational interviews.

- Direct employees to the Pathstream webinar recording about how to conduct informational interviews (<https://pathstream.com/centene/employee-webinars/>)
 1. An informational interview is a short (20 minute) conversation with a professional to learn about their role, understand their career journey, and gain any advice they may have for someone with your career goals.
 2. An informational interview is not a conversation where you ask for a job.
 3. Your employees will do the leg work to identify people to interview and create an email outreach template.
 4. You can help with the introduction if an employee isn't getting responses.



Q&A



Step 1

Create your profile

Log into Pathstream at
centene.pathstream.com

Step 2

Explore People Leader Tools

Try monthly challenges and use toolkits for people leaders to build shared conversations with your team members

Step 3

Schedule a call

Meet with your coach.
Unpack challenges, practice new skills, and problem solve with a professional coach



Thursday, July 18 at 1pm CT

Stress Management for Managers

Any many more to come!