



Guidelines:

- Expectations and Feedback Check-ins must happen before a development conversation.
- Encourage don't direct.
- Support employees on their development journey.
- Provide business context.
- Listen 70%/Talk 30%.
- Provide clarity, but don't feel like you have to have all the answers.
- Remember this is a journey: don't move straight to action.

1. Current State

- "What parts of your current job do you find most satisfying and why?"
- "What parts are less satisfying and why?"

2. Strengths

- "What are your key skills and strengths?"
- "What is a critical development area for you?"
- "What business trends or skills do you need to learn more about to remain relevant?"

3. Aspirations

- "What are your short and long-term career goals?"
- "Let's look at how your aspirations link to Adobe's goals."
- "Do you have a specific career move that you want to make?"
(Specialist to expert, buddy to boss, international moves, etc.)

4. Plan

- "What types of experiences, coaching, and/or learning do you need to fulfil your aspirations?"
- "What will be the potential results/business impact of these activities?"
- "As your manager, how can I help?"

5. Action

- "What specific actions can you take to achieve your goal(s)?"
- "What obstacles, if any, may get in the way?"
- "How would you like us to monitor your progress against these goals?"

Follow-Through:

- Employee completes the Individual Development Plan (IDP).
- Guide employee to online/on-demand resources.
- Explore internal opportunities (roles, transfers, projects).
- Confirm date for next development Check-in to review progress.
- Ideally, you should review development plans every 3-6 months as part of Check-in.