



# COOK



## Help People Grow

### How To Have A Career Conversation...

At COOK, it's important that we provide opportunities for everyone who would like to develop. **As a leader, it is part of your job.**

Helping someone develop might involve providing extra experience, more responsibility, **writing a development plan**, exploring opportunities for a training course, or something else.

Following feedback that more of you would like support with how to help people develop, **attached is a brief guide with some ideas and suggestions** of how to have a career conversation.

**Please make the time to have a quality conversation with ALL of your team on a regular basis, and at least twice a year.**

“Leadership is unlocking people's potential to help them become better.”

Bill Bradley

# Some Things To Think About Before You Meet...

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Take time to prep ahead of the conversation, so you are in the right headspace. The list of questions below will help.

— QUALITY OF THOUGHT = QUALITY OF RESULT —


- ★ What do you know about the person and what are their **interests and strengths**?
- ★ Where is their **confidence** currently? Are they operating in **comfort/scary/stretch zone**?
- ★ Think about **what the individual is really good at**, so you can encourage them when you sit down. Wherever you can, **give specific examples**, it makes the feedback so much more effective! Are there ways you think you might be able to **build their confidence** in certain areas, by giving them more responsibility or feedback and appreciation?
- ★ Are there ways you think you might be able to build their confidence in certain areas, by giving them **feedback and appreciation or more responsibility**?
- ★ Are there some simple ways they could **challenge themselves**? Play a role in a huddle, lead a chunk of a meeting? Take a leading role in a new project? Help to train a new starter? Or even get involved in arranging a team event or an event for charity?
- ★ Are there any **relationships** that need to be built, if the individual wants to progress? Can you introduce them to the right people, or set up a meeting? We always encourage coming to HQ, other shops, part of the kitchen.
- ★ Think about ways you could help them **get involved** in projects or new experiences that might help develop their knowledge, skills, relationship base?
- ★ Is there anything they could **change**, or **do even better**, that would prepare them for opportunities in future? What would you like to see? Be specific and **inspire them with what you believe they can do!**
- ★ Think about the **different ways they can be remarkable** in the role. This could be about technical skills, managing responsibilities, leadership of self or others. How can we set stretch goals to facilitate that?
- ★ Are there any obvious and suitable opportunities coming up that you might encourage them to apply for? **Set them up to succeed**, a promotion is a reflection on you so don't hold them back. (Remember an opportunity might not be a promotion - could be taking a leading role in a new project, or event, or helping train a new starter, contributing in or leading an upcoming meeting).



# Some Questions To Ask In A Career Chat

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Before you meet, encourage the other person to prep beforehand (introverts will especially appreciate prep time). The questions marked with an asterisk might be a good place to start.



How do you feel in your job at the moment?

*\*Would you say you're in your stretch/ scary or comfort zone?*

*\*What are your goals at the moment?*

Are you looking to develop your career?

Do you have any aspirations for the future at COOK or beyond?

What will make you feel like you have achieved your goals? How will you know?

Do you have a plan for how to get there? Shall we work on it together?

*\*What gives you energy at work? When do you have a really good day? Is there a way you can do more of that?*

Are there any changes you would like to make in the shop, team or department that you would like to take charge of?

**If it feels appropriate:**  
Do you think there are any limiting beliefs that might be holding you back at the moment? Are there things you could do to test these? (see *Confidence book*)

Is there an area where you would like greater responsibility for something in the team to gain experience?

*\*What are you really good at?*

Is there a project you can get involved in or take responsibility for delivering?

Have you thought about doing a selfie? It's a great way to get feedback, to reflect on where you're at, and then we can sit down and talk again?

Would a team swap for a day/week/month be beneficial to find out what another team does in more detail?

Would a mentor from another area of the business be worthwhile?


*\*Are there any skills you would like to develop? (a technical skill or behavioural skill?)*

Are there any relationships you would like to develop that I can help you with?

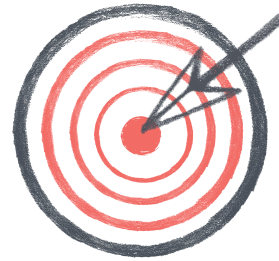
**Most importantly, after the meeting:**  
write down and share your notes from the meeting, with 3 clear goals that will result in development...

# How To Set Clear Goals And Manage Expectations

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Have honest conversations if you personally **feel someone has more to do to prove they are ready for the next step.** Think about why, so you can be specific about ways they can grow. **You could do this even better if you tried more of/if you worked on...**



**Which technical skills could they work on?**

e.g. confidence managing budget, skills with certain software, department understanding etc.

**Which behavioural skills could they develop?**

e.g. time management, influencing, confidence, presenting etc.

**Are there other things they could work on?**

e.g. bouncebackability, using initiative etc


Set clear expectations of what you'd be looking to see and how they can get there. Think about staggering an approach e.g. building up from leading a chunk of a meeting to leading the meeting regularly etc.



GROWING  
COMPANY  
WITH  
OPPORTUNITIES  
FOR CAREER  
PROGRESSION

Be realistic about time frames. Sometimes there will be an obvious next step you can plan for. Other times there might not be something you can promise immediately.

Remind them that COOK is a growing business with new opportunities and roles developing every year - if they are challenging themselves and growing they'll be in a good position when those opportunities arise!





# How Can Cook Help?

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Remember what tools and resources might be available and a good fit:

Opportunities to apply to the Retail/Ops/Office **Academies** or to talk to Charlotte or Sophie in Learning & Development.



The **Dream Academy** is open to all for personal goals and coaching.

**Mentoring scheme.**  
Would they like a mentor?

**Selfie** – a great place to start for someone looking to develop their career is to get some feedback and do a selfie – which will give them a roadmap of where they want to get to. Stopping to reflect and making a plan is always good for someone looking to develop.

**Workshops** on confidence, strengths, values, difficult conversations, financial wellbeing and a number of other subjects (just speak to People Team if you would like us to arrange. If we have enough takers in an area we are happy to come and run any of them.)

Remember the **Confidence Workshop**, in particular the **support model**. Who is on the 'board' for this person/ part of their support network? Is there someone in COOK who could provide a mentor role?

**Contacts** – could we help put you in contact with a peer from another company to widen networking opportunities and generate ideas?

Have **honest conversations** if you feel someone has more to do to prove they are ready for the next step, but reassure them you will help them get to that point. Realistic conversations, with real timelines and clear targets to aim for clarity, without being demotivating.

**Planned experiences.** Is there a meeting they could attend as a learning experience? This could be internal or external. Is there a COOK event they'd like to help out with?

Suggest **wider reading** – relevant industry magazines, podcasts, journals, online blogs, or free online courses (Future Learn). Also if you don't have a direct recommendation for something specific, feel free to consult L&D if needed.

Don't forget the **Training Budget** which exists to help people who have a particular course or skill they want to develop.

Do people know where to look for **vacancies** (ie tell the People Team you are looking to grow/look in the Telegraph weekly)



For example, if they liked Be Remarkable courses then Amazing If podcasts are great.



Remind people that COOK is a growing business. New roles develop every year

Give individuals **time away from the day job** if it would be beneficial for their development.

Make sure you set goals and timescales for making it happen – catch ups, reviews, up to 3 year plan. **WRITE IT DOWN AND SHARE.**