



## Developing Others – Resource for Managers

MIT is deeply committed to the success and growth of every employee throughout their career at MIT. There are many different ways to support your employees in their growth and development. Below are some ideas. Consider these and others when setting goals and identifying opportunities for advancement.

- Look for ways to challenge people and give them new experiences.
- Identify training programs that address developmental needs.
- Encourage and support attendance at training programs.
- Delegate some of your tasks or committee assignments to help employees stretch and acquire new skills, knowledge and experience.
- Set up coaching sessions with employees.
- Invite employees with less experience to work with you on projects.
- Pair experienced employees with less experienced employees on projects.
- Hold lunch and learns at which team members share information or approaches with each other.
- Look for opportunities for people to learn from outside experts in other functions or disciplines.
- Cross-train team members.
- When an employee experiences a setback, focus on helping them understand and learn from what happened.
- Look for ways to build the visibility and credibility of your employees with your superiors and peers.
- Help employees build their networks, both inside and outside the organization.
- Ask employees to take on key responsibilities for managing different aspects of the team.
- After a project has been accomplished, debrief as a team: What went well? What do we wish had gone differently? What did we learn?
- Send out articles, share books, and encourage employees to continuously build their knowledge.

## Prioritize Learning

Learning is fundamental to career development. How will you prioritize learning for your employees? Below are some ideas. Consider these and others — and be proactive about making sure learning is a core function of your team.

- Identify a specific number of training programs that each team member is encouraged to attend per year.
- Sit down with each employee and select relevant workshops offered at MIT (by HR and others).
- Schedule regular team learning opportunities (guest speakers, webinars, etc.).
- Ask for and distribute fairly a budget for attending conferences and seminars.
- Embed learning in projects — What went well? What do we wish had gone differently? What did we learn?
- Promote the use of the MIT Tuition Assistance Plan.
- Set an expectation that a person who attends a training program, conference, seminar, etc. will report back to the team on what he/she learned.
- Model a learning mindset — ask for and be open to feedback, admit mistakes, share what you learn from your experiences.

## Career Services

MIT Human Resources offers one-on-one career coaching sessions for employees. Consider encouraging your employees to take advantage of this valuable service. Contact [careerdevelopment@mit.edu](mailto:careerdevelopment@mit.edu).