Coach and Develop Others: 
4Cs for Developing Others

Your role requires you to build talent. Helping employees focus on their careers, the goals they have, and the skills required to reach their goals adds to their satisfaction. You can assist employees in focusing on appropriate goals and the skills by asking questions like the following:

- What would you like your next position to be? How do you think you can best work toward reaching that position? What do you need to learn?
- What is your favorite part of your current role? What skill would you like to develop to improve your abilities?
- How is your present job preparing you for the goals you have set for yourself?
- What do you know about the requirements for the goals you have set for yourself?
- What do you still need to learn about the position you would like to have?
- What would be helpful for your job or career development? What kind of training do you need to be more productive or successful? What experiences would be helpful?
- What goals have you set? Where do you see yourself in three years? Ten years?
- Who else can help you achieve your goals?
- What changes are needed to reach your goals? Can you achieve them in your present position?

Even more important than asking about their goals is to help employees consider the skills they need to accomplish them. The 4C tool can help identify these skills. Begin by asking about tasks.

- Ask: “What tasks do you want to be able to do that you don’t do now?” List those in the position labeled “complete.”
- Ask: “What tasks do you enjoy and want to continue?” List those in the position labeled “continue.”
- Ask: “What tasks don’t you do and would prefer to avoid doing?” List those in the position labeled “circumvent.”
- Ask: “What tasks do you currently complete that you want to stop doing?” List those in the position labeled “close down.”
Review the completed grid with the employee, asking questions such as:

- What does this summary tell you?
- What skills do you currently have that you could use to complete some of the tasks you desire?
- What skills will you need to develop in order to be qualified for the tasks you want to complete in the future?
- What options exist that could allow you to quit doing some of the tasks you don’t want to continue doing?