



Resource for Development Activity #3

OFFER YOU ADVICE AND GUIDANCE

Template for Getting the Advice You Need When You Need It

Instructions: Most individuals do not react kindly to unsolicited advice but getting your direct manager to help you think through the pros, cons, and unintended consequences of key business or people decisions can help you boost your performance. Use the template below to help you communicate when (i.e., what type of situations) and how (i.e., sounding board, thought partner) you want your direct manager’s advice and guidance delivered.

Step 1: Analyze the Situation Upon Which You Want Your Direct Manager’s Advice	Step 2: Determine Your Desired Outcomes from Your Direct Manager’s Advice	Step 3: Communicate How You Want Your Advice to Be Delivered
<p style="text-align: center;">Example</p> <p>My teams are struggling to meet their goals this quarter due the following :</p> <ul style="list-style-type: none"> • We are understaffed. • We need additional training/upskilling. • We are unable to communicate/partner well with our R&D and sales colleagues. 	<p style="text-align: center;">Example</p> <ul style="list-style-type: none"> • I want to know what is missing from my analysis and potential approaches to the challenges I listed. • I want to know which of my many challenges I should focus on addressing first. • I want to know what I should do and not do based on your personal experience. 	<p style="text-align: center;">Example</p> <ul style="list-style-type: none"> • Challenge my assumptions and perceptions (e.g., are my teams not meeting their quarterly goals because of a different set of reasons?). • Help me brainstorm on potential solutions to all or some of the challenges I shared with you. • Listen to how I am prioritizing my time and resources and the pros and cons of different solutions.