

# Leader Guide: Development Planning

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# Leader Guide Development Planning

## 1. Purpose

The purpose of this document is to guide you in supporting the development of the people you lead, including how to hold a meaningful and impactful career development conversation. Development Planning is part of our Performance Partnership Program's annual cycle.

This guide contains the following sections:

1. Purpose
2. Prepare for the development conversation
3. Guidance for providing input to development plans
4. Hold the career development conversation
5. Additional resources and suggestions

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## 2. Prepare for the development conversation

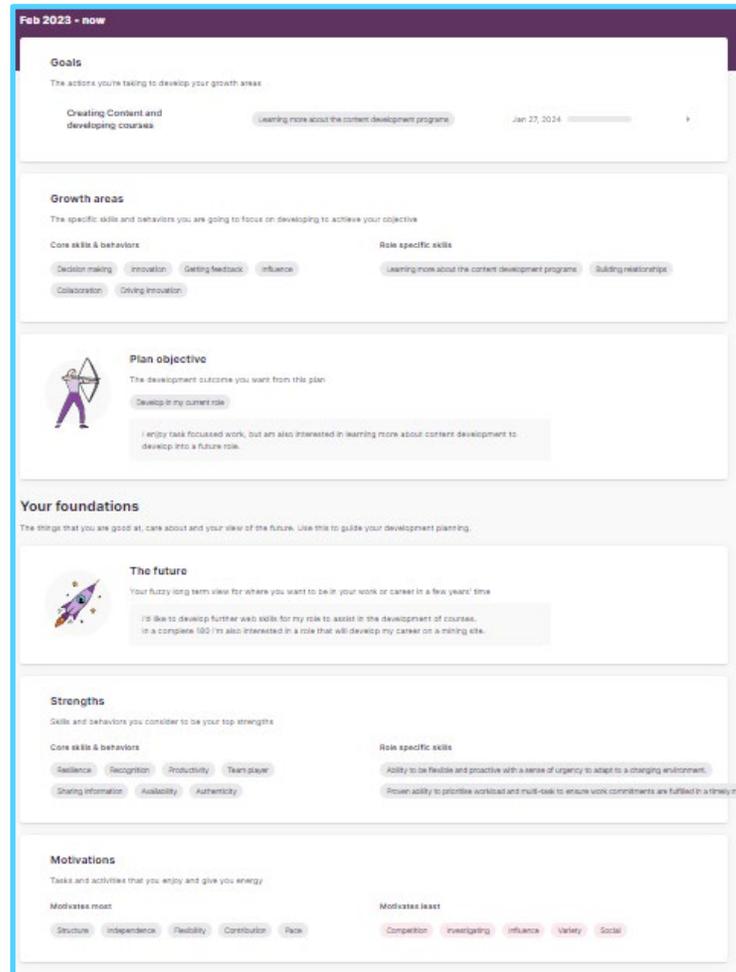
### 2.1 Review the employee development plan in Culture Amp

In Culture Amp:

- Go to the Development tab
- Select Development plans
- Select “Shared with you”
- Select employee name
- Select view:

Review the:

- Goals
- Growth areas
- Plan objective
- The future
- Strengths
- Motivations



### 2.2 Reflect and consider

- Has the employee set SMART goals?

These are goals that have specific, measurable, achievable, realistic and time-bound targets to help the employee fulfil their career vision.

- What kind of career conversation do you need to prepare for?
  1. Prepare for a “career check up” conversation with your direct report if they want to develop/grow in current role. See Section 2.3.
  2. Prepare for a career conversation with an employee who has strong career aspirations. See Section 2.4.

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3. Prepare for a difficult conversation with an employee who has strong career aspirations that are unrealistic, e.g., not adequately performing in current role. See Section 2.5.

### 2.3 Prepare for a “career check-up conversation”

#### Consider the employee’s career aspirations

- Has the employee articulated any career aspirations? What do you think are the employee’s chances of achieving their career goals internally? Do you think the career goals need any adjustments to align with what is needed at Endeavour Foundation Group (Endeavour Foundation)?
- Is the employee’s progress against career aspirations in line with their expectations?
- What could stand in the way of the employee achieving their aspirations (e.g., constraints at Endeavour Foundation)?
- Does the employee face any skill challenges in achieving their career aspirations?
- What developmental activities could help reduce the challenges? How can you support the employee with their development activities?

#### Identify strengths and development areas

- Which skills or experiences have they gained during the past months that make more valuable internally and externally?
- What is the employee’s progress against the goals and performance expectations you have set? Can the employee see a connection between achieving their performance goals and career goals?

### 2.4 Prepare for a career conversation

#### Consider the employee’s career aspirations

- What career aspirations has the employee articulated in the past?
- Is the employee’s progress against career goals in line with their expectations? Is it in line with the organisation’s expectations?
- What could stand in the way of the employee achieving their aspirations?

#### Identify strengths and development areas

- Does the employee face any skill challenges in achieving their career aspirations?
- What developmental activities could help reduce the challenges? (See section below about selecting meaningful development activities.) How can you support the employee with their development activities?

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- What is the employee’s progress against the goals and performance expectations you have set? Can the employee see a connection between achieving their performance goals and career goals?
- Which skills or experiences have they gained during the past months that make them more valuable internally and externally?

### 2.5 Prepare for a difficult career conversation

#### Consider the employee’s career aspirations

- Why is the employee’s progress against career goals not in line with their expectations? Are the barriers personal (e.g., skill issues, mobility constraints) or organisational (e.g., lack of growth, new skill needs)?
- What positions or skills has the employee shown interest in?
- Would you recommend that the employee reconsider their career aspiration?
- Would you recommend that the employee look elsewhere to achieve their career aspiration?

#### Identify strengths and development areas

- What is the employee’s progress against the goals and expectations you have set?
- Can the employee see a connection between achieving their performance goals and career goals?
- Does the employee face any skill challenges in achieving their career aspirations?
- What developmental activities could help reduce the challenges? (See section 3.) How can you support the employee with their development activities?
- Which skills or experiences have they gained during the past months that make them more valuable internally and externally?

#### Consider future business needs and internal or external opportunities

- Does the employee have skills and capabilities that are needed by other functions or lines of business?
- Are you aware of any opportunities, internally or externally, that align with the employee’s career aspirations?
- How does your direct report perform relative to their peers?
- What is their reputation among other managers? What is their promotion probability?
- How would you articulate the skills and experiences the employee has demonstrated over the past months to be relevant for other internal positions or in the external market?

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- Are there better career opportunities (with regard to compensation or development opportunities) at other organisations?

### 2.6 Employee preparation

Following are the tips your employee has been provided for their conversation with you.

- Prepare in advance of the meeting to get the most out of it. Your manager should support you, so think about what you want to ask of them.
- You own your career conversations. Proactively schedule conversations with your manager and follow up on development activities you discussed.
- Explain your career aspirations and the roles and responsibilities you are interested in.
- Discuss your strengths and how they support your career aspirations.
- Walk your manager through the type of work you enjoy and don't enjoy doing. Talk to them about the types of projects or activities you might want to be involved in more frequently as part of your development.
- Ask your manager about the skills you should focus on to achieve your development goals and which experiences or development opportunities will help you achieve your goals.

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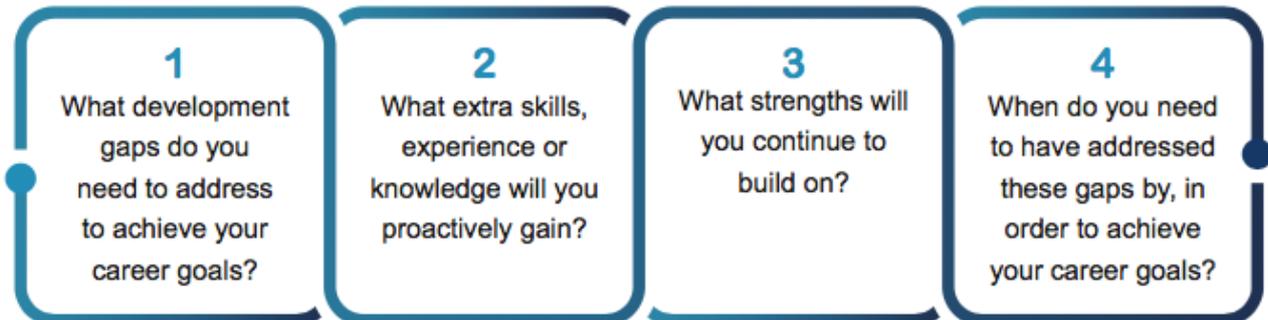


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### 3. Guidance for providing input to employee development plans

#### 3.1 Identifying areas for development

Employee's have considered the following questions to identify their areas for development (i.e. skills gaps).



They will seek feedback from you about these areas for development during the career conversation.

#### 3.2 Identify development activities

Your employee will consider as part of their development planning the development activities that will address any development gaps. The 70/20/10 Model for Learning and Development is a commonly used formula within the training profession to describe the optimal sources of learning. It holds that individuals obtain 70% of their knowledge from job-related experiences, 20% from interactions with others, and 10% from formal education events.



from tough jobs



from other people (mostly their boss)



from formal courses and reading

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### 70% from tough jobs

Most of what we learn occurs through our experiences. Common 70% based development activities include:

- New experiences in the workplace
- Applying new learning in real situations
- Solving problems, special assignments
- Project reviews, reading guides and manuals
- New work within role, increased span of control
- Exposure to other departments and roles
- Stretch assignments, community activities

Sample 70% development activities	Competency
Present a proposal or set of recommendations with demonstrated ROI	Influencing
Present financial information including insights into financial indicators to senior stakeholders	Financial Acumen
Act up in a temporary capacity within a different division	Adaptability
Lead a cross-functional project	Collaboration
Lead a review of a divisional service that is under-performing and propose improvements	Quality
Lead a group of stakeholders through a significant business change	Change Management



### 20% from other people

We also learn a significant amount through and with others. Common 20% development activities include:

- Mentoring, reverse mentoring
- Coaching, informal feedback
- Internal and external networks
- Teamwork, professional associations
- Group-based action learning

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### 10% from formal learning

Formal learning is important, but we don't learn everything this way. Common development activities include:

- Structured programs
- Activity-based toolboxes
- Seminars & masterclasses
- Professional development
- Business schools
- eLearning modules & courses

### 3.3 Determining meaningful development activities

To help you identify meaningful development activities for a development plan, think about and answer the questions below.

- **On-the-job:** What activities will help the employee work towards their goals? What experiential challenges and activities can you do in the work environment?
- **Learning through other people:** Who could the employee to seek support from to help keep on track?
- **Formal learning:** What resources might help? For example, articles, books, videos, e-learning courses, podcasts, and apps that are relevant to the skill they want to build.

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Below are some examples of how people at Endeavour Foundation have developed in their role.

*Get a mentor to understand how to move forward in your career. Ask your network for advice and support when you want to make a career change.*  
Grant, corporate specialist

*Take whatever development opportunities you can and try hard to do a good job when you get there. You must be willing to be uncomfortable and experience stretch. When you go into a new role be interested and observant. A lot of the stuff I've learned is by experimenting, asking other people and learning from them.*  
Aaron, corporate specialist

*Collect experiences along the way – nothing goes to waste. My career has naturally progressed, and I now call upon the experience from every single role I have ever had. Take every development opportunity that you can – both formal education and on the job opportunities. Learning never stops for anyone.*  
Karen, corporate roles

*I was able to take a brief from the leader or employee about a scenario, carry out research and synthesise what was important, and then get back to the employee or leader with the three main points they needed to know to solve the problem.*  
*My development in the role was supported by having a buddy who was an experienced Specialist. We went on site visits together where we completed health checks and advised on improvements. This experience helped to deepen expertise in 'what good looks like'.*  
Claire, NDIS specialist

*Start demonstrating leadership skills by mentoring others and suggesting solutions for problems – don't wait to have a title.*  
Rowena, senior leader

*I practised doing the paperwork and took it to the Site Manager for feedback. I have a good manager who is very supportive and always makes time for my questions.*  
Jessica, employment coach



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### 4. Hold the career development conversation

As in Section 2, consider what kind of career conversation you will be holding.

1. Hold a “career check up” conversation with your direct report if they want to develop/grow in current role. See Section 4.1.
2. Hold a career conversation with a performing employee who has career aspirations. See Section 4.2.
3. Hold a difficult conversation with an employee who has strong career aspirations that are unrealistic, e.g., not adequately performing in current role. See Section 4.3.

#### 4.1 Holding a “career check-up conversation”

##### Conversation tips

- Make every effort to support employees’ careers at our organisation, but consider how you could support them if they have to move to another organisation for growth.
- Separate career conversations from performance review discussions to prevent any negative feelings and allow for an open exchange.
- Prepare for career conversations by reviewing notes from previous conversations with the employee and any notes taken in conversations with other managers regarding promotion probability or internal opportunities.

##### Discuss your direct report’s career aspirations

- What are your career aspirations? What do you like or dislike about your current work?
- Are you satisfied with your progress on your career aspirations?
- How can I or the organisation help you achieve your aspirations?
- Which parts of the organisation intrigue you? Are you open to moving to different locations, business units, and/or functions?

##### Discuss strengths and development opportunities that support career aspirations

- What are your strengths and development areas?
- Can you see how they support your career aspirations or where they prevent you from achieving them?
- Do you understand the experiences you need to accomplish your career aspirations? Are recent projects and development opportunities helping you acquire these experiences?

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### 4.2 Holding a career conversation with a performing employee who has career aspirations

#### Conversation tips

- Create an atmosphere in which the employee feels comfortable—give him or her your undivided attention, stick to the agenda, and don't discuss performance issues. Also, consider having the conversation over lunch or a coffee.
- Ask open-ended questions to engage your employee and make the conversation meaningful. Be prepared to offer guidance and advice.
- Be candid if the opportunity the employee wants doesn't exist within the organization.
- For any high-performing or high potential employees, be transparent about this and reiterate you want to work with him or her to find the best career possible.

#### Discuss your direct report's career aspirations

- What type of roles and responsibilities are you interested and not interested in?
- Are there other parts of the organisation that intrigue you?
- Are you open to moving to different locations, business units, and/or functions?

#### Discuss strengths and development opportunities that support career aspirations

- Tell me about the skills and experience you need to pursue your career aspirations? How can you develop those skills?
- Are recent projects and development opportunities helping you acquire these experiences?

#### Help your direct report understand future business needs and how they can grow within the organisation

- Do you know what skills and capabilities the organisation will require in the future?
- Do you have the skills that are needed?
- How would you articulate your skills so that they are relevant to positions in other functions or business units?
- Are you aware of your reputation within the organisation? Do you have plans on how you can better market yourself internally?
- Have you spoken to peers or leaders across the organisation to gain visibility into the different types of roles and responsibilities within the organisation?
- Are you using your external network to understand future industry developments and career opportunities outside of our organisation?

#### Identify action steps

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- Have you identified any opportunities inside or outside of our organisation that align with your career aspirations?
- Is there anyone you would like to speak with to get a different point of view on your career aspirations?
- Which skills and experiences do you want to focus on to pursue your career aspirations?

### 4.3 Holding a difficult career conversation

#### Conversation tips

- Consider the level of trust between you and your employee and how this influences the conversation and your preparation steps. For especially difficult conversations, consider asking your HR Business Partner for support or to practice in advance.
- Make every effort to support employees' careers at our organisation, but consider how you could support them if they have to move to another organisation for growth.
- Separate career conversations from performance review discussions to prevent any negative feelings and allow for an open exchange.
- Prepare for career conversations by reviewing notes from previous conversations with the employee and any notes taken in conversations with other managers regarding promotion probability or internal opportunities.

#### Consider the employee's career aspirations

- Why is the employee's progress against career goals not in line with their expectations? Are the barriers personal (e.g., skill issues, mobility constraints) or organisational (e.g., lack of growth, new skill needs)?
- What positions or skills has the employee shown interest in?
- Would you recommend that the employee reconsider their career aspiration?
- Would you recommend that the employee look elsewhere to achieve their career aspiration?

#### Identify strengths and development areas

- What is the employee's progress against the goals and expectations you have set?
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- What developmental activities could help reduce the challenges? (See section 3.) How can you support the employee with their development activities?
- Which skills or experiences have they gained during the past months that make them more valuable internally and externally?

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### Consider future business needs and internal or external opportunities

- Does the employee have skills and capabilities that are needed by other functions or lines of business?
- Are you aware of any opportunities, internally or externally, that align with the employee's career aspirations?
- How would you articulate the skills and experiences the employee has demonstrated over the past months to be relevant for other internal positions or in the external market?
- Are there better career opportunities (with regard to compensation or development opportunities) at other organisations?

### Identify action steps

- What additional efforts could the employee, you or other people in the organisation make to help the employee with achieving their career aspiration?
- Are there other functions or business that would be interested in her or her skills?
- Which skills and experiences do you want to focus on to pursue your career aspirations?

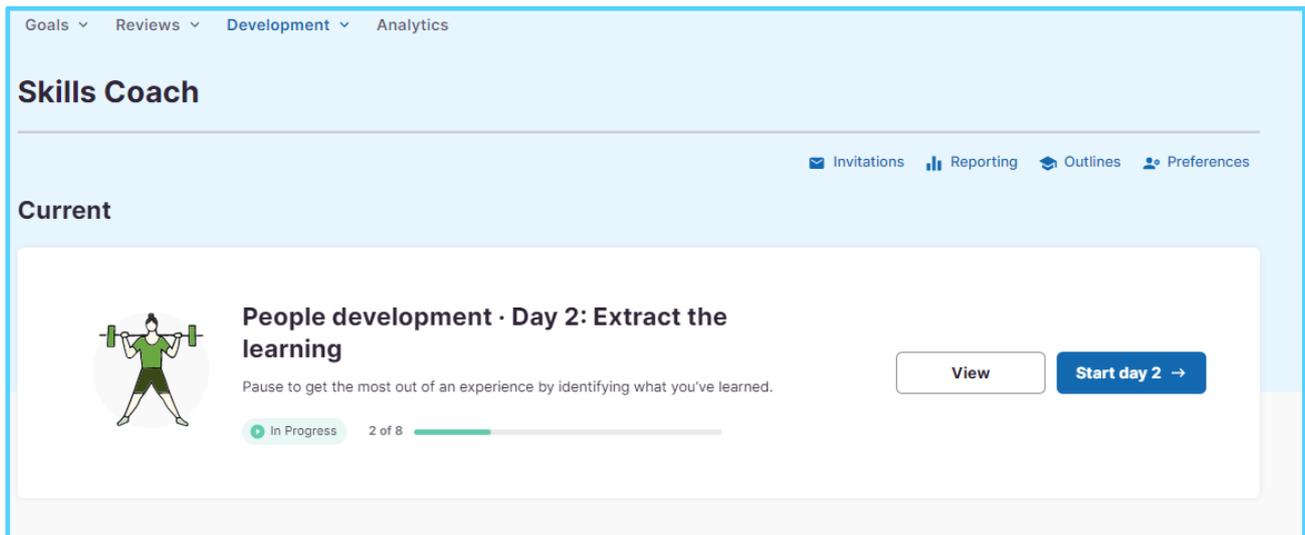
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### 5. Additional resources and suggestions

- Deliver on any promises you have made such as making introductions to a potential mentor or arranging job shadowing with another team.
- Check in with your direct report regularly about how their plan is progressing.
- Sign up for the skills coach about people development and commit to the on-going and regular development of your team members.



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