



CAREER PLANNING

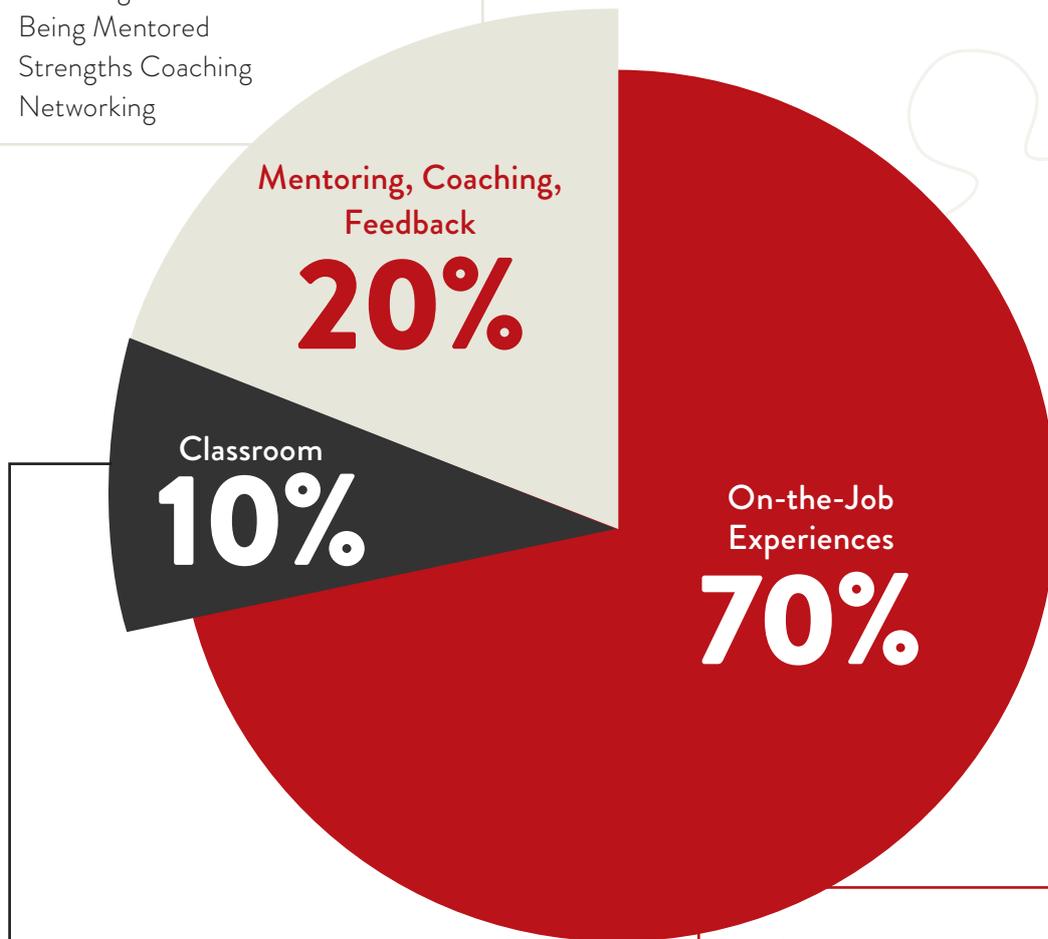
TARGETED DEVELOPMENT ACTIVITIES



70/20/10 DEVELOPMENT APPROACH

- One on one meetings
- Start-Stop-Continue
- After action review meetings
- 360 degree ongoing feedback
- Coaching circles
- Being Mentored
- Strengths Coaching
- Networking

**Allocating more time
to experiential,
applied learning yields.**



- E-learning
- Internal training programs
- College coursework
- MBA programs
- Self Study Modules
- Action learning
- Conferences and seminars
- Books and articles
- Professional organisation memberships
- Workshops
- Conferences and seminars

- Increasing scope or responsibility
- Taking on a new project
- On-boarding a new team member
- Being a Mentor
- Learning and using new tools or technology
- Taking on a high stakes, high visibility assignment
- Tackling a persistent unsolved problem
- Doing a cross-functional project
- Participating in a special committee
- Networking
- Community volunteering
- Board of Directors position

1: SKILLS APPROACH

Skills practice is a simple strategy to develop the skills you need to achieve your career goals. People may be in a role which allows them to perform and practise the skills needed, without seeking other trainings or on-the-job opportunities.

As the title suggests, skills practice can apply to newly acquired skills and competencies which require practice in a supported environment. When incorporated into your Career development plan it formalises the process and ensures accountability, feedback and review.



2: MENTORING



A mentor is a trusted, often experienced person who guides an individual through development. One of the most valuable assets your career can have is a good mentor.

Having the guidance and support from an expert in your field will help you advance much more quickly than if you were left to do it on your own. A good mentor is committed to helping you learn what's required to be successful in your field. Not only can they assist you with learning the skills and knowledge required, they can also provide a much deeper understanding of how the organisation/industry works. Select a mentor who you trust and communicate well with. They should not only have the experience needed to assist you but also the time and energy to devote to the process. You could ask your manager for mentor recommendations and assistance in establishing mentoring arrangement.

It may be appropriate for high performing, experienced staff to act as a mentor for new or junior employees. Acting as a mentor is a valuable experience for those looking for career advancement and leadership development. It allows you to demonstrate and practise skills in sharing knowledge, coaching, listening, influencing, communicating and developing others.

3: COACHING

Coaching is an effective method of skill enhancement, assisting staff in specific skills or areas needed in their current role or in the future. A coach is considered an expert and teacher, who can also support their protégés in achieving shared goals that will help to achieve personal, team and business objectives.

Coaching relationships are designed to last for a set time and are not usually an on-going arrangement. A coach can be engaged to help fulfil a career development goal, guiding you through a stretch project or other development activities.



4: FEEDBACK

Be open to new ideas and suggestions by actively seeking your manager feedback. It can be difficult to hear constructive comments but very valuable if you are prepared to listen and take action to improve. Accepting feedback from your manager or other colleagues will contribute directly to your development.

Arrange meetings with your manager during the planning phase of career development and

throughout the process. Discuss your proposed development activities, asking for their support and direction and schedule regular catch-ups to discuss progression through your plan.

Valuable sources of feedback, in addition to your manager, include respected and trusted peers who observe your performance and behaviour, clients and customers.

Blended learning is like the Swiss Army knife of learning solutions. You have many tools at your disposal; the key is in choosing the right one—or a combination of the right ones—for the task in hand.

- Emma Klosson



5: SELF-DEVELOPMENT

Self-development activities include self-initiated reading, research and exploring to gain knowledge and skills. Self-development can involve:

- Reading current literature about trends in your organisation, competitors and the industry
- Researching new systems and technology that apply to your role
- Investigating relevant professional associations and groups to join
- Observing others who have considerable expertise in a skill or area of interest.

**Tell me and I forget.
Teach me and I remember.
Involve me and I learn.**

- Benjamin Franklin

6: STRETCH PROJECTS

Stretch Projects involve trying new things and are an effective way to accelerate progress and skill development. Volunteer for challenging projects and assignments by saying yes more often to new tasks that will force you out of your comfort zone and stretch your skills. Exposure to new things could help you identify, and demonstrate to others your hidden potential. Involvement in new projects can help build new relationships with colleagues, improve your profile and network, as well as provide insight into other areas of the business.

Examples of stretch projects:

- Help launch a new business initiative
- Volunteer to participate in a focus group or task force
- Represent your team at a business meeting
- Help develop a new service or product
- Train and induct new staff to the team
- Offer to manage project budgets
- Review cost cutting options for your department or team
- Identify an organisational problem or process which needs improving and offer a solution
- Spend time with key clients or customers, improving knowledge on what they do and how you can provide better service. Report your findings to the team and make recommendations.

7: ACTION LEARNING PROJECTS

Action learning projects are usually performed in teams. The objective is to work on a significant, existing problem or issue with real consequences, that needs urgent attention and resolution. It is based on the principal that the team is learning as they are acting and as they act they continuously acquire and modify skills as they go. It is an effective exercise to manage leadership development.

It can last from several weeks to several months. Individuals take on this responsibility in addition to their day-to-day work, and teams are lead and supported by a senior manager who provides direction and monitors results.

These projects aim to set some of the organisation's most talented people to work on tasks of real importance to the organisation, developing skills and competencies along the way.

It builds high performing teams, with different perspectives who have a shared purpose – to learn and to make a difference. Action Learning Projects will guarantee learning and professional growth.

Examples of competencies include listening, communicating and leadership skills.

The team starts by focusing on:

- Asking the right questions rather than finding the answers
- Spending time reflecting
- Acknowledge that great reflection results in learning
- Acknowledge that great learning leads to action, action strategies and ultimately solving the problem



8: NETWORKING

Networking is evident in many development tools and activities - stretch projects, action learning projects, mentoring and shadowing but can also extend beyond your immediate team or workplace. It creates a community of people who help each other. They may be people outside your organisation, from the same industry who can share ideas, services, products and innovations in their field.

Networking is not just about building relationships with people who may help you find a new job. It could involve helping other people find candidates for their vacancies or sharing resources to save money. It is important to maximise opportunities to network and mix both work and social connections. Consider work, external training courses, functions, alumni groups, parties, sporting groups and relevant associations or clubs that could offer networking opportunities.



9: JOB SHADOWING

'Shadowing' someone for a day (or more) is regularly used for career exploration. It is an opportunity to observe and learn. Identify a person who holds a position or performs tasks and activities of interest. You will see, firsthand, what the role entails rather than resorting to a position description or online resources for information. This is also an effective way to confirm if you genuinely want a similar position and the responsibilities involved.

Speak with your manager/supervisor, making sure they support and approve of the arrangement.

Their consent is important to ensure the activity and people involved are an appropriate mix and that timing is right.

To ensure the experience is worthwhile be prepared and clear on your objectives for the day. Communicate this before starting so all parties are aware of what you want to achieve from the exercise. Use shadowing as a networking opportunity and make a point of keeping in touch with those involved.

10: REVERSE MENTORING

In today's changing world of work it will be of no surprise that new generations of workers join the workforce with unique skills, knowledge and talents that older generations may not possess.

Reverse Mentoring is a simple way of teaching your leaders to learn new skills of relevance to the business and assists with their professional and personal development.

Reverse Mentoring can start with an idea about how you can offer training and share ideas and knowledge with your senior colleagues. Propose an idea, support the idea with business strategies and benefits and

offer to design a training course that could also be adopted in other areas of the business.

A common example of this is better utilisation of social media in your organisation to improve marketing and communication internally and externally. Reverse Mentoring improves confidence, negotiation skills, written and verbal communication, document development and presentation and business awareness. The benefits are two-fold, not only is there opportunity for your professional growth but also for senior management, who as leaders need to remain current and credible in their role.



11. JOB ROTATIONS / CROSS-TRAINING

It tests the employee's skills and competencies, provides challenges, reduces monotony in their current role, provides valuable experience, explores hidden potential, helps develop relationships and gain more insight into other functions of the team or business. It may even result in a lateral move to find a better match in skills and interests.

A great deal of planning is required by management to coordinate job rotations. When staff shift between jobs throughout a team it is imperative that service standards and the performance of the team are not compromised. The timing and frequency of job rotations would be at the discretion of managers to ensure business needs remain the priority and the exercise would benefit more than an individual. It helps management discover talent, shuffle resources when needed and encourages flexible working habits.



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ACADEMY



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Send me an email at linda@athenaleadership.com.au and we can book a conversation. I look forward to speaking with you!

Master of Business Coaching (Distinction), Bachelor Psychology & Philosophy, Accredited NLP Practitioner



Linda Murray

www.AthenaLeadershipAcademy.com.au // 0405 322 005



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