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1 FEBRUARY 2016

This guide will assist people leaders to focus individual development in line with the State sector's talent management approach.

For more information and guidance, please refer to *Guide: Identify & develop talent*



DEVELOPMENT SCENARIOS



1.1 Not Performing (or Poor Fit)

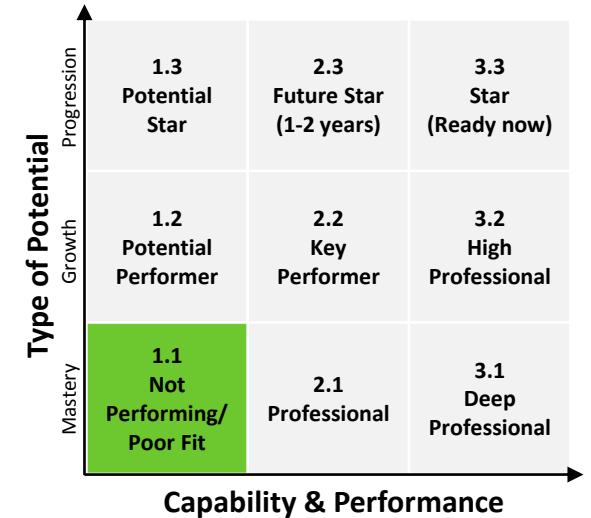
Description:

Has been in the role long enough to be performing but is not currently doing so. May not be a good fit – with the organisation, recent changes, and/or role. Talents and strengths may be mismatched to job requirements.

Development focus:

Coaching/training needed to get performance back on track, or support a move to a role of increased fit.

Seek HR support.



Career of particular interest to/supported by:

Direct Manager, in partnership with HR

Most likely movement in Dynamic Talent Map:

Possibly towards “Professional” or “Potential Performer” if moves to a better fit role.

Development conversation starters:

Choose or adapt the phrases that might apply:

- We’d really like to see you performing more as we know you can.
- Lets talk about what needs to happen to get you to a place where you are being successful and feeling engaged.

Note: There are particular challenges for both individuals and their managers in situations where an individual may not be in a best fit role or is not performing for any reason. Please seek HR advice before proceeding with these conversations.

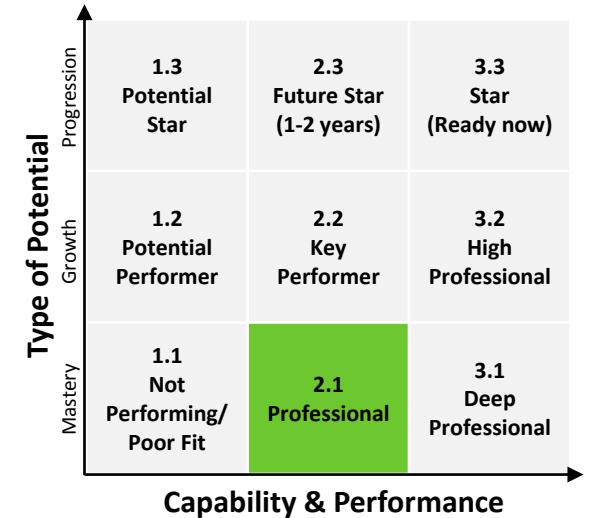
2.1 Professional (Solid performer in current role)

Description:

Valued at this level and in this role. Consistently delivers on expectations. Reliable performer who is well-placed to keep up with new initiatives, methods and ideas conscientiously.

Development focus:

Development for continuous improvement and keeping up with change.



Career of particular interest to/supported by:

- Direct Manager
- Deep Professionals

Most likely movement in Dynamic Talent Map:

Possibly towards “Deep Professional” or “Key Performer”

Development options:

Learning on-the-job:

- More opportunities to work on tasks that make best use of individual’s unique talents, strengths and motivations
- Tasks/projects that grow role-specific capability
- Explore new and different types of work within current role scope that keep the individual interested and motivated
- Take the lead on lower-intensity pieces of work

Learning from others:

- Work along-side highly engaged deep professional or key performer
- Development coaching to confirm individual talents/strengths/motivators
- Career coaching, if plateaued in current role

Formal learning:

- Courses to extend skills and/or keep up with requirements

Development conversation starters:

Choose or adapt any phrases that might apply:

- Its great to be recognised as a Professional.
- Your talents and skills are well aligned to the work you do. You appear to get satisfaction from doing your work well – in part because you get to do some of what you do best every day.
- We appreciate that you are consistently doing what is asked of you and sometimes a bit more. We value and depend on people like you, reliably getting on with the core work of our business.
- You’re on-board with and keeping up with changes in your work practices and in organisational direction.
- *(If aspires to stay in current role)* Our latest career discussions confirmed that you aren’t looking to change roles over the short to medium term. That seems a good option for you for now. Let’s work out what you need to succeed/excel in your current role.
- There may be two or three specific skill areas or strengths that would be of benefit for you to develop further. Lets work out/discuss what these are...

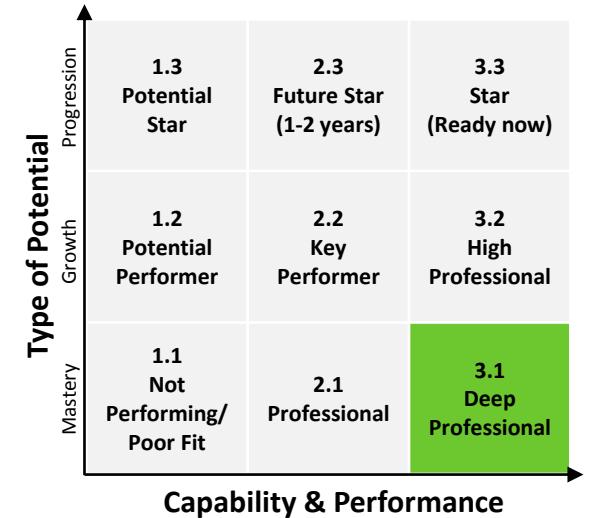
3.1 Deep Professional (Excelling in current role)

Description:

Highly valued in current role or within a specialised field. May be recognised outside the team, or across the organisation, sector or industry. Well-placed to continue exceptional performance in current role.

Development focus:

Keep at the leading edge of their role or specialised field.



Career of particular interest to/supported by:

- Direct Manager
- Functional Leads

Most likely movement in Dynamic Talent Map:

Continue as “Deep Professional”, or towards “High Professional” if seeking growth beyond current role.

Development options:

Learning on-the-job:

- Work on real workplace challenges (perhaps with other highly capable individuals) to gain even greater depth of experience within specialty area
- Shadow/project/secondment with key stakeholders to get a deeper understanding of their perspectives as a way of helping do own role even more effectively
- Complex challenges requiring high level expertise

Learning from others:

- Work along-side/network/participate in action learning groups with other highly engaged deep professionals from own or external agencies
- Coach and mentor others as a way to deepen and share own knowledge, experience & skills.

Formal learning:

- Conferences/seminars/courses to keep at forefront of role (including as a speaker)

Development conversation starters:

Choose or adapt any phrases that might apply:

- You are a stand-out performer with strong capability in your current role.
- You have deep experience/expertise in all aspects of your role that allow you to produce exceptional results.
- Your talents and skills are well aligned to the work you do. You appear to get satisfaction from doing your work well – in part because you get to do some of what you do best every day.
- We are very happy to have you act as a role model to others, coaching them to learn from your deep experience/expertise.
- We appreciate your positive influence as this helps others build their capability too.
- *(If aspires to stay in role)* Our latest career discussions have indicated you want to keep on in your current role for now as it is where you see yourself making your best contribution.
- We would like to invest in you to keep at the forefront of your role (or area of specialty) and help us lift the capability of others in similar roles.
- *(If seeking growth beyond current role)* Let’s work out some initiatives you can get involved in that require you to take a different perspective and acquire/practice new skills.

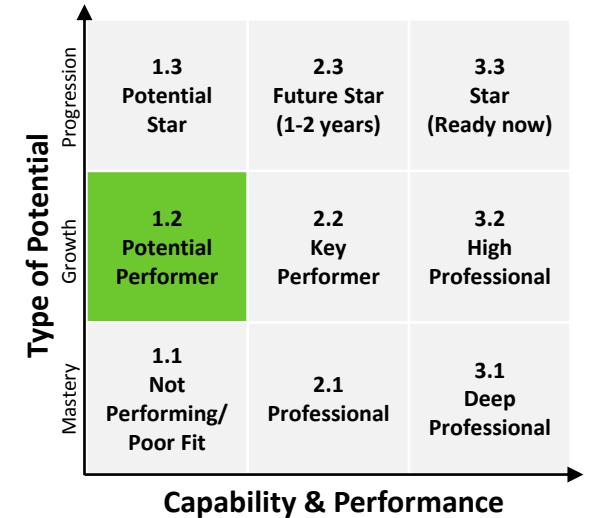
1.2 Potential Performer (New to role or developing)

Description:

Still developing, due to being new to current role/level, or not yet performing the full range of duties. It's too early to test for next-level potential.

Development focus:

Support to get up to speed in new role. Review capability, performance & potential in 6 months.



Career of particular interest to/supported by:

- Direct Manager
- Others who can support induction

Most likely movement in Dynamic Talent Map:

Possibly towards "Professional", "Key Performer", or "Potential Star"

Development options:

Learning on-the-job:

- Most of the new start's learning is likely to be on the job, getting to know all new aspects of the work.
- Target on-the-job learning support based on learning style and current level/areas of familiarity with the work.
- Place a focus on self-help references, e.g. guides, policies and procedures, desk files or handover documents.

Learning from others:

- Work along-side/network with highly engaged deep professionals or key performers to learn good practice
- Feedback and coaching to confirm individual is on track as job is being learned

Formal learning:

- Formal induction events
- Courses/training to learn skills required in the role

Development conversation starters:

Choose or adapt any phrases that apply:

- It's great to have you recently start in your new role.
- We selected you because you showed us that you have key talents, skills and experience required to succeed in this job.
- In particular the strengths that showed through at interview and since include...
- At recruitment/selection, we also recognised a few areas of potential that we anticipate you'll develop into. These include...
- You're making steady/good/excellent progress getting to know your role/the organisation/State sector.
- At this point we'd like to get you more settled into this role before talking further about next development or career steps. Although I'm happy to hear any top-of-mind thoughts you have.
- Keep on progressing the way you are and let's review your capability, performance & potential in 6 months time.

2.2 Key Performer (Agility beyond immediate role)

Description:

Consistently delivers on expectations, sometimes more. Quick to adapt and bring others along with changes. Shows some agility beyond immediate job requirements and may benefit from time, testing and/or a clarification of aspirations to confirm next career move, if any, to target.

Development focus:

Keep growing broad skill base and experience. Clarify aspirations/address any career de-railers.



Career of particular interest to/supported by:

- Direct Manager
- Change/Project Managers for new initiatives

Most likely movement in Dynamic Talent Map:

Possibly towards “Deep Professional”, “High Professional” or “Future Star”

Development options:

Learning on-the-job:

- Expose to new and different aspects of work and higher leadership/management activities
- Assign further work/projects in those areas to keep drawing out/realising areas of potential
- Use this information to clarify possible next career steps, or clarify if preference to keep on in current role (as is appropriate)

Learning from others:

- Shadow a range of people to learn about different roles – see which ones pique interest
- Work with change managers implementing new ideas/initiatives to learn from them first hand

Formal learning:

- Courses/training to extend skills and/or keep up with requirements

Development conversation starters:

Choose or adapt any phrases that apply:

- You are one of our key performers.
- You’re recognised not only to be reliably delivering on the core requirements of your role, but also as someone who gets quickly on board with organisational change.
- We appreciate your positive influence as this helps others come on board too.
- You’re someone we feel confident involving in new initiatives because you help us to deliver these more effectively.
- This agility suggests you have potential for career growth and possible progression to take on a bigger or more complex role sometime in the future.
- *(Depending on aspirations)* If we’ve talked about your career aspirations in the past, you have either been a bit uncertain where you’d like to head or, from a management perspective, the potential you have for roles of interest is largely untested.
- So we’d like to explore this to give you and us a bit more clarity and confidence that we’re supporting you towards work in which you can make your best contribution and which will be most satisfying for you.

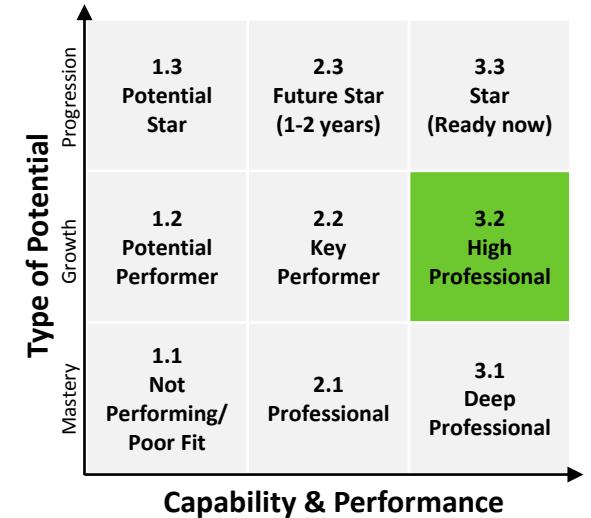
3.2 High Professional (Possible progression)

Description:

A highly capable, strong performer with a proven track record dealing with complex challenges. Shows agility beyond immediate job requirements and is ready to take on new challenges, broader scope, or possibly progress to a higher role with the right experience.

Development focus:

Keep engaged and challenged. Provide opportunities to clarify aspirations/test potential.



Career of particular interest to/supported by:

Direct Manager + give visibility to other talent forums (up, across or outside the organisation)

Most likely movement in Dynamic Talent Map:

Possibly towards "Deep Professional", "Future Star" or "Star"

Development options:

Learning on-the-job:

- Work on gnarly challenges (e.g. with multi-functional teams) to gain greater breadth of experience
- Expose to different aspects of higher leadership/next-level requirements
- Assign further work/projects to keep drawing out/realising areas of potential
- Use this information to clarify preferred next career steps

Learning from others:

- Participate in action learning groups and broaden network with multi-disciplinary teams from own or external agencies
- Coach key performers/deep professionals whose next move is towards high professional

Formal learning:

- Conferences/seminars/courses that provide breadth, not just depth of understanding/skill

Development conversation starters:

Choose or adapt any phrases that apply:

- You are a highly capable professional with potential to take on broader scope and gnarly challenges, because you show agility beyond your immediate job requirements.
- You are a strong performer. You have experience/expertise in all aspects of your role that allow you to produce exceptional results.
- We feel confident giving you our most thorny challenges because you have the ability to work beyond the boundaries of your role to get good outcomes.
- We see you as having readiness for more. This might be for a broader range of roles at your current level, or perhaps some untested potential for higher roles.
- *(Depending on aspirations)* When we've talked about your career aspirations, you have either been a bit uncertain where you'd like to head, are not currently interested in seeking promotion at this time, or from a management perspective, the potential you have for progression is largely untested.
- So we'd like to explore this to give you and us a bit more clarity and confidence that we're supporting you towards work in which you can make your best contribution and which will be most satisfying for you.

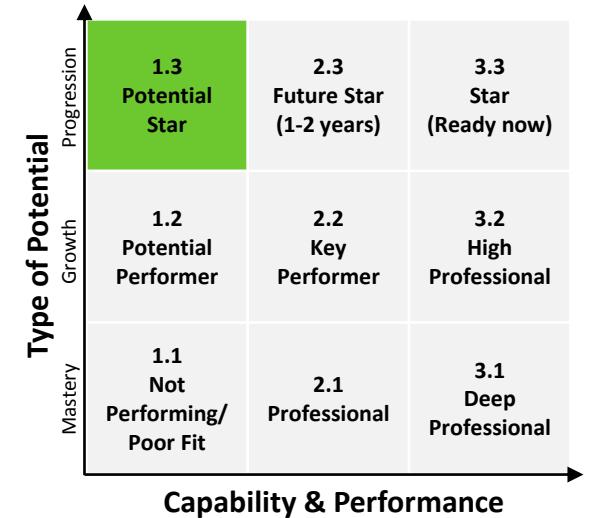
1.3 Potential Star (Early promise)

Description:

Strong potential and impact, with a track record of quickly rising to new challenges. Gaining significant stretch (e.g. in a new or challenging environment) to develop capability and experience. Shows aspiration and early promise – the question is more about when to progress, rather than if.

Development focus:

Increase capability and experience. Accelerate development for potential next moves.



Career of particular interest to/supported by:

Direct Manager + give visibility to other talent forums (up, across or outside the organisation)

Most likely movement in Dynamic Talent Map:

Possibly towards “Future Star” or “Key Performer”

Development options:

Learning on-the-job:

- The person may be stretching themselves in a new environment or with a difficult challenge. If so, the challenge of the current experience will be developmental in its own right.
- Maximise exposure to higher leadership and gain the breadth of experience required for success in this and future roles.

Learning from others:

- Participate in an action learning group to tap into expertise of others in managing these environments
- Manager coaching and support
- External mentor or coach for support while adjusting to new or challenging environment

Formal learning:

- Programmes/courses which accelerate development for potential next moves.

Development conversation starters:

Choose or adapt any phrases that apply:

- We recognise you are stretching yourself – perhaps in a new environment or with a difficult challenge – which is helping you to gain significant further experience to support your career growth.
- You have a history of quickly rising to new challenges and experiences, so we have every confidence in your aspiration and ability to progress at the right time.
- *(Depending on aspirations)* Once you’ve increased your experience and demonstrated further success, we are keen to support your aspirations to move towards a bigger and more complex role.
- In the meantime, we’d like to focus on providing you with the support to prove yourself and excel in this environment.

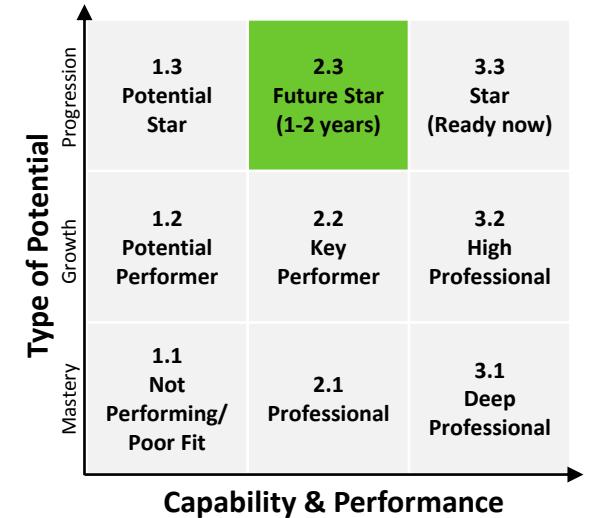
2.3 Future Star (Ready to progress in 1-2 years)

Description:

Frequently achieves ambitious goals with strong aspiration and demonstration of potential in a variety of new and challenging situations. Needs time to strengthen in a small number of areas, before progressing to a role of increased size or scope.

Development focus:

Strengthen specific capability and/or experience needed for targeted future move.



Career of particular interest to/supported by:

Direct Manager + give visibility to other talent forums (up, across or outside the organisation)

Most likely movement in Dynamic Talent Map:

Possibly towards "Star" or "Potential Performer" if/when gain promotion into a bigger, more complex role

Development options:

Learning on-the-job:

- Breadth and range of experiences become increasingly important as individuals move to more senior levels – seek out new and different experiences via project work, challenges, secondments

Learning from others:

- Shadowing or mentoring from someone who has made a successful transition to the next level or who has key attributes the individual is seeking to emulate

Formal learning:

- Programmes/courses to develop next-level capability

Development conversation starters:

Choose or adapt any phrases that apply:

- As a future star, you're keen to progress to a role of increased scope and size in a year or two, and we're keen to support you to develop the skills and experiences you need to get there.
- (Depending on aspirations)* You either already had the aspirations to progress further, or you became open to progressing when you got feedback on the potential we see in you.
- The types of people we need at the next level up have the following attributes/abilities/experience...
- You are already demonstrating a number of these, including...
- You are very aligned with the direction that the organisation/State sector is heading in and you're keen to make an even bigger contribution.
- You seem to value and get a real buzz from dealing with the sorts of challenges more typical at this next level.
- From an organisational perspective, you are a key person for us to have in the 'pipeline' ready to take up future senior roles.
- Some of the critical experiences we see you needing under your belt to help you prepare for your next career step are...

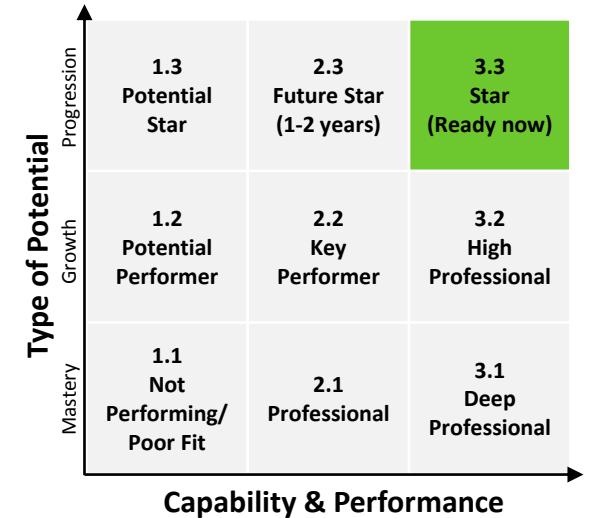
3.3 Star (Ready to progress)

Description:

Ready now for their next bigger or more complex role. Has realised their potential and aspiration for more, having stepped up and succeeded quickly, repeatedly and effectively in a range of situations. Will likely be successful at next level NOW.

Development focus:

Keep stretching until next role becomes available.



Career of particular interest to/supported by:

Direct Manager + give visibility to higher leadership team/other talent forum/career board

Most likely movement in Dynamic Talent Map:

Possibly towards "Potential Performer" when promoted to next-level role

Development options:

Learning on-the-job:

- Acting up at the next level, whether inside the organisation or elsewhere
- Applying for next level roles, gaining full feedback and focusing development on indicated improvement areas
- Fine tuning and preparing to be more successful, more quickly when a promotion is gained
- Greater visibility and exposure

Learning from others:

- Mentoring and sponsorship from a successful next level leader in relevant field, sector or organisation

Formal learning:

- Programmes/courses to keep stretched and strengthen next-level capability. *Note: In many cases, this option will be less valuable than learning-on-the-job options.*

Development conversation starters:

Choose or adapt any phrases that apply:

- You're ready now to progress to a higher and more complex role. While we're waiting for the right opportunity to come along, we're keen to support you to refine your skills and experiences to help you be even more successful, sooner after starting at your next level.
- You seem to value and get a real buzz from dealing with the sorts of challenges more typical at this next level.
- You are very aligned with the direction that the organisation/State sector is heading in and you're keen to make an even bigger contribution.
- You are already demonstrating many of the attributes needed at the next level, including...
- If you gained a position in the next few months, the areas of greatest development for you are likely to be... We can support you to prepare strategies for managing these areas while focusing on your strengths.
- From an organisational perspective, you are a key person for us to have in the 'pipeline' ready to take up future senior roles.
- What experiences do you think will be critical for you to be exposed to in order to increase your likelihood of success when you make your next career move?