



EMA+

People Experience



Learning, Development & Succession

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People Experience



Career Development Tools

Tools for effective career development

A person's engagement, performance, and retention are positively impacted when they are offered effective career development. A selection of tools and resources are provided to support the career development of those with high potential.

► OUTCOMES

- Understand how to use the Four Es model to accelerate development
- Understand the varying types of development opportunities and needs for those with leadership or specialist potential
- Guidelines for effective 1:1 career development conversations.

► THIS FRAMEWORK WILL COVER

- Using the Four Es model to accelerate development
- Development opportunities for those with leadership potential
- Development opportunities for those with specialist potential
- Guidelines for effective 1:1 career development conversations



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The Four Es model of continuous learning

Leaders must keep pace with the speed of business and advancements in technology. Effective learning is never going to be an isolated, one-time event; a person's ability to learn continuously is the key. There are several approaches we call the Four Es to structure and accelerate professional development: expertise, exposure, experience, and expectations.

Given the sheer amount of change and knowledge to absorb, people need to learn continuously throughout their tenure with an organisation. This particularly effective when critical learning is structured and planned.

Effective continuous learning revolves around a combination of several holistic approaches we call the Four Es: expertise, exposure, experience, and expectations.

EXPERTISE	EXPOSURE	EXPERIENCE	EXPECTATIONS
Expertise involves developing new skills, knowledge, and ways of thinking.	Exposure is increased contact with a difference – whether that be new concepts, individuals, experiences, or organisations.	Experience involves learning by doing: tackling real challenges and real work – in real time.	Combine knowledge and experts from different fields of work and create solutions for people, with people





Developing employees with leadership potential

People with 'leadership potential' are employees with the ability, engagement, and aspiration to perform effectively in more senior, complex leadership roles in the future

Development opportunities should ideally be centred around experience, supplemented by development that comes from the other three Es.

It is important that leaders do not promise anyone a guaranteed promotion, and instead outline their commitment to providing adequate development opportunities and succession support as the employee is a valuable member of the business.

Business priorities for this group are to:

- maintain levels of high performance and engagement
- retain the employee
- enhance skills and knowledge ready for next level
- improve organisational capability – ability to 'grow our own'

Development needs for this group are:

- Raising their profile
- Gaining exposure to individuals and the work of other areas
- Skills and knowledge acquisition
- Increasing self-awareness

Experience-based development

Experience-based development should make up ~70% of the development opportunities for employees with leadership potential. Listed below are examples of experience-based learning opportunities which your organisation could implement:

- Opportunity to work with a leader strong in the employee's development areas
- Opportunity to work with direct reports strong in the employee's development areas
- Opportunities for secondments and formal work shadow opportunities across the Company
- Opportunity to take on increased responsibility
- Attendance as an observer at meetings with more senior staff/different stakeholders
- Managing strategic projects
- Presenting to key stakeholders

Education-based development

Education-based development should make up ~10% of the development opportunities for employees with leadership potential. Listed below are examples of education-based learning opportunities which your organisation could implement:

- Increased access to internal and external training courses/programs
- Coaching programmes, tailored to individual's needs
- Consideration for study assistance (i.e. financial and/or study leave)

Exposure-based development

Exposure-based development should make up ~20% of the development opportunities for employees with leadership potential. Listed below are examples of exposure/relationship-based learning opportunities which your organisation could implement:

- Support membership for professional industry groups
- Support attendance at industry conferences/networking events to assist with knowledge building and remaining abreast of industry-related info
- Individual Coaching
- Mentoring opportunities
- Network with other employees with high potential
- Leadership Forums

Expectations-based development

Expectations-based development is time spent reflecting on, internalising, and articulating and engaging others with the experiences and learning that are taking place – at a personal and organisational level. Mature leadership is characterised by Rooke & Torbert * as the ability of leaders to reflect on and interpret their surroundings. Few leaders try to understand their own ways of thinking and perceiving, or even to change them. Listed below are examples of expectations-based learning opportunities for someone with leadership potential:

- Future-based or strengths-based journaling in the morning or evening
- Spending time reflecting and integrating new information alone or with another trusted colleague or friend
- Facilitating and/or teaching others – such as colleagues from another division or level of the company - as a means of bringing learning concepts to life

* Rooke, D. and Torbert, W. R. Seven transformations of leadership. Harvard Business Review, April 2005.



Developing employees with specialist potential

Key talent with 'specialist potential' includes those with the ability, engagement, and aspiration to perform and contribute value in more senior or critical technical / specialist roles.

For employees with specialist potential, development opportunities should largely be centred around experience, supplemented by exposure/relationship, education-based, and expectations-centred development.

Business priorities for this group are to:

- maintain levels of high performance and engagement
- retain the employee
- enhance skills and knowledge ready for next level
- reduce single point of failure risk
- facilitate transfer of skill and knowledge to other employees
- improve organisational capability – ability to 'grow our own'

Development needs for this group are:

- Raising their profile
- Gaining exposure to individuals and the work of others
- Skills and knowledge acquisition
- Increasing self-awareness
- Keeping up with industry trends, legislative changes, best practice etc.
- Maintaining required accreditation
- Creating a 'legacy' by transferring knowledge and developing others

Experience-based development

Experience-based development should make up ~70% of the development opportunities for employees with specialist potential. Listed below are examples of experience-based learning opportunities which your organisation could implement:

- To act as a 'coach' within the business
- Formal and informal involvement in projects/reference groups etc. within and outside of own department
- Consideration for part-time employment to facilitate retention and knowledge sharing during transitional periods (e.g., when approaching retirement, returning to work post extended leave etc.).

Education-based development

Education-based development should make up ~10% of the development opportunities for employees with specialist potential. Listed below are examples of education-based learning opportunities which your organisation could implement:

- Increased access to internal and external training courses/programs
- Consideration for study assistance (i.e., financial and/or study leave)

Exposure-based development

Exposure-based development should make up ~20% of the development opportunities for employees with specialist potential. Listed below are examples of exposure/relationship-based learning opportunities which your organisation could implement:

- Support membership for professional industry groups
- Support attendance at industry conferences/networking events to assist with knowledge building and remaining abreast of industry-related information
- Mentoring opportunities
- Networking with other employees with high potential.

Expectations-based development

Expectations-based development is time spent reflecting and internalising the experiences and learning that is taking place. Listed below are examples of expectations-based learning opportunities for someone with specialist potential:

- Future-based or insights-based journaling in the morning or evening
- Spending time reflecting and integrating sometimes unrelated information, alone or with others
- Facilitating and/or teaching others – such as colleagues from another division or level of the company - as a means of bringing learning concepts to life

Career development conversations

One of the key objectives of talent management is to actively structure, support, and accelerate the development of key talent, as well as to assess the risk of them leaving. Senior leaders having regular 1:1 career development conversations with key talent is vital. Ideally, these conversations will carry a vibe of partnership and collaboration between them.

Conversation prompts

Listed below are a range of questions which can be used during career development conversations between a line manager and a person identified as key talent. These questions provide insight into the individuals level of engagement and whether retention risks exist now or in the medium to long term.



Questions:

- What is working for you at [the Company] at the moment?
- What is not working for you? Is there anything that we should do more/less of?
- What were your original career objectives before joining the company, and have they changed?
- What are your career goals? What do you hope to achieve in your career? Do you have any timeframes for your aspirations?
- To what extent do you feel recognised here for your achievements?
- What opportunities do you see that appeal to you within the company?
- What kind of recognition do you value most?
- How would you describe your work environment?
- How can I – or other senior leaders here – best support you?
- What factors might influence you to feel like staying vs. leaving?

Dos and Don'ts

To support the questions listed above, detailed below are Dos and Don'ts to help further guide effective talent discussions

DO	DON'T
<ul style="list-style-type: none">• Tell the individuals that they have been recognised as valued, with the potential to grow further• Explain that being seen to have significant 'potential' comprises not only ability, but also engagement and aspiration• Ensure that the individual knows that a 'potential' rating is not static – it is regularly re-evaluated, and people can move in and out of this pool, whether it be because of changing business needs or individual circumstances• Demonstrate that the Company is committed to the individual's development, and reinforce that the individual owns their own career• Support the individual to create a development plan with some stretch, that is aligned to their own career aspirations and the company's opportunities	<ul style="list-style-type: none">• Guarantee a promotion or opportunity to take on a particular role in the future• Pressure people to aspire to bigger roles with more responsibility, or make them feel less valued if they do not desire these roles• Let individuals believe that once recognised as having significant potential, they retain that recognition and no longer need to strive for it• Over-stretch the individual – there should be sufficient stretch, but not so much that they are unable to deliver and achieve their goals• Give them confidence that taking a risk and doing a stretch assignment or new role may be hard, and they may not perform in it as highly as they're used to. This isn't failure - it's designed as a learning opportunity• Rely on one conversation – but rather, check in regularly to make sure you are in touch with their individual drivers and motivators: their changing needs and aspirations



People Experience

People experience is how employees experience their employment and EMA's new people management service is designed to support members be great employers and people leaders. EMA People Experience assists members with people management every step of the way.

► **People Experience provides:**

- Leading-edge and current knowledge through a self-serve library, co-designed by Deloitte's
- Advice Line assistance for immediate advice and assistance
- Access to EMA's consulting service or outsourced HR practice delivered virtually or onsite
- Reliable information that is up to date and legislatively sound
- Flexible, wraparound people solutions customised to your needs

► **Advice and support with EMA's People Experience**

- Talent Acquisition and Retention
- Learning, Development & Succession
- Performance Management & Planning

► **EMA's People Experience supports members to:**

- Attract, engage, grow and retain your people
- Thrive in the competitive talent marketplace
- Experience success as a people leader
- Unlock the talent in your people and grow your business
- Invest in your long-term success through talent acquisition and retention; performance planning, learning and development, and succession.

► **EMA's People Experience Consulting Service**

If you require the next level of support, EMA has the experts to help you. Tap into our experienced People Experience Growth Advisors and Consultants . Their expertise will support you to succeed in a competitive talent marketplace.

To speak to one of our advisors email peopleexperience@ema.co.nz or call our AdviceLine on **0800 300 362** for more information about how you can access additional resources.

- To view the EMA Powerhouse of People Experience Resources go here: ema.co.nz/Em/Resourses/peopleexperience



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