

The *Ultimate* Career Development Plan Toolkit

The *7 Step Guide* to creating a Career Development Plan which aligns your goals to performance and professional development, bringing on board your manager and supporters.

YOUR Career Development *Defined*

Career development is not performance management, it's a process to help people grow and as a result, add more value. It requires that you, as the employee:

1. Take ownership of the process

2. That you are self-aware and confident enough to do the "inside work" required to discover what YOU have to offer, and what YOU need to "bring".

3. You proactively challenge yourself to learn by pushing out of your comfort zone and broaden your personal and professional network.

4. You actively seeks new experiences, knowledge, skills and competencies and you're open to learning new things.

5. See your current role as a "test ground" to practice and master your new learnings to increase your impact.



OVERVIEW: 7 Step Guide to a Career Development Plan *on a Page*

A Career Development Plan on a page (see template next page) helps you focus and highlight where you want to go and what you need to do to. It's easy to reference and to share with Managers and Supporters. But first, you need some critical inputs to write a successful plan..

STEP 1: Build your Success Scaffold

STEP 2: Take your Baseline

STEP 3: Test your Baseline

STEP 4: Assess your Value & Plan your Path

STEP 5: Write up your Goals

STEP 6: Write your Career Development Plan on a Page

STEP 7: Check in with your Manager or Coach

<div><u>What's My Next Career Move or Big Career Aspiration</u></div> <div>HINT: This is where you write your career aspirations, expressed as roles, or titles or project sizes</div>	<div><u>Why Do I Want It?</u></div> <div>HINT This is where you write your key motivator – your “why” that will help keep you on the path when things get challenging.</div>	<div><u>What's Already In the Bag?</u></div> <div>HINT: This is where you document your already acquired mindsets, skillsets, toolsets and experiences that make you ready.</div>
<div><u>Your Career Support Team</u></div> <div>HINT: This is where you write the names of the people you will need to be aware of your aspirations, and who will provide advice, guidance, coaching, mentoring & truths to support your learning and get you closer to the goal.</div>	<div><u>Learning I Need to Drive To Be Ready</u></div> <div>HINT: This is where you write the list of skills, mindsets and tools you need to learn in order to be ready, should an opportunity come up. This information might be an ongoing list, added to as you discuss your development with your support group. These can be learned on the job based on stretch opportunities, by being coached or by doing a training course, but are</div>	
<div>Trusted Advisors & Truth Tellers</div> <div></div>	<div>Mindsets to Learn/Points of View to Discover?:</div> <div></div>	<div>How/By When</div> <div></div>
	<div>Skillsets to Learn (Technical and Behavioural):</div> <div></div>	<div>How/By When</div> <div></div>
	<div>Toolsets to Learn (Technical & Relational)</div> <div></div>	<div>How/By When</div> <div></div>
<div>Coaches & Cheerleaders</div> <div></div>	<div><u>Experiences I Need To Be Ready</u></div> <div>HINT: This is where you detail the experiences you need to be able to demonstrate to get where you want to go. This will be informed by your career support team.</div>	
<div>Managers & Mentors</div> <div></div>	<div>Leadership/People Focused Experiences:</div> <div></div>	
	<div>Technical/Trade Focused Experiences:</div> <div></div>	
	<div>Commercial/Business Focused Experiences:</div> <div></div>	

STEP 1: Build Your Success Scaffold

What are Your Needs and Not Negotiables?

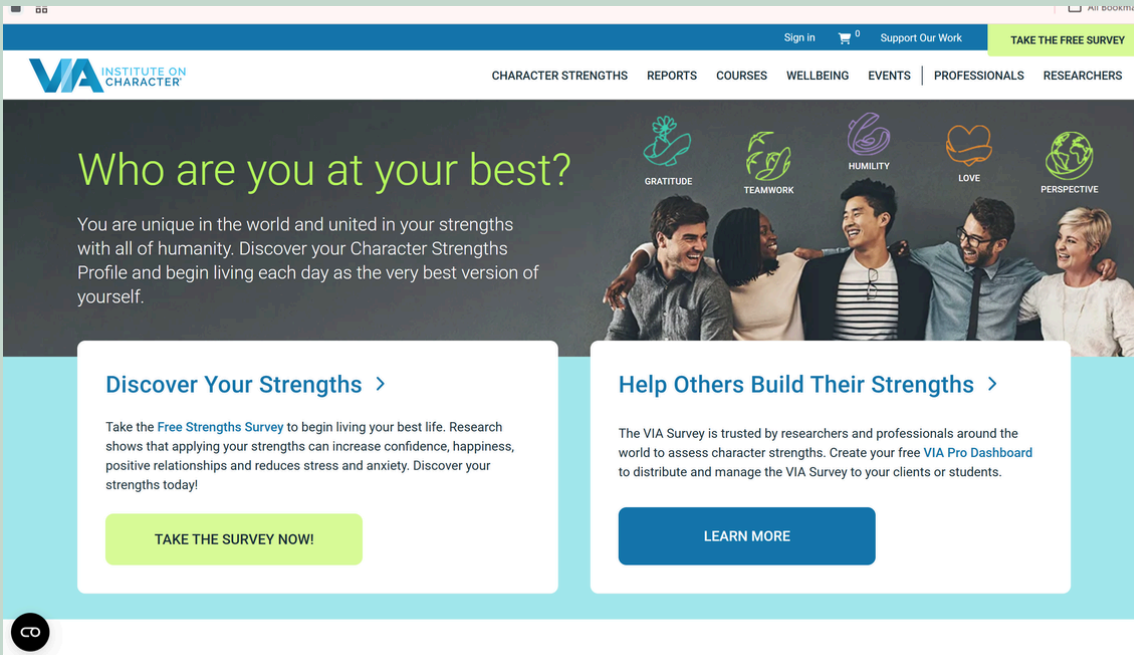
Getting clear about your career requires that you know what your needs and boundaries are, and that you understand what is important to you so that you can make good decisions.

Action 1: Character Strengths Assessment

Take the FREE - VIA Character Strengths Assessment to ascertain what lights you up, and the character strengths you need to use in your work to maximise your satisfaction and performance.

Action 2: Clarify your *Not* Negotiables

Use our Template ***on the next page*** to List out your non-negotiables, or sacrifices you are unwilling to make for the sake of career growth to make sure you don't make poor decisions.



STEP 1 continued: Career Success Scaffold *Template*

	What Needs to Be In Place For You To Succeed?	Action You Take If This Part of Your Scaffold Is Compromised?
Core Values		
Character Strengths		
Needs (Physical and Emotional)		
Not Negotiables (Boundries you are unwilling to Compromise)		
Money (How Much Do You Need?)		

STEP 1 continued: Career Success Scaffold *Template*

	What Needs to Be In Place For You To Succeed?	Action You Take If This Part of Your Scaffold Is Compromised?
Core Values		
Character Strengths		
Needs (Physical and Emotional)		
Not Negotiables (Boundries you are unwilling to Compromise)		
Money (How Much Do You Need?)		

STEP 2: Take your Base Line *Template*

This page is to support your reflection and pre-thinking. It is fairly simple and intended to give some key areas that will help you determine where you want to focus your growth. Watch [this video](#) for more insights

What are my key strengths? What motivates me? When am I at my best?	What are my career aspirations? What are the timeframes I am working to?
<ul style="list-style-type: none">• Other than money, why do you do what you do?• What helps you get up every morning and want to be at your best at work	<ul style="list-style-type: none">• Define your long term goals, I want to x in y years...• My ideal next two 'moves' would be... use• I see myself as ready in x months/years for my next role...
Thinking through my current context, where do I need/want to grow and develop, and what action can I see to do this?	What support do I need to be my best self
<div>1.</div> <div>2.</div> <p>Note: ideally get to 1-2 areas, this will differ depending if you are new to your role or have been doing it while, where you are at currently and your career aspirations</p>	

STEP 3: Test Your Base Line – *Seek input & Feedback from others*

Manager
Mentor
Peers
Family
Coach

This toolkit outlines x3 Feedback Tools.
They will help you identify:

- Your strengths that you can build on
- Potential detailers that need focus – weaknesses or over used strengths
- The environment and role scope that you would be most successful in
- The pre-requisite experiences required for your next role
- Support that others can provide to remove barriers
- Suggestions for future projects or initiatives that will support growth
- Development roles, lateral moves or key experiences which would be beneficial
- Opportunities for development in current role
- Roles that you have succeeded in and been happy in

Feedback Tool #1: 5 from 5 Face to Face

TASK: Ask 5 *Questions* from 5 *People* in a Face to Face

Purpose:

**"Knowing
yourself is the
beginning of
all wisdom."**

- The most effective leaders actively seek feedback to enhance their performance, development and impact.
- Why? Sometimes how we see ourselves, may not be how others see or experience us. By getting feedback it raises awareness of strengths and areas that will make the most difference if you change.
- Even with longstanding relationships, it is human nature to not necessarily lean into constructive feedback discussions, this approach helps 'open that door'.
- Face to face helps people be more considerate, and uncover 'gold nuggets' you may not get unless you ask for it.
- Done correctly, this tool builds trust over time, and mentor ship where you may not have had this previously.
- It is a great way to try new things and monitor your progress as you repeat the 5 from 5 over time.

The "How To" of a 5 from 5 Face to Face

Step 1 - Assess Yourself

Look at the template questions and answer the five questions yourself about yourself before you start with others. This will raise self awareness and readiness to hear what people have to say.

Step 2 - Choose your Fivers Feedback Crew

Think of the 5 people who will give you the most useful feedback. It is best to choose those that work most closely with you currently, and ideally over a minimum of a 6-month period. Don't cherry pick for good feedback. Sometimes your “toughest critiques” can give the best feedback. We suggest you include your manager, at least two direct reports, a peer and your significant other/partner/best friend to get an all-round view.

Step 3 - Make the Ask & Set the Stage

Reach out and ask your list of 5 if they would be prepared to answer 5 questions to support your development. Send them the template on the next page and provide them with context about the specific reason you are seeking feedback on.

Tip: Don't ask for feedback on everything you do - this can be overwhelming. Pick one or two "Work-Ons" you have become aware of when you did step 1 and keep your ask specific to that. Do this in your own way. For example, you might say “As part of my continued growth and development, I have 5 questions to ask of 5 people to get a better understanding of how I impact others. I'd love it if you could be one of those people. Your perspective and feedback is really important for me to learn, and I really want the good/bad and ugly so would really appreciate your views. I will send you a template of the questions to consider and then I would like to meet to hear your responses. It should take 15-20 minutes”.

Continued "How To" of a 5 from 5 Face to Face

Step 4 - Manage your Mindset

Give people ample time to think about and consider their responses and as people share, remember to listen to understand, not to respond. Take notes. Remember to avoid the temptation to explain/defend yourself, or to interrupt as they are talking to discuss. Presume positive intent on the part of each person giving feedback and stay neutral as you gather the feedback. When they finish, you can ask clarity questions, but make sure they are from a place of curiosity, not from a place of defensiveness. Remember to close by saying thank you for your feedback, and genuinely be grateful.

Step 5 - Reflect & Goal Set

Reflect on the feedback. How does it compare to your "self" response? What are the patterns in the feedback, what are the differences? How does this link to your overall career aspirations, strengths and areas where you could continue to develop? Include with other reflections and data to help inform your Career Development Canvas.

"Feedback from one person is a perspective; feedback from two people is a pattern; but feedback from three or more people is likely to be as close to a fact as you can get."
Tasha Eurich in Insight (2017)

5 From 5 Face to Face - Feedback Template

Question	Self	Manager	Direct Report	Direct Report	Peer	Significant Other
1. How do you describe my/your leadership in 5 words?						
2. Where do I add the most value? What works well that you think I should keep doing? CONTINUE						
3. What is something I need to do to be a better leader, that I don't display currently? START						
4. What is something I should stop doing? What blind spots do you see in my leadership? STOP						
5. What areas do I need to work on to be a better leader? If you chose just one thing, what would it be that I could do differently to have even more impact as a leader?						

Feedback Tool #2 - Use a Formal 360 Feedback Tool

- 360s are a great tool to help our leaders and provide accelerated growth of leadership capabilities.
- Your organisation may use an external organisational psychologist to administer and score the 360 and HR then usually works with you personally to debrief it and create your career development canvas.
- 360s should only be used for development purposes, not performance management.
- All 360 data is held confidentially by the organisational psychologist and is subject to privacy laws in Australia and New Zealand.
- Reports are usually administered at a cost to the business of around + \$550 + GST and debriefing is charged at the agreed hourly rate with your organisation. Please contact your manager or HR for more information.

Feedback Tool #3: Derailers & Work-On's

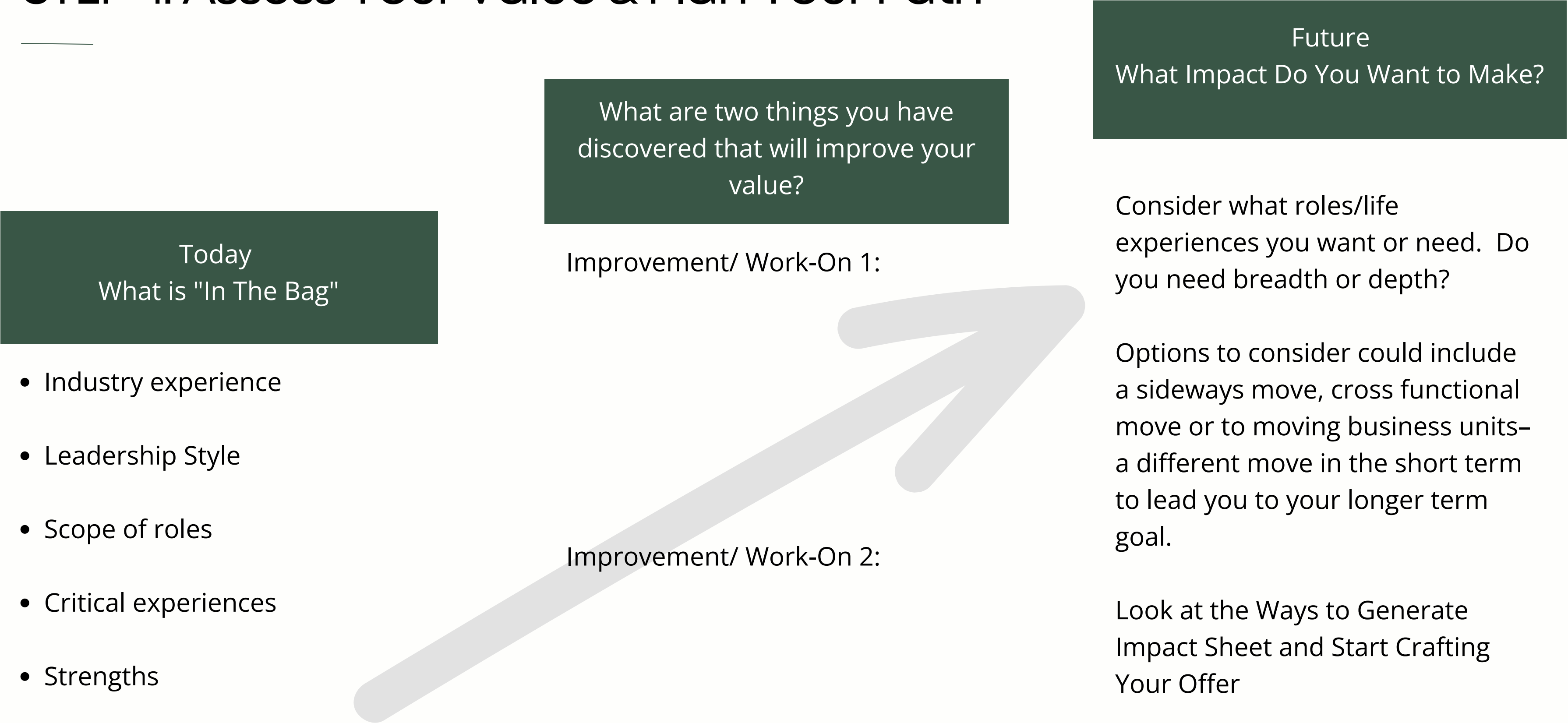
Left unmanaged derailers can cause performance issues and often prevent you from achieving career goals. If feedback is received that a key skill is lacking or you are overusing a strength, this should be a priority area as part of development planning.

What Are My Derailers

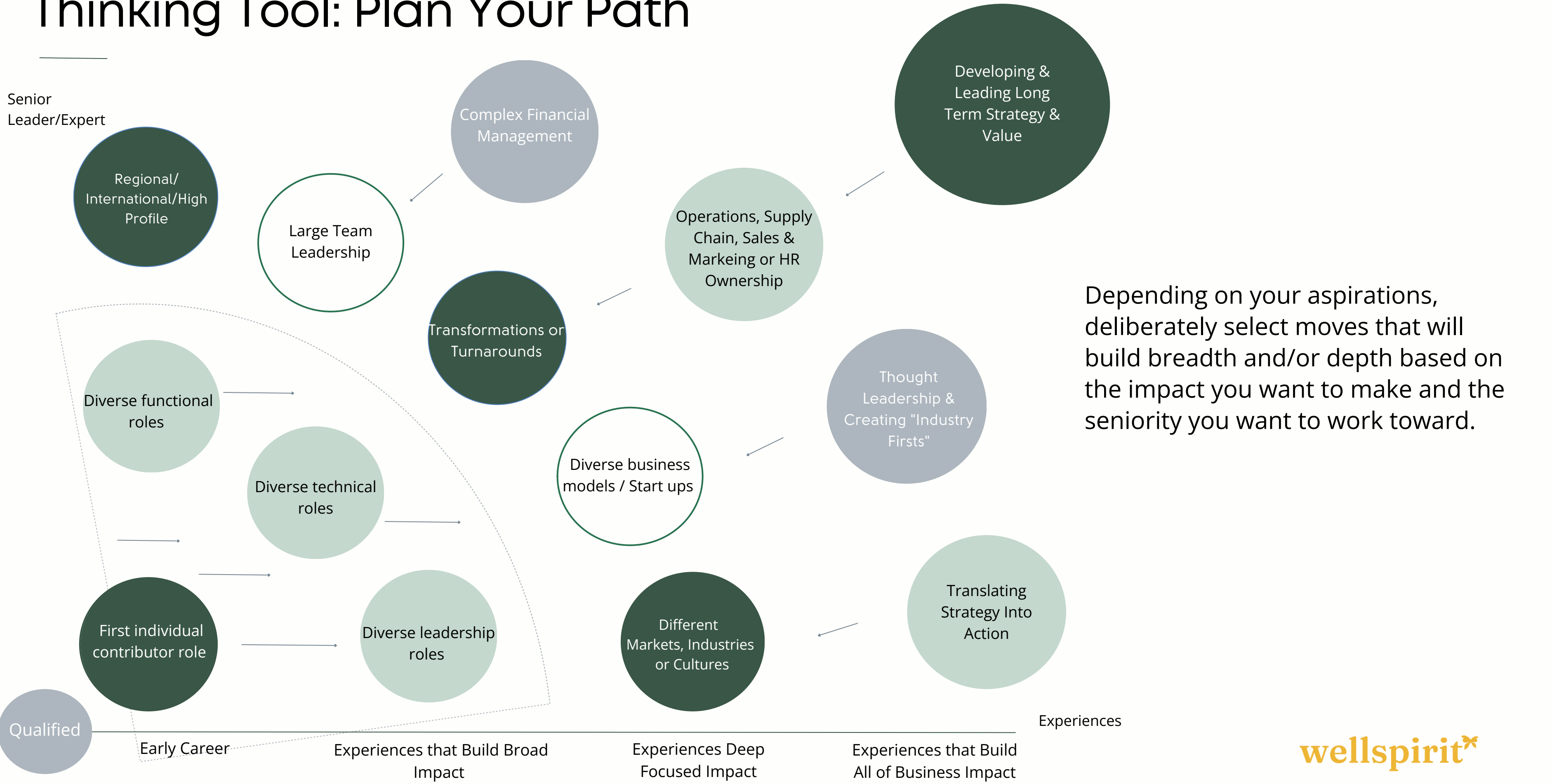
(these can be emotional, relationship based, physical, behavioural or any other element that will get in your way)

What Are Some Strategies To Manage or Mitigate Them?

STEP 4: Assess Your Value & Plan Your Path



Thinking Tool: Plan Your Path



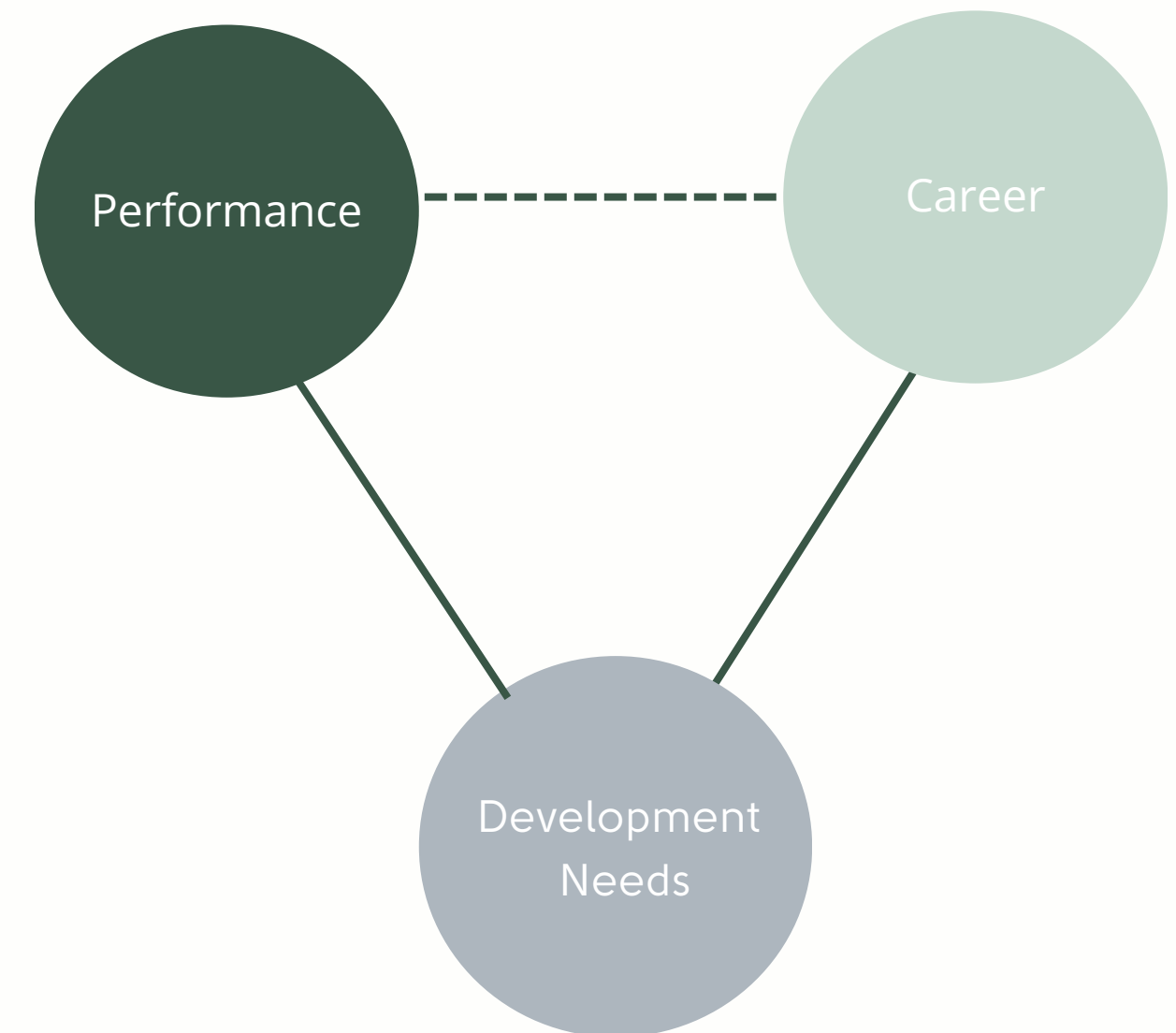
Tool: Plan Your Path Template

What's "In the Bag"? (list out your achievements, skills, strengths, leadership style, relevant experiences and other things that make you stand out from others)	What are My Improvements/Work-Ons? (list out the 2 improvements you could make to increase your value or impact)	What Impact Do I Want to Make? (at what level to you want to work and what experiences do you need to deliberately chase to get there?)
		<p>Next role, timing</p> <p>X type of role/ role with x experience, 6-12months</p> <p>X type of role/role with x experience, 3 years</p> <p>(Higher, Broader, Deeper, Current level)</p> <p>Next role would have the following experiences (expand on the above):</p>

STEP 5: Set YOUR Goals

Use the following Thinking Prompts to uncover some goals that will motivate you:

- How is your current role going?
- What do you enjoy? What do you find challenging?
- Is your role providing the stretch/growth you're looking for?
- What projects would you like to be working on?
- How would you describe your perfect job?
- Who are the people you most admire? Is there something about what they do that you want for your career vision?
- Imagine yourself in the future when you have achieved great career success, what is it that you have accomplished?
- Where would you like to be in your career in 5/10/15 years? What will you be doing? What will you have achieved?



STEP 6: Write up your Career Development Plan *on a Page*

Guidelines for using the One Page Career Development Plan Template

- Take a targeted approach and make it time bound (update every quarter)
- Narrow it down to people, skills and experiences
- Apply the 70 / 20 / 10 approach when it comes to learning
- Keep it somewhere you can see it daily
- Keep it dynamic and update it as things change

TEMPLATE: Career Development *on a Page*

Employee Name _____
Period Of Focus: From Date to Date _____

What's My Next Career Move or Big Career Aspiration <small>HINT: This is where you write your career aspirations, expressed as roles, or titles or project sizes</small>		Why Do I Want It? <small>HINT: This is where you write your key motivator – your “why” that will help keep you on the path when things get challenging.</small>		What's Already in the Bag? <small>HINT: This is where you document your already acquired mindsets, skillsets, toolsets and experiences that make you ready.</small>	
Your Career Support Team <small>HINT: This is where you write the names of the people you will need to be aware of your aspirations, and who will provide advice, guidance, coaching, mentoring & truths to support your learning and get you closer to the goal.</small>		Learning I Need to Drive To Be Ready <small>HINT: This is where you write the list of skills, mindsets and tools you need to learn in order to be ready, should an opportunity come up. This information might be an ongoing list, added to as you discuss your development with your support group. These can be learned on the job based on stretch opportunities, by being coached or by doing a training course, but are</small>			Experiences I Need To Be Ready <small>HINT: This is where you detail the experiences you need to be able to demonstrate to get where you want to go. This will be informed by your career support team.</small>
Trusted Advisors & Truth Tellers		Mindsets to Learn/Points of View to Discover?:	How/By When	Leadership/People Focused Experiences:	
Coaches & Cheerleaders		Skillsets to Learn (Technical and Behavioural):	How/By When	Technical/Trade Focused Experiences:	
Managers & Mentors		Toolsets to Learn (Technical & Relational)	How/By When	Commercial/Business Focused Experiences:	

70%

On-the-job
Experience

20%
Informal
Learning

10%
Formal
Learning

STEP 7: Check In With A Manager or a Coach

- Your manager or a coach can help you clarify your goals so they are SMART, and help hold you accountable to really nail them.
- Depending on your time frames, a career coach can help accelerate your career progression 30% faster than doing it on your own.
- If you need any more help on planning your Career don't hesitate to get in touch with one of our Wellspirit Trusted HR Experts or Career Coaches. See our Website to get connected to one of our team.
 - Lori Ormandy - Unleashed Careers and Head of Partnerting, Advisory and Wellbeing, AA Insurance
 - Liz Barry - Life and Career Coach
 - Wellspirit Team