

Scope for Growth - Career Conversations

Aspirational Development Plan

This plan is intended to be completed during your career conversation. This should provide a safe place where you feel able to openly discuss your aspirations.

Name:

Role:

Line Manager:

Date:

Stage 1: Personal Reflection

To help find out what is important for you, consider the following questions. You can do this before or during your career conversation.

Health and Wellbeing

- How do I look after my personal wellbeing? What happens when I don't?
- What do I find most rewarding and energising?
- When am I most happy inside and outside of work?
- What is important to me inside and outside of work?
- What frustrates me?
- What does a good day look and feel like?

Personal Strengths and Development Challenges

- How would my team, colleagues or people who know me describe me?
- What are my strengths and development areas?
- What am I most proud of inside or outside of work?
- When working in a team, what part do I play?
- What experience has given me the most positive challenge and growth?

Behaviours and Performance

- What feedback have I received about my leadership style?
- What is most distinctive about the way I lead or relate to others?
- How do I lead and get the best out of people?
- When do I lead change at work or in my personal life?
- When I influence others, what strategies/tactics work and what is more difficult?
- What are my beliefs/values?

Notes:

Stage 2: Career

To help find out where you are and where you would like to be, consider the following:

Career History

- Looking back at your career, reflect upon the times when you have been at your most and least motivated and happy at work.
- What do the high/low points in my career have in common?
- What have I learned about myself from my successes and challenges?
- What are the implications of the above for the choices I might make in the future?

Current Role

- What motivates/demotivates me in my current role?
- How does my role impact on my health and wellbeing?
- What is my current level of fulfilment and what three things would increase it?
- How equipped and confident am I to do my job?
- What are my aspirations within my current role? What can I do to support achievement of these goals?
- What is blocking/stopping me developing further within my role? How might I resolve these?
- Where am I in terms of the learning, experiences and capabilities required in my current role?

Aspirations

- What are my aspirations and how do I want to grow my career?
- In two years time where do I want to be with my career and why?
- What types of roles/functions am I interested in?
- How do my aspirations link to my drivers/motivations?
- What support/development do I need to achieve my career aspirations? (see career growth suggested development initiatives for support).
- Is there a specific area in which I would like to develop further?

To help you move forward, reflect on your career to date - what have been the high points?

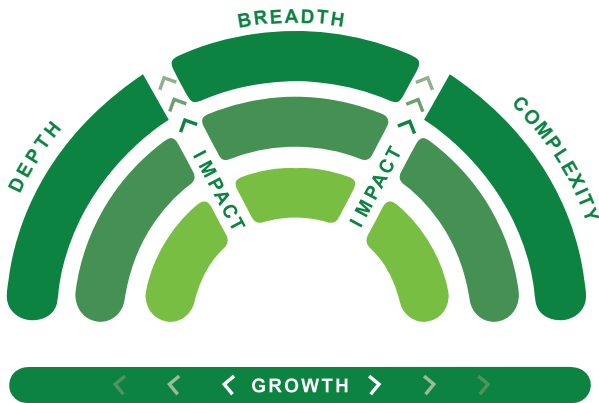
Start of my career

Today

Notes:

Stage 3: Aspirational Development Plan

You should agree where you are in terms of your Scope for Growth outcome before moving to thinking through what actions are needed to help support your career journey.



Scope for Growth Framework

- Where do you think you currently are on the framework? (Tick as appropriate).
- What evidence do you have to support this?
- Discuss where you want to move to in the future. We recommend a two year time frame to help shape your development plan.
- Would I like greater depth, breadth or complexity? (It's okay if you don't)
- Where would I like to be on the framework? (Circle as appropriate)

Depth: expanding your expertise

Breadth: building out your career into other areas

Complexity: growing beyond your current role, particularly around increasing complexity and leadership capabilities.

Complete in collaboration during the conversation. Think about the actions needed to support your career journey, setting a clear plan for how you will realise your aspirations. You may want a mix of short versus longer-term objectives but try to limit it to no more than six overall. Consider using the suggested career development initiatives to support this and remember, you are the owner of your own development.

Overview of your aspirations: Summarise your key aspirations and potential.

Target Date:

Development needs/support for the next 6-12 months: Summarise the support, development and objectives for the next 6-12 months. This can include goals that relate to your personal development and wellbeing as well as your career aspirations. Remember to note who will undertake what actions. See overleaf for development ideas.

Target Date:

Development needs/support for the next 12-24 months: Summarise the support, development and objectives for the next 12-24 months. This can include goals that relate to your personal development and wellbeing as well as your career aspirations. Remember to note who will undertake what actions.

Target Date:

Suggested Career Development Initiatives

Depth

Technical Expert

- Present at national events and conferences recognised for technical expertise
- Draft expert papers
- Educate, develop, and mentor colleagues
- Sponsoring others (lift as you rise)
- Gain professional qualifications
- Take on external secondment
- Champion knowledge sharing across area of expertise and share best practice

Core Contributor

- Increase system exposure
- Technical knowledge and skills development
- Mentoring others
- Internal secondment/move

Developing Specialist

- Consolidate experience in current role
- Develop impact and influencing skills
- Strengthen stakeholder relationships
- Develop relevant technical knowledge and skills
- Deepen organisation/system and role specific knowledge
- Work with a local buddy
- Access the ICS Academy Exchange
- Access an ICS Coach

Breadth

Versatile Contributor

- Take on cross-functional/organisation/system projects and to know counterparts in other areas
- Undertake management/leadership development
- Senior mentoring/sponsoring others
- Take on external secondment
- Increase exposure to wider strategy and transformation
- Gain professional qualifications Increase understanding around governance and assurance
- Champion knowledge sharing and best-practice

All-Rounder

- Take on projects outside current team or function
- Increase system knowledge and networks externally
- Mentoring others
- Internal secondment/move

Developing Contributor

- Consolidate experience in current role
- Develop impact and influencing skills
- Strengthen stakeholder relationships
- Widen sector/professional knowledge
- Deepen organisation/system and role-specific knowledge
- Work with a local buddy
- Access the ICS Academy Exchange
- Access an ICS Coach

Complexity

Agile Performer

- Formal leadership development and gain wider leadership experience/accountability
- Active in external networks
- Coaching/sponsoring others Strategic project accountability
- Increase exposure to wider strategy and long-term transformation
- Improve understanding of national policy Increase understanding around governance and assurance

Emerging Influencer

- Consolidate advanced knowledge/experience in current role
- Develop internal and external networks
- Acting up opportunities Coaching/sponsoring others
- Improve strategic, longer-term thinking (i.e. broad not narrow)
- Take on organisation-wide responsibilities

Proven Professional

- Proactively build external networks in new field/level
- Coaching others
- Develop higher-level capabilities/insight
- Develop impact and influence skills with more senior stakeholder groups
- Access the ICS Academy Exchange
- Access an ICS Coach
- Undertake 360 degree feedback

Next Steps: Following your career conversation, the outcome should be recorded on the ICS Academy Exchange, ESR or within your organisation's appropriate system. Please record whether you would like greater depth, breadth or complexity to support your career journey.

Next Conversation Date:

Your Signature:

Supporting Signature: