

Scope for Growth - career conversations

Information for managers

This information should be reviewed by line managers (or another identified individual, such as a coach) as part of preparation for a Scope for Growth – career conversation.

It is important to review this information before supporting an individual to create a development plan using the Scope for Growth aspirational conversation development plan.

Please also check whether any reasonable adjustments are needed to support the individual in their career aspirations.



Individuals are encouraged to complete a **personal reflection journal** ahead of the conversation. In this journal, they are asked to reflect on how they feel about their health and well-being, personal strengths, development challenges, demonstrated behaviours and their performance. They may have reflected on some of the questions below. As a line manager, you should also reflect on these questions in relation to the individual and make some notes to help guide the conversation. You may want to refer to these questions to help facilitate the conversation or ask some additional open-ended [coaching-style questions](#). It is up to the individual to decide how much of their reflective journal they wish to share with their line manager.

Stage 1: Personal reflection

Health and well-being

- How do you look after your personal well-being? What happens when you don't?
- What do you find most rewarding and energising?
- When are you most happy inside and outside of work?
- What is important to you inside and outside of work?
- What frustrates you?
- When you are at your best, what does a good day look and feel like?

Personal strengths and development challenges

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

Behaviours and performance

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

Stage 2: Career history and Scope for Growth

The next section in the **reflection journal** asks the individual to think about their career history, current role, where they are on the Scope for Growth framework, and their future aspirations in preparation for stage two of the conversation.

The **aspirational conversation development plan** contains discussion points to aid the conversation, but it may also be useful to refer to the questions below which are covered in the reflection journal.

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 current role impact on my health and well-being?
- 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? Is there a specific area in which I would like to develop further?

Aspirations

- What are my aspirations and how do I want to grow my career? (e.g. increasing depth, breadth, or stretch / complexity.)
- In 2 years' time, where do I want to be in terms of Scope for Growth / why do I want to be here?
- 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.)

Stage 3: Aspirational development plan

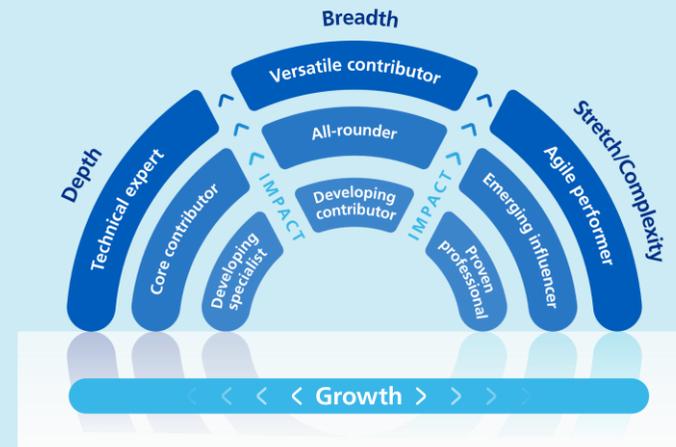
Alongside the individual, you should agree where they are in terms of their scope for growth outcome before moving to thinking through what actions are needed to help support their career journey.

Using the **aspirational development plan** you should work with the individual to set a clear plan for how they will realise their aspirations. Individuals may wish to vary the ratio of short and longer-term objectives, depending upon the nature of their career journey. Creation of an aspirational development plan is a collaborative exercise and should be followed by ongoing development and conversation.

Using the Scope for Growth framework:

- Where do you think the individual currently is on the framework? (see supporting guidance information for definitions).
- What evidence do you have to support this?
- Discuss where they want to move to in the future. We recommend a two-year time frame to help shape their development plan.
- Support them to record their current and future positions, along with any further reflections, aspirations and development objectives on their development plan.

The Scope for Growth framework



How to get the most from a Scope for Growth career conversation

The Scope for Growth career conversation should provide a safe space for an individual to speak openly about their experiences and future aspirations.

You can prepare using the following resources to think about [collaboration and collaborative leadership](#) and how to create an environment of [psychological safety](#). To support you with this, before the conversation, reflect on:

- your understanding of [self-awareness](#), [personality at work](#), [your blind spots](#) and [biases](#)
- your understanding of [identity factors and intersectionality](#), [privilege](#), experiencing a culture [belonging](#) and [microaggressions](#)
- your understanding of the individual's strengths and development areas, considering wider evidence to support the discussion (for example, 360° feedback, previous one-to-one discussions, performance, work outputs in relation to expected behaviours and competence).
- you may also wish to consider individual, team and organisational performance against national indicators eg. [NHS staff survey](#), [WRES](#), [MWRES](#), [WDES](#)

- **Next steps**

Following the Scope for Growth - career conversation, the outcome should be recorded on the Electronic Staff Record (ESR) or within your organisation's appropriate system such as Learning Management System.

Notes:

Use the space below to record any important notes/reflections you may have in preparation for the Scope for Growth – career conversation.

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