Scope for Growth Career Conversations

Overview – Guidance

This guide aims to support line managers and employers to understand how they can use Scope for Growth to uncover potential across their whole organisation driving retention, skills development, mobility, and building talent pipelines to critical roles within and across organisations.

Delivering the *People Promise*

Contents

Foreword

We want our people to stay with us, to grow with us, and for those who want to take the next step, to be our pipeline of future leaders.

The NHS People Plan sets out our commitment to building a culture where everybody can bring their whole self to work. We believe that everyone has something special to offer and that great leadership can help foster a sense of purpose and belonging for all health and care professionals.

We are at a pivotal point in our history, working to provide patients with truly integrated care and successfully establish ICSs across the country. As we focus on restoring services disrupted by the pandemic there is a need, more than ever before, to ensure the entire health and care workforce feel energised, motivated and committed. Right now, as we face unprecedented pressure, strain and uncertainty, it is so important that health and care professionals are connected and supported by their colleagues and leaders. We recognise however that sadly, many feel traumatised, under-valued and burned-out.

Perhaps unsurprisingly, cases of work-related stress are steadily increasing among our colleagues, and reports show a decrease in morale, motivation, and perception of the support received from line managers.

While progress continues to be made in some areas across health and care, feedback from staff surveys consistently shows that there is still work to be done.

Evidence from research in compassionate and inclusive leadership, shows that nurturing and caring for our people has a positive impact on patient care. Managers making time for quality conversations with their team members, is fundamental to engaging and motivating our workforce. Scope for Growth provides a framework within which we can do just that.

Scope for Growth aims to support personal growth and the development of talent right across health and care. It is designed to provide a framework for high-quality career conversations that help draw out an individual's aspirations as well as their potential. It is a future-focused, person-centred approach in which everyone is supported and encouraged to take ownership of their own development through coaching style conversations that prioritise well-being, as well as professional development and career aspirations.

In 2021, the government announced a review into leadership in health and social care, led by Sir Gordon Messenger. The review recognises the difference that good leadership can make but also, reports a lack of consistency and coordination in a number of areas.

The review found that bullying and discrimination had become normalised in parts of the service and that career opportunities were seen to be more related to the strength of an individuals personal connections rather than to their skills and experience.

The review gave seven recommendations to support services in delivering the best possible care. In relation to equality, diversity and inclusion, it states that "EDI must be embedded and mainstreamed as the responsibility of all regardless of role, and especially leaders and managers from front line to board. This must include the practice of zero tolerance of discrimination, but also greater awareness of the realities in the workplace for those with protected characteristics".

In line with the recommendations made by the review, Scope for Growth - career conversations will play a crucial role in identifying, supporting and unlocking, the vast diversity of talent which exists right across the health and care sector, providing a consistent framework for ongoing reflection, conversation and development.

The Scope for Growth framework will help us understand, nurture and develop health and care professionals with a focus on building positive experiences that lead to better work, job and life satisfaction. Inclusive career conversations will empower our workforce to flourish and thrive, ultimately enabling health and care services to continue providing the very best patient care.

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> **EDI must be embedded and mainstreamed as the responsibility of all regardless of role, and especially leaders and managers from front line to board. This must include the practice of zero tolerance of discrimination, but also greater awareness of the realities in the workplace for those with protected characteristics."**
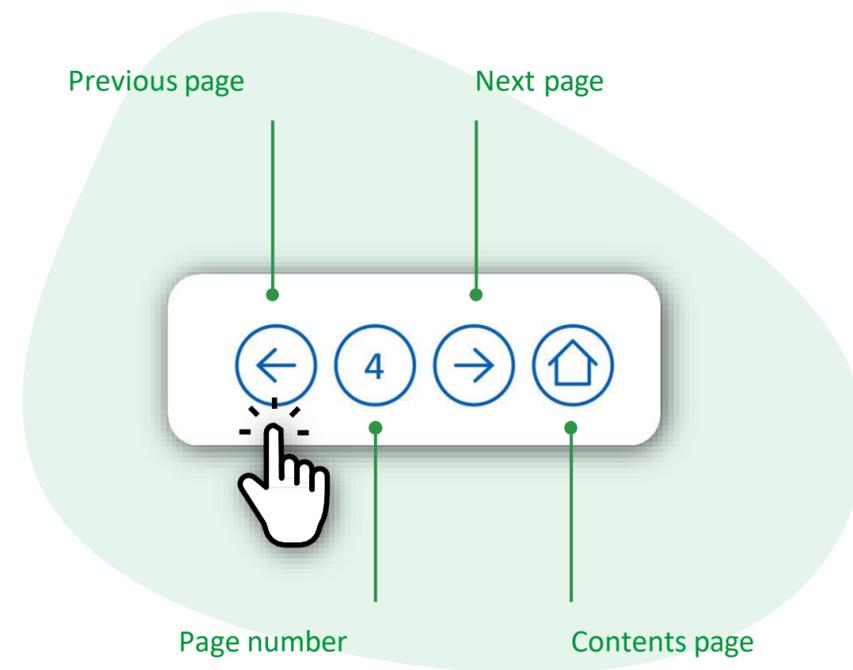>
> Messenger Review, 2021

Using this guidance

Navigating the guidance

This document is designed to be interactive. Use the arrow icons at the bottom right of each page to navigate through the sections and use the home icon to return to the contents page.

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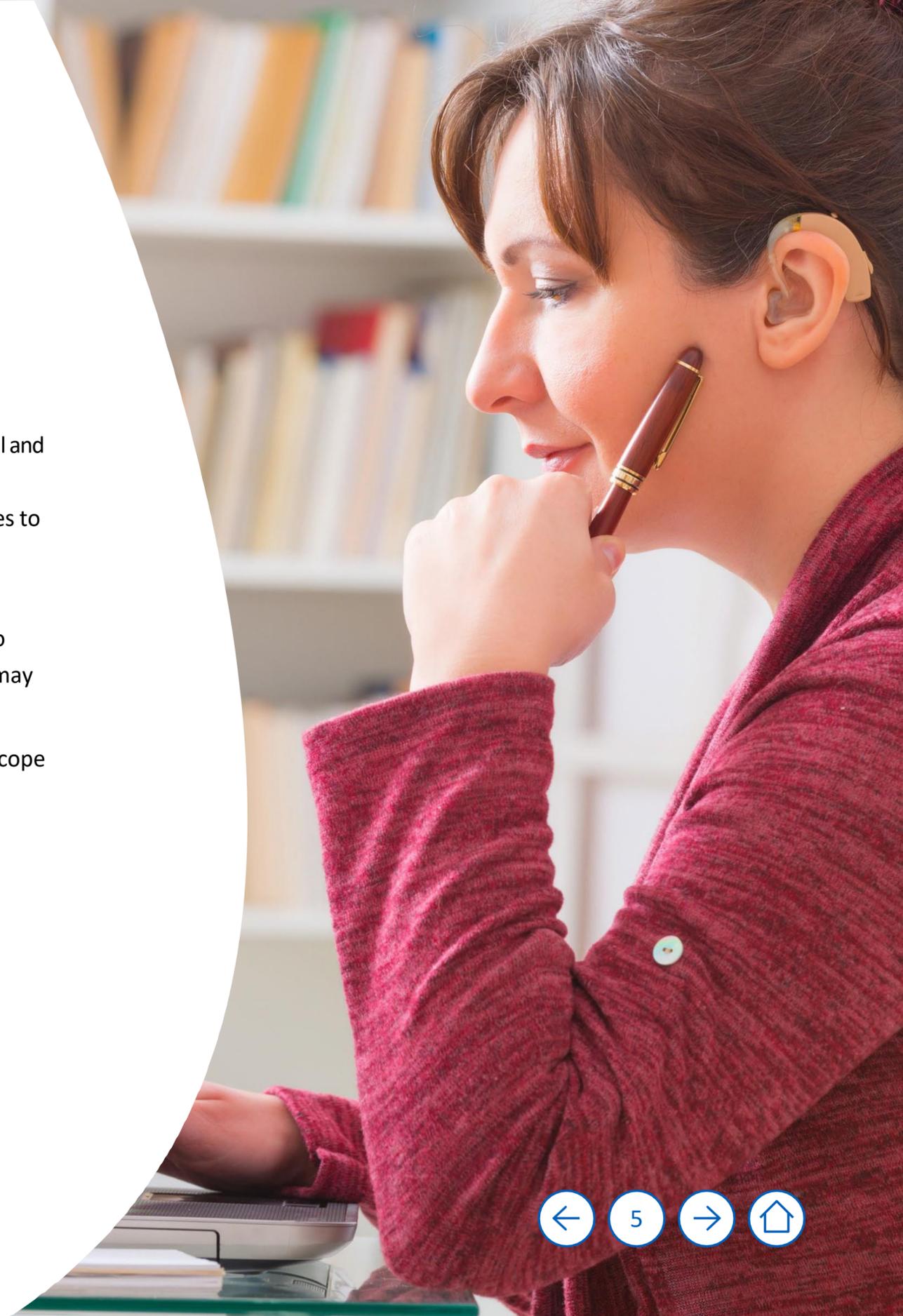
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How to use the guidance

This document aims to support line managers and employers to understand how they can use Scope for Growth to identify potential and aspirations across their whole organisation. This will help to drive retention, skills development, mobility and building talent pipelines to critical roles within and across organisations.

It includes a detailed explanation of the Scope for Growth framework and outlines how it will help you enable your staff to take control of their professional development, whatever that may look like for them.

You will also find a step-by-step guide to working through the Scope for Growth process and the tools needed to make sure each inclusive career conversation is as successful as possible.

Part 1:

The Context and Framework

Shaping organisational culture

In times of ongoing change and uncertainty, we need to develop leaders who can operate effectively and in ways that truly reflect the aspirations and values of the health and care sector.

Inclusion is core to the NHS Constitution and Long Term Plan yet is still one of the biggest challenges that health systems face globally, nationally and locally.

> **"**
>
> **Effective leadership creates successful teams, and successful teams drive better outcomes.**
> **The best organisations are those which invest in their people to unlock their potential, and which build strong teams around a unifying purpose.**
> **The most successful are those which also foster leadership and accountability at every level, and where everyone is encouraged to become an agent for something bigger than themselves. This should be our goal."**
>
> The Messenger Review, 2021

We know that the best leaders promote the health and well-being of those around them and inspire all of us to do the best we can for our patients, service users, residents and staff. We should all experience and demonstrate consistently healthy leadership behaviours.

Our Leadership Way formalises the approach our leaders should take to continue and develop the respectful and inclusive leadership cultures that have helped achieve so much in our response to the pandemic.

It sets out the compassionate and inclusive behaviours we want all our leaders to show and provides an opportunity for care organisations across ICSs to consider joint approaches to embedding these behaviours.

Our Leadership Way

+ **We are Compassionate**

We are inclusive, promote equality and diversity and challenge discrimination. We are kind and treat people with compassion, courtesy and respect.

+ **We are Curious**

We aim for the highest standards and seek to continually improve harnessing our ingenuity. We can be trusted to do what we promise.

+ **We are Collaborative**

We collaborate, forming effective partnerships to achieve our common goals. We celebrate success and support our people to be the best they can be.

Our talent landscape

The Why

The People Promise is about attracting, keeping and looking after our people, enabling them to be their best.

Our NHS People Promise

Scope for Growth

The What

The framework sets our the skills and attributes senior leaders need to do their jobs and deliver on the People Promise.

NHS Leadership Competency Framework for Board level leaders
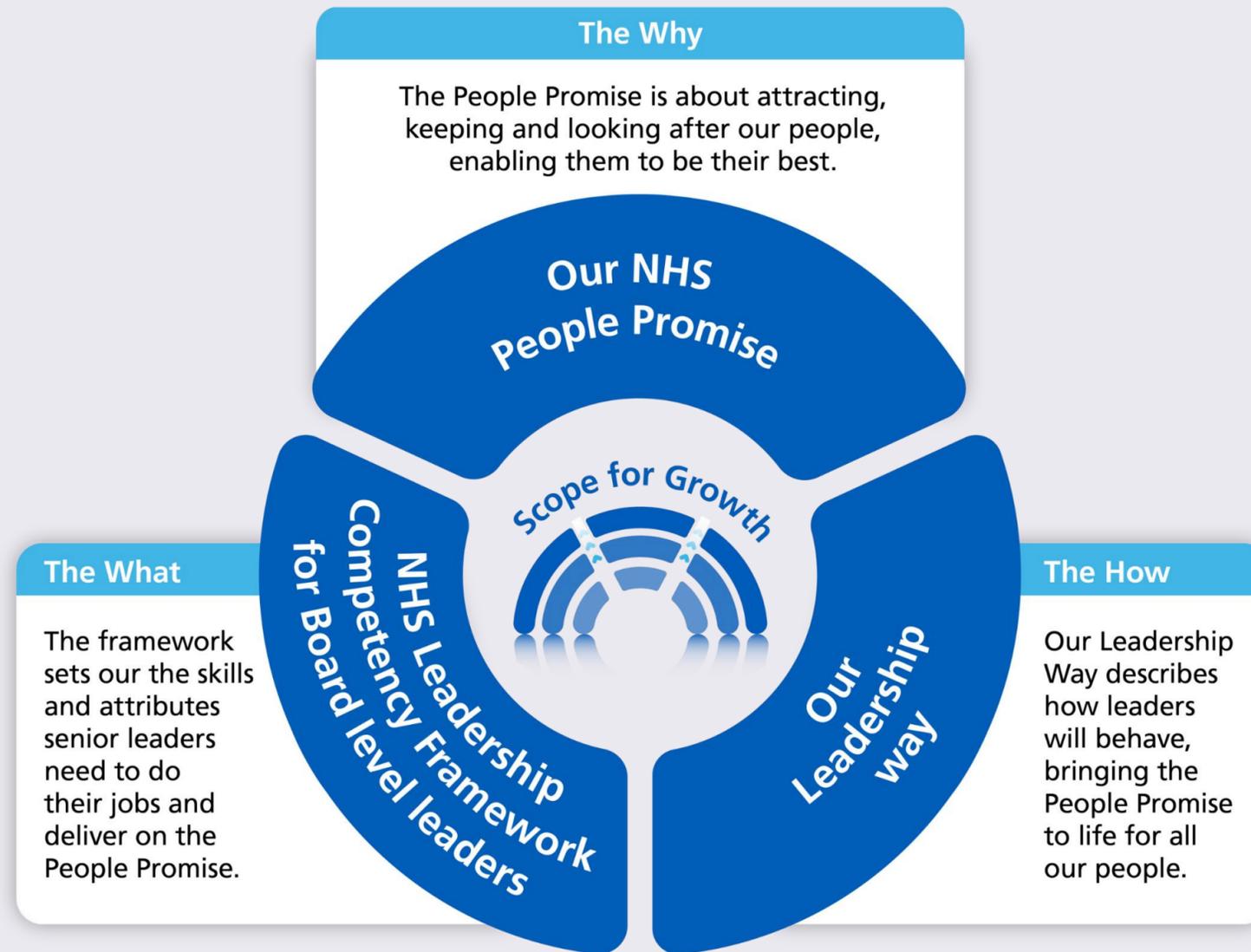
Our Leadership way

The How

Our Leadership Way describes how leaders will behave, bringing the People Promise to life for all our people.

Delivering the *People Promise*

Ensuring equity of access to development opportunities

Research carried out by the University of the West of England found that "progression challenges for staff from minority backgrounds include a shortage of relevant role models, exposure to high-risk leadership positions, barriers to recruitment and promotion, limited career support, unequal appraisal and disciplinary processes, micro-aggressions, bullying and stigma. These do not arise from limitations in the expertise or abilities of the affected individuals, but from a complex range of social, cultural, political, economic and historical factors that give rise to, and sustain, discrimination, marginalisation and exclusion in the workplace".

As part of the NHS People Promise, we have all committed to making sure that there are plentiful opportunities to learn and develop and that everyone in the health and care sector is supported to reach their potential. We all have a role to play in ensuring equal access to these opportunities and supporting the development and retention of talented people from all backgrounds.

By role modelling the right attitudes and behaviours and making a stand against discrimination and injustice, strong leaders can create meaning for people, drive an inclusive culture and set realistic and achievable expectations, giving everyone the space they need to contribute and succeed.

Making the NHS an inclusive place to work for all health and care professionals

Work-life balance, lack of opportunity and poor relationships with line managers are some of the main reasons for low job satisfaction and people leaving the health and care workforce. These issues may affect all our colleagues at different points of their career. However, we must acknowledge, as highlighted in the Messenger review, that the reality for many people with some protected characteristics is that they do not feel they are operating on a 'level playing field'.

We are committed to creating a culture where absolutely everyone has equal opportunity to develop their career— a culture based on an appreciation and deeper understanding of everyone's unique skills, goals, and personal aspirations. Diversity, in its broadest sense, needs to be a key part of developing health and care professionals, to demonstrate real and committed action towards the vision of an open, fair and inclusive NHS.

Harnessing the talent of Black, Asian and ethnic minority colleagues, disabled colleagues, those who are LGBTQ+ and everyone from underrepresented groups, requires a consistent and coordinated effort, to ensure the same opportunities for development and progression, are available to all health and care professionals.

What you can do

The strength of our leadership will have a direct impact on how successful we are in restoring services for patients and establishing ICSs. It is important that all line managers understand the impact their management style, behaviours and attitudes have on their teams, the wider culture in their organisation and ultimately, the service we provide to patients.

By role modelling compassionate and inclusive leadership, you can help to drive the development of innovative services, minimise health inequalities and engage staff, patients and local communities.

Quality line management is one of the top three most significant factors in employee engagement. As a line manager you play a crucial role in the creation of team spirit and engagement, affecting and impacting the atmosphere, focus and self-belief of your team.

While some employees from underrepresented groups are well supported by line managers, others do not feel their line managers give equal attention to supporting their development, often limiting their access to training and professional growth opportunities. It is important we understand and acknowledge the subjective trauma of this and the impact of other environmental and personal factors on health, well-being and people's feelings of belonging.

Recognising our own biases and level of insight and self-awareness, is necessary if we are to build psychological safety and trust, have true parity amongst all employees and provide an environment where all our people can thrive.

Tools and further reading

+ **Unconscious bias**

+ **Self-awareness and emotional intelligence**

+ **Building a psychologically safe workplace**

"

Compassionate leadership builds connection across boundaries, ensuring that the voices of all are heard in the process of delivering and improving care. In order to nurture a culture of compassion, organisations require their leaders – as the carriers of culture – to embody compassion and inclusion in their leadership"

The Kings Fund

Using data to drive improvements

Understanding workforce data should be at the centre of an effective talent development strategy.

Across the board, the annual NHS staff survey shows a decline in the percentage of colleagues who feel their organisation acts fairly when it comes to career progression or promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age.
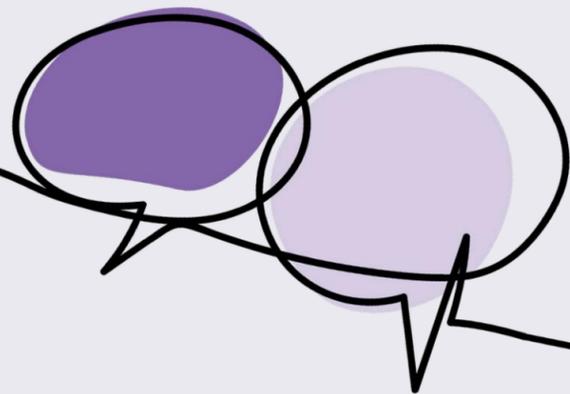
More specifically, data from both the **Workforce Race Equality Standard (WRES) and the Medical Workforce Race Equality Standard (MWRES)** shows that discrimination on the grounds of ethnic background is the most commonly cited cause for work-related stress. In fact, employees' perceptions of discrimination, bullying, harassment, abuse, and lack of equal opportunities in the workplace have not improved over time.

Similarly, the **Workforce Disability Equality Standard** (WDES) highlights that disabled colleagues are more likely to experience harassment, bullying or abuse when compared to non-disabled employees. Disabled colleagues are also more likely to feel pressured by line managers and less likely to feel valued or engaged. They are also less likely to feel that they have equal opportunities for career progression or promotion.

✓ Collecting and analysing local data and identifying trends will help to identify the starting point for your activities.

✓ Understanding the profile of your workforce will help you to assess the risk points and ensure that any blockers for particular groups are addressed.

✓ For example, if you have issues with work-related stress within your organisation, is it organisation-wide or specific to certain staff groups, demographics, departments or teams?

✓ If a specific staff group in your organisation are more likely to be off work with stress, what are the main reasons and how can you address these issues?

✓ Including Scope for Growth career conversation outcome data will strengthen this workforce information by including the aspirations and untapped potential of people, making sure plans are future-focussed.

✓ An equality analysis will be useful to assess if there are issues affecting specific groups.

☑ Things to consider

☑ What data already exists within the organisation and who has access to it?

☑ How can different departments work collaboratively to collect this?

☑ What information will support the team, directorate and organisational decision-making processes?

☑ Do you need to introduce new data sources?

☑ If so, can you develop and design these with different people and departments within your organisation?

☑ Could you improve the decision-making process around what data you need, the way you collect it and how you use and present it?

☑ Does analysis of your data show any key themes or trends?

☑ There could be specific issues that affect different staff groups or departments more than others, and these could change over time. Understanding these themes and trends will help you adapt and evaluate your retention strategy.

☑ How does your organisation compare or benchmark against other local or similar organisations?

☑ Can you engage with neighbouring employers and across your ICS area to better understand where you can work collaboratively to address shared issues?

☑ How will you use your data to evaluate the changes you make? Consider looking at a range of indicators beyond staff engagement, for example, retention rates or sickness absence.

Understanding the Principles behind the approach

Scope for Growth puts colleagues in the driving seat of their career development.

It is designed to promote an inclusive career conversation and provide an opportunity for everyone to take ownership of their own development and career aspirations, whatever those may be.

All health and care professionals should feel equally supported to develop their skills, achieve their goals, progress their careers, and be the best they can be.

The framework supports person-centred career development conversations, based around three fundamental factors that are known to drive engagement and motivation:

+ **Positive self-identity and self-awareness**

+ **The power of relationships**

+ **A strong sense of purpose.**

The Scope for Growth framework

Breadth

Depth

Stretch/Complexity

Versatile contributor

All-rounder

Technical expert

Core contributor

IMPACT

Developing contributor

Developing specialist

Proven professional

Emerging influencer

Agile performer

IMPACT

Growth

The framework

A joint discussion will identify where an individual currently sits on the framework, where they want to move to, and how they will do this to develop their career in the way they would like to.

Scope for Growth supports those who want to develop within their current role, as well as those ready for the next step in their career.

The framework is built around three categories – depth, breadth, and stretch/complexity – with an impact axis and a growth axis.

The impact axis refers to an individual's underlying capability and their contribution to their team, organisation, and wider stakeholders. Impact includes both what individuals do and how they do it. Performance in role will influence this axis.

The growth axis refers to an individual's personal ambition for growth across the three categories:

Depth
Expanding your expertise

Breadth
Building out your career into other areas

Stretch/Complexity
Growing beyond your current role, particularly around increasing complexity and leadership capabilities

Scope for Growth recognises that some people may have the potential to grow or have greater impact, but if their aspiration is to remain in their technical area of expertise and consolidate their skills and knowledge - or they simply do not want to consider a career move at that time - this will also be appreciated and supported.

Part 2:

Career conversation guidance

Based on evidence and experience

Scope for Growth is based on emerging fields in Positive Psychology and Neuroscience.

This approach, extensively researched and applied worldwide, recognises the role of happiness and well-being in success at work, identifying and utilising character strengths, human potential, personal responsibility, purpose and values. It focuses on creating energy, maximising engagement and aligning this to create personal learning and development, relevant for the individual and the health and care sector.

It seeks to establish a learning culture at ground level, through a process of continuous growth across organisations and systems. It is a democratic process which recognises the inherent value of harnessing diversity in the collective, to support delivery of innovation and maximising the power of teams.

Principles behind the approach

Build confidence and resilience

Supports self-insight and self-awareness through reflection and organic conversations which help establish identity; encourages learning from experience and instils confidence.

Leverage relationships

Establishes psychological safety and trust by enabling career coaching conversations between line manager and employee. The need to connect and network with others in the broader system is emphasised.

Improve understanding of the self-management and learning process

Supports the process of accessing feedback, personal responsibility/ accountability, and continuous learning. This helps individuals to enhance their self-commitment and leverage resources around them.

Provide support for growth and ambition

Inspires and enables learning and development of new skills from a depth, breadth, and complexity perspective. This helps to instil a sense of growth, determination, and relevance. It also supports setting personal/priority goals that deliver high performance.

Career conversation principles

Scope for Growth is based on a foundational coaching approach and may feel quite different to previous talent conversation approaches you have used.

It requires leaders to use similar skills to those involved in an effective coaching conversation: asking open questions (such as what, when, how) and helping the individual by reflecting back what is being heard and observed.

Scope for Growth provides a framework for ongoing reflection, dialogue and development.

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> **Institutional injustice refers to structures that create disparities in resources, opportunities and representation. Marginalised people experience institutional injustice, inequalities and discrimination through intersecting personal characteristics and social circumstances."**
>
> Professor Michael West

Stage 1

It begins with an important conversation about what matters to the individual, focusing on their well-being and strengths, what motivates them, their experience and behaviours. This can help colleagues to speak frankly about past injustices and feel supported to bring their whole selves to work.

Stage 2

The next stage of the conversation focuses on the person's career. Colleagues are invited to reflect against the standards of behaviours and competences. This is followed by a conversation about where they are on the Scope for Growth framework, their career aspirations and how they wish to continue to develop, whether that is in their existing role or in preparation for their next role.

Stage 3

Finally, you should support the individual to complete the aspirational career development plan, taking the points discussed into account. The Scope for Growth framework should be referred to throughout the conversation to add context and identify where the individual currently is on the framework, using evidence to inform the conversation and provide constructive challenge.

Themes to look out for during the conversation

- Core principles that shape outlook of the world
- Fundamentals of what is important in life and at work
- What motivates the individual
- Strongly held beliefs (eg: fairness, integrity)

- Distinctive, consistent, core characteristics that carry across experiences and situations
- Core features of personality
- Key strengths and personal preferences

What motivates the individual

Personal strengths and development challenges

Experience

Behaviours

- How the individual conducts themselves on a day to day basis
- The results an individual achieves and what they do to get there
- How problems are solved and decisions made
- Who is involved in the individual's decision-making process

- The type of environment in which the individual has operated
- What the individual gravitates towards

Why is this important?

What makes life worth living?

Positive Emotions

Creating Meaning in Work

Useful resources

These resources may aid both individual and line manager preparation around career aspirations and development in the wider context.

Building a supportive culture

+ See the NHS Leadership Academy website for the latest in NHS leadership programmes and resources, including mentoring and coaching: **www.leadershipacademy.nhs.uk**

Benchmarking data

+ **NHS Staff Survey**

+ **WRES**

+ **WDES**

+ **MWRES**

+ **CQC Well Led**

Behavioural competencies and frameworks

+ **Kark Review**

+ **Our Leadership Way**

+ **Board Competency Frameworks**

Using the framework and forms – preparing for the conversation

To gain the most value from a Scope for Growth – career conversation, it is important that both parties are properly prepared.

There are several helpful forms which can help guide the conversation;

+ Personal refection journal - to be completed by the individual ahead of the conversation as needed

+ Aspirational career development plan – to be worked through during the conversation

+ Information for Line Manager - information to be reviewed by line managers or coach as part of preparation for a Scope for Growth career conversation

+ Facilitation guide – to support the manager or coach to prepare for the conversation

Individual preparation

We recommend that the individual works through the personal reflection journal beforehand to get the best out of the conversation. The elements included in the reflection journal will help them prepare for the three stages of the conversation.

Reflecting in advance of the conversation will help the individual develop understanding and insight into their current level of self-management of their own well-being, behaviours and performance, and personal strengths and development.

This is important, as taking the time to reflect on the activities that give an individual a sense of purpose and meaning at work as well as their interests in and outside of work, can have a positive impact on job, work and life satisfaction, as well as sustaining well-being over the longer term.

Line manager preparation

We would recommend Line Managers prepare for the conversation by:

+ Reviewing the Information for Line Managers to remind yourself of the conversation framework. In follow up conversations you may wish to use the facilitation guide as an alternative

+ Reflecting on the individual's strengths and development areas within the context of the indicators, standards, behaviours, and competencies outlined on **page 15**

+ Considering wider evidence to support the discussion– for example, 360° feedback, one-to-one discussions, performance, work outputs

+ Identifying whether any reasonable adjustments are required to assist the conversation if the conversation is with a disabled or **neurodivergent** member of staff. Remember some staff may have hidden disabilities.

+ Considering individual, team and organisational performance against national indicators e.g**. NHS staff survey, WRES, WDES, MWRES**

Using the framework and forms – Having the conversation

The three stages of a Scope for Growth aspirational career conversation

Stage 1

What matters to you? Have a coaching conversation about;

1. **Health & well-being, values, drivers, motivations** - how the staff member looks after their health and well-being, what motivates them, what are their core values.

2. **Personal strengths and development challenges** - self-insight, self-awareness, style, what they find easy/more challenging.

3. **Behaviours and performance** - how would others describe them/what would they change about them, when have they had positive challenge & growth.

Stage 2

Discuss career experience, aspirations and Scope for Growth outcome

4. **Career experience** Experience, career history, current role review and career aspirations as well as an understanding of the staff member's Scope for Growth outcome.

5. **Aspiration and development planning** Career growth support and development initiatives to support the development of an aspirational/development plan.

Stage 3

Create an aspirational career development plan

6. Create an aspirational/career development plan in collaboration with member of staff and their Line Manager.

We recommend spending around 20 minutes on each of these stages and referring to the definitions and examples of Depth, Breadth, Stretch/Complexity, found in Finding Your Place on the Model document, to help support creation of an individual's Scope for Growth profile.

The best conversations will be organic and free flowing but may be helpful to use the development initiatives grid on **page 24** to make sure of the best development interventions available locally.

Development initiatives

Growing our people's careers - support and development initiatives

Knowing an individual's aspirations is essential to understanding the required development activities to help shape their career journey.

This table is designed to support practical career development initiatives by providing a focused framework around structured example interventions/initiatives to help people develop their careers, regardless of their individual aspiration.

This can be achieved through both deepening and strengthening people's skills and longer-term ambitions/aspirations, as well as supporting those who want, and are ready for the next step in their career.

This helps with focus and judgement around what initiatives may best support career development plans, regardless of individual aspirations.

Growth > > >   **Growth** > > >   **Growth** > > >

Depth
(deepening your chosen specialism)

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

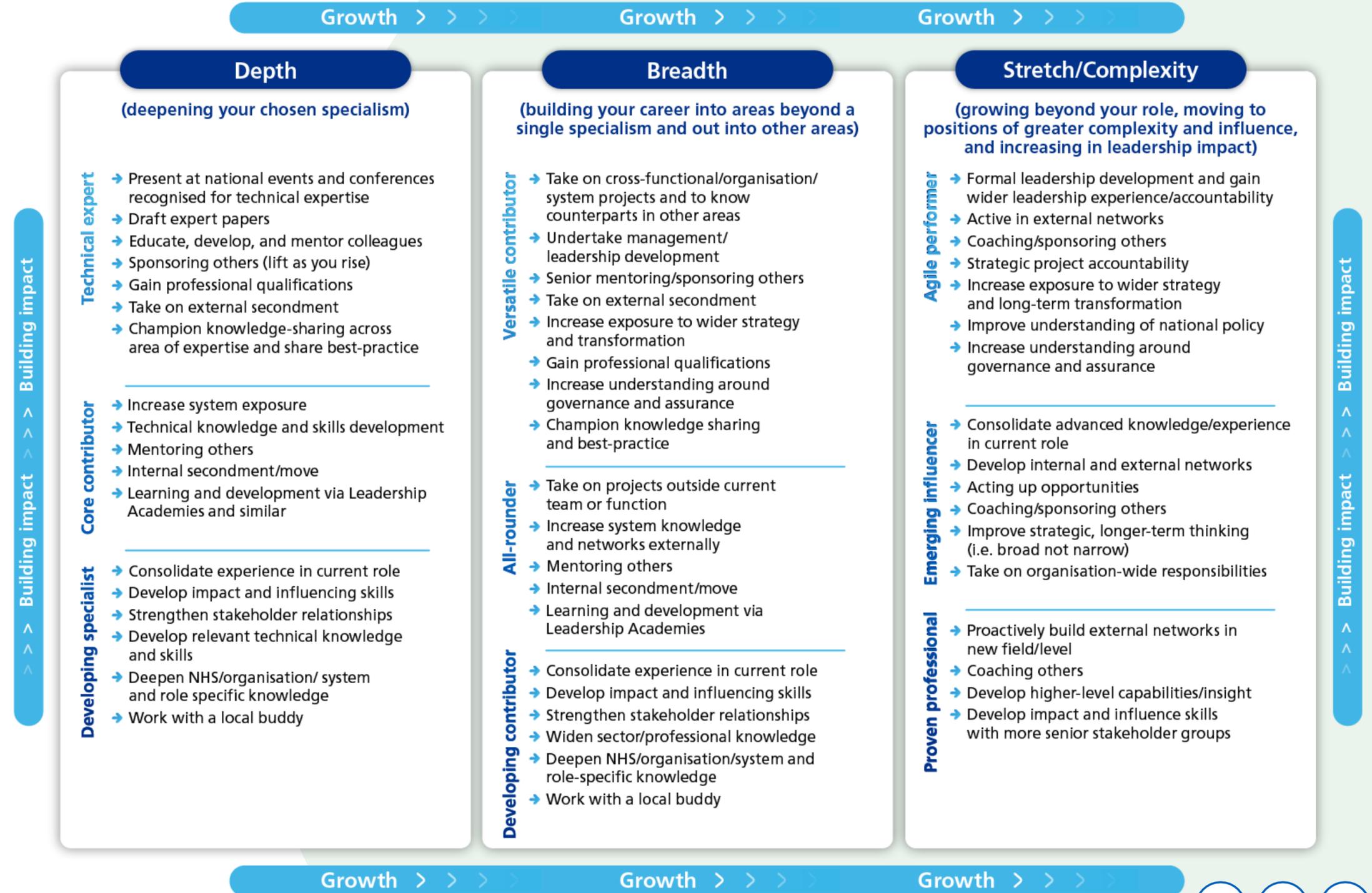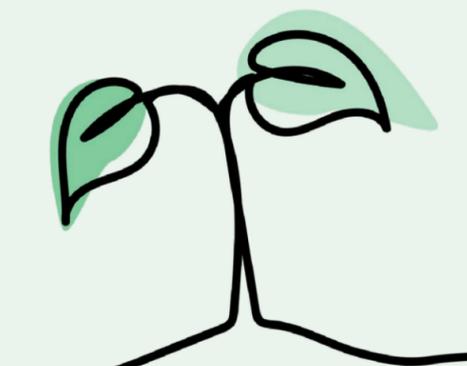**Core contributor**
- Increase system exposure
- Technical knowledge and skills development
- Mentoring others
- Internal secondment/move
- Learning and development via Leadership Academies and similar

Developing specialist
- Consolidate experience in current role
- Develop impact and influencing skills
- Strengthen stakeholder relationships
- Develop relevant technical knowledge and skills
- Deepen NHS/organisation/ system and role specific knowledge
- Work with a local buddy

Breadth
(building your career into areas beyond a single specialism and out into other areas)

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
- Learning and development via Leadership Academies

Developing contributor
- Consolidate experience in current role
- Develop impact and influencing skills
- Strengthen stakeholder relationships
- Widen sector/professional knowledge
- Deepen NHS/organisation/system and role-specific knowledge
- Work with a local buddy

Stretch/Complexity
(growing beyond your role, moving to positions of greater complexity and influence, and increasing in leadership impact)

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

> > Building impact > > > Building impact

Growth > > >   **Growth** > > >   **Growth** > > >

☑ Checklist

☑ Review the outcomes of the preparation activities and documents together using the facilitation guide to inform the first two stages of the conversation

☑ Support individual to complete their aspirational career development plan

☑ Shape agreements and reach conclusions together

☑ Acknowledge what insights have been gained

☑ Review to check for anything that has not been discussed

☑ Refine and summarise conclusions and actions

☑ Record Scope for Growth outcome

☑ Discuss and agree next steps

☑ Agree and record specific development actions and opportunities identified

Ensuring consistent and fair outcomes

It is inevitable that our own values, attitudes, and behaviours will have some influence on how we view others. It is important to take steps to ensure that these have as little impact as possible.

Before you begin any talent conversation:

+ Be aware of your potential biases

+ Prepare sufficiently

+ Be aware of and check any strong opinions you may have

+ Challenge what evidence is being used to form those opinions

Triggers of bias or errors in judgement can happen when we:

+ Are hurrying to make a decision

+ Are under pressure

+ Need to access/surmise information quickly

+ Are overloaded or tired

+ Are nervous, unsure or lack confidence

+ See or hear specific characteristics or behaviours that confirm what we already 'know' to be true
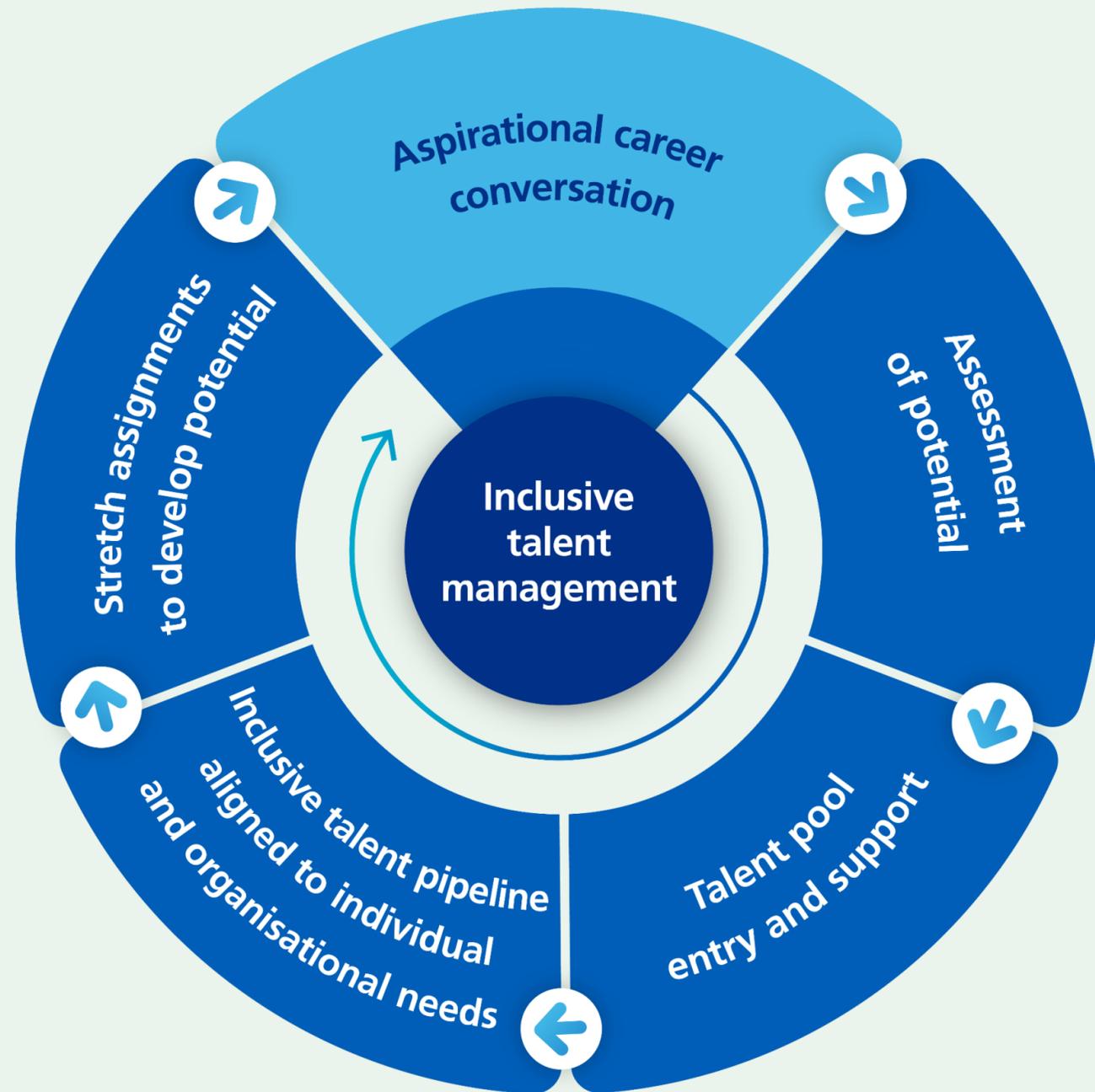
+ **Top tip:**

If you are running Scope for Growth conversations for your whole team, it is a good idea to discuss and debrief the discussions and possibly outcomes with your peers. This helps to remove any bias and ensure everyone in a team is treated equitably. It also allows you to benefit from peer support from other managers and helps with calibration across teams. This gives individuals confidence that the process is consistent and transparent.

Senior team meetings can also be used to discuss individuals, their aspirations and how these outcomes were reached to help with consistency. This allows for open and transparent discussions about individuals, their aspirations and how the organisation is helping them maximise their potential, linking to talent activities such as succession planning.

Next steps

Inclusive talent management

- Aspirational career conversation
- Assessment of potential
- Talent pool entry and support
- Inclusive talent pipeline aligned to individual and organisational needs
- Stretch assignments to develop potential

After the conversation – documenting and following up

The conversation should lead to a choice of development interventions as a catalyst for individual development. See **page 24** for examples of interventions, depending on where individuals are in terms of their scope for growth. These should be documented, agreed, monitored, and evaluated on an ongoing basis to review the impact they are having in supporting the individual towards maximising their potential.

Next steps

Scope for Growth outcomes will be recorded (using ESR or a similar local system) and used to inform workforce and succession planning both within and outside of your organisation.

Part 3

Impact and Benefits

How Scope for Growth will benefit other initiatives and areas of focus

Succession planning

[Succession planning](#) is the process of identifying and developing potential future leaders or senior managers, as well as individuals who could fill other business critical positions, either in the short or the long term.

The aim is for organisations and systems to have visibility of diverse talent pipelines, enabling a proactive approach to succession planning and mobilsing talent effectively.

By having an effective Talent Management strategy, organisations and systems can build an understanding of skills and competencies needed to ensure that health and care organisations are meeting their relevant long term strategic commitments and delivering a service fit for the future.

By understanding the aspirations and maximising the potential of every colleague, Scope for Growth will help us create stronger, more diverse talent pipelines and succession plans for some of our most critical roles.

Health and well-being

The health and care sector achieves extraordinary things for patients, but this is only possible if the safety, health and well-being of our people is recognised as a key priority. If we don't look after ourselves and our colleagues, we cannot deliver safe, high quality patient care.

The NHS People Plan and the NHS People Promise outline **several initiatives** which will assist organisations in developing a culture of well-being, where their workforce feels supported and well at work.

Work-life imbalance, lack of opportunity and poor relationships with line managers are some of the main reasons for low job satisfaction and people leaving health and care.

By placing well-being at the heart of development conversations, Scope for Growth will support organisations to develop an open and caring culture where staff feel motivated to be the best they can be and able to bring their whole selves to work.

Please see **here** for further guidance on Health and Well-being in the NHS.

Improving staff retention

Retaining our staff is one of the most important factors for the NHS to deliver care in the forthcoming years.

As organisations navigate the ongoing impact and fallout of the COVID-19 pandemic, we must focus on strengthening the supply of our highly valued workforce and ensure that both new and existing staff are supported and encouraged to remain in our teams.

Scope for Growth will help drive increased levels of engagement and motivation among all our people at a time when we are faced with an immense challenge to overcome, helping us to keep hold of the skills, experience and diversity we need to provide high quality care.

See the Staff Retention Guide **here**for more information.

Frequently Asked Questions

Does Scope for Growth replace the 9-box grid? Yes, it does. Scope for Growth enables a more inclusive, person-centred, forward looking, and aspirational conversation. The 9-box grid primarily looks at performance and potential; however, potential is often judged by past performance, which is not always an accurate predictor of future achievements, as the contexts and conditions of a role can change.

Scope for Growth helps us get a more rounded view of the 'person' and introduces elements of the new NHS high potential model and the evidence-based characteristics of high potential to build energy, maximise engagement and create personal learning and career development opportunities for everyone.

It provides all our people with the opportunity to develop in their careers. It recognises and values all outcomes equally, by supporting the deepening and strengthening of the skills of individuals who want to remain in their current roles as well as accelerating those who want and are ready for the next step in their career.

How can this be used to improve diversity/inclusion in our team/organisation?

Organisations that don't implement a focused approach to career progression to include career conversations may see a negative impact on staff morale, engagement and retention.

Scope for Growth will help organisations to develop common standards and a consistent view of talent, potential and high potential through a simple, strength-based approach and joined-up talent and leadership approaches/interventions.

The framework is inclusive and operates on the belief that everyone has talent and the potential to develop.

Knowing an individual's aspirations is essential to understanding the required development activities that will help shape their career journey. By understanding these, individuals and line managers will be in a better position to make the most of the opportunities their organisation offers. Individuals are very much in the driving seat of their own career development, supported by their line managers.

People from underrepresented groups are often overlooked for progression and development. Scope for Growth can help managers to identify individuals' aspirations more consistently, instead of favouring the people who put themselves forward or already have the right support in place. All our people will be helped and developed to progress their career, and everyone's ambitions will be supported with equal value.

Where is someone placed if they don't want any development/stretch (for example, because of well-being issues)? How is that recorded?

Scope for Growth is designed to be employee-led, putting people in the driving seat of their own career. They decide, with their line manager's supportive input, which segment they are currently in. People may have the potential to grow or have greater impact, but if their aspiration is to remain in their current role or technical area of expertise/specialism and consolidate their skills and knowledge, or they simply do not want to consider a career move at the current time,

then this is appreciated and supported.

Scope for Growth also helps people reflect on what motivates and energises them. Everyone needs to incorporate some of what they love in their work to keep them interested. Development is not all about education, stretch or secondments, but may occur through defined work objectives or assignments. Similarly, progression is not all about rising through the ranks; it could be about learning new skills, better applying latent talents, and understanding issues from new perspectives.

We already have a model we use; is Scope for Growth mandatory? What is the consequence of not implementing it?

Scope for Growth builds on some of the existing talent work that is already in use across the health service (such as the Maximising Potential Conversation tool and the Talent Management Toolkit) and introduces evidence-based, external best practice of high potential characteristics.

It has been introduced as a new best practice framework to help us support and develop our workforce more inclusively, while allowing us to have a more aligned, standardised, and strategic approach to talent management. It also helps us move to a mature and system-thinking perspective on talent and supports the sharing of talent between organisations, allowing for better integration and person-centred care.