

# Scope for Growth - career conversations

## Aspirational Development Plan

Your Name

Role

Team

Line Manager Name

Date

This plan is intended to be completed in collaboration with your line manager during your Scope for Growth - career conversation.

You can refer back to the notes you have made in your personal [reflection journal](#) to help inform the conversation, if needed.

The Scope for Growth - career conversation should provide a safe place where you feel able to openly discuss your career aspirations.

Please read the accompanying [Scope for Growth overview](#) and [guidance information](#) before completing this form.

Line managers can prepare using these 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](#).

Individuals can prepare by reviewing these resources:

**Health and Wellbeing:**

- + [Self-care as a compassionate leader](#)
- + [Listening to shame](#)
- + [Personal values assessment](#)

**Personal strengths and development challenges:**

- + [Who are you, really? The puzzle of personality](#)
- + [Personality at work: DISC Assessment](#)

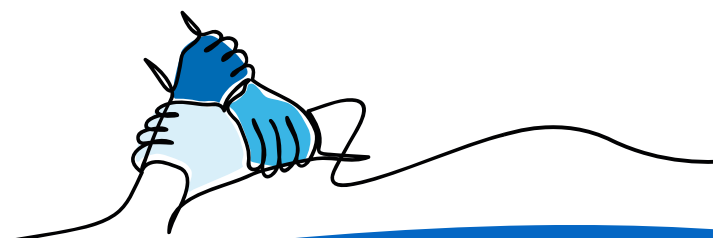
**Performance and behaviours:**

- + [Self-awareness and self-management](#)
- + [Collaboration and collaborative leadership](#)

**Career:**

- + [5 Principles for creating successful goals](#)
- + [Discover your character strengths](#)
- + See the NHS Leadership Academy website for the latest in NHS leadership programmes and resources, including mentoring and coaching.

[www.leadershipacademy.nhs.uk](http://www.leadershipacademy.nhs.uk)



## Stage 1: Personal reflection

These questions should be reviewed by the individual and line manager (or other identified individual, such as a coach) as a part of the preparation for a Scope for Growth career conversation. It is important to review this information before working together to complete this development plan to facilitate a better conversation about the things that are important to the individual.

Individuals are encouraged to complete a personal **reflection journal** ahead of the conversation to reflect on how they feel about their health and well-being, personal strengths and development challenges and behaviours and performance, and may wish to summarise key points below to bring to the career conversation.

### Health and well-being

- + How do I look after my personal well-being?  
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?
- + When I am at my best, what does a good day look and feel like?

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

### 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 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 manage my team 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:** These are your personal summary notes that you can use to reflect on and shape the three stages of the conversation you will have.

## Stage 2: Career history and Scope for Growth

Stage 2 is about the individual's career history. Use the questions below to facilitate a conversation about their career journey, current role, where they are on the Scope for Growth framework, and their future aspirations.

Individuals are encouraged to use the reflective journal beforehand, and summarise key points below to bring to the career conversation.

### Career history

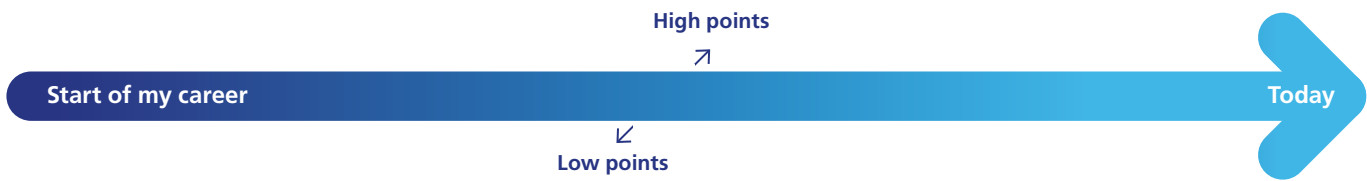
- + Looking back at your career, reflect upon the times when you have been at your most and least motivated and happy at work
- + What do the high/low points in my career have in common?
- + What have I learned about myself from my successes and challenges?
- + What are the implications of the above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



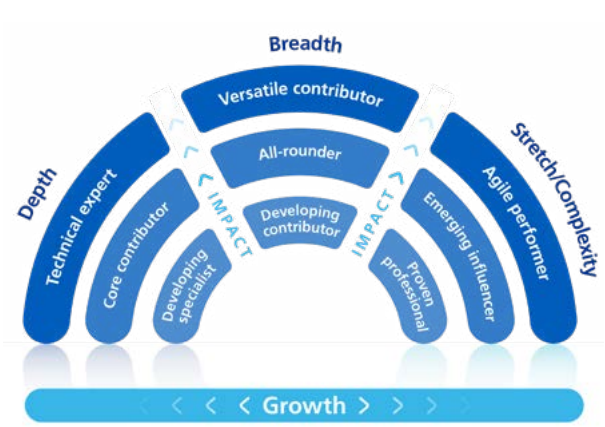
**Notes:** These are your personal summary notes that you can use to reflect on and shape the three stages of the conversation you will have.

### Stage 3: Aspirational development plan

Line managers and individuals 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, work together to set a clear plan for how the individual 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:**
1. Where do you think the individual currently is on the framework? (see supporting guidance information).
  2. What evidence do you have to support this?
  3. Discuss where they want to move to in the future. We recommend a two-year time frame to help shape their development plan.
  4. Support them to record their current and future positions, along with any further reflections, aspirations and development objectives on their development plan.



## Discussion points

**1. What are my career aspirations in terms of the Scope for Growth framework and how do I want to grow my career?**

What are my short and long-term objectives? Where would I like to be on the framework in 2 years' time?

**2. How would I like others to perceive me in my organisation?**

For example, being a well-regarded expert, innovator of change etc.

**3. Where are the opportunities for growth in my current role?**

Where am I in terms of the learning, experiences, skills and capabilities required in my current role? Is there a specific area/skill I would like to develop?

**4. How do my career aspirations link to what is really important to me, my values, drivers and motivations? What is my primary motivation?**

**5. What types of roles / functions am I interested in exploring?**

**6. How does this career choice link to my organisation's needs demands?**

What needs does it meet? How relevant is it to the organisation's future success? Why?

**7. What development will I need to pursue to achieve my aspirations?**

Think about:

- + the activities involved, skills you could develop and the support you may need (and who from)
- + the key milestones and immediate next steps

**8. How determined am I to pursue this career aspiration?**

Think about:

- + what achieving it would mean to me and how it will improve my career and well-being
- + what I am willing to do in the next 12 months to reach this aspiration
- + what other considerations in my life do I need to balance with this

## Strength and development areas

### Three areas of strength and potential

1.

2.

3.

### Three development areas to address/enhance

1.

2.

3.

### Your outcomes for you and your line manager to take forward to ongoing development discussions:

Summary of Scope for Growth- career conversation:

Current segment on the Scope for Growth framework  
(e.g. depth, breadth or stretch/complexity)

Future segment (e.g. depth, breadth or stretch/complexity)

Specific health and well-being, value, drivers, motivation, summary/actions:

Specific behaviours and performance summary/actions:

Specific current role summary/actions:

Aspiration summary/actions:

## Stage 3: Aspirational development plan

To be completed 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.

### 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 well being as well as your career aspirations. Remember to note who will undertake what actions.

Target  
Date

### Overview of aspirations of individual

Summarise your key aspirations and potential

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 well being as well as your career aspirations. Remember to note who will undertake what actions.

Target  
Date

## Question:

1 On a scale of 1-10, how able are you to look after yourself and your own well-being? (10 being the most)

1 2 3 4 5 6 7 8 9 10

2 How can we support you with this development plan to maintain a good work/life balance?

3 What are you actively committing to do to champion the inclusion agenda? What are you going to do in the next 6 months to reach this objective?

4 On a scale of 1-10, how determined are you to pursue your career aspirations (10 being the most determined).

1 2 3 4 5 6 7 8 9 10

5 What are you willing to do in the next 12 months to reach your aspirations?

## Additional comments reflections and 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.

Agreed date for next conversation:

Your signature:

Line manager signature:

DD/MM/YY