

Facilitation Guide

Stage 1: Personal reflection

This Facilitation Guide may be used by line managers/coaches in preparation and to facilitate the career conversations as an alternative to the **information for line managers**. In order to get the most from the Scope for Growth – career conversation, please review these resources beforehand (your understanding of [self-awareness](#), [personality at work](#), your [blind spots and biases](#), [identity factors and intersectionality](#), [privilege](#), experiencing a culture [belonging](#) and [microaggressions](#)). In addition, consider your understanding of the individual's strengths & development areas. Use wider evidence to support the discussion eg. 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](#).

The individual should have completed a personal **reflection journal** ahead of the conversation. In this journal, they are first encouraged to reflect on how they feel about their health and well-being, personal strengths and development challenges and behaviours and performance, and make notes. They would have thought about answers to some of the questions below, you may want to refer to these to help facilitate the conversation or ask some additional open-ended [coaching-style questions](#).

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?

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 development plan form 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

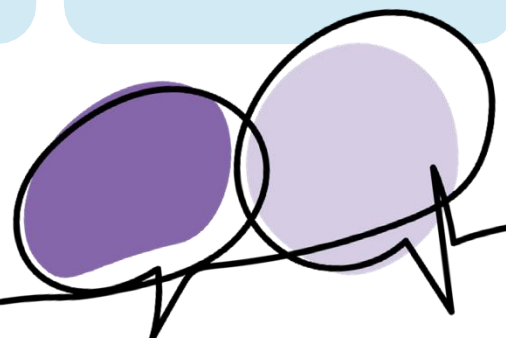
- + Looking back at your career, reflect upon the times when you have been at your most and least motivated and happy at work
- + What do the high/low points in my career have in common?
- + What have I learned about myself from my successes and challenges?
- + What are the implications of the above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

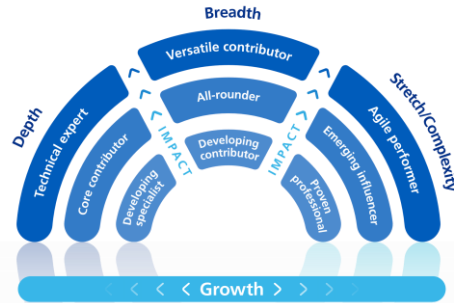
Alongside the individual, you should agree where they are in terms of their scope for growth outcome before moving to thinking through what actions are needed to help support their career journey.

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. Consider using the suggested career development initiatives to support this and remember, you are the owner of your own development.

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 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.

The Scope for Growth framework



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

Growth >>>

Growth >>>

Growth >>>

