



# Guide: Development to be at your best

# Action

Have a Formal Plan	Create a Variety of Learning Experiences	Play to Strengths
<p>A plan sets a direction and brings a sense of focus tailored to our individual development aspirations.</p> <p>A plan helps us track progress &amp; identify if goals or actions need adjusting or more support to progress.</p> <p>Having a clear view of the progress we are making relative to our plan can be very motivating.</p> <p>Intentional development requires a myCareer plan – better than leaving it to chance!</p>	<p>Most learning occurs through the experiences we have, a smaller proportion from connecting with and learning from others and a further smaller proportion from formal education or training.</p> <p>70/20/10 has become a short hand way of referencing the idea that the way we learn can take many forms and come from multiple directions.</p> <p>Ideal learning occurs in virtuous cycles – repeated cycles of goal setting, observations (taking in new knowledge) testing (applying what has been learned and getting feedback on results) and reflection - figuring out which adjustments are needed to improve our performance at the next attempt. Ref Dr Theo Dawson – Virtuous Cycles of Learning and Instruction</p>	<p>Our success is not defined by our absence of weaknesses but the presence of clear strengths.</p> <p>Great development focuses on magnifying strengths or creating strengths out of areas of capability that are not yet fully developed.</p> <p>Working to improve serious weaknesses that hold us back from reaching our potential is important. However repairing weaknesses alone is much less effective than focusing on strengths alone or a combination of strengths and weaknesses.</p>

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## Identify on the job experiences

A growth mindset orients us to seek out the opportunities to develop & grow by trying out new things & being challenged. The biggest opportunity to learn is during the course of our work, particularly if we pay attention to the alignment between the following types of experiences & our career/ development aspirations:

- Leveraging relationships: work with multiple people with competing views to achieve an outcome
- Scope expansion: challenging assignment, act in more senior role, increase responsibility
- Change or failure: handle a crisis, work in situation where something goes wrong or fails or changes rapidly
- Rapid Prototyping: experiment with different approaches to drive innovation in a process or new strategies to achieve critical outcomes
- Making difficult decisions: make decisions outside our area of expertise

## Encourage Deeper Personal Reflection- Our Immunity to Change

Behind our behaviours are strongly held beliefs that keep us in our groove and fight against us making personal change (Ref Kegan and Lahey, "Immunity to Change"). We can pinpoint and address the beliefs and assumptions that block making the changes we want to make by working through the following 5 steps:

1. Identify a key area for positive development and change. E.g. Be a better listener
2. Identify what you are doing/not doing that works against your goal. E.g. I interrupt and I talk too much
- 3a. If you tried to do the opposite of those behaviours, what is the biggest fear that comes up for you? E.g. I'd feel less in control & people might think I don't know my stuff
- 3b. identify the hidden commitments competing with your goal ie I am committed to feeling in control & being seen as adding value by being the expert
4. Identify the big assumption underlying your hidden commitments. E.g. The more I talk the more value and expertise I am demonstrating
5. Experiment with new behaviours to test the truth of this or new assumptions. E.g. when interacting with colleagues I will stop my reflex to start talking & giving advice and ask questions & listen instead to test a new assumption that there is value in tapping into expertise and potential in other people