

Talent Conversation Prompters

Introduction

Once the Talent Calibrations have been complete, the next step involves People Leaders meeting with their direct reports who are in the Talent Pool to discuss topics such as:

- Career interests and aspirations
- Strengths and development actions
- Potential next roles/moves
- Next steps.

These discussions should focus on development opportunities and actions for the individual. The individual's placement in the Talent matrix will inform the focus of the development actions. At a high level the actions are:

- **Top Talent** - targeted to accelerate readiness for the next leadership move
- **Rising Star and Emerging Talent** – stretch in role and plan development for next leadership move

These discussions should be authentic and engaging. The information in this document contain prompters to guide leaders to get the most from the discussion. Leaders can pick and choose what prompters to use depending on what they need or is relevant to them.

It is best for overall team performance if leaders also prioritise a development conversation with every individual not just the Talent Pool.

Approach

Before the Discussion

- ☐ Briefly mention to each of your direct reports who are in the Talent Pool that they are recognised in the business as talent and that you want to spend some more time discussing their development and career at Myer.
- ☐ Send them an invite to prepare for the conversation (refer Appendix A – meeting invitation)
- ☐ Do your homework so you are prepared for the discussion with your individual (Review their completed capability assessments and refer to Appendix B - conversation prompts)

During the Discussion – a suggested agenda

- ☐ Discuss purpose and expected outcomes
- ☐ Briefly review Myer's Talent Approach
- ☐ Ask the individual about their current situation and how they are going
- ☐ Discuss their career aspirations or goals as well as their next career steps
- ☐ Ask the individual about their capability strengths and development areas
- ☐ Provide your feedback on:
 - Capability strength and development areas
 - the next roles/potential moves
- ☐ Encourage the individual to start thinking about the critical development actions they could commit to.
- ☐ Agree how progress will be reviewed and next meeting arrangements.

Following the Discussion

- ☐ Discuss key development actions they will commit to. Agree on responsibilities and timing for completion.
- ☐ Regularly review development actions in DARE
- ☐ Encourage the individual to own their development
- ☐ Keep in mind opportunities to accelerate their development.

Appendix A – Meeting Invitation

Please review the following meeting invitation and amend where required.

The element of asking your direct report to attend the meeting prepared with a review of strengths and development opportunities is optional.

Dear <name>,

As I mentioned previously, I would like to discuss your strengths and development areas. This will help us to develop an action plan that is aligned to your career aspirations and goals.

What do you need to do before the meeting?

I am keen to understand your views of your strengths and areas for development. Please review your capability assessments (if completed) and answer the following questions:

1. What are my strengths?
2. What actions will I take to capitalize on those strengths?
3. What 1-3 opportunities will I focus my development on?
4. What actions will I take to develop those opportunities?
5. Where are my gaps, what actions will I take to develop or compensate for those?

What happens next?

This meeting will be the first in a series that will focus on your development and career aspirations. I am committed to support your development, growth and career advancement.

Please let me know if you have any questions prior to our meeting.

Regards

Appendix B – Conversation Prompts

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| 1 | <p>Discuss the purpose and expected outcomes</p> <ul style="list-style-type: none"> As part of the Myer Talent approach, the individual has been identified as key Talent. The process involved the Leadership Tea (LT) agreeing who has the qualities to stretch to deal with more leadership complexity. This meeting is to build an understanding of the individual's career aspirations and development preferences to support development planning. |
| 2 | <p>Explain process and protocol</p> <ul style="list-style-type: none"> Explain to the individual the high level Myer Talent approach. <ul style="list-style-type: none"> The LT have reviewed the performance and leadership potential of their direct reports. The review had rigour and objectivity and it is important to note that the results are non-static. Individuals will be re-evaluated each year in terms of their career aspirations, development/ growth and contribution to the business. The review is based at a point in time. The Executives and Senior leaders are committed to employee development and career support Confirm that the LT agree the individual is critical to the leadership of the business. The focus will be on stretching them and supporting their development with a move with increased leadership breadth and complexity (Note - avoid the use of labels <i>or</i> showing the Talent Matrix). Explain there will be a series of conversations to understand: <ul style="list-style-type: none"> their high level career aspirations and development preferences review their capability assessments to identify their capability strengths and gaps to help target their DARE development planning how they are progressing with their development actions and what they are learning Confirm that this conversation is <u>confidential</u> and they should <u>refrain</u> from sharing the outcomes of the conversation with peers. |
| 3 | <p>Discuss their current situation</p> <ul style="list-style-type: none"> Build an understanding of how they are going and their general motivation with questions such as: What have you enjoyed the most? What motivates or stretches you? What are you learning at the moment? What demotivates you? How could they leverage their strengths to further develop? |

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| 4 | <p>Discuss career aspirations and goals</p> <ul style="list-style-type: none"> • Mention that you are keen to continue alignment (or increase alignment) of the individual's career goals and how they are seen in the company. • Get an understanding of the individual's career aspirations and goals as well as strengths and development areas <ul style="list-style-type: none"> ○ Perhaps ask them what was been their biggest career transition – a time when they had to unlearn something and learn something new. ○ How do you want to describe your career at Myer over the next 3 years? ○ What do you want to be known for? ○ What are your career next steps? <p><i>Every individual will have a unique set of development actions to realise their career aspirations and personal goals.</i></p> |
| 5 | <p>Ask about their capability strengths and development areas</p> <ul style="list-style-type: none"> ○ What are your capability strengths? ○ What are your capability development priorities? ○ How do you like to learn? (reflect on learning through programs, people or practice) ○ What are the smallest things they can do to make the biggest difference? <p><i>Refer to completed capability assessments</i></p> |
| 6 | <p>Provide your own feedback on strength and development areas and the next roles/potential moves</p> <p><i>The balance between reinforcing and developmental feedback may vary depending on the individual's personal characteristics. See the Giving Feedback Learning Moment.</i></p> <ul style="list-style-type: none"> • Link the individual's goal to the feedback. i.e. "Your goals indicate....., and I see you as...." • Refer to insights from the individual's capability assessments (if complete) • If an opportunity arises, the best person who fits the role and business requirements will be selected for the role. |

7

Next steps

- Agree how progress will be reviewed and next meeting arrangements.
- Highlight that it is the team member's responsibility to :
 - *Take full advantage of opportunities*
 - *Seek out any needed support*
 - *Provide accurate information about progress*
- Ensure the individual leaves the meeting feeling positive and engaged. If the individual is not feeling this way, you may need to ensure you schedule a follow up session.