



MYER  
ACADEMY

*Capability*  
DEVELOPMENT  
GUIDE

# THE MYER ACADEMY

## *Your Moment to Shine*

The Myer Academy is our world class approach to learning that provides you with access to knowledge, tools and experiences to help you be successful in your career at Myer. It supports you to learn and grow - develop the capabilities to really exceed our customers' expectations - and ensures that every day presents your moment to shine.

### A new approach to Learning at Myer

We believe that Myer's success depends on our ability to learn and adapt to rapid and continuous change i.e. to be a 'learning organisation'. Myer encourages you to learn collectively, experiment more and contribute to an environment that encourages the growth of ideas that work.

Learning is part of your everyday life - take control; seek out opportunities to learn in every way you can and share them with others.

### What does the Myer Academy provide?

The Myer Academy provides learning that is easily accessible and encourages daily, on-the-spot learning moments. These learning moments can happen on the shop floor, in the office or even on your mobile device. Making the time to learn can make a significant difference to your confidence and know-how as you approach your work and interact with customers.

The Myer Academy provides:

- A fresh learning culture that encourages relevant and targeted learning experiences every day
- Tools to support your capability development through on-the-job experiences and learning from others (like this Capability Development Guide)
- Relevant and inspiring educational content in the form of masterclasses, courses, programs, self-led learning pathways, toolkits, activities, and digital learning moments
- The opportunity for you to shine (it's all about you!)

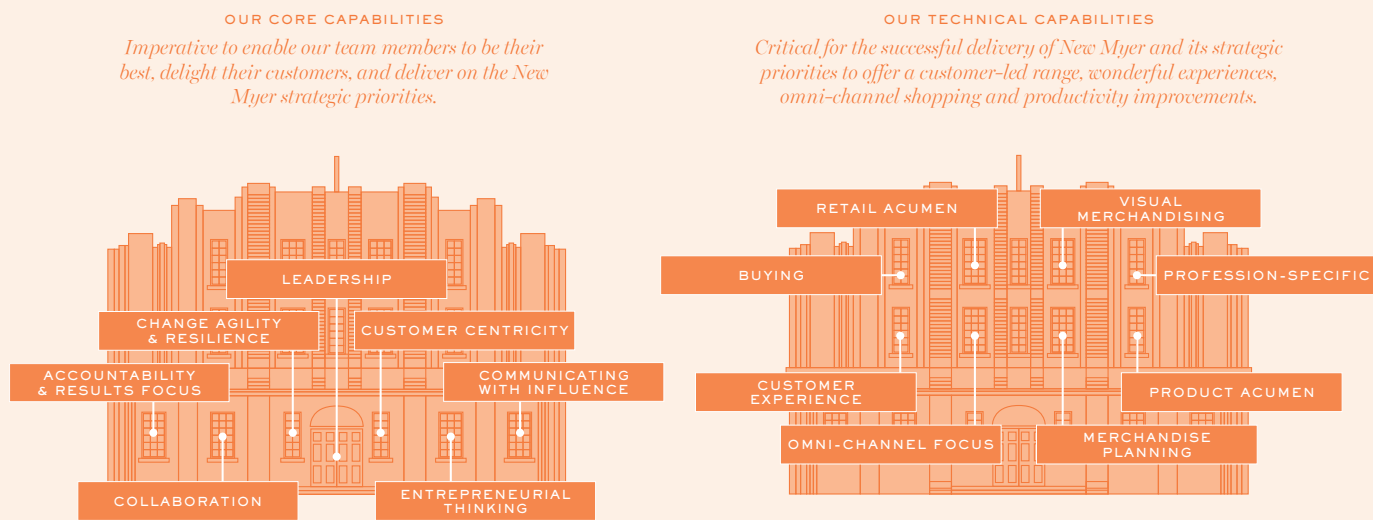
# THE NEW MYER

## Capability Framework

### What is the New Myer Capability Framework?

The New Myer Capability Framework consists of fifteen capabilities that sit at the core of the Myer Academy, and support each stage of the employee life cycle, including recruitment, induction, development, performance, career management, talent management, and succession planning. The framework defines what ‘talented and capable’ people look like at Myer and complements the Myer Values.

The framework will help you to develop the right capabilities for you to be successful in your current and future roles (i.e. the measurable knowledge, skills, experience, behaviour and mindset).



The fifteen capabilities are clustered into two groups, both of which are equally important for delivering on the New Myer Strategy:

- Our Core Capabilities
- Our Technical Capabilities

You are not expected to demonstrate all of the capabilities listed in the framework. Based on the strategic priorities, your department’s needs, and your individual role requirements, you will have up to six ‘Essential’ (critical / non-negotiable) capabilities, and up to four ‘Preferable’ (highly recommended) capabilities for your role.

### What are Capability Proficiency Levels?

When the ‘Essential’ and ‘Preferable’ capabilities are identified for each role, the ‘proficiency level’ for each capability is also determined. The proficiency level adds further clarity to the expectations that Myer has of each role and what is required of team members to be successful in that role.

The table below outlines the high level expectations of the New Myer Capability Framework for each proficiency level:

PROFICIENCY LEVEL	HIGH LEVEL INDICATOR	DESCRIPTORS
Foundational	Awareness and knowledge	<ul style="list-style-type: none"><li>• Knowledge and understanding sufficient enough to handle routine tasks</li><li>• Understands and can discuss terminology and concepts relating to the capability</li><li>• Requires some guidance or supervision when applying the capability</li></ul>
Intermediate	Self-sufficient	<ul style="list-style-type: none"><li>• Detailed knowledge, understanding and application of this capability</li><li>• Ability to handle non-routine problems and situations</li><li>• Requires minimal guidance or supervision/ works independently</li><li>• Consistently demonstrates success in the capability area</li><li>• Capable of assisting others with the application of this capability</li></ul>
Advanced	Recognised as leader	<ul style="list-style-type: none"><li>• Highly developed knowledge, understanding and application of this capability</li><li>• Can apply knowledge outside the scope of own role</li><li>• Is able to coach or teach others on this capability</li><li>• Has a long-term perspective</li><li>• Helps develop materials and resources in this capability area</li></ul>
Expert	Recognised as a role model	<ul style="list-style-type: none"><li>• Specialist/authority level knowledge, understanding and application of this capability</li><li>• Is sought after for strategic input on this area</li><li>• Applies skill and works across projects, teams, departments and organisational functions</li><li>• Has a strategic focus and explains issues in relation to the broader Myer environment</li></ul>

Each of the fifteen capabilities have detailed descriptions of what is expected team members at each proficiency level.

*\*NB. For more descriptors on what each proficiency level looks like for a specific capability, please refer to the detailed descriptions on the back of each Capability Card (or refer to the information provided on the Capability Framework intranet page).*

# HOW TO USE THIS GUIDE

## Where do I start? How do I know which capabilities to develop?

As part of the everyday conversations and formal performance reviews that you have with your People Leader, you have the opportunity to assess and discuss your current capability and proficiency levels, and to create a meaningful, relevant development plan from the results of these discussions.

One of the tools you can use to facilitate these discussions is the New Myer Capability Card Deck. Each deck includes three black 'evaluation' cards – 'strength', 'development area' and 'not required'. You and your People Leader can use these cards to assess your capability against your current role requirements, or even against the capability requirements for a role you are interested in progressing towards.

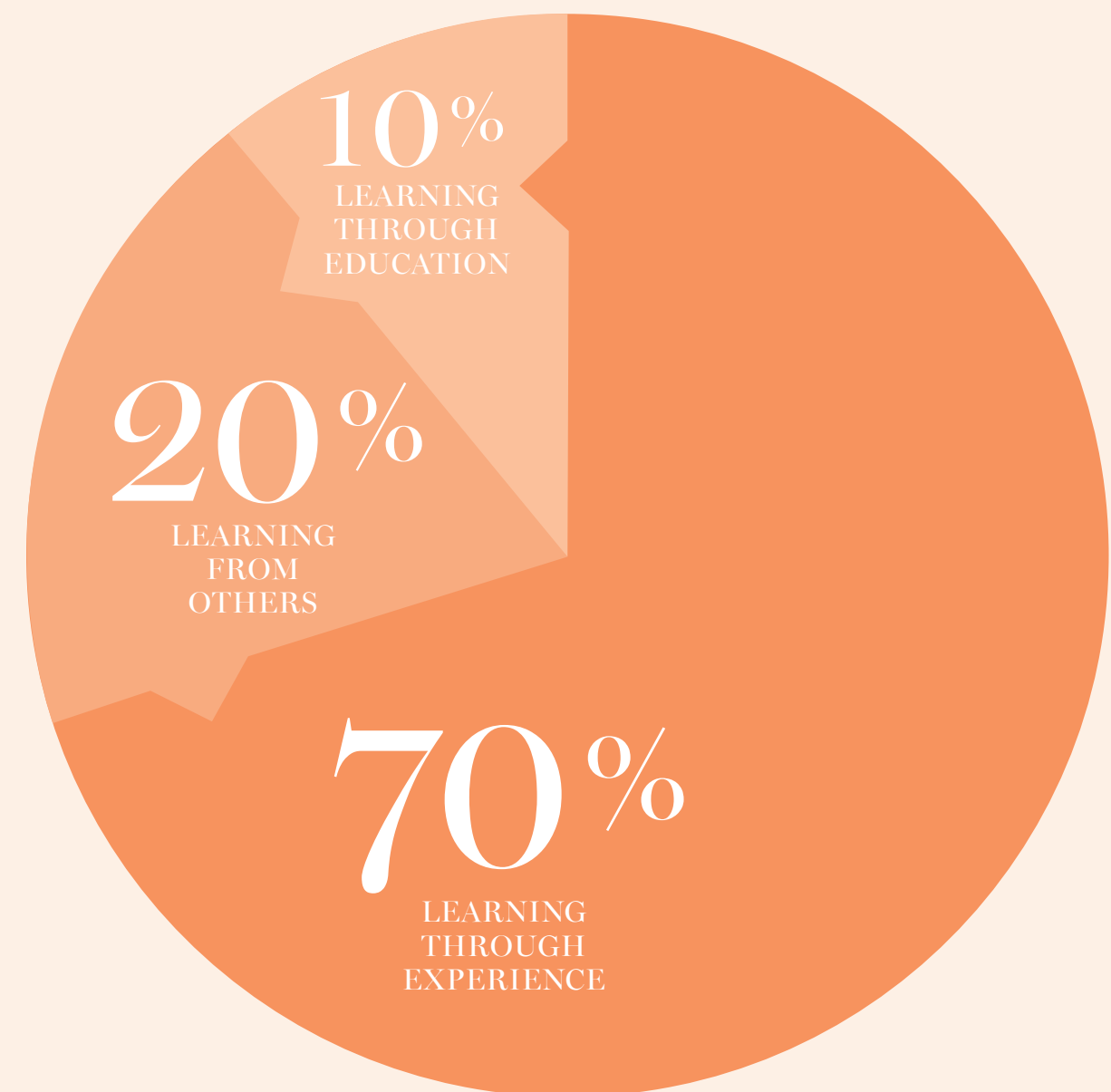
Place each of the 15 Capability Cards under the 'strength', 'development area' or 'not required' categories. Discuss why you have placed each card in its respective category, and what proficiency level you believe you are at (and why). For more formal performance and capability reviews, go to the meeting prepared with examples that help you to explain the self-rating – your People Leader will do the same. The discussion and comparison of ratings between you and your People Leader should show any gaps and help identify areas for you to focus on for your development.




## What is the 70:20:10 approach to learning?

To support you to learn every day, the Myer Academy adopts the 70:20:10 approach to learning. This approach recognises that approximately 70% of learning occurs through experience (on-the-job), 20% is learning from others, and 10% is learning through education.

Looking at learning in this way puts you in the driver's seat of your own development.

# 70:20:10



-  **70%** - Learning through experience  
(eg. via stretch assignments, project work, role shadowing)
-  **20%** - Learning from others  
(eg. via coaching, mentoring relationships, participation initiatives, giving and receiving feedback)
-  **10%** - Learning through education  
(eg. participation in facilitated workshops, completion of digital learning moments, completion of formal qualifications)

## How do I use this Capability Development Guide?

This Capability Development Guide provides you with a starting point to create your development plan, based on your capability gaps and individual learning needs.

This document outlines specific ‘learning through experience’ and ‘learning from others’ development activities for each proficiency level within the New Myer Capability Framework. This means that no matter what your capability gap, at which level, this document has some options for your development.

Make it SMART	Like your performance objectives, make your learning objectives SMART (Specific, Measurable, Achievable, Relevant and Time-bound). You don’t have to choose every learning activity relevant to you – speak with your People Leader to choose the most appropriate for your specific needs. Then add detail about when you will complete each development activity, and how you will measure the outcomes and impact.
Add context	Choosing ‘role shadowing’ as a development activity? Add context as you put this in your development plan – who will you be role shadowing? When? Why? What do you intend the role shadowing will achieve? Who do you need to speak to make it happen? Adding these details will help keep you on track and will add relevance to the development activity.
Add other learning	Do you have another idea for your development? Discuss it with your People Leader; this guide is designed to be a starting point for your development, and your development activities are not limited to what is in this guides.

## Where do I go for further information?

If you’re still not sure what types of training and development experiences to include in your development plan, we suggest you try the below:

Speak to your People Leader	Your People Leader is there to help you. They know you, your development needs, and your role – they may already have ideas for how to help you shine.
Speak with your HR Business Partner	Your HR Business Partner is also part of your support network, and they’re here to help.

# ACCOUNTABILITY & RESULTS FOCUS

PROFICIENCY LEVEL	70% (Learning through Experience)	20% (Learning from Others)
Foundational	<ul style="list-style-type: none"><li>Manage an activity or a small component of a project, set and monitor deadlines and prioritise to achieve the outcome</li></ul>	<ul style="list-style-type: none"><li><b>Coach:</b> Work with a coach to identify and explain the short and long term outcomes of your work as compared to the benefits intended from your work</li><li><b>Mentor:</b> Work with a mentor who has clear strengths in accountability and results focus to provide advice on how to manage time and access resources at Myer that improve your efficiency and productivity</li></ul>
Intermediate	<ul style="list-style-type: none"><li>Manage an activity or small project, including the assignment of components of work to others, set and monitor deadlines and prioritise to achieve the outcome</li><li>Lead a team meeting or presentation on the what, why, how and when of the Myer strategy and how it relates to individual and team work/projects</li></ul>	<ul style="list-style-type: none"><li><b>Coach:</b> Work with a coach who can assist you to explore the short and long term outcomes of your work as compared to the intended outcomes. A coach can help build confidence and capability relating to managing expectations and ensure issues are escalated and managed appropriately</li><li><b>Mentor:</b> Work with a mentor who you respect as having strengths in accountability and results focus, who could support you with their personal insights, experience and tips to plan, manage and prioritise your workload to effectively and consistently deliver on objectives</li></ul>
Advanced	<ul style="list-style-type: none"><li>Create opportunities to coach and mentor others during the delivery of key tasks and projects</li><li>Arrange secondment to another high-performing area of Myer or partner organisation that role models accountability &amp; results focus</li><li>Attend and participate in retail industry events and forums</li></ul>	<ul style="list-style-type: none"><li><b>Mentor:</b> Consolidate your skills in this area by working as a mentor to demonstrate and explain to others how Myer’s strategic direction influences work activities and decision-making within the organisation</li></ul>
Expert	<ul style="list-style-type: none"><li>Attend and/or present at industry forums about the drivers that make the biggest difference to Myer’s results and success</li><li>Build organisational accountability through leadership of projects</li></ul>	<ul style="list-style-type: none"><li><b>Mentor:</b> Share experiences and learning about how to stop or change initiatives that are not delivering intended outcomes</li><li><b>Coach:</b> Provide support to specifically enhance leadership skills to effectively set and communicate direction, monitor and respond to business results</li></ul>



# BUYING

PROFICIENCY LEVEL	70% (Learning through Experience)	20% (Learning from Others)
Foundational	<ul style="list-style-type: none"><li>• Role shadow a Category Buyer / Analysis Planning Manager / Online Coordinator</li><li>• Attend a range review</li><li>• Attend an assortment plan meeting</li><li>• Prepare for assortment plan meeting (eg. Complete competitive shop analysis and/or price analysis) with assistance of Category Buyer</li><li>• Complete store visit with Category Buyer</li><li>• Review customer profiles and seek assistance to ensure understanding of where our brand fits in with these profiles</li><li>• Discuss the critical path of getting product online with Category Buyer</li></ul>	<ul style="list-style-type: none"><li>• <b>Coach:</b> Ask a coach to help build your understanding of the relationship between Buying, Merchandise Planning and Online, and how these areas of Myer partner closely together to deliver products in a way that is efficient, effective and profitable</li><li>• <b>Coach:</b> Work with a coach to build your understanding of financial metrics behind buying – the cost of goods, the impact of achieving first margin, the impact of markdown and profitability</li><li>• <b>Coach:</b> Work with a coach to ensure your understanding of Visual Merchandising and how to plan ranges so that they sit together as a story on the floor</li></ul>
Intermediate	<ul style="list-style-type: none"><li>• Lead a team meeting or presentation on the what, why, how and when of how buying fits into Myer’s product life cycle and benefits the business</li><li>• Arrange a secondment or job change to a Category Buyer Assistant role</li><li>• Assist with product selection for marketing and catalogue</li><li>• Present findings and recommendations of price analysis review</li><li>• Complete a solo store visit and present findings from visit back to Category Buyer</li></ul>	<ul style="list-style-type: none"><li>• <b>Coach:</b> Ask a coach to support you to strengthen your analytical skills, with a particular focus on interpreting data to make in-season and future recommendations</li><li>• <b>Mentor:</b> Ask a mentor to support you with personal insights, experience and tips on how to best collaborate with merchandise and online teams when planning, managing and prioritising work</li></ul>
Advanced	<ul style="list-style-type: none"><li>• Coach and mentor others within and beyond team to increase buying capability</li><li>• Present range to General Manager</li><li>• Secondment or job change to Category Buyer role</li><li>• Attend and participate in related industry events and forums</li><li>• Lead a store visit</li></ul>	<ul style="list-style-type: none"><li>• <b>Mentor:</b> Work with others at a foundational and intermediate level of capability to demonstrate and explain how Myer’s strategic objectives influences buyer and other work activities / decision-making within the organisation</li></ul>
Expert	<ul style="list-style-type: none"><li>• Attend and/or present at related industry forums nationally and internationally</li><li>• Build organisational capability in buying through leadership of projects and guest speaking events through the Myer Academy</li></ul>	<ul style="list-style-type: none"><li>• <b>Mentor:</b> Consolidate your skills in this area through mentoring others to learn about industry best practice</li></ul>

# CHANGE AGILITY & RESILIENCE

PROFICIENCY LEVEL	70% (Learning through Experience)	20% (Learning from Others)
Foundational	<ul style="list-style-type: none"><li>• Ask a change practitioner what challenges they face managing people through change</li><li>• Ask your leader to talk you through the ‘change wall’ – located on levels 5,6,7 near the kitchen and 8 in the Transformation Office. Plot your current emotions against the curve</li><li>• Ask a change practitioner (change lead, change specialist) to explain Myer Change Management and the difference between Big C and little c change management</li><li>• Buddy with a highly resilient colleague on a challenging project</li></ul>	<ul style="list-style-type: none"><li>• <b>Coach:</b> Work with a coach to identify situations that negatively impact your resilience and/or change agility, set goals around desired behaviour changes and identify sources of support for this</li><li>• <b>Mentor:</b> Work with a mentor who has strengths in change agility and resilience who can share knowledge and insight about navigating roadblocks that cause stress at work, and that build resilience and change agility</li></ul>
Intermediate	<ul style="list-style-type: none"><li>• Use the change wall help a colleague understand the impact that change has on their emotions and productivity and the sorts of things that they can do to improve stress and move along the change curve faster</li><li>• Identify 20 things that make you happy, including short and long term / low and higher cost ideas. Do something from this list everyday</li><li>• Attend a yoga class, focussing on the change in your emotions before and after</li><li>• Arrange a job rotation to a change project, the PMO, or an area of Myer experiencing high workload, supported by a coach</li></ul>	<ul style="list-style-type: none"><li>• <b>Coach:</b> Work with a coach who can assist you to identify potential situations that may negatively impact your resilience and/or change agility, collaborate to set goals around behaviours and identify sources of support for this</li><li>• <b>Mentor:</b> Work with a mentor who can share knowledge and guidance about how to identify and address resistance to change, support others during time of change, communicate key information and wider reasons for change, and gain support and generate enthusiasm for change</li></ul>
Advanced	<ul style="list-style-type: none"><li>• Arrange a job rotation to a challenging transformation project, supported by a coach</li><li>• Watch TED talk by Kelly McGonigal called, “How to make stress your friend”, and ensure your team have emotional support from others</li><li>• Use the change wall to help your team understand the impact that change has on their emotions and productivity. Direct the team to health management tools that can help improve stress levels</li><li>• Demonstrate the regular use of physical, mental and emotional health management tools and communicate to teams how these help you to be more resilient to change</li></ul>	<ul style="list-style-type: none"><li>• <b>Coach:</b> Work with a coach who can help you to identify actual situations that are negatively impacting your resilience and/or change agility, identify the root causes of these negative experiences and develop strategies to overcome them</li><li>• <b>Mentor:</b> Use personal experience and knowledge to support team members to manage the complexity of integrating processes, systems and people when executing change</li></ul>
Expert	<ul style="list-style-type: none"><li>• Lead a transformation project</li><li>• Watch TED talk by Kelly McGonigal called, “How to make stress your friend”, and ensure your team have emotional support from others</li></ul>	<ul style="list-style-type: none"><li>• <b>Mentor:</b> Consolidate your skills in this area through mentoring others to learn about leading the company and other leaders through change and challenging times at Myer</li><li>• <b>Coach:</b> Coach others to identify their learning about leading the company and other leaders through change and challenging times at Myer. Coach for issues such as balancing compassion and empathy with personal resilience in order to build resilience in others</li></ul>

# COLLABORATION

PROFICIENCY LEVEL	70% (Learning through Experience)	20% (Learning from Others)
Foundational	<ul style="list-style-type: none"><li>Participate in cross-functional team project</li><li>Shadow others who demonstrate the ability to build internal and external networks</li></ul>	<ul style="list-style-type: none"><li><b>Coach:</b> Work with a coach who can support you to identify behaviour changes that will assist in relationship building</li><li><b>Mentor:</b> Work with a mentor who can share personal experience and techniques learned for successful collaboration</li></ul>
Intermediate	<ul style="list-style-type: none"><li>Participate in cross-functional team project</li><li>Shadow a leader who is advanced or expert in collaboration</li><li>Attend supplier meetings</li><li>Attend retail industry or networking events</li></ul>	<ul style="list-style-type: none"><li><b>Coach:</b> Work with a coach to identify challenging relationships that require development and support you to create an action plan to improve – one at a time</li><li><b>Mentor:</b> Work with a mentor who can demonstrate the operations of other areas of Myer and of suppliers to build understanding of the integrated and collaborative Myer picture</li></ul>
Advanced	<ul style="list-style-type: none"><li>Create and/or lead cross-functional team project</li><li>Coach or mentor members of team or client group on collaboration</li><li>Lead supplier meetings</li><li>Arrange secondment to another area of the business or supplier organisation</li></ul>	<ul style="list-style-type: none"><li><b>Coach:</b> Work as a coach to assist an individual who is foundational or intermediate to identify relationships that are critical to their effective performance and how to make them more successful</li></ul>
Expert	<ul style="list-style-type: none"><li>Arrange secondment to supplier-based project</li><li>Initiate retail industry or networking events</li></ul>	<ul style="list-style-type: none"><li><b>Coach:</b> Coach or mentor others to develop high level collaboration and networking skills for application across the business</li></ul>

# COMMUNICATING WITH INFLUENCE

PROFICIENCY LEVEL	70% (Learning through Experience)	20% (Learning from Others)
Foundational	<ul style="list-style-type: none"><li>Shadow others who demonstrate influential communication capabilities</li><li>Buddy with a colleague who is advanced or expert on a challenging project to observe and learn from their communication style and approach</li><li>Attend supplier meetings to observe and learn from successful negotiations</li></ul>	<ul style="list-style-type: none"><li><b>Coach:</b> Work with a coach who can support you to identify key areas of focus and behaviour changes that will assist you in communicating with others</li><li><b>Mentor:</b> Work with a mentor who can share personal experience and techniques for successful communication with others</li></ul>
Intermediate	<ul style="list-style-type: none"><li>Shadow a leader who is advanced or expert in collaboration</li><li>Buddy with a colleague who is at the advanced or expert proficiency level on a challenging project to observe and learn from their communication style and approach</li></ul>	<ul style="list-style-type: none"><li><b>Coach:</b> Work with a coach who can help you identify communication styles, situations and relationships that you find challenging and create an action plan to help you improve</li><li><b>Mentor:</b> Work with a mentor who can share personal experiences and lessons about overcoming challenging communication situations and styles that will assist you to improve your own communication with others</li></ul>
Advanced	<ul style="list-style-type: none"><li>Coach or mentor members of team or client group on communicating with influence</li><li>Lead supplier meetings</li><li>Arrange a secondment or job swap to another area of the business where there is more opportunity to build communication capability</li></ul>	<ul style="list-style-type: none"><li><b>Coach:</b> Assist another individual to identify specific strengths and development opportunities in their communication style and approach, as well as blockers to success and actions they can take to overcome challenges. Regularly check in on coachee's goals and what they have done to progress. Inspire coachee to act.</li></ul>
Expert	<ul style="list-style-type: none"><li>Arrange secondment to supplier-based project</li><li>Coach or mentor others across the business to build knowledge and skills in communicating with influence</li><li>Participate in Myer Academy events and programs as an expert on communicating with influence</li></ul>	<ul style="list-style-type: none"><li><b>Coach:</b> Coach others to develop high level communication, influencing and networking skills for application across the business</li></ul>

# CUSTOMER CENTRICITY

PROFICIENCY LEVEL	70% (Learning through Experience)	20% (Learning from Others)
Foundational	<ul style="list-style-type: none"><li>• Role shadow an experienced team member who is advanced or expert at customer centricity</li><li>• Role-play common customer/stakeholder scenarios with your manager or coach to refine your approach</li><li>• Seek feedback from customers/ stakeholders around what they are interested in when interacting and partnering with you</li><li>• Research who our target customer groups are and the current strategy on how we will attract and retain each group</li></ul>	<ul style="list-style-type: none"><li>• <b>Coach:</b> Ask a coach to observe you conducting 2-3 customer / stakeholder interactions and provide constructive and timely feedback</li><li>• <b>Mentor:</b> Partner up with an experienced team member and ask them to use the tell, show, do approach – tell you step by step what they do and why; show you it in action; and then observe you doing it and provide guidance and feedback as needed</li></ul>
Intermediate	<ul style="list-style-type: none"><li>• Use customer information, feedback and research to improve your approach and solutions</li><li>• Create a stakeholder map, reflect on how strong each relationship is, and what you can do to strengthen them</li><li>• Visit top customer service providers and observe how they create a great customer experience – commit to actions on how you will apply in your role</li><li>• Reflect on what you can do to go over and above for your customer and create an action plan on how you will apply</li><li>• Assist with customer centric projects</li></ul>	<ul style="list-style-type: none"><li>• <b>Coach:</b> Ask a coach to observe you conducting 2-3 customer / stakeholder interactions and provide constructive and timely feedback</li><li>• <b>Mentor:</b> Partner up with an experienced team member and ask them to use the tell, show, do approach – tell you step by step what they do and why; show you it in action; and then observe you doing it and provide guidance and feedback as needed</li></ul>
Advanced	<ul style="list-style-type: none"><li>• Seek opportunities to lead customer centric projects</li><li>• Use external research and learning from other organisations to create customer centric improvements to your work/team</li><li>• Coach/mentor others within and/or outside team to improve their customer centricity</li><li>• Lead a customer centric project</li></ul>	<ul style="list-style-type: none"><li>• <b>Mentor:</b> Seek a mentor who can talk to you about lessons learnt overtime and broader global views around customer centricity</li></ul>
Expert	<ul style="list-style-type: none"><li>• Attend and/or present at related industry forums nationally and internationally</li><li>• Build organisational capability in customer centricity through leadership of projects and guest speaking events</li><li>• Take steps to systematically ensure that a customer centric approach is applied to all areas of the organisation</li></ul>	<ul style="list-style-type: none"><li>• <b>Mentor:</b> Work as a mentor to build customer centric capability in others through sharing your lessons learnt over time and broader global views around customer centricity</li></ul>

# CUSTOMER EXPERIENCE

PROFICIENCY LEVEL	70% (Learning through Experience)	20% (Learning from Others)
Foundational	<ul style="list-style-type: none"><li>• Role shadow an experienced team member who is recognised for their strength in customer experience</li><li>• Role-play common customer scenarios with another team member to refine approach</li><li>• Seek feedback from a colleague around what they observed during your interaction with a customer</li><li>• Maintain your product and process knowledge to ensure these do not get in the way of your customer interactions</li><li>• Speak with your manager to obtain and interpret your individual Voice of Customer results and make any necessary adjustments to your customer experience approach</li></ul>	<ul style="list-style-type: none"><li>• <b>Coach:</b> Ask a coach to observe you conducting 2-3 customer / stakeholder interactions and provide constructive and timely feedback</li><li>• <b>Mentor:</b> Partner up with an experienced team member and ask them to use the tell, show, do approach – tell you step by step what they do and why; show you it in action; and then observe you doing it and provide guidance and feedback as needed</li></ul>
Intermediate	<ul style="list-style-type: none"><li>• Research who our target customer groups are and the current strategy on how we will attract and retain each group</li><li>• Speak with your manager to obtain and interpret store/team NPS/Voice of the Customer results, and make any necessary adjustments to your customer experience approach</li><li>• Conduct a safari with top customer service providers and observe how they create a great customer experience – commit to actions on how you will apply in your role</li><li>• Reflect on what you can do to go over and above for your customer and create an action plan on how you will apply this</li><li>• Assist with customer experience projects and improvement initiatives</li></ul>	<ul style="list-style-type: none"><li>• Join networks of customer experience experts to gather more information and tips on best practice (eg. Join the "Inside Retail" community and sign up for their newsletters; follow leading retailer blogs, including Myer's own, at <a href="https://blog.myer.com.au/">https://blog.myer.com.au/</a>)</li><li>• <b>Coach:</b> Ask a coach to observe you conducting 2-3 customer / stakeholder interactions and provide constructive and timely feedback</li><li>• <b>Mentor:</b> Partner up with an experienced team member and ask them to use the tell, show, do approach – tell you step by step what they do and why; show you it in action; and then observe you doing it and provide guidance and feedback as needed</li></ul>
Advanced	<ul style="list-style-type: none"><li>• Assist your team to deepen their understanding of customer group information</li><li>• Access the Voice of the Customer portal with your manager to diagnose key store/team/ individual strengths and opportunities for improvement; support others to make any necessary adjustments to their customer experience approach</li><li>• Build a networking plan – outlining your aims, objectives, personal brand, and action ideas</li><li>• Build a business development plan – considering channels and opportunities to attract and retain our key target customer groups</li><li>• Seek opportunities to lead customer experience projects and improvement initiatives</li></ul>	<ul style="list-style-type: none"><li>• Network internally and externally to your store to help drive new customer acquisition</li><li>• Setup a forum to connect and share best practice approaches with others – internally and externally</li><li>• Seek out opportunities to be involved in customer experience projects</li></ul>
Expert	<ul style="list-style-type: none"><li>• Attend and/or present at related industry forums nationally and internationally</li><li>• Build organisational capability in customer experience through leadership of projects and guest speaking events</li><li>• Take steps to systematically measure and improve customer satisfaction and Myer's NPS</li><li>• Find opportunities to be involved in developing long-term sales and service strategies and providing thought leadership across Myer</li></ul>	<ul style="list-style-type: none"><li>• <b>Mentor:</b> Work as a mentor to build the capability of others – talk to your lessons learnt over time and broader global views around customer experience</li></ul>



# ENTREPRENEURIAL THINKING

PROFICIENCY LEVEL	70% (Learning through Experience)	20% (Learning from Others)
Foundational	<ul style="list-style-type: none"> <li>• Arrange secondment to a different team in the same functional area to share ideas and approaches to improve performance in this function</li> <li>• Re-locate to a desk in a different area of the same team</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Coach:</b> Ask a coach to support you in developing ways to see challenges as opportunities, generate new ideas and spot chances to do things better or faster</li> <li>• <b>Mentor:</b> Ask a mentor to share their techniques for generating ideas and innovative thinking. Ask them to use the tell, show, do approach – tell you step by step what they do and why; show you it in action; and then observe you doing it and provide guidance and feedback as needed</li> </ul>
Intermediate	<ul style="list-style-type: none"> <li>• Participate in cross-functional team project</li> <li>• Research competitors to learn more about what makes Myer unique and how to leverage that uniqueness for competitive advantage</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Coach:</b> Ask a coach to assist you with applying more entrepreneurial thinking to your role</li> <li>• <b>Mentor:</b> Work with a mentor respected for their entrepreneurial thinking who can share personal experiences of how entrepreneurial thinking has delivered a better business outcome</li> </ul>
Advanced	<ul style="list-style-type: none"> <li>• Lead a process innovation or change project</li> <li>• Coach or mentor others to build knowledge and skills in entrepreneurial thinking, encouraging curiosity and innovation</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Coach:</b> Ask a coach to assist you with identifying the difference between structure/ compliance/regulatory constraints and entrepreneurial thinking</li> <li>• <b>Mentor:</b> Ask a mentor to share personal experiences of how entrepreneurial thinking has delivered a better result</li> </ul>
Expert	<ul style="list-style-type: none"> <li>• Lead an innovation or change project</li> <li>• Participate in Myer Academy events and programs as an expert on entrepreneurial thinking</li> <li>• Speak at industry events</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Coach:</b> Coach others to help them identify lessons and ideas from other industries that have been or could be effectively applied to their work</li> </ul>

# LEADERSHIP

PROFICIENCY LEVEL	70% (Learning through Experience)	20% (Learning from Others)
Foundational	<ul style="list-style-type: none"> <li>• Manage an activity or small component of a project, set and monitor deadlines and prioritise to achieve the outcome</li> <li>• Create a development plan with your manager and drive own development whilst sharing learning with others</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Coach:</b> Ask a coach to work with you to explore role goals and aspirations, what motivates you and how to apply this to your role</li> <li>• <b>Mentor:</b> Ask a mentor for advice on how to navigate the Myer network and how things are done around here to help you identify where there is scope to use initiative</li> </ul>
Intermediate	<ul style="list-style-type: none"> <li>• Lead an activity or small project, including the assignment of work to others, set and monitor deadlines and prioritise to achieve the outcome</li> <li>• Seek opportunities to act as manager in manager’s absence</li> <li>• Arrange a job rotation onto project or activity that links to your personal sources of motivation</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Coach:</b> Work with a coach who can support you to explore your role goals and leadership aspirations, what motivates you and how to develop a plan to progress towards your future role</li> <li>• <b>Mentor:</b> Ask a mentor to share their own leadership journey to demonstrate the highs and lows, what you have learnt about leadership, and how you have navigated through difficult times</li> </ul>
Advanced	<ul style="list-style-type: none"> <li>• Seek opportunities to coach and mentor others during the delivery of key tasks and projects</li> <li>• Arrange secondment to other division of Myer that demonstrates high-performing Leadership at Myer</li> <li>• Seek opportunities to act as manager in manager’s absence</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Coach:</b> Help others to explore career goals and leadership aspirations, assist others to identify their next career move and help them to identify opportunities to inspire others to action, as well as share personal insights from their own experiences</li> <li>• <b>Mentor:</b> Share own leadership journey to demonstrate the highs and lows of being a leader, what you have learnt about leadership and how you have navigated through difficult times</li> </ul>
Expert	<ul style="list-style-type: none"> <li>• Participate in a Myer Academy Masterclass or program as a guest speaker on leadership</li> <li>• Speak at industry events</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Coach:</b> Provide coaching support to enhance leadership and coaching skills of others to help build organisational capability in this area</li> </ul>

# MERCHANDISE PLANNING

PROFICIENCY LEVEL	70% (Learning through Experience)	20% (Learning from Others)
Foundational	<ul style="list-style-type: none"><li>• Role shadow a Merchandise Planning Manager</li><li>• Role shadow a Category Buyer</li><li>• Role shadow an Online Merchandise Manager</li><li>• Speak to your manager to enhance your understanding of the cycle of stock in stores, and relationship of sales, markdown and profit</li></ul>	<ul style="list-style-type: none"><li>• <b>Coach:</b> Ask a coach to assist you with building your understanding of the relationship between Buying, Merchandise Planning and Online, and how these areas of Myer partner closely together to deliver products in a way that is efficient, effective and profitable</li></ul>
Intermediate	<ul style="list-style-type: none"><li>• Lead a team meeting or presentation on the what, why, how and when of how merchandise planning fits into Myer's product life cycle and benefits the business</li><li>• Secondment or job change to an Allocation Analyst role</li><li>• Assist Analysis Planning Manager with planning of stock and sales forecasting on a weekly basis</li><li>• Suggest ideas on how to drive sales or improve sell-through in stores, and attend strategy and range review meetings with Analysis Planning Manager and Category Buyer</li></ul>	<ul style="list-style-type: none"><li>• <b>Coach:</b> Ask a coach to assist you with strengthening your analytical skills, with a particular focus on interpreting data to make in-season and future recommendations</li><li>• <b>Mentor:</b> Ask a mentor to support you with personal insights, experience and tips on how to best collaborate with buying and online teams when planning, managing and prioritising work</li></ul>
Advanced	<ul style="list-style-type: none"><li>• Coach and mentor others within and beyond team to increase merchandise planning capability</li><li>• Secondment or job change to Merchandise Planning Manager role</li><li>• Attend and participate in related industry events and forums</li><li>• Present strategy, range plans and assortment plans to Merchandise Planning Manager and General Manager</li><li>• Manage key KPIs (eg. Sales, BGP, and stock) in line with budgets</li></ul>	<ul style="list-style-type: none"><li>• <b>Mentor:</b> Ask a mentor to demonstrate and explain how Myer's strategic objectives influences merchandise planning and other work activities / decision-making within the organisation</li></ul>
Expert	<ul style="list-style-type: none"><li>• Attend and/or present at related industry forums nationally and internationally</li><li>• Assist Merchandise Planning Manager in planning TPC and attend KPI meetings as their delegate</li><li>• Builds organisational capability in merchandise planning through leadership of projects and guest speaking events through the Myer Academy</li></ul>	<ul style="list-style-type: none"><li>• <b>Mentor:</b> Consolidate your skills in this area through mentoring others to learn about industry best practice</li></ul>

# OMNI-CHANNEL FOCUS

PROFICIENCY LEVEL	70% (Learning through Experience)	20% (Learning from Others)
Foundational	<ul style="list-style-type: none"><li>• Role shadow an SME/leader within a division that plays a major role in delivering the seamless omni-channel customer experience</li><li>• Speak with your manager to increase your understanding of online and how it applies to, and is integrated into your role</li></ul>	<ul style="list-style-type: none"><li>• <b>Coach:</b> Ask a coach to assist you to build your understanding of Myer's multi-channel sales environment, how the channels work together to deliver a seamless customer experience, and how that applies to your role</li><li>• <b>Coach:</b> Work with a coach to enhance your understanding of the next upstream and downstream process dependencies in your role</li></ul>
Intermediate	<ul style="list-style-type: none"><li>• Manage an activity or small project that has a strong focus on utilising Myer's multi-channel sales environment</li><li>• Lead a team meeting or presentation on the what, why, how and when of how Myer's omni-channel focus benefits the business</li><li>• Arrange a secondment to other division of Myer involved in delivering the seamless omni-channel customer experience</li></ul>	<ul style="list-style-type: none"><li>• <b>Mentor:</b> Ask a mentor to support you with personal insights, experience and tips to keep an omni-channel focus when planning, managing and prioritising work</li></ul>
Advanced	<ul style="list-style-type: none"><li>• Create an opportunity to coach and mentor others within and beyond team to increase omni-channel focus</li><li>• Broaden your scope and understanding of the process model to cover multiple functions</li><li>• Initiate omni-channel improvements and take appropriate action to implement (eg. process efficiencies and removal of duplication)</li><li>• Arrange secondment to other division of Myer involved in delivering the seaming omni-channel customer experience</li><li>• Attend and participate in related industry events and forums</li></ul>	<ul style="list-style-type: none"><li>• <b>Mentor:</b> Ask a mentor to demonstrate and explain how Myer's omni-channel focus influences work activities and decision-making within the organisation.</li><li>• <b>Coach:</b> Ask a coach to assist you provide you with support to develop an enhanced omni-channel focus to effectively set and communicate related strategy</li></ul>
Expert	<ul style="list-style-type: none"><li>• Present at related industry forums nationally and internationally</li><li>• Initiate omni-channel improvements and take appropriate action to implement</li><li>• Build organisational capability in omni-channel focus through leadership of projects and guest speaking events through the Myer Academy</li></ul>	<ul style="list-style-type: none"><li>• <b>Mentor:</b> Share experiences and learning about how an omni-channel focus has delivered success in other retail environments, with insights into how these could be applied at Myer</li><li>• <b>Coach:</b> Support others to understand the whole operating model with cross functional understanding</li></ul>

# PRODUCT ACUMEN

PROFICIENCY LEVEL	70% (Learning through Experience)	20% (Learning from Others)
Foundational	<ul style="list-style-type: none"><li>• Walk the shopfloor and familiarise yourself with the range</li><li>• Familiarise yourself with products in your category through attending roadshows, reading season launch presentations, following brands on social media and learning through other digital content provided by Myer and brand partners</li><li>• Keep up-to-date with trends by reviewing information provided by buyers and other Myer and external sources at home and overseas by following relevant sources, blogs etc.</li><li>• Reflect on the features and benefits of products within the range to make product information</li><li>• Familiarise yourself with aspects of the category such as fabrication, price points, design features etc.</li><li>• Complete a store visit and mystery shop other stores in your category</li></ul>	<ul style="list-style-type: none"><li>• <b>Mentor:</b> Ask an expert to provide information and advice on how to access resources at Myer that improve will improve your product knowledge</li><li>• <b>Coach:</b> Ask a coach to observe you conducting 2-3 customer / stakeholder interactions and provide constructive and timely feedback on your product knowledge</li><li>• <b>Coach:</b> Ask a coach to assist you with understand how to conduct price comparisons to ensure your awareness of how to ensure product range fits within price architecture</li><li>• <b>Mentor:</b> Partner up with an experienced team member and ask them to use the tell, show, do approach – tell you step by step what they do and why; show you it in action; and then observe you doing it and provide guidance and feedback as needed</li></ul>
Intermediate	<ul style="list-style-type: none"><li>• Test yourself on products within the range to make customer recommendations both within your category, and related categories for cross and upsell opportunities</li><li>• Complete a store visit and mystery shop other stores in your category and present findings to your manager / team</li><li>• Interpret and apply trends and information from Emporium magazine to advise customers</li><li>• Provide timely, meaningful feedback to manager on product performance and customer feedback</li></ul>	<ul style="list-style-type: none"><li>• <b>Coach:</b> Ask a coach to observe you conducting 2-3 customer / stakeholder interactions and provide constructive and timely feedback on your product knowledge</li><li>• <b>Mentor:</b> Partner up with an experienced team member and ask them to use the tell, show, do approach – tell you step by step what they do and why; show you it in action; and then observe you doing it and provide guidance and feedback as needed</li><li>• Seek out opportunities to be involved in product-related projects</li></ul>
Advanced	<ul style="list-style-type: none"><li>• Assist other team members with maintaining and enhancing product knowledge (eg. Suggest blogs and websites, and assist them to apply and test knowledge)</li><li>• Provide timely, meaningful feedback to buyership on product performance and customer feedback</li></ul>	<ul style="list-style-type: none"><li>• Network internally and externally to your store or buyership to help build the product knowledge of yourself and others</li><li>• Setup a forum to connect and share best practice approaches with others – internally and externally</li></ul>
Expert	<ul style="list-style-type: none"><li>• Interpret trends to apply to Myer context and et strategic direction for Myer's product. Build organisational capability in this area by sharing insights into the reasons behind your strategic decisions</li><li>• Speak at Myer and industry events</li></ul>	<ul style="list-style-type: none"><li>• <b>Mentor:</b> Work as a mentor to build the capability of others – talk to your lessons learnt over time and broader global views, trends, and strategy relating to product</li></ul>

# PROFESSION-SPECIFIC

PROFICIENCY LEVEL	70% (Learning through Experience)	20% (Learning from Others)
Foundational	<ul style="list-style-type: none"><li>• Identify low risk opportunities to apply and develop profession-specific skills</li><li>• Arrange the opportunity to role shadow someone who has an intermediate or advanced level of capability in your profession-specific capability</li></ul>	<ul style="list-style-type: none"><li>• <b>Mentor:</b> Ask a mentor to demonstrate how to effectively apply their field of knowledge within the context of Myer and provide advice for how to apply your knowledge in a safe learning environment</li></ul>
Intermediate	<ul style="list-style-type: none"><li>• Identify low risk opportunities to give profession-specific advice</li><li>• Arrange a moderate risk stretch opportunity to work on a task, project or assignment with others at advanced level of proficiency</li><li>• Attend networking events related to your profession</li></ul>	<ul style="list-style-type: none"><li>• <b>Coach:</b> Work with a coach to explore your career goals and aspirations and ways to increase your level of capability</li><li>• <b>Mentor:</b> Ask a mentor to guide you through a stretch assignment</li></ul>
Advanced	<ul style="list-style-type: none"><li>• Create the opportunity to give advanced level technical advice</li><li>• Facilitate an internal development program</li><li>• Coach others</li><li>• Shadow a subject matter expert with an expert level of proficiency</li></ul>	<ul style="list-style-type: none"><li>• <b>Mentor:</b> Work as a mentor to help others develop the technical capability to solve complex problems</li><li>• Share your learning with others who have a foundational or intermediate level of proficiency</li></ul>
Expert	<ul style="list-style-type: none"><li>• Facilitate internal and external development programs in area of professional expertise</li><li>• Lead cross-functional teams</li></ul>	<ul style="list-style-type: none"><li>• <b>Coach:</b> Focus on developing profession-specific capability to enable another person to work across Myer to set the strategic direction in their field of expertise</li><li>• Support a team member to develop their own mentoring capability so they can build organisational capability in their profession</li></ul>

# RETAIL ACUMEN

PROFICIENCY LEVEL	70% (Learning through Experience)	20% (Learning from Others)
Foundational	<ul style="list-style-type: none"><li>Identify low risk activities that require application of commercial acumen (eg. linking own work tasks to Myer strategy and customer value proposition)</li><li>Establish involvement with professional associations, subscription to blogs and industry forums</li></ul>	<ul style="list-style-type: none"><li><b>Mentor:</b> Ask a mentor who has intermediate or advanced capability to demonstrate retail acumen and how to apply it to work at Myer</li></ul>
Intermediate	<ul style="list-style-type: none"><li>Identify a low-moderate risk activity or project while being mentored by someone at an advanced or expert proficiency level</li><li>Arrange involvement with professional associations, subscription to blogs, and industry forums</li></ul>	<ul style="list-style-type: none"><li><b>Mentor:</b> Ask a mentor to help you identify specific commercial/financial skills that require development and guide you through a stretch assignment</li></ul>
Advanced	<ul style="list-style-type: none"><li>Short-term secondment to another area of Myer, or with a supplier, followed by assignment to develop a new approach in own functional area</li></ul>	<ul style="list-style-type: none"><li><b>Mentor:</b> Work as a mentor to demonstrate the integrated operations of other areas of Myer and of our suppliers, partners, and competitors (e.g. through rotating mentors) to build understanding of the whole Myer and retail industry picture</li></ul>
Expert	<ul style="list-style-type: none"><li>Present and speak publicly at national and international industry forums</li></ul>	<ul style="list-style-type: none"><li><b>Coach:</b> Coach and mentor successors in critical aspects of retail acumen</li></ul>

# VISUAL MERCHANDISING

PROFICIENCY LEVEL	70% (Learning through Experience)	20% (Learning from Others)
Foundational	<ul style="list-style-type: none"><li>Ask a visual merchandise specialist what stages, drivers and decision points they go through during the visual merchandising cycle</li><li>Ask a visual merchandise specialist what challenges they face when creating a customer journey and merchandising a store</li><li>Buddy with a visual merchandise specialist as they merchandise a store</li><li>Based on Myer’s focus, complete a comparative store visit (eg. If Myer is focusing on denim, visit stores like Levi) to learn from their visual merchandising approach</li></ul>	<ul style="list-style-type: none"><li><b>Mentor:</b> Ask an expert to provide information and advice on how to access resources at Myer that will improve your knowledge of visual merchandising</li><li><b>Mentor:</b> Partner up with an experienced team member and ask them to use the tell, show, do approach – tell you step by step what they do and why; show you it in action; and then observe you doing it and provide guidance and feedback as needed</li></ul>
Intermediate	<ul style="list-style-type: none"><li>Interpret trends and information from Emporium magazine to create and maintain visual merchandising displays</li><li>Interpret trends and information from online to create and maintain visual merchandising displays</li><li>Apply knowledge from comparative store visits to present findings and recommendations to manager for enhancing visual merchandise approach and customer journey in store</li><li>Take guidance from support office themes and installations to create localised activities</li><li>Arrange a secondment or job swap to another area of the business where there is more opportunity to build visual merchandising capability</li><li>Take initiative to build relationships with other areas of the business involved in the visual merchandising cycle</li></ul>	<ul style="list-style-type: none"><li><b>Coach:</b> Ask a coach to observe you conducting 2-3 visual merchandising activities and provide constructive and timely feedback</li><li><b>Mentor:</b> Partner up with an experienced team member and ask them to use the tell, show, do approach – tell you step by step what they do and why; show you it in action; and then observe you doing it and provide guidance and feedback as needed</li><li>Seek out opportunities to be involved in projects involving visual merchandising</li></ul>
Advanced	<ul style="list-style-type: none"><li>Assist other team members with maintaining and enhancing visual merchandising capability (eg. assist them to apply and test knowledge)</li><li>Act as manager in manager’s absence</li><li>Provide timely, meaningful feedback to visual merchandising managers on customer feedback of displays</li><li>Lead and communicate store proposals in a way that supports collaboration between stores and support office</li><li>Arrange a secondment or job swap to another area of the business where there is more opportunity to build visual merchandising capability</li></ul>	<ul style="list-style-type: none"><li>Set up a forum to connect and share best practice visual merchandising approaches with others (internally and/or externally to Myer)</li></ul>
Expert	<ul style="list-style-type: none"><li>Partner with neighbouring stores and/or regions to improve organisational capability in visual merchandising and to support delivery of visual merchandising strategy</li><li>Act as manager in manager’s absence</li><li>Participate in a Myer Academy Masterclass or program as a guest speaker on visual merchandising</li><li>Present at related industry forums</li></ul>	<ul style="list-style-type: none"><li><b>Mentor:</b> Work as a mentor to build the capability of others – talk to your lessons learnt over time and broader global views, trends, and strategy relating to visual merchandising</li></ul>



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YOUR MOMENT TO SHINE