

Scope for Growth Career Conversations

Finding my place on the framework



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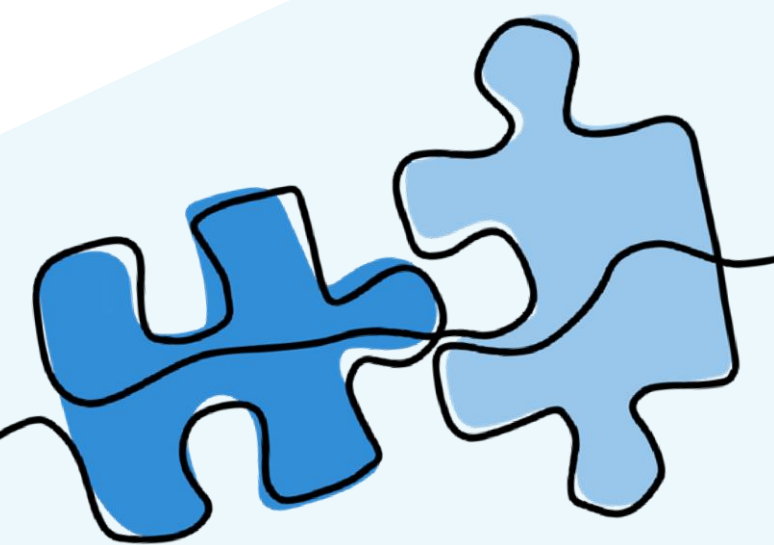
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Introduction

This document will take you through finding your place on the Scope for Growth framework.

Before you start, consider using the Scope for Growth [personal reflection journal](#) to help you clarify and confirm your career aspirations, which will make it easier to find your place on the framework.

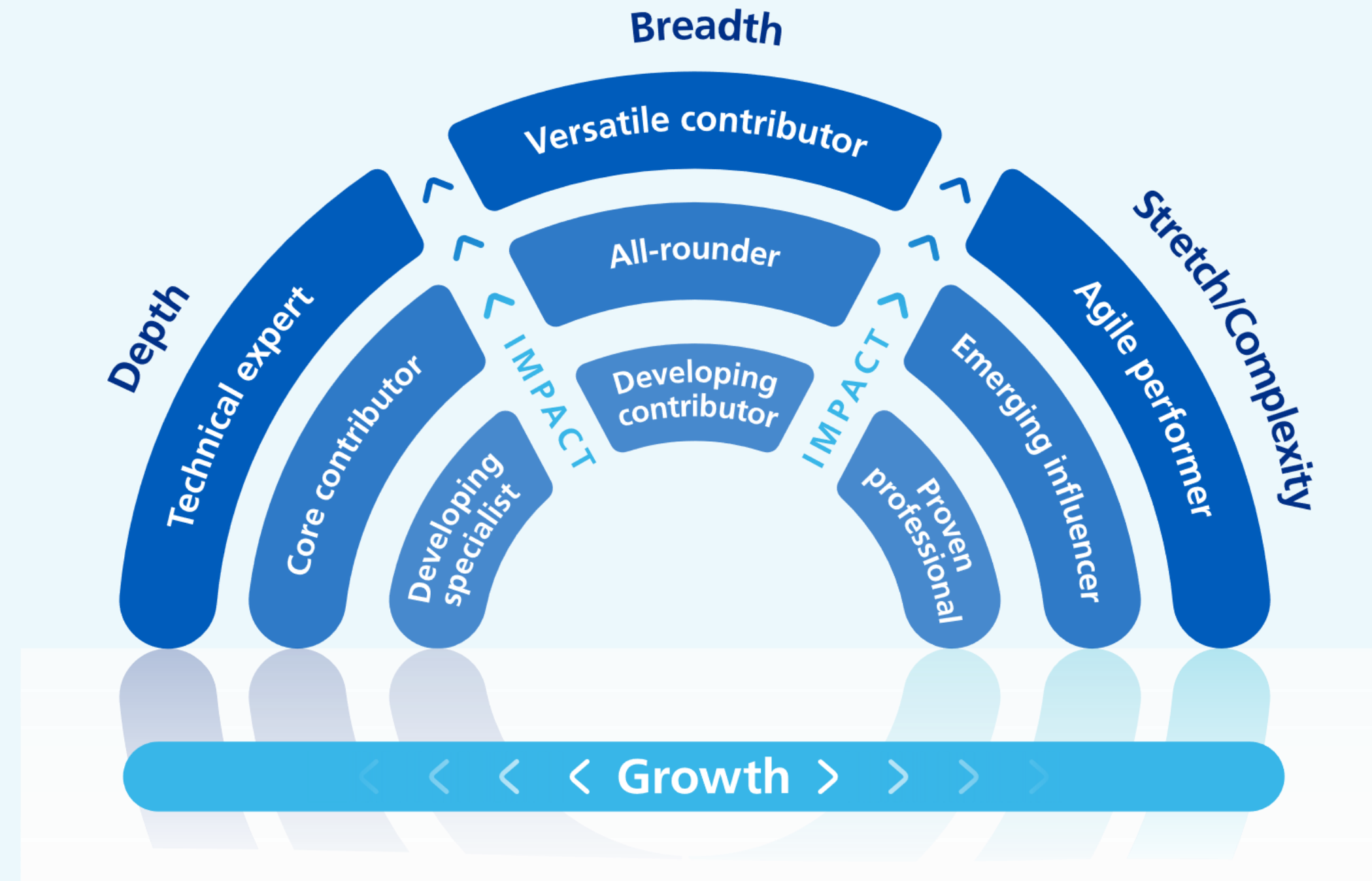


Overview

Scope for Growth

- + Puts staff in the driving seat of their careers and balances growth and impact with aspiration
- + Values all outcomes equally (depth, breadth, or stretch/complexity)
- + Supports career development by deepening and strengthening skills in current roles, as well as supporting those who are ready for the next step in their career
- + Helps make sense of each individual journey, deepening shared understanding of aspirations
- + Encourages a joint discussion to identify where an individual currently sits on the framework, **where they want to move to and how they will do this**
- + Outcomes are collected in ESR or similar employee or learning management system and used to build resourcing pipelines and development offers

The Scope for Growth framework



Benefits for you

Scope for Growth – career conversations is a new approach to supporting personal growth and developing talent right across health and care.

It is designed to provide a framework for high-quality career conversations that help draw out an individual's aspirations as well as their potential. Scope for Growth draws on evidence-based insights into understanding, nurturing, and developing all our people to be the best they can be.

Promotes confidence and resilience

Supports self-insight and self-awareness through reflection which helps establish identity; encourages learning from experience and instills confidence.

Activates imagination and creativity

Engaging in purposeful and positive social activity and being immersed in fulfilling and meaningful work promotes a more sustainable kind of well-being and a meaningful life.

Reduces stress

Individuals with a positive outlook are better equipped to deal with problems, resulting in reduced stress levels and higher performance.

Heightens drive to succeed

Supports all our people to develop drive and determination, build on their strengths, and accelerate their development.

Facilitates learning and innovation

Inspires and enables learning and development of new skills from a depth, breadth, and stretch/complexity perspective. This helps to instill a sense of growth, determination, and relevance.

Builds stronger, healthier relationships

Establishes psychological safety and trust through enabling career coaching conversations between line manager and individuals.



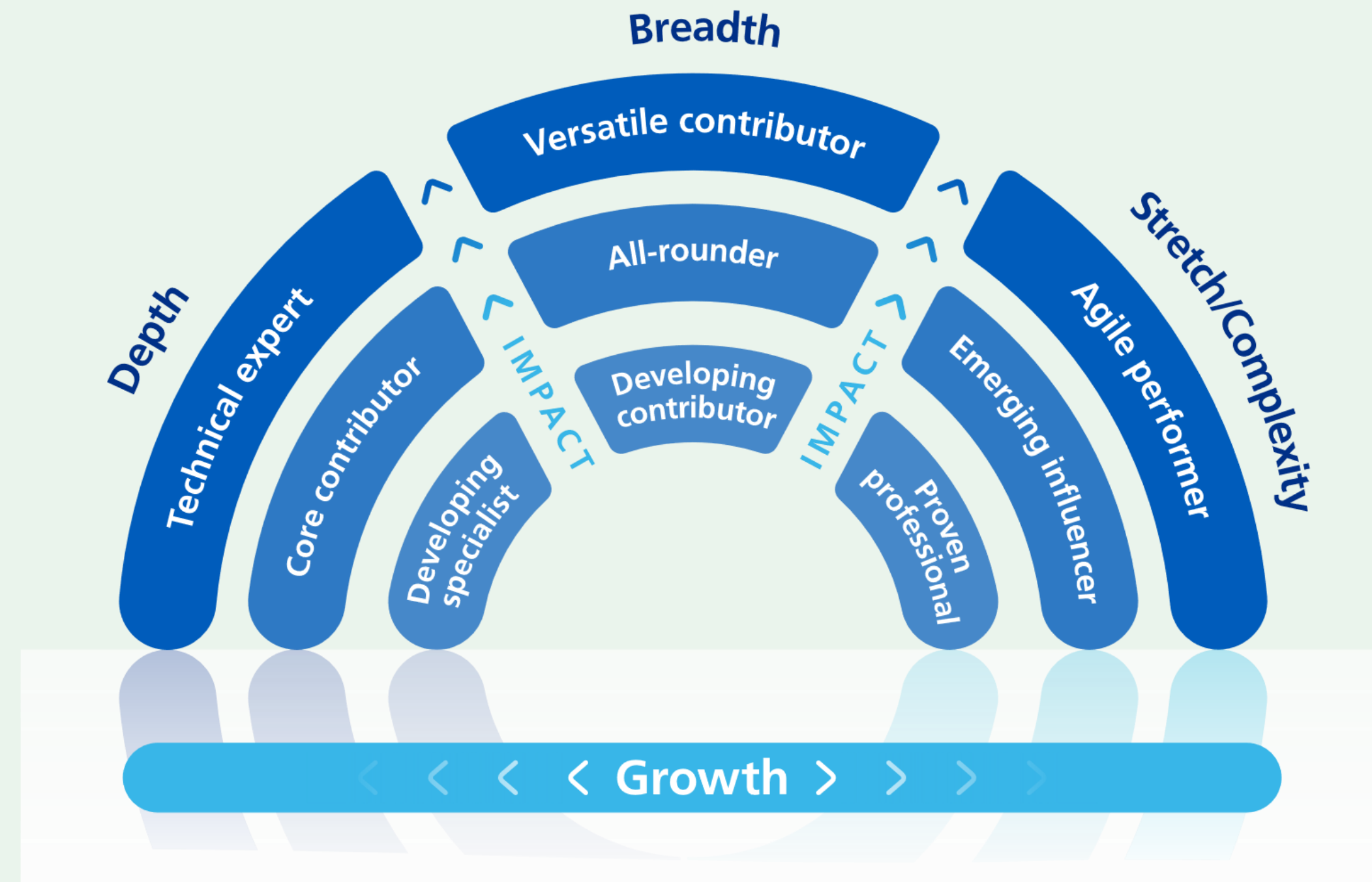
The Scope for Growth components

The Scope for Growth framework has three ambition categories.

Depth - expanding our people's expertise in their chosen specialism or field

Breadth - building out our people's careers into other areas

Stretch/Complexity - growing beyond current role, particularly around increasing complexity and leadership capabilities

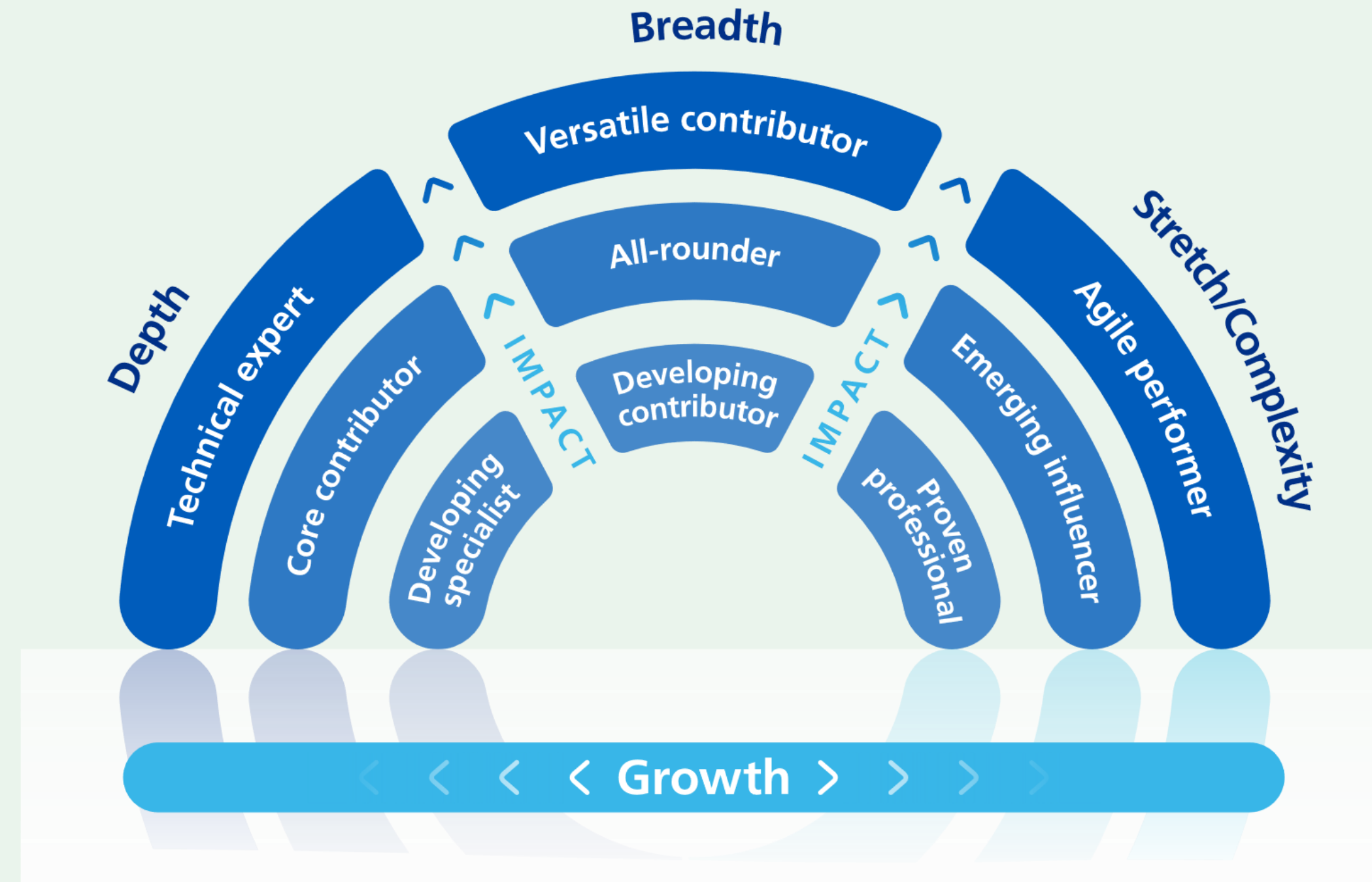


The Scope for Growth components

It also has two axes, **Impact** and **Growth**.

- + The **Impact axis** refers to an underlying capability, along with their contribution to their team, organisation, and wider stakeholders. Impact is both what individuals do and how they do it. Performance in role will influence this axis.
- + The **Growth axis** refers to an individual's personal ambition for growth across the three elements of depth, breadth and stretch/complexity.

Whilst the axes focus on impact and growth, another critical factor is individual aspiration. People may have the potential to grow or have greater impact but if their aspiration is to remain in the technical area of expertise or specialism, consolidate skills and knowledge, or simply do not want to consider a career move at that time, then this will be appreciated and accepted.





Putting it simply

Think about:

- + Where are you now in terms of the ambition category of Depth, Breadth or Stretch/Complexity?
- + Is this where you would aspire to be in the next 12-24 months?
- + Either consolidating skills or growing in impact?
- + If yes, then move to the more detailed descriptions in the ambition category
- + If not, then consider a different ambition category and try it out

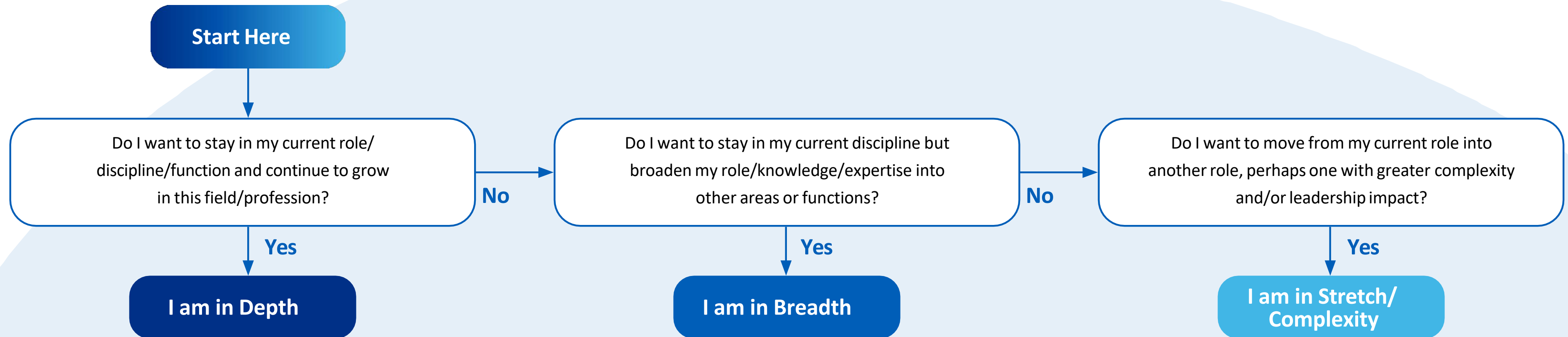
Remember:

- + You can discuss this with your line manager or coach to confirm your thinking
- + Consider your career development plan
- + This is a very personal journey and there is no right or wrong way to use the descriptions. You are in the driving seat of your career and will build plans based on very individual circumstances.

Finding my Scope for Growth position

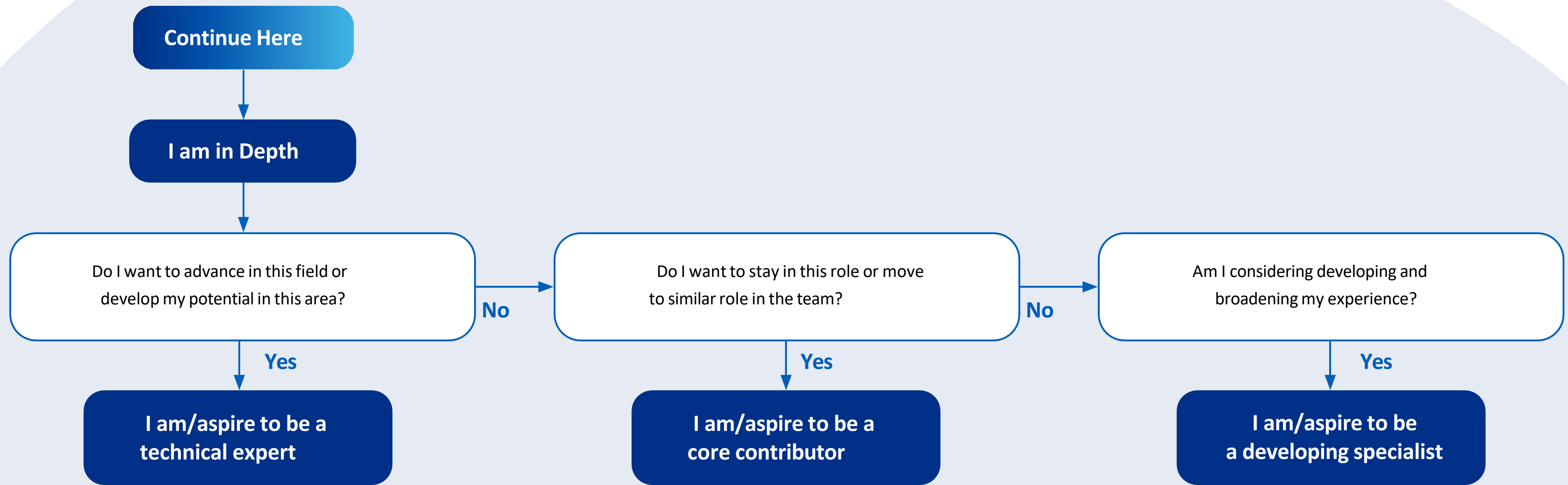
Use the chart below to identify which ambition category you are currently in and then continue to identify and understand your current level of impact.

Next, think about where you want to be in the next 12-24 months. Do you want to stay in your current ambition category and level of impact? Or move into a different category - if so, select another ambition category and identify and read the aspired level of impact. Continue until you have a clear idea of where you are now in terms of your Scope for Growth position and where you want to be in the next 12-24 months. Discuss your Scope for Growth profile with your line manager, coach or trusted colleague as part of your career conversation.



Depending on whether you agree 'yes' to Depth or Breadth or Stretch, click the ambition box to find the matching description.

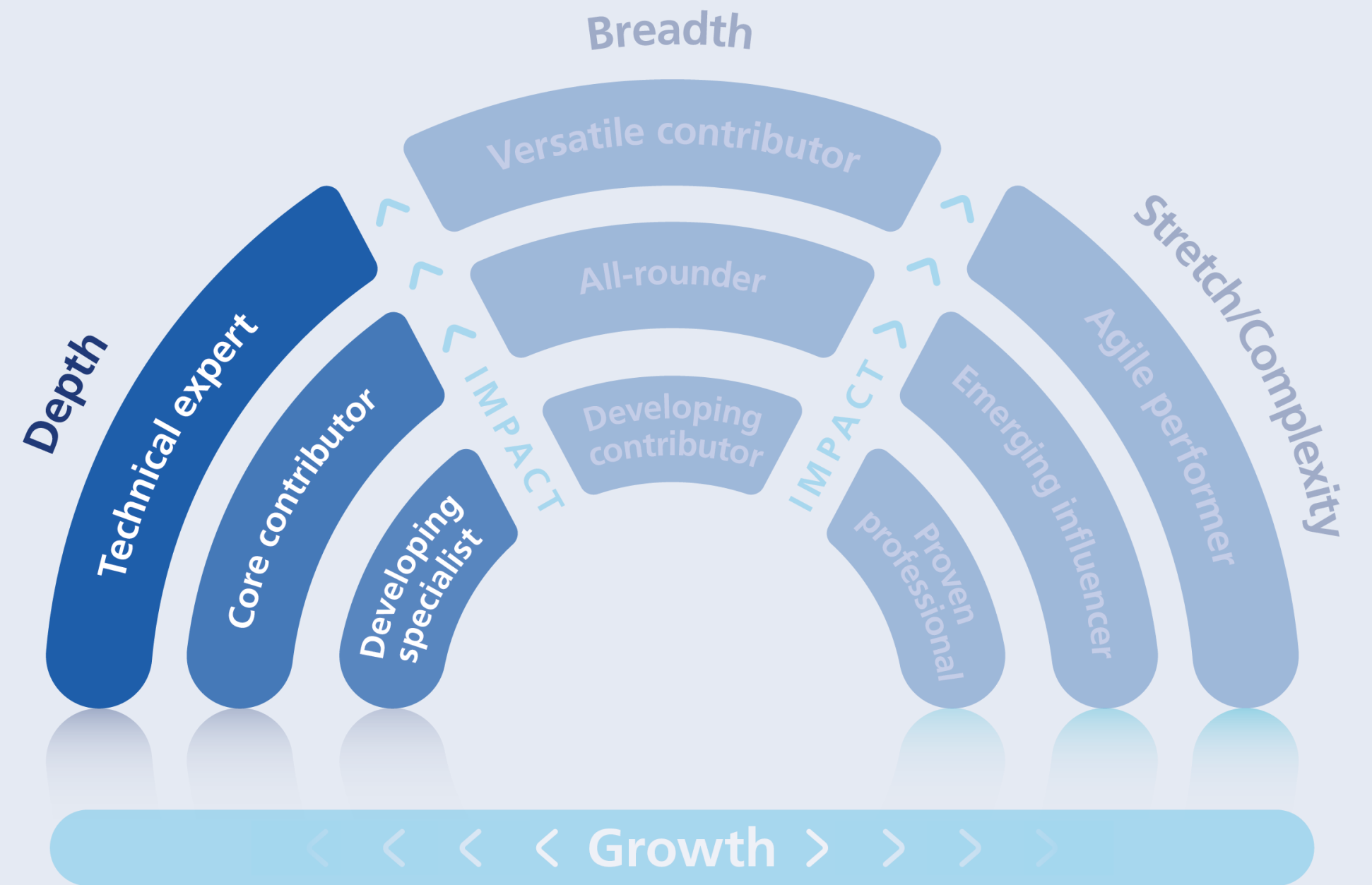
Finding my role in Depth



Decide if you agree 'yes' to technical expert or core contributor or developing contributor. Then review the associated role description in more detail on the Scope for Growth Framework to confirm your place.

Definitions: Depth

Depth is about expanding our people's expertise in their chosen specialism. They have a desire to advance in their professional field without increasing the scale or complexity of their role.



Depth

Technical expert

Impact:

- + Operating at a high level of impact in a technical and team environment
- + Embraces change an early adopter
- + Driving long term transformation in their area of expertise
- + Shares knowledge with others with technical learning
- + Is considered the go to person for their skill
- + Positive impact is consistently achieved and demonstrates technical capabilities
- + Potential to further develop in their current area of expertise e.g. Prefers to stay within their current specialism

Growth:

- + Potential to advance in their professional field
- + Could take a wider role if they develop their current potential and are determined to do so

Development:

- + Draft expert papers
- + Educate, develop and mentor colleagues
- + Senior mentoring/sponsor
- + Gain professional qualifications
- + Taken on external secondment
- + Champion knowledge sharing across area of expertise and share best practice
- + Present at national events & conferences, recognised for technical expertise.

Core contributor

Impact:

- + Operating well and consistently in current role
- + Growing impact in current area of expertise
- + Growing contribution to the organisation's/ team's goals
- + Demonstrates technical capabilities and is growing
- + Positive impact
- + Potential to develop in their current role

Growth:

- + Ability, desire and commitment to move into a different role of current size or complexity within the same team or discipline, or happy to stay with current role

Development:

- + Increase NHS/system exposure and networks externally
- + Technical knowledge and skills development
- + Mentoring
- + Internal secondment/move
- + Learning and development via Leadership Academy/Regional/system and organisation offers.

Developing specialist

Impact:

- + Developing impact in current area of expertise, developing technical capabilities and awareness of impact on others
- + Possibly new to role or for whom the fit to role is not a good match
- + May need to deepen knowledge and skills to create an impact or require time to settle into role

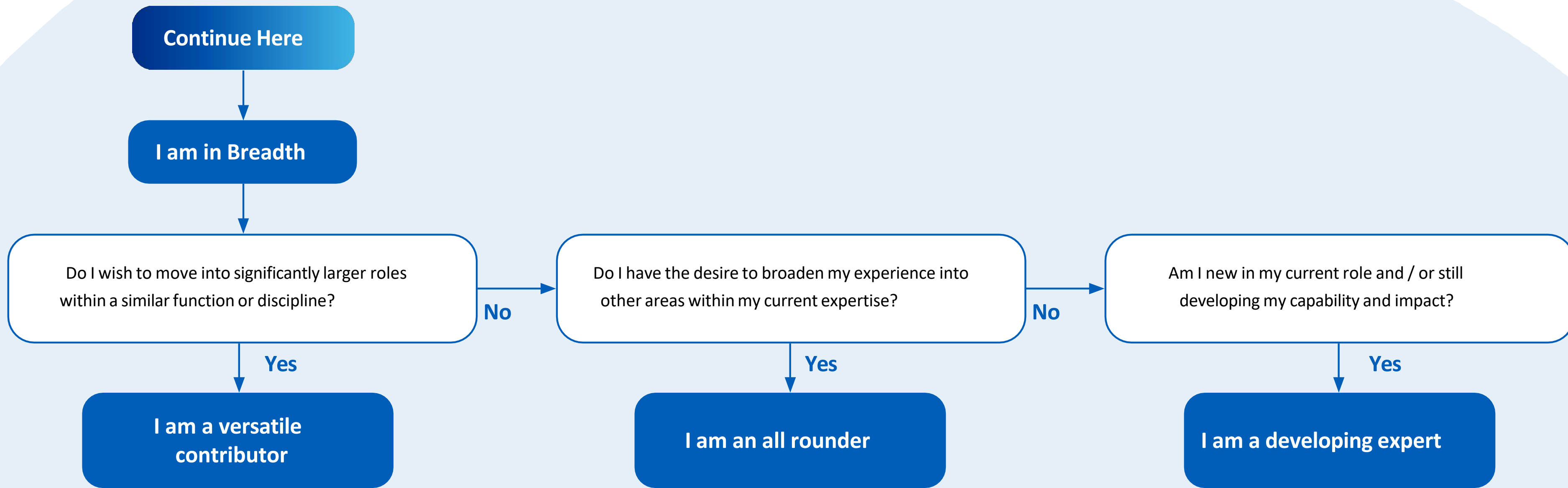
Growth:

- + Not known at this time

Development:

- + 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.

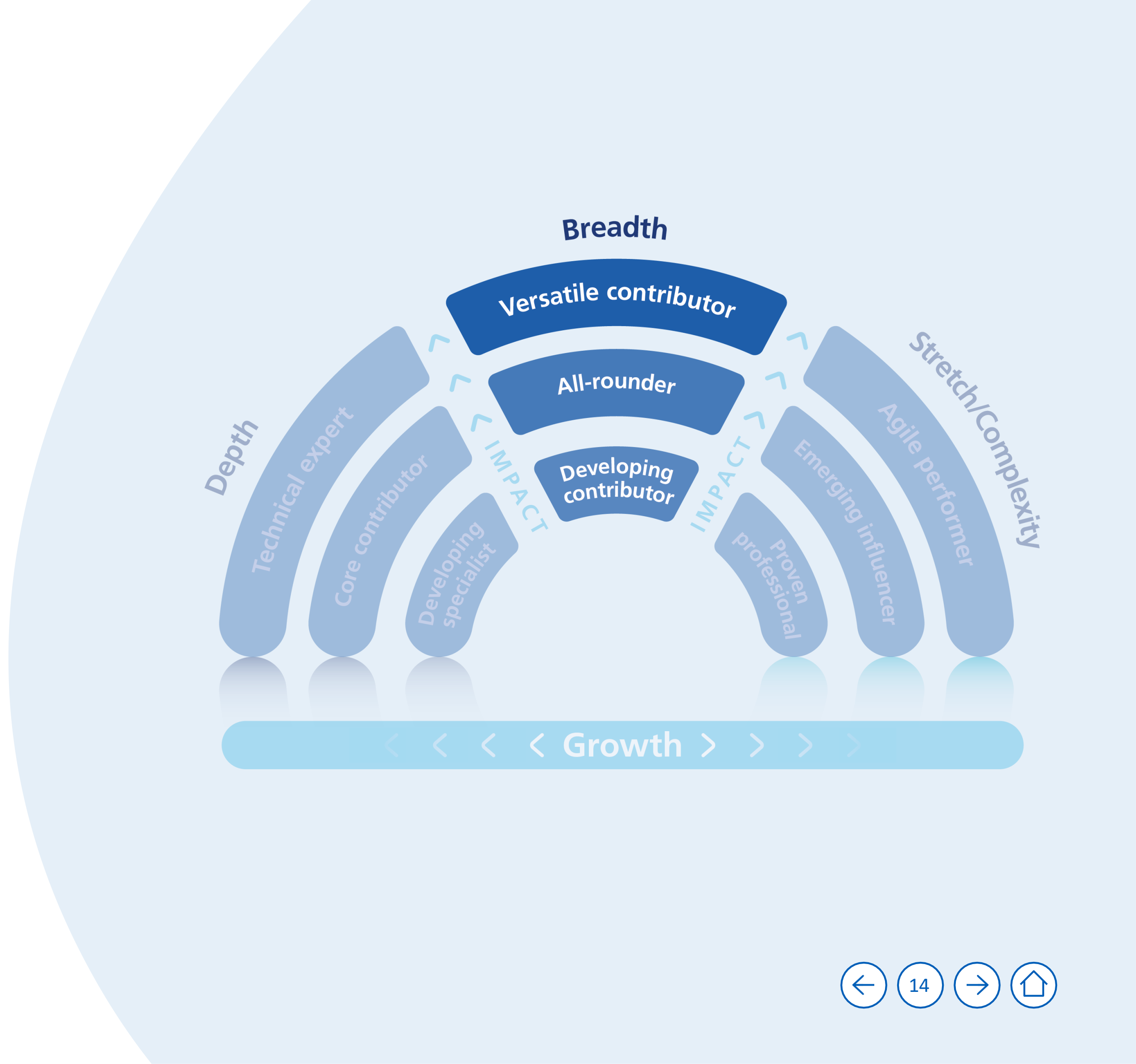
Finding my role in Breadth



Decide if you agree 'yes' to versatile contributor or all rounder or developing expert. Then review the associated role description in more detail on the Scope for Growth Framework to confirm your place.

Definitions: Breadth

Breadth is about building our people's careers beyond a single specialism. They have a desire to move into larger or more complex roles within a similar function or discipline.



Breadth

Versatile contributor

Impact:

- + Operating at a high level of impact in a technical and team environment
- + Significant impact in current area of expertise
- + Actively shares building skills and technical knowledge with others
- + Is considered the lead for their particular skill
- + Positive impact is consistently achieved and demonstrates technical capabilities
- + Potential to further develop in their current expertise area
- + Works across other organisational areas

Growth:

- + Showing exceptional ability, desire and commitment to move into significantly larger roles or more complex roles within a similar function or discipline as now
- + Consider broadening to wider roles in the future

Development:

- + Take on cross function/organisation/system projects
- + Undertake management/leadership development to improve capacity and capability
- + Senior mentoring /sponsor
- + Take on external secondment
- + Strategic project accountability
- + Increase exposure to wider strategy and transformation
- + Gain professional qualifications
- + Get to know counterparts in other NHS, Health & Social Care & other aligned sectors
- + Increase understanding around governance and assurance
- + Champion knowledge sharing across wider teams/organisation and share best practice to prevent silo working

All-rounder

Impact:

- + Operating well and consistently in current role
- + Growing impact in current area of expertise
- + Growing contribution to the organisation's goals
- + Demonstrates technical capabilities, personal strengths and has an increasing positive impact
- + Potential desire to broaden experience

Growth:

- + Potential to broaden experience in other areas, related to their current expertise.
- + Showing strong ability, desire and commitment to move into significantly larger roles or more complex roles within a similar function or discipline as now

Development:

- + Take on projects outside current team or function
- + Increase NHS/system knowledge and networks externally
- + Mentoring
- + Internal secondment/move
- + Learning and development via leadership academy/region/local system/organisation.

Developing contributors

Impact:

- + Developing impact in current area of expertise, developing technical capabilities and awareness of impact on others.
- + Possibly new to role or for whom the fit to role is not a good match.
- + May need to deepen knowledge and skills to create an impact or require time to settle into role

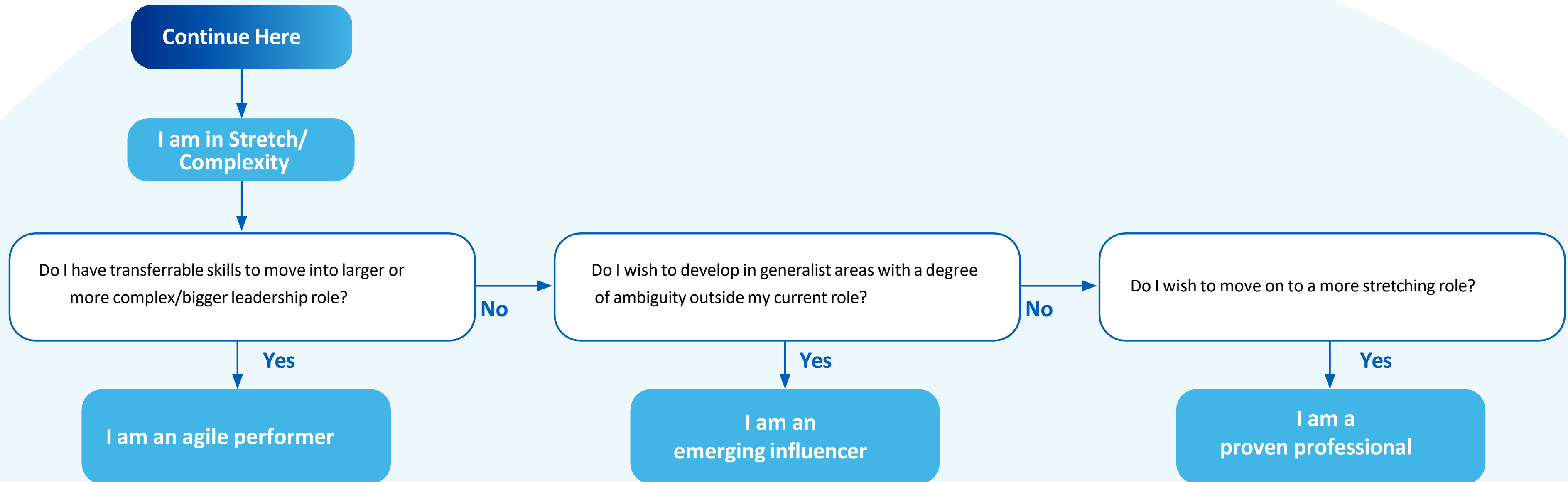
Growth:

- + Potential to develop into other areas
- + Potential desire to broaden experience
- + Expected to have an impact in the future and shows the ability, desire and commitment in their current role
- + Demonstrates a good understanding of team organisational strategic objectives and values

Development:

- + 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.

Finding my role in Stretch/Complexity

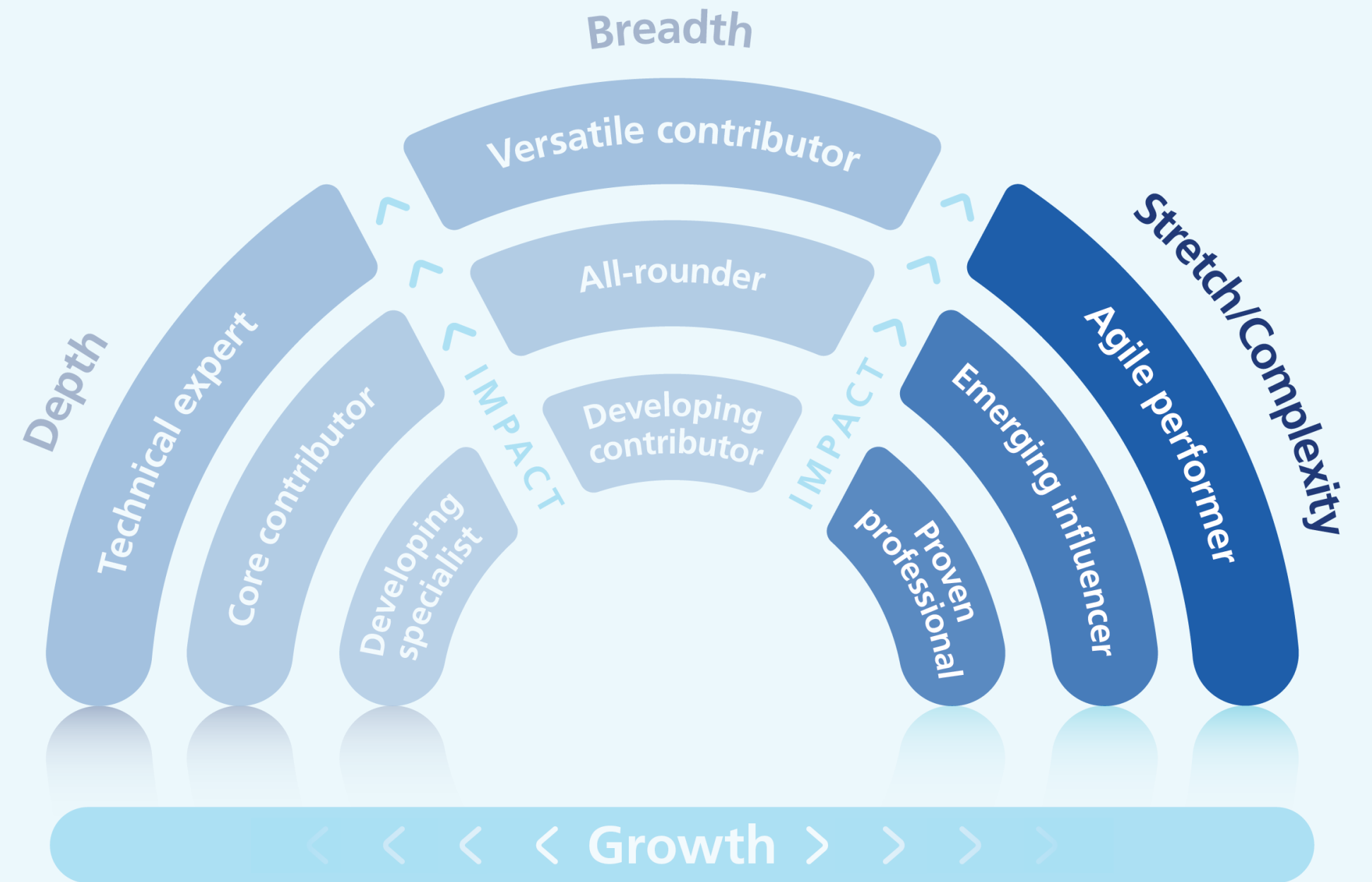


Decide if you agree 'yes' to versatile contributor or all rounder or developing expert. Then review the associated role description in more detail on the Scope for Growth Model to confirm your place on the model.

Record where you have placed yourself on the Scope for Growth model in your reflection journal and discuss this with your line manager during your career conversation.

Definitions: Stretch/Complexity

Stretch/complexity refers to people growing beyond and surpassing their current role and expectations. They have the desire to move to positions of greater complexity and influence, and increasing in leadership scale and capabilities.



Stretch Complexity

Agile Performer/Future Potential

Impact:

- + Significant impact in multiple areas of expertise and across the organisation
- + Significant impact on the overall organisation's goals
- + Positive impact and role model of inclusion, NHS's constitution and values, personal strengths and leadership capabilities

Growth:

- + Showing exceptional ability, desire and commitment to move into significantly larger or more complex/bigger leadership role with the transferrable skills to potentially move into other parts of the organisation as well as within their current function
- + Determined to seek involvement in a wide range of challenges outside specialism and/or move to wider and more complex roles

Development:

- + Formal leadership development to improve capacity and capability
- + Increase leadership impact (e.g., motivate and deliver change and through other people)
- + Active in external networks
- + Senior mentoring/coaching/sponsor
- + External secondment
- + Strategic project accountability
- + Increase exposure to wider strategy and long-term transformation
- + Improve understanding of national agenda and the political context outside current organisation into partnerships and wider communities
- + Gain wider leadership experience/accountability
- + Increase understanding around governance and assurance
- + Gain experience in delivering high-quality and sustainable outcomes.

Emerging influencer/ Emerging Potential

Impact:

- + Operating well and consistently in current role
- + Growing impact in current area of expertise
- + Growing contribution to the organisation's goals
- + Demonstrates technical capabilities, personal strengths and values and has an increasing positive impact

Growth:

- + Potential to develop in generalist areas, with a degree of ambiguity, outside current role
- + Determined to seek involvement in a range of challenges outside specialism and/or more to stretching roles

Development:

- + Consolidate advanced knowledge and experience in current role
- + Apply best practice to continue to develop internal and external networks
- + Acting up opportunities
- + Mentoring/coaching/sponsors
- + Improve understanding of the wider service at national, regional and local levels
- + Build strategic longer term thinking (i.e. broad not narrow)
- + Take on organisation-wide responsibilities

Proven Professional/ Stretch Potential

Impact:

- + Developing impact in current area of expertise, developing technical capabilities and awareness of impact on others
- + Possibly new to role or for whom the fit to role is not a good match
- + May need to deepen knowledge and skills to create an impact or require time to settle into role

Growth:

- + Desire to move onto stretching roles
- + Determined to seek involvement in a range of challenges outside specialism and/or move to other roles
- + Expected to develop to perform in future and shows the ability, desire commitment and transferable skills to move into other parts of the organisation as well as within their current function
- + Proven entity in current and past roles, potential to apply impact

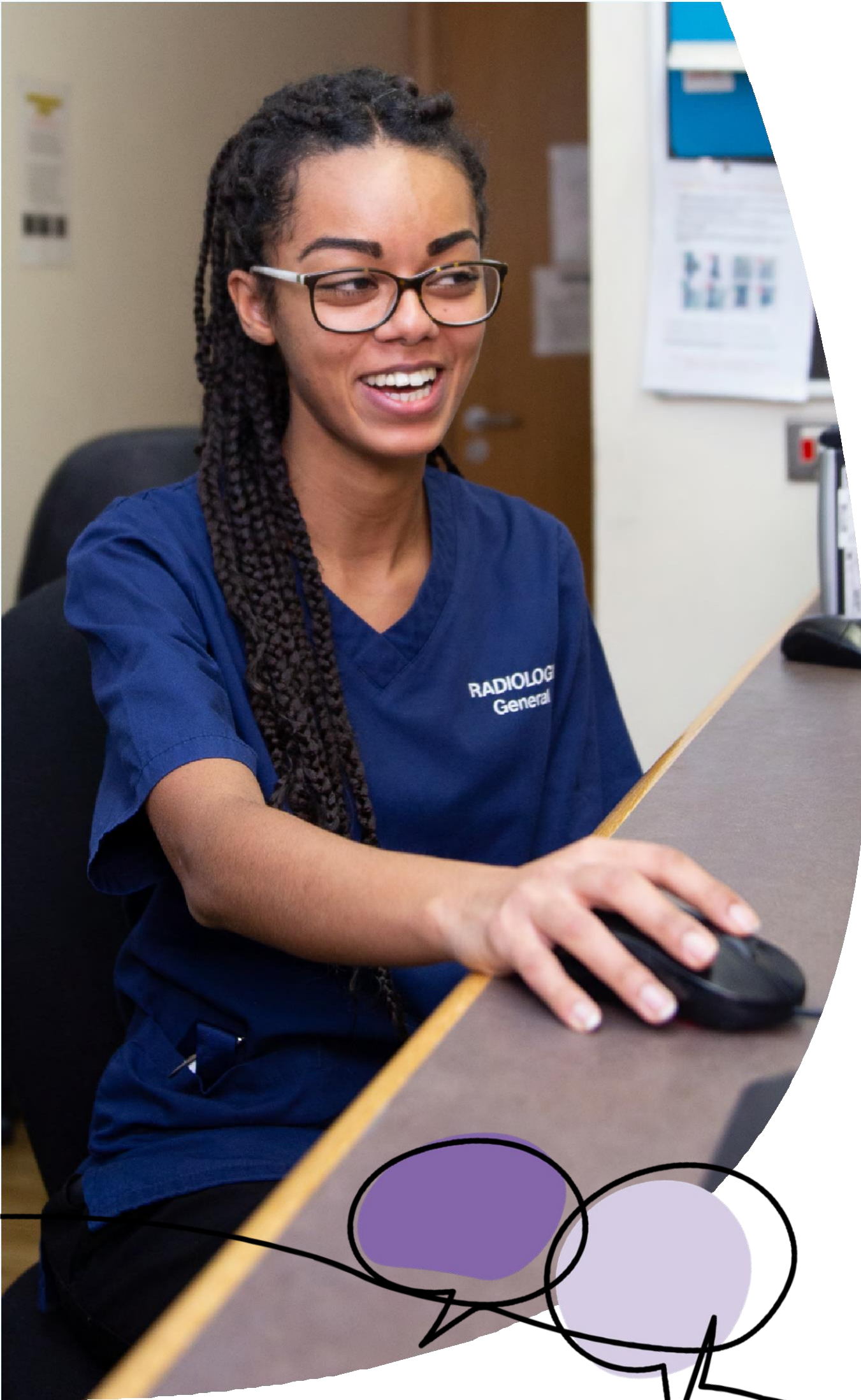
Development:

- + Proactively build external networks in new field/level
- + Coaching
- + Develop higher level capabilities/insight
- + Develop impact and influence skills with more senior stakeholder groups.

! Key points to remember

- ! Your aspirations and career development plans are unique to you
- ! By using the Scope for Growth reflection journal you will be able clarify and confirm your career aspirations, which will make it easier to find your place on the Scope for Growth framework
- ! All aspirations are valued, whether you are fast tracking into more senior roles or consolidating skills and knowledge and not considering a career move at this time
- ! Aspirations do change over time and it is helpful to revisit your Scope for Growth - career conversation and position on an ongoing basis





Your questions ... answered

Q. Can I be in more than one ambition category?

A. You may identify with more than one description. It is recommended that you select a preference to prioritise as this will help you to create a focussed and achievable career development plan. You may have shorter time frames than 12-24 months and can revisit your plan and have more regular talent conversations.

Q. Do I have to progress across each ambition category in a particular order?

A. No. The framework is flexible. Where you position yourself will be decided by your personal reflection and career conversations.

Q. What if I am happy in my current role and want to stay where I am?

A. That is absolutely fine. If you are happy in your current role, that will be respected and appreciated. You are in the driving seat of your career. The Scope for Growth framework is designed to help you create a development plan that meets your needs.

