

2024

# MECCA

GROW YOUR CAREER  
Development Planning Guidebook

*mecca*

# Introduction

## Development Planning Guidebook

This guidebook is designed to support you in understanding the development planning process and the role you play in growing your career at MECCA. It provides a step-by-step process to help you, with the support of your manager, to develop (competencies, technical skills, behaviours) in line with the 70/20/10 model.

## Core Competencies

At MECCA, our core competencies outline the essential knowledge and skills needed for success in every role within our business. This guidebook, along with [MECCA's core competencies](#), provide a comprehensive framework for understanding your strengths and identifying opportunities for growth.

## Career Development Plan

We know development and career growth is personal and means something different to each of us. Using this guidebook, MECCA's core competencies and the career development template (IDP) will help you to tailor a plan that meets your career objectives – whether that's about mastering your skills and competencies in your current role, or to achieve your longer-term career aspirations.



# Performance + Growth

- MECCA's Living Values (the 'how')
- Objectives and big rocks (the 'what')

- MECCA's Core Competencies



# Creating your development plan

1

## Identify strengths and development areas

- ❑ Assess your own performance against library of tools and resources: Core Competencies, Position Descriptions, MECCA's Living Values
- ❑ Seek feedback from Manager

2

## Prioritise development areas

- ❑ Align with Manager the areas to focus on
- ❑ 2-3 focuses at a time
- ❑ Prioritise areas that will enhance job performance and/or drive career development

3

## Set clear SMART goals and agree on them with your manager

- ❑ Set development goals – SMART
- ❑ Short-term – preferably within a month period of longer for career development

4

## Create a development plan

- ❑ Identify development activities that will drive achievement of development goal
- ❑ Reflect 70/20/10 model
- ❑ Identify resources and support
- ❑ Any obstacles?

5

## Implement and review plan

- ❑ Implement plan
- ❑ Review regularly
- ❑ Adjust plan if required
- ❑ Take responsibility for making it happen



# You're in the driver's seat of your own development

## Your role:

- Steer your own career path by taking initiative and seeking learning opportunities
- Align on development goals with your manager
- Be open and clear about what you'll commit to
- Make time for your development
- Proactively ask for support when needed
- Attend regular check-ins with your Manager
- Maintain a growth mindset
- Seek out and remain open to feedback
- Follow through on commitments

## Your manager's role:

- Know the team members strengths, development areas and career aspirations
- Drive self-awareness by helping team members understand their skill or knowledge gaps
- Create alignment of expectations - provide a sense check what's realistic
- Empower your people to grow and take on new challenges that will enable them to grow
- Schedule regular review meetings
- Provide open and honest feedback

# 1. Identify strengths and development areas

- Assess your own performance using a range of tools and resources:
  - Competencies
  - Position Descriptions
  - MECCA's Living Values
- Seek feedback from your manager



# Step 1: Identify strengths and development areas

As you think about your personal development, you can evaluate your strengths and opportunities by using a number of tools including:

- Core competencies
- MECCA's Living Values
- Position descriptions (Technical skills)
- Feedback you've received

The following pages provide detail on our core competencies at MECCA and further detail on each role level is outlined in the MECCA Core competencies document [MECCA's core competencies](#).

MECCA's core competencies are:

- Learned skills that can be applied at all levels of the organisation
- When demonstrated well they drive high performance and business success
- Provide greater clarity on what you need to be able to demonstrate regardless of role/department





# MECCA's core competencies

## Plans and acts strategically

This is all about understanding the big picture and being able to identify potential opportunities and challenges and develops clear and compelling strategies or action plans that are aligned to MECCA's BHAG.

## Service obsessed

The customer is everything. So, we're driven by building strong customer (both internal and external) relationships and delivering customer centric solutions.

## Creative and innovative

Finds commercial, creative solutions to meet MECCA's Triple Bullseye - good for our customers, our brands and our team. Is super passionate about finding new and better ways to do this and brings this out in others.

## Manages ambiguity and embraces change

Is resilient, composed, adapts positively to change, can get things done despite challenges, all while maintaining performance in high-pressure and uncertain environments.

## Drives results

Is spirited and tenacious, consistently achieving greatness, even in tough circumstances. Takes responsibility for their own performance and outcomes.

## Communicates effectively

Builds relationships by networking, communicating, influencing and finding alignment with customers, brands and stakeholders in a way that inspires others to act and consider different perspectives.

## Works collaboratively

Builds partnerships and works jointly with others to meet shared goals in a way that's inclusive of everyone's diverse ideas to achieve results.

## Growth and development

Is always growing through self-awareness, emotional intelligence and education – taking true ownership of their own and others' development.

# Core competency levels

Each of the role levels outlined in the competencies are cumulative and all team members are expected to demonstrate the competencies outlined in Level 1. This means that team members at Level 2 are expected to demonstrate competencies outlined in level 1 and 2, and so on. Here are some indicative roles per competency level:

| LEVEL 1     | LEVEL 2       | LEVEL 3        | LEVEL 4         |
|-------------|---------------|----------------|-----------------|
| Associate   | Lead          | Senior Manager | General Manager |
| Coordinator | Senior        | Head Of        |                 |
| Junior      | Manager       |                |                 |
| Specialist  | Team Lead     |                |                 |
| Analyst     | Product Owner |                |                 |
| Designer    |               |                |                 |





# Strengths and development areas – Competencies

Reviewing MECCA's core competencies, you can assess how well you're currently performing against your role level. A competency strength is a competency demonstrated at or above your current role level. A development area is a competency demonstrated below your current role level.

To help with you with this process, self-review your role level in each of the competencies and ask yourself:

1. Which competencies are you consistently performing within your current role?
2. Which competencies are you performing inconsistently or there are gaps/opportunities?

Complete the self-assessment (on the next page) to prepare to discuss your development plan with your manager.



# MECCA' S CORE COMPETENCIES

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## Communicates effectively

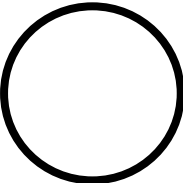
Builds relationships by networking, communicating, influencing and finding alignment with customers, brands and stakeholders in a way that inspires others to act and consider different perspectives.

## Works collaboratively

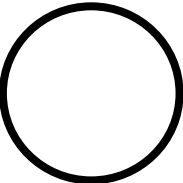
Builds partnerships and works jointly with others to meet shared goals in a way that's inclusive of everyone's diverse ideas to achieve results.

## Growth and development

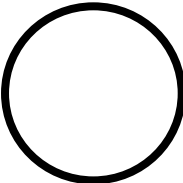
Is always growing through self-awareness, emotional intelligence and education – taking true ownership of their own and others' development.



I'm really good at this – it's a strength



I'm pretty good, but there's always room for improvement

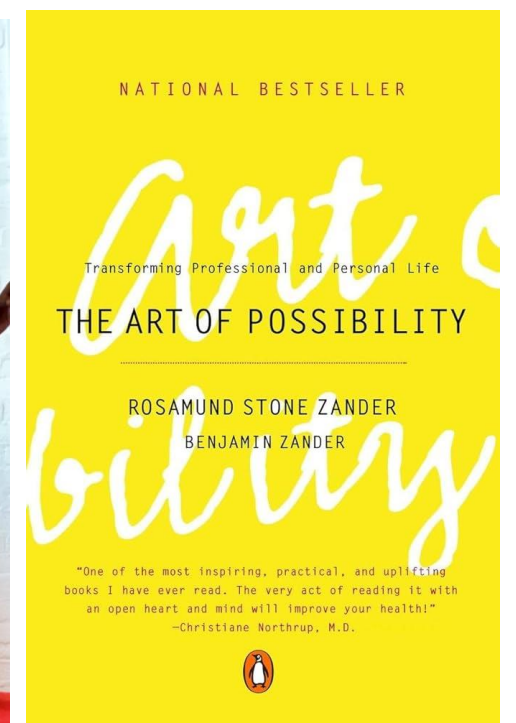
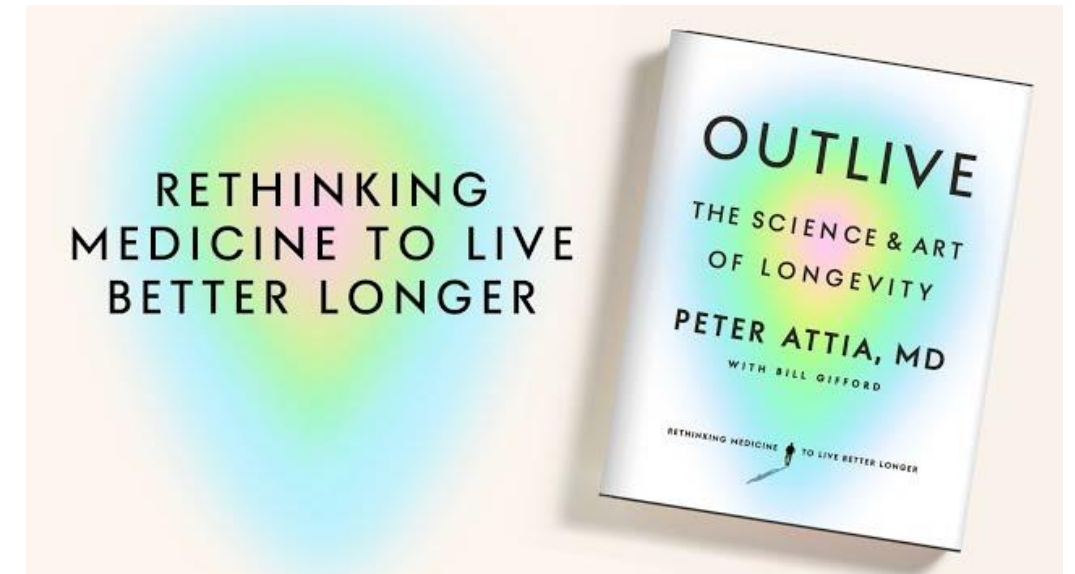
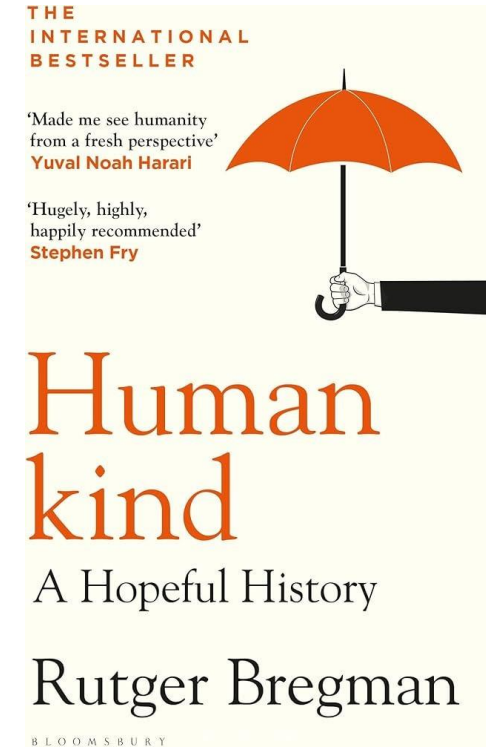
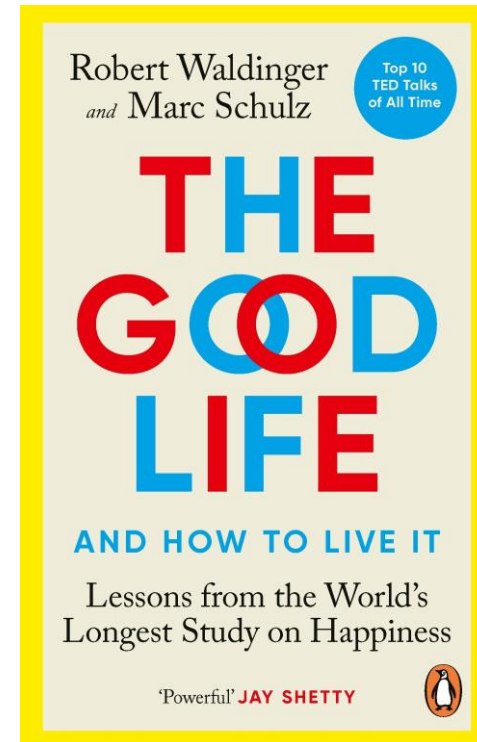


I need to work on this one – it's a development opportunity

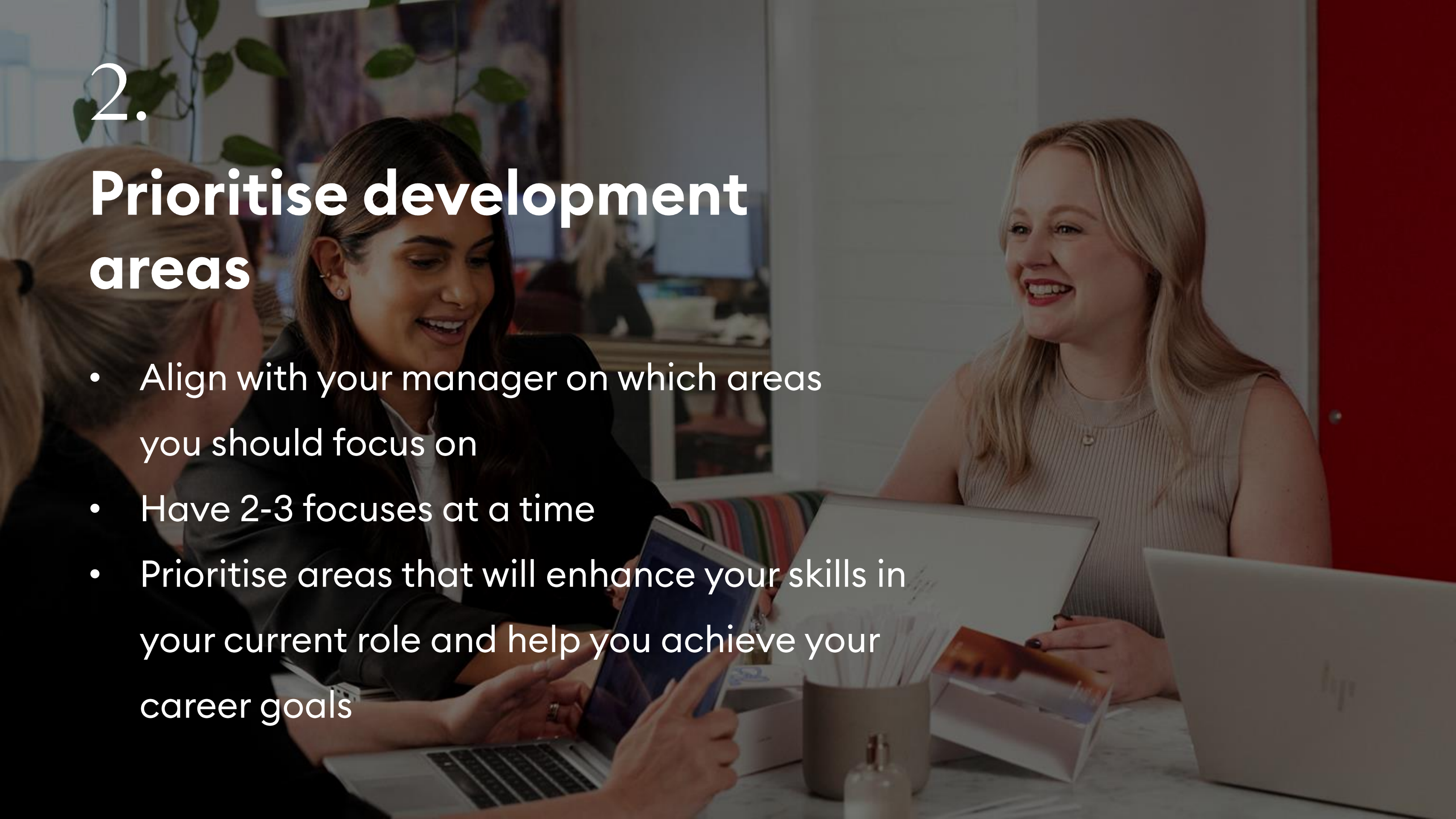


# Core competencies are just one tool

There are a number of sources you can get inspiration from to help you identify your strengths and development areas





A background image showing three women in an office environment. They are gathered around a desk with laptops, looking at a screen and smiling. The image is dimmed to serve as a background for the text.

2.

## Prioritise development areas

- Align with your manager on which areas you should focus on
- Have 2-3 focuses at a time
- Prioritise areas that will enhance your skills in your current role and help you achieve your career goals

# Step 2: Prioritise development areas

In discussion with your manager, identify two to three areas that are most important to focus on over the coming months, and will help you achieve your big rocks and/or goals set. Here are some points to consider:

- The primary focus of development should be on areas that will enable you to perform even better in your current role. Once you are comfortable that you are demonstrating competencies at the required level, it is time to start thinking about developing competencies which will be required in future roles – ‘career aspirations’.
- Make sure you’re realistic about what’s achievable. Try to limit your development areas to a small number (2-3) rather than a long list of focus areas. Think also about how easy or difficult they are to achieve.
- You may choose to develop a competency, even though it is a strength as it could be key to achieving business results, or if operating at a higher level will be important in a future role.
- The questions outlined below will also assist in preparing for the prioritisation discussion you will have with your manager.

## Prioritisation discussion questions:

- Based on the assessment of your current performance against the competencies (reflect also on recent reviews and manager feedback) what are your areas of strengths? Where are the opportunities?
- Review your big rocks – what do you need to deliver on your goals and enable you to perform even better in your current role?
- What roles do you aspire to in the future? Short-term (2 years) to long-term (5 years)
- Given the above, which competencies do you feel it is important for you to develop over the next year?
- Which competencies are you energised to focus on?
- Which competencies do you feel least energised about developing?
- If you were to pick 2-3 areas for development, what would they be?



A photograph of two women in an office environment. The woman on the left, with blonde hair, is wearing a grey blazer and a dark turtleneck, smiling warmly while looking at a laptop. The woman on the right, with dark hair, is seen in profile, wearing a light-colored top and looking towards the first woman. They are seated at a wooden desk. In the background, there is a large wooden bookshelf filled with books and decorative items, and a red cabinet with drawers. The overall lighting is soft and professional.

3.

## **Set clear, SMART goals and agree on them with your manager**

- Set development goals using the SMART framework



# Step 3: Set clear, SMART goals

Once you have agreed on the areas that you would like to develop, it is now time to identify the specific development goal for each of them. It is important that you can write your goal down and be specific about what you want to achieve. By doing this, you are more likely to achieve it! We've included two examples of SMART goals on the following pages.

## Setting SMART development goals

**Specific** – you and others understand what it is. You are clear on what this will look like in action. Think about what you move “from” and move “to”

**Measurable** – you should be able to tell whether or not you have achieved this

**Attainable** – challenging but achievable

**Relevant** – should relate to your long-term career goals, annual objectives or big rocks

**Time bound** – set a start and end date to encourage yourself to reach it and with a deadline





Over the next quarter (Oct – Dec) I will improve comfort dealing with uncertain situations or changing priorities by leading x project effectively and with feedback from my manager/project manager

**S**

**Specific**

Comfort dealing with uncertain situations or changing priorities

**M**

**Measurable**

Successfully lead/contribute to x project - feedback from Manager/Project Manager on quality decision making and flexibility in adjusting key priorities when required

**A**

**Attainable**

This goal is achievable

**R**

**Relevant**

Relates to Quarterly big rock set - completion of x project

**T**

**Timely**

Start 1 Oct end 31 Dec

Over the next three months, I will improve my communication skills specifically in relation to active listening and presenting information concisely, obtaining feedback from two peers to ensure clear and effective interactions

S

Specific

I want to enhance my communication skills by improving my active listening and clarity in conversations.

M

Measurable

Receiving feedback from at least two peers about my communication effectiveness.

A

Attainable

This goal is achievable

R

Relevant

Improving my communication skills will enhance team collaboration, reduce misunderstandings, and contribute to more productive and effective interactions with peers and clients

T

Timely

3 months



A man and a woman are sitting at a desk in an office, smiling and looking at their laptops. The man is wearing a light blue button-down shirt and a black watch. The woman has long, curly brown hair and is wearing a dark top. They are both looking at their laptops, which are open on the desk. The background shows a wooden wall and a framed picture.

4.

## Create a development plan

- Identify development activities that will help you achieve your goals
- Use the 70:20:10 learning model
- Identify resources and support
- Any obstacles?

# Step 4: Create a development plan

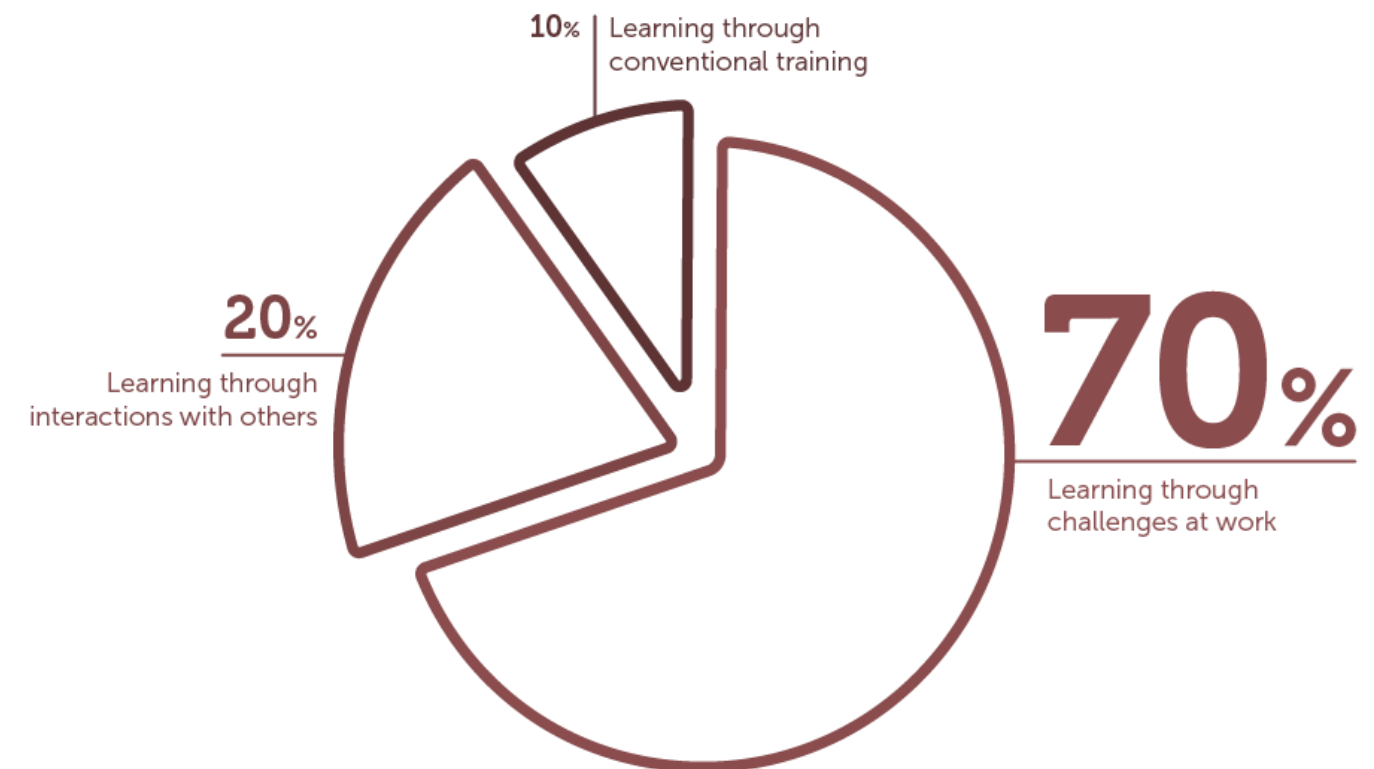
It's now time to explore and identify a range of development activities that are most likely to drive achievement of the development goal. You should select a balance of learning activities and a range of blended learning solutions, this will ensure that your plan incorporates the 4 modes of learning: learning by doing, learning from others, reflecting and learning in a structured setting.

## How adults learn

Training and development methods where the learner applies new information and methods in the workplace to a real-life problem is very effective. It is often difficult for learners to translate discussion about simulated situations (e.g. case studies) back to the workplace. On the job training can be very powerful when complemented with new information and methods, and time for reflection.

The diagram illustrates the 70:20:10 model that describes how adults learn new behaviours and concepts:

- 70% of learning comes from experience, experiment and reflection on the job e.g. completing daily tasks, problem solving and regular practice.
- 20% of learning through others – interaction. Coaching, feedback, mentoring, observing, and shadowing (exposure to others)
- 10% of learning comes from formal training, whether classroom, workshop or e-learning





# 70:20:10 learning model

## Education

- External training sessions and conferences
- Workshops and seminars
- eLearning through MECCAversity or LinkedIn Learning
- Books, newspapers, articles
- Podcasts
- Certifications and further qualifications

10%  
Structured  
learning

## Exposure to others

- Seeking a mentor
- Role shadowing someone who is effective in your development areas
- Networking – using your contacts to discuss ideas and share experiences
- Peer coaching and collaboration
- Ask for feedback
- Develop/coach/train others

20%  
Social  
learning

## Experience on-the job

- Build skills in your current role
- Complete stretch assignments
- New projects and tasks
- Be observed and ask for feedback
- Cross-functional assignments
- Daily problem solving and reflection

70%  
Self-directed  
learning

Tip: Always combine educational based development actions with experience-based actions



# My Individual Development Plan

My career goals

What are my career aspirations over the next 2years?

Talents or Strengths (2-3)

My key talents and strengths that I can use to my advantage and continue to focus on

Development Opportunities (2-3)

What I want to focus my development on (skills, behaviour, experience)

## My development plan

| What I want to learn                        | What I will do to achieve this (70/20/10)          | Target date for completion                        | The resources or support I need                | How I will measure success                                                   |
|---------------------------------------------|----------------------------------------------------|---------------------------------------------------|------------------------------------------------|------------------------------------------------------------------------------|
| What is the specific development goal/need? | What activities will I do to develop in this area? | What is my target date to complete the activities | Who can support me? (e.g. line manager, peers) | What will be the impact of learning this skill or developing this behaviour. |
|                                             |                                                    |                                                   |                                                |                                                                              |
|                                             |                                                    |                                                   |                                                |                                                                              |
|                                             |                                                    |                                                   |                                                |                                                                              |





5.

## Implement and review plan

- Set up regular meetings with your manager to keep your development goals front of mind
- Work with your manager to adjust your workload to make space for on-the-job development
- Create time for reflection and feedback
- Keep it fresh! Make changes and updates, and re-prioritise goals if needed