



iDevelop

Your discussion guide for Employees and Managers

April 2020

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01

Your career development

At Ipsen, we are all Talent!

Every day is a learning experience and it is up to you to boost your own professional development and catch any opportunity to grow.

Adopt the One Ipsen
way of being

WE

SHARE

AND

LEARN

EVERY

DAY

- Be **proactive** in learning from each other and through experiences
- Listen and be **open** to views and needs of all external stakeholders
- Seek transformation through innovation
- Innovate

Time to act on your development

At Ipsen, we are all Talents. Each employee deserves a development plan to have the opportunity to grow and make everyday a learning experience.

Because development is a journey and not a destination, we empower all our employees to define their own development plan, according to their personal aspirations and professional ambition.

The Development plan & Talent data allow to:

- Set clear aspirations & career interests for each employee
- Set dedicated time to discuss with the manager to help each employee to grow and unleash his/her potential at Ipsen
- Get an overview of his/her assets and strengths to clearly determine what would be his/her next role
- Identify gaps for the next role to establish concrete action plan to be followed up
- Become more visible to leaders & HRs and benefit from new opportunities

The development discussion

Every year, the development campaign is the right time to reflect, discuss and act on your development together with your manager.

Roles & responsibilities:

A development plan is a partnership owned & led by the employee, challenged & supported by the manager.

The development plan meeting discussion:

The plan begins to come alive during the development plan meeting. In this meeting the employee and manager discuss and refine the ideas they have prepared before the meeting, and talk about development within the current job, and possibilities for future career development.

The output from the discussion is a refined development plan with needs and actions spelled out that will allow the employee to grow in directions of interest, while contributing to the needs of the organization.

Together, the employee and manager create a plan the employee can act on and the manager can support.



**The development plan campaign
is running from April 1st to August 31st 2020**



02

Ipsen

Learning model



We use the 70:20:10 model to help all our employees perform at the speed of our business, by integrating learning into employee's daily workflow, illustrating the fact that we recognize our employees learn anywhere, at any time, mostly from their work and from others.

We believe structured formal learning is important, but it is not the only way, or even the main way in which our employees achieve high levels of performance.

Ipsen Learning model - 70:20:10



Find concrete examples
in the appendice – Chapter 4

At Ipsen we instill a culture of ‘Experiential learning’ – learning by doing – focusing on the 70 & 20!



70%

Learning by doing

70% of learning comes from experience, experiment and practice:

- Taking on short-term assignments
- Undertaking special projects



20%

Learning through others

20% derives from working with others (social learning):

- Mentoring
- Coaching
- Joining communities of practices



10%

Learning through courses

10% comes from formal learning courses and training programs:

- Online/digital learning
- Formal F2F courses



03

How to complete my development plan?



- 3.1 Update your Talent data
- 3.2 Seek for feedback
- 3.3 Prepare your discussion upstream for employees and managers
- 3.4 Formalize in iPeople HR system

3.1 Share your potential: update your Talent data

What are the benefits?

- **As an EMPLOYEE:** master your own data, feed with relevant information to be shared throughout the year and maximize opportunities and find or be considered for your next role and to grow all along the year
- **As a MANAGER:** know your employee and your team. Manage with full vision and become a Talent Builder
- **For HR:** identify future leaders, successors, onboard in Leadership pathway at all level of the organization



Your Work experience

Record* here your overall management “Work Experience”, if applicable, by choosing from the six categories available:

- 1) Financial Budget;
- 2) Geographical Perimeter;
- 3) Level of Management;
- 4) Mentor / Coach;
- 5) Number of Direct Reports; and/or
- 6) Number of Years as a Manager.

**You may add related “Experience Level” for each category*



Your Picture

- It is important for your peers, colleagues, managers all over the organization to know you!
- If you don't have a picture you are satisfied with, please let your manager and HR know!



Your Education

- In this section you will put your academic journey
- You can attach picture of your degree or of your certificate



Your Certifications

- In this section you will be adding more technical or professional certifications received



Your Languages

- List all the languages you are able to use even if it is only basics



Your Job History

- This is your professional journey where you can enter in details your achievements and key successes.
- You can add also all positions you had in Ipsen

3.2 Seek for Feedback

Everything starts with Feedback

Ongoing feedback conversations help keep employees engaged and giving their best to the company, which directly impacts the bottom line.

It's important to view giving and receiving feedback as a muscle, one that needs to be exercised continually to help employees learn, grow, and succeed.

Having open and honest conversations shouldn't just happen once at a year at a formal review around performance. It should be a regular, continuous process — one that is built into our One Ipsen Way of being culture. So, how can you, as employee or manager, make regular feedback a norm in our company culture? Here some quick Tips!

Help your team learn to ask for feedback. 3

When people take the initiative to ask for feedback, they are more open to what they will hear and are much more likely to take action as a result. One way to get your team in this habit? Model the behavior — ask your team to give YOU feedback!



Go further by reading our [Ipsen Feedback Fluidbook](#)

Take the stigma out of feedback. 1

Talk openly and regularly with your team about your commitment for feedback. Make giving and receiving feedback a shared team responsibility.



Be a better listener. 4

Research shows that conversations in which the person providing feedback starts by asking questions and listens to the responses before giving feedback are more likely to result in the desired outcome. Aim to give 100% of your attention, don't interrupt, and keep the conversation focused on them, not you.



Make feedback a part of your daily habits. 2

That's right — daily! Start asking yourself: today, how can I acknowledge someone's great work, develop someone further by bringing attention to a particular action or behavior, or more formally address an ongoing performance issue?



Aim to be a trusted partner in helping your team find solutions to feedback. 5

When providing feedback, be prepared with ideas to help implement the changes you're recommending, but don't force your solutions. Aim for an open dialogue with phrases such as:

- What would happen if you _____?
- Perhaps you could try _____.
- What do you think?
- Have you considered _____.



3.3 Prepare your development plan upstream

As an employee what are the key questions to ask ?

Guidelines:

- ✓ Expectations (and Feedback ideally) must happen before a development discussion.
- ✓ Reflect on interests and aspirations.
- ✓ Schedule meeting with your manager. You will likely have a series of meetings, not just one.
- ✓ Come to the meeting with some clear ideas to discuss.
- ✓ Think about your development actions using 70:20:10 learning model.
- ✓ Remember this is a journey: don't move straight to action.

01

Current

Explain what you find most and least satisfying about your current role and why.

Discuss other things you really enjoy and why.

02

Strengths

Explain what you believe your strengths are Discuss other strengths you might not leverage or not see

03

Aspirations

Explain your short-term (up to 12 months) and long-term (2-5 years) career aspirations.

What do you think could be a logical career step for me in the company?

04

Plan

Explain the development need(s) you see to achieve your aspirations

Discuss the potential results/business impact of these activities.

05

Action

Discuss specific actions you can take to achieve your need(s).

Agree upon a realistic timeframe and how to track progress against actions.

Consider potential obstacles and how you will overcome them.

Follow-Through:

- Employee completes Development Plan in iPeople
- Schedule a follow-up meeting with manager to review progress every 3 to 6 months ideally.
- Explore online resources and internal opportunities (roles, transfers, projects, etc.).
- Before your next development plan, check-in with your manager, reflect on the progress you've made.

3.3 Become a Talent builder

As a manager how could you help? Key questions to ask:

Guidelines:

- ✓ Expectations (and Feedback ideally) must happen before a development discussion.
- ✓ Encourage don't direct.
- ✓ Support employees on their development journey.
- ✓ Encourage 70 & 20 of 70:20:10 learning model
- ✓ Provide business context.
- ✓ Listen 70%/Talk 30%.
- ✓ Provide clarity, but don't feel like you have to have all the answers. Remember this is a journey: don't move straight to action.



Follow-Through:

- Employee completes Development Plan in iPeople.
- Guide employee to online/on-demand resources.
- Explore internal opportunities (roles, transfers, projects).
- Confirm date for next development Check-in to review progress.
- Ideally, you should review development plans every 3-6 months as part of Check-in.

3.4 Formalize your development plan in iPeople

Get access to all our iPeople video tutorials



Update
your Talent data



Watch the video tutorial



Complete your
development plan



Watch the video tutorial



Any help
with iPeople?

- Go on [ServiceNow](#) for any technical issues [iPeople].
- Find all userguides and video tutorials on [Ipsen Planet](#)
- Access now to [iPeople](#) your HR system



04

Appendices

Full list of examples of 70-20-10 development actions.



70%

Learning by doing

Development Methodology	Description	Target Development	Success Factors	Benefits
Job Enrichment or Higher Duty Opportunity/ Acting Position Opportunity	The practice of assigning a staff member a job responsibility that is not typically associated with his/her current role. Provides an opportunity to work on 'next-level' job responsibilities. Usually undertaken within current work department or team but can go beyond this.	<ul style="list-style-type: none"> • Specific functional or role-specific capabilities/skills • Career development/progression • Increases flexibility within department/team 	<ul style="list-style-type: none"> • Identifying talented early career staff • Determining with staff the 'on the job' opportunities that would be of interest/aligned to their learning style • Establishing with staff members the developmental goals of a stretch assignment or higher duty opportunity • Providing logistical & coaching support 	<ul style="list-style-type: none"> • Develops talent with broader experience • Supports organisational succession planning, including retention of talented staff • Improves performance • Boosts staff motivation within current role
Job Challenges	The practice of providing individuals with 'stretch' in their current role. Includes handling unfamiliar responsibilities, starting a new direction, making a change, fixing an existing problem, taking on 'high visibility' work, managing the interface with external people, working across cultures, or influencing without authority.	<ul style="list-style-type: none"> • Role-specific capabilities/skills • Career development • Increases flexibility within department/team • Broader knowledge/experience • Visibility/exposure • Specific capability development e.g. project management, influencing 	<ul style="list-style-type: none"> • Determining with staff the 'on the job' opportunities that would be of interest/aligned to their learning style • Establishing with staff members the developmental goals of a stretch assignment • Providing logistical & coaching support 	<ul style="list-style-type: none"> • Develops talent with broader experience • Supports organisational succession planning, including retention of talented staff • Improves performance • Boosts staff motivation within current role
Job Rotation or Job Exchange	Where two or more staff members exchange job roles and responsibilities. Typically this can be from 3 months to a 1 year timeframe and occur within the same department or team.	<ul style="list-style-type: none"> • Cross-functional knowledge • Career development • Succession planning • Lateral thinking/problem solving • Enhancing collaboration 	<ul style="list-style-type: none"> • Identifying staff at similar levels • Being clear about the goals and duration of the rotation/exchange • Providing adequate support, particularly during shorter timeframes 	<ul style="list-style-type: none"> • Facilitates cross-functional knowledge sharing and best practice



70%

Learning by doing

Development Methodology	Description	Target Development	Success Factors	Benefits
Workplace projects/ Participation in Task Forces or Committees	Being involved in a specific project or being a member of a committee or taskforce.	<ul style="list-style-type: none"> • Broader workplace knowledge • Networking/exposure • Specific skills development e.g. project management or cross-functional collaboration 	<ul style="list-style-type: none"> • Management support • Opportunities to put learning into practice after project finished. 	<ul style="list-style-type: none"> • Provides development without taking staff out of their role • Increased exposure in the company
Short term assignment	Where an individual makes a temporary move to another area or into another level or type of role in the company to learn about their approach or practice in an area.	<ul style="list-style-type: none"> • Gain cross-functional / organisational knowledge and strengthen collaboration • Further research, scholarship, professional practice • Career development • New work skills and building transferable skills 	<ul style="list-style-type: none"> • Being clear about the goals and duration of the secondment • Management support 	<ul style="list-style-type: none"> • Structured, hands on experience • Increased exposure • Increased self confidence in ability to learn new capabilities • New knowledge and ideas
Action Learning / Participation in Multi-disciplinary projects	Where individuals work on real problems and issues that have the possibility of having action taken on them in the workplace.	<ul style="list-style-type: none"> • Problem solving • Cross-functional knowledge & increasing understanding of the 'whole' organisation 	<ul style="list-style-type: none"> • Needs top level management support and monitoring. 	<ul style="list-style-type: none"> • Helping to develop solutions/solve real problems • Networking /exposure • Can make a major contribution to freeing up inflexible or traditional thinking.



20%

Learning through others

Development Methodology	Description	Target Development	Success Factors	Benefits
Coaching	A collaborative relationship between a staff member and a manager, or a staff member and an external professional, which enables learning and development to occur, usually to enhance capability, confidence and performance in the current role. Can also facilitate career development. Generally structured over a defined period (1 month to 1 year) and linked to specific goals.	<ul style="list-style-type: none"> • Technical or interpersonal skills • Management or leadership development • Increased ability to problem solve and find creative solutions to new problems • Build professional know-how and confidence 	<ul style="list-style-type: none"> • Matching the right people as coaches • Selecting an internal or external coach • Defining upfront the specific learning outcomes 	<ul style="list-style-type: none"> • Accelerates ‘on the job’ development • Potentially provides an opportunity to work with someone outside of the company • Provides an opportunity for reflection and creative problem solving
Mentoring (being mentored or being a mentor)	Provision of support between two people, normally by one with knowledge/experience of a subject area and sector in which the other person wants to ‘grow’. It can be a formal or informal, but within a framework and generally covers ‘whole of life’, enhances career, personal and professional growth and development.	<p><i>For person being mentored:</i></p> <ul style="list-style-type: none"> • Personal effectiveness • Organisational / sector knowledge • Career development <p><i>For person mentoring:</i></p> <ul style="list-style-type: none"> • Leadership skill development • Time to reflect on own knowledge and practice • Feedback/communication skill development 	<ul style="list-style-type: none"> • Defining upfront the specific learning outcomes • Method of matching mentor and staff member. • Upfront chemistry chat between mentor and mentee • Being a genuine partnership based on mutual respect and trust 	<ul style="list-style-type: none"> • Development and retention of talented staff • Knowledge management • Clarification of future career directions



20%


Learning through others

Development Methodology	Description	Target Development	Success Factors	Benefits
Conference participation	Attendance at relevant conferences.	<ul style="list-style-type: none"> • Functional or role specific knowledge • Keeping up to date with thinking and gaining new ideas • Getting exposure for own practice 	<ul style="list-style-type: none"> • Management support and funding • Opportunity to apply new thinking and learning soon afterwards 	<ul style="list-style-type: none"> • Provides an opportunity to reflect on current practice & identify innovation opportunities • Broadening/strengthening networks
Community of Practice	Where individuals meet to share know-how and learning around current workplace issues and practices.	<ul style="list-style-type: none"> • Workplace problem solving • Build know how and confidence 	<ul style="list-style-type: none"> • Ensuring focus so that leads to practical learning. • Co-ordination to monitor effectiveness of Community of Practice and to keep focused. 	<ul style="list-style-type: none"> • Helping to solve real problems • Networking with colleagues • Building a learning culture
Membership of and Active Involvement in Professional Organisations and Networking Groups	Participation in relevant external professional bodies and/or networks. Includes access to professional activities organised by the Associations and often access to resources on the Internet, publications, databases, and current research materials.	<ul style="list-style-type: none"> • Broader industry / professional knowledge • Keeping up to date with current thinking and practice 	<ul style="list-style-type: none"> • Allowing time to engage in related activities e.g. attendance at conferences or networking functions 	<ul style="list-style-type: none"> • Strengthening and broadening networks • Increased professional exposure • Keeps knowledge current • May open up career opportunities.



10%

Learning through courses

Development Methodology	Description	Target Development	Success Factors	Benefits
Further Study	An arrangement whereby a staff member can apply to take time off with or without pay for a specified duration of time to pursue an educational course, including tertiary studies.	<ul style="list-style-type: none"> • In-depth education / research • Up to date / best practice knowledge • Networking • Usually accredited courses that add to a person's credentials 	<ul style="list-style-type: none"> • Clear and rigorous application and selection / approval processes • Ensuring management support • Relevance of educational course to learning and development needs 	<ul style="list-style-type: none"> • Increases staff engagement • Encourages cutting-edge organisational knowledge through strong links with industry or academia
Formal Workshop or Seminar (face to face)	Classroom based workshops or seminars often targeted toward specific staff groups or development areas. Can be delivered by internal or external presenters. Includes attendance at Ipsen's development programs.	<ul style="list-style-type: none"> • Functional or role-specific knowledge • Management and leadership capability development • 'Soft' skill development e.g. specific communication skills, conflict management skills 	<ul style="list-style-type: none"> • Identifying the appropriate staff capability gap and clarity about what is to be developed • Matching to appropriate course • Ensuring full course attendance and completion of course activities • Opportunities to put learning into practice straight afterwards. 	<ul style="list-style-type: none"> • Provides focused and targeted learning and development • Can be 'just in time' development
Self-paced online learning 	E-learning courses or access to online guidance to develop specific knowledge or development in a specific area. Often targets a specific staff group and can be external or internal.	<ul style="list-style-type: none"> • Functional or role-specific knowledge • Management and leadership capability development • Gain ideas on an approach or way to re-orientate current practice. 	<ul style="list-style-type: none"> • Identifying the appropriate staff capability gap and clarity about what is to be developed • Ensuring completion of course activities • Access to assistance to clarify queries • Opportunities to put learning into practice straightaway 	<ul style="list-style-type: none"> • Provides focused and targeted learning and development • Often is 'just in time' development



10%

Learning through courses

Development Methodology	Description	Target Development	Success Factors	Benefits
Reading	Individual reading of relevant books, articles and other relevant literature that builds further knowledge of a specific topic.	<ul style="list-style-type: none">• Functional, role or sector specific knowledge• Best practice knowledge• Provides opportunity to self-reflect on current practice• Can be done at a pace that suits the individual.	<ul style="list-style-type: none">• Allowing time to engage in reading as a development activity• Opportunities to showcase new knowledge and learning• Opportunity to discuss new ideas and how they may be applied	<ul style="list-style-type: none">• Keeps knowledge current• Enables access to 'best practice' thinking• May lead to innovation opportunities.

WE SHARE

AND LEARN

EVERY DAY

