DIAGEO

EXPERIENCE LEARNING EVERY DAY EVERYWHERE

Your guide to developing at Diageo

DIAGEO
EXPERIENCE LEARNING, EVERY DAY, EVERYWHERE

Welcome | The power of learning | Practical experiences to support your learning | Great development conversations | Development plans examples

Experience learning, every day, everywhere

Did you know development on the job is **3 x more effective** than training alone?

Most people agree, the best learning of their careers is through the **experiences** they've had.

The majority of our learning is **already happening**. We learn the most through stretch-assignments, secondments and being thrown in at the deep-end.

We experience learning **every day**, **everywhere** in our roles and while working with others.

Neuroscience tells us for optimal learning to occur we need…

New experiences
New experiences where we adopt different approaches to solve problems will help us learn and grow. Click here for some simple steps to get the most learning from your new experience.

Challenge
Stimulation to learn requires a moderate amount of challenge that allows you to tap into **different thinking** and **action**.

Growth mindset
A belief that you can develop that leads to **embracing challenges**, perseverance despite setbacks and effort as a **path to mastery.** Take a look at the differences between a fixed and growth mind set by clicking here.

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Growth mindset

Growth mindset

- Challenges help me to grow
- My effort and attitude determine my abilities
- I can learn to do anything I want
- Feedback is constructive
- Failure is an opportunity to grow
- I am inspired by the success of others
- I like to try new things

Fixed mindset

- Failure is the limit of my abilities
- My potential is predetermined
- I'm either good at it or I'm not
- When I'm frustrated
- My abilities are unchanging
- Feedback and criticism are personal
- I can either do it, or I can't
- I stick to what I know

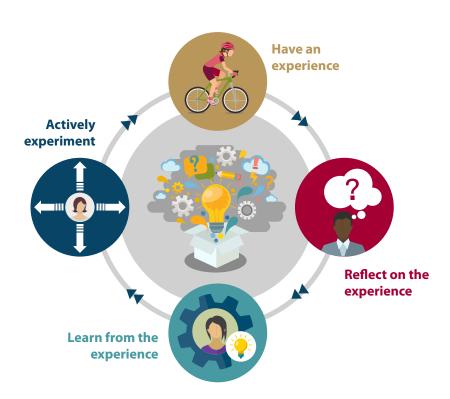# DIAGEO
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The power of learning

The power of learning occurs in actively embracing experiences.

Have an experience

At this stage you **do something** – work is full of experiences we can learn from. Select experiences that challenge you, that build on existing experiences and skills or give you an opportunity to have a new experience. Think about when you are learning to ride a bicycle or play the guitar – you watch a video clip and start trying out what you've seen.

Reflect on the experience

At the next stage, you **think about what you did** to make sense of your experience. This is an important stage that helps us to spot what new things we've experienced, whether they support our current views or are inconsistent with them. If you started riding a bicycle or playing the guitar, you take some time to reflect on the experience – and think about whether this was what you were expecting.

Learn from the experience

At this stage, you conclude the **'so what of the experience'**, when we move from thinking about our experiences to interpreting them to determine the meaning. In our riding a bicycle example, this is when we take what insights we've had and linking what you already know or can do. You might identify some themes in your learning or capability, for example you identify that your balance is a strength or your responsiveness is a challenge in both skateboarding and cycling. The goal is to create awareness that helps you experiment and apply your learning.

Actively experiment

At the final stage, you **apply your new learning** flexibly in a variety of situations to test your new skills/knowledge/behaviours. The application of your learning then leads you to a new experience that re-starts your learning cycle once more. This is where you would try out your new cycling skills on the road or at a park, experimenting with what you need to learn to cycle in environments that currently don't work.

Classroom learning

We're not saying formal training isn't important, it is. It's where we set the foundation of our knowledge, discover frames of reference and methods from experts and leaders in our business.

Formal learning includes digital articles and eLearning that we can access **when we want, where we want too**.

It's one small part of effective learning, along with **learning with and through others**.

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Practical experiences to support your learning

Here are some examples of common activities to support your learning…

Learn through solving real problems

- Participate in a group to solve a real business problem
- Apply new learning in real situations
- Use feedback to try a new approach to an old problem
- Take on new work and solving problems within role
- Introduce new techniques and approaches

Learn through new experiences

- Champion and/or manage changes
- Cover for others on leave
- Gain exposure to other departments/roles
- Take part in a project or working group
- Participate in coordinated role swaps or secondments
- Take on stretch assignments
- Increase interaction with senior management, e.g. meetings, presentations
- Make time for day-to-day research and reading
- Research and apply best practice
- Work with consultants or internal experts
- Exploit opportunities for internal/external speaking engagements

Learn through experiences / Learn through others

Expand the scope of work

- Take on new responsibilities
- Increase span of control
- Increase decision-making authority
- Substitute for manager in meetings
- Co-ordinated swaps and secondments
- Develop specific expertise niche

Structured mentoring and coaching

- Take on a mentoring role/get a mentor
- Engage in reverse mentoring
- Teach colleagues how to do a component of their jobs
- Establish or join online professional communities

Feedback

- Seek informal feedback and work debriefs
- Seek advice, ask opinions, sound out ideas
- Obtain coaching from manager/others
- Use 180° and 360° feedback tools and processes
- Use manager/report 1-to-1 meetings for reflection

Communities and sharing

- Proactively learn through teams/networks
- Narrate work/maintain a blog
- Curate and share what you're doing with colleagues
- Build internal and external personal networks/ contacts
- Play active role in professional/industry associations
- Participate in facilitated group discussion
- Participate in Action Learning sets

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Great development conversations

Below you'll find some tips and useful links for both managers and employees to enable a great development conversation.

	Manager	Employees
Explore	• Use coaching questions to explore motivations and purpose • Clarify expectations and capabilities required for their current role and for their career aspirations	• Clarify the purpose and outcomes for your development, in your current role and for the future • Gain self-insights & feedback before the discussion with your Line Manager • Reflect on your functions capability framework and our leadership standards
Empower	• Create stretch in the development conversation, recognising and building on their strengths as well as areas for development • Enable a change of perspective - an effective career conversation challenges individuals to think differently. Ask questions to prompt consideration and reflection around their future aspirations and development needs	• Establish the priority strengths plus gaps you'll focus on • Capture initial actions you can take and what you'll need from your Line Manager and others
Engage	• Help build networks and organisational understanding • Create possibilities and help to remove barriers	• Build relationships across teams you work with, amongst other things conversations will be insightful when developing your thoughts and ideas about your career progression. Click for some resources on relationships and networks • As you continue to develop, share your learning and support others in their development informally or through groups like Learning at Work on Yammer
Experience	• Maximise the learning of employees on the job, for example coaching them through problem solving on the job and help them reflect on their learning. Click here to find examples of great practical experiences • End with action - support your team member in capturing an action plan for progressing learning and development needs	• Refer to the practical experiences examples to maximise your learning • Should you need some additional learning support or frames of reference, take a look at some of the training available • Capture your development plan in Workday • Don't forget to make your plan SMART and focus on 'on the job' learning experiences
Evaluate	• Ensure feedback is regular, two-way and timely • Collaborate with your team member to capture progress via the milestone feature in Workday, adapt plans and celebrate successes	• Get feedback from your Line Manager, peers or others as you grow • Put in regular 1:1s with your Line Manager and set the agenda to get the most from your conversation • In line with our purpose, celebrate your progress and achievements on your development journey • Keep your learning continuous and flexible by building check-ins with your Line Manager. Use the milestone feature in workday to capture notes, capturing any successes and challenges as they happen

Personal Development Plan

PDP examples ▷

Videos

The power of believing you can improve ▷

The key to success? Grit ▷

Trombone Player Wanted ▷

Articles

How to identify your workplace strengths ▷

Goodbye career, hello success ▷

How to play to your strengths ▷

Books

Now, discover your strengths ▷

Marketing yourself and your career ▷

Go put your strengths to work ▷

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Great development conversations

Below you'll find some tips and useful links for both managers and employees to enable a great development conversation.

Coaching questions to explore motivations and purpose

- Use coaching questions to explore motivations and purpose
- Clarify expectations and capabilities required for their current role and for their career aspirations

- Create stretch in the development conversation by focusing on their strengths as well as areas for development
- Enable a change of perspective – an effective coaching conversation challenges individuals to think differently. Ask questions to aid consideration and reflection around their future aspirations and development needs

- Help build networks and organise experiences
- Create possibilities and help to

- Maximise the learning of employees on the job, for example task them through problem solving on the job to enhance their learning. Click here to find examples of on the job experiences
- End with action – support your team member to create an action plan for progressing learning and development

- Ensure feedback is regular, two-way and timely
- Collaborate with your team member to capture progress via the feedback in Workday, adapt plans and celebrate successes

Explore
Empower
Engage
Experience
Evaluate

Coaching questions (diagram):
- How do you want to grow?
- What outcome would be ideal?
- What do you want to change?
- Why are you hoping to achieve this goal?
- What would the benefits be if you achieved this goal?
- What do you see yourself doing in the future?
- What have you enjoyed most in you current and previous roles?
- What interests you and motivates you when it comes to your development?
- How can I help you grow?

Employees

- Clarify the purpose and outcomes for your development, in your role and for the future
- Gain self-insights & feedback before the discussion with your Line Manager
- Reflect on your functional capability framework and our leadership standards

- strengths plus gaps you'll focus on
- you can take and what you'll need from your Line

- Build relationships with people you work with, amongst other things conversations are great for developing your thoughts and Click for some resources on

- you continue your learning and support others in development through groups like

- to the examples to maximise your learning nal learning support or frames of reference
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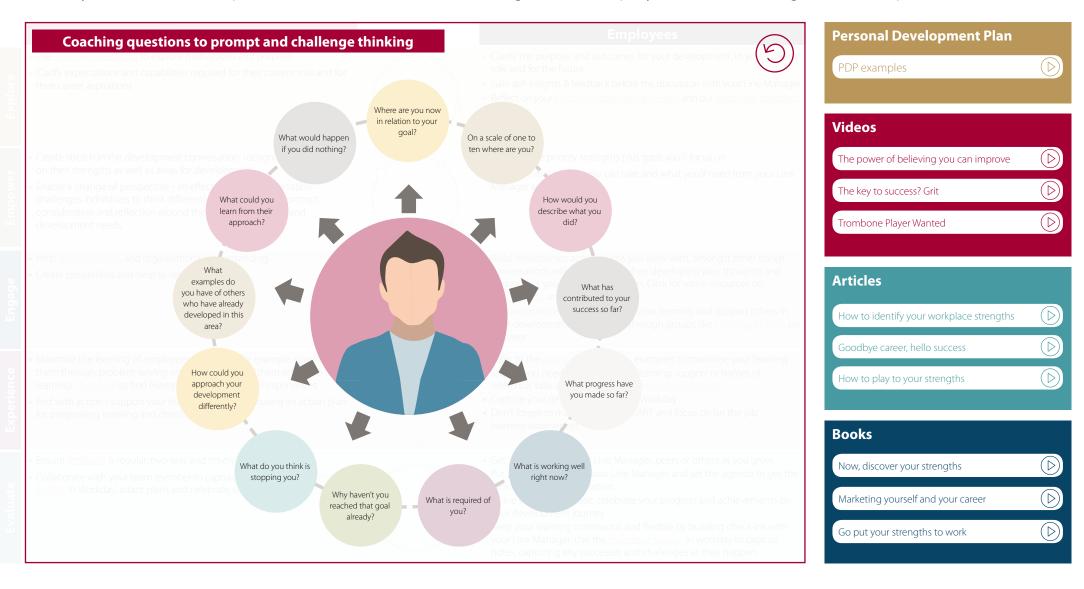
Coaching questions to prompt and challenge thinking

- Use coaching questions to explore motivations and purpose
- Clarify expectations and capabilities required for their current role and for their career aspirations
- Create stretch in the development conversation, recognising on their strengths as well as areas for development
- Enable a change of perspective – an effective conversation challenges individuals to think differently, to prompt consideration and reflection around their and development needs
- Help build self-esteem and organisational understanding
- Create possibilities and help to remove
- Maximise the learning of employees, for example help them through problem solving or support them reflect on learning experiences to find examples
- End with action – support your team for progressing learning and development
- Ensure feedback is regular, two-way and timely
- Collaborate with your team member to capture learning in Workday, adapt plans and celebrate success

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- Get your Line Manager, peers or others as you grow. Put your Line Manager and set the agenda to get the conversation
- celebrate your progress and achievements on your development journey
- Keep your learning continuous and flexible by building check-ins with your Line Manager. Use the in Workday to capture notes, capturing any successes and challenges as they happen

Coaching question circle (employee-centered)

- Where are you now in relation to your goal?
- On a scale of one to ten where are you?
- How would you describe what you did?
- What has contributed to your success so far?
- What progress have you made so far?
- What is working well right now?
- What is required of you?
- Why haven't you reached that goal already?
- What do you think is stopping you?
- How could you approach your development differently?
- What examples do you have of others who have already developed in this area?
- What could you learn from their approach?
- What would happen if you did nothing?

Side labels: Explore · Empower · Engage · Experience · Evaluate

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Development plan example 1

Example 1 ▶ | Example 2 ▶ | ↺

Development item (what will I focus on?):

Improve my communication skills to enhance the performance of project teams I lead now and in the future. This will be measured by our project KPIs scorecard. Moving from frequent queries and delays due to lack of clarity within the team.

Additional information (how will I do this?)

For action: Access online material in Academy to refresh my knowledge on influencing styles/tactics. I will apply these learnings in engagement with my stakeholders. (Q1) Deliver verbal presentations to project teams at bi-weekly update meetings that are clear and concise.

Measures: Close each presentation with questions to clarify understanding & provide answers where necessary. Seek informal feedback after meetings and more formally using online feedback tool at the end of the year.

For action: Write emails to project team members following meetings to confirm assignment of tasks that provide enough information for them to begin working immediately.

Measures: Capture reduction in return emails seeking clarity. Tasks completed on time and in full.

For action: Provide feedback to members of a project team regarding their performance that is viewed as meaningful and timely.

Measures: Individual feedback indicating that the feedback is timely and/or meaningful, in person or via the online feedback tool. Equally the team are more open to sharing feedback with me.

Relates to:

Leadership standard – Win through Execution

Start date:

01 July 2018

Completion Date:

30 June 2019

Status:

In progress

Development plan example 2

Example 1   Example 2

Development item (what will I focus on?):

Improve the impact and outcomes of my one to ones with the team to enable us to achieve our goals. Moving from telling style that means I provide solutions to a coaching, facilitative style.

Additional information (how will I do this?)

For action: Provide coaching to direct reports so they are able to independently resolve challenging issues quickly and effectively.

For action: Utilise resources available on Coaching for Performance to support my coaching approach and effectiveness.

Measures: Measure through capturing successful resolution of difficult issues by direct reports. Recognise successes at monthly meetings.

For action: Motivate the team to stay focused and persevere through challenges when working on a project.

Measures: Measure through improvement of X% on VS Line Manager score and informal feedback from team members that indicate my approach is helping them keep them focused. Team is successfully achieving our goals and KPIs.

Relates to:

Leadership standard – Invest in Talent

Start date:

01 Oct 2018

Completion Date:

30 June 2019

Status:

In progress

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