## Five As Framework

There are five critical keys to holding an effective development conversation with your staff members.
They are the five As: *Appreciate, Assess, Anticipate, Align and Accelerate.*

1   **Appreciate uniqueness** – help staff members recognise their unique talents, skills, abilities, personality traits, passion and accomplishments to tailor their career development choices. (PLAN)

2   **Assess capabilities** – help staff members discover their capabilities, build reputation and assess individual and team performance in order to build strong networks in their industry, organisation, profession, job and personal life. (PLAN)

3   **Anticipate the future** – help staff members consider and anticipate future trends in an industry, organisation and profession and how the trends will affect future choices. (PLAN)

4   **Align aspirations** – help ensure that individuals see how their aspirations, talent, goals and passion are in "sync" with the goals and direction of the organisation. (LEARN)

5   **Accelerate learning** – connect individuals to mentors, projects and learning opportunities to help achieve their goals and support the organisation's future directions. (LEARN)
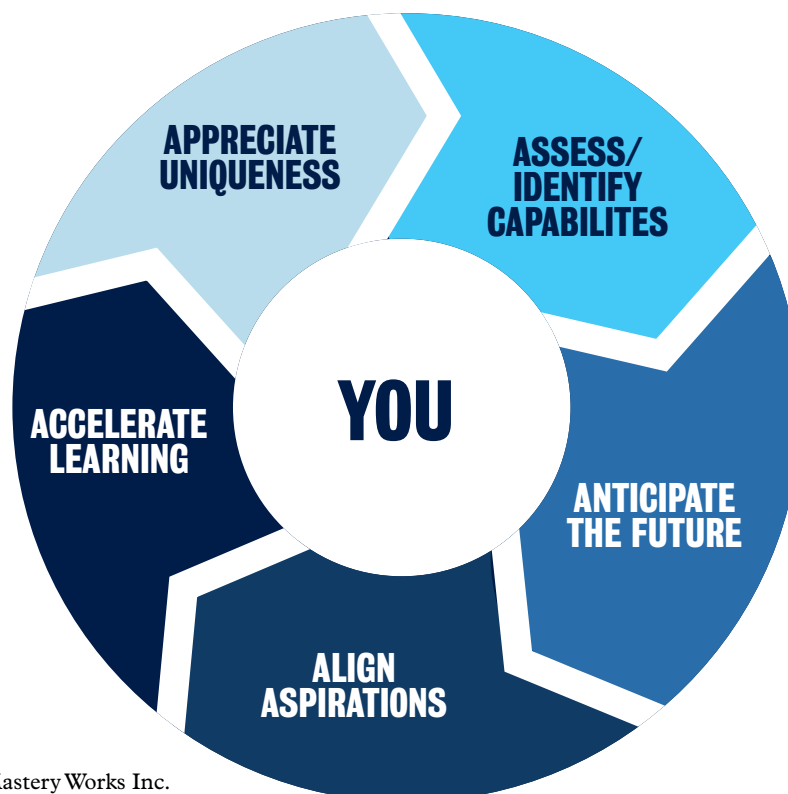
Source: Mastery Works Inc.

	Consider incorporating the following questions into your conversations:

1
APPRECIATE UNIQUENESS

Enabling others to appreciate their strengths
- What do people say you do best?
- What aspects of your role most interests/excites you?
- When you have had a really good day at work, what have you been doing?
- What strengths have you been drawing on?

2
ASSESS/ IDENTIFY CAPABILITIES

Enabling others to assess their capabilities and development focus
- What do you see as the critical capabilities in your role? How do you see yourself in relation to these?
- What feedback are you receiving?
- What do you see as your current strengths?
- Where do you see your development focus?
- What steps would you like to take to improve in these areas/aspects?
- In what ways will you develop the capabilities needed in your area/role for the future?
- Are there facilities that you don't have access to that would enable your development in this area?
- What are they? How might these be sourced?
- How does your goal fit with the University's priorities?

3
ANTICIPATE THE FUTURE

Enabling others to anticipate the future and adapt to change
- What changes are affecting your work? What opportunities does this give you?
- What are the trends in your area and how might they affect your future practice/work?
- What knowledge do you think you will need for the future?
- What changes could you make to your work that would satisfy you more?
- What might you need to stop doing and how might you go about doing this?
- What new challenges will help you grow?
- What new developments do you need to take into account in your work?
- How will you encompass these into your work over the next year?
- In what ways would you like to see yourself contributing to this new area?
- How can we make this happen?

4
ALIGN ASPIRATIONS

Enabling others to achieve their aspirations
- What areas would you like to develop further?
- What are your educational goals?
- Tell me how you best like to learn
- How can your potential best be developed?
- What tasks/work would you like to be involved in to increase your knowledge/know how etc.?
- How will you go about implementing your professional development objectives?
- What is the most effective course of action for you?
- What is your long term vision?
- What do you see as the next logical step for your career?
- What is working towards you achieving that next step?
- What doubts do you have that may impede you from taking the next steps?
- Two-three years from now, what would you like to be doing?
- What do you need to do now to accomplish this?
- Where do you think your best focus would be in the coming year?
- How does that fit with the University priorities?

5
ACCELERATE LEARNING

Enabling others to accelerate their development
- In what ways will you develop the capabilities needed in your role, both in the current environment and in the future?
- How can you most effectively build on your strengths?
- What learning methods and opportunities most interest and enable you?
- Let's talk about how I might work with you to enable these in your work.
- Who could be a valuable mentor for you?
- What networks might it be useful for you to connect with/build on?
- How can I help you get the support you need?
- What is currently in place that will enable the next step for you?
- In what other ways do you think you could gain recognition for your contribution?