Session 2: Identifying Your Gaps and Opportunities
Graphic Organizer – Lotus Diagram

Breakout Room Activity

1. Download and Open the Lotus Diagram and Rice Competencies
   a. Partially Pre-filled Graphic Organizer is on page 1
   b. Description of RICE Values, and possible related competencies are on pages 2-3

2. Identify someone to serve as a
   a. FACILITATOR (to keep the conversation moving and encourage everyone’s participation)
   b. TIME KEEPER (to stay on track)
   c. REPORTER (to summarize your takeaways from the exercise)

3. For your group’s assigned competency, identify learning strategies to develop that competency, or support someone on your team in developing that competency. You do NOT have to fill in all 8 rectangles for your competency! However, think through and do your best to come up with learning strategies that include options for:
   a. Gaining Knowledge and Skills – formal learning (for example take a class, read an article or book)
   b. Learning from Others – social learning (for example get feedback from a colleague; share resources through a Community of Practice)
   c. Developing through Experience – experiential learning (for example take on a stretch assignment; lead a project related to the competency you’re developing; reflect on your learning)
   d. Example Competency: Decision Making
      Possible Learning Strategies to develop that competency:
      - read an article to learn different methods for making decisions
      - identify someone who is an effective decision maker and request to shadow them
      - practice working through the decision-making process with your supervisor or another effective decision maker
      - take a class from Coursera on strategies of effective decision makers

4. The chart on the next page provides practical examples of the 70-20-10 model that might prompt your thinking about possible relevant learning strategies to develop the competency to which your group is assigned
## Session 2: Identifying Your Gaps and Opportunities

### Graphic Organizer – Lotus Diagram

### Practical Examples of the 70, 20 & 10

#### 70 Learn & Develop Through Experience

**Expand the scope of work**
- Take on new responsibilities
- Increase span of control
- Increase decision-making authority
- Substitute for manager in meetings
- Take on managerial responsibilities

**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
- Work with a recognised expert
- Take part in 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
- Assume leadership activities, e.g. lead a team, committee membership, executive directorships
- Participate in cross functional introductions, site/customer visits
- Research and apply best practice
- Apply standards and processes, e.g. Six Sigma
- Work with consultants or internal experts
- Exploit opportunities for internal/external speaking engagements
- Take a role in annual budgeting processes
- Carry out interviews
- Take part in project reviews
- Take on community activities and volunteering

#### 20 Learn & Develop Through Others

**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

**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

**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

#### 10 Learn & Develop Through Structured Courses

- Courses, workshops, seminars
- eLearning courses and modules
- Professional qualifications / accreditation
- Certification
- Formal education, e.g. University, Business School
### Session 2: Identifying Your Gaps and Opportunities

**Graphic Organizer – Lotus Diagram – Breakout Room Activity Results**

<table>
<thead>
<tr>
<th>Follow-through</th>
<th>Communication</th>
<th>Cultural education</th>
<th>10 - Getting Things Done workshop</th>
<th>20 – Assign an accountability partner</th>
<th>20 – One-on-one meetings for feedback</th>
<th>Student facility</th>
<th>Transparency</th>
<th><strong>BUILDING TRUST</strong></th>
<th>Personable, kindness</th>
<th>70 – Apply GTD framework</th>
<th><strong>ACCOUNTABILITY</strong></th>
<th>70 – Take on a project as the lead</th>
<th>Employee HONESTY</th>
<th>supervisor</th>
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<tbody>
<tr>
<td>Asking appropriate questions in a non-threatening way</td>
<td>Personal and vulnerable as much as is comfortable</td>
<td>Committed to the process</td>
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<td>Community transparency</td>
<td><strong>BUILDING TRUST</strong></td>
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<td><strong>ACCOUNTABILITY</strong></td>
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<td><strong>HONESTY</strong></td>
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<td><strong>INTEGRITY</strong></td>
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<td>Teamwork</td>
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<td>Team building</td>
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<td>Problem solving</td>
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**Follow-through Communication Cultural education**

- 10 - Getting Things Done workshop
- 20 – Assign an accountability partner
- 20 – One-on-one meetings for feedback

**Transparency**

- Asks questions in a non-threatening way
- Personal and vulnerable as much as is comfortable
- Committed to the process

**Building Trust**

- Personable kindness
- 70 – Apply GTD framework
- 70 – Take on a project as the lead

**Accountability**

- 70 – Apply GTD framework
- 70 – Take on a project as the lead

**Honesty**

- Honesty
- Positive representation ownership

**Inclusiveness**

- 10% Show your supervisor your participation in at least one seminar or course on inclusion as part of your annual review

**Work Standards**

- 10% Show your supervisor your participation in at least one seminar or course on inclusion as part of your annual review

**Delivering Results**

- 20%: Find a partner with whom you can discuss matters of inclusion, based on what you learned in the course or seminar