BUILDING YOUR CAREER

Reaching your potential
At tesco we want you
TO BUILD YOUR CAREER AND REACH YOUR POTENTIAL, IN A WAY THAT WORKS FOR YOU

We want everyone to feel welcome and valued. We are proud to be a business full of opportunities. We’d like you to follow a career plan that meets your own personal goals and desires.

So you’re in charge
AND WE WILL SUPPORT YOU ON THE WAY

What does reaching your potential mean?
Reaching your potential is about personal development. Maximising your strengths, working on your development opportunities and gaining new skills. It’s not just about getting to the next job level or attending training courses.

True development includes seeking out new experiences, challenges and anything else that takes you out of your comfort zone.

This workbook is designed to help you be the best you can be; it will guide you, rather than tell you, what to do.

Our guide to ‘Building your career at Tesco’
EXPLAINS FOUR STEPS TO HELP YOU ON YOUR WAY

STEP 1
KNOW YOURSELF
Get to know yourself and be clear about your goals.

Think about your beliefs and what matters to you, your leadership skills, achievements and how you think.

STEP 2
KNOW WHAT CAREER OPTIONS THERE ARE
People approach their career in a way that works for them, so everyone follows a different path.

Knowing what paths are out there will allow you to decide what’s right for you.

STEP 3
KNOW HOW TESCO CAN SUPPORT YOU
The size, scale and breadth of the business means it offers a range of opportunities. Often the challenge is to understand what support is available.

This part of the guide tells you more about the business and gives you development options to consider.

STEP 4
KNOW WHAT TO DO NEXT
Having a clear career plan means you own your career.

There is a simple template to help you plan ahead. This will help you get the most from your Career Discussion and complete your Personal Development Plan.
STEP 1
KNOW YOURSELF

EFFECTIVE CAREER PLANNING STARTS BY KNOWING YOURSELF AND WHAT MOTIVATES AND DRIVES YOU.

YOUR BELIEFS
WHAT YOU VALUE AND WANT

Values are the essence of who we are as human beings.

Our values get us out of bed every morning, help us select the work we do, the friends we make and the relationships we build.

Our values influence every decision and move we make, even to the point of how we choose to make our decisions.

YOUR ACHIEVEMENTS
WHAT YOU KNOW, CAN DO OR HAVE EXPERIENCED

Your experiences and achievements show what you have achieved in the past and the knowledge you have gained. You can use your experiences to consider what you want to do next.

Types of experience can include:
- Working with different teams
- Leading teams
- Delivering projects
- Working in other countries or cultures
- Managing change

YOUR LEADERSHIP SKILLS
HOW YOU DO THINGS

The way we behave is what others see of us at work. Understanding our behaviours can raise our self-awareness.

Understand where you are strongest and the areas you need to develop.

YOUR MIND
HOW YOU THINK AND LEARN

How do you respond to situations and challenges?

How do you approach problem solving or decision making?

Think about the environment you work best in.

A Sharp Mind
• Analysing problems
• Finding solutions
• Making decisions

Achievement
• Knowledge
• Performance
• Delivery and track record

Strong Beliefs
• Authentic, honest
• Passionate
• Humble
• Bold and brave

Leadership Skills
• Collaboration
• Empathy
• Responsiveness
• Innovation
• Resilience
A TYPICAL CAREER GOES THROUGH 5 STAGES

• **Growth** – development of attitudes, needs
• **Exploration** – trying things out
• **Establishment** – creating and forming skills
• **Maintenance** – continual adjustment to improve
• **Possible Levelling off or reinventing** – decelerating or finding new roles

During a career everyone also goes through different stages in life that have their own challenges and can influence your motivations. This is sometimes called a ‘life stage’.

These are not always influenced by your age. For example, becoming a parent or caring for a relative can change your priorities significantly.

Everyone moves through their career in different ways and it is common to move back and forth between stages.

Once you know what’s important to you right now, you can decide what you want from your career and what challenges you can take on.

**ASK YOURSELF:**

• What stage of my career am I in?
• What is influencing my career at the moment?
• Are there any patterns in my career?
• Is it time to move to the next stage?
STEP 1
KNOW YOURSELF

YOUR BELIEFS
WHAT YOU VALUE AND WANT

The Tesco Values sit at the heart of our business and help us to deliver our Goals and Core Purpose, serving our shoppers a little better everyday. They are what we stand for and describe how we work.

We treat everyone how they want to be treated.
No one tries harder for customers
We use our scale for good

ASK YOURSELF:
• WHAT ARE MY VALUES?
• HOW DO I LIVE BY THEM?
• DOES MY JOB SUPPORT ME TO LIVE THEM?
• HOW CAN I ALIGN WHAT I DO TO MY VALUES?

Give it a go
What values are important to you? Put your top three into the boxes below. Above are some examples to get you started.

3:
2:
1:
STEP 1
KNOW YOURSELF

YOUR LEADERSHIP SKILLS
WHAT YOU DO OR SAY
Being aware of the effect your behaviour has on others helps you become more self aware.

At Tesco we have 5 leadership skills:
1. Collaboration
2. Resilience
3. Empathy
4. Innovation
5. Responsiveness

YOUR ACHIEVEMENTS
WHAT YOU KNOW, CAN DO OR HAVE EXPERIENCED
Being clear and confident about your achievements will help you to know what path you want to take. You can also tell others what you can do.

ASK YOURSELF:
- What are you great at or known for?
- What do you enjoy doing?
- What new skills do you want to learn?
- What do you want to get better at?
- How can you get these skills either in your current role or through new experiences?

GIVE IT A GO
Ask your peers for some informal feedback or conduct a 360 Feedback session to identify where you are strongest and areas that you can develop.

YOUR MIND
HOW YOU THINK AND LEARN
The way we approach challenges and problems depends on how we think and learn. This also determines our willingness and ability to learn from different situations.

ASK YOURSELF:
- How do I like to learn new things?
- How do I approach situations I find challenging?
- How do I make my best decisions?

GIVE IT A GO
We have some great, simple tools to help you to ‘know yourself’ better, that you can use.
Visit the ‘Building Your Career’ page on the Tesco Hub, www.tescoacademy.com or speak to your People Manager.

GIVE IT A GO
Make a note of your key achievements and the skills that you have acquired.
Building your career

STEP 2
KNOW WHAT CAREER OPTIONS THERE ARE

At Tesco we need and value both generalists and experts, and offer opportunities for both. Here are some broad guidelines to stimulate your thinking about the type of career you want to follow:

GENERALISTS:
• Are able to lead people with a diverse range of expertise to deliver results
• Are respected by their peers for their broad business knowledge and leadership abilities
• Are recognised as leaders of people, business and markets

At the highest level, generalists typically take on roles such as country or regional Managing Directors or the CEO’s of businesses.

Members of this group recognise the value of knowing several functional areas well. Key values and motives are opportunities for leadership, heightened responsibility and contribution for the success of their business.

EXPERTS:
• Are the ‘go-to’ person’ in their chosen field
• Are recognised as a leader in their specific area of expertise
• Are motivated by achieving expertise and ‘mastery’ in their subject matter
• Recognise the contribution that they make to the business and equally respect the contributions of others
• Understand that they have a responsibility to share their knowledge and build succession within the business

At the highest level, experts lead functional areas across the business.

Key values and motives for this group are to be recognised as experts and have opportunities to share their knowledge with others.

ASK YOURSELF:
• WHICH DO YOU FIND MOST REWARDING? WILL ONE ENABLE YOU TO GET TO THE OTHER?
• DO YOU HAVE TO CHOOSE ONE?
• HOW CAN YOU GET DIFFERENT EXPERIENCES EARLY IN YOUR CAREER?

GIVE IT A GO
Take the Career Anchors questionnaire to find out which is most important to you.

You can find this on the Tesco Hub, www.tescoacademy.com or speak to your People Manager.
Building your career

**STEP 2**

**KNOW WHAT CAREER OPTIONS THERE ARE**

**TYPES OF CAREERS**

Lots of people talk about a career plan and how to move forward through one. Moving forward is not always about being promoted.

At Tesco we have the opportunity to move across at the same level so you can learn from a different experience.

Everyone has their own reason for wanting to move and therefore follow different career plans. Here are some that might make sense to you:

**HORIZONTAL**

People looking for independence, variety and challenge rather than status.

**VERTICAL**

People looking for regular promotion through achievement.

**STEADY STATE**

People looking for job satisfaction, security and continuity.

**A COMBINATION**

The type of career plan that you choose can change. As you move through your career and life stages you may decide to follow a different path.

At Tesco we welcome and provide opportunities for all types of career, as long as they meet your own personal goals and abilities.

ASK YOURSELF:

- Can you identify your own career plan so far?
- What experiences are you getting from this?
- Do you want to change anything?
- What do you prefer?
Everyone has their own values, beliefs and motivations and this means that we all want different things.

Tesco is here to support you to be where you want to be.

These are our career development principles – our commitments to you:

**EACH OF US**
- Is in charge of our own career and making it happen

**YOUR PEOPLE TEAM**
- Leads the Talent and Performance routines
- Provides training and development to support your career
- Develops the team through feedback and coaching

**YOUR LINE MANAGER**
- Is responsible for spotting and developing talent
- Recognises and values diversity
- Delivers Talent and Performance routines alongside you
- Develops individual, team and organisational capability
- Offers the opportunity to get on for everyone
- Supports you with your career planning
- Ensures that you have a Personal Development Plan that helps you to understand what you need to develop to deliver your objectives and progress your career
- Provides opportunities to fulfil your career goals

**TESCO**
- Promotes diversity & inclusion
- Ensures Talent and Performance routines are a key part in making our business work
- Monitors and reviews measures of success

**ASK YOURSELF:**
- ARE YOU TAKING CONTROL OF YOUR CAREER?
- ARE YOU MAKING ANY CHANGES HAPPEN?
Building your career

STEP 3
KNOW HOW TESCO CAN SUPPORT YOU

BUILDING YOUR NETWORK
Everyone needs a helping hand. Having a strong network can develop your understanding of the business and identify future opportunities.

GIVE IT A GO
Try stakeholder mapping to identify your network and the role that different colleagues play in your career:

STEP 1
Identify who your stakeholders are. Meet with them as often as you can. Use the people closer to you to build confidence and exchange ideas.

STEP 2
Be clear on the importance of your stakeholders and the message you want to give them.

Above is an example to help you – the circles represent the level of influence the person has on your career. This will change during your career.
STEP 3
KNOW HOW TESCO CAN SUPPORT YOU

HOW WE LEARN
Learning is not just about attending a course.
Development falls into three categories. An ideal split of development is 70% learning by doing, 20% learning with others and 10% formal learning.

A great Personal Development Plan is usually a combination of all three.

70% of learning actually takes place at work. When you’re doing your job, solving problems and talking to your colleagues about the best way to do things.

20% of learning comes from other people - feedback and coaching from others such as your colleagues or manager.

10% of learning is formal - such as courses or e-learning that you can apply back in your job.

ASK YOURSELF:
- HAVE I GOT AN EFFECTIVE PDP?
- WHAT APPROACHES WILL BEST SUIT ME?
- WHAT DO I KNOW ABOUT MYSELF THAT SUPPORTS THIS?

PERSONAL DEVELOPMENT OPPORTUNITIES
The opportunities for personal development are endless. It all depends on how you want to develop and what you want to learn. Your PDP will support you to deliver your objectives and progress your career, whatever that means for you.

GIVE IT A GO
You can find out more in our Guide to Personal Development Plans.
- Update your PDP
THE TESCO T
HOW WE DESCRIBE OUR TRAINING
At Tesco we talk about different types of skills: leadership skills and operating skills.

LEADERSHIP - THE TOP OF THE ‘T’
This is the top of the T – the training you need in your current job level in leadership (such as strategic influencing) and management (such as project management).

OPERATING - THE STEM OF THE ‘T’
These are specific to your job role and your area of the business such as technical skills or professional accreditation.

The balance between leadership skills and operating skills changes between job levels.

For instance at our entry levels more emphasis is placed on operating skills (how to do the job).

In our most senior positions the focus is more towards leadership skills (how to lead others to do the job).

WHAT IT TAKES BOOKLET
Describes what an excellent contribution looks like at Tesco for all our colleagues.

OUR LEADERSHIP MODELS
Describes the models and concepts we use to help colleagues learn and develop.

JOB DESCRIPTIONS
These tell you what’s expected of you and what good looks like for your job.

OBJECTIVES
Our 3 key Objectives describe what we are setting out to achieve, and how we want to achieve it. They will be the things that we can use to describe the unique contribution our role makes to our customers.

ASK YOURSELF:
• WHERE DO I WANT TO BE?
• WHAT SKILLS DO I NEED TO GET THERE?

TESCO
DEVELOPMENT TOOLS
We have a variety of tools at Tesco to support your development:

WHAT IT TAKES BOOKLET
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CAREER DISCUSSION
Your opportunity to have an honest conversation about what you want to achieve at Tesco and so we can understand your goals.

PERSONAL DEVELOPMENT PLANS
Your plan, focused on skills and behaviours, for how to achieve your goals, with our support.

360 DEGREE FEEDBACK
Describes how you are perceived by others. You can compare your self-rating with the feedback received from others. You can also get informal feedback from your Line Manager or peers.
“Good plans shape good decisions. That’s why good planning helps to make elusive dreams come true”

Geoffrey Fisher

STEP 4
KNOW WHAT TO DO NEXT

Now you can start to build a Career Plan that focuses on who you are and what you want to do.

Share what you have learnt with your manager and mentors/coaches. They play a key role in supporting you to realise your career plan, and it will be much harder to achieve without their support.

Think about how you can apply this to your PDP and Career Discussion.

REMEMBER

• There’s only one person in charge of your career, and that’s you
• Know what motivates you and why
• Think about how Tesco can help you achieve this

• Be clear about the types of experiences you want to progress
• You own your PDP – it is a working document that adds value to your career

GIVE IT A GO
Finding out about other people’s career journeys can inspire you to think about the type of career path you want to have.

GIVE IT A GO
Use the template provided to start building your own career plan. Why not use it in your career discussion, to help share your goals with your manager.

Finally, make the plan your own - if you want to plan further ahead you can.
YOUR CAREER DISCUSSION

This is your opportunity to have an honest conversation about how you are seen, what you want to achieve at Tesco, and to share your goals.

It's also an opportunity to ask about your career, if you want to move roles, get promoted or if you want to tell us you love what you do and want to continue doing it.

TO GET THE MOST FROM YOUR CAREER DISCUSSION YOU NEED TO;

• Be honest, don't tell us what you think we want to hear, tell us what you really think
• Get some feedback so you understand where you are strongest and the areas you need to develop
• Take responsibility for making it happen.

AND TO HELP YOU GET THE MOST FROM YOUR CAREER DISCUSSION WE WILL

• Give you clear and honest feedback about your performance and potential
• Encourage you to build your career and develop your skills
• Respect your personal aspirations
• Be proud to give you an opportunity to get on

REMEMBER

• We want to support your goals, sharing your plan helps us to do this
• You don’t have to wait until your career discussion to talk to your line manager about where you want to go, great career discussions happen throughout the year during your 1-2-1’s
• Be proud of your plan, it is what you want to do with your career!

STEP 4

KNOW WHAT TO DO NEXT
## CAREER PLAN TEMPLATE GUIDE

### CAREER GOAL:

**NAME:**

**DATE OF NEXT CAREER REVIEW:**

### DESTINATION JOB:

**START WITH YOUR DESTINATION JOB. WHERE DO YOU WANT TO GO? (TRY NOT TO ONLY FOCUS ON VERTICAL MOVES). WHAT LEVEL AND IN WHAT TIME SCALES?**

### CRITICAL EXPERIENCES

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<th>0 - 6 MONTHS</th>
<th>1 - 2 YEARS</th>
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<tbody>
<tr>
<td><strong>What critical experiences do you need to enable you to move to your next role?</strong></td>
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<tr>
<td>Management experience</td>
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<td>International experience</td>
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<td>Change management</td>
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<td>Project management</td>
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<td>Commercial experience</td>
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### ROLE / FUNCTION

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<tr>
<td><strong>What role or function will help you achieve the critical experiences listed?</strong></td>
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### DEVELOPMENT STRATEGY

**THINK ABOUT WHAT ROLES WILL HELP YOU TO GAIN THOSE EXPERIENCES?**

- Mentoring, coaching, research, online, reading, on the job, project work, more responsibilities, self reflection.

### 2 - 3 YEARS

**THINK ABOUT THE TYPES OF EXPERIENCES NEEDED TO PROGRESS AND CURRENTLY MISSING FROM YOUR CV**

### 3 - 5 YEARS+

**THINK ABOUT AS MANY DIFFERENT WAYS TO DEVELOP AS YOU CAN**
CAREER PLAN TEMPLATE GUIDE

**CAREER GOAL:**

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**NAME:**

**DATE:**

**DATE OF NEXT CAREER REVIEW:**