

# Colleague Career and Development Guide

We promise, at IHG that you will be given the **Room to Grow** because we know when you are at your best then IHG is at its best.

Every colleague is unique and so are their aspirations and professional journey. For your career to be fulfilling, it's important to actively manage it. Too often, people assume if they work hard, their career will unfold the way they hope, but that's not necessarily true. Your career requires action and attention from you. However, you're not on your own, your line manager is there to help support you.

This guide will help you understand IHG's approach to talent management and the tools and resources available to customise your development.

Use this guide to help you navigate your career through;

1. [Taking charge of your career](#): Explore your purpose, passion, strengths and development areas
2. [Planning your development](#): Understand IHG's way of Talent Development
3. [Understand mentoring](#): Discover how a mentor can help you with your development
4. [Using the Talent System](#): Build your internal talent profile on the Talent Management System
5. [Exploring career opportunities](#): Find out about new roles & opportunities across IHG

## When do I use this guide?

- When thinking about your career ambitions, strengths and development areas.
- Planning your next move
- Preparing for career conversations with your line managers.

## Supporting resources

- Mentoring Toolkit
- Talent System Guide
- [Talent Management Video](#)

• [IHG's Careers Website](#)

[Learning and Development Links](#)

## TAKING CHARGE OF YOUR CAREER

# Define your purpose, career ambitions, strengths & development areas

These resources will support you to actively managing your career with IHG.

In today's business realities, career development is no longer a straight line. Instead of following a strict career ladder, we want you to explore the different job opportunities aligned with your passions & career ambitions.

By moving around and creating more of a 'career lattice', you will be developing skills and experiences not just for today but for the future.

Create a career lattice, not a career ladder.

### Career Ladder

Advancing upward following a predetermined career path.



### Career Lattice

Taking on a variety of roles, sometimes moving laterally, to carve a unique career path.



### Action

You need to take the lead in looking for opportunities and experiences to grow your skills and capabilities. Remember you will of course have your People Manager there to support you along the way.

## TAKING CHARGE OF YOUR CAREER

# Your Purpose

We all want our work to feel meaningful; to inspire us. Identifying the driving force behind your actions will help you when it comes to considering what direction you want to take your career.

Understand your passions and why you do what you do.

To get the most out of this exercise...

1. Find a partner
2. Get your partner up to speed
3. Pick a time and a place
4. Gather your stories
5. Share your stories
6. Identify your themes
7. Draft your why

<b>Why – Your Purpose</b> Why do you want to have a career? What do you want to achieve? Why do you go to work each day? Use the format below.	<b>How – Your Drivers</b> How would you measure success for yourself (short-term/ long-term) both personally and professionally?	<b>What – Your Actions</b> What actions will you take? What are the must-haves for your career journey ? If necessary, what are you willing to give up?
<ul style="list-style-type: none"> <li>• Define your purpose</li> </ul>	<ul style="list-style-type: none"> <li>• State your how's</li> </ul>	<ul style="list-style-type: none"> <li>• Define your actions</li> </ul>
<ul style="list-style-type: none"> <li>• To:</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>• So that:</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

## TAKING CHARGE OF YOUR CAREER

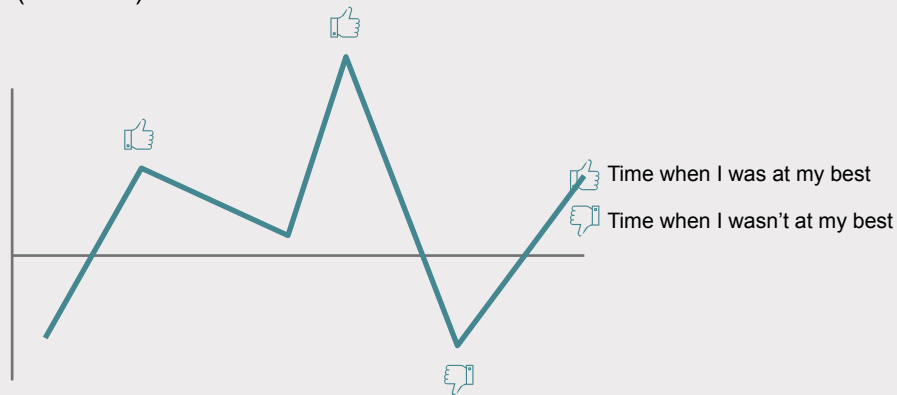
# When you are at your best

Being aware of what you are naturally good at, can really help when it comes to thinking about your future career path. If you consider the high-points and the low-points of your career, you may begin to recognise specific themes that give or drain your energy.

Map out your development journey so far, this will help you to identify your career ambitions for the future.

## Reflect on your career journey so far...

- Make a note of your career history on the graph, like the one below
- Think and note down times when you were at your best (8-10 high points)
- Think and note down times when you were not at your best (6-8 times)



[Click here to answer these questions in a printable/editable graph >](#)

## Identifying patterns

- Next to each high point and low point note the key factors that contributed to this feeling
  - Was it because you were utilising particular strengths or talents?
  - What were they?
  - Did it have something to do with your environment? The people? Particular activities?
- Now that you have done this identify the key themes from your graph, this will help you identify what gives you energy and what drains you.

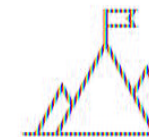
### Step 2

### Top Tip...

This exercise can be done on your own, but to get the most out of it, we recommend you engage with your colleagues, line manager, partners, or friends who can help you reflect and share insights.

## TAKING CHARGE OF YOUR CAREER

# Your Career Aspirations



Having clear goals will help you to know where to focus your energy. When you consider your career aspirations, it is important to also involve your personal life dreams – as each one has a direct impact on the other. When defining your goals, include your 'purpose', 'passion' and what motivates/demotivates you.

Aspirations	Short-Term (1-2 Years)	Mid-Long Term (3-5 Years)	What development is required to achieve your goals?	What support do you need from your People Manager?
Personal Life				
Career Aspirations				

## PLANNING YOUR DEVELOPMENT

# Planning your Development Guide

There are lots of different ways to think when planning your personal development, sometimes it's not easy to know where to start and how to prioritise your actions. This guide aims to help you with simple pointers to make it an easy process.

Ways to think about your personal development;



authentic you

## STEP 1: Understanding the most

- What do you love doing?
- How do you build on your strengths?
- How do you work towards your career aspirations?



the focus of

## STEP 2: The WHY? - Getting clear on your development

- Have you started a new role? Are you trying to get up to speed?
- Do you want to strengthen your performance in your current role?
- Do you want to get the development you need to help you prepare for a future role?



what you

## STEP 3: The WHAT?; Being clear on what you want to develop

- Leadership expertise, functional expertise or your knowledge and general skills



you will happen

## STEP 4: The HOW?; planning how make your development

- Capture what you're planning to do so you can reference and build on it throughout the year

Top tips when planning your development...

- No guide will ever replace a great development conversation
- Having someone to help you is probably the best way to identify what you want to focus on when it comes to developing your skills. For e.g. Line Manager, Colleague or Mentor
- Spend time finding your own way to connect what you want to learn, and get better at to your development plan
- Don't spend all your time focusing on the things that you're not great at. This can be demotivating and may have a negative impact on your confidence. That doesn't mean we don't want you to work on those areas, but it's also important to look at how you build on your strengths.
- Spend time gaining insights on yourself – strengths, development areas, gaps in experience
- Don't expect your manager to provide all the answers
- Be open to feedback & ideas about development solutions & experiences
- Be honest about what your committing to focus on and make it happen!

### What you want to develop....

This may fall into 1, 2 or all 3 areas, but for you to be able to really work on your development plan, focus on 2-3 realistic areas, not a list of 10.

#### Leadership Expertise - What's expected from you as a leader?

Depending on how you've defined your 'why', this might be about how you become a stronger leader at your current level, or at the next level.

#### Functional Expertise – What are the skills knowledge and experience that you need that are relevant to your function?

Some may be quite technical – i.e. Understanding accounting practices or completing a relevant qualification, whilst others could be softer. E.g. Being a stronger sales negotiator

#### Skills/knowledge – the skills and knowledge that will help you be better at your job. E.g. understanding wider operations, building commercial knowledge

Here's what I need to do...

### As a colleague

- Complete Steps 1 and 2 then have a conversation with your Line Manager before you dive into Step 3 and 4
- Capture your plan using a tool that suits you
- Discuss your plan throughout the year in your regular catch-ups with your manager, peers and team

### Supporting resources:

- Grow as a Leader
- Learning Catalogue
- Quarterly Check-in Guide
- Feedback Guide
- PDP Template

[Feedback Essential – HMM](#)



## PLANNING YOUR DEVELOPMENT

## Your Strengths and Development Areas



### In your current role... Seek feedback from colleagues

- What are your strengths and development areas?
- What should I do more/less of?
- What qualities do my colleagues admire in me?
- What are my development gaps?
- How can I bridge these gaps?

Recognise your strengths and development areas through self-reflection and speaking with your colleagues, peers and your manager.

### Know your strengths

Sometimes it is easier to think about our shortcomings rather than our achievements.

When looking at your career, listing what you are good at is not only a confidence booster but also a great starting point for you to explore career options that match your unique talents!

### Know your development areas

Limitations shouldn't be obsessed over, but nor should they be ignored. Your limitations are a learning opportunity waiting to be explored.

Don't rule out a career possibility because you lack knowledge or experience. Those things can almost always be acquired.

Instead evaluate whether you have the needed focus, dedication and determination to acquire those skills.

## PLANNING YOUR DEVELOPMENT

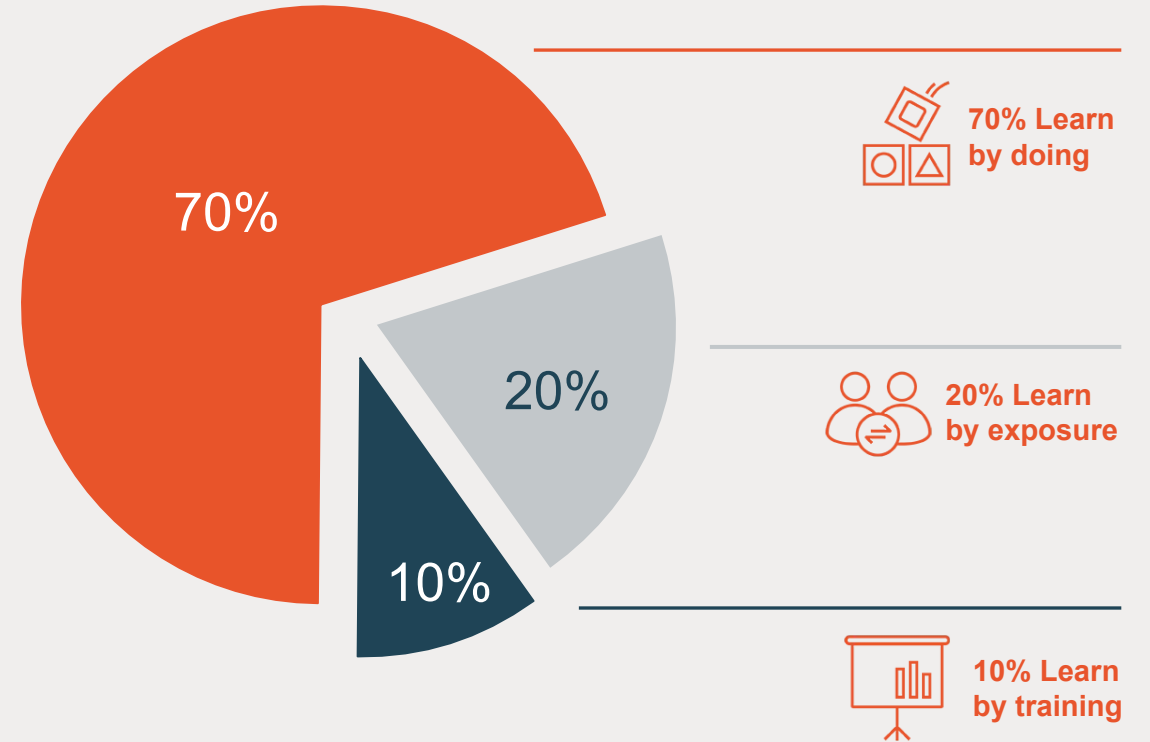
# Development framework

## The 70:20:10 framework describes the optimal sources of learning

When it comes to professional development the first thing that may come to mind is formal learning – such as going on a training programme or attending a workshop.

However the 70:20:10 framework considers different ways to maximise the effectiveness of your learning. Typically 70% of your learnings will be from on-the-job experiences, working on tasks and problems; whilst 20% will be from feedback and relationships with peers; and finally 10% from courses and reading.

The 70:20:10 framework is aligned with IHG's development offering which enables you to manage your own learning by accessing the right resources, at the right time, through the right channels. This creates a habit for you to access learning when and where you need it, where it's going to be the most effective for you.





## PLANNING YOUR DEVELOPMENT

## Suggested Development Ideas

	If you want to 'grow' in your current role or prepare for a 'larger' role in the future	If you want to 'expand' your skillset and learn new skills	If you enjoy what you do and want to become a 'true specialist'	If you want to do something completely different
 <p><b>70% Learn by doing</b></p> <ul style="list-style-type: none"> <li>Challenging projects</li> <li>Secondments</li> <li>Job rotations</li> <li>Extra responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>Ask for a variety of challenging and stretching projects/opportunities</li> <li>Take on additional responsibilities</li> <li>Collaborate on a project and take on new responsibilities</li> </ul>	<p>Start broadening your experiences in your current role. That might involve:</p> <ul style="list-style-type: none"> <li>Find new opportunities or different projects in the area you aspire to</li> <li>Asking for opportunities to be delegated</li> <li>Finding opportunities for stepping up for others in the meeting</li> </ul>	<ul style="list-style-type: none"> <li>Find out projects/roles to leverage and further deepen your expertise</li> <li>Lead initiatives to strengthen your knowledge</li> </ul>	<ul style="list-style-type: none"> <li>Spend time with other teams and find out if there is anything you would like to pursue</li> <li>Explore other projects/tasks and opportunities (wherever possible)</li> </ul>
 <p><b>20% Learn by exposure</b></p> <ul style="list-style-type: none"> <li>Line manager coaching</li> <li>Mentors</li> <li>Networking</li> <li>Shadowing</li> </ul>	<ul style="list-style-type: none"> <li>Ask for feedback, consider completing a 360 to help gain insight on your leadership strengths and development areas</li> <li>Ask your manager to coach you on specific areas</li> <li>Build internal and external relationships and networks that will help you master your role</li> </ul>	<ul style="list-style-type: none"> <li>Build relationships and networks</li> <li>Find a mentor</li> </ul>	<ul style="list-style-type: none"> <li>Sharpen your way of thinking through exposure</li> <li>Consider professional networks that you'd benefit from</li> <li>Share your knowledge and experience with others, through mentoring or teaching others your skills</li> </ul>	<ul style="list-style-type: none"> <li>Job shadow others</li> <li>Seek a mentor from a different department</li> <li>Find professionals aligned with your career ambitions</li> <li>Ask your peers, manager or mentor to support you with building connections</li> </ul>
 <p><b>10% Learn by training</b></p> <ul style="list-style-type: none"> <li>Online learning</li> <li>Programmes</li> <li>Conferences</li> <li>Articles/case studies</li> </ul>	<ul style="list-style-type: none"> <li>Are there any knowledge gaps that could be addressed through 'training' initiatives?</li> <li>Do you need to brush up on any skills and have you looked at HMM and MyLearning?</li> </ul>	<ul style="list-style-type: none"> <li>Is there foundational learning you could do to broaden your experience?</li> </ul>	<ul style="list-style-type: none"> <li>Is there foundational learning you could do to deepen your expertise?</li> </ul>	<ul style="list-style-type: none"> <li>Explore training programmes that could help you understand more about wider operations/other departments</li> </ul>

**Action...**

Explore the suggested development ideas once you know your development focus.

## PLANNING YOUR DEVELOPMENT

## Top Tips for Development Planning

	If you want to 'grow' in your current role or prepare for a 'larger' role in the future	If you want to 'expand' your skillset and learn new skills	If you enjoy what you do and want to become a 'true specialist'	If you want to do something completely different
<b>Things you should do...</b>	<ul style="list-style-type: none"> <li>Think about your next role, skills and development experiences you need to get there</li> <li>Get feedback from your team, peers and line manager. Ask them what you need to do to prepare for a larger role</li> <li>Continue to find development opportunities to bridge that development gap whilst you are in your current role</li> <li>Build your case for the move, make sure you can articulate your track record and the contributions you have made</li> </ul>	<ul style="list-style-type: none"> <li>Have a personal development plan outlined with clear objectives &amp; development activities</li> <li>Be clear on what success will look like once you get there and review your progress on a regular basis</li> <li>Be curious and keep building networks &amp; exploring what others do and how they've got to where they are. You will be surprised to hear others' stories as well</li> <li>Make it clear that you are looking to develop skills &amp; expand your skill-set</li> </ul>	<ul style="list-style-type: none"> <li>Discover what an expert in the area of specialism, you are interested in does within the hotel and parallel industries. Highlight the skills and capabilities of an 'ideal expert' in that job. Then, benchmark yourself against that to identify development gaps</li> <li>Base your personal development plan on projects/areas where you believe the hotel can continuously improve</li> <li>Think of developing transferable skills which could support your move to similar roles in the long run. For e.g. project management</li> <li>Find an opportunity to mentor someone and transfer your knowledge to others who may benefit</li> </ul>	<ul style="list-style-type: none"> <li>Enhance your understanding of the wider operations. Connect with other departments to understand what they do. This could help uncover additional opportunities</li> <li>Be clear on your career ambitions. Use the exercises in this toolkit to understand what motivates you. It can help you prioritise potential roles quickly</li> <li>Express willingness to learn and realign your career if needed. This may also mean you step back from your title and learn about a completely different department, where you might have to start, not at your existing level</li> <li>Make sure your line manager is aware about why you want to change roles/career and ask for their support</li> <li>Be courageous, no one has achieved big results without any risks</li> </ul>
<b>Avoid doing these things...</b>	<ul style="list-style-type: none"> <li>Assume that asking for a larger role is one discussion. It is usually a series of ongoing conversations &amp; development</li> <li>Don't get discouraged if you don't get what you want right away. Be patient.</li> </ul>	<ul style="list-style-type: none"> <li>Assume because you have a PDP, development assignments will be landing on your desk. Ask for them or find projects/development opportunities within your hotel &amp; discuss with your line manager.</li> <li>Assume you always need to attend training programmes to build new skills. Remember 70% of the development happens 'by doing'</li> </ul>	<ul style="list-style-type: none"> <li>Assume that your development is not important because you don't want to move roles. Your continuous development is important for the hotel</li> <li>Become lazy by assuming you have mastered the role. Businesses are changing faster than ever, so you need to keep up the pace</li> </ul>	<ul style="list-style-type: none"> <li>Assume there are no career options within IHG, if you have not explored outside your department</li> </ul>

## PLANNING YOUR DEVELOPMENT

# Development Conversation Starter

There are lots of different ways to think when planning your personal development, use these prompts as an additional resource to support you in preparing for your quarterly check-ins or regular catch-ups with your line manager.



## Career Goals

*Review career aspirations and interests*

- What direction do you want to take your career?
- What development goals do you want to achieve?
- How would you know you have achieved these goals?
- What do you enjoy or dislike about your current role?
- How can I help you achieve your career ambitions?
- Which parts of operations interest you?
- Are you open to moving to a different department/role/project?



## Current Reality

*Understand 'why & what' you need to develop: Development focus and gaps*

- What should be the focus of your development currently:
  - Is it to develop and grow in the current role?
  - Is it to broaden and expand your skillset?
  - Is it to become an expert and deepen your expertise?
- What do you think are the focus area (s) for your development & why?
  - Is it leadership skills, functional knowledge & expertise or any other critical skills?
- What is working well for your development? What would a stretch look like?
- What have you already tried that didn't work in your development?
- What do you believe are your strengths that can be leveraged or your development areas to focus?
- What feedback have you received from your team, peers, others that you work with?
- What might stop you from developing?

## Notes:

## Supporting resources:

- [Quarterly Check-in Guide](#)
- [Career Development Video](#)

# Development Conversation Starter



## Options

*Customise 'how' to develop: Personal Development Plan*

- Finalise the knowledge, skills, experience areas;
  - Where you should focus your development
- Are there any opportunities that you are aware of that could be leveraged for your development?
- What could you do to develop?
  - What else? (ask it multiple times to generate creative options)
- What's the best/worst thing about the options we are discussing?
- For development through learning 'by doing'...**
  - Which projects/tasks would you like to get involved in to help develop?
- For development through learning 'by exposure'...**
  - Are there any conferences/networking events you can participate in?
  - Is there a mentor you can find within or outside the hotel to help you develop?
- or development through learning 'by training'...**
  - Are there any training/learning programmes that you can attend?
  - What support do you need from your line manager?



## Way Forward

*Start, stop, continue feedback for your line manager:*

- What could your line manager start or continue doing to support your development?
- What could your line manager stop doing or do differently to help your development?
- Focus areas for development
- Personal development plan actions
- Next date to discuss development progress

## Notes:

### Top tips:

- Use your career ambitions, strengths and development areas notes as well as the career tool
- Think about your reflections on the development gaps that you believe best suits your needs
- Think about projects/tasks/trainings you would like to include in your development plan

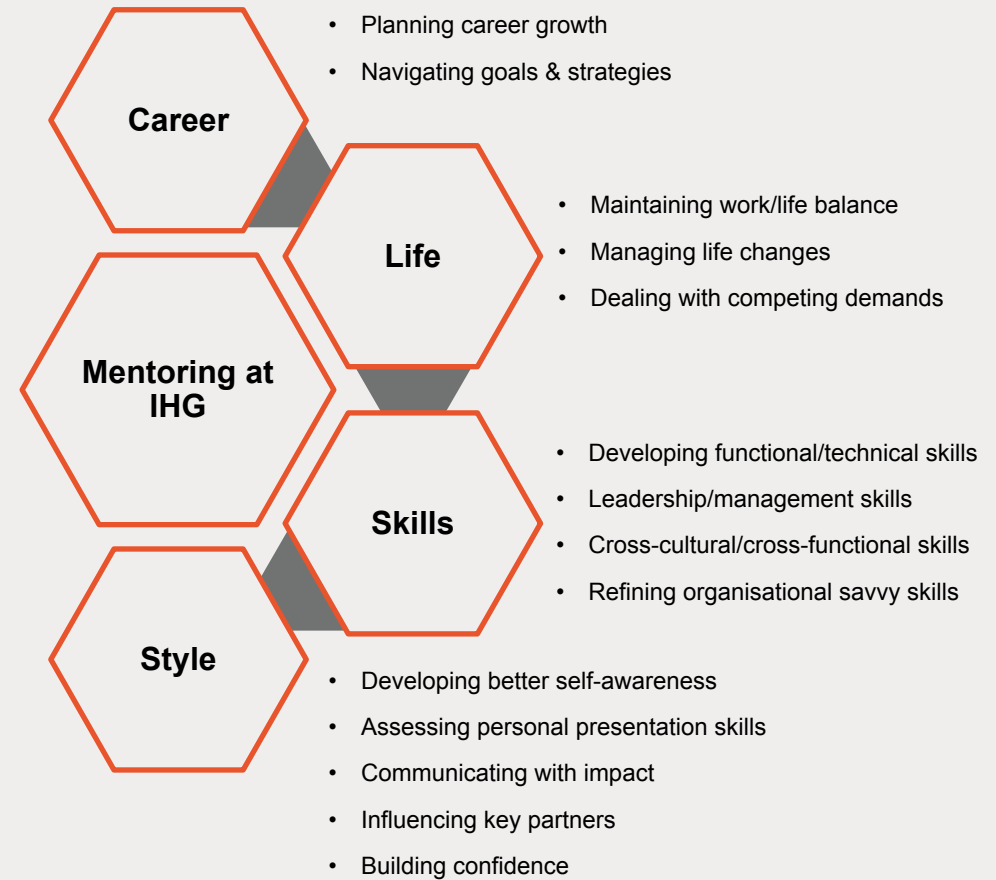
## UNDERSTAND MENTORING

## Mentoring at IHG

We learn a great deal through our relationships. One of the most efficient ways to develop our skills.

Whether you want to get a mentor, or you become a mentor of others, this unique type of relationship is a great source of learning in addition to your immediate relationships such as the one with your line manager, team members or direct reports.

"Learning is the fundamental process, purpose, and product of mentoring." - Lois J. Zachary





## USE THE TALENT SYSTEM

# Build: Your internal talent profile on the Talent Management System

To support the career progression of colleagues in our managed hotels and to build a sustainable operations talent pipeline across IHG, we need to have a better visibility of colleagues who work in our hotels, their career ambitions, interests and preferences, experiences and development support needed to grow.

As a colleague, you are encouraged to keep your internal talent profile updated at all times. Completing your profile allows you to gather information about yourself, including your skills, work experience, development goals, and career aspirations.

An up-to-date profile is a great tool to support quarterly check-ins with your line manager and on-going catch-ups regarding your development and career opportunities.

Depending on which part of the world your hotel is based, you will have access to one of the Talent systems below. The roles and responsibilities remain the same no matter which HR system is used in your market.

System Available	Target Audience	Link to Talent System Guide
<b>Workday (MyHR)</b> <ul style="list-style-type: none"> <li>USA</li> <li>UK</li> <li>Ireland</li> </ul>	All Colleagues	<a href="#">HERE</a>
<b>Hotel Talent System (MyTalent)</b> <ul style="list-style-type: none"> <li>EMEA excluding UK &amp; I</li> <li>MLAC (Mexico, Latin America, Caribbean and Canada)</li> </ul>	Band H02 – H06	
<b>Winning Talent System</b> Greater China (Key ExCom roles only)	ExCom & key roles only	

## Supporting resources:

- [Hotel Talent System Video](#)

EXPLORE CAREER OPPURTUNITIES

# Our commitment to you

At IHG, we know that our world is extraordinary, and we wouldn't be able to deliver any of this without you. As we head into the next chapter, we've also refreshed how we bring our culture to life. We're committed to giving all of our colleagues...



## Room to belong

We genuinely care for our entire IHG Hotels & Resorts family. We want you to take pride in your work, knowing you're valued and that your wellbeing matters, too. In return, you'll receive the support you need to succeed and be recognised for your hard work. It's important to be open to new ideas, new ways of working and new experiences. You're part of a diverse global community that values different perspectives and cultures.

## Room to grow

We seek out opportunities to support you and your career journey. When you share your talent and ideas, you'll feel energised and enriched by the support around you at your hotel. Being part of IHG Hotels & Resorts means you have the space to learn and grow alongside great colleagues and the opportunity to achieve more than ever.

## Room to make a difference

We know there's more to life than work. We want everyone to have the opportunity to make a difference – in your hotel, and beyond it – for guests, communities, the environment, and one another. We're serious about our commitment to doing business safely and responsibly, as well as the impact we can have in local communities and the wider world.

**IHG** HOTELS &  
RESORTS

### Remember ...

This guide will help you think about your career and development. Take a look at the IHG Career website to see how others have developed their career with IHG and use the 'Search and Apply' function to see our global vacancies.