

Development through experience
70% of development comes from OTJ learning and/or targeted work experiences like job rotations and special projects

Development through coaching, mentoring
20% of development comes from coaching, shadowing and mentoring by senior leaders and/or SMEs

Development through formal learning
10% of development comes from formal learning opportunities like workshops, classroom sessions and/or reading

FOCUS AREAS FOR KEY TALENT

Date: _____

Name: _____

Job title: _____

Focus Areas	Actions for Development	DATE	RESULTS
	70		
	20		
	10		
	70		
	20		
	10		
	70		
	20		
	10		