



Development Assignment Planning Tool

This is a “back of the napkin” tool. So simple and elegant that you can just sketch it out on a blank sheet yet have a big impact on the quality of the decision.

This tool is helpful for thinking about moving people into developmental roles they are not quite ready to do. For example if you look at someone, let's say Pauline, who is a high potential with only 50% of what she needs to be fully ready to do the job, would you do it? It depends. If you look at Pauline in isolation you would probably say the risk is too high. This easy to use tool simply invites you to zoom out and look at the other people in the picture to creatively assess the risk of a developmental move and how to manage it. It helps you think through questions such as:

- Is the risk manageable given the experience of people in surrounding roles?
- What can we do to mitigate the risk for Pauline? For the business? For example how likely is it that Pauline can access knowledge from others? Who will offer it? Who will give it if asked?
- What other “safety nets” might we supply to manage the risk ?

