

ADCB Career Progression E-learning

Welcome to Abu Dhabi Commercial Bank's Career Progression E-learning Programme. Today, we will explore the roadmap ADCB has designed to assist your growth and career aspirations.

Tap on the button to begin.



Introduction

At ADCB, we are committed to facilitating your growth and aligning your aspirations with the Bank's objectives. To support that end, we have developed this course to help you understand why career progression is important for every professional and how ADCB supports its employees to advance in their career.

Course Objectives

In this course, you will:

1. Gain a comprehensive understanding of what career progression is and the importance of it at ADCB.
2. Understand the Career Progression Framework at ADCB, as well as the roles and responsibilities of key stakeholders involved in the process.
3. Understand how to identify the necessary technical and behavioural skills for career advancement, while cultivating personal adaptability, resilience, and a growth mindset.
4. Understand the tools and resources available for skills enhancement and career progression within ADCB.
5. How to formulate a personalised Career Growth Plan (CGP) aligned with ADCB's Career Progression Framework.

What is career progression?

Career progression is the pathway through which an individual advances and evolves in their professional journey. It encompasses the roles, responsibilities, and milestones achieved over time.

It can also include career advancing activities such as:

- Attending professional training courses
- Job shadowing
- Finding a mentor
- Attending seminars and conferences
- Job rotation
- Specialist assignments and more...

Importance of Career Progression

Understanding career progression is paramount in today's dynamic work environment. It's not just about climbing the corporate ladder, it's about recognising the multitude of pathways available for employees to grow.

This knowledge empowers employees, enabling them to steer their careers in directions that align with their strengths, interests, and aspirations.

ADCB places immense value on this understanding and is committed to supporting employee growth and development. The Bank believes that by investing in its employees in this way, it not only ensures their professional advancement but also contributes to the Bank's collective success.

To support in the successful implementation of the Career Progression Framework, ADCB has defined a series of guiding principles to serve as the foundation for how they approach employee development and career progression.

- **Committed to Developing Employees:** The Bank takes an employee-centric approach to developing a pool of individuals who are ready for their next role.
- **Internal Applicants Over External:** The Bank will prioritise current employees for job vacancies and will consider external hires mainly for new roles or functions not present in our existing talent pool.
- **Respecting the Employee Development Journey:** The Bank acknowledges and values the extended time and effort needed for employees to enhance their skills and proficiency.
- **Non-Mandatory Approach:** Participation in career progression activities is optional, but employees with aspirations are encouraged to engage.

We also need to be mindful that career progression is significant, not just at the individual level, but also at the organisational level. Click on the boxes below to find out more:

Individual

- 1. Personal Growth & Fulfilment:** Career progression offers individuals the opportunity to acquire new skills and expertise, enhancing their professional worth and providing a sense of accomplishment.
- 2. Job Satisfaction:** Through consistent career progression, individuals find themselves in roles that resonate with their aspirations, values and capabilities, leading to increased job satisfaction.
- 3. Direction & Purpose:** A clear understanding of career progression helps professionals set tangible goals, ensuring their efforts are directed towards a purposeful end.

Organisational

- 1. Talent Retention:** Organisations that prioritise and support career progression are more likely to retain top talent, as employees often stay where they see growth opportunities.
- 2. Enhanced Productivity:** With career growth opportunities, employees are motivated to perform at their best, leading to increased productivity and output.
- 3. Organisational Evolution:** As employees progress and diversify their skill sets, organisations benefit from a wide range of expertise, fostering innovation and adaptability in a rapidly changing business landscape.

Let's now take a look at ADCB's career progression process and framework.

Employees who wish to engage in career progression are required to fulfil specific criteria. Factors such as performance rating, tenure and qualifications will be considered as part of this process.

Career Progression Process

To advance in your career, employees will go through a set process, aligned to ADCB's Career Progression Framework. The steps in the process are as follows:

- 1. Individual Needs Assessment**
- 2. Develop a Career Growth Plan (CGP)**
- 3. Implementation of the Career Growth Plan**
- 4. Apply for a Role through the Internal Vacancy Process**

Career Progression Process cont.

1. Individual Needs Assessment:

You will work with your line manager to identify the skills and competencies you need to develop and advance to the next level in your career.

To do this, your line manager may use their own knowledge of what it takes to advance in a career as well as tools from HR such as competency assessment tools to identify the competencies for development.

At ADCB, we have both technical/functional and behavioural competency frameworks to help build knowledge and skills in the right areas:

- The technical/functional competency framework aims to help our employees understand the skills relevant to their specific role and function.
- The behavioural competency framework outlines the 'how' the work should be conducted. This is aligned to ADCB's values.

Next...

- 2. Develop a Career Growth Plan (CGP):** Following this individual needs assessment, you and your line manager will draft a CGP, outlining the competencies that should be developed, the actions that will support this growth and the timeframes for success.

This information is captured in the CGP (insert copy)

Your line manager will be able to provide you with a copy of the CGP template to be completed.

Next...

3. Implementation of the Career Growth Plan (CGP): Embarking on the journey of career growth requires dedicated effort and strategic planning. Employees are encouraged to invest sufficient time to hone the right skills and competencies outlined in the CGP.

To optimise this developmental process, adopting the 70-20-10 rule can be helpful. This model emphasises that:

- 70% of learning should come from hands-on experiences, allowing employees to acquire practical knowledge and insights.
- 20% should be dedicated to social learning, where interactions with peers, mentors, and colleagues offer valuable lessons.
- 10% should focus on structured, formal training to establish a robust foundation of knowledge and skills.

By adhering to this formula, employees can ensure a holistic and effective growth trajectory in their careers.

Examples of the 70:20:10 rule include:

70% On-the-job Learning (Learning by Doing)

- **Skills Development:** Taking on a variety of tasks or roles within the department to diversify skill sets e.g. covering for other team members when they are on leave.
- **Leading a Project:** Leading on a new initiative or project to gain practical leadership and management experience.
- **Decision-Making:** Tackling real-time challenges and issues that arise during the work process, to help broaden understanding and enhance decision-making skills.

20% Social Learning (Learning from Others)

- **Feedback:** Regularly seeking feedback from colleagues and team mates to understand areas of improvement.
- **Informal Mentorship:** Engaging in a mentor-mentee relationship to gain insights, advice, and perspectives from someone with more experience, or become a mentor yourself.
- **Industry Participation:** Participate in professional or industry associations and forums.

10% Formal Training (Structured Learning)

- **Workshops and Seminars:** Participating in organised sessions that focus on specific skills or knowledge areas.
- **E-learning Modules:** Engaging in online courses or training programmes relevant to the job role or future aspirations.
- **Self-Learning:** Focus on broadening insights and understanding by reading books, articles or scientific papers.

Finally...

4. Apply for a Role through the Internal Vacancy Process: Once the Career Growth Plan has been completed and signed off, you can apply for suitable roles within the Bank aligned to your preferred career path.

There are different types of career moves at ADCB – verticle and horizontal

Vertical

- A vertical move within ADCB refers to an employee advancing to the next hierarchical level within their department.

Horizontal

- A horizontal move at ADCB occurs when an employee transitions to a position of the same grade but in a different department, team, subgroup, or group.

Both of these moves are considered a promotion within the Career Progression Framework.

There are a number of key stakeholders involved in the career progression process. Find out more about the individual roles and responsibilities below:

Employee

The employee stands at the core of the career progression process. They are responsible for expressing their aspirations, seeking opportunities, and actively engaging in developmental activities. Their proactive involvement ensures that they are well-positioned to take on roles that align with their goals and skills.

Manager/Career Coach

The manager or 'Career Coach' plays a pivotal role in guiding and supporting their team members through the career progression journey. Leveraging their expertise, Career Coaches help identify development needs, mentor their direct reports, and recommend suitable opportunities within the organisation. Their insight and feedback are invaluable in shaping the employee's future trajectory.

Human Resources

HR is the foundational pillar supporting career progression within the organisation. They provide essential tools, frameworks, and resources like competency assessments to facilitate employee growth. Moreover, HR ensures a structured and fair process, connecting employees with the right opportunities and providing necessary training for skill enhancement.

While each person has a role to play, ultimately, it is the drive, commitment and ambition of the employee that will enable success.

Which of the following activities could you take to enhance your career progression opportunities at ADCB? Place them into the correct bucket:

Beneficial Activities

1. **Networking Events:** Attending industry-specific networking events or workshops.
2. **Continuous Learning:** Enrolling in relevant courses or certifications to upskill.
3. **Seeking Feedback:** Regularly asking for feedback on performance and areas of improvement.
4. **Taking on Challenging Projects:** Volunteering for projects that push one out of their comfort zone.
5. **Mentorship:** Seeking a mentor or becoming a mentor to someone else in the industry.
6. **Public Speaking:** Offering to present at conferences or workshops in your field.
7. **Setting Clear Goals:** Creating a roadmap of career goals and regularly reviewing and updating them.
8. **Active Participation in Meetings:** Speaking up and sharing ideas in team meetings.

Not So Beneficial

9. **Excessive Social Media Browsing:** Spending hours on non-professional social media during work hours.
10. **Avoiding Challenges:** Choosing only tasks that are within comfort zones and avoiding challenging tasks.
11. **Procrastinating:** Putting off important tasks regularly.
12. **Resisting Change:** Opposing new ideas or processes without considering their potential benefits.
13. **Ignoring Feedback:** Disregarding constructive criticism or feedback from colleagues or superiors.
14. **Overcommitting:** Saying yes to every opportunity without considering capacity or relevance, leading to burnout.
15. **Sticking to Old Technologies:** Refusing to adapt to new tools or technologies relevant to the job

The power of a growth mindset in career progression.

While possessing the right qualifications and experience is essential for career progression, having the right mindset is essential. It can be viewed as the secret weapon in your career journey. It helps you see problems as opportunities for growth and keeps you moving forward, even when things get tough.



Growth Mindset Quiz: On a scale of 1 to 10, please indicate your agreement with the following statements, where 1 means "Strongly Disagree" and 10 means "Strongly Agree":

1. When faced with a challenge, I feel invigorated and eager to tackle it.
2. I believe that putting in effort will lead me to become better at what I do.
3. I feel that with time and effort, I can improve my skills and intelligence.
4. I view feedback, even if it's critical, as a valuable tool to help me improve.
5. When I face setbacks, I see them as opportunities to learn and grow.
6. I believe that talents can be nurtured and developed over time, not just innate.
7. I tend to avoid challenges because I fear failure.
8. When faced with difficulties, I often find myself giving up rather than persevering.
9. I often feel insecure or threatened when I see others succeeding or doing better than me.
10. I believe that my intelligence and abilities are static and can't be changed, regardless of effort.

Developing the right mindset is essential because it builds:

- 1. Adaptability:** In a fast-changing work environment, the ability to adapt ensures you stay relevant and valuable.
- 2. Resilience:** With a strong mindset, you can bounce back from setbacks, making them learning experiences rather than failures.
- 3. Growth Orientation:** A growth mindset pushes you to constantly learn and improve, keeping you at the top of your game.
- 4. Optimism:** Believing in positive outcomes fuels motivation and drives ambition, helping you reach higher career milestones.
- 5. Problem-Solving:** Viewing challenges as opportunities sharpens your problem-solving skills, setting you apart as a solution-oriented professional.

Here are some top tips for staying motivated and overcoming challenges throughout your career journey:

- 1. Visionary Goal Setting:** Clearly define your long-term career objectives. When you have a clear vision of where you want to go, temporary setbacks won't deter you.
- 2. Embrace a Growth Mindset:** Understand that challenges are opportunities for growth. When faced with difficulties, remind yourself that overcoming them will make you stronger and more skilled.
- 3. Seek Mentorship:** Find someone experienced in your field who can provide guidance, share their experiences, and offer encouragement. Their insights can provide valuable perspectives.
- 4. Celebrate Wins:** While the end goal is essential, recognising and celebrating accomplishments along the way can boost your morale and motivation.
- 5. Continuous Learning:** Keep updating your skills and knowledge. This not only prepares you to tackle challenges more effectively but also instills a sense of confidence in your abilities.
- 6. Prioritise Self-Care:** Your well-being directly impacts your motivation. Ensure you're taking breaks, practicing stress-relieving activities, and maintaining a work-life balance to keep your ambitions alive.

In Summary

- ADCB is dedicated to aligning employee aspirations with the Bank's growth strategies.
- The Career Progression Framework is multifaceted and encompasses not just the technical competencies but also the behavioural competencies to align an employee's career growth strategy.
- To support, the Bank has various stakeholders, resources and tools to help employees advance in their career journey.
- ADCB encourages employees to develop a growth mindset as part of the process to ensure adaptability, resilience, and continuous professional development.
- Employees can stay motivated throughout their career progression journey by setting visionary goals, embracing challenges, and celebrating wins.
- Finally, ADCB is committed to fostering a culture of growth, continuous learning, and shared success for all.

Next steps

Over the course of the coming months, ADCB will be launching a series of policies, initiatives and solutions to further enhance employee career management activities.

Speak with your line manager or HR representative to find out more.

Finally.....

As we draw this course to a close, it's essential to remember that the journey of learning and self-improvement is perpetual. The knowledge and skills you acquire are just the stepping-stone to a broader horizon of understanding.

We encourage you to view this as a starting point and not an endpoint. Dive deeper, question more, and continue exploring avenues that pique your curiosity.

Embrace every opportunity for growth and seek out challenges that stretch your capabilities. Remember, the quest for knowledge is a noble one, and every step you take towards further exploration and learning enriches not just your professional life, but your personal one as well.

Thank you for participating in this learning programme, we hope you found it insightful and are now equipped with additional knowledge and tools to propel your career forward.