

Your aim: misalignment of views with Shay regarding where they are in their career

Part 1: Set the scene

Skills to practice: build rapport; demonstrating genuine interest and empathy; understanding what they want to get from this conversation

Background

Career Conversations is a new approach to career development at Rio Tinto.

Employees reflect on their values-based performance over the longer term, motivations and experiences, which helps them to plan their career in transparent conversations with their leader. This continuous approach allows employees to define what a successful career and life looks like for them. Career reflections and conversations are a real change for Rio Tinto that will provide meaningful insights into what's important to our people, and into the experience and talent we have in the organisation.

This conversation is the 'Discuss' phase of the process. You are meeting with a member of your team to have the initial career conversation. This should be an open and constructive discussion to review:

- self-reflection insights. The Team Member has completed their Self-reflection and sent it to you ahead of the meeting – see next page (note this is not an expectation in this approach – employees are encouraged to only share what they are comfortable sharing)
- your observations, feedback and insights

Discussion should also include:

- Options for future career and development actions
- When you will re-group to agree on the Career Conversations Outcome and development actions

Shay's Current Career Situation

Shay is a strong in terms of their delivery. If you need a difficult thing done, you will often go to Shay. However, you have had a number of conversations with them over the last few years about the HOW of their delivery and in particular the value of Care. Despite some improvement, there have been two instances this year when you have had to speak with them about the pressure they are putting their team under to deliver; one of which the person resigned (although they did not directly state they were leaving because of the pressure).

Shay has recently made it clear that they felt it was time for them to make their next move and would like to consider a relocation to broaden their experience, or even as part of a promotion. They made it clear that they expect you to support them in this. For this conversation you have considered that their outcome will be in the 'Stretch' category.

Part 2: Discussion of Self-Reflection and what they want to achieve in their career

Skills to practice: Open questions; Active listening; being clear of your position/view; keeping the conversation level; using the values in the discussion

- Encourage Shay to talk about their values-based performance over the last few years (maintaining an emphasis on how they achieve their objectives), motivations and experiences as set out in the Self-Reflection (below).
- Explore their view of how they have consistently demonstrated a focus on the values through their longer term performance and their motivations – Why do they want a bigger team? Why do they want to move?
- Be prepared to address the challenges that Shay may put to you.
- Help Shay to understand the need for an even greater focus on all of the Values and the HOW as you progress in Rio Tinto.
- Influence Shay to think about what they need to do *before* they are really ready for that move.
- Explore ways you can support Shay to succeed, and/or together plan what actions Shay can take.

Your self-reflection guide - Shay

CareerConversations

Your future starts here - It's time to reflect on your values, motivation and experiences – three key elements that will help you and your leader understand where you are today.

1: Values-based performance

Building a view of your performance over the last 3+ years - considering 'what' you've delivered and 'how' (in line with our values of care, courage and curiosity)

Delivery I am proud of:

- Improving Efficiency project (2023) – Led project which delivered a 15% improvement over 12 months. Required pushing my team to deliver more than they had previously. Delivered the project under budget.
- Developed a new way of operating from reviewing industry best practice, which has increased production, whilst maintaining safety – *curiosity*
- Developing Technically – Developed my software skills on new system to manage our assets – *curiosity*
- Instilling a culture of owning up to errors in the team – *courage*

2: Motivation

Motivational Drivers:

what motivates you, both personally and professionally (seek input from others)

I want to be the best in my field. I like to earn the respect of others and be seen as knowledgeable. I want to broaden my experience now and am keen to take my expertise to a new site/team.

Learning Agility:

Your motivation to absorb, translate and contextualise new information.

Enjoy learning new things and keep my ear to the ground for industry best practice. I engage with a couple of networking groups to keep me up to date.

Capacity:

Your ability to take on more and the challenge you have in your current role.

I feel like I can easily perform in my current role and am ready for more responsibility, a bigger team and a bigger budget!

Resilience:

How you manage challenges and recharge to work in a sustainable way.

I don't really find my current role too much of a challenge. I actually think I work well under pressure and can take on more.

Mobility:

Your motivation and ability to travel or relocate.

I am ready to move. I think I have learned all I can from this site/team and it's time for me to develop in new ways and new places.

3: Experiences

Your individual experience *within a function, business, process expertise area.*

Implemented one ESG project in the last year, significantly improving our standing with the local community. Led the Improving Efficiency project last year.

Your breadth of experience *across functions, businesses, geographies, contexts.*

Operated in two different sites in the country in the last 3 years. Started in a frontline role and transitioned to a strategic efficiency role 2 years ago.

Your scale of leadership *and the size and complexity of teams/influence.*

Currently manage a team of 3. Improving Efficiency project required me to engage with stakeholders across the whole site and 3 different functions.

Part 3: Looking forward

Skills to practice: challenging them to reflect on what they need to do to be ready for a move; influencing and closing with a positive outcome

- Recap the main points of the conversation, the agreed actions to move forward, and timeframes.
- Be clear on what happens next with regard to the Pause, Reflect & Check and the Career Conversations Outcome. Namely ensure Shay is aware that:
 - we would expect team members with the Accelerate outcome to have demonstrated a strong and consistent focus on the values over the long term, to have carefully considered and consistent motivations and to have a very strong depth and breadth of experience.
 - you have a responsibility to check in with other members of the leadership team to ensure fairness of outcomes and of the opportunities available across the broader team
- Reiterate how Shay needs to think about what they need to do to really live the values more.
- What you expect them to do in terms making that change.
- Close on a positive note.