



OUR DEVELOPMENT PHILOSOPHY

Learning & Development at Ipsos

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GAME CHANGERS



IPSOS DEVELOPMENT PHILOSOPHY

Development is the ongoing process of planning and taking action towards personal and professional goals



The employee is responsible for his / her own learning and development



The manager is responsible for providing feedback regarding the employee's performance, for business and development opportunities and for coaching the employee to better achieve his/her development goals



The individual, line manager and organization have a collective responsibility to make this happen and to ensure that the development experience is meaningful for the individual's career at Ipsos.

THE QUALITY OF THIS PARTNERSHIP PRODUCES
BOTH BUSINESS RESULTS AND PERSONAL GROWTH

WHAT'S IN IT FOR ME AS AN INDIVIDUAL?

While being responsible for your own learning and development, you will:



Get the opportunity and expectation to own and guide your professional and personal development

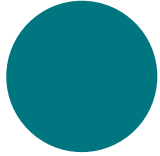


Get the right to receive feedback which enhances your growth and future performance



Get recognition for positively seeking to improve your own performance assuming it is in line with the overall business goals.

To make this happen, you should:



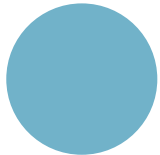
Actively seek out opportunities for growth



Consider that learning happens in different ways e.g. on-the-job activities, relationships & feedback as well as formal training.



Remember that development involves the improvement of both technical and soft skills.



Ensure you seek your manager's feedback and use this as a mechanism for growth.

SINGLE PERCENTAGE PIE CHART

Ipsos believe in a blended approach to learning

Development begins with a realisation of a need and a motivation to do something.

The most powerful learning comes from a blend of different approaches:

- 70% from informal, on the job and experience-based learning;
- 20% from coaching, mentoring and developing through others; and
- 10% through formal learning interventions such as training courses and reading.



- As adults, each of us internalize and apply what we learn based on how we obtained the knowledge.
- The 70/20/10 model describes how learning occurs. This model was developed at The Center for Creative Leadership.
- To ensure real learning takes place, use both formal and informal types of learning when creating a development plan.

Ipsos believe in a blended approach to learning

