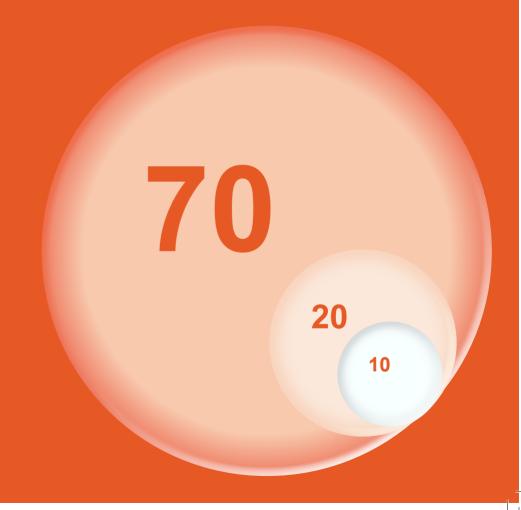**Development scaffolding**

Development scaffolding provides support to individuals who are undertaking personal development in the workplace. Its purpose is to safely accelerate learning for those who are expected to continue to make decisions and act when placed in new situations where their previous experiences and expertise is less relevant. In these circumstances – where the 'signposts' to good performance are no longer as relevant – learners benefit by being supported by a skeleton guide to 'what good looks like'.

Experience has shown that this guidance can be minimalist – a mere 'sketch' of the structure – the way scaffolding provides access to a building. This scaffolding, which includes providing learners with 'organisers', examples, and access to 'experts' in an environment that is new to the learner, substantially improve the effectiveness of workplace learning, while encouraging individuals to take control of their own development.

If you would like to find out more about the concepts and ideas in this leaflet or how to you can effectively implement the 70:20:10 approach in your Department or team, please contact civilservice.gov.uk/learning, who can put you in contact with colleagues within CITI Limited.

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'Live' situation workshops

Live situation workshops provide an excellent environment for development. Firstly, as an observer, you can observe and assess the skills used in the inter-personal actions going on around you. Secondly, it is likely that some contributors will have a perspective different from your own, and this will allow you to broaden and deepen yours. You may also be exposed to new insights into relationships that enrich your understanding of the subject matter. Finally, in being given the opportunity to apply your knowledge and understanding to a new (in part) context and audience, you need to further abstract your experience, allowing you to deepen your understanding of your own experiences.

Reflect and Learn

The principal focus of a 'reflect - learn – act' workshop is the exploration of differences between the mental model(s) you use to understand a situation, and current reality. Rather than always using your current views on the situation (potentially rejecting an important reality), you are able to explore new perspectives and approaches. This will typically involve a fresh understanding of the situation, which modifies your mental model(s) and enhances your approach to addressing workplace challenges. A real 'win-win'!

Shadowing live working

This technique involves observation of and interaction with individuals who are performing activities or tasks with a high degree of competence. You will be in a position to develop and test (with the live workers) your own understanding of the selection of a particular course of action, and / or to receive instruction as to the relevant factors surrounding a problem and the conclusion that had been agreed.

Giving back

'Giving back' encompasses any and all aspects of being an active contributing member of the professional communities of which you are a member. This may involve assessment or coaching of colleagues, making proposals for change, speaking to your community on recent learning or experiences in the workplace, or indeed any activity which furthers the aims of the good practice and thereby the success of your Department.

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Knowledge and experience sharing

You've just had a valuable learning experience and want to share that new-found knowledge with your colleagues – so what's stopping you? Short informal workshops and topic-based discussions (over coffee or lunch for example) are highly effective and provide the basis for improving your own and others' learning and performance. And don't forget social media techniques so your colleagues who work flexible hours can also participate!