

A portfolio of exemplary development activities

70%	Comments/Examples	Skills
Participation in strategic initiatives	Involvement in project teams dedicated to annual Growth Objectives	Leadership Management Human Resources Projects management Communication Influence Expanding Business knowledge Responsibility International cooperation Creativity Initiative Negotiation skills Presentation Sharing knowledge Making decisions Focus
Participation in departament/company projects	Participation in Business Projects (f.e. Video, Mobile App, Rewards Shop, Cornerstone etc.)	
Leadership in projects/initiatives	Development of project manager skills	
Management business teams	Development of leadership and management skills	
Position rotation	f.e. Partners Portfolio change	
Taking part in initiatives extend beyond usual duties at work		
Participation in Temporary assignments	Replacement f.e. during employer long absence	
New employees on-boarding in position/company	Budda role what means to support, teach and take care of new employees	
Presentations during trainings and external meetings	Presentation and facilitation practising	
Sharing knowledge – being subject matter expert	Trainer role on internal Friday trainings	
Representing team on company forum	Participating in business update as Head role	
Replacement manager during her/his absence	Taking on leadership and current business tasks	
International cooperation	Qualitative support developing PB in other countries (for example Italy, Mexico in the past) currently possibility to participate in internal Company projects	
20%		
Feedback from manager	Regular 1:1 with feedback	Presentation Sharing knowledge Making decisions Focus
Feedback from co-workers	Performance Review soft skills assesments	
Being mentor in mentoring program	Sharing knowledge and experiences in strong skilled fields	
Being mentee in mentoring program	Getting to know more where we need to have stronger skills	

Job shadow	Participation in business appointment of concrete person to be inspired	
Networking	Regular contact with profession environment to expand knowledge, get wider perspective and inspiration	
Participation in internal/ external expert communities	f.e. chat groups	
Coaching	Work with external Coach (limited access for managers	
Expand self-consciousness of own skills	Online personality tests f. e. DISC – with internal Trainer	
360 feedback	Assessment with manager, co-workers, subordinate	
Participation in inspiring performances	f.e. Guest Performance during Manager Community, open meeting with external expert	
10%		
Trainings	f.e: Friday Trainings or other supporting soft skills development trainings – Presentation, Negotiation, Communication skills	
Language trainings	English in PAYBACK	
Special trainings dedicated to specific positions or business sectors	Marketing, analytical, financial trainings etc.	
Conferences/Workshops	Professional conferences, thematic Workshops, webinars	
Books/Articles/Case studies	Access to internal materials for example: Company library, Harvard Business Review	
E-learning	Online trainings, AMEX Trainings, available University Trainings	