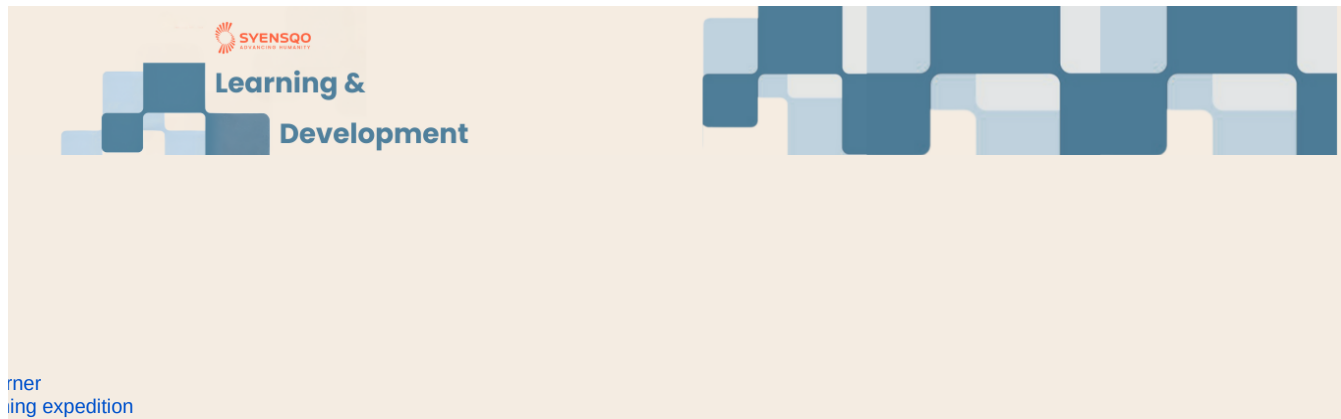


NW Learning & Development



[my Talent Profile](#)
[Learning and Development Tools](#)
[Standards](#)
[Syensqo Organization \(SBO\)](#)
[at Syensqo](#)
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[Actionable Development Plan](#)
[ing expedition](#)
[rner](#)

[Business Integrity](#)
[an external course](#)
[a course and it appears as not evaluated](#)
[Request](#)
[class/course](#)
[/ training hours have I already accumulated?](#)
[in](#)

to cancel your participation in one course or class or choose another class language
ep guide for you to follow in order to get your own report of your training hours for the current year. In some countries it is mandatory a
[raining hours per year](#).
ent, or even how to take advantage of the tool, here you will find useful information.
ain learning platform at Syensqo and you need to comply with mandatory courses, you can also check which courses are available for

proved you to attend an external training course. You are able to [register those training hours in YouGrow by yourself](#).
s [COBI](#) and why it is so important to our company.
[ing that is not showing completed yet](#).
[earning - Request Now - My Personal Development](#).
tend for a class that is not available in your language, or there is no more available live sessions in the future for you to register. [Create](#)
how you can request a specific training in case this is not available in YouGrow. Also, you can proceed with a [learning request](#) in
[article](#).

[Skills](#)
[p Skills](#)
[eate a Meaningful Development Plan](#)
[ing Model](#)
[opment Philosophy](#)
[in](#)

avigate new challenges.
ind prepare them for future opportunities. We encourage you to view learning and development as a journey filled with discovery and
ing in personal development allows explorers to acquire new skills, knowledge, and experiences that can enhance their performance in
ent and career advancement. Continuous personal development is essential throughout your career, to stay competitive, adaptable,
er as explorers at Syensqo, it's an opportunity to reflect on where we are now and where we want to go in the future — including our

syensqo's Wiki space, you may need to link your Google Drive in order to see embedded documents.

owing wiki pages you'll discover an abundance of helpful development resources.
hilosophy is a set of guiding principles that shapes how we approach skill-building, performance culture, and accelerated development.
ons [here](#).

S

development and career, with the strong support of my manager.

most through my daily work and maintain a continuous learning mindset.
jects and roles to accelerate my development and build capabilities for the future.

S

je my team to spend time developing themselves and support time 'away' from day-to-day activities to create the habit of learning.
lly support skill building during my recurring check-in discussions — occurring at least once per quarter.
nsible for ensuring my team has development opportunities.

o Academies are designed to offer customized development solutions for target audiences. Our academies are aligned with business
elopment plans focused on building critical skills, include diverse ways of learning and are committed to simplification.

ory Academy
idemy
n Academy
ient Academy
hain Academy (coming soon!)
demy (coming soon!)

ar about how we develop successfully: we benefit most from on-the-job training, then learning from others, and sometimes formal

Development plan you	70% through experience, challenges and assignments (on-the- job)	20% through exposure to developmental relationships (mentoring and coaching)	10% through formal learning (coursework and training)
rioritize developing al and behavioral maintaining a learning mindset	- Applying what you've learned in a group setting. - Putting new techniques or approaches into practice with your team. - Stretch assignments inside or outside your current role. - Problem-solving and innovation in challenging tasks.	- Feedback from Manager or colleagues - Subject matter experts - Communities - Formal and informal coaching	- Functional Skills Training - Books and articles - Presentations - Podcasts, TEDTalks - Webinars
rectly support skill ing the recurring ussions	Integration of Learning	Learning Momentum	Learning Event

IE ROLE / PEOPLE LEADERSHIP	READY TO GROW
the Practical Aspects of My Role bout the practical aspects of my job - the processes and systems my scope that enable Syensqo's people operations. bout the behaviors that are essential in my new role (find a series of under First 90 Days as a Leader here).	Assess My Leadership Skills - Embrace vulnerability by actively seeking feedback from peers and team members. - Use this feedback to grow and improve your leadership skills.
Engage My Team cess the Leadership Expedition to learn how to lead difficult ations and provide feedback, have meaningful discussions with my team, high performers, and retain team members.	Seek Support from a Mentor I can find a mentor to share their knowledge, skills, and experience in order to support my development.
Role in DEI Learn more about Diversity, Equity, & Inclusion @ Syensqo and access r courses and content in YOUGrow in order to better demonstrate leadership and build a more inclusive team. ow to promote inclusion and sustainability in the recruitment process .	Develop My Leadership Skills - Continue to focus on developing essential leadership capabilities. - Engage in self-directed learning to leverage your unique leadership strengths and build capacity for impactful leadership actions.

earning! [Click here to share your thoughts about the Learner Led Development guide.](#)

most sought-after technical skills in the chemical sector, backed by industry research including; technical skills relevant to individual h and wellbeing, business integrity, sustainability, language training and more. To bridge these skill gaps and unlock the competitive ely organize global and local targeted development campaigns.

is crucial for ensuring our explorers have the necessary skills and knowledge to perform their jobs safely and effectively. Consider ons with leaders, managers and peers at our industrial sites:

Equipment Operation	Chemical Handling and Storage	Process Control
ling various types of machinery and equipment used in ng, such as reactors, distillation columns, pumps, and s learn how to start up, shut down, and troubleshoot he guidance of experienced operators. Chemical Handling uction on the safe handling, storage, and disposal of ng to regulatory standards. This includes proper labeling, spill response procedures.	Instruction on the safe handling, storage, and disposal of chemicals according to regulatory standards. This includes proper labeling, containment, and spill response procedures.	Training on monitoring and controlling chemical processes to ensure product quality and efficiency. This may involve learning how to use control systems, instrumentation, and process simulation software.
Quality Assurance	Maintenance and Repair	Regulatory Compliance
ity control procedures, including sampling, testing, and aterials and finished products. Employees learn how to ss quality issues to maintain product integrity.	Hands-on training in equipment maintenance and repair to minimize downtime and ensure operational reliability. This may include preventive maintenance tasks, troubleshooting common problems, and performing minor repairs.	Training on relevant laws, regulations, and industry standards governing the chemical industry. This ensures that employees understand their responsibilities regarding environmental protection, workplace safety, and product quality.
Teamwork and Communication		
nent of interpersonal skills and teamwork abilities through collaborative projects and group activities. This helps employees effectively colleagues, supervisors, and other stakeholders in the workplace.		

ghlight the diverse range of on-the-job training opportunities available, all aimed at equipping explorers with the skills, mindsets, and o succeed in their roles while ensuring safety, quality, and regulatory compliance. It's important for explorers to find a balance between :hnical and behavioral skills while maintaining a continuous learning mindset. Keep in mind when building a development plan unique to :hallenge you, it won't change you.

gers specifically support skill building during the recurring check-in discussions — occurring at least once per quarter. The orer discuss openly how the Explorer delivers against the defined goals and where development actions could increase

in
ks

ourney at Syensqo is an opportunity to reflect on where you are now and where you want to go in the future — including **your personal career advancement**.

ing is not a one-time activity. You should treat your development plan as an ever-evolving document - one that you revisit and refine in new knowledge, experiences, and insights.



art? [Try using SyGPT to support your development planning!](#)

g on where you are now vs where you want to be in the future. [Use the questions in this guide to reflect and open a conversation](#)

ct on the feedback from your Manager, peers, stakeholders, etc. Identify both strengths to build upon and areas for improvement.

re feedback into specific, measurable goals and update your development plan in [My HR Services](#) (Goals & Development).

eedback highlights 'presenting' as an area for growth, set a goal to lead a team meeting or present at a group session in the next 6 e communication skills' which is too vague and not action-oriented).

velopment resources available to you to support your plans to improve. Check out the [Your Learning Expedition](#) page for more!

; for development and ask others to hold you accountable for making improvements or continuing to build on your strengths. Make a eedback ("How did I do?") - it gets easier to do each time!

ur actions, progress, and feedback received to celebrate milestones and improvements.

eedback highlights 'presenting' as an area for growth, set a goal to lead a team meeting or present at a group session in the next 6 e communication skills' which is too vague and not action-oriented).

t a regular reminder to review and update your development plan in My HR Services.

[Hints for Development Planning](#)

[Create a meaningful development plan?](#)

[Learning Expedition](#)

[in Options peer coaching circles?](#)

lopment process for individuals, teams and organizations, that seeks to unlock people's potential for personal and professional growth in order to achieve a higher level of performance.

ame as Mentoring?

d by an experienced coach who focuses on the future goals and actions of the coachee. Mentoring is typically provided by an expert in e the comparison below for further illustration.

ationship where a Mentor shares their knowledge, skills, and experience in some field with a Mentee in order to support their a good way of efficiently transferring valuable competencies from one person to another, and can motivate individuals and teams to ose them to learning opportunities, and provide support for their learning and growth.

on on **Mentoring**, [click here](#).

Coaching	Mentoring
at duration	Long-term, no set duration
	Advises on what to do
ositions	Shares, models, teaches
	Teacher and student
	Explicit feedback
	Directive

lers, we offer personalized external coaching as part of our comprehensive leadership development programs offering.

s a significant investment and is offered as a strategic initiative to address specific business needs; criteria for participation is always
dvance with Strategic HR Business Partners.
les present one of the most effective and accelerated ways to learn through focused discussions with your colleagues on topics of

heir concrete experiences, challenges, and impressions in order to learn from and support each other.

tween Peer Coaching and Group Mentoring is that, unlike Group Mentoring, Peer Coaching does not require a mentor. Participants can
ate leadership responsibilities.

s of effective Peer Coaching include:

- Development target
- to share your own challenges and learnings
- s to actively listen to the experiences of your colleagues
- ality
- to incorporate learnings into your specific situation

[practical guidance for starting a Peer Coaching Circle.](#)

- in
- entoring?
- ing the same as Mentoring?
- identify a Mentor?
- s the typical Mentoring Journey look like?

Platform manages formal mentoring relationships for specific talent pools including Future Top Leaders, Executive Key Account
re.

ision in a formal, managed program is not required to harness the benefits of a mentoring partnership.

d to take ownership of your career, review the available guidance, best practices, digital learning, and discuss with your Manager how
mentoring partnership.

ral and is just one among many other ways of developing skills. Getting a Mentor is not a guarantee of superior performance. It is up to
the driving seat and make the most of the opportunity. It is a relationship where a Mentor shares their knowledge, skills, and
Mentee in order to support their development. It is a good way of efficiently transferring valuable competencies from one person to
otivate individuals and teams to learn and grow, expose them to learning opportunities, and provide support for their learning and

the two types of **mentoring** at Syensqo:

ip Mentoring?

airs experienced leaders with individuals who wish to develop skills and grow in their careers. Syensqo may deploy a group mentoring
ins where there are many individuals who face similar challenges on the same topic and could benefit from peer-sharing discussions,

benefits of Group Mentoring?

ne mentoring relationships, group mentoring can motivate Mentees to learn and grow, expose them to learning opportunities, and
their career development and growth.

ntoring may not be as “intimate” as a one-on-one mentoring relationship, group mentoring can bring tremendous value through work and connect with others outside of the individual's job scope, and a dedicated space to share their career challenges and gain

Reverse Mentoring?

encourages employees to form partnerships - regardless of seniority – in order to exchange skills, knowledge, and understanding.

itor is expected to be more senior and experienced than their Mentee, however, reverse mentoring recognizes that there are skills gaps that each person can address their weaknesses with the help of the other's strengths.

benefits of Reverse Mentoring?

can play an important role in crossing generational divides. It can also help to break down negative stereotypes about different age groups. When you think that the more experienced you are, the less you need to learn, however, newer, or more junior team members often have a fresh perspective, and expertise that can benefit their more established colleagues.

isn't just about age. New joiners can provide fresh perspectives and ways of working, while long-serving team members likely possess a wealth of institutional knowledge.

Best Practices for Reverse Mentoring

Set Expectations

Set your expectations for the relationship with your mentoring partner. Make sure that you're both committed and that your goals are aligned. Do you want to get out of the relationship? What specific skills do you want to learn? What knowledge, skills, and experience can you offer? How often will you meet?

Communication Skills

It can be challenging to communicate with someone with vastly different levels of experience or skills. For example, some people may feel more comfortable engaging with others by email or instant messaging, while others may prefer to speak on the telephone or meet in person. So, make sure you're sensitive to the other person's communication preferences and needs.

Be Patient, and Open-Minded

Your reverse mentoring partner must be open to learning from one another. So, remain respectful, and listen actively without any preconceived ideas. Don't get frustrated if your partner doesn't understand the skills you're trying to share. Instead, communicate with tact, and give encouraging feedback that doesn't belittle their knowledge. Use constructive feedback to help them understand your perspective.

Check in Regularly

Check in regularly to ensure that you are both happy with the relationship and that you're getting the information you need. However, if you are not making your desired progress, schedule a brainstorming session and discuss new ways to achieve your goals.

Mentoring?

er-free, two-way, mutually beneficial learning relationship that most often occurs between a senior and junior employee for the purpose of growth, learning, and career development.

ntorship often involves sharing knowledge, experience, and advice to help the mentee achieve their personal and professional goals. It can encompass various approaches and formats, including one-on-one, peer, group, and reverse mentoring.

Coaching. Coaching is generally more focused on specific skill development or achieving particular goals, while mentoring is a longer-term relationship focused on providing guidance and support for overall personal and professional development.

Part of an individual's development plan. You should have regular discussions with your manager to define and sustain your development plan, which will ideally include formal training, opportunities to learn on-the-job, and through the involvement of others like a Mentor.

Implement a flexible mentoring program that empowers individuals to self-register as a Mentor or Mentee at any time.

In an “open enrollment” program, there are no fixed start or end dates. Individuals are able to identify potential Syensqo Mentors based on their needs and desired areas of support (ex. Career Planning & Development, Networking & Relationship Building, etc.)

When selecting possible mentors, individuals may also want to consider factors such as the Mentor's career journey, their position, GBU/Function, or time availability.

Participation in a formal mentoring program to find a mentor is optional.

For more information, please review the [Open Enrollment Mentoring User Guide](#).

The typical duration of a mentoring relationship is between 6-12 months. Ultimately, the Mentee and Mentor will decide the length of the mentoring relationship based on the mentee's individual needs, the goals of the mentorship, and the evolving dynamic between the Mentor and Mentee.

ating your Mentoring Relationship

riodically assess their mentoring relationship (every 6 months). Ask yourself the following questions to reflect on whether the
es to provide value:

ning to **learn new skills, gain insights, or receive constructive feedback** that supports my personal or professional growth?
ussions still **feel engaging and relevant** to my current goals, challenges, or development areas?
en able to apply advice or guidance from my mentor to **achieve tangible progress or overcome obstacles** in my work or career?

onship is not active any longer or you have achieved what you expected, you can choose to end the relationship. Select the "End
1 SuccessFactors so the Mentor can go back into the pool for others to select. See the User Guide for more details.

e a Mentor

entoring often involves experienced senior leaders guiding junior colleagues, mentoring can also occur between colleagues of different
rse mentoring where early in career employees mentor more experienced employees on contemporary skills.

ften act as role models and sounding boards for their Mentee and provide guidance to help them reach their goals. Mentors share their
: advice, knowledge, wisdom and teach with a low pressure, self-discovery approach.

Mentor has a higher level of knowledge or experience in a specific area and can guide and support another's professional growth.

form requires approval from your Manager to become a Mentor.

ing mentor applications older than 30 days will be automatically approved by GBS on a quarterly basis.

ntored!

ee, one must be proactive, engaged, and open to learning, while also respecting the Mentor's time and expertise.

ively seeks guidance, demonstrates a willingness to learn from feedback, and takes initiative for their own development.

eed formal approval from your Manager to become a mentee, ideally the topic of mentoring will be part of your regular performance and
ssion.

anager may be able to recommend a Mentor or suggest topics to address.

responsibility for their own growth and development
id adapts personal development plan
ambitious but attainable goals
mentoring relationship, schedules, and prepares for meetings.
ates regularly with their Mentor
ular feedback from their Mentor
ir Line Manager informed of progress in regular check-in meetings

» relationship and development of the Mentee
Mentee clarify their development needs
» Mentee in plotting a career path (if needed)
mentee "figure it out on their own"
onest, regular, and detailed feedback
reliable partner to the Mentee
ensqo's behaviors

he Mentee as needed
ir employee the time to engage with their Mentor for development
the confidentiality and boundaries of the Mentor and Mentee relationship

I conversation | Ask your potential Mentor if they can make time for an hour meeting with you. You don't want to be rushed, and you for the other person to ask you questions about your goals, etc.

he guidance you're seeking ("The Ask") | Describe what advice or guidance you are seeking and for what purpose. Is it to help you nt department politics or are you seeking to apply to a different position? Are you thinking about going back to school and are not sure to focus on? Think about this and articulate up front what you are seeking from the mentoring relationship.

ngness to do the necessary work and follow-through | There's nothing more frustrating than mentoring someone who doesn't do ' to take advantage of advice, so you want to make it clear to your potential Mentor that you're ready to commit the time, energy and nost of their counsel (and time).

respect the individual's time | Most people who are asked to become Mentors are highly successful in their careers, which means isy and much in demand. So it's important for you to acknowledge that reality, and make it clear how much you appreciate their quest. This is also the way to provide a graceful "out," letting the other person cite an overbooked schedule for declining your request.

by a group mentoring approach in situations where there are many individuals who face similar challenges on the same topic and could haring discussions, led by a Mentor.

ntoring Onboarding for Mentors and Mentees

d by an experienced coach who focuses on the future goals and actions of the coachee. Mentoring is typically provided by an expert in e the comparison below for further illustration.

ng	Mentoring
at duration	Long-term, no set duration
	Advises on what to do
ositions	Shares, models, teaches
	Teacher and student
	Explicit feedback
	Directive

I about Peer Coaching Circles

ir regular performance check-ins with your manager, you may discover the need to improve upon one or more skills or behaviors in development goals. Although Syensqo does not currently facilitate mentor / mentee matching on a broad scale, there are several ways mentor to support your development.

an be senior to you in your company, executive leaders in the same or another GBU or function, customers, strategic partners, members in your industry, or people who are doing the job to which you aspire. relationships can be formal or informal. They can also come from all parts of your life, not just your professional life. bout what you are looking for in a Mentor and what support you need. Think about what you would like to get out of the relationship and r goals. Manager to tap into their network. ifying someone, the next step is to simply ask, "Would you be willing to be my mentor?" Explain why you asked this particular person you hope to get out of the relationship.

he identifies a match.
or and Mentee meet to get acquainted with each other.
d Mentee(s) clarify development needs and goals
defines a development plan and ask for a review by the Mentor
couragees Mentee(s) to try new behaviors and serves as a role model.
plies what they've learned and receives feedback from the Mentor
d Mentee(s) evaluate the individual's progress.

in
: found ourselves building something that n...

ted to give your career a boost by learning new skills outside of your current role? From a **Skills Based Organization** standpoint, : to develop skills means taking on short-term or temporary assignments to gain experience, learn new skills, and improve existing ones. ach allows employees to work on a variety of projects that would not be possible if they only rely on projects within the same job scope.

: can consult information about projects they may apply for, which align with their interests, availability, and skills to improve. :aders can publish their projects to all explorers.

ganization (SBO) is a flexible and agile company that emphasizes developing and utilizing employee skills as the primary driver of additional hierarchical organizations, SBOs prioritize the employees' expertise, continuous learning, and adaptability over rigid structures and processes. Syensqo is in the first steps of this journey and the focus is to embed a skills-centric approach in the way we **attract, develop, and retain Talent**.

Our skills-centric approach is:



Learning Journey have shared their insights on the Skills-Based Organization (SBO). Have a look!

Embrace this journey by embedding the principle of experimentation. Our objective is simple: to pilot the Skills Centric Approach and measure the progress. **EXPLORE with us!**

IDENTIFICATION (more information here)

Identifying skills can vary based on the context or project. It might be a centralized effort, like through an Academy, or an individual effort by a manager.

ACTIVATION (more information here)

This phase focuses on the opportunities employees can explore to build their critical skills, supported by the 70-20-10 Model.

The focus in these experiments lies on the 70 (learning by experience) and the 20 (learning by others) aspects.

VALIDATION (for more information, contact Helena Ferreira)

Ensures employees have the necessary skills to excel. The validation is an iterative cycle that measures the proficiency level of employees against the proficiency needed for the job.

Managers who facilitate training can gain access to our internal content creation tools to create and publish digital courses on YOUNGROW. Explore our content creation tools below;

Learning Management System, **YOUNGROW**, is the primary tool for training enrollment. Explorers and Managers can access YOUNGROW from the catalog, enroll in courses, request new classes and more. Managers have access to the Manager Dashboard to review training to their teams.

The platform explorers will discover a collection of content from internal and external subject matter experts. At Syensqo individual experts can contribute knowledge and manage training.

Cloud-based authoring tool with which you can create interactive and professional e-learning courses.

Would you use it?

Create professional and interactive e-learning

Dynamic trainings

Create courses

Do you install IsEasy?

IsEasy is a cloud-based tool so there is no installation needed.

license through Syra in the Service request "[Application Access Request \(Generic\)](#)".

For requests and administrator subjects related to the tool, Digital Technology area should be contacted and they will provide support.

is a web-based video editing and recording application that allows you to easily create videos. This is a semi-professional tool, accessible

Would you use it?

Promotion/communication on a project

Team communication

Tutorial

Do you install Wevideo?

Wevideo is a cloud-based tool so there is no installation needed.

license through the [Syra application request](#).

Please let us know how long your project will last. We have put in place a rolling system for the license to allow more people to create videos for the company.

For requests and administrator subjects related to the tool, Digital Technology area should be contacted and they will provide support.

Cloud-based authoring tool with which you can create interactive videos.

Would you use it?

Promotion/communication on a project

Team communication

Tutorial

Do you install Vyond?

Vyond is a cloud-based tool so there is no installation needed.

license through Syra in the Service request "[Application Access Request \(Generic\)](#)".

For requests and administrator subjects related to the tool, Digital Technology area should be contacted and they will provide support.

In Syensqo's Wiki space, you may need to link your Google Drive in order to see embedded documents.

Click [here](#).

View all the Global Standards related to Learning & Development. Please select from the following list of documents.

[Standard - Language Training](#)

[Standard - Functional Development](#)

[Standard - Development for Future & Emerging Top Leaders](#)

[Standard - Mentoring](#)

[Standard - Develop Learning with a Vendor](#)

[Standard - Develop Learning internally](#)

[Standard - Buying Content](#)

Files: What, When and Why do we use them?...

Instructions for completing your profile

The Talent profile management system is used as a means to support our efforts to identify, deploy and retain Talent across our organisation. It is designed to ensure we offer a consistent look, feel, and experience to all our employees.

The profile is like an internal cv and enables you to showcase your experiences and achievements. It will also be used in the Po2 resourcing process to allow you to apply for positions and let potential hiring managers know what you can offer to a position.

Asked Questions

What is a Talent Profile?

The profile is a key element of your Career Development at Syensqo. It is a place where you can highlight your experience, accomplishments, and skills. Responsibility for updating the Talent Profile rests entirely with the individual and should be revisited on a regular basis to ensure it reflects your current situation.

How do I update my Talent Profile?

The profile is the quickest way to increase your visibility for new opportunities at Syensqo. When your profile is up to date, Hiring Managers and you will find you when searching for relevant experience and skills. You can also make quick applications to positions that you are interested in.

Is my profile public? Who can view my Talent Profile?

By default, your profile is public. These sections are: About me, Education, Achievements, Work experiences and Languages. This means that anyone in Syensqo can see this information.

Why Talent profile or can I just use my CV?

Profile enables us to more quickly identify the positions that might be a good match for you. We are able to search on keywords, skills and is not possible with cvs. Once you've updated your Talent profile you can make quick applications to the positions you are interested in.

Why are Talent profiles important?

Profiles are important as they are designed to ensure we capture the fullest insights on you, what you can offer a position and what a you. We sometimes find sections of the profile incomplete or with only one or two words which is unlikely the impression you would make on a potential hiring manager.

How long does it take to complete my Talent profile?

Profile does not have to take long but thinking about what you want to write and how best to articulate it is always good preparation.

When should I update my profile now?

It is a good idea to update your Talent profile when you are not in a hurry and can spend time reflecting on what you want to write. If your position may change as a result of Po2 we strongly recommend you start updating your profile so you can be best positioned to apply for opportunities in the future.

Consider updating your profile in your diary to complete your profile. We often find people prefer to do this at the beginning of the day before they look at emails or at the end of the day when they have finished their meetings for the day.

Copy and paste sections from your cv into the talent profile to help speed up your completion- ie many of us have a short summary and introduction in your cv. This can be used in the About me section of the profile.

Completing the About Me and Career Ambitions sections of the profile take time to consider what you would want a potential hiring manager to know about you and your ambitions

The Development section is an opportunity to show you are investing in your continuous learning and actively working towards your development. Following your next check-in, update this section with the actions and progress that you discuss with your manager.

Suggest that you type the headings on a Google doc and prepare your text so you can copy and paste it into the system when you are ready.

Your Line Manager to read your profile and help make suggestions for improvement and refinement.

Employee Development

[Supporting my Team in YouGrow](#)
[Create content in YouGrow](#)
[Project Expedition](#)

[Development matters](#)
[You as a leader](#)
[Skills](#)

One of the most important aspects of your role as a Leader. Although the employee is in the driver's seat for their own development, you are able to enable them to identify and seize the right opportunities for their development. Development of your team means better performance for both Syensqo and your team.

Take time to develop a deep understanding of each member of your team including the areas in which they need to develop capabilities and

Identify their career aspirations looking 1, 3, and 5 years out. If they aren't sure or clear on their career goals, engage in a coaching conversation. Not sure what questions to ask to stimulate this discussion? Consult this [development discussion guide](#).

Have regular conversations that are not just focused on their objectives, but also their development;

Provide clear and actionable feedback on what they are doing well and what they need to do better;

Assign challenging projects and work to accelerate their development;

Expand their network to make connections and find opportunities to expose them to other GBUs and Functions that match their career goals;

Professional development is a critical part of every leader's role. Guidance on coaching and providing professional development for your team

is available in the [Leader's Guide to Coaching & Professional Development](#).

[Coaching](#)
[Top Talent Management at Syensqo](#)

in
ow if Coaching is right for the employee?
e process to request a coach for one of...
Options

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on on Mentoring, [click here](#).

Coaching	Mentoring
at duration	Long-term, no set duration
	Advises on what to do
estions	Shares, models, teaches
	Teacher and student
	Explicit feedback
	Directive

whether to invest in coaching, consider the following questions:

r options besides coaching have been, or should be considered for their development? How will the coaching process change the uation?
en giving regular feedback to this team member?
encourages coachees to explore their mindsets and behaviours, but it is not a 'quick fix' for any potentially damaging mindsets or s. Is the individual open to exploring new behaviours and ways of thinking about workplace challenges?
ne to invest in coaching? Coaching is a long-term time investment including time spent with a coach and additional time to reflect on sessions.
promotes greater self-awareness. A goal is to shift any more negative underlying behaviours and improve accountability. Is the ready to be accountable for goals set? A coach will support them to find the answers, but the coachee is responsible for taking what learned and applying it within the workplace environment.
ndividual know what they want to get out of coaching? Organizations should know what they want to get out of coaching in terms of le business results, while coachees must align with their managers on what they need to get from coaching in terms of business impact nal development.

yes' to each question, coaching may be the right step for the individual.

ger initiates the process by contacting [Syensqo's Coaching Coordinator](#).
ning Coordinator and the Manager meet for a briefing session to discuss the individual's needs.
ger completes an intake form to start the coaching process;
1 Executive Coaching, the coachee interviews potential coaches to select the right coach ("chemistry interviews");
yee may complete a 360 assessment at this stage.
ing process begins.
1 Executive Coaching, three separate meetings are held between the Coach, Coachee, and Leader over the course of the coaching rocess to : 1) Set objectives, 2) Validate the action plan, and 3) Conduct a final evaluation.

nitment for a coaching relationship is a minimum of 12 hours to a maximum of 20 hours over a period of 6 months.
rovider for external coaching. We support individual external coaching requests and also offer personalized external coaching as part of leadership development programs. External coaching is a significant investment and is offered as a strategic initiative to address eeds. Criteria for participation are always communicated in advance with Strategic HR Business Partners.

act the training hours or the COBI completion status of my team members

[tep](#) guide to lead you on get a report with the training hours or COBI completion status for audit purposes.

/ team's learning development

verview of the "Me" Tab in YouGrow that provides you usefull tools to [manage your team's learning events and development](#).

in
lasses, Certifications, Curricula
eation
Class Creation
in Creation
t Management

create courses or any other kind of learning event in YouGrow, and you don't have access as Admin to it, the first thing is to open a Services team and choose the option that better suits your request and it will lead you to fill in a Google Form regarding the type of d to perform.

credential that a person earns by demonstrating mastery in the credential's subject area. A credential is similar to a competency, but is certification requires several paths and have to re-certify every a certain time.

urity certification for Syensqo users (re-certify every year)

st of courses in a hierarchical structure of components. It differentiates from a Certification as it will have no expiration date, and quired, will not have to be renewed in the future.

ulum is to be used if there is the need to aggregate different courses in a Program but there is no need to renew any training in the

test level in the learning class hierarchy. It represents a learning subject that can be delivered in a variety of forms.

an instance of a course delivered in one of a variety of formats known as delivery types. Each class is an instance of a delivery type, herits the properties of its parent delivery type.

led (scheduled) - A face-to-face training is a course Instructor-led (scheduled) where trainers and participants will meet "physically".
a fire extinguisher training with exercises

ssrooms (scheduled) - Virtual classes are delivered to learners through a Web browser (Google meeting, saba classroom or other

d training (self-paced) - A web-based training / elearning is a course with only digital content. Example: a course with a power point,

) training (self-paced) - An on job training is a training that takes place in field. This training can't be launched, it records only the training

eation form to request the creation of a learning vendor.

s an external provider that :

rs the training

: creator: an external company responsible for the creation of the digital content

andatory information for creating a learning event.

: will be provided by a Syensqo employee, then this information needs to be provided on the course creation form as "**Internal Provider**"
Class creation form when you need to create any type of course, whether it is face to face, web based or virtual classroom. Also, if you
ass within an existing course.

ice - for courses where trainers and participants will meet on site.

iddle-learning - for courses where you want to create a course with only digital content.

assroom - for when you need to create a course for people to be able to register themselves or be registered for Google meetings, or
eeting platforms.

credential that a person earns by demonstrating mastery in the credential's subject area. A credential is similar to acquiring a skill but in
ication requires several paths and has to be re-certified from time to time.

Security certification for Syensqo users (re-certify every year)

ification Creation form, the course must be already created in YouGrow.

on Management form for:

urses, Certifications, Curricula.

son in classes

es to assign courses automatically (or another learning event) regarding some criteria (for example: assign a course automatically for all
s from the Carnaxide Site)

ist of specific people you want to assign a course or another learning event.

Just help from any member of the People Services Team for any additional support, opening a request.

[Behind the Leadership Expedition](#)
[What the Leadership Expedition have to offer you?](#)
[How to access the Leadership Expedition?](#)
[How to request access to the Leadership Expedition?](#)

Syensqo is more than a role — **it's a Journey.**

Journey into uncharted territory, **being a leader requires preparation, adaptability, and continuous growth.** It means equipping yourself with the right tools, skills, and mindset to navigate challenges, inspire others, and achieve extraordinary results. The Leadership Expedition is our commitment to supporting you on this journey. It's designed to help you activate Syensqo's behaviors, implement our strategies, and lead your teams with confidence and impact. Leadership is not a one-size-fits-all path. **That's why this expedition is flexible and evolving. As the needs of our leaders and our business evolve, so too will the Leadership Expedition.** Click on the following buttons to learn more:

		
The Manager Essentials Program equips new managers with essential skills and tools to achieve their goals and drive performance. Tailored for first-time managers looking to enhance their leadership abilities, it offers practical guidance and support for confident leadership.	Leadership Boosts offer flexible opportunities to enhance your skills and mindset throughout your leadership journey. Consider them as inspirational basecamps to refuel and prepare for upcoming challenges. Choose from: Live Sessions: Live, interactive experiences with peers. On-Demand Modules: Self-paced learning. Quick Inspiration: Bite-sized articles and videos.	The Impact Platform is your personalized learning platform designed to provide ongoing access to resources, tools, and insights for leadership growth. This is your compass for continuous development—guiding you to the right learning at the right time.

Your journey starts with curiosity and exploration.

Start exploring the Leadership Expedition content today by clicking on the image below which will show you **how. Enjoy your expedition!**



Managers, that have at least one direct report, looking to enhance their leadership skills. No additional cost for the business.

For more information concerning the Program please raise a ticket in [SyRa](#).

Identifying and Developing Top Talent

in

Approach to Development
Top Talent Criteria
Solid Performers & Future Functional Leaders
Leaders
Top Talent Deal
Top Talent Pools

Managers are expected to support their team members' development, whatever their potential. HR supports Managers by challenging and providing insight on talent-related topics. Additionally, HR has a responsibility to educate employees on Syensqo's approach to development and support top talent.

Solid Performers (SBPs) and Site HR Partners have important and distinct roles to play in top talent identification and development. Where they have greater visibility and are closer to those in the Future Top Leader / Future Functional Leader talent pools, Site HR Partners typically focus more on Emerging Leader talent. Therefore, the activities described below may be adjusted and carried out by SBPs or Site HR Partners in their respective areas.

Identifying Top Talent RACI to better understand your role.

Managers should understand **Syensqo's approach to development**, in order to help employees understand where they fit in.

Managers should understand the **Top Talent criteria** (Emerging Leader, Future Top Leader, Future Functional Leader) below to support and challenge employees on an employee's eligibility for these programs.

Managers should have a **dialogue** between employees and the Site, GBU, or Function leadership. Employees often feel more comfortable sharing their career development and challenges with HR.

Managers should **share observations** with leaders to support **talent discussions** where others may lack visibility.

Managers should **challenge, advise, and help leadership test their thinking** when it comes to talent.

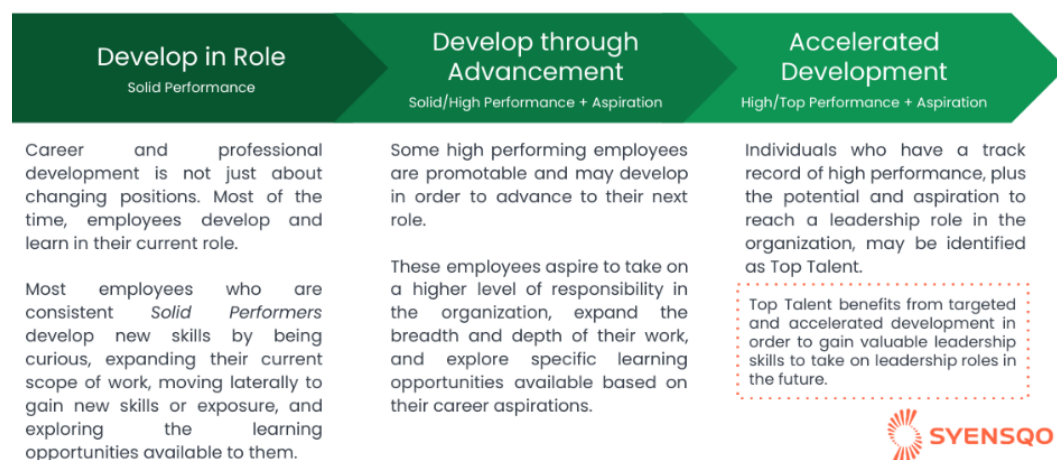
For example: Why do you want to nominate this person? How did you make the decision? Have you and the individual discussed their career aspirations? How have they demonstrated their commitment to development? What practical steps have they already taken toward their development?

Managers should **develop planning resources** with Managers and employees.

Development Discussion Guide for Managers | How can I support my employee's development?

Development Planning Guide for Employees | How can I create a meaningful development plan?

Approaches are the same - depending on an individual's performance and aspirations, they may benefit from one of the following approaches.



In this approach, all employees drive their own development and should have access to opportunities as well as a meaningful development timeline to learn and grow.

Managers have a direct role in identifying top talent and accelerating the development of Syensqo's next generation of Leaders. As HR, you can support and identify individuals who meet the following criteria in order to be considered top talent and ensure the quality of the top talent pools.

High performance is the passport to opportunity. It is an indication of leadership potential. An individual should have a track record of sustained high performance prior to their nomination for a talent pool.

High potential translates to the individual's ability to perform across fundamentally different challenges (rather than in one role alone). This ability is demonstrated by an individual's agility, resilience, and drive.

tion is a persistent drive to gain experience and develop professionally, (versus ambition displayed as a desire to achieve a specific

commitment reflects an individual's ownership of their development and career journey and a willingness to take on new opportunities
effort zone.

er (FTL) or Future Functional Leader (FFL) is a high-performing individual, typically grades S20 -S22 , who has the *potential* and *aspirati*
ecutive or Senior level leadership role in the future and who is *committed* to their development.

aders and Future Functional Leaders assessment and confirmation processes require a significant time and resource investment. As
is's Manager should first review the [Future Top Leader / Future Functional Leader Journey guidelines and criteria](#) and engage with
Business Partner to understand more about the process and program.

er is a high-performing individual between grades S15-S20 with a minimum of 2 years of career experience who has the *potential* and as
a Regional or Global leadership role in the future, and who is *committed* to their development.

Emerging Leader experience is at the nomination of Managers, supported by their Site HR, with final validation at the discretion of
Strategic Business Partners. Read more about the [Emerging Leader Journey guidelines and criteria](#).

is confirmed for a Talent Pool, they can expect to receive differentiated access to programs that support their accelerated leadership
ling practices, networking, and opportunities to connect with Senior Leadership.

expects that individuals will commit to their development, maintain a growth mindset, actively participate in skill-building practices that
ience and skill set, and take ownership of their career journey.

/ a vital role in the development of talent and can benefit from support with resources and learning opportunities related to Coaching
rom their HR teams.

ibes at a high level how an individual may exit the FTL and FFL Talent Pools.

ual will "graduate" from the pool once they reach the level of a GBU or Function Leadership team.

Upon reaching a GBU or Function Leadership Team, the Talent Growth Platform team, the employee, and their Manager will discuss at
that point the individual will exit the pool. Typically the employee has a period of 12 months, following their appointment, to decide on
ming. Following graduation, the employee becomes a talent pool "alumni."

Once an employee becomes a talent pool "alumni" they may be asked in the future to mentor a FTL/FFL or Emerging Leader, to present
topic at a future FTL/FFL/EL community event and/or engage other FTL/FFL's or Emerging Leaders in any strategic projects they may
ncounter

FL may exit the pool on their own, in mutual agreement with their manager, if their aspirations to become a Future Leader in the
on change, their performance declines, or if they no longer have the time to invest in the program.

in this case, the individual and their Manager should engage with the Talent team to discuss leaving the pool.