

Fire Up! Your Employees

Chapter 10: Speak to Me About Tomorrow – Career Conversations and Performance Development

Exercises: This chapter will review the *Fire Up!* Ignite component of millennial management and will need the *Business Review* worksheets, *Employee Talents, Values and Interests* worksheet, *Job Sculpting* worksheets and the *Career Conversation* worksheets. All are provided in this PDF.



This exercise requires you to complete the full *Career Conversations* process for one of your employees. First, update your *Business Review* previously completed. Then, for the employee selected, update the *Employee Talents, Values and Interests* worksheet. Assess whether job sculpting is needed (to customize the employee's current role) – if so, complete the *Job Sculpting* worksheet. Once this information is assembled, complete the *Career Conversation* worksheets. Update the employee information on Part 1. Start a discussion of the employee's interests in a one and three-year time frame and record important points on Part 2a. Decide on which plans will be implemented and complete Part 2b. Share the information about this employee with senior management by the assessment on Part 3. Complete this activity before moving on.

Creating an Action Plan is a critical component of implementing the Fire Up! Process. To access the Action Plan that has been created for *Fire Up! Your Employees and Smoke Your Competition*, click on the Action Plan link from the Beyond the Book page. You will add your action items from each chapter to this master Action Plan.

Create your action plan for this chapter including how you will implement a Career Conversation process with your team, department or organization.

Business Review (Strategic Update)

Incomplete important issues, events or activities that affect performance and results:

Summary:

List the five most critical events/issues/opportunities facing the business:

1.

2.

3.

4.

5.

Talents, skills and resources within the organization to address business and strategic update: to be used for Job Sculpting, Performance Expectations and Career Development:

Employee Talents, Values, and Interests Worksheet

Employee name: _____ Date: _____

Department or location: _____ Manager: _____

(Completed by employee)

Primary quadrant(s) and top four talents per Talent and Thinking Style Assessment™:

Circle primary quadrant: Chairman Professor Friend Emcee

1. _____
2. _____
3. _____
4. _____

Values (what is important in the workplace?):

Values (what is important in life?):

Favorite way of learning:

Interests (in the workplace in addition to current role):

Interests, hobbies (in life):

Favorite aspect of role (job):

Least favorite aspect of role (job):

Job Sculpting Worksheet– page 2

Areas for job sculpting that match employee interests and talents, and business needs (circle selected areas):

Employee Job Sculpting Action Plan

Additional responsibilities or activities and implementation plan:

1.

2.

3.

4.

Career Conversation - Part 1 (*Employee to complete*)

Employee: _____ Date: _____

Manager: _____

Part 1 - TALENTS

List your four primary talents from the Humanetrics list of sixteen talents.

1. _____
2. _____
3. _____
4. _____

Part 2a – INTERESTS

Identify your interests in and out of the workplace

Part 2b – INTERESTS

Identify favorite (F) and least favorite (LF) tasks in your current position

_____	_____	_____
_____	_____	_____
_____	_____	_____

Part 3 – VALUES

Identify what you value most in and out of the workplace

Part 4 – SKILLS

List your strongest skills:

_____	_____	_____
_____	_____	_____

List your weakest skills:

_____	_____	_____
_____	_____	_____

Favorite way to learn: _____

Career Conversation - Part 2a

The actual Conversation (to be completed via conversation between Employee and Manager):

Identify any area in your area or in the organization in which you would like to be involved in the **next year**. Explain why.

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____

What do you need to be ready for this? (Talent and skill discussion):

Identify any area in your area or in the organization in which you would like to be involved in the **next 3 years**. Explain why.

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____

What do you need to be ready for this? (Talent and skill discussion):

Career Conversation – Part 2b

The actual Conversation *(to be completed via conversation between Employee and Manager)*

Based on the employee’s talents and skills **and** the needs of the business, list all the options for 1) job sculpting and 2) career development. Once listed and discussed, circle the options selected by both employee and manager.

1. Job sculpting options:

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<hr/>	<hr/>	<hr/>

2. Career development options:

<hr/>	<hr/>	<hr/>
<hr/>	<hr/>	<hr/>
<hr/>	<hr/>	<hr/>
<hr/>	<hr/>	<hr/>

Create the employee’s career action plan – include skill training needs:

Define management’s role and support of the action plan:

Employee: _____ Date: _____

Manager: _____

Career Conversation – Part 3 - Succession Planning

Completed by Manager

Employee/location: _____

Manager completing assessment: _____

Date of Career Conversation: _____

Key discussion points and career direction summary:

Assessment - for senior management succession planning (select one and support your decision):

_____ High mobile growth – ready for advancement and willing to relocate as necessary
Reason:

_____ Local professional growth – ready for advancement but needs to stay local
Reason:

_____ Local personal growth – content with what they are doing and where they are
Reason:

_____ Pending further action – performance problem requiring follow up
Reason:
