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)

Completed by Manager

Company/Department/Division/Location___________________________________________
Date of strategic update: ________________________________________________________
Completed by: _________________________________________________________________

Impact of economy, manpower, competition, pricing, funding or other factors on the business:
_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________
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Open areas or opportunities that will grow the business:
_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________
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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 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

*Completed by Manager together with Employee*

**Employee:** ____________________________  **Date:** ____________________________

**Manager:** ____________________________  **Dept/Location:** ____________________________

## Key job descriptions and performance impact areas:

1. ________________________________________________________________________
2. ________________________________________________________________________
3. ________________________________________________________________________
4. ________________________________________________________________________
5. ________________________________________________________________________
6. ________________________________________________________________________

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

_____________________________________________________________________________
_____________________________________________________________________________
_____________________________________________________________________________
_____________________________________________________________________________
_____________________________________________________________________________
_____________________________________________________________________________
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):

_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________

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_______________________________________________________________________________

_______________________________________________________________________________
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:
   ____________________________    _____________________
   ____________________________    ______________________    _____________________
   ____________________________    ______________________    _____________________

2. Career development options:
   ____________________________    ____________
   ____________________________    ______________________    _____________________
   ____________________________    ______________________    _____________________
   ____________________________    ______________________    ________

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:  
_______________________________________________________________________________
_______________________________________________________________________________