



Career Conversations

Team Member Toolbox

Tailor Conversations to Individual Needs



When preparing for career conversations, take the time to gain an understanding of your individual career history and aspirations, as well as your development needs, to tailor each conversation accordingly.

Not every team member has the same career conversation needs. This makes it important for you to personalize career conversations and uncover what you really want and need from your career.

Examples of how your situation may differ from others:

- Career history
- Readiness to take on more or different responsibilities
- Development needs
- Skills gaps
- Goals

Career History Review

Instructions: Consider your tenure and performance at Woodward in preparation for career conversations. This will prepare you to discuss how your professional accomplishments and areas of development can be leveraged to achieve future success.

Questions	Answers
What roles and experiences have you had at Woodward?	
Think about some of the high points of your tenure. List one to three projects, tasks or types of work where you have excelled.	
Think back to what was going on during these high points. Consider the type of work you were doing, your role, the customer, your leader, your team and so forth. List the key factors you believe contributed to your success.	
Think about some of the low points of your tenure. List one to three projects, tasks or types of work where you struggled.	
Think back to what was going on during these low points. Consider the type of work you were doing, your role, the customer, your leader, your team and so forth. List the key factors you believe were the most challenging.	

Development Assessment

Instructions: Check the box that indicates your agreement with the following statements. Then, using the scoring scale at the bottom of the page, reflect on ways you can better align development activities with your development readiness.

Team Member Name:					
	1 (Disagree)	2 (Slightly Disagree)	3 (Neutral)	4 (Slightly Agree)	5 (Agree)
I have a clear career goal or aspiration in mind.					
I have expressed interest in developing specific skills.					
I am proficient in my current role.					
I apply new learning to my work quickly.					
I am ready to take on more responsibility.					
				Development Score:	

Development Score Scale:


- **19 to 25:** Ready for coaching and development through a planned rotation, new role experiences or promotion.
- **12 to 18:** Ready for coaching and development through stretch projects or assignments.
- **5 to 11:** Ready for coaching and development within the scope of my current role.

Evaluate Skills Gaps

Instructions: Consider your tenure and performance at the organization and evaluate skills gaps.

Which leadership, technical and business skills will you need to excel or succeed in their current role?
Which role(s) are you interested in next? What is the typical career path for this role?
Which leadership, technical and business skills are most critical in these roles?
What are some development opportunities that can help you build those critical skills?

Career Conversations



Before your career conversation, plan what you want to discuss with your leader.

Team members should regularly conduct career conversations to:

- Understand your career aspirations.
- Diagnose your development needs.

It is important to remain open-minded about your career aspirations.

Career Conversation Preparation Checklist

Instructions: Prepare for career conversations with your leader. Make sure you have thoughtfully considered these questions before the conversation.

Consider Your Career Aspirations

- ☐ Have you articulated your career aspirations?
- ☐ Does your progress against career aspirations align with Woodward's expectations?
- ☐ What could stand in the way of you achieving your aspirations (e.g., mobility constraints, slow organizational growth)?

Identify Strengths and Development Areas

- ☐ Do you face any skills challenges in achieving your career aspirations? What developmental activities could help reduce those challenges?
- ☐ Which skills or experiences have you gained during the past months that make you more valuable internally and externally?
- ☐ What is your progress against the goals and performance expectations you have set? Can you connect your performance goals to your career goals?

Consider Future Business Needs and Internal or External Opportunities

- ☐ Do you have skills and capabilities needed by the business? Are you interested in developing skills the organization will need in the future?
- ☐ Are you aware of any opportunities (within or outside of your business unit or function) that align with your career aspirations?
- ☐ What is your reputation among other members?
- ☐ How would you articulate the skills and experiences you have demonstrated over the past months to be relevant for other internal positions or in the external market?
- ☐ Are there better career opportunities (with regard to compensation or development opportunities) at other organizations?

Prepare an Action Plan

- ☐ Can you think of ways to help clarify your career aspirations (e.g., a "day in the life" of a different position)?
- ☐ What additional efforts could you, your leader or other people in the organization make to help you achieve your career aspiration?

Career Conversation Questions

Instructions: Consider the questions below as you prepare for your career conversation.

1. Review Your Strengths and Preferences

- ☐ In your past work experiences, what roles, project work and environment did you enjoy?
- ☐ What would you prefer *not* to do again?
- ☐ What do you wish you could do more of?
- ☐ What have you enjoyed the most in your past jobs?
- ☐ What are you most interested in learning?
- ☐ What tasks tend to fall to the bottom of your “to do” list?

2. Consider the Business Environment

- ☐ In what settings do you do your best work? What settings are challenging for you?
- ☐ What strengths do you bring to a project/assignment? Which ones have the most impact?
- ☐ What skills do you use at work that you’d like to improve?

3. Explore the Future

- ☐ If you could create your ideal job, what would it involve?
- ☐ What strengths and skills do you want to leverage?
- ☐ Is there a specific technical, functional or customer area where you’d like to gain knowledge or experience?
- ☐ Are there skills you’re interested in developing? What are they, and why are you interested in developing them?

4. Discuss Next Steps

- ☐ How frequently would you like to have this type of conversation in the future?
- ☐ When should we have a follow-up discussion to make sure we are making progress toward your development goals?

Career Conversation Talking Points

Instructions: Review these action items and talking points before your career conversation with your leader.

Completed	Action Items	Talking Points
<input type="checkbox"/>	Review Career Goals	Share your career goals with your leader.
<input type="checkbox"/>	Track Progress Toward Goals	Discuss progress toward your goals and determine which development opportunities you still need to pursue.
<input type="checkbox"/>	Identify Development Gaps	Brainstorm key development areas you will need to address to be successful in that next role. Be clear about what you need to do to demonstrate readiness for the role.
<input type="checkbox"/>	Set Development Targets	Focus on key experiences you can pursue in the future to support career goals and set specific timelines for tracking progress.
<input type="checkbox"/>	What Support do You Need from Your Leader	Communicate what support you need from your leader.