

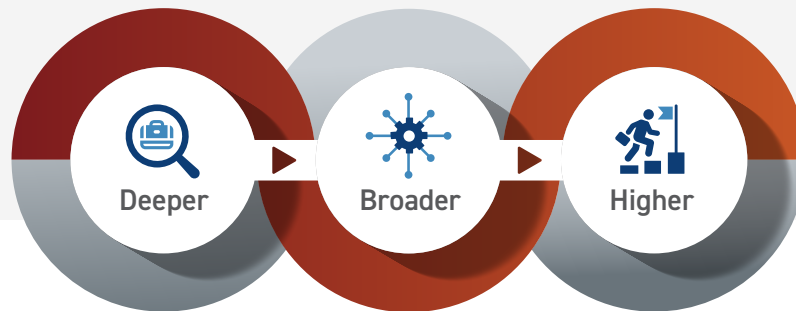


Leader's Guide to CAREER Conversations

CAREER DEVELOPMENT PHILOSOPHY

At Woodward, we want every team member to own and grow their career at Woodward.

This happens in three distinct ways :



► DEEPER Performing in Your Role

Gaining greater experience and expertise in your current job or job family.



Taking on stretch assignments



Becoming an SME for an internal process



Rotating into a new role in your department for a time



Machinist 1 to Machinist 2



► BROADER Developing New Skills

Developing new skills to broaden your career options and create opportunities for lateral shifts into other job families.



Mechanical Assembler to Electrical Assembler



HR Business Partner to Talent Development Specialist



Mechanical Engineer to Sales Support Engineer



Executive Admin to Learning Coordinator



Machinist to Machine Repair Tech



► HIGHER Growing Your Career

Growing your career by moving to higher levels of responsibility including people leadership.



Someone in Production, Business Services, Professional or Engineering career tracks moving to the Management Track.



Director of Finance to VP of Finance



Operations Engineer to Value Stream Manager

CAREER CONVERSATIONS OVERVIEW

Career conversations provide the perfect opportunity to align team members' motivations and aspirations with the organization's need to remain agile, adaptable, and responsive to a complex and evolving marketplace.

Career conversations will help you as a leader in three key areas, by:

1. Playing a critical role in the engagement, development, and retention of talent
2. Communicating the organization's commitment to the career growth of the team member
3. Supporting everyday performance management.

Taking an active role in career conversations with your team members helps you create transparency and alignment between you as leader and your team members regarding their short and long-term career interests.

Career development is an active, continuous process.

As you actively participate in these conversations, you can help your team member think about career development as a journey rather than a destination.

Below is an example of the process your team members should follow and some tips on how you can guide them if they get stuck.



CAREER CONVERSATION PREPARATION CHECKLIST

Prepare for career conversations with your team member. Make sure you have thoughtfully considered these questions before the conversation.



REFLECT

Consider the Team Member's Career Aspirations

Has the team member articulated any career aspirations? What do you think are the team member's chances of achieving their career goals at this organization?

Does the team member's progress against career aspirations align with their expectations?

What could stand in the way of the team member achieving their aspirations (e.g., mobility constraints, slow organizational growth)?

Identify Strengths and Development Areas

Does the team member face any skills challenges in achieving their career aspirations? What developmental activities could help reduce those challenges?

Which skills or experiences have the team member gained during the past months that make them more valuable internally and externally?

What is the team member's progress against the goals and performance expectations you have set? Can the team member connect their performance goals to their career goals?



EXPLORE

Consider Future Business Needs and Internal or External Opportunities

Does the team member have skills and capabilities needed by the business? Are they 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 the team member's career aspirations?

Consider recent performance calibrations or informal conversations with other leaders. How does your direct report perform relative to peers? What is their reputation among other leaders? What is their probability of promotion?

How would you articulate the skills and experiences the team member has demonstrated over the past months to be relevant for other internal positions?



PLAN

Prepare an Action Plan

Can you think of ways to help the team member clarify their career aspirations?

What additional efforts could the team member, you or other people in the organization make to help the team member achieve their career aspiration?

Partner with your team member to assist them in creating a development plan focused on their short term career goals.



ACT

Reflect, explore, and plan before having your career conversation with your manager.

Be prepared to have the conversation

Share your perceptions of your team member's performance and development needs

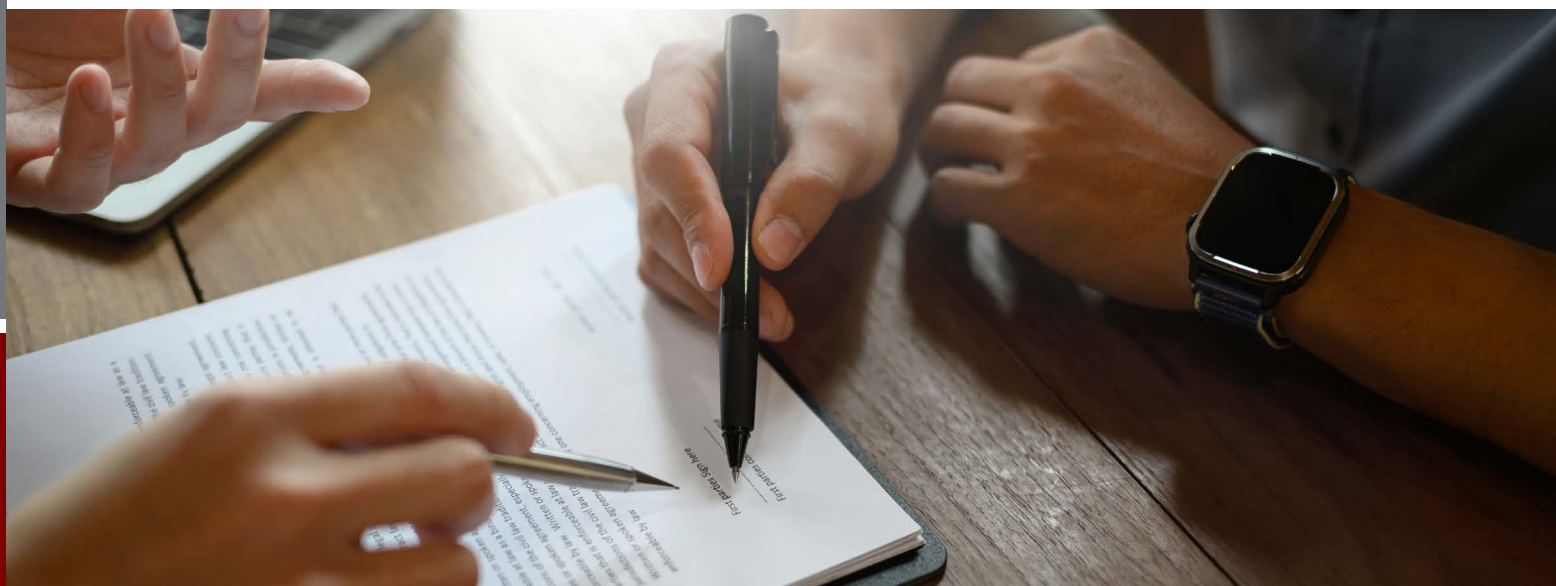
Listen to understand their career aspirations and short term development plans

Share career experiences that are available at Woodward and how they can grow their career here.

CAREER CONVERSATION LEADER TALKING POINTS

Instructions: Review these action items and talking points before conducting career conversations with team members.

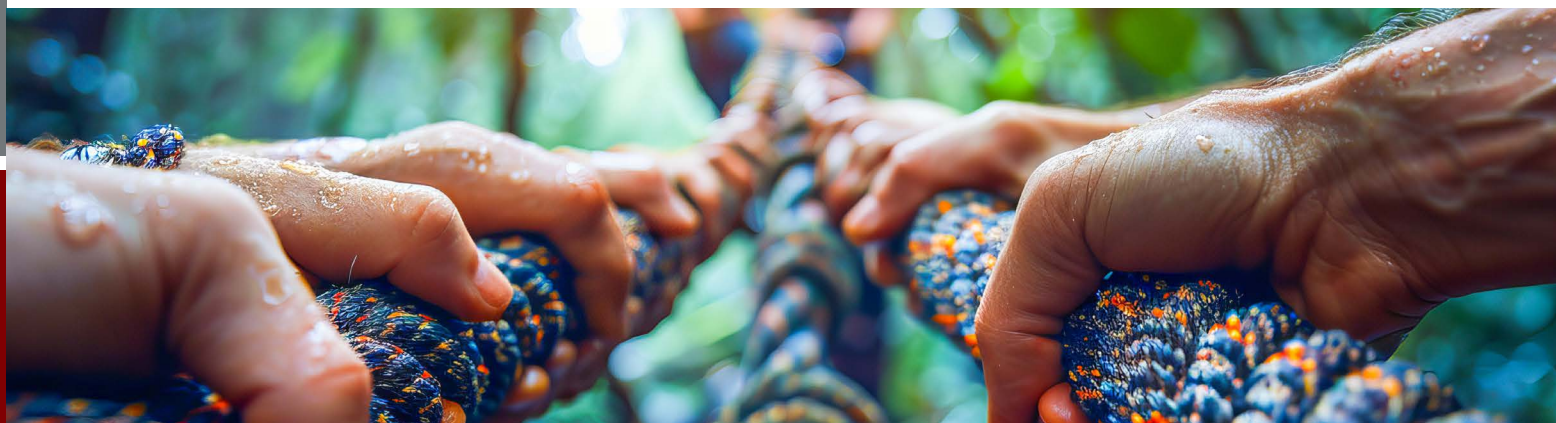
Completed	Action Items	Talking Points
	Review Team Member Career Goals	Ask about your team member's future career goals to understand what parts of a desired future role the team member likes best and why. Recognize that the team member's desired future role could be on a different team or outside the organization.
	Track Progress Toward Goals	Discuss progress toward your team member's goals and determine which development opportunities the team member still needs to pursue.
	Identify Development Gaps	Brainstorm key development areas your team member will need to address to be successful in that next role. Be clear about what the team member needs to do to demonstrate readiness for the role. Encourage the team member to get outside perspectives to identify gaps if the desired role is outside the current team or organization.
	Set Development Targets	Focus on key experiences your team member can pursue in the future to support career goals and set specific timelines for tracking progress.
	Communicate How You Can Provide Support	Communicate how you will help support your team member's career goals. For example, offer to make the team member's schedule more flexible for attending trainings, and schedule regular conversations to discuss progress.
	Connect Your Team Member to Others	Connect your team member with others on the team and in the organization to help the team member learn more about the requirements of the desired future role and how to prepare for it.



COMMON CHALLENGES

Below is a list of common challenges you may anticipate and tips on how to address them.

Challenge/Concern	How to Address/Mitigate
MISALIGNMENT My team member and I see their strengths and opportunities differently.	<ul style="list-style-type: none"> • Point out where you agree • Explain why you disagree • Use “I” statements • Give concrete, behavior-based examples • Suggest that the team member gather feedback from other stakeholders and meet with them to revisit and align on strengths and opportunities
DISENGAGED IN ROLE I want to keep my team member engaged.	<ul style="list-style-type: none"> • Recognize accomplishments • Express and show confidence • Be specific and sincere • Acknowledge critical thinking and idea sharing • Partner the team member with others on the team to coach and mentor. • Assign a stretch project to challenge them. • Provide networking support for them to meet other leaders to increase their visibility and build their brand
CAPABILITIES My team member is underperforming in their current role.	<ul style="list-style-type: none"> • Give specific examples and explanations • Address emotional reactions but do not escalate them • Redirect the conversation to focus on their current role • Remind them of the most recent mid-year and end-of-year discussions and of their progress against current goals
PROMOTION OPPORTUNITIES Openings are limited and I cannot satisfy their expectations.	<ul style="list-style-type: none"> • Acknowledge performance • Address frustration • Encourage looking ahead and focusing on experiences • Explore non-traditional career paths and more “lattice” opportunities. • Focus on experiences rather than roles. • Assign a stretch project to continue developing them within their role
UNKNOWN My team member has no idea what they want to do next.	<ul style="list-style-type: none"> • Ask questions • Identify strengths • Suggest the team member conduct informational interviews with 1 to 3 people who have roles they do not know much about to broaden their knowledge in an area of interest



TIME CONVERSATIONS FOR IMPACT

Leaders can best target the timing of these conversations by planning them around team members' most significant risk triggers and establishing an appropriate frequency.

Personal events and professional milestones are natural points at which team members reevaluate their careers and their progress toward career goals. These events are called career risk triggers.

Career risk triggers are work or life events that prompt team members to reflect on and reconsider their careers.

Consider Predictable Risk Triggers

Set reminders on your calendar to schedule career conversations with direct reports:

- Around their birthdays
- Around their work anniversaries (in role and at the organization) — particularly the first few
- Around performance reviews

Schedule Career Conversations as Risk Triggers Arise

Schedule career conversations when other easily identifiable risk triggers occur:

- When team members begin reporting to you
- When team members' job responsibilities change
- When it has been more than two months since team members' most recent development opportunity

What Signs to Listen For

Beyond encouraging team members to schedule quarterly career checkups, leaders should watch for signs of team member career dissatisfaction and initiate career conversations as these arise:

- Team members aren't showing much enthusiasm for new tasks
- Team members are taking days off on short notice
- Team members show no interest in talking about internal career prospects



ROLE & RESPONSIBILITIES

Development is a shared responsibility between you and your team member.

As a leader, you support your team member who is accountable to own and drive their own career development.

LEADERS

- Help team members define what career success looks like for them, with the focus on developing the skills that will help them achieve success and make an impact
- Hold regular performance conversations with your team members so they know how they are performing
- Hold regular development and career conversations with your team member so you are aware of your team member's aspirations and development goals
- Prepare in advance for career conversations so you can provide your viewpoint – and make sure your messaging ties together with recent performance feedback, previous development conversations, and compensation decisions
- Help educate your team member about other roles that exist at Woodward and its operating companies and help them build networking connections in areas of interest
- Assist your team members in navigating Woodward's career framework so they are aware of all the ways they can grow their career
- Tie the team member's development plan to both short-term (current performance) and long-term (career goals and development gaps)
- Provide on the job development opportunities for your team members, linking these to their career and development goals
- Offer support, guidance, and advice

TEAM MEMBERS

- Own the career development process
- Understand your current performance, your career aspirations, and the gaps to achieve them
- Reflect to understand and effectively articulate your career goals to your leader
- Proactively request and schedule a career conversation at least once per year
- Prepare in advance for career conversations so you know what topics you want to cover, what questions you have, and where you need help
- Do your homework to understand what career paths exist, what do various roles entail, and what you would like from your career trajectory
- Network within and outside of your organization to learn more about others' careers at Woodward and its operating companies and build your brand
- Keep your leader informed of your intentions and status, especially when applying to other roles



- Ask the team member to share first
- Listen to understand
- Keep the conversation positive
- Acknowledge current performance
- Focus on facts, be specific and sincere
- Be transparent, disclose insights appropriately
- Offer guidance and support
- Keep your commitments



- Take over the conversation
- Make assumptions or promises
- Compare team members to one another
- Avoid performance issues
- Allow personal feelings to bias the conversation
- Dismiss their aspirations and interests
- Remove responsibility from team member
- Discourage ideas