

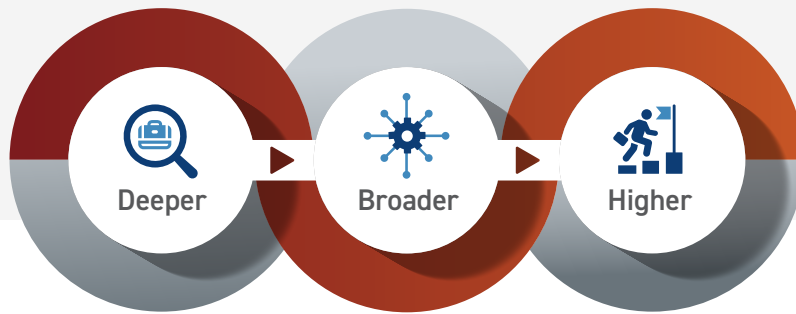


# Team Member's Guide to CAREER Conversations

# 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 share your motivations and aspirations with your leader. You may not know exactly what you want to do next in your career—and that is okay! Having a conversation with your leader is a great place to start.

**Career development is an active, continuous process.** Rather than thinking about career development as a destination, it is more useful to see it as a journey.



# CAREER CONVERSATION PREPARATION CHECKLIST

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



## REFLECT

### Consider Your Career Aspirations

Have you documented and shared your career aspirations with your leader?

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

What is your progress against the goals and performance expectations you have set?

Can you connect your performance goals to your career goals?

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?



## EXPLORE

### 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?



## PLAN

### 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?

Create a development plan focused on achieving your short term career goals.



## ACT

### Have career conversations with your leader, mentor or HR Business Partner

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

Be prepared to have the conversation

Share your career aspirations and development goals and seek alignment

Listen for feedback and integrate that feedback in your behavior and work

Be clear about career experiences at Woodward that you are interested in pursuing and request support



# 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
<b>MISALIGNMENT</b> My leader and I see my strengths and opportunities differently.	<ul style="list-style-type: none"><li>• Point out where you agree</li><li>• Explain why you disagree</li><li>• Use “I” statements</li><li>• Give objective, concrete, behavior-based examples, and their impact</li><li>• Be clear about what actions you can take to meet expectations</li><li>• Align on strengths and opportunities</li></ul>
<b>DISENGAGED IN ROLE</b> I am unhappy in my current role.	<ul style="list-style-type: none"><li>• Acknowledge performance in your current role with specific examples of how you are meeting expectations</li><li>• Address your dissatisfaction and/or frustration in your current role</li><li>• Discuss your career goals and connect how your current experiences may help you achieve these goals</li><li>• Plan additional conversations to focus on your development plan</li></ul>
<b>CAPABILITIES</b> I am aware I may not be meeting expectations, and I am unsure how to move forward.	<ul style="list-style-type: none"><li>• Explain why you are not meeting expectations</li><li>• Describe what expectations you have for your performance</li><li>• Ask for constructive feedback and make note of suggestions for improvement</li><li>• Address emotional concerns but do not escalate them</li><li>• Connect the current feedback to other conversations you have had in the past</li></ul>
<b>PROMOTION OPPORTUNITIES</b> There are limited positions open for me to move up.	<ul style="list-style-type: none"><li>• Discuss what roles or job duties interest you within the company</li><li>• Be clear and in alignment with your leader on your strengths and overall performance</li><li>• Explore non-traditional career paths and explore more “lattice” opportunities. Focus on experiences rather than roles.</li><li>• Ask for a stretch assignment to continue developing within your role</li><li>• Inquire about training opportunities to grow your skill set and knowledge base</li></ul>
<b>UNKNOWN</b> I have no idea what I want to do next.	<ul style="list-style-type: none"><li>• Ask questions</li><li>• Identify strengths</li><li>• Examine the activities in your role that result in excitement and fulfillment</li><li>• Ask to job shadow someone with a role that may interest you</li><li>• Discuss learning opportunities to upskill in your current role</li></ul>



# ROLE & RESPONSIBILITIES

**Development is a shared responsibility between you and your leader.**

As a team member, you are accountable to own and drive your own career development.

## 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

## 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



- Perform your best in your current role
- Take ownership of your career development
- Do a self-assessment (reflection)
- Establish relationships with others who have strengths you aspire to develop
- Involve your leader
- Set realistic timelines



- Set a path to satisfy another person
- Ignore your short and long-term goals
- Overlook goal alignment with your leader and your organization
- Underestimate the value of a development plan
- Place responsibility for any portion of your career development on others