



Development Planning – HR Partner Training

Talent Development | June 2025



Agenda

- Woodward's Talent Review Process
- Why Development Planning is Important
- Development Levels
- Development Process
- Best Practices
- Integrating CPI Results and Success Profiles
- Acquire
- Apply
- Common Challenges
- Questions
- Addendum Slides

Woodward's Talent Review Process



Why is Development Planning important?

Improves individual, team,
and organizational
performance

Leads to business
sustainability

Enables and empowers
career acceleration

Impacts of a Failed Development Plan

Disillusionment

Disengagement

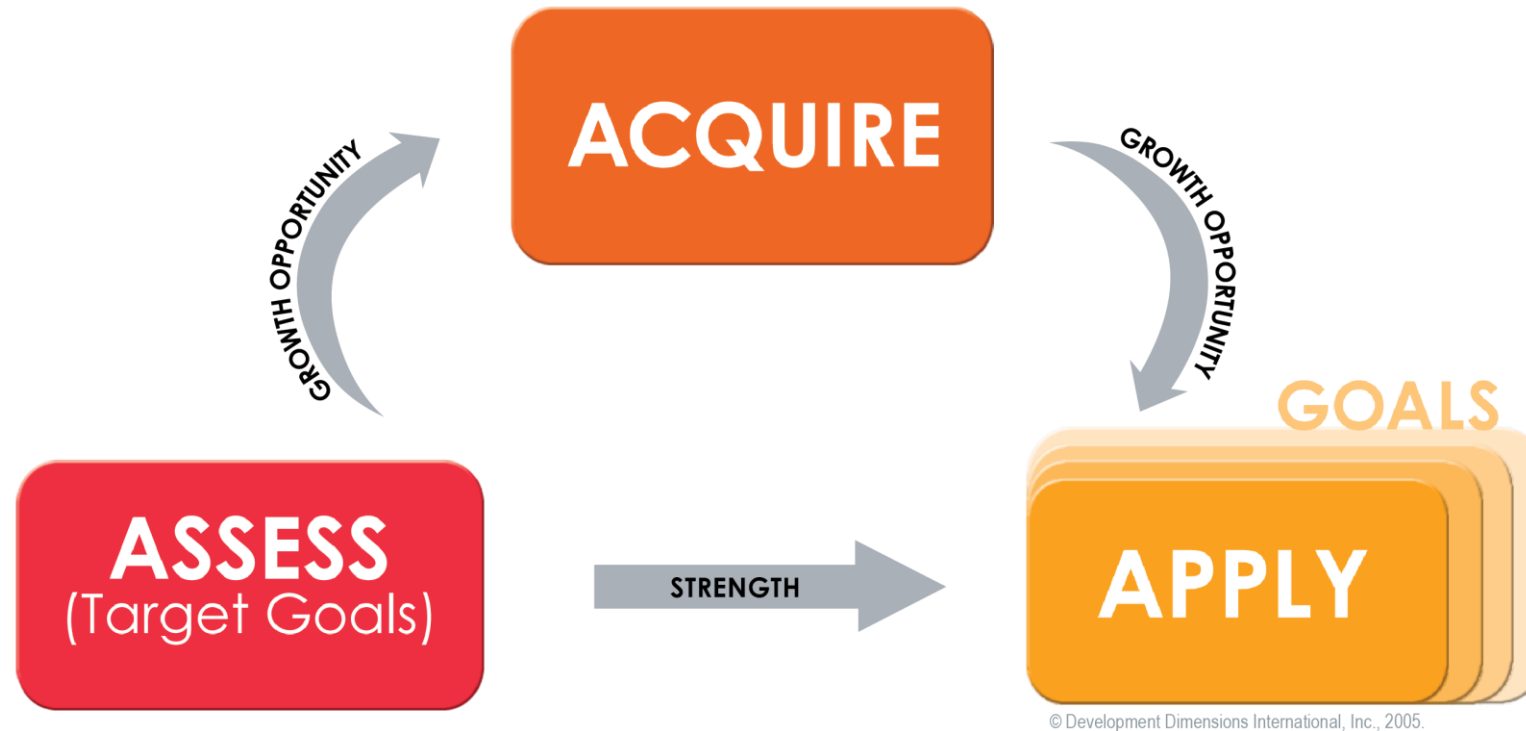
Confusion

Identified Process (Example)	Development Plan (Enterprise Role)	Development Area (Business Critical Role)	Developing Your Team (Everyone)
Career Conversations (On-Demand Training*)			
Complete Career Profile in Workday (Knowledge Article)			
Assess My Team Potential	Leaders complete required training	Leaders need training*	Leaders need training*
Talent Review Process	Formal Enterprise 9 Box	Local Business Talent Review	Leader Focused Development
Nominations	Enterprise Roles	Critical Local Business Roles	Team
Development Plan	3 Focused Development Items	1 Focused Development Item	Workday Goal
Involvement Level	TD Specialist and HR Partner	HR Partner and TD Specialist	Leader
Duration	June - March	9 months	Leader Driven
Tracking	Enterprise Roll Up	HR Partner and TD Specialist	Leader
Documentation	Turned into Talent Development	Turned into local HR	Workday Check- In

Development Planning Tracking

- Identify business needs
- Use General Development Plan Template
- Follow standard timeline (9 months)
- Record Data using Template:
 - › Increase or decrease readiness pre and post development plan
 - › Completion rate
 - › Roles filled by those identified as successors
- Regular set update cadence with HR/Leader/Member
 - › Check-ins via Workday are used to track progress

The Development Process



Provide ongoing support, coaching, and feedback.

Best Practices

ASSESS
(Target Goals)

S.M.A.R.T. GOALS

The S.M.A.R.T. goal framework brings clarity to priorities and translates goals into measurable actions.



Specific

Can you describe the outcome?



Measurable

Can you measure the goal?



Attainable

Can you achieve the goal?



Relevant

Is the goal related to your project/job?



Time-bound

Have you set a deadline for your goal?



Start with a verb

Increase
Attain
Create
Reduce
Achieve



Include a measurement

How much
How many
How much better
How much faster
Costing how much less



Include a due date, time

Phase 1 by end of 2Q
Third week of 4Q
As scheduled
Weekly
March 1

Identify **strengths** as well as **growth areas**.

Review **insights** obtained from a variety of sources.

Determine **high-payoff development** opportunities.

Begin with the **application** in mind.

Keep it simple: Focus on **one strength** or **one growth area** per goal.

CPI Reports and Success Profiles: The CPI Report

This research-validated tool will **provide insights into leadership preferences, behaviors,** and how others likely experience the person's leadership.

Individual trait results are translated into leadership characteristics.


- 5 Core Performance Areas of leadership
- 18 specific Leadership Characteristics
- Compared to a reference group of successful managers and executives
- Identifies areas of strength and development opportunity
- Reveals patterns that may create intention-impact gaps



Success Profiles for Enterprise Roles

LEARNING & DEVELOPMENT

WOODWARD

 Quality Director

Skill 1

Success Profile

CORE SKILLS

1. Continuous Improvement

2. Operational Decision Making

3. Driving for Results

4. Influencing Others

5. Technical Expertise: Quality

WHAT GREAT LOOKS LIKE

› Focuses on improvement rather than blame. Help team identify areas for continuous improvement and work to develop strategies to address performance issues

› Stays ahead of current quality and regulatory trends and methodologies ensuring that the organization remains compliant and competitive


› Develops staff and supports the site or regional sites regarding implementation of QCIA, ZDC, Process Capability/First Pass Yield and continuous improvement


› Develops and integrates systematic strategies for Quality performance and continuous improvement to leverage best practices to become best in class


› Effectively identifies gaps of bottlenecks, inefficiencies and redundancies and providing well-considered solutions that drive organizational improvement and success

SELF ASSESSMENT

In your current role:

What is your level of proficiency in this skill?

How frequently do you demonstrate this skill?

How confident are you in your ability to apply this skill?

ON THE JOB DEVELOPMENT EXPERIENCES

› Complete a project that reduces scrap

› Participate or lead Kaizen to reduce waste or improve efficiency that enhances quality

› Participate in a Zero Defects Clinic (ZDC)

› Participate in a Quality Culture In Action (QCIA) program

› Experiment with a new idea or approach and trail it and iterate to refine process

AVAILABLE TRAINING

[Gemba Kaizen: A Commonsense Approach to Continuous Improvement](#), 17 mins.

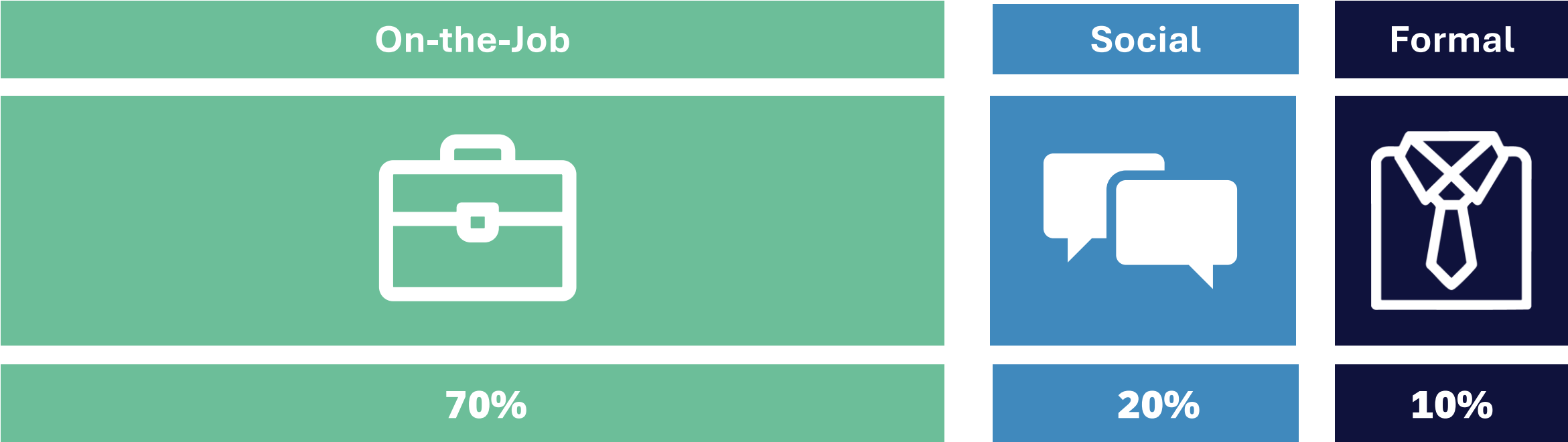
[Coaching for Continuous Improvement](#), 44 mins.

Enterprise Role Talent Pools		
VP Finance	Director Finance (Business Unit)	Product Management Director
Value Stream Director	VP General Manager	VP Operations
VP Quality	Director Quality	Materials Planning Director
	Advanced Manufacturing Director	

Learning Methods

ACQUIRE

Development should follow the 70/20/10 model



DEVELOPMENT PLANNING

Preferred timeline: 9 months

The Development Plan is centered around three key focus areas, detailed below. Pick one of these key focus areas to create a plan around developing in that area.

PEOPLE SKILLS ENHANCEMENT

- Select a development area identified through a personality or behavioral assessment. Example: Building emotional intelligence, improving communication, or honing conflict resolution skills.

LEADERSHIP COMPETENCY

- Strengthen skills in leading teams and fostering the growth of others.
- Focus on effective coaching, delegation, or team-building strategies.

TECHNICAL/ROLE-SPECIFIC EXPERTISE

- Develop a technical skill or job-related competency that directly aligns with your current role or future career aspirations.
- Must be aligned to an on-the-job development experience.

This structured and well-rounded approach ensures continuous growth while aligning with both personal and organizational goals.

BALANCED DEVELOPMENT FRAMEWORK: THE 70-20-10 APPROACH

- **On-the-Job Learning (70%):** Hands-on experience through stretch assignments, special projects, or problem-solving tasks.
- **Social Learning (20%):** Gaining insights through mentoring, peer learning, or networking opportunities.
- **Formal Training (10%):** Structured learning through workshops, courses, certifications, or e-learning platforms.

EXPECTATIONS FOR SUCCESS

- **Regular Check-Ins:** Schedule monthly meetings with your leader to discuss progress.
- **Goal Alignment in Workday:** Document your development objectives as Talent Development Goals within Workday.

[Goal Development Job Aid](#)

Development Action Planner

Name: _____ Leader: _____ Date: _____

Part 1: Development Goal

Goal: _____		Strength <input type="radio"/> Growth Area <input type="radio"/>
Group or organizational payoff: _____	Personal payoff: _____	Target Completion Date: _____

Part 2: The Plan

Learning Acquisition Plan

How will you acquire the knowledge/skill/experience (e.g., on-the-job learning, coaching/mentoring, action learning, training, reading, etc.)?

Application Plan

How will you apply the knowledge/skill/experience in your role?

Part 3: Support and Measurement Plan

What barriers/challenges do you expect?

What support/resources will you need?

How will you know you are making progress?

(Cont'd on next page)

Development Action Planner

Part 4: The Results

Learning Acquisition Results

Did you learn what you set out to learn (knowledge/skill/experience)? Why/Why not?

Application Results

Did you achieve your development goal? ☐ Yes ☐ No ☐ Partially | Completion Date: _____

How did you apply what you learned?

What were the personal and organizational payoffs?

Part 5: Insights from Your Development Efforts

- Reflect on some of the following questions and write your comments below:
- What worked well? What didn't? Why?
- What was most unexpected, gratifying, or challenging in this development process?
- As a result of this development experience, what will you do differently in the future?
- What additional opportunities do you have to apply your new knowledge/skill/experience?
- What unplanned opportunities did you have to build knowledge/skill/experience? What were the results?

Learning Methods

ACQUIRE

Formal Learning

- Online training
- Instructor-led sessions
- Self-study
- Reading
- Industry-related seminars or conferences
- Webinars

Social Learning

- Feedback from mentors, leader, and peers
- Ongoing, real-time coaching
- Observation
- Shared experiences
- Job shadowing
- Networking

Learning On-the-Job

- New job assignments
- In-place developmental assignments
- Cross-functional assignments
- Stretch assignments
- Job rotations



Best Practices

Ensure that application is **immediate** and **progressive**.

Agree on **progress** and **outcome** measures.

Anticipate barriers and **plan** how to overcome them.

Leverage application opportunities with **multiple benefits**.

Be open to **unexpected application opportunities**.

Progressive Application

GOALS

APPLY

Apply skills on own.

Practice with others.

Practice one-to-one.

**Meet to discuss
what was learned.**

Monitor and Measure Progress

Coaching for the Development Planning Conversation

Coach Member on:

- › Sharing their development goals first- establish ownership
- › Engaging with leader to align development goals with personal and business objectives
- › Framing goals with S.M.A.R.T. Framework
- › Agreeing on progress milestones, target completion, and measurable success metrics
- › Committing to achieving the development goal(s)

Common Challenges

Misalignment	Low Engagement	Time	Learning Mindset	Unknown	Leader Support
My Leader and I see my development opportunities differently.	I am bored or feel underutilized in my role.	I don't have time to focus on development.	I like my job, but I want to learn something new.	I have no idea what to focus on for my development.	My Leader is not supportive or doesn't know how to help.

Member Actions for Success

Keep in mind when assisting Members with their development plans:

- › Engage early and often
- › Set attainable milestones with high frequency
 - › Eat the elephant one bite at a time
 - › Reward/incentive when a milestone is complete
- › Set a regular cadence of meetings for feedback and coaching
- › Document progress
- › Stay aligned to the desired end state



Questions



Powering a clean future



MAP Roles and Responsibilities

PARTICIPANT

Attend the in-person launch in Fort Collins, CO from June 24th- 25th

Assessment Debrief + Development Planning Workshop + Sessions with Senior Leaders

- ✓ **Gain leader alignment on Development Plan and input into Workday (Goals)**
- ✓ **Schedule monthly meeting with HR Partner and Leader**
- ✓ **Complete on-demand learning assignments**
- ✓ **Present mid-program progress in November to all MAP Participants**
- ✓ **Present Development Plan Outcomes in March**
- ✓ **Close out development plan by completing/ updating Goals and Mid-Year Self Evaluation**

MAP Roles and Responsibilities

HR Partner

Local HR Partners will attend the in-person launch in Fort Collins, CO from June 24th- 25th

- ✓ **Work with Member(s) to develop and present their development plan(s)**
- ✓ **Attend monthly meeting with Member and Leader**
- ✓ **Attend Member(s) mid-program progress report out in November**
- ✓ **Attend Member(s) Development Plan Outcomes brief in March**