

# MAP YOUR CAREER PATTERN

Your Growth Experience Over Time



Growth in Experience

Time (years)



## Tips for Career Mapping and Planning

1

WHERE TO START?

Begin with your first job.

2

WHO INFLUENCED AND HELPED YOU?

Peers, mentors, a manager, etc.

3

EVENTS AND EXPERIENCES

What events and experiences propelled you forward at various points in your work history?

4

EDUCATION AND SELF DEVELOPMENT

Did you pursue educational or professional development opportunities?

5

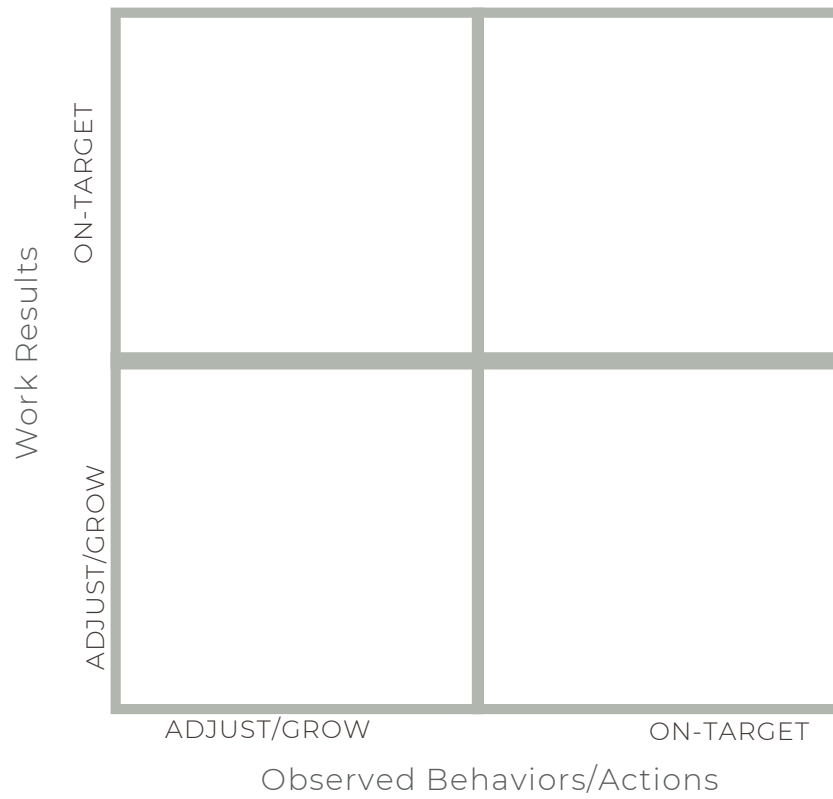
FUTURE GROWTH

At this point in time, what's one thing that will propel you forward in terms of growing your experience in a way that feels meaningful to you:

## VISUALIZE PERFORMANCE

performance = work results + behaviors/actions

### Performance Continuum



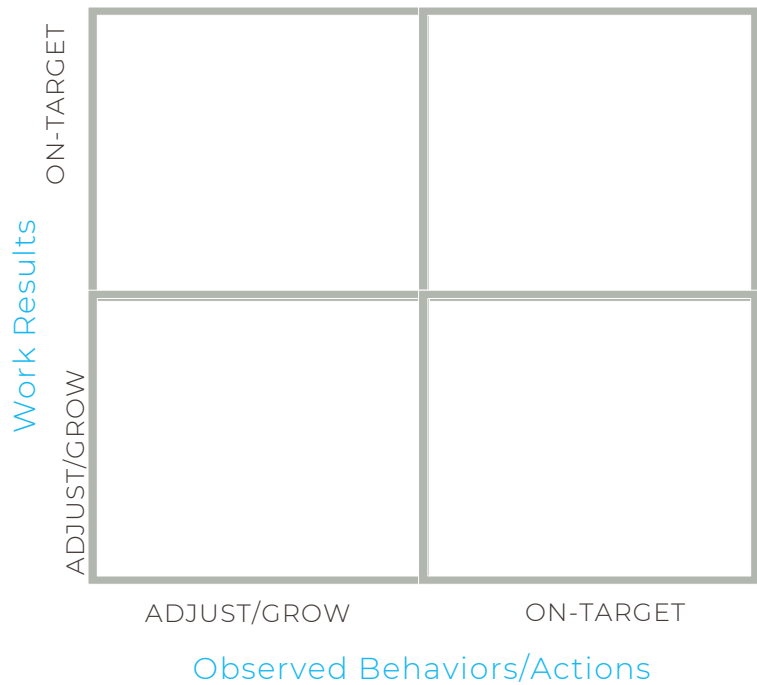
# VISUALIZE AND REFLECT ON YOUR PERFORMANCE AND POTENTIAL

performance = work results + behaviors/actions

**PERFORMANCE =**

WORK RESULTS  
+  
OBSERVED  
BEHAVIOR/ACTIONS

The purpose of the model is to visualize the two dimensions of performance



## Self Reflection

Use the Performance Continuum to self assess your performance and potential

**1 THE PAST**  
When you were new to your job where did you see yourself?

**2 THE PRESENT**  
a.) Reflect on your performance now. Where on the Continuum do you see yourself?  
b.) Would you put yourself in different places on the Continuum depending upon different parts of your job?

**3 THE FUTURE**  
a.) Where do you have the potential to move on the Continuum?  
b.) What might be one thing you can do to make even more progress and tap into more of your potential?

# The 10-Minute Questions Conversation



Ask questions that lead to insight about your positive contributions and impact, development/career interests, and near-term priorities

## The 10-Minute Questions Conversation Questions and Worksheet will help you and your manager to:

- Prepare for a productive two-way conversation
- Decide which questions to ask
- Organize ideas and make note of key information
- Decide together on action items

### Time Commitment

Before your conversation, plan for about 5-10 minutes of prep work. Asking and answering the questions with your manager should take no more than 10-minutes.

### How to keep the conversation to about 10 minutes in length

If you stay focused on asking and answering the questions, the conversation should take about 10-minutes.

### Tasks/Projects

The 10-Minute Questions Conversations is not intended to be a list of your tasks and projects. You can build in more time to talk about tasks, status or projects, goals, and other work priorities (or hold this meeting at another time).

### Time Frame Now and the Future

This conversation focuses on what is working now and plans for moving ahead (versus a review of the past).

### Should I “save up” information for this conversation?

No, this conversation should not replace on-the-spot and timely feedback. If something is important enough to talk about, then discuss it at the time.

## INSTRUCTIONS

### Step 1: SELECT YOUR QUESTIONS

#### 10-Minute Questions Conversation Questions List

Use the questions list to select and share the questions you want to ask.

### Step 2: TAKE NOTES

#### 10-Minute Questions Conversation Worksheet

Use the “notes” section on the worksheet to prepare for and take notes before, during, or after your conversation.

## ROLES AND RESPONSIBILITIES

### Employee

- Use section 1 to identify an accomplishment or something that has gone well.
- **Choose your questions:** In section 2, choose a question/topic about your interests and development. In sections 3 and 4, check-off the questions you want to ask your manager.

- Your manager will ask you questions from sections 5 and 6.

### Manager

- In sections 5 and 6, choose the questions you want to ask the employee.
- Be ready to provide answers to your employee’s questions in sections 2, 3, and 4.

### Preparation

Share your selected questions in advance of your meeting.



# 10-Minute Questions Conversation Worksheet

Use this worksheet to plan for your conversation. \*First, select your questions from the Question List. Then, share the questions with your manager (or direct report). Use the notes section to take notes before, during, or after your meeting. The intent is to spend about 10 minutes asking and answering the questions and identifying Action Items (step 7). You may decide to explore other topics, but know that this will extend the conversation (your choice).

Date \_\_\_\_\_

## Topics and Questions

## Your Notes

### 1 Good News

Highlight one thing that's gone well recently or one thing you accomplished:

### 2 Your Development and Interests

Choose a topic or question about your development, interests, growth, career, etc.:

\*Your Question # \_\_\_\_\_

### 3 What's Working

Select a question to ask your manager about what you're doing that's working and is appreciated:

Your Question # \_\_\_\_\_

### 4 What's Next

Select a question to ask your manager about what you can do to be even more effective:

Your Question # \_\_\_\_\_

### 5 Manager Feedback/What's Working

Select a question to ask your direct report about the support that's working and is appreciated:

Your Question # \_\_\_\_\_

### 6 Manager Feedback/Future Support

Select a question to ask your direct report about future support/ways to work better together:

Your Question # \_\_\_\_\_

### 7 Action Items

Agree on the biggest takeaways from the conversation. Identify next steps to your conversation, such as follow-up items, new or adjusted work priorities, ideas for your professional development, etc.:

## Question List 10-Minute Questions Conversation

Choose a Question From Each Section

### 2 Your Development and Interests (share your question/topic with your manager before you meet)

Choose one question about your development, interests, growth, career, etc.



1. What is one thing I can do to expand my skill set?
2. One idea for improving my technical skills is\_\_\_\_\_.
3. What skill can I develop to be more valuable to the team?
4. The one thing I need to do that will help me learn and grow is\_\_\_\_\_
5. What's one thing you can teach me that would be important to know?
6. What's one new task I can learn and take on?
7. What's one way I can demonstrate leadership skills?
8. What's one thing I can do to steer my career path in the right direction?
9. What training do I need to develop in my role?
10. What's one thing I can work on to make even more progress within the company?
11. The one thing I'd like to learn and apply to improve my skillset is\_\_\_\_\_.
12. What's one thing I need to do to further develop in my role?
13. What's one thing I can do to work towards the next level in my job?
14. The one task I'd like to take on is\_\_\_\_\_.
15. What is one thing I can do to grow in my position?
16. What's one thing you want me to know more about?
17. What is one thing you can teach me that would be important to know?
18. What's one skill I could learn that would help the team?
19. I want to gain more experience with \_\_\_\_\_.
20. Is there a way that you can delegate \_\_\_ to me?
21. One thing I'd like to get better at or be involved in is\_\_\_\_\_
22. The task or project I'd like to spend more time on is\_\_\_\_\_
23. The skill I'd like to master or apply more often is\_\_\_\_\_
24. As I think about my growth and development, the on-the-job experience that would be most helpful is:\_\_\_\_\_
25. The thing I wish I knew more about in my role that would be helpful is\_\_\_\_\_.
26. The one thing the team hasn't accomplished that I'd like to help with is\_\_\_\_\_.
27. One thing I'd like to get better at, learn about, or be involved in is\_\_\_\_\_.
28. One thing I'd like the opportunity to do is\_\_\_\_\_.
29. What is one thing you think I should stop doing or start doing to help me get to the next level in my career?
30. What's one skill I should work on that would help me move forward in my career?

### 3 What's Working (share your question with your manager before you meet)

Select one question to ask your manager about what you're doing that's working and is appreciated:




1. What is the one thing you depend on me for?
2. What is one strength I could leverage even more?
3. What is one thing I do well that I should continue doing?
4. What is one area you think I excel in?
5. What's one thing that comes to mind when you think of my contributions?
6. What's one thing I am prioritizing correctly?
7. What's one thing you notice that I'm doing that adds value?
8. What's one thing I do well?
9. What's one reason you like working with me?
10. What's one thing that works well in my customer interactions?
11. What's one thing that worked when I handled "x" situation?
12. What's one thing that's working with our communication?
13. What's one thing you see as my strength when supporting the team?
14. What's one thing I do well that I should continue doing?"
15. What's one thing I do that aids in collaboration across groups/teammates?"
16. What's one thing I do that you'd say I excel at and should continue?"
17. What's one thing you rely on me for?
18. What's one thing that works well in my customer or team interactions?

## Question List 10-Minute Questions Conversation

### Choose a Question From Each Section


#### 4 What's Next (share your question with your manager before you meet)

Select a question to ask your manager about what you can do to be even more effective:

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1. What is one thing I could contribute more to?
  2. What's one thing I can do to improve our work relationship?
  3. What is one thing you feel you are not getting from me (and what's the one thing I could do)?
  4. What's one way I can share the status of my projects on a more regular basis?
  5. What is the one way I can communicate more positively?
  6. What's one thing you'd like to see be done differently with my communication?
  7. What's one change I could help improve our work environment?
  8. What is one thing I can improve in terms of my efficiency?
  9. What is one expectation for my role and level?
  10. What is one way I can better understand your expectations?
  11. What's one thing I could do to make working together even more effective?
  12. What is one thing I can take off your plate?
  13. What's one way I could be more helpful?
  14. What's one thing I can do to contribute more and help others?
  15. What's one thing I am doing that I can change?
  16. What is one behavior I could work on?
  17. What's one thing I could do better to be more efficient in my role?
  18. What's one thing I could do to improve my performance?
  19. What's one thing I can do to alter my behavior?
  20. What is one thing I should take more responsibility for?


#### 5 Manager Feedback/What's Working (share your question with your direct report before you meet)

Select a question to ask your direct report about the support that's working and is appreciated

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1. What's one thing that you find the most helpful in how we're communicating?
  2. What's one thing that's working with our communication?
  3. What's working in how I'm supporting you that I should do more of?
  4. What's one way I've supported you that's been the most helpful?
  5. What's one thing you rely on me for?
  6. What's one thing I'm doing to get the correct information to you that's working?
  7. What's one way I've supported you in your development that's been helpful?
  8. What's one thing that's working with how we coordinate on \_\_\_\_\_
  9. What is the one thing you depend on me for?
  10. What's one thing you like about your role?
  11. What's one thing you see as my strength as I'm interacting with you?
  12. What's one thing you think I'm doing well to support the team?
  13. What's one thing that's working on how we collaborate?

#### 6 Manager Feedback/Future Support (share your question with your direct report before you meet)

Select a question to ask your direct report about future support/ways to work better together:

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1. What is one thing I can do to improve our collaboration?
  2. What is one thing we can do to be a more cohesive group between X and X?
  3. What's one thing I can do to improve our working relationship?
  4. What's one way I can improve communication and collaboration within the team?
  5. What's one way I could improve my communication and collaboration with you?
  6. What's one thing I could do to make working together even more effective?
  7. What is one way I can make your day easier?
  8. What is one thing you feel you are not getting for me (and what's the one thing I could do)?
  9. What's the one thing I can tell you about my role that would be helpful?
  10. What's one thing I can do to communicate available updates?
  11. What's one thing I can do to help define responsibilities?
  11. What's one thing I could do to make myself more available to you and communicate more effectively?
  12. What's one change I could help make to improve our work environment?
  13. What is one thing I can do that will help you out the most?
  14. What's one thing I could do to make working together even more effective?
  15. What is one thing I can take off your plate?
  16. What's one way I could be more helpful?
  17. What's one thing I can do to make the X process better?
  18. What is one way I can become a better mentor?
  19. What is one way I can be more effective as your manager?
  20. As your manager, what's the one thing I could do to provide more support?
  21. What is one thing I can do to help clarify expectations and priorities?
  22. What's the one thing that you'd like me to delegate to you?
  23. What is one thing I can do to help clarify expectations and priorities?