



Performance Management

ALIGN.MEASURE.FEEDBACK.GROW

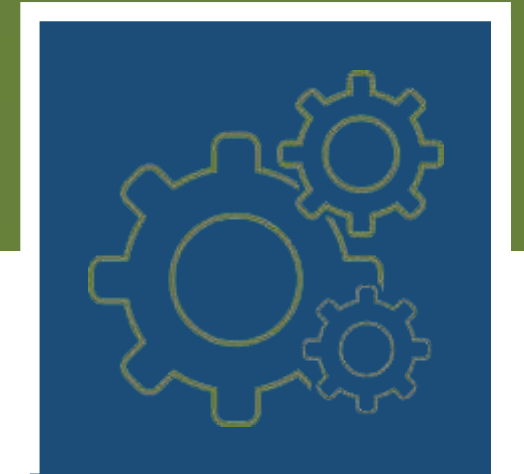
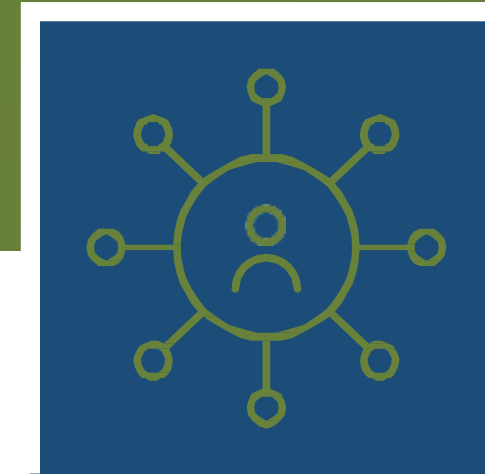
Manager Career Conversation Guide



Fortune Brands
Innovations

YOUR ROLE

Use this guide to support growth conversations with your associates, which should occur on a regular basis throughout the year.



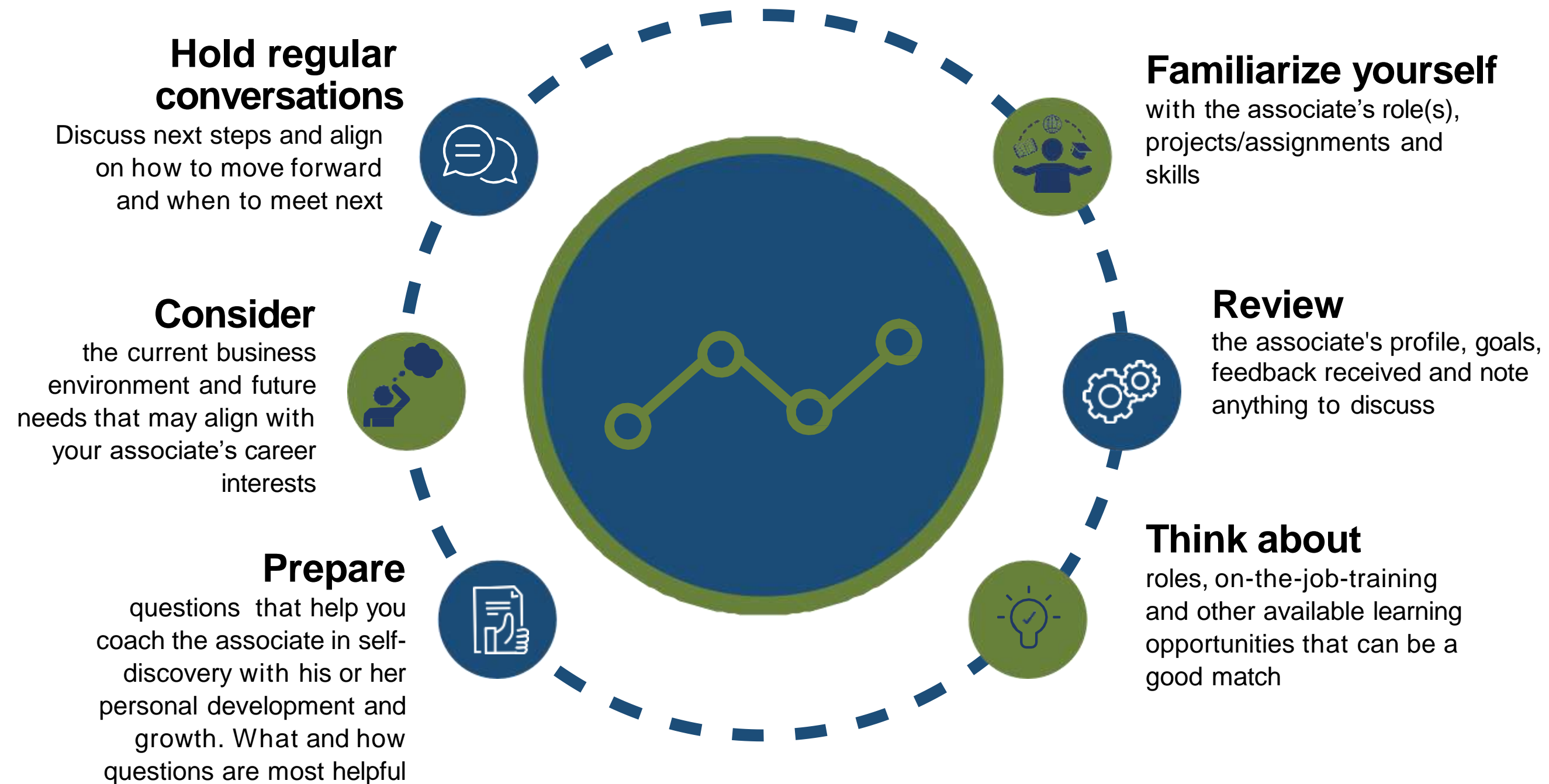
Why are career development conversations necessary?

To gain awareness and understanding about the associate's career interests, goals, strengths, skills, and work preferences. Associates need to discover their own path for the future. This process empowers them to manage their personal development and growth while also ensuring they feel heard, and remain engaged. This process also provides managers with insight and opportunities to support each associate's development, contributing directly to increased retention.

Your Role

- Create an atmosphere where your associates feel comfortable being open and honest. Be empathetic and supportive.
- Provide guidance to ensure that your associate understands the business context and is aware of opportunities that align with future interests.
- Be curious. Ask open-ended questions to generate more discussion and gain a full picture of your associate's strengths and skills.
- Help your associate find training, education, and on the job experiences to bridge the gap between current skills and experience and what he or she needs to achieve desired goals.
- Utilize tools & resources with your associates to help them identify the most appropriate competencies for them to focus on.

How to Prepare for a Career Conversation



Useful Questions & Tips

for a successful Career Development Conversation



Discover Strengths & 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 get pushed to the bottom of your “to do” list?



Ask For More Information

- Tell me more about that.
- What interests you about that? Or not?
- In what work 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?



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 domain area where you'd like to gain knowledge or experience?
- Are there skills you're interested in developing? What are they, and why?



Conversation Tips

- Approach the dialogue with an open mind and actively listen; you should be talking only 25% of the time and not immediately go into "solution mode".
- Ask open-ended questions to ensure you fully understand your associate.
- Be supportive. Show that you're genuinely interested in learning about them.
- It's OK to not have all the answers. Be honest and explain that you don't know, and offer to research the answer or point them elsewhere for information.
- If you're unclear, repeat what you think you heard to find out if you got it right: “I think you said that you enjoy doing ____, is that correct?”