

How to Write a Good CGP

A step by step guide

How to Write a Good CGP A step by step guide	1
What is a CGP?	2
How can I get started?	2
Talent Profile Page	4
Career Objective	4
CGP Goals	5
Mobility.....	5
Mentors	5
Skills	5
Strengths and Super Powers	6
Growth Area	6
Other Responsibilities.....	7
Previous Work Experience.....	7
Growth Activities Page	8
Current Scope and Responsibilities	8
Current Projects and Assignments	8
Growth Activity.....	9
What Are the Next Steps?	10
Export your CGP to PDF Example	11
Export your GCP to DOCX Example	11
Additional Resources.....	11

What is a CGP?

Career Growth Plans (CGPs) are a proven mechanism to enable and accelerate career growth by supporting effective discussions and collaboration between you and your manager. Your CGP is owned by you, with your manager being your primary partner.

Career Growth Plan Tenets (unless you know better ones...)

Forward Looking

A CGP is a forward looking document that helps bridge the gap between where you currently are and the career trajectory you want to pursue. Your CGP defines career goals that are whatever you want them to be and are not bound by your current day-to-day responsibilities or job family. Because a CGP is forward looking, it is not a tool for tracking goals that you have previously accomplished.

Specific and Actionable

A CGP is a roadmap that clarifies the skills, competencies, and experiences necessary for defining your career trajectory.

Collaborative

Career growth is a partnership. Although much of the content will be created by you, feedback and ideas will come from growth-oriented conversations with your manager. A strong CGP cannot be created in isolation and will benefit from additional reviewers providing feedback (e.g., a mentor or trusted adviser).

Empowering

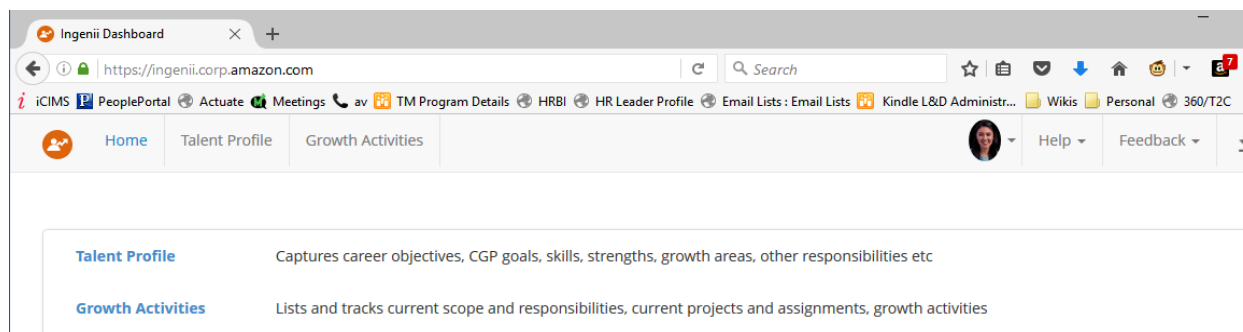
A solid CGP empowers you to feel confident and supported in reaching your career goals. With a real plan and routine conversations, career growth is not left to good intentions alone.

How can I get started?

You can now collaborate online with your manager to write, edit, and monitor progress on your own CGP. Ingenii is a new online tool that makes it easy for you to create and track meaningful Career Growth Plans in a frustration-free way. Ingenii provides features to document your talent profile including career objectives, goals, skills, past experience, mentors, strengths, and development areas.

To start your CGP in Ingenii go to <https://ingenii.corp.amazon.com>. Please note that Ingenii is only supported in Chrome, Firefox, and Safari.

You will automatically be logged in via single sign on. Your homepage will look similar to the below, though keep in mind the Ingenii team is making updates to the look and feel of the tool regularly.



Clicking on your photo will give a quick snapshot of your information (e.g., your manager, job family, level, time at Amazon, location, last updated by, etc.)

The “Help” drop down menu will provide a link to helpful wikis such as Leadership Principles wiki and Job Role Descriptions page.

By clicking on “Feedback” you will be able to report a bug, submit a feature request, or send feedback to the Ingenii team.

Clicking on the download arrow will allow you to export your CGP to PDF and/or Word document. See pages 8 and 9 for examples for each.

Talent Profile includes your career objectives, goals for CGP, skills, past experience, mentors, strengths, and growth areas.

Growth Activities will allow you to keep track of your current scope and responsibilities, projects, assignments, and growth activity opportunities. You can set target dates and indicate your progress against these activities on a regular basis.

Talent Profile Page

The Talent Profile serves as a snap shot for where you are today – with a focus on your strengths, super powers and growth areas. The Talent Profile also helps you to track your mentor relationships and other responsibilities that help round out your profile.

You can find your Talent Profile in two places:

1. By selecting Talent Profile towards the top of the Ingenii Home Page
2. From the toolbar at the top of any Ingenii page you are working on

Once you're ready to begin working on your CGP, click on Talent Profile.

Talent Profile - Josh Arbit

- Career Objective
- CGP Goals
- Mobility
- Mentors
- Skills
- Strengths & Super Powers
- Growth Area
- Other Responsibilities
- Previous Work Experience

See below for screenshots and simple instructions of what to include in each field within the Talent Profile.

Career Objective

Use the blank field to write the specifics of you career objective or aspiration (*i.e – want to move into a new role, interested in relocating, want to learn about a specific area of the business etc*). To save your entry click on the green check mark. You can make edits to any fields as often as you'd like and add multiple objectives. You can use the select the display order to organize your objectives.

Tips and Tricks

- Consider what you want your job to look like in 1-3 years. Will you be doing the same role and learning new skills? Will you be transitioning into another role? Will you have expanded scope?
- Your career objectives can be updated as you discover new interests, develop new skills, move into new areas, or find new passions. This is a snapshot of what you are thinking now and provides direction for your CGP focus.

Examples

- “I want to be a Principal TPM, working cross-functionally across Kindle Content to deliver projects that significantly impact the way books are read globally.”
- “I want to develop people management skills and convert into a operations management role.”

Career Objective

To be completed by the employee in a single point, stating their goals and interests. E.g: Want to get to the next level, interested in relocating etc

Display order

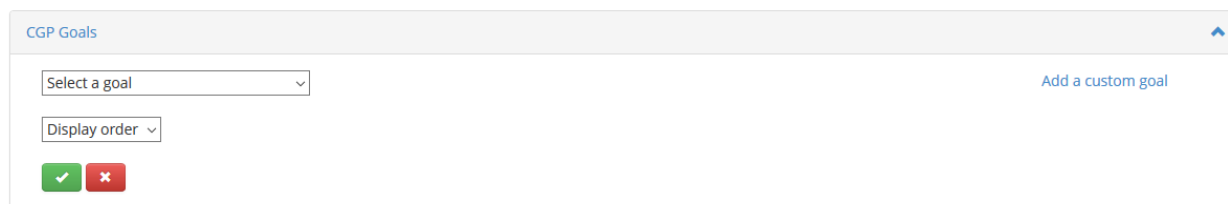
✓ ✕

CGP Goals

In the CGP Goals section you have the option to select a goal from a prepopulated list and/or you can add a custom goal by clicking on that hyperlink on the right side of the page. You can add multiple goals and use the display order to organize your goals.

Tips and Tricks

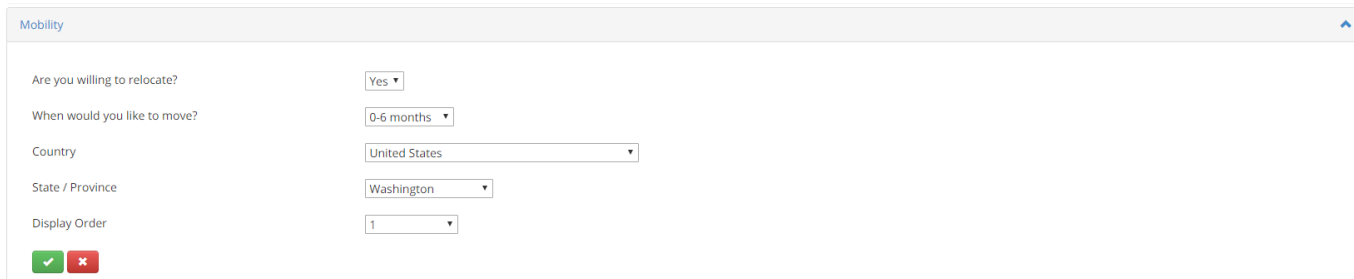
- Try to align this with your Career Objective above. This section should be used to define what your CGP is currently focused on helping you achieve. This will change over time as your role evolves.



The screenshot shows the 'CGP Goals' form. It has a title bar 'CGP Goals' with an up arrow icon. Below the title bar, there is a dropdown menu labeled 'Select a goal' and a button labeled 'Add a custom goal'. Below that is a dropdown menu labeled 'Display order'. At the bottom, there are two buttons: a green checkmark button and a red 'X' button.

Mobility

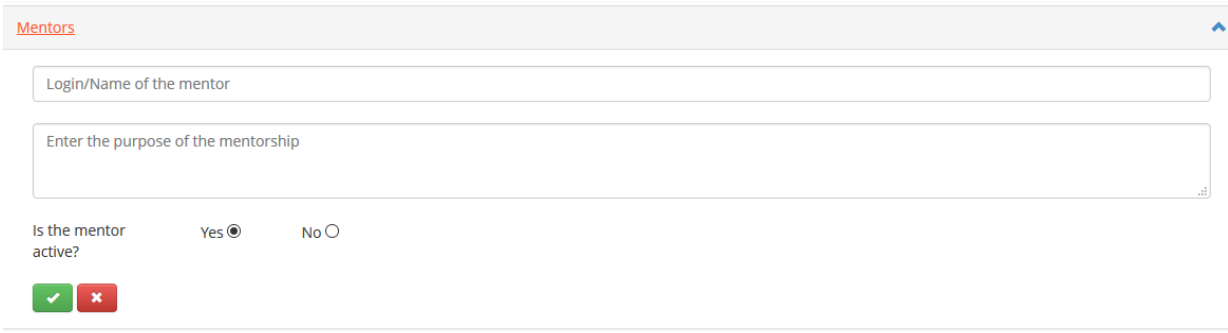
Use this section to record your willingness to relocate. If you are willing to relocate, please enter when you would like to move and to where. If you enter more than one location, which is perfectly fine, please be sure to rank order them.



The screenshot shows the 'Mobility' form. It has a title bar 'Mobility' with an up arrow icon. Below the title bar, there are several fields: 'Are you willing to relocate?' with a 'Yes' dropdown, 'When would you like to move?' with a '0-6 months' dropdown, 'Country' with a 'United States' dropdown, 'State / Province' with a 'Washington' dropdown, and 'Display Order' with a '1' dropdown. At the bottom, there are two buttons: a green checkmark button and a red 'X' button.

Mentors

Use this section to add information about your mentor(s) within Amazon. Include their name(s) and login(s). A mentor is typically a level above your current level (but not always), and isn't your manager or in your direct reporting chain.



The screenshot shows the 'Mentors' form. It has a title bar 'Mentors' with an up arrow icon. Below the title bar, there is a text input field labeled 'Login/Name of the mentor'. Below that is a text area labeled 'Enter the purpose of the mentorship'. At the bottom, there is a question 'Is the mentor active?' with 'Yes' (selected) and 'No' radio buttons. At the bottom, there are two buttons: a green checkmark button and a red 'X' button.

Skills

Use the Skills section to include key skills you currently possess. The skill description is not required. Describe where you use these skills in your current role or have used them in the past. You can use the display order drop-down to organize your skills.

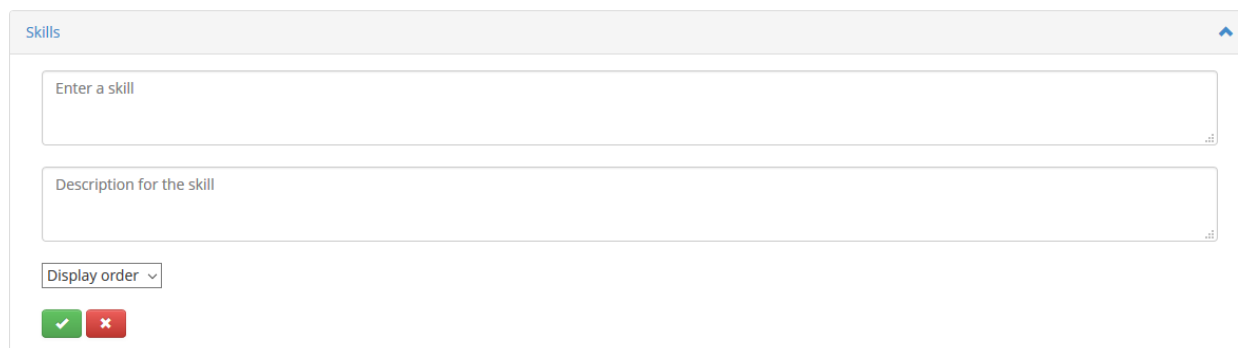
Tips and Tricks

- Use this section to highlight any non-required job skills you may have that you think could be applied to your role.

- Don't list every skill you have here, just highlights that you think could be applicable and aren't normally expected in your role.

Examples

- Video Production – I have experience filming and editing videos that could be used to create training videos for our team.
- Spanish – I speak and write fluently in Spanish and could help with outreach to our Spanish speaking customers.



The screenshot shows a form titled "Skills" with a blue header bar. Below the header is a text input field labeled "Enter a skill". Below that is a larger text area labeled "Description for the skill". At the bottom left is a "Display order" dropdown menu. At the bottom right are two buttons: a green checkmark button and a red X button.

Strengths and Super Powers

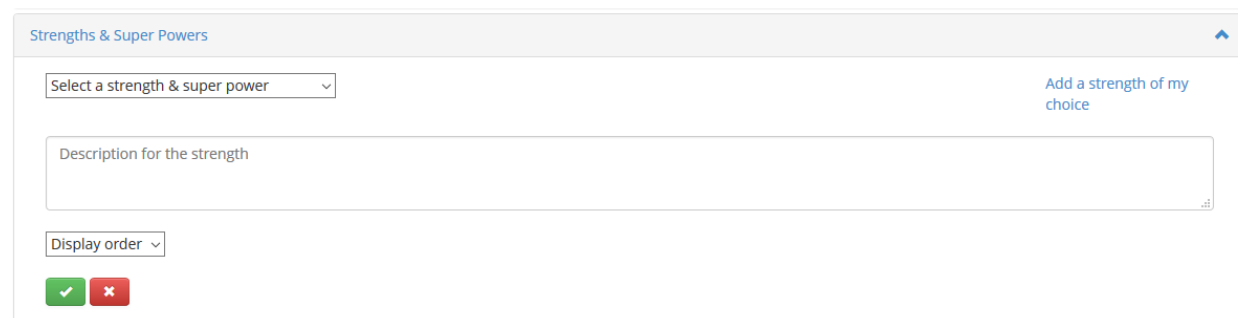
This section is for you to list your top strengths and super powers using Amazon's Leadership Principles to guide you. When filling in this section, you may want to revisit your Annual Review to add applicable Super Powers provided by your manager and peers. A good CGP typically has a minimum of 3 strengths or super powers with no more than 5 total. The descriptions should include the evidence of where you employ these strengths. You can also add a different strength or super power (not linked to a leadership principle) by clicking on the hyperlink to the right.

Tips and Tricks

- Highlight the strengths and super powers that you would like to leverage the most right now in your role.

Examples

- Earn Trust – I am good at building relationships across teams and leveraging these relationships to deliver cross-organizational projects. During Project X I used this to unblock us when Team Y and Team Z had trouble working out a dependency ordering problem.



The screenshot shows a form titled "Strengths & Super Powers" with a blue header bar. Below the header is a dropdown menu labeled "Select a strength & super power". To the right of the dropdown is a blue hyperlink that says "Add a strength of my choice". Below the dropdown is a large text area labeled "Description for the strength". At the bottom left is a "Display order" dropdown menu. At the bottom right are two buttons: a green checkmark button and a red X button.

Growth Area

Use this section to address any areas of development or growth you would like to focus on. You can cover both functional skills and Amazon leadership principles. You can choose from the drop-down list of Amazon Leadership Principles or add a growth area of your choice by clicking on the hyperlink to the right. Remember to emphasize how you will build these on these areas of growth versus simply focusing on the weakness. Describe how the growth area might be impacting your path to reach career objectives.

Tips and Tricks

- Provide a mix of functional skills you want to improve on and leadership principals you want to focus on.
- Ask yourself “Which muscles do I need to strengthen to meet my career objectives?”
- Remember that these are the areas you will focus your “Growth Activities” on below, so pick things you actively want to work on.
- Consult the Growth Ideas provided in your annual review for ideas from your peers and manager.

Examples

- Writing – Docs I write have required substantial re-writes before being ready for review with my leadership. I would like to practice my doc writing to improve the efficiency of my communication on important topics.
- Customer Obsession – I have a tendency to start with the technology my team owns and work from there to the customer. I need to understand my customers more so I can start my decision making with them and then use technology to solve their problems.

Growth Area

Select a growth area

Add a growth area of my choice

Description: Make sure to focus on building the strengths, not just addressing the weakness

Display order

✓

✗

Other Responsibilities

Use this area to highlight other parts of your career that might not be a direct part of your current role, for example, you may be a Bar Raiser, a mentor to another employee, or maybe you are part of a cohort to accelerate your career development. Include those additional responsibilities—they also make you great!

Other Responsibilities

Trainer, Mentor, Bar Raiser etc

Display order

✓

✗

Previous Work Experience

Each of us took a unique path to get to where we are. Think back to your previous industry work experiences outside of Amazon which prepared you for your role today and highlight them in this section.

Previous Work Experience

Name of the Organization

Role/Designation in the Organization

Years in the Organization

Months in the Organization

✓

✗

Growth Activities Page

The Growth Activities page will be your one-stop-shop to track your current scope, projects, and assignments as well as the activities you are working on to address gaps between your current role and scope and your career goals.

You can find the Growth Activities section in two places:

1. By selecting Growth Activities towards the top of the Ingenii Home Page
2. From the toolbar at the top of any Ingenii page you are working on



The screenshot shows the 'Growth Activities - Norma Montoya-Magnotta' header. Below it is a dropdown menu with three options: 'Current Scope and Responsibilities', 'Current Projects and Assignments', and 'Growth Activity'. Each option has a downward arrow icon on the right.

Current Scope and Responsibilities

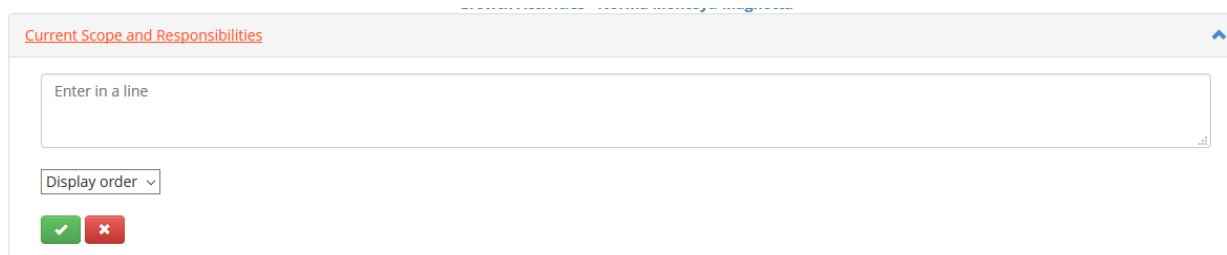
In this section, include a summary or big picture definition of your role.

Tips and Tricks

- Think of this section like an elevator pitch. If you ran into Jeff Bezos in the elevator, how would you succinctly describe your job here at Amazon?

Examples

- I build software powering accurate and timely royalty calculations for independently published authors, leading my team in quality standards definition, and serving as the tech lead for projects dealing with Kindle Unlimited payments.
- I own design for Kindle Unlimited, providing a consistent and engaging customer experience from promotions to recommendations for readers. I work with product managers, designers, and engineers to deliver best-in-class customer reading experiences.



The screenshot shows the 'Current Scope and Responsibilities' form. It has a title bar with the text 'Current Scope and Responsibilities' and an upward arrow icon. Below the title bar is a large text input area with the placeholder text 'Enter in a line'. Below the input area is a 'Display order' dropdown menu. At the bottom of the form are two buttons: a green checkmark button and a red 'x' button.

Current Projects and Assignments

In the Current Projects and Assignments section, add the projects you're working on integral to your current role. These should not duplicate what is in the Current Scope and Responsibilities section, rather, they are specific projects you and/or your manager have identified as key to achieving your career objectives. The complexity should be based on your current level – if you're looking to stretch yourself, you would need one or more high complexity projects. When describing the impact of a project, discuss the project's customer impact and add data if applicable. Your manager can help you calibrate the complexity and impact of your projects.

Tips and Tricks

- Don't list everything you are working on but pick the major focuses which help to define your role. This can be a project with an end date or a program you own or drive.

Examples

- **Name of the Project:** Lead OP1 plan for marketing & demand generation

- **Project Description:** Work with stakeholders across social media, advertising, pricing, merchandising, deals, and PM/tech to create a comprehensive plan to support 2018 sales goals. Author a six-page document that can be excerpted for the org-level OP1 and present to senior leadership.
 - **Complexity:** High Writing this plan will involve creating a new metrics/reporting processes that demonstrate how off-Amazon activities such as social media and advertising contribute to downstream sales, writing a business justification for increased budgets/additional headcount, and illustrating the purchase funnel from awareness marketing through revenue optimization levers such as deals/pricing. It will also involve intensive research to ensure that the plan incorporates new Amazon tools and broader marketplace innovations in demand generation.
 - **Impact:** High This plan will inform demand strategy and goals for the upcoming year.
- **Name of the Project:** File Processing Automation
 - **Project Description:** Currently a vendor runs every PDF file through a distillation process using Adobe Acrobat and Adobe Distiller. This task was to develop code to automate the distillation process.
 - **Complexity:** Medium Adding this manual process reduced the number of file reformats during manufacturing by over a full percent from close to 3% to less than 2%. It is unclear exactly what gets fixed during this process so it is difficult to replicate without using Adobe software. In order to automate this process quickly without incurring a large cost to the development teams, I decided we should license Adobe's software libraries. I also thoroughly tested the approach validate it is as effective as the current manual process.
 - **Impact:** High This work helps to ensure we meet customer promise dates for printed books by guaranteeing the PDF will print successfully without causing manufacturing delays.

Current Projects and Assignments

Name of the project

Description of the project

Description for the complexity

Description for the Impact

High

High

Display order

✓

✗

Growth Activity

Use this section to measure and track the growth activities identified in the section above. Growth activities are actionable and achievable either in the short term (3-6 months) or longer term (6 months+). You can use the [SMART model](#) to create well thought out growth activities. You will want to revisit your growth activities at least quarterly to further refine, edit, and/or indicate your progress. If you complete a growth activity and mark it as completed in Ingenii, it will remain on your CGP for an easy way to recall your work.

Tips and Tricks

- Tie growth activities to the growth areas you chose above.
- Pick activities that align with your current projects but also let you grow in your targeted growth areas.
- Completing a growth activity doesn't mean you stop focusing on a growth area. It means that you exercised that muscle. Use the completion of a growth activity to reflect on it with your manager and decide what the next growth activity you will undertake is.
- Be specific and actually use the SMART model. Don't pick activities that are just good intentions, develop mechanisms to help you grow.

Examples

- Have Backbone; Disagree and Commit
 - Description: I want to improve my comfort level contributing in meetings. I will keep a digital notepad open on my laptop during meetings and make a note every time I feel like I should have contributed to a conversation but didn't. I will review these contributions with my manager during my 1:1s. After three months I would like to have very few (<2 per week) instances of keeping quiet when I could add value to a conversation.
 - Status: In Progress, Green
 - Progress Note: So far, so good. I have found that when I am about to note a missed opportunity, I just speak up instead. Over the past month I have only noted two occurrences in which I should have spoken up, but didn't. Next check-in with my manager is next week.

The screenshot shows a web form titled "Growth Activity" with a blue arrow icon in the top right corner. The form contains several input fields and controls:

- A text input field with the placeholder "What gap does this address?".
- A text input field with the placeholder "Enter the growth activity this gap addresses".
- Three radio button options for status: "Yet to start" (selected), "In Progress", and "Completed".
- Three radio button options for color: "Red", "Yellow", and "Green" (selected).
- A date picker icon and a text input field labeled "Completion date".
- A text input field with the placeholder "Progress note".
- A dropdown menu labeled "Display order".
- At the bottom, there are two buttons: a green checkmark button and a red 'X' button.

What Are the Next Steps?

It can feel overwhelming to start a CGP from scratch. Take it step by step. When reviewing this document, consider the fields you already have content for and start there. Your manager, mentor and other colleagues can help you with reviews. Fill in as much as you can on your CGP and set time with your manager for a first review to provide feedback. You may go back and forth iterating on the plan in Ingenii a few times. If you would like to share your CGP with someone outside of your management chain, you can export the document. See examples below.

Export your CGP to PDF Example

Talent Profile x CGP_

file:///Users/

CAREER GROWTH PLAN

EMPLOYEE NAME:		JOB TITLE & LEVEL:		DEPARTMENT / TEAM:		MANAGER NAME:	
TIME IN ROLE/LEVEL:		TIME AT AMAZON:	2 months, 2 weeks, and 5 days	TOTAL YEARS EXPERIENCE:	1 Years and 0 Months	LAST UPDATED:	2016-09-30T07:13:18+00:00

Employee's Career Objectives:

- New Career Objective

Goals of the CGP

- Develop a new skill set

Current Work: This section is intended to demonstrate alignment of current work against goals of the development plan.

Current Projects:

Project Name	Description	Complexity	Impact
Ingeni	Ingeni is the new CGP tool.	High: The web application needs to be scalable we have plans to make the whole of Amazon use it at some point in time.	High: The tool is currently being used by more than 1000 employees

Strengths:

- Learn And Be Curious: Learnt more than 6 languages ever since I started with Ingeni development
- Ownership: Take ownership from end to end ownership of Ingeni...
- Deliver Results: Delivered results on time and this was instrumental in taking Ingeni to Prod

Development area:

- Development Area #1: Work on this development area

Gap Analysis:

Scope Gap? Leadership Gaps? Skillset Gaps? Other Gaps: _____

Development Activities:

What gap does this address?	Development Activity	Progress	Trend	Progress Note	Completion date
Good user experience	Complete the feature requests in Ingeni	Completed	Green		08/19/2016

Skills:

Skill	Description
Full stack web development	Owned end to end design and development of web applications. Designed and developed the back end.
Latest web development languages and frameworks	Worked with a lot of languages such as Ruby, Embedded ruby, AJAX, Javascript, HTML, HAML, etc. Also worked with frameworks such as the Ruby On Rails framework

Export your GCP to DOCX Example

CGP_

Search in Document

Home Insert Design Layout References Mailings Review View

Paste

Arial 9 A B I U X2 X3

AABBCC AaBbCcDdEe AaBbCcDdFf AaBbCcDdEe AABBCCE AABBCCEDEI

Normal h3 No Spacing Heading 1 Heading 2 Styles Pane

Career Growth Plan

Employee Name:		Job Title & Level:		Department /Team:	Publisher Tools to Reader-Tech	Manager Name:	
Time in Role/Level:	NA	Time at Amazon:	2 months	Total experience:	1 Years, 0 Months	Last updated:	2016-09-30T07:46:03+00:00

Employee's Career Objectives: To be completed by the employee in 2-3 bullets, stating their goals and interests. e.g. want to get to the next level, interested in relocating, want to develop a specific skillset or learn a new area.

- New Career Objective
- Take ownership; contribute to complex projects and transition to SDE soon.

Goals of the CGP: To be completed by the manager and employee jointly. Select from the goals below or fill in Other.

- Develop a new skill set

Current Work: This section is intended to demonstrate alignment of current work against the goals of the development plan.

Current Scope and Responsibility:

Current Projects:

Project Name	Description	Complexity	Impact
YJ SDK		High: Description	High:
Ingeni	Ingeni is the new CGP tool.	High:	High:

Other Responsibilities (Trainer, Mentor, Bar Raiser, etc.)

Strengths: List the employees top 3 strengths using the role descriptions and our leadership principles.

Additional Resources

[Ingenii Wiki](#)

[Job Level Guidelines](#)

11

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