



# CAREER PLANNING RESOURCE

## PROCESS OVERVIEW

The worksheets in this document follow the process outlined below and are designed to provide a framework for your career planning and development.



## CAREER PLANNING TIPS

Along with completing the worksheets in this packet, keep these tips in mind to facilitate your career and professional development:

- Think broadly about what your next step might be. There are many opportunities out there. If you get too specific about what you want, you may miss out.
- Your career development is your responsibility, but it can be helpful to find others who support you and encourage your growth. This could be a manager, colleague, or mentor, or even a friend or family member.
- Networking is one of the best ways to develop your career, but this can be particularly challenging for shy individuals. Keep in mind that getting comfortable with networking takes practice.
- Through networking, you may learn of opportunities you'd like to pursue, but you will still need an excellent cover letter, resume, and interviewing skills. Seek assistance in preparing your cover letter and resume and with practicing interviewing.
- Career development takes time. You may not get your dream job immediately after completing a number of learning and development experiences. Be patient but persistent.

# CAREER CONCEPTS WORKSHEET

## CAREER PLANNING PROCESS



## CHARACTERISTICS OF INDIVIDUALS AND THEIR CAREER BELIEFS

Every one of us has an idea of what career progression means, what it looks like and how it happens. Review the items below to identify and reflect on your own career concept(s).

### CAREER LADDER/LINEAR

- Success is defined as moving up the organizational ladder
- Prevalent in the U.S.
- Gets in the way of career growth when logical moves up are not available
- Can lead to frustration from lack of levels to which to aspire
- Motivated by power and achievement



### EXPERT/LATERAL

- Success is defined as being known as the best/most knowledgeable among his or her peers
- Believe that one should be good at one or two things
- Can be frustrated by being forced to multi-skill out of area of expertise
- Believe that those with the best skills will be the most employable
- Motivated by security and expertise



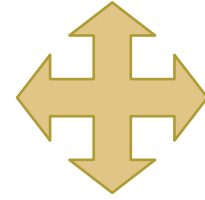
### SPIRAL/KNOWLEDGE-BASED

- Success is defined as being able to move from one position to a related but often broader position
- Career movement occurs usually every 5 to 10 years
- May believe in being well-rounded and building transferable skills
- New positions are natural extensions of previous work
- Motivated by growth and creativity



## ROAMER

- Success is defined as being able to change jobs often
- Movement takes places in fewer than 5 year intervals
- New positions are often unrelated to previous positions
- Tend to value work with high people involvement
- Motivated by variety and independence



Rank which career concepts above you identified with the most and the least. Your top one or two are your preferred career concepts.

CAREER LADDER/LINEAR      EXPERT/LATERAL      SPIRAL/KNOWLEDGE-BASED      ROAMER

- 1 \_\_\_\_\_ (IDENTIFIED WITH THE MOST)
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_
- 4 \_\_\_\_\_ (IDENTIFIED WITH THE LEAST)

Source: Adapted from an article by Robert N. Llewellyn,  
*HR Magazine*, September 2002

## VISUALIZING YOUR PATH

Once you've identified your preferred career concept(s), you can better identify the next steps in your career path. Answer questions about your top one or two career concept(s).

### CAREER LADDER/LINEAR

Identify the logical progression for your position for the next 3 to 5 promotional levels.

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### EXPERT/LATERAL

Identify lateral moves that would be logical for you to become an "expert" in your chosen field.

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### SPIRAL/KNOWLEDGE-BASED

Identify knowledge-based moves within area of expertise that would be logical for you.

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### ROAMER

Identify ways to maximize potential within your current position, and stay informed of other opportunities within UW system.

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Source: Adapted from an article by Robert N. Llewellyn,  
*HR Magazine*, September 2002

# DEVELOPMENT QUESTIONS WORKSHEET

CAREER PLANNING PROCESS



This questionnaire can help you begin thinking about your likes, dislikes, goals and abilities. Reflecting on these items can greatly assist you in your career development or job search. As you go through the questionnaire, jot down your response. Or, consider asking a friend or colleague to help you with this exercise by asking you these questions.

## CURRENT JOB

1. What do you like most about your current job?

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2. What would you like to do more of?

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3. What do you like least about your current job?

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4. What would you like to do less of?

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5. What skills does your current job require? What is your current skill level in these areas?

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## PROFESSIONAL GROWTH GOALS

1. Two or three years from now, where would you like to be professionally?

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2. What would you need to achieve now to accomplish this?

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3. What new responsibilities or challenges would move you ahead?

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## UNTAPPED ABILITIES

1. Is there something more that you could do that would make a greater contribution to your organization?

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2. Is there a new task or role you could take on that would make better use of your talents?

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3. What additional value could you provide? What would it take to "release" this?

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4. What are you not "allowed" to do that you could do and would like to do?

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5. What challenges would you like to face that might help you grow?

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## JOB SATISFACTION

1. What would help you obtain more satisfaction from your work?

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2. What changes could you make in your performance that would satisfy you more?

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## NEW SKILLS AND CAPABILITIES

1. What new jobs, roles, abilities, etc. would you like to be better at?

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2. What training, certifications, etc. would you like to obtain?

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Source: *Strategic Employee Development Guide*,  
Robert Brinkerhoff and Rhonda Messinger

# GOAL SETTING WORKSHEET

## CAREER PLANNING PROCESS



Once you've thought about what the next step in your career might be, use this worksheet to think about what professional development goals you need to set to move forward. If you're struggling with this step, ask for help from a friend, colleague, or your supervisor.

### DEVELOPMENT TARGETS

What skills or competencies do you want to develop/improve?

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### PERFORMANCE GOALS

What will improve as a result of this?

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How will you benefit?

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In what ways will the following individuals/groups benefit: Your team? Your customers? Your supervisor?

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## STRATEGIES

What strategies will you use to help you improve?

Asking for and receiving regular feedback from peers, supervisor, and/or employees (identify who):

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Coaching from a respected role model or from you supervisor (identify potential candidates):

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Training (identify specific courses or programs):

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Informal learning (identify articles or books to read, journals or memberships to subscribe to, etc.):

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Other ways?

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## OBSTACLES

What obstacles exist?

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How will you manage these? Who can help you?

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# DEVELOPMENT METHODS WORKSHEET

## CAREER PLANNING PROCESS



Now that you've set some professional development goals, it's time to think about how you'll learn the new skill. There are four components of an effective professional development opportunity: development method, application opportunity, success measure, and development support. Careful thought needs to be given to each of these components to successfully develop and apply new skills. This worksheet will lay the groundwork for your action planning and any related conversations with your supervisor.

## DEVELOPMENT METHOD

There are a variety of development methods by which a new body of knowledge or skill can be obtained. Some common development methods include:

- **Self-Paced Learning**  
*Examples: Books  
Web-based training*
- **On-the-Job Experience (a skill learned and developed via hands-on practice while working)**  
*Examples: Committees  
Conferences, Forums  
Field Trips  
Job Shadowing  
Peer-Assisted Learning  
"Stretch" Assignments  
Special Projects*
- **Training**  
*Examples: Courses, seminars, workshops  
UW Professional & Organizational Development offerings*
- **Off-the-Job Learning**  
*Examples: College/university courses  
Conferences  
Continuing education*

- Relationships and Feedback

*Examples: Coaching  
Mentoring  
Networking  
Performance Appraisal  
Professional Associations*

Identify how the skill or knowledge can be developed and what barriers or obstacles you might face.

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## APPLICATION OPPORTUNITY

To really learn a skill you need an opportunity to practice it. Identify which opportunities might be available for practice:

- On the job—either as a part of special assignment or a part of one’s regular assignment
- In a community activity
- In a simulation exercise (practice in hypothetical situations with one or more trusted co-workers, supervisor, etc.)
- In a committee or informal team setting

Identify when and where the skill or knowledge can first be tried out and what barriers or obstacles you might face.

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## SUCCESS MEASURE

It's important to know when you've successfully learned the skill.

- What will your behavior look like or what result can you expect once you are more skilled or knowledgeable in the area?
- Why do you want to learn this new skill or body of knowledge?
- What will it do for you?
- For others?

Identify one or more observable results that will indicate success and what barriers or obstacles you might face.

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## DEVELOPMENT SUPPORT

We all need help not only developing new skills but maintaining the new habits and abilities the learning provides.

- What do you need to support your acquisition of the new skill/knowledge?
- Who do you need this assistance from?
- What are you concerned about?
- What barriers do you anticipate?
- How can others help you avoid or get past the barriers?

Identify resources, feedback, permissions, tools, coaching and other assistance you can access:

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# ACTION PLANNING WORKSHEET

## CAREER PLANNING PROCESS



This form can serve as a formal agreement between you and your supervisor to document your development progress. If your supervisor is not currently involved in assisting you with your plans, you can use this form to keep yourself on track.

NAME:	DATE:
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### SETTING YOUR TARGET

Development Target (skill to be developed):

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Performance Goal this Supports (results to improve or maintain):

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Professional/Personal Goal this Contributes to:

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Development Method

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## IDENTIFYING OPPORTUNITIES FOR ACHIEVEMENT

Application Opportunity

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Success Measure

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Development Support

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EMPLOYEE:

MANAGER:

Source: *Strategic Employee Development Guide*,  
Robert Brinkerhoff and Rhonda Messinger