

NUMMI's Career Development Program



Supervisor's Workbook

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Introduction

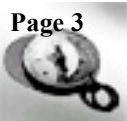
Welcome to NUMMI's Career Development workshop for supervisors! This workshop is meant to provide you with the information and tools you'll need to support your team members' professional development here at NUMMI.

As an important member of NUMMI's management team, you can play a key role in both promoting and supporting career development within the company. The combination of your experience and your knowledge of your team members makes you a powerful ally for helping your staff grow in ways that both support their aspirations as well as NUMMI's overall goals.

During the course of this workshop you will learn more about NUMMI's career development program, take a look at your career attitudes and history, and learn methods for effectively supporting the development of your staff. You will use this workbook throughout this workshop – it contains detailed information on the topics we will discuss as well as all the exercises that have been designed to personalize the learning experience for you. Once completed, you can refer back to the contents when the need arises.

We'll start out by reviewing the career development program as a whole. This will include a brief review of the program process, resources, and roles and responsibilities. Once this foundation is laid, we will move on to learning how to effectively support the career development of all team members. This will be accomplished through discussions and a few brief exercises. The workshop will end with some useful tips and tricks as well as a set of resources that are available to support you through this process.

Let's get started, shall we?

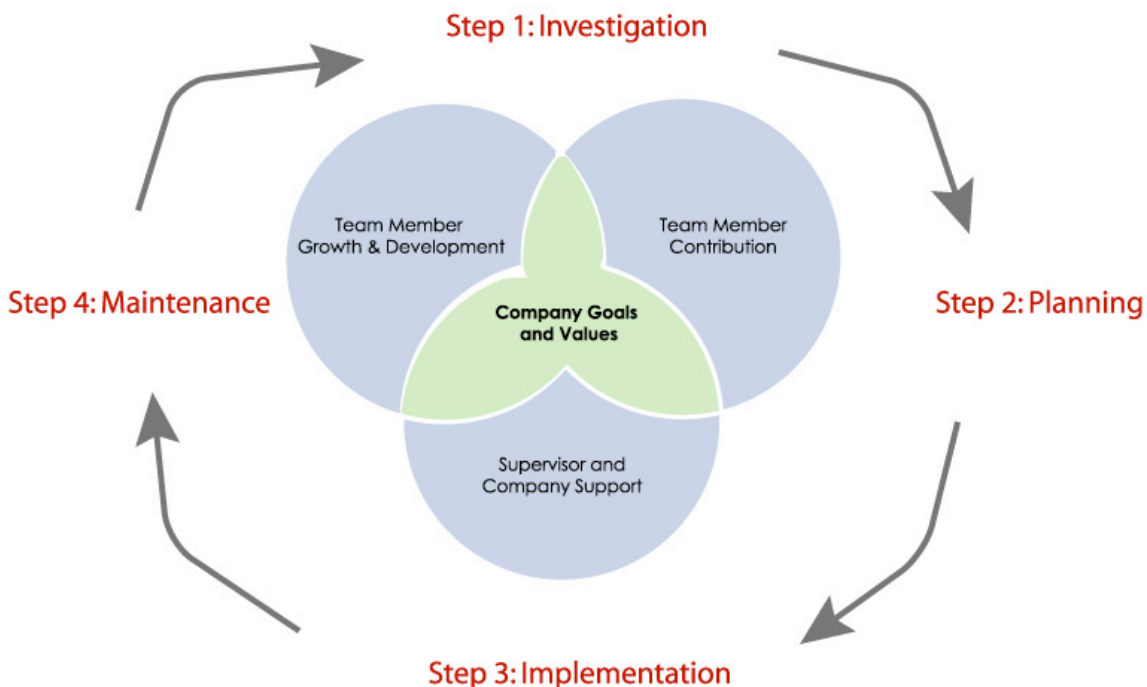


Program Overview

NUMMI has created a comprehensive program to facilitate the professional development of salaried team members. This program is designed to provide team members with all the information, resources and support they need to take ownership of their development while at NUMMI.

This model is centered on a core philosophy illustrated below. We strongly believe that team member growth and development is integral to team member contribution. The more our staff grows, the better able they are to contribute to NUMMI's overall success. Supporting this process are supervisors and the company as a whole – without this support and guidance, TMs cannot be expected to be able to grow. Tying this process together are NUMMI's core values and goals – we expect that TMs will develop in support of these things.

NUMMI's Career Development Model



NUMMI's career development program uses a four-phase approach. Even though there are four phases, the program doesn't end once a participant completes phase four. This program is designed to continue as long as a team member is at NUMMI. S/he can cycle through the phases as often as necessary.

Phase I - Investigation

When a team member decides they wish to participate in the program they will begin by investigating their interests, attitudes, skills and options regarding their career. They will assess what most interests them in order to learn more about their career preferences. They will also investigate their general attitudes (hopes, fears, concerns) surrounding their career. Then they will assess their current skill set, eventually sorting out which skills and abilities they would like to improve, which they would like to use more, and which they would like to acquire. The purpose of all this investigation is to provide a foundation of information for the participant to use when formulating their career development plan.

Phase II – Planning

Using the information they gathered during phase one, program participants put together a career development plan. The planning process begins with the identification of a set of goals (both long and short term) for which each participant would like to aim. Development activities are identified that will help the team member move towards his or her goals. Generally these activities are linked to skills or abilities the participant would like to strengthen. The activities may take the form of courses, seminars, self-study, or perhaps on the job training or rotation. Participants work with their supervisor and program staff to outline goals and activities that are reasonable and achievable within the boundaries of their current work situation and NUMMI's current needs.

Program participants rely on their Career Development Plan (CDP) to capture the details of their individualized development program. This serves as a document to track their development. It can and should be changed as the participant's needs and situation changes. We recommend that participants select activities that can be completed within one year. We also suggest that participants break their long-term goals into smaller, more short-term goals.

Phase III – Implementation

Once the plan is complete, the participant actually starts to take action to complete their outlined activities. This means that they start to initiate the development activities identified in their career development plan.

Phase IV – Maintenance

As a participant completes development activities, it is important for them to regularly check in with themselves and their supervisor in order to assess their progress as well as make any changes to their plan. This ensures that each participant's plan develops along with them and



that program participants maintain a developmental path that continues to fit both their and NUMMI's needs.



Roles and Responsibilities

As we mentioned earlier, our team members, their supervisors and NUMMI work together to support the career development process. Each party has certain things for which they are responsible in order to make the program and the process both successful and a benefit to everyone involved.

Supervisors

One of the core philosophies of NUMMI's program is that career development is the primary responsibility of team members themselves. They elect to participate and are expected to take an active role in owning their development. Of course, they are provided with a strong support system. At any time they can consult with program staff. However, their primary support person should be their direct supervisor. No one else is better prepared to provide input on their development as well as what will also help NUMMI meet its business goals. While every team member will have different needs where their development is concerned, here are a few key responsibilities that are common to all supervisors:

- Support the development and training of all team members, discussing career goals and plans with team members on a regular basis.
- Mentor and coach team members in their career development planning.
- Help team members identify their short and long term career goals.
- Help team members identify learning opportunities and other developmental resources.
- Set appropriate boundaries for program participation.

Participants

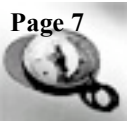
As mentioned earlier, it is the participant's responsibility to take ownership of their career development. Program participants are expected to:

- Assess their interests, skills, strengths and development needs, requesting input from their supervisor and/or program staff when needed.
- Determine their career goals for the short and long term.
- Make appropriate use of the program and its resources.
- Prepare a CDP that reflects their goals and has specific steps (activities) outlined for reaching these goals.
- Work with program staff and their supervisor to identify and complete developmental activities to help them move towards their goals.
- Check in regularly with their supervisor and/or program staff.

NUMMI

NUMMI's role is to provide the resources and environment necessary to support career development across the organization. NUMMI is responsible to:

- Encourage and support career development throughout the organization for all team members by providing appropriate programs and processes.
- Provide the resources (staffing, tools, etc.) necessary for a comprehensive career development program.
- Integrate career development into other initiatives where appropriate.



Exercise I.

Career Beliefs

Everyone believes different things about her/his own career and career development in general. Such beliefs influence how successful or unsuccessful a career development program can be. Take some time to reflect on your own beliefs around career development – do you believe it is important? Has value? What do you think your team members and NUMMI believe about career development?

Myself	My TMs	NUMMI





Exercise II.

Career Timeline

Sketch out your own career path from its beginning to the present, drawing whatever type of diagram (straight line, curvy road, etc.) that represents your particular path. Lay out each career step you've taken to get where you are today. If you wish, include what you'd like it to look like in the future. Next, highlight a time in your career where you felt supported in your development as well as a time that you wanted support, but were unable to get it.

Supportive Moment

Future

Support Needed

Past



Exercise III.

Career Development Constraints

Constraints are forces that prevent us from doing or achieving things that we feel are important or necessary. This exercise is designed to help you think about the constraints that are working to prevent the full support of career development for your staff. Take a few minutes to think about the things, attitudes, experiences, or beliefs that you think are constraining you, your TMs or NUMMI from supporting career development. We've included a few suggestions to get you started.

Myself	My TMs	NUMMI
Not enough time.	No one really cares.	Not a priority.



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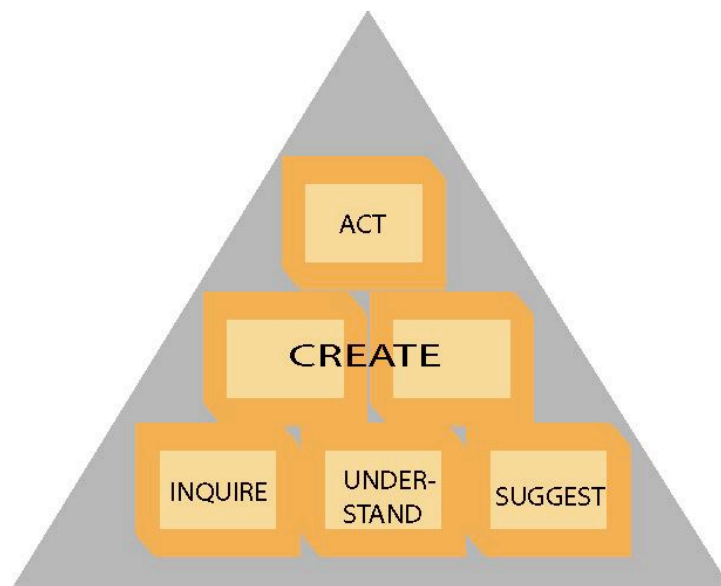
Effective Coaching Techniques

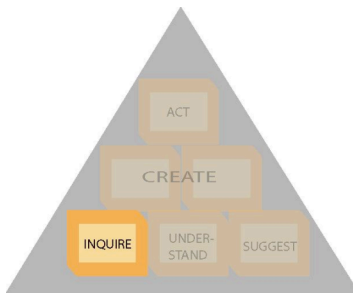
Effectively supporting your team members' development is neither difficult, nor takes a significant amount of time. We've created a basic five-step process that will guide you through the things that you can do to be an effective ally and mentor.

The five steps we'll cover are:

- 1. Inquire** – Ask about your team members' interests, values and abilities.
- 2. Understand** – Know your team members' aspirations and skills.
- 3. Suggest** – Recommend things to explore/growth options.
- 4. Create** – Look for opportunities to grow your team members.
- 5. Act** - Be a proactive support for your team members' development.

The pages to follow provide you with some helpful information on how to proceed through each step.





INQUIRE

The first - and most effective – thing that you can do to support your TMs’ development is to simply inquire of their interests and aspirations. Ask about what they enjoy about their current position, what skills they would like to use or develop, and what’s truly important to them in the life at and outside of work.

The most important areas to gain information on are your TMs’ interests, abilities and values. These items are central to the career decision making and development process. Here are some questions you might consider asking, but certainly feel free to come up with your own.

Interests

- What part of your current job interests you the most? The least?
- What interests would you like to pursue further?
- Are you more interested in people, data, or things? What kind of mixture of these things?
- Where do you see yourself 2, 5 and 10 years from now?

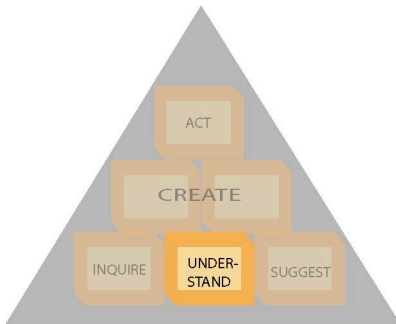
Abilities

- Which skills would you like to develop further?
- Which skills do you enjoy using the most? The least?
- What skills are the most important to you within your current position?
- What are some skills that you would like to use more within your current position?

Values

- What are your five most important values? Least important?
- Why?
- What values does your current job deliver?
- What values do you not see as being possible to be delivered by your current job? Why?
- How have your values changed over time?





UNDERSTAND

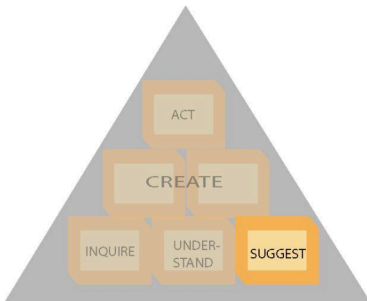
The primary reason for asking questions about your TMs' career goals is to gain a solid understanding of who they are, what they have to offer, and where they want to go. The small amount of time it takes to understand your TMs' aspirations brings significant value to you and the organization.

How is this so?

There are a number of things that come out of gaining a good understanding of your TMs' interests, abilities and values.

1. Strategic planning – As a member of the management team, you most likely are concerned about your team being able to help contribute to meeting key departmental and company goals. One of the many wonderful things about career development is that it can be a powerful strategic planning tool. If you are aware of the skills and interests your staff possess, it's quite easy to match these things to your current and future goals. Additionally, you can plan to develop your staff to meet future business needs by working with your TMs to create career development plans that support their growth preferences as well as grow them in a direction that will help to support the company goals.
2. Productivity/morale – employees who feel as though their supervisor and company care about their growth and development are, as a rule, more satisfied. Job satisfaction is a key indicator for sustained productivity, something that we all desire here at NUMMI. Getting to know your employees and their career aspirations is central to their feeling like you truly care about their contribution to NUMMI as well as their future.
3. Communication – The more you understand your TMs and their interests, skills and values, the better a foundation you have to maintain a solid working relationship. Every conversation about career development increases the rapport you have with your TMs.





SUGGEST

Once you understand where your TMs are in their careers and where they'd like to go you are in a position to make suggestions to help them develop and grow. It's important to note that it is the responsibility of your TMs to drive their own career development. You are not responsible for achieving their aspirations for them. However, you can be an extremely valuable resource to your staff by providing them with suggestions on how they can develop their skills and abilities.

Here are some things to consider suggesting to your TMs as ways they might focus on their career development.

Explore – If you get a sense that a TM might have interest in a particular area, you may come across an article, web site, or some other resource that would help them explore this interest further.

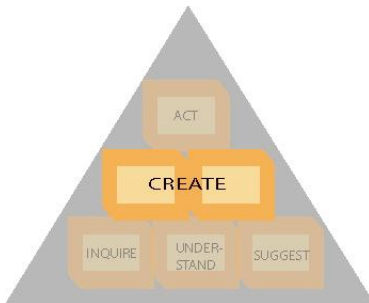
Enrich – What are some ways that your staff can grow within their current position by using or developing new skills or getting involved in new activities?

Realign – If you have a TM who seems to have lost their motivation within their current position, it's appropriate to look for suggestions to help them realign and come back to their previous level of interest and energy.

Lateral – In some cases, you may know of an opportunity for a TM to move laterally into a different team or department.

Vertical – While the percentage of TMs who can move up in the organization is limited, there is nothing wrong with discussing the process for vertical movement with your TMs. A surprisingly large number of NUMMI employees are unaware of the process and requirements for moving up in the organization.





CREATE

You have the power to truly affect positive change for your TMs! As a management team member, you possess the wisdom and experience to see how your TMs can develop as well as the authority to create opportunities for them to grow. Growth opportunities do not need to be large endeavors. In fact, most growth experiences happen on the job due to the fact that there are currently few opportunities to move laterally or vertically within the organization. You have the power to create a variety of growth opportunities within your own team, such as:

Skill Development – This is core to most of the items that follow. If you’ve established a good understanding of both your TMs’ skills, developmental interests and your strategic needs, you’re in a good position to create opportunities to develop skills.

On the Job Development – Most skill development can be done on the job through slight modifications to current responsibilities. For example, you may have a TM who has an interest in graphic design. While they aren’t at NUMMI to serve as this function, you may help them grow this skill by asking them to work on your department’s intranet page or some other related project. You gain a necessary tool and your TM gets to develop an important skill. There are countless opportunities like this that only require you to open the door to allow them to happen.

Project Assignments – Similar to on the job development, project assignments provide a more intensive opportunity to grow skills. You may have a project that needs handling – before you assign the first resource that comes to mind, think about who might benefit from working on the project.

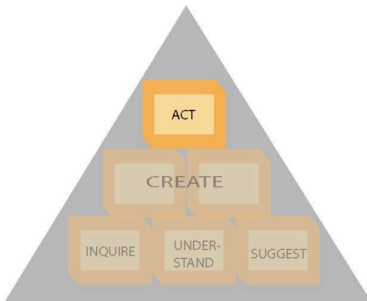
Job Shadowing – You may be able to arrange for a TM to shadow someone in a different role/area for a brief time in order to learn more about that job or to gain a different perspective on a different business area.



Training – This is what most people think of when they consider career development. Certainly training has its place in the professional development realm. There will be times when a TM wishes to gain a skill or you need them to learn something new that can only be accomplished through formal training. Be open to this opportunity! While this may require that your TM be out of the office for a brief while, you'll get much in return. Training not only adds to your overall departmental skill set, but also serves as a significant motivational boost for your TMs.

Informational Interviewing – Sometimes, all a TM wants is to be able to talk about a career field/interest area with someone else. You probably know quite a few people in quite a few different jobs. Why not help make the connection between your TM and someone who would be a good candidate for an informational interview?





ACT

Your career development foundation should now be complete. Now it's time to synthesize your knowledge and "tools" in order to be a proactive support for your TM's development. This means not just understanding how you can support career development at NUMMI, but being an active participant in the process.

This simply means that you continue to take the steps outlined previously, regularly checking in with your TMs to understand their thoughts on their current work situation as well as what they envision for the future.



Overcoming Constraints

Previously, you identified the constraints that you felt prevented you, your TMs and NUMMI from effectively supporting career development. Now, taking into consideration what we've discussed and what you've learned, what do you think can be done to overcome the constraints identified earlier?

List out the ways you feel the constraints you identified earlier can be overcome:

Myself	My TMs	NUMMI
Not enough time.	No one really cares.	Not a priority.



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Getting Un-Stuck

Lest you start to fear that you now must be “Super Career Development” man or woman, don’t worry – no one is perfect in the world of career development. Even trained counselors with years of experience get “stuck” every once in a while and need to find some assistance or a different perspective to help them get “un-stuck.” So, you can expect that there will be times when you’re not sure how to approach a career-related situation with one of your TMs. Here are some helpful tips to aid you in certain situations. The page following provides you with a list of resources to turn to for further assistance.

Tips for Getting “Un-Stuck”

- Reflect back on your own career timeline – were you ever in a similar situation before with your supervisor? Did s/he do anything to help the situation? What happened? How did you wish that it be resolved?
- Talk to a colleague/mentor – we all have people that we rely on for advice and support. If you feel really stuck, talk it over with someone else. A different perspective is sometimes all it takes for you to find the best way to handle a difficult situation.
- Go back to step one - Ask your TM some more questions, find out what they’d like or get more information on the situation.
- Admit you don’t know – It’s okay to admit you don’t know how to handle a situation. Perhaps you have a TM who has unrealistic expectations and doesn’t appear to wish to change them. In a case such as this, you probably won’t know what to do because there isn’t a solution that you can create. Go ahead and say you don’t know how to help – this may invite your TM to come up with their own solution!



Resources

Rest assured that we're not going to leave you on your own as you head off down the career development road. The career development program has a number of resources available to supervisors as well as participants.

People – We encourage you to look to your colleagues, mentors and other people who make up your community of concern when you need support. For career development-related assistance, please feel free to contact the program staff.

Coaching – Should you wish to further develop your skills, investigate your own career, or get help with a difficult situation, you can contact the program staff to set up an individual coaching session. These are confidential meetings conducted by trained professionals who are prepared to work with you to resolve issues or concerns related to career development.

Books – The career development program maintains a library of books for supervisors. We have titles that cover the career development process as well as books designed to help managers think about and support the process.

Online – Visit NUMMI's Career-Dev web site at: <http://now/careerdev/home/cdphome.html>
This site contains useful information on the program as well as links to resources available on the web.

Education/Training – The career development program staff maintains a listing of educational sessions conducted outside of NUMMI that relate to developing coaching and management skills.

Other – We're always looking to add new resources to the program. For example, in upcoming months we will be holding "lunch and learns" for program participants as well as supervisors on a number of topics relating to career development.



Notes



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