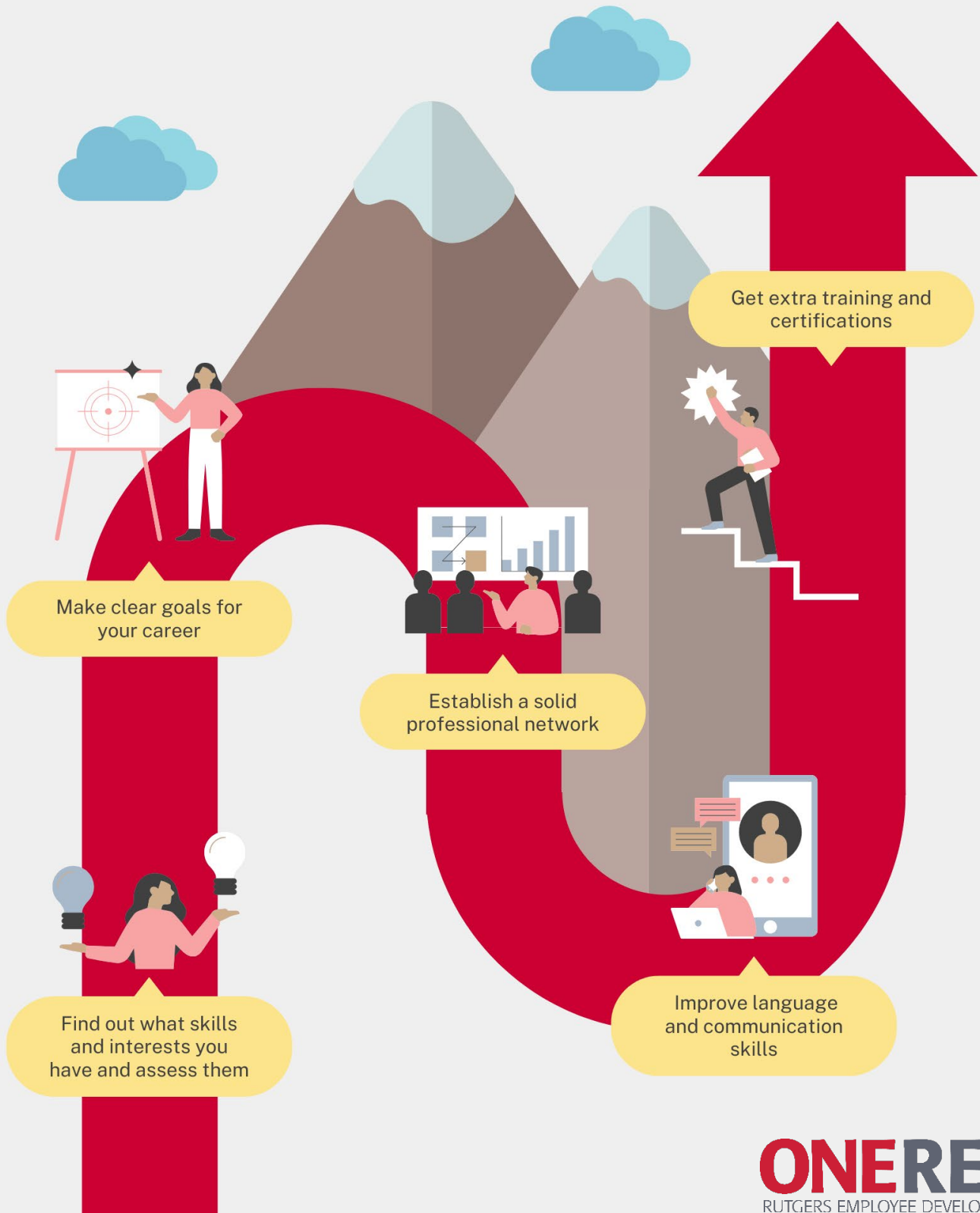


# NAVIGATING CAREER DEVELOPMENT



## Let your journey begin

Ready to start crafting a career development plan? Look no further!

This workbook contains resources, reflection exercises, and conversation starters to help you in defining the experiences that will impact your development planning.

## What is development?

When it comes to your development, you are in the driver's seat.

**The way your development plan takes shape is entirely up to you.**

Whether you wish to deepen your job satisfaction, build new skills to help you in your current role, or discover ways to prepare for your next role – action planning and partnering with your manager can help you get the results you want.

## OneRED

**One Rutgers Employee Development (OneRED)** is the umbrella under which the university provides employees with a suite of programs and services to enable purposeful professional growth.

OneRED seeks to promote a culture of continuous learning and introspection that empowers employees to drive their development through the building of the Rutgers Competencies and impactful learning experiences so they can be successful, grow, and thrive at the university.

## What does development look like at Rutgers?

Below are the OneRED Principles for development at Rutgers University.



## Where do I start?

Gaining insights into your current capabilities will help enable your self-reflection. [The Rutgers Competencies](#) serve as the foundation for development for staff employees in partnership with their supervisor, to assess, discuss, and develop the skills and behaviors necessary for success. In addition, these competencies are intended to empower all employees to drive their own development



### Professional Competency Assessment

*Applicable to all*



### Leadership Competency Assessment

*People managers only*

**Development Challenge #1:** Complete the assessments and review the report that gets emailed to you. Your manager should also complete an assessment on your behalf so that you can work together to identify both strengths and areas for development.

### Reflection checkpoint

- What are your career aspirations?
- What are the greatest skills or knowledge you offer to the university?
- What do you think are your biggest development opportunities?

## Past development experiences

Self-awareness is achieved through reflection activities, and it is a critical first step in building your development plan. The activities in this workbook are designed to help you understand the impact of where you have been in your career to help you identify what you need to move your goals forward.

- **Your career is more complex than simply following a linear path.** You may have heard of a career path, which is a singular pursuit (climb the ladder in one direction and focus on what is straight ahead); modern workplaces are more dynamic.
- **You have been building a career portfolio for your entire life.** Even before you began working, you have been developing a set of skills, experiences, and abilities unique to you.
- **A career portfolio is a never-ending source of discovery and fulfillment.** Career portfolios represent your vast and diverse professional journey, including the various twists and turns, whether made by choice or by circumstance.

### Development Challenge #2:

Experiences come in many forms. It could look like the multiyear systems project you led, or the presentation you delivered to leadership, or the difficult conversation you’ve had with your manager. You learn from experiences every day. Use the chart below to reflect on those impactful moments.

Past Experiences	Experience #1	Experience #2	Experience #3
List 3 experiences that shaped your career.			
What challenges did you overcome?			
What did you learn? (knowledge/skills)			
What energized or inspired you?			

### Reflection checkpoint

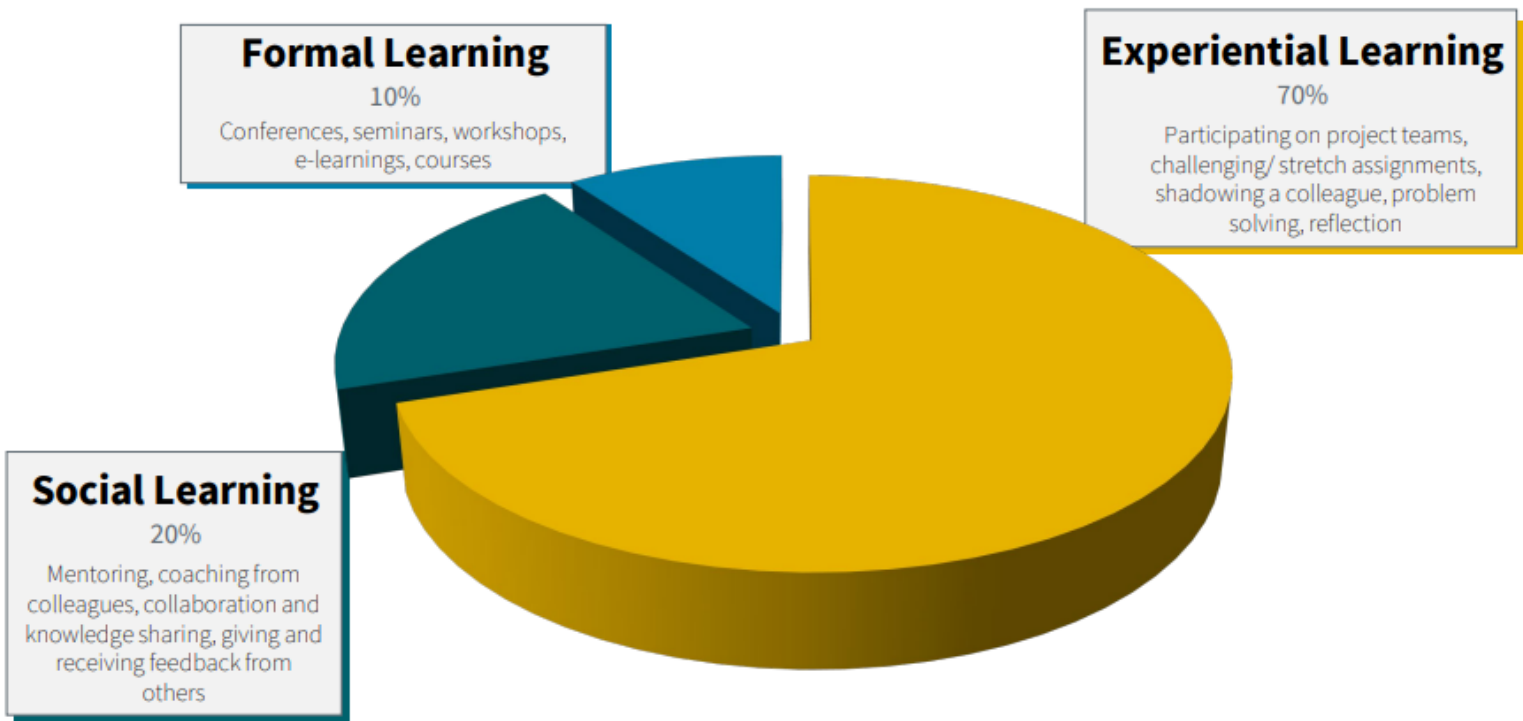
- What values, skills and interests are present when you are at your best at work?
- What are the success stories you would share about your career to-date?

## Current Experiences

Now that you have reflected on the impact past experiences have had on you, it's time to consider what is happening all around you that's helping you develop.

### Learning happens all the time

In a thirty-year longitudinal study, the [Center for Creative Leadership](#) identified three primary sources of learning and their respective level of influence in one's development. This is referred to as the **70/20/10 model**.



### Does this model surprise you?

Learning in service of your professional development happens every day without you realizing it – just imagine the impact of using this model intentionally in service of your development goals.

### Development Challenge #3:

Use the chart below to take a closer look at your current workplace experiences– projects, initiatives, trainings, or something else – that could be helping you in your development pursuits today!

Current Experiences	Experience #1	Experience #2	Experience #3
List 3 current development experiences.			
How do these experiences challenge you?			
What are you learning? (knowledge/skills)			
What energizes or inspires you?			

### Reflection checkpoint

- Of all your goals, which do you want to achieve the most? Which are most realistic?
- What opportunities do you think exist at the university to meet your interests?
- What experiences would you like to gain?
- If you could give yourself the perfect assignment, what would it be?
- What are the major skills and competencies required for that role?

### Action Planning

Many times, we set our end goals but do not take the time to operationalize them – that is, to define how to achieve it. Once you’ve set your career goal, put specific actions into place to help set yourself up for success.

## How to write development goals

- Start with your end-goal in mind.
- Reflect on your current skills.
- Ask your manager and peers for constructive feedback.
- Actively listen to the feedback being delivered.
- Use the SMART framework (Specific, Measurable, Achievable, Realistic, Timebound)
- Break down the smallest steps needed to arrive at your end-goal.
- Block time on your calendar to focus on the goal.

### Example

**End Goal:** Become director of a team

- **Current Skills:** Strategic thinking, project planning
- **Feedback Delivered on Skills Needed:** Improve public speaking and executive presence
- **SMART Goal:** Increase comfort with public speaking by attending Toastmasters in order to successfully moderate a functional town-hall meeting by Q3.

## Where can I find development?

Think back to the 70/20/10 model of learning, which showed us that development can be found anywhere. Below are just a few examples of where to find development at Rutgers.

Experiential (70%)	Social (20%)	Formal (10%)
<ul style="list-style-type: none"> <li>• Ask your manager if there are any opportunities for you to lead an initiative</li> <li>• Identify an area of improvement; develop a change management plan for implementation</li> <li>• Work with your manager to see if there are any opportunities to take on a stretch assignment</li> <li>• Shadow a colleague who has a skillset you want to develop as well</li> </ul>	<ul style="list-style-type: none"> <li>• Connect with those in a similar field as you on LinkedIn</li> <li>• Attend networking events and solicit career advice</li> <li>• Become a mentor to a more junior employee</li> <li>• Find a colleague with an interesting career path to mentor you</li> </ul>	<ul style="list-style-type: none"> <li>• Look for <u>functional and technical training</u> opportunities</li> <li>• Use your tuition remission benefit</li> <li>• Participate in an upcoming workshop</li> </ul>

### Reflection checkpoint

- What 2-3 actions could you take in the next month to facilitate your goal(s)?
- What are actions you will need to take/build up to help set you up for success to reach your goal?
- How will you know that you're making progress towards your goal?
- Who would you like as a mentor or coach?
- How can your manager help to enlist their support?
- Who should be a part of your network, either in the university or in your industry?

## Remember to enjoy the journey

In our Future of Work survey, you shared with us that you would like to see more development opportunities for increased job satisfaction.

Job satisfaction does not necessarily mean striving for constant achievement and earning promotions. In fact, current research suggests that job satisfaction is tied to many factors besides the work itself—including forming fulfilling relationships with coworkers, achieving work-life balance, and keeping your mental and physical wellness in check.

We encourage you to savor all the stops along your development journey, and the rest will fall into place.

### Here are some goals you might set to improve your day-to-day [\(Source\)](#)

- Schedule lunch or coffee chats with coworkers
- Join or start a workplace interest group
- Create a plan to prepare healthy meals for lunch
- Set reminders to take short breaks throughout the day
- Clarify boundaries on work expectations outside of working hours

**Development Challenge #4:** Consider what role workplace connections play in your development. Challenge yourself to connect with one new person this month and find out how you can improve each other's work experiences.



## Appendix

### Best Practices Planning Checklist

- ☐ Discuss career development with your manager. *Note – you can use the insights you gain from this workbook to help you lead the conversation!*
- ☐ Take the [Rutgers Competency assessment\(s\)](#) and ask your manager to do the same on your behalf.
- ☐ Debrief with your manager on the results of the competency assessment.
- ☐ Work together to determine your strengths and development needs.
- ☐ Create your career development plan. In action planning, consider all possible opportunities & resources for development – not just formal/classroom learning!
- ☐ Commit to checking in with your manager on your progress on a cadence that works best for you.

## Development Planning Template

Think of this template as your whiteboard, as it can help inform your [SMART Goals Worksheet](#) completion. Write bullet points or short buzz words as it relates to the question prompt. The SMART Goals Worksheet will then help you take your goals from ideas on a page, to actionable ways to grow.

What is your goal?	Why did you set this goal?	When will you achieve it?	How will you achieve it?	What does success look like?

# Manager Appendix

## Manager's Responsibility in Employee Development

**Development is critical to achievement of university-wide goals. As a manager, it is up to you to...**

**Listen and stay informed.** Listen to your employees when they talk about their interests and aspirations. Help them evaluate their skills based on the feedback and assessments they complete. Stay informed about what development opportunities are available and what skills and roles the university needs to be successful.

**Use this information to form insights and connections and help support your team in creating a development plan.** Make suggestions about opportunities to gain experience, exposure and education based on their aspirations and interests; help open doors for potential mentorships, trainings, project teams or stretch assignments. Be realistic about what development opportunities make sense based on individual aspirations and the business needs.

**Regularly check in and provide ongoing coaching and feedback.** Ongoing conversations will help you stay connected with your team, discuss progress, work through challenges and provide guidance and coaching needed as they grow and develop in their careers.

**Tip:** [LinkedIn Learning](#) now offers an [AI Coaching](#) tool to help you prepare for development conversations.

## Developing for One Rutgers

Sometimes, even with the best of encouragement and leadership, your direct reports will not be able to get the development they need in the role they are in –**that is a good thing!** Do not get discouraged when you have already provided your direct reports with opportunities to help them advance in their skills and capabilities.

If you have a direct report who is still looking for more challenges, they might just be ready for their next career move. Instead of limiting their growth, help them find their next opportunity within the university. Connect them to your network and advocate for all the great work they have done for you. Everyone wins when we develop for One Rutgers.

## Implementing a Development Plan

### Manager's guide to supporting their direct reports

1. **Assess the proficiency of your direct reports using the [Rutgers Competency assessment\(s\)](#).** It is important that you share with your direct report an external perspective of their proficiencies; they may be under- (or over-) estimating their abilities, and the assessment will act as an objective feedback tool.
2. **Set up time to discuss the results.** Your 1:1s do not have to be limited to status updates. Give enough advance notice to have a career development conversation with each of your direct reports.
3. **Provide feedback and ask open-ended questions.** Even after completing the reflection exercises, a two-way dialogue with thought provoking feedback about what they learned can unlock even more insights for them.
4. **Act accordingly.** Do not leave the conversation without tangible actions for you to take to help them develop – even if it just involves an introduction to a potential mentor. Follow up regularly on their progress.

#### Sample development conversation questions

- What do you like about your role?
- What don't you like about it?
- After completing the assessments, what have you learned about your competency strengths and weaknesses?
- What progress have you already made towards your goals?
- Which competencies do you want to improve immediately?
- How would you identify your current competency proficiency level?
- How do you think others would describe your proficiency level?
- What gaps do you see in your current proficiency and the ability to achieve your goals?
- What is getting in your way of enjoying what you do?
- How do you want to contribute to the team? To the university?
- What can I do to help you throughout your professional development pursuits?

## Providing Feedback

### Why do I need to provide feedback?

Feedback is a great place to start to help nurture your employee's development – but that is not the only reason to provide feedback and coaching. Feedback delivery is the most important tool in your toolkit because it helps you as a leader to manage expectations with

your team. Honing your skill of providing feedback can take any intention you have of wanting your employee to succeed more apparent.

### What makes feedback impactful?

Research shows that for feedback to be taken seriously, a genuine desire to see the feedback receiver improve needs to be present. Make sure your feedback comes from a place of caring. To enable yourself to give the most impactful, development-driven feedback, check out these resources:

- [What is a feedback model? Benefits and common types \(article\)](#)
- [Delivering employee feedback \(25 min\)](#)
- [Setting Team and Employee Goals Using SMART Methodology \(55 min\)](#)
- [Building a Coaching Culture: Improving Performance Through Timely Feedback \(1hr\)](#)
- [Conversations Count: Coaching Guide for Managers \(resource\)](#)

### Identifying Development Opportunities

Think back to the 70/20/10 model of learning, which showed us that development can be found anywhere. As a manager, it is your responsibility to connect your direct reports to various development opportunities. Consider the examples below:

Experiential (70%)	Social (20%)	Formal (10%)
<ul style="list-style-type: none"> <li>• When delegating, consider the direct reports you do not often assign a “project lead” role if their skill level and willingness is aligned appropriately.</li> <li>• Connect with your colleagues to see if there are any opportunities to take on a stretch assignment in their areas; review the development plans of your direct report(s) to see if there is alignment.</li> <li>• Ask a colleague who has a skillset your direct report wants to develop if they would be okay with shadowing</li> </ul>	<ul style="list-style-type: none"> <li>• Ask a colleague to be a guest speaker at your upcoming team meeting; this will provide your team exposure and an opportunity to better understand operations of other departments.</li> <li>• Share upcoming networking events with your team; offer to attend with them.</li> <li>• Connect a colleague with an interesting career path with a direct report who has similar interests.</li> </ul>	<ul style="list-style-type: none"> <li>• Look for <u>functional and technical training</u> opportunities</li> <li>• Recommend trainings through LinkedIn Learning.</li> <li>• Remind your team of their tuition remission benefit.</li> <li>• Allow time and space for your direct reports to attend webinars and workshops that will aid in their development goal achievement.</li> </ul>