



My CAREER

Guide

Owning Your Career Development





Owning Your Career Development



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Welcome to My Career

Are you ready to take charge and manage your own career development?



Effective career management comes from a planned and proactive approach and a mind-set of personal ownership of your career.

At Baptist Health South Florida, we believe all individuals should be empowered to choose a meaningful career and development path to position themselves for lifelong success.

Investing in your career contributes to our culture of organizational excellence where professional development is integral to the success of Baptist Health. Part of what makes us a great place to work is the opportunity for continuous learning.

What's In It for You?

By following *this career development framework you will be able to:*

- ✓ Take charge of your growth opportunities by building awareness of your own career choices, so you may effectively manage your career at Baptist Health.
- ✓ Open the door for more formal and informal conversations about careers with your direct leader.
- ✓ Access online learning tools for career goal setting, competency development, and setting up and executing your individual development plan.
- ✓ Access tools for a more structured career mapping to help you put a tangible plan in place.
- ✓ Understand the idea of a career lattice which encourages sideways movement in addition to upwards movement.
- ✓ Look for ways to improve succession planning at your level to proactively prepare you to fill higher positions.



At a Glance

Manage your career development by taking advantage of the essential tools and skill-building opportunities this guide offers.

Save and use this guide on your computer without printing the document until you have completed the whole process. For reference, you may want to print out specific pages that may help you prepare for your career conversations with your leader.

Throughout the guide, you will have opportunities to enter your own information and responses to activities. *Be sure to download and save the guide to your Documents.*

The **My Career Guide** and the online **Quick Links** (included in this guide) are designed around a career management framework with the following 6 steps:

Welcome to *My Career*

No matter where you are along your career path, you are the only one that can move it forward. And this site is full of tools and ideas to assist you!

Here is a straightforward 6-step system to help you take a planned and proactive approach to your career from an informed perspective.

It's your career - own it!

To begin your journey, download and save 'My Career Guide.' In the booklet, you will be entering and saving information to prepare you for a career development discussion with your direct leader.

1. Assess Self
2. Explore Options
3. Talent Profile
4. Develop Skills
5. Personal Branding
6. Resume & Interviewing

Leader as Coach:
A resource for your leader



The Six Steps for Developing My Career

1. Assess Self	Career planning begins with understanding yourself and your potential. This step features several exercises to help increase your self-awareness.
2. Explore Options	Your career can move in many different directions as you develop it. Learn to recognize the paths available to you by exploring six career development scenarios, each featuring a Baptist Health employee navigating their own unique career path.
3. Talent Profile	Building and maintaining a talent profile is key to your career development process. This section will guide you through working with PeopleSoft’s built-in talent profile process, and help you to gain a clearer picture of who you are and who you want to be based on your career goals and aspirations.
4. Develop Skills	Working with your talent profile, identify any gaps between your current skill set, and the skill set you need to move into your next position. Then develop a plan for adding the skills you need.
5. Personal Branding	Learn about the concept of Personal Branding, how to apply it, and why it’s an important part of your career development.
6. Resume and Interviewing	Your resume is crucial – it’s the primary tool for communicating your personal brand. But the goal of the resume is to get you to the interview. How you handle the interview will determine if you get the job. This section includes an array of helpful tips for both crafting a compelling resume, cover letter, and ‘acing’ the interview.

In the next pages of this guide we welcome you to explore the different steps of this framework. The **My Career** website has **Quick Links** to most of the activities included in this guide. You may explore them anytime without the guide, but we recommend downloading and saving this document to your computer so you can save your responses and document your development journey.

Remember, the best person to manage your career is you. Whether you are on a specific career path or considering new options, we hope that **My Career Guide** inspires you to develop your talents and engage them at Baptist Health.



Step 1: Assess Self

In the first step, Assess Self, you will be learning more about yourself and your potential by exploring your own:

- Personal Values
- Personality Type
- Career Skills
- Emotional IQ

Once you have completed the activities in this section, you will start preparing for your first structured career conversation with your leader.

1. Assess Self | 2. Explore Options | 3. Talent Profile | 4. Develop Skills | 5. Personal Branding | 6. Resume & Interviewing

1 - Assess Self:
Career planning always begins with your ability to understand yourself and your potential. This section provides a number of tools and activities to help you increase your self-awareness.
Please allow at least 2-3 hours to complete the activities.
Remember to download 'My Career Guide'

Check Your Career Fitness Use a quick assessment to review your progress on this step

Quick Links Included in My Career Guide

- Discover Your Values ***
- Take the 16 Personality Types Assessment
- Assess Your Career Skills**
 - Reflect on Your Skills
 - Personal SWOT analysis ***
 - SWOT Analysis Worksheet ***
 - Core Competencies and SWOT analysis

*** Please note: MindTools may limit you to 3 resources per day

- Learn about Emotional Intelligence**
 - What is it? ***
 - Take the Emotional Intelligence Self Evaluation ***
- Plan Your Career Conversation with Your Leader
Step 1 Summary Worksheet

Book Summaries from [gotabstract](#)
Zen and the Art of Making a Living
The Emotional Intelligence Quick Book
Now, Discover Your Strengths



Discover Your Values

Most of us don't know our core values. We don't understand what's most important to us. Instead, we focus on what our society, culture, and media values.

When you are true to your core values, you are at your best. If you develop your career to match your values you will find more satisfaction and fulfillment.

By deciding what is most important to you, the career decisions you make in the future become clearer. This will guide you in finding the path that matches your values and helps you realize your potential.




Why Personal Core Values Are Important

- Values are a part of us. They highlight what we stand for. They can represent our unique, individual essence.
- Values guide our behavior, providing us with a personal code of conduct.
- When we honor our personal core values consistently, we experience fulfillment.
- When we don't, we are incongruent and are more likely to escape into bad habits and regress into childish behavior to uplift ourselves.
- You can use your core values to help you simplify your life and focus your energy.
- Also, you can find ways to spend more time and energy on activities that honor your values, and less time on things that conflict with them?
- Being aware of your core values can also help you identify when something is missing in your work and/or life. If they've been on the back burner, look through your list and brainstorm ways you can bring those core values more into the forefront of your life.



Activities

<p>Read the short MindTools article. <i>***Please be aware that MindTools may limit your access to three resources a day.</i></p>	<p><i>What Are Your Values? Deciding What's Most Important in Life</i></p>
<p>Watch the short video on the same website to find out what values matter most to you.</p>	
<p>Think about how values help you. When you know your own values, you can use them to make decisions about how to live your life, and you can answer questions like these:</p>	<ul style="list-style-type: none"> • <i>What job should I pursue?</i> • <i>Should I accept this promotion?</i> • <i>Should I start my own business?</i> • <i>Should I compromise, or be firm with my position?</i> • <i>Should I follow tradition, or travel down a new path?</i>
<p>Write about how your personal values have helped you with your career . . .</p>	



Defining Your Values

This 7-step activity follows the previous MindTools article and provides detailed instructions on how to discover your personal core values and to use personal values in meaningful ways.

1. Enter your answers below to start identifying your personal values.

<p>Identify the times when you were happiest</p> <p>Find examples from both your career and personal life. This will ensure some balance in your answers.</p> <ul style="list-style-type: none"> • <i>What were you doing?</i> • <i>Were you with other people? Who?</i> • <i>What other factors contributed to your happiness?</i> 	
<p>Identify the times when you were most proud</p> <p>Use examples from your career and personal life.</p> <ul style="list-style-type: none"> • <i>Why were you proud?</i> • <i>Did other people share your pride? Who?</i> • <i>What other factors contributed to your feelings of pride?</i> 	
<p>Identify the times when you were most fulfilled and satisfied</p> <p>Again, use both work and personal examples.</p> <ul style="list-style-type: none"> • <i>What need or desire was fulfilled?</i> • <i>How and why did the experience give your life meaning?</i> • <i>What other factors contributed to your feelings of fulfillment?</i> 	



2. Consider your previous answers and use the following list of common personal values and **click on the boxes to select 20 or so that reflect your core values**. If you change your mind, you may click again to uncheck your selections.

<input type="checkbox"/> Accountability	<input type="checkbox"/> Discretion	<input type="checkbox"/> Independence	<input type="checkbox"/> Self-actualization
<input type="checkbox"/> Accuracy	<input type="checkbox"/> Diversity	<input type="checkbox"/> Ingenuity	<input type="checkbox"/> Self-control
<input type="checkbox"/> Achievement	<input type="checkbox"/> Dynamism	<input type="checkbox"/> Inner Harmony	<input type="checkbox"/> Selflessness
<input type="checkbox"/> Adventurousness	<input type="checkbox"/> Economy	<input type="checkbox"/> Inquisitiveness	<input type="checkbox"/> Self-reliance
<input type="checkbox"/> Altruism	<input type="checkbox"/> Effectiveness	<input type="checkbox"/> Insightfulness	<input type="checkbox"/> Sensitivity
<input type="checkbox"/> Ambition	<input type="checkbox"/> Efficiency	<input type="checkbox"/> Intelligence	<input type="checkbox"/> Serenity
<input type="checkbox"/> Assertiveness	<input type="checkbox"/> Elegance	<input type="checkbox"/> Intellectual Status	<input type="checkbox"/> Service
<input type="checkbox"/> Balance	<input type="checkbox"/> Empathy	<input type="checkbox"/> Intuition	<input type="checkbox"/> Shrewdness
<input type="checkbox"/> Being the best	<input type="checkbox"/> Enjoyment	<input type="checkbox"/> Joy	<input type="checkbox"/> Simplicity
<input type="checkbox"/> Belonging	<input type="checkbox"/> Enthusiasm	<input type="checkbox"/> Justice	<input type="checkbox"/> Soundness
<input type="checkbox"/> Boldness	<input type="checkbox"/> Equality	<input type="checkbox"/> Leadership	<input type="checkbox"/> Speed
<input type="checkbox"/> Calmness	<input type="checkbox"/> Excellence	<input type="checkbox"/> Legacy	<input type="checkbox"/> Spontaneity
<input type="checkbox"/> Carefulness	<input type="checkbox"/> Excitement	<input type="checkbox"/> Love	<input type="checkbox"/> Stability
<input type="checkbox"/> Challenge	<input type="checkbox"/> Expertise	<input type="checkbox"/> Loyalty	<input type="checkbox"/> Strategic
<input type="checkbox"/> Cheerfulness	<input type="checkbox"/> Exploration	<input type="checkbox"/> Making a difference	<input type="checkbox"/> Strength
<input type="checkbox"/> Clear-mindedness	<input type="checkbox"/> Expressiveness	<input type="checkbox"/> Mastery	<input type="checkbox"/> Structure
<input type="checkbox"/> Commitment	<input type="checkbox"/> Fairness	<input type="checkbox"/> Merit	<input type="checkbox"/> Success
<input type="checkbox"/> Community	<input type="checkbox"/> Faith	<input type="checkbox"/> Obedience	<input type="checkbox"/> Support
<input type="checkbox"/> Compassion	<input type="checkbox"/> Family-Oriented	<input type="checkbox"/> Openness	<input type="checkbox"/> Teamwork
<input type="checkbox"/> Competitiveness	<input type="checkbox"/> Fidelity	<input type="checkbox"/> Order	<input type="checkbox"/> Temperance
<input type="checkbox"/> Consistency	<input type="checkbox"/> Fitness	<input type="checkbox"/> Originality	<input type="checkbox"/> Thankfulness
<input type="checkbox"/> Contentment	<input type="checkbox"/> Fluency	<input type="checkbox"/> Patriotism	<input type="checkbox"/> Thoroughness
<input type="checkbox"/> Continuous Improvement	<input type="checkbox"/> Focus	<input type="checkbox"/> Perfection	<input type="checkbox"/> Thoughtfulness
<input type="checkbox"/> Contribution	<input type="checkbox"/> Freedom	<input type="checkbox"/> Philanthropy	<input type="checkbox"/> Timeliness
<input type="checkbox"/> Control	<input type="checkbox"/> Fun	<input type="checkbox"/> Piety	<input type="checkbox"/> Tolerance
<input type="checkbox"/> Cooperation	<input type="checkbox"/> Generosity	<input type="checkbox"/> Positivity	<input type="checkbox"/> Traditionalism
<input type="checkbox"/> Correctness	<input type="checkbox"/> Goodness	<input type="checkbox"/> Practicality	<input type="checkbox"/> Trustworthiness
<input type="checkbox"/> Courtesy	<input type="checkbox"/> Grace	<input type="checkbox"/> Preparedness	<input type="checkbox"/> Truth-seeking
<input type="checkbox"/> Creativity	<input type="checkbox"/> Growth	<input type="checkbox"/> Professionalism	<input type="checkbox"/> Understanding
<input type="checkbox"/> Curiosity	<input type="checkbox"/> Happiness	<input type="checkbox"/> Prudence	<input type="checkbox"/> Uniqueness
<input type="checkbox"/> Decisiveness	<input type="checkbox"/> Hard Work	<input type="checkbox"/> Quality-orientation	<input type="checkbox"/> Unity
<input type="checkbox"/> Democratic	<input type="checkbox"/> Health	<input type="checkbox"/> Reliability	<input type="checkbox"/> Usefulness
<input type="checkbox"/> Dependability	<input type="checkbox"/> Helping Society	<input type="checkbox"/> Resourcefulness	<input type="checkbox"/> Vision
<input type="checkbox"/> Determination	<input type="checkbox"/> Holiness	<input type="checkbox"/> Restraint	<input type="checkbox"/> Vitality
<input type="checkbox"/> Devoutness	<input type="checkbox"/> Honesty	<input type="checkbox"/> Results-oriented	
<input type="checkbox"/> Diligence	<input type="checkbox"/> Honor	<input type="checkbox"/> Rigor	
<input type="checkbox"/> Discipline	<input type="checkbox"/> Humility	<input type="checkbox"/> Security	



3. Copy and paste the values you selected from previous page into the space below.

4. Chunk Your Personal Values into Related Groups

Some of the values naturally combine. For instance, if you value philanthropy, community, and generosity, you might say that service to others is one of your top values.

Combining some of the values, you now have a master list of personal values. Maybe there are still too many to be actionable.

5. Next, look through your list above and answer the following:

Do you want it, but it doesn't come easily? Then it's probably a "should," not a value.	Delete it.
Are you doing it in order to get something else? If yes, it is not a value.	Take it off your list.
Did you do it when you were seven years old? If yes, it's probably a value.	Keep it on your list.
Is it really exciting and you're a bit afraid of it? If yes, it may be a value.	Keep it on your list.

6. Rank the list above by assigning 1 to your most important value and so forth.



7. Use the space below to list your top ranked 5 to 7 core values (you may copy/paste them from the field on the previous page) **and briefly describe why they are important to you.**

Next, learn more about yourself by finding out your personality type and check to see if it matches your current perception of what you think you are like.



Take the 16 Personality Types Assessment



Learn more about yourself and get an accurate description of who you are and why you do things the way you do.

You want to get a clear perspective about your personality. Having an incorrect perception about your personality type will waste your time and result in you getting bad information about yourself. Knowing your correct type will help you achieve more job satisfaction and success, and better relationships.

Activities

Take the following assessment to help you identify your personality type.

- The best way to gain this perspective is to take the 16 Personality Test and afterwards, have a co-worker, friend, or family member review it for more insight.
- Access the *Free Personality Self-Assessment* at the [16 Personalities](#) website.



What's Your Personality Type?

What comes next?

After completing the assessment, reflect on the findings and suggestions presented.

What did you learn about your personality?

What's important to you?

How can you use your personality insights to work with others and to find ways to excel in your career?




Assess Your Skills

To discover where you want to go with your career, you need to recognize your skills. Determine which ones are your strong suit so you can reach your potential.

You need to take an inventory of your skills. As management consultant, Peter Drucker once said, "Most people think they know what they are good at. They are usually wrong." Even though you may think you know what you are good at, it never hurts to reassess oneself regularly because we change often.

Activities

<p>Read the short Monster.com article</p>	<p>How to assess your career skills in six easy steps</p>
<p>Watch this short video, How to Carry Out a Personal SWOT Analysis, that resides on the same page as the article.</p> <p><i>***Please be aware that MindTools may limit your access to three resources a day.</i></p>	
<p>What makes SWOT especially powerful is that, with a little thought, it can help you uncover opportunities that you would not otherwise have spotted. If you look at yourself using the SWOT framework, you can start to separate yourself from your peers, and further develop the specialized talents and abilities you need to advance your career and help you achieve your personal goals.</p>	



Explore the MindTools **SWOT Infographic** that will give you a better perspective of how to assess yourself in terms of strengths, weaknesses, opportunities, and threats.



SWOT Chart

This is an example of how a SWOT is organized.

An example of one core competency is provided under each section.



Write down the answers to the following questions on the next pages that are posed on the MindTools website to help you determine your own:

- Strengths (S)
- Weaknesses (W)
- Opportunities (O)
- Threats (T)

Strengths Customer Service	Weaknesses Problem solving
Opportunities Teamwork	Threats Change agility

Complete each section of questions for your **Personal SWOT Analysis**. When you answer, consider and include your **core competencies** at Baptist Health.

Let's begin with your Strengths (S) on the next page.

Strengths - Consider this from your own perspective, and from the point of view of the people around you. Don't be modest or shy – be as objective as you can. Knowing and using your strengths can make you happier and more fulfilled at work.

What advantages do you have that others don't have (for example, skills, certifications, education, or connections)?	
What do you do better than anyone else (including those in your department)?	
What personal resources can you access?	



What do other people (and your boss, in particular) see as your strengths?	
Which of your achievements are you most proud of?	
What values do you believe in that others fail to exhibit?	
Are you part of a network that no one else is involved in? If so, what connections do you have with influential people?	

LIST YOUR STRENGTHS

Weaknesses - Again, consider this from a personal/internal perspective and an external perspective. Do other people see weaknesses that you don't see? Do co-workers consistently outperform you in key areas? Be realistic – it's best to face any unpleasant truths as soon as possible.

What tasks do you usually avoid because you don't feel confident doing them?	
What will the people around you see as your weaknesses?	



<p>Are you completely confident in your education and skills training? If not, where are you weakest?</p>	
<p>What are your negative work habits (for example, are you often late, are you disorganized, do you have a short temper, or are you poor at handling stress)?</p>	
<p>Do you have personality traits that hold you back in your field? For instance, if you have to conduct meetings on a regular basis, a fear of public speaking would be a major weakness.</p>	

LIST YOUR WEAKNESSES

Opportunities – Is there a way you could create an opportunity for yourself by taking advantage of one of your strengths, or by eliminating one of your weaknesses? Also, look at Baptist Health. Is something happening in the future that could be an opportunity for you?

<p>What new technology can help you? Or can you get help from others or from people via the Internet?</p>	
<p>Is your industry growing? If so, how can you take advantage of the current market?</p>	
<p>Do you have a network of strategic contacts to help you, or offer good advice?</p>	



What trends (management or otherwise) do you see in your company, and how can you take advantage of them?	
Are any of your competitors failing to do something important? If so, can you take advantage of their mistakes?	
Is there a need in your company or industry that no one is filling?	
Do your customers or vendors complain about something in your company? If so, could you create an opportunity by offering a solution?	

LIST YOUR OPPORTUNITIES

Threats – Consider potential dangers that may derail you from your career aspirations, may cause loss of your job, and/or may seriously harm your department or Baptist Health.

What obstacles do you currently face at work?	
Are any of your colleagues competing with you for projects or roles?	
Is your job (or the demand for the things you do) changing?	



Does changing technology threaten your position?	
Could any of your weaknesses lead to threats?	

LIST YOUR THREATS

You will be copying your SWOT results from all four of the SWOT areas after you review what an example of a personal SWOT assessment looks like.

Example: Carol, an advertising manager wants to get a better picture of what she needs to do to progress in her career. The example is located halfway down in the MindTools article under [A Personal SWOT Example](#).

Your Personal SWOT Analysis

Create your Personal SWOT Analysis in the matrix below. Copy your SWOT lists from the previous pages and paste them in the appropriate areas. Be sure to include skills from your [core competencies](#) at Baptist Health.



Strengths	Weaknesses
Opportunities	Threats

Review your Personal SWOT Analysis results for key information that:

- ✓ Points out what needs to be done
- ✓ Puts problems into perspective
- ✓ Shines light on your strengths



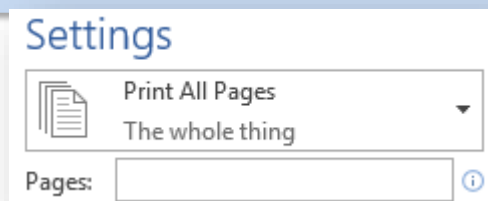
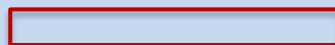
- ✓ Shows where you should seek opportunities to capitalize on your strengths and eliminate your weaknesses

You might find useful opportunities in the following:

- Networking events, educational classes, or conferences.
- A colleague going on an extended leave. Could you take on some of this persons projects to gain experience?
- A new role or project that forces you to learn new skills, like public speaking or international relations.
- A company expansion or acquisition. Do you have specific skills (like a second language) that could help with the process?

Before you have a structured development (IDP) conversation with your leader, **print** your **Personal SWOT Analysis** on **page 18** and the other pages you have completed that are listed on page 78.

Also, the page numbers are listed on the last page. To print them, copy/paste the numbers into the page number field in the print dialog window.



Emotional Intelligence

Emotional intelligence is the ability to recognize your emotions, understand what they're telling you, and realize how your emotions affect people around you. It also involves your perception of others: when you understand how they feel you can manage relationships



more effectively. These activities will help you self-explore your levels of emotional intelligence.

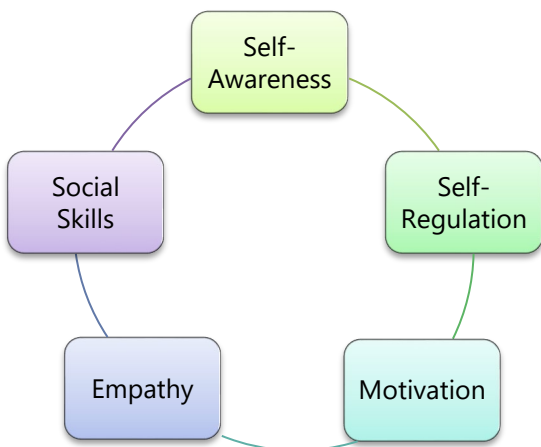
Activities

Read the [MindTools article](#) and **watch** the short video in the article to learn how to develop your emotional intelligence.

Look for specific ways on how to improve your emotional intelligence.



How Emotionally Intelligent Are You?



Take the [MindTools self-evaluation](#) to learn more about yourself and to improve your Emotional Intelligence.

- **Explore** the characteristics of emotional intelligence: Self-awareness, Self-Regulation, Motivation, Empathy, and Social Skills.

Look for ways on how to improve your emotional intelligence.

After completing the quiz, **explore** your own scoring and **reflect** on some ideas that can help you build your emotional intelligence every day by **following** the resource links available in your weakest areas.

How did you score? _____

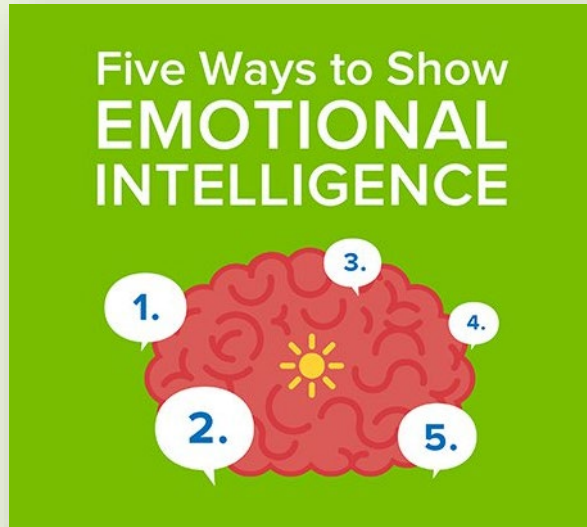
Which area/s did you score low on?

- Self-awareness
- Self-regulation
- Motivation
- Empathy
- Social skills



Check out the infographic:

Five Ways to Show Emotional Intelligence.



Reflect on the ways you can improve your Emotional Intelligence by listing five actions you plan to try and or practice:



Other's Perspective - What do others say?

Sometimes we can mistake weakness for strength and don't understand why. Because this is a self-discovery process, we need a different approach. Think about: "What have multiple peers or other coworkers complimented me on?"

- For example, a person can get consistently complimented on his maturity, smile, and ability to speak clearly.
- This means they have great interpersonal skills and people like talking with them (strength). They are probably not going to perform at their best if they spend hours each day in a cube, facing a screen, and not interacting with people (weakness).

Now, **ask** yourself **"What have multiple peers or other coworkers complimented me on?"** Think about it and **write** down 3-5 compliments you consistently get from them in the space below:

Read the MindTools article - [Forget Your Weaknesses... Focus on Your Strengths](#) and build upon your strengths not your weaknesses



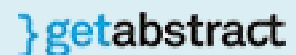


Review the **Assess Yourself** section and all of your responses and scores.

Summarize your findings and think about what you learned and how you will act on these findings. What will you want to share with your leader when you have a career development discussion? Use the space below.

Book Summaries for Assessing Yourself

- ❖ Zen and the Art of Making a Living
- ❖ The Emotional Intelligence Quick Book
- ❖ Now, Discover Your Strengths



Plan Your Career Conversation with Your Leader

Begin preparing for a career discussion with your leader with the intention of furthering exploration of your options. Answer the questions that you can now, and come back to the next page (page 24) when you learn more.



Specific questions to answer that will help direct your career conversation. Answer in the spaces provided below and save.

What are your strengths and what areas do you need to develop?	
What are the critical skills in your job and how would you rate your performance?	
What are the key issues driving the company? How can you help to solve them?	
What are the major trends shaping your industry and how will they affect your job and the organization?	
What skills will you need in the future?	
What are your short-term and long-term career goals?	
Which goal will position you best for the future?	
In what ways can you stretch yourself to increase your skills to make you more valuable to yourself and to the organization?	



Step 2: Explore Options

In the second step, Explore Options, you will learn about possible career options and what strategies to use for different career paths:

- Enrichment
- Exploration
- Lateral
- Realignment
- Vertical
- Transfer

Once you have completed the activities in this section, you will continue preparing for your first structured career conversation with your leader.

2 - Explore Options:
Career exploration strategies include finding out what you want while exploring different approaches to help you in your journey.

Please allow at least 2-3 hours to complete the activities.

Remember to download "My Career Guide"

Check Your Career Fitness Use a quick assessment to review your progress on this step

Quick Links Included in My Career Guide

Introduction to Career Paths	
Enrichment Making your job more interesting	Exploration Looking into other roles
Lateral Gaining wider experience	Realignment Matching work to values/interests
Vertical Moving onto the ladder of leadership	Transfer Career growth outside your department

Step 2 Summary Worksheet

Book Summaries from [getabstract](#)
The Future of Work
Up Is Not the Only Way

Let's explore each path so you can see which one would be the most appropriate for you at this time. However, there may be more than one path that you may want to take and need more guidance.



Scenario 1: Career Enrichment

Making your job more interesting

Meet Sally.

Sally wants to become an expert in a specialty area like marketing or social media communications.

Over the last year, she dedicated extra time and effort to learn all about “social media communications” and developed specialized expertise to help her keep up with social media industry trends.

She helped with the website and set up the social media campaign for her company. Now she proudly calls herself “the social media in-house guru.”



This is what **Career Enrichment** looks like for Sally. Career Enrichment is a management concept that involves redesigning jobs so that the job is more challenging to the employee and has less repetitive work. This approach provides for employee development and possible future advancement.

Most professions require mandatory continuing education to maintain licensure or certification, voluntary enrichment allows you to reclaim what initially drew you to your career.

Things to Consider with Career Enrichment

In the spaces provided below, jot down your ideas for resources and actions to take.



<p>What ideas do you have for tweaking your current job to make it more interesting and worthwhile?</p>	
<p>What new responsibilities would you like to take on? Which current duties would you like to shift to your co-workers as you learn and grow from where you already are?</p>	
<p>How can you experience growth within your current job so that enrichment becomes a viable career path?</p>	

Print this page and the other pages, listed on page 78 and at the end of the Guide, that you have responded to for your first structured career discussion with your leader.



Scenario 2: Job Exploration

Adding some experiences to the job with short-term assignments

Meet Roberto.

He thinks he may want to be a project manager at some point in his career. He is not really sure yet. Roberto works directly with one of the best project managers in his department and had already helped her with some of her big projects. He has received reinforcing feedback from his peers about his ability to prioritize when executing projects. He is not sure yet that this is the direction he wants to take.

During his last one-to-one with his leader, he shared his interest on exploring the role of a project manager further. His leader thought this was a great idea and asked him if he would like to take on additional responsibilities to help him



Roberto looked in detail at the project manager job description and felt he wanted to support the function for one month leading a small assignment. His leader said that this was a good idea and would allow Roberto to “add bullet points” to his resume for future moves within the company.

In this case, **Exploring Opportunities** lets you decide if the opportunity is what you really want without the stress of a long term commitment. Exploratory options are elastic – tailored to fit based on your skills and interests.

There may be small, medium or large opportunities. Small but significant options don’t take a lot of time or investment to explore.



Things to Consider with Job Exploration

In the spaces provided below, jot down your ideas for resources and actions to take.

Who are the subject matter experts that you would like to interview to gather information about a specific job or role?	
<p>What findings do you have when you examine the role and job descriptions?</p> <p>Do you have any gaps in knowledge and skill areas?</p>	
Take time to read internal websites, blogs and newsletters. What helpful resources have you found?	
Who would you like to shadow and learn more about what they do?	
Who on your team would you like to cover for if this is an option available to you?	
What can you do to take a chance and put yourself out there?	

Print this page for your first structured career discussion with your leader.



Scenario 3: Lateral Moves

Gaining different views by moving to another function or department



Meet Teresa.

She works at the ICU as a performance improvement nurse. To gain additional experience and expertise, she offered to help another department that needed her specific skills. Her manager agreed to set aside 20% of Teresa's time for that function.

Ultimately, she enjoyed her new role much more and left her current manager. While the manager was sad to see her go, in a few weeks she found a replacement.

In fact, the manager from the other department recommended someone from that unit who was a perfect fit. This swap worked out for everyone!

Lateral career moves are defined as a move either within your current unit or department or to an entity or organization with similar title, pay, and responsibility. This type of move can often pay off in the future. In this scenario, your pay, title and position remain the same, but you gain a different perspective by moving to another function or department.

Now, managers want flexible, cross-trained employees. A lateral move can equip you for a better position in the future.



Things to Consider with Lateral Moves

In the spaces provided below, jot down your ideas for resources and actions to take.

<p>How will you tackle new professional challenges?</p> <p>Achieve better work-life balance?</p> <p>Build new skills and inspire yourself to become more engaged and reinvested in your work?</p>		
<p>Weigh the pros and cons of a lateral move that you are interested in.</p>	<p>PROs</p>	<p>CONs</p>
<p>Why is it important to turn down a position you don't want?</p>		

Print this page for your first structured career discussion with your leader.



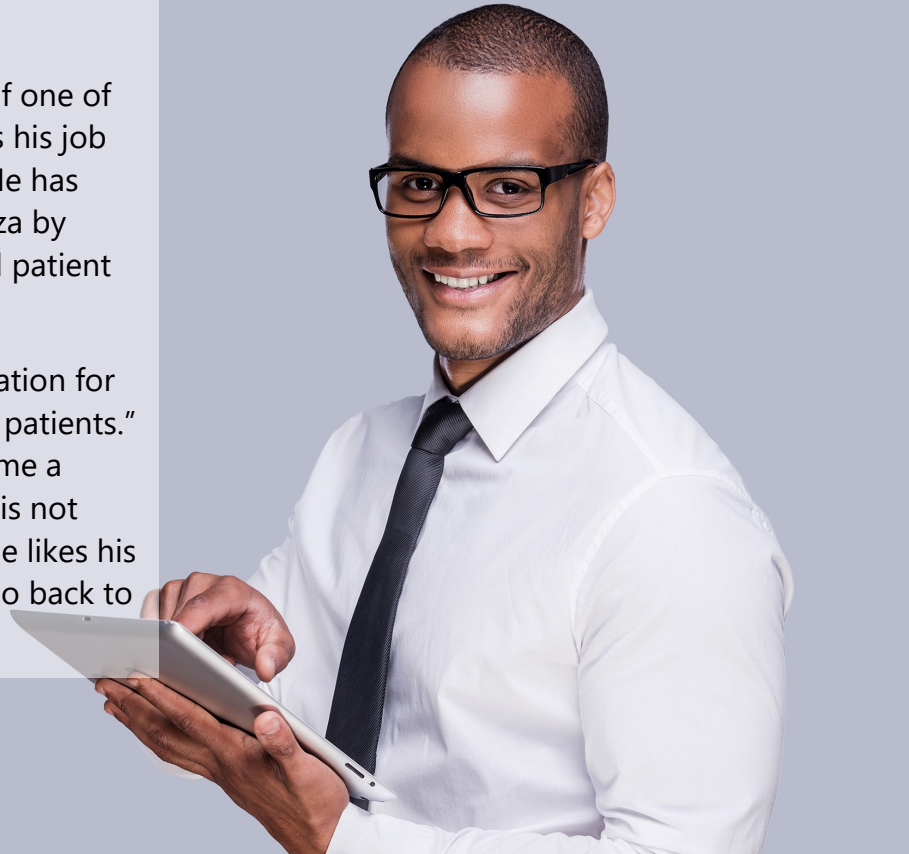
Scenario 4: Career Realignment

Bringing your career in line with your values and passions

Meet Raymond.

He works as the manager of one of our medical plazas. He likes his job and working with people. He has done a great job at the plaza by having great employee and patient satisfaction scores.

Raymond has a special vocation for taking care of "little kids as patients." He feels that since he became a leader running the unit, he is not fulfilling his own passion. He likes his role but feels he wants to go back to being a pediatric nurse.



He had a conversation with his director.

She felt he needed to do what makes him happy. After some consideration, both agreed that **realigning or dropping back** from his current position gives him the opportunity to reflect on what he really wants. She supported him in finding his passion again, and now Raymond works at one of the pediatric units in one of the hospitals.

A time comes in all careers when we know it is time to move on.



Things to Consider with Career Realignment

In the spaces provided below, jot down your ideas for resources and actions to take.

<p>If management wasn't what you expected and you want to step back into a nonsupervisory position, what can you do?</p>	
<p>An entry-level position in a new area provides potential for future growth. What steps will you take to consider this realignment?</p>	
<p>A part-time or job-sharing position allows you to achieve better work-life balance. What are the other factors would you need to consider?</p>	
<p>A less stressful position or shorter work hours is what you want. How can you achieve this goal?</p>	
<p>What would you need to do if you want to learn a skill set that is only used in a more junior position?</p>	

Print this page for your first structured career discussion with your leader.



Scenario 5: Vertical Career Moves

Moving up onto the ladder of leadership

Meet Alex.

He works in the finance department as a Senior Accounting Consultant who came from one of the top financial firms in the state. He has three years of experience working with the organization.

He express some interest in expanding his career and wants to take the next leadership role that is available in his department. Alex seems to have a spark for leadership. His leader considers him a potential candidate for becoming a manager.



While Alex has to learn how to deal with conflict in a more productive way, his leader feels Alex can manage and learn these leadership skills on the job.

In this case, Alex is moving up in the organization. He will learn new skills and meet and work with a varied set of people.



Things to Consider with Vertical Moves

In the spaces provided below, jot down your ideas for resources and actions to take.

<p>Being a manager at a higher level comes with additional responsibilities and stress. What are the additional responsibilities? What would stress you?</p>	
<p>In the new position, which tasks will you perform and which will you delegate?</p>	
<p>What strategies will you employ to succeed in your new position?</p>	
<p>What new standard operating procedures must you learn?</p>	
<p>How will you build trust among your new team?</p>	
<p>What kind of leader will you be?</p>	

Print this page for your first structured career discussion with your leader.



Scenario 6: Career Transfer

Looking to other entities or departments for career growth



Meet Luisa.

Luisa works in the transportation department at one of the hospitals. She took the job two years ago as a way to get her foot in the door. She currently completed her bachelors' degree in IT and feels that it is time to move to that department.

She had a conversation with her leader and expressed her interest in staying with the organization if she is able to get an IT job. He fully supports her and provided her with interview tips and ideas for when the time comes to apply for the right job.

He really wants to help Luisa fulfil her career goals. For him it is a way of paying it forward with his own experience.

Moving across the organization will present opportunities to meet and work with a varied set of people.



Things to Consider with Career Transfer

In the spaces provided below, jot down your ideas for resources and actions to take.

<p>Common reasons for planning to transfer include lack of growth opportunities. Why are you transferring?</p>	
<p>Will the transfer offer access to training programs that will eventually provide more opportunities elsewhere?</p>	
<p>Will you receive a higher salary or better benefits elsewhere, or do you just want a change?</p>	

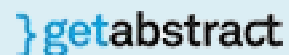
Print this page for your first structured career discussion with your leader.



In the space below, reflect on which career path you may take, the reasons why, and the first steps you will take to achieve your goal.

Book Summaries for Exploring Career Options

- ❖ The New Rules of Work
- ❖ Up Is Not the Only Way



Print this page for your first structured career discussion with your leader.



Step 3: Talent Profile

In the third step, Talent Profile, you will learn how to build and maintain a talent profile in PeopleSoft for your career development process. You may capture the following information for your profile:

- Career History
- Strengths & Weaknesses
- Career Goals & Aspirations
- Details to Demonstrate your Experience & Expertise

Once you have completed the activities in this section, you will continue preparing for your first structured career conversation with your leader.

1. Assess Self **2. Explore Options** **3. Talent Profile** **4. Develop Skills** **5. Personal Branding** **6. Resume & Interviewing**

3 - Talent Profile:
Building and maintaining a talent profile is key to your career development process. This section will guide you through working with PeopleSoft's built-in talent profile process, and help you to gain a clearer picture of who you are and who you want to be based on your career goals and aspirations.

Please allow at least 2-3 hours to complete the activities.

Remember to download 'My Career Guide'

Check Your Career Fitness Use a quick assessment to review your progress on this step

Go to your Talent Profile by logging in to PeopleSoft

Performance Management
Performance & Talent Management Login (click here for access)

Quick Links
Profile Journal

Useful Guides
For PeopleSoft:
Using Career Pathways
Completing Your Talent Profile
Step 3 Summary Worksheet
For BOS Staff:
Creating Your BOS Talent Profile



PeopleSoft's Talent Profile

Part of managing your career includes capturing your career history, your strengths and expertise, and where you want to go. It gives you focus and direction.

Plus, if you have it saved where others can see it, others can look for you if you meet their needs.

PeopleSoft's Talent Profile helps you capture the right details to demonstrate your experience, expertise, and aspirations.

It is a great way to showcase to others everything that you are capable of!

This guide will walk you through how to complete your Talent Profile.





Guide for Completing Your Talent Profile in PeopleSoft

Instructions

This guide includes screenshots and step-by-step instructions for filling out every part of the Talent Profile.

The instruction boxes will explain what to do. Items in **bold text** are things you will want to click or perform some other action.

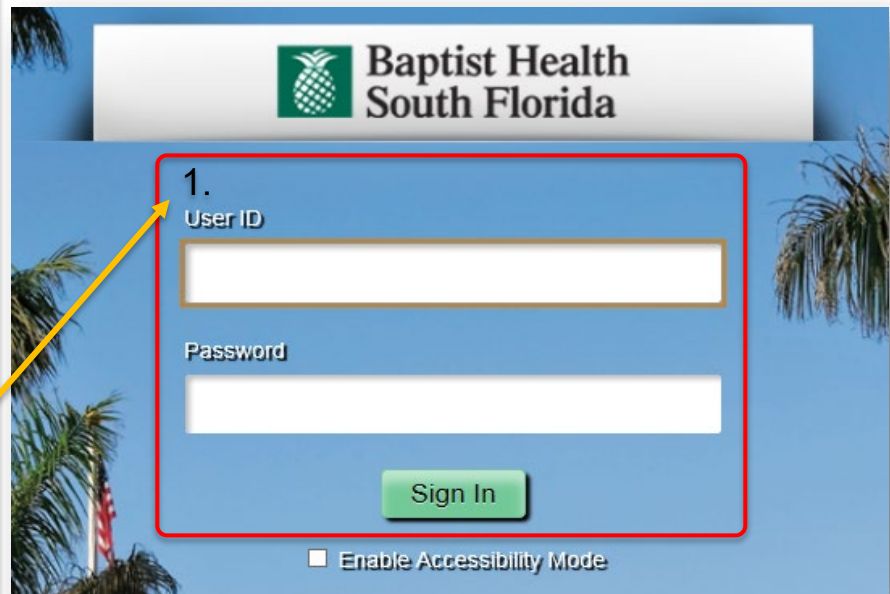
The numbers in the text instruction boxes correspond to the numbered boxes in the screenshots on the right.

You will know exactly where you have to take action.

For example:

1. To log in to PeopleSoft, enter your User ID and Password then click **Sign In**.

How to Use the Guide





Go to the Talent Profile in PeopleSoft

Instructions

1. Log in to PeopleSoft, and click the **Performance Management** tile.
2. On the next screen, click on the **Performance & Talent Management Login**. This is the same place you go to conduct your annual evaluation.
3. On the next screen, click on the Profile icon.

1.

Performance Management



2.



Performance & Talent Management Login
[CLICK HERE FOR ACCESS](#)

3.



Profile





Your Talent Profile Home Page

Instructions

1. Take a moment to read the purpose and process for completing your profile.
2. You will complete your profile by filling out as much of each section as you can. Let's start with **Personal Information**.

Baptist Health South Florida

Menu Home Org Chart Task List

Talent Profile Carol Carey

2. Welcome

Personal Information

Current Position & Organization

Work History

Education & Skills

Experience Inventory

Performance

Feedback

Mobility & Travel

Development

Journal

Career Plan

Baptist Health South Florida

Welcome!

Welcome to Baptist Health South Florida's Talent Profile Page, your information gateway to career opportunities and the variety and caliber of talent that exists inside the company.

The Best Place To Be Your Best!

These seven words deliver a challenge to people who take pride in what they do and want ongoing opportunities to make to our employees, as each of us works together to deliver quality patient-centered care.

Baptist Health is a community of people who care for one another, who lift one another up to achieve their potential better than that.

You can participate by providing valuable information about your skills and interests.

1. **Purpose of this Page**
This page enables BHSF Human Resources and line managers an opportunity to access information about you and your career at Baptist Health South Florida. Your Talent Profile is an online "personnel file" about you.

Reviewing and Updating Your Talent Profile
Browse through the "tabs" on the left hand side of this page. Review the information in all fields for accuracy and completeness.

Questions
If you have any questions or find an error in your Talent Profile, please send an email to the Performance Manager.



Personal Information

Instructions

1. In Personal Information, most of your work-related information, including contact information, is already populated. Make sure it is accurate (e.g., your work phone number).
2. If any work information needs to be updated, you can update it in the Personal Information section of PeopleSoft.

The screenshot shows the 'Personal Information' section of a PeopleSoft interface. A left-hand navigation menu includes 'Welcome', 'Personal Information', 'Current Position & Organization', 'Work History', 'Education & Skills', 'Experience Inventory', 'Performance', 'Feedback', 'Mobility & Travel', 'Development', 'Journal', and 'Career Plan'. The main content area displays fields for 'Instant Messenger ID', 'Employee ID: 11111', 'E-mail Addresses' (with 'Personal E-mail' and 'Business E-mail: CarolC@baptisthealth.net'), and 'Phone Numbers' (with 'Home Phone', 'Mobile Phone', and 'Work Phone: 786-111-1111'). A red box labeled '1.' highlights the 'E-mail Addresses' and 'Phone Numbers' sections. A second red box labeled '2.' highlights a 'Personal Information' card featuring a person icon with a pencil, indicating an edit function.



Current Position & Organization

Instructions

1. In **Current Position & Organization**, the information is pre-populated. Make sure that your information is correct, including Job Title.
2. Click on the **Job Description** tab and verify that your job description is correct.
3. If any changes must be made, talk with your leader to correct it. It must be done by your leader in PeopleSoft.

The screenshot shows the 'Current Position & Organization' page in PeopleSoft. On the left is a navigation menu with items like 'Welcome', 'Personal Information', 'Current Position & Organization', 'Work History', 'Education & Skills', 'Experience Inventory', 'Performance', 'Feedback', and 'Mobility & Travel'. The main content area has two tabs: 'Current Position & Organization' (active) and 'Job Description'. The 'Current Position & Organization' tab contains a section titled 'Current Position/Job Info' with the following details:

- Position Title: Talent Development Consultant
- Manager: Susie Smith
- Position Type: Full Time
- Work Location: [Location icon]
- Job Title: Talent Development Consultant
- FLSA Exempt: [checkmark]
- Job Family: Professional

Red boxes in the image highlight the 'Current Position/Job Info' section (labeled '1.') and the 'Job Description' tab (labeled '2.').



Work History

Instructions

1. In Work History, verify that your Internal Position history in BHSF is correct. Notify your leader if they are not.
2. In Additional Work History, enter any previous work history that is relevant to your current role and future career interests.
3. To add experience, click Add.
4. Add information about your work history and click Save.

The screenshot shows the 'Work History' section of the myCAREER system. A sidebar on the left contains navigation links: Welcome, Personal Information, Current Position & Organization, Work History, Education & Skills, Experience Inventory, Performance, Feedback, Mobility & Travel, Development, Journal, and Career Plan. The main content area is divided into several sections:

- 1. Internal Positions:** A table with columns 'Position' and 'Manager'. It lists three roles: 'Talent Development Consultant' (Manager: Susie Smith), 'Sr Org Devel Consult' (Manager: George Jones), and 'Onboarding and Project Advisor'.
- 2. Additional Work History:** A table with columns: 'Manage', 'Previous Job Title', 'Previous Employer', 'Previous Start Date', 'Previous End Date', 'Responsibilities and Functions', and 'Delete'. One row is visible for 'OED Consultant' starting on 01/15/2013.
- 3. Add:** A green button with a plus sign and the text 'Add' is highlighted.
- 4. Work History - [New]:** A modal form for adding new work history. It includes fields for 'Previous Job Title', 'Previous Employer', 'Previous Start Date', 'Previous End Date', and 'Responsibilities and Functions'. The date fields have calendar icons and format instructions (MM/dd/yyyy). 'Save' and 'Cancel' buttons are at the bottom.



Education & Skills: Training, Awards, Memberships, Skills and Experience

Instructions

The Education & Skills section lets you showcase your education, training, skills and expertise. Include as much information as you can that shows what you can do.

1. Make sure your education information is up to date. If there is a new degree to add, click Add.
2. Update or add any licenses and certifications you have. This can include any training certifications and state licenses you have.

1.

Education

Manage	Degree Completed	Major Description	School Name	GPA	Year ↓	Date Verified	Delete
	MS	Organizational Psychology	Georgia Tech	0.00	0	01/15/1998	

Add (1 total rows) Rows per page: 20

Licenses and Certifications

This section provides a comprehensive view of your licenses & certifications. Any licenses and certifications you have added to your profile and/or been assigned to you will appear here for tracking and follow-up. Click the icon to the left of each activity to edit the details or see additional options or certification, including in some cases a list of courses required for that certification. Note: If you are not seeing assigned certifications or status updates, please check back as automatic refreshes are processed on a daily basis.

2.

Select View Show Filters Set Columns Save View Reports Charts Tutorial

Actions	License/Certification Name	Description	Issue Date	Expiration Date	Date Verified	Delete
	ACC Certified Coach with ICF		07/18/2018			

Add (1 total rows) Rows per page: 10



Education & Skills: Training, Awards, Memberships, Skills and Experience

Instructions

The rest of the Education & Skills page provides space to list special training you have received, honors/awards, memberships in professional organizations, and any other relevant skills and experience.

1. Fill out as much as you can in each section. Include things about yourself that will make you stand out from others. Ask yourself: What will showcase my strengths?

Other Skills and Experience

1.

Special Training: Training and certification as a facilitator with Development Dimensions International.

Honors/Awards: Employee of the month, January 2010.

Memberships: Member of the local chapter of the International Coaching Federation.

Skills and Experience: Expert trainer, facilitator, and public speaker. Expert user of Excel (e.g., pivot tables, formulas, combined charts).



Education & Skills: Spoken and Written Languages

Instructions

The final section of Education & Skills lets you list your language proficiency.

1. List the languages, other than English, that you can fluently speak and write. When you click the down arrow, you will choose languages from a list.
2. Use the Spell Check feature to check your work, then click Save.



Experience Inventory

Instructions

The Experience Inventory consists of skills that are of interest to the organization. They are organized into eight major categories. These serve as tags to easily indicate your experience.

1. Click the down arrow for each category to open it.
2. Review the skills in each category. Put a check on the things you feel you can effectively do right now.

Skill & Experience Inventory

The following list consists of skill and experience categories that are of interest to the organization. Select a category to expand the list of skills within it. Select a skill to indicate your proficiency in it.

- Administration
- Communication
- Education
- Environmental Services
- Finance
- Human Resources
- Information Technology
- Medical

2. Medical

<input checked="" type="checkbox"/> Acute Care	<input checked="" type="checkbox"/> Ambulatory	<input type="checkbox"/> Anesthesiology	<input type="checkbox"/> Bariatrics	<input type="checkbox"/> Bioethics
<input type="checkbox"/> Cardiac	<input type="checkbox"/> Care Coordination	<input type="checkbox"/> Chemistry	<input type="checkbox"/> Clinical Education	<input type="checkbox"/> Clinical Research
<input type="checkbox"/> Collaborative Medicine	<input type="checkbox"/> Diabetes Care	<input type="checkbox"/> Diagnostic	<input type="checkbox"/> Echocardiography	<input checked="" type="checkbox"/> Emergency Department
<input type="checkbox"/> Endoscopy	<input type="checkbox"/> Family Medicine	<input type="checkbox"/> Gastroenterology	<input type="checkbox"/> Hematology	<input type="checkbox"/> Home Health
<input type="checkbox"/> Hyperbaric Medicine	<input type="checkbox"/> ICU	<input type="checkbox"/> Imaging	<input type="checkbox"/> Immunology	<input checked="" type="checkbox"/> Infection Control
<input type="checkbox"/> Inpatient Medicine	<input type="checkbox"/> Internal Medicine	<input type="checkbox"/> Lab	<input type="checkbox"/> Laboratory Administration	<input type="checkbox"/> Maritime Medical Services
<input checked="" type="checkbox"/> Med/Surg	<input type="checkbox"/> Medical Engineering	<input type="checkbox"/> Microbiology	<input type="checkbox"/> Neuroscience	<input type="checkbox"/> Neurosurgery
<input type="checkbox"/> NICU	<input type="checkbox"/> Nuclear Medicine	<input type="checkbox"/> O/B	<input type="checkbox"/> Occupational Therapy	<input type="checkbox"/> Oncology
<input type="checkbox"/> Orthopedics	<input type="checkbox"/> Pain Care	<input type="checkbox"/> Palliative Care	<input type="checkbox"/> Pelvic Health	<input type="checkbox"/> Perfusion Technology
<input type="checkbox"/> Pharmacy	<input type="checkbox"/> Physical Therapy	<input type="checkbox"/> Podiatry	<input type="checkbox"/> Post Anesthesia	<input type="checkbox"/> Pre Anesthesia
<input type="checkbox"/> Progressive Care Unit	<input type="checkbox"/> Pulmonary Services	<input type="checkbox"/> Radiation	<input type="checkbox"/> Rehabilitation	<input type="checkbox"/> Respiratory Therapy



Performance

Instructions

The Performance section lists your performance evaluations since 2015 (the year PeopleSoft was implemented).

This information is only viewable by you, the leaders in your chain of command (i.e., your direct leader, your leader's leader, etc.), and your HR site team.

There is no action you need to take on this page to complete your Profile.

1. Click on the glasses icon to see the full evaluation for any year.

- Welcome
- Personal Information
- Current Position & Organization
- Work History
- Education & Skills
- Experience Inventory
- Performance**
- Feedback
- Mobility & Travel
- Development
- Journal
- Career Plan

Recent Performance History

Year	Plan Name	Evaluation Date ↑	Details	Performance Rating - Scale Value
2015	Annual Staff Evaluation	12/31/2015	1.	3- Fully Meets Expectations
2016	Annual Staff Evaluation	12/31/2016		3- Fully Meets Expectations
2017	Common Review	10/02/2017		4- Exceeds Expectations
2017	Annual Staff Evaluation	12/31/2017		4- Exceeds Expectations

(4 total rows) Rows per page: 20

Goal Setting Processes

There are no items to display.

Evaluation Processes

Plan Year ↓	Plan Name	Interim Process?	Period	Review Period Start Date	Review Period End Date	Process State	Details
2018	Common Review		Final	07/01/2017	09/30/2018	Self Evaluation	
2017	Annual Staff Evaluation		Final	01/01/2017	12/31/2017	Completed	
2017	Common Review		Final	07/01/2016	10/04/2017	Completed	
2016	Annual Staff Evaluation		Final	01/01/2016	12/31/2016	Completed	
2015	Annual Staff Evaluation		Final	01/01/2015	12/31/2015	Completed	

(5 total rows) Rows per page: 20

Baptist Health South Florida

POWERED BY TALENT DEVELOPMENT





Feedback


Instructions


1. On the Performance Management homepage, employees can give recognition to anyone in the organization.
2. Any recognition you receive from others is saved in the Feedback section.
3. Click on the glasses icon to see the details of each recognition.


Quick Links




 Profile


 Journal


 Performance

1.

 Recognition

Welcome

Personal Information

Current Position & Organization

Work History









Education & Skills

Experience Inventory

Performance

← Feedback

Feedback Received

	View	Subject	Category	Author	Created Date
2.					
3.		Clinical Partner Day 2 Lab Support	Recognition	 Daniel P Herrero	03/24/2015
		Team player	Recognition	 Dionne L Walker	03/24/2015
		Leadership Development Session	Recognition	 Nada Wakim	08/18/2015
		Teamwork	Recognition	 Lorraine M Gonzalez	06/16/2016

(4 total rows) Rows per page: 20 ▾



Mobility & Travel

Instructions

Are you willing to work in a different entity or travel more for a new opportunity?

Not wanting to leave your current work location can limit your opportunities. Be as flexible as you can, and open yourself to as many opportunities as possible.

1. Use the drop down arrows to answer the questions to reflect your availability for relocation and travel.

Relocation Preferences

Are you willing to relocate for a new position: Yes

How soon will you be willing to relocate: Immediately

Relocation Alternatives: Any Location

Other Comments:

Travel Preferences

Are you willing to accept a position with increased travel: Yes



Development

Instructions

Anything you do for your growth and development should be captured as a development activity. This page tracks your completed activities as well as ones you are currently working on. This allows others to see your progress.

1. Click Add to create a new development plan.

Baptist Health’s Talent Development site for a detailed guide to create effective development plans.

2. On our homepage, click on Human Resources.

3. Click on Talent Development.

4. In the LEAP | For Employees menu, click Creating an IDP.

The screenshot shows the 'Current Development Activities' section with a table containing one activity: Leadership Readiness. A red box labeled '1.' highlights the 'Add' button. Below the table is the 'Development History' section. A red box labeled '2.' highlights the 'Human Resources' link in the navigation menu. To the right, a 'Human Resources: Home' page is shown with a red box labeled '3.' highlighting the 'Talent Development' link.

Actions	Activity Name	Description	Type
	Leadership Readiness	Grow in my areas of development to be ready now for a leadership role. Development areas include: Strategic Agility, Drive for Results, and Building Effective Teams.	

Talent Development

Development and Growth
Build and extend your professional growth to achieve your career goals.

Our talent development solutions are specific to your unique learning needs, strategies, people, and business challenges.

This month's Development Topic:
Building Effective Teams

- LEAP | For Employees
- Engagement Champions
- LEAP Collection
- Competencies
- Thriving While Transforming
- 4. Creating an IDP**
- New Employee Onboarding
- BHU



Journal

Instructions

The journal is a great place to track your accomplishments, whether they are large or small. You never know what will stand out to someone else.

1. Click Add to create a new journal entry.
2. Fill out the entry.
 - a. Name the entry.
 - b. Set who the Visibility (just you, just you and your leader, anyone).
 - c. Choose the Category (accomplishment, coaching, or development).
 - d. Enter a description in the Notes.
 - e. Click Save.

The screenshot displays the 'Employee Entries' section of the myCAREER system. On the left is a navigation menu with options like 'Welcome', 'Personal Information', 'Current Position & Organization', 'Work History', 'Education & Skills', 'Experience Inventory', 'Performance', 'Feedback', 'Mobility & Travel', 'Development', 'Journal', and 'Career Plan'. The 'Journal' option is selected.

The main content area shows a table titled 'Employee Entries' with the following data:

Edit	Date	Category	Journal Entry Description	Delete
	5/14/15 8:34 AM EDT	Accomplishment	Completed Taking the Lead program.	
	2/13/15 9:44 AM EDT	Accomplishment	HR on Wheels Flyer	

Below the table, there is an '+ Add' button (highlighted with a red box and labeled '1.') and a 'Rows per page' dropdown set to 20. Below the table is the 'Manager / HR Entries' section.

An 'Add Journal Entry' modal form is open, showing the following fields (labeled '2.'):

- Journal Entry Description:
- Visibility:
- Category:
- Notes:

B I U ABC ☰ ☷ ☶ ☵ ☲ ☱ ☰

Paragraph Font Family Font Size

 At the bottom of the modal are 'Save', 'Cancel', and 'Spell Check' buttons.



Career Plan

Instructions

Career Plan is the place to search for future opportunities and state your career aspirations. This page has two tabs.

1. The Career Exploration tab is where you can search for potential future positions you can add to your Career Aspiration.
2. The Career Aspiration tab is where you will identify your Career Interests (areas of strength and opportunity), Key Experiences you would like to obtain, and your Career Aspiration jobs that you want to pursue.

The screenshot shows the Career Plan interface with a left-hand navigation menu. The menu items are: Welcome, Personal Information, Current Position & Organization, Work History, Education & Skills, Experience Inventory, Performance, Feedback, Mobility & Travel, Development, Journal, and Career Plan (which is selected). The main content area has two tabs: '1. Career Exploration' and '2. Career Aspiration'. The 'Career Exploration' tab is active and contains 'Career Paths' and 'Explore Jobs' buttons. The 'Career Aspiration' tab is inactive and contains 'Career Interests', 'Key Experiences', and 'Career Aspiration' buttons. Red boxes highlight the content areas in each tab.



Career Plan: Career Exploration

Instructions

1. The Career Paths section shows the career path information for your role, if one has been created.

The Explore Jobs section lets you search for specific roles.

2. Use the filters to search for specific roles.
3. To learn how to use the filters, click on the Tutorial.
4. When you find a job you want to aspire to, click on the job title.

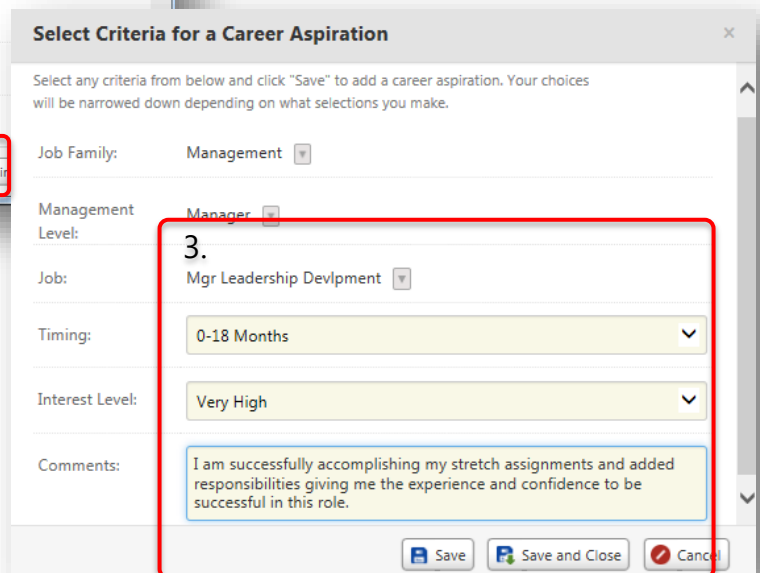
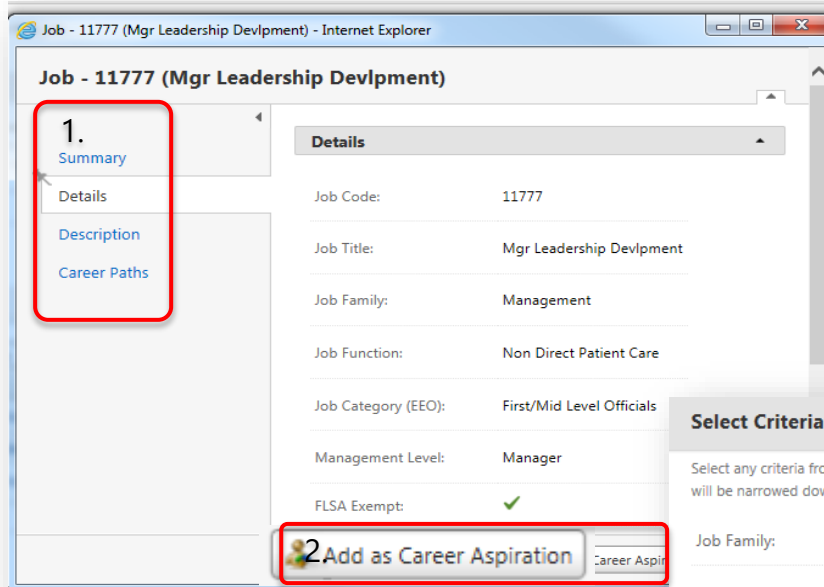
The screenshot shows the 'Career Exploration' interface. On the left is a navigation menu with items like 'Welcome', 'Personal Information', 'Current Position & Organization', 'Work History', 'Education & Skills', 'Experience Inventory', 'Performance', 'Feedback', 'Mobility & Travel', 'Development', 'Journal', and 'Career Plan'. The main content area has two tabs: 'Career Exploration' (selected) and 'Career Aspiration'. Under 'Career Exploration', there is a 'Career Paths' section (callout 1) which is currently empty. Below that is the 'Explore Jobs' section. It includes a 'Quick Filter' dropdown set to 'Show All Jobs' (callout 3), 'Hide Filters', and a 'Tutorial' button. A 'Run Filter' section (callout 2) contains a search filter set to 'Contains leadership'. Below the filter is a table of job listings (callout 4) with columns for Job Code, Job, Job Family, Job Function, and Management Level. The table lists three jobs: 12541 (Leadership Dev Spec), 11777 (Mgr Leadership Devpment), and 12716 (Leadership OD Consult). At the bottom, it shows '(3 total rows)' and 'Rows per page: 5'.



Career Plan: Adding a Career Aspiration

Instructions

1. Review information about the job.
2. If you want to pursue this job, click on **Add as Career Aspiration** to add it to the Career Aspiration tab.
3. In the next window:
 - a. Select your desired **Timing**.
 - b. Select your **Interest Level**.
 - c. Add any **Comments** that would help explain why you feel you are a good fit.
 - d. Click **Save** and **Close**.





Career Plan: Career Aspiration

Instructions

1. In the Career Interests section, explain your three key strengths, your development opportunities, your long term career goals and your short term career goals.
2. Identify the key experiences you want to obtain to achieve your career goals.
3. Check or add new career aspirations. These are the future positions you are interested in.

Welcome

Personal Information

Current Position & Organization

Work History

Education & Skills

Experience Inventory

Performance

Feedback

Mobility & Travel

Development

Journal

Career Plan

Career Exploration
Navigate career paths

Career Aspiration
Identify future potential positions

1. Career Interests

Use this section to highlight your career interests and goals, strengths and areas of opportunity.

What do you consider to be your 3 key strengths? Refer to the leadership competencies.

Developing Direct Reports, Leading Change, Strategic Agility

What are your long term career goals? (5 years)

Manager position leading a team that develops and delivers learning content for the entire organization.

What do you consider to be your 3 developmental opportunities? Refer to the leadership competencies.

Drive for Results, Managing Multiple Priorities

What are your short term career goals? (2-3 years)

Be seen as an informal leader (by things such as leading projects, and supporting others) for the learning function.

2. Key Experiences

What key experiences would you like to obtain in order to achieve your career goals?

Key Experiences: Lead a project including design, communication, roll out, and measuring effectiveness (e.g., more opportunities like the org design toolkit).

3. Career Aspiration

If you are interested in continuing to grow your career within the organization, use this section to define potential future positions. Select job families, job functions, management level and other details to better describe the role.

Edit	Job Family	Management Level	Job	Interest Level ↑	Timing	Comments	Delete
	Management	Manager	Mgr Leadership Devlpment	Very High	0-18 Months		

+ Add (1 total rows) Rows per page: 20 ▼

Your Talent Profile is Complete!



Step 4: Develop Skills

In the fourth step, Develop Skills, you will work with your Talent Profile, identify any gaps between your current skills and the skills required to move into your next position, and develop a plan for adding the skills you need. You will learn how to:

- Develop and Implement Your Individual Development Plan (IDP)
- Find Ways to Develop Yourself
- Assess Your Career Skills
- Get the Feedback You Need to Grow

4 - Develop Skills:
Working with your talent profile, identify any gaps between your current skill set, and the skill set you need to move into your next position. Then develop a plan for adding the skills you need.

Please allow at least 2-3 hours to complete the activities.

Remember to download 'My Career Guide'

Check Your Career Fitness Use a quick assessment to review your progress on this step

Quick Links Included in My Career Guide

Your Individual Development Plan

- Set Your Career Goals
- Identify Your Strengths and Areas of Development
- Create Your IDP
- Have the IDP Conversation
- Implement and Review Your IDP

Find Ways to Develop Yourself

- 4 Habits of People Who are Always Learning New Skills
- How to Play to Your Strengths
- Stop Trying to Fix Your Weaknesses

Assess Your Career Skills

- Degreeed
- LEAP Collection
- LEAD Collection

Get the Feedback You Need to Grow

Step 4 Summary Worksheet

Book Summaries from [getabstract](#)
Coach Yourself to Win
Mini Habits
Thanks for the Feedback



Your Individual Development Plan

Set Your Career Goals

By setting your career goals you are starting the process of creating an Individual Development Plan (IDP). Here are some ideas and best practices that can assist you in the creation of an IDP.

1. Identifying Your Direction:

Before writing an IDP, some reflection is needed. Think about and answer the questions below in the space provided to become more aware of what you want for yourself and where you want to go in terms of your professional development.

What part(s) of my job energizes me?	
What would I like to do more of?	
How would I describe my perfect job?	
What do I want to create for myself and for others?	
What is my own vision for the work I do?	
What future position(s) would be a natural fit for me?	



2. Reviewing How to Write SMART Career Goals:

Be SMART about setting your career goals. Find out how to make achievable career goals.

What are **SMART** goals? These goals are:

- S** = Specific
- M** = Measurable
- A** = Achievable
- R** = Relevant
- T** = Time-based

When making career goals, you want the goals to meet as many of these criteria as possible. Here's what each of the **SMART** terms means:

Specific	Specific means precise and detailed.
	<ul style="list-style-type: none"> • When you write a goal that is specific, ask yourself: WHAT are you going to do? • Be clear and detailed.
Measurable	Measurable means you are able to determine or figure out that you have hit your target.
	<ul style="list-style-type: none"> • When you write a goal that is measurable, ask yourself: HOW will you know when you have completed the goal? • Use numbers in your goal.
Achievable	Achievable means it's not just a dream, but your goal is within reach.
	<ul style="list-style-type: none"> • When you write a goal that is achievable, ask yourself: HOW are you going to do it? • Make a plan to achieve your goal. (Refer to your IDP)
Relevant	Relevant means it's reasonable, realistic, resourced, and results-based.
	<ul style="list-style-type: none"> • When you write a goal that is relevant, ask yourself: Does this seem worthwhile? Is this the right time? Does this match my other efforts/needs? • Be honest about how long it will take you to achieve your goal and how you will get it done.
Time-bound	Time-bound means the goal is not open-ended, but there is a timeframe.
	<ul style="list-style-type: none"> • When you write a goal that is time-bound, ask yourself: WHEN are you going to have this done? What can I do today? Six weeks from now? Six months from now? • Take small steps to complete your goal by the deadline.



3. Identifying your Professional Goals:

To identify your professional goals, be specific about your interest using the SMART Model presented before. The following questions can help. Think about your answer(s) and make notes:

Do I want to move up?	
Do I want to go over to a different department at my same level of leadership?	
Do I want to enrich my current job and become one of the best?	
Do I want to develop new skills in my current role and then later focus on the next leadership level?	
Do I need to find more information about different roles and areas in Baptist Health?	
What future position(s) would be a natural fit for me?	
What strengths are needed to perform the targeted position? What are predominant development needs for me to be successful in the targeted position?	
Am I willing to work in another entity?	



Use your answers to the questions on the previous page to set one or two professional goals:

1. *What would you like to achieve 1 year from now?*

2. *What are my goals and career aspirations in the next 1 – 2 years?*

3. Identifying your Career Goals:

Use the questions below to help you form an idea of your career goals:

Career Goals : Examples	Your Goals
Take on greater responsibility in my current position/area through special projects and assignments	<i>My Career Goals for the next 1-2 years is (are):</i>
Move to a different role in my function/area, doing a similar level of work to add interest and breadth to my experience	
Move to a different function/part of the organization doing a similar level of work to add interest and breadth to my experience	
Take on greater responsibility through a higher level position	



Identify Your Strengths and Areas of Development

1. Assess Your Competency Proficiency Level:

Leaders and employees have different strengths and developmental needs. When creating an Individual Development Plan it is essential to assess your level of proficiency related to your leadership or employee level in order to identify strengths and areas needing improvement. Use the appropriate link below to review your core competencies.

<p>For an Employee: Use the Employee Core Competency Evaluation Guide</p>	<p>For a Leader: Use the Leadership Core Competency Framework</p>
--	--

2. Use Your Leader’s Perspective and Feedback:

- Get the perspective of your leader. Invite him/her to assess you on the different competencies at your level, or one level above, depending on the situation.
- In case you want to go a step further, you can get input from your peers, direct reports, and other colleagues. You may send a copy of the Assessment tool and ask them to assess you against each competency. Feedback from peers, direct reports and others is optional.

3. Reflect on Your Own Developmental Needs:

- Achieving higher consciousness comes from your commitment to personal growth. You’re a totally different person compared to who you were at this time last year; next year will be no different. How much you grow and who you become is up to you. But remember, the acquisition of knowledge doesn’t mean you’re growing.
- Growing happens when what you know changes how you carry yourself and how others perceive you in your personal and professional live.
- Take a look at who and where you are. Looking at your career achievements and reflecting on the present status of your own career goals. Think about what your peers, direct reports, leader and others would consider to be your strengths and opportunities.
- From these, think about the opportunities and threats you face.



Use the space below to jot down some insights you've gained on your own development needs.



Create Your Individual Development Plan (IDP)

1. Selecting Your Core Competencies for Development:

From your career goals, SWOT analysis, feedback from others, and your own reflection, identify no more than three targeted core competencies to work on this year and write them below.

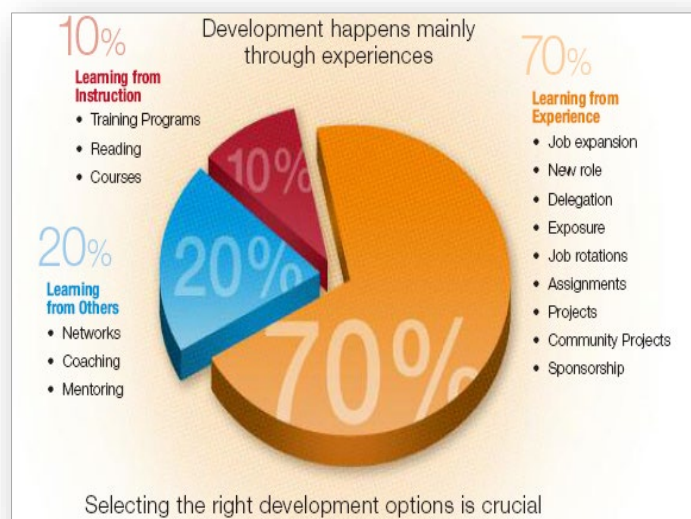
1.	
2.	
3.	

Next, you need to identify learning activities and experiences to improve your competencies using the People Soft Online IDP Tool.

2. Using Different Developmental Actions to Create Your IDP:

Research on leadership development suggests we learn best by following the **70/20/10 rule**.

To really develop and strengthen your competencies, your IDP requires you to combine practice on the job (70% of your time, with learning from others (20% of your time), and knowledge acquisition (10% of your time).





3. Applying the 70/20/10 Model:

Many people think of development, especially career development, as formal training provided in a classroom. However, there are many ways people can learn and develop.

Let's check out some of the learning and development methods from the 70/20/10 model that you can utilize to accomplish your development goals.

<p>On-the-job learning: 70%</p>	<p>Studies suggest that 70% of learning happens while an employee is working on the job. This happens every time you take on a new challenge or encounter a new situation at work. Sometimes this can happen when you least expect it. But, if you know what you are trying to accomplish, you can actively seek new ways to learn on your job.</p> <p><i>Here are a few examples of on-the-job learning.</i></p> <ul style="list-style-type: none"> • Challenging projects • Job rotation • Stretch assignments
<p>Learning from others: 20%</p>	<p>Every time you get feedback from a peer or meet with a formal mentor, you are experiencing valuable learning that can help you achieve your career goals.</p> <p><i>Here are a few examples of ways you can learn from others.</i></p> <ul style="list-style-type: none"> • 360-degree feedback/peer feedback • Mentorship • Team projects • Direct reports and peers • Job shadowing • Coaching • Networking
<p>Learning through education: 10%</p>	<p>Formal learning is another way to gain new knowledge and skills that can help you reach your career goals. These learning opportunities are usually focused on a specific topic with well-defined learning objectives for what you will be able to do afterward.</p> <p><i>Here are a few examples of learning through education.</i></p> <ul style="list-style-type: none"> • Assessments • Targeted training • Continuing education • Industry groups • Reading and research • Communities of practice



4. Creating your Development Plan:

To create your development plan, pick one of each type of activity (70/20/10) for each area of development (the three competencies you selected) that you can reasonably accomplish this year.

- Keep in mind, your IDP should have action(s) on each of the three Learning Areas (70/20/10).
- Before creating the IDP in People Soft, we suggest you meet with your leader to go over the competencies you will work on and discuss the main objectives of developing those and the type of support you will receive to develop. Consider the following:

Competency for Development	Example: Customer Service	
Overall Developmental Objective	What would you like to achieve or do better in your role as a result of developing this competency?	<i>For example:</i> I will be able to better engage in service recovery when mistakes are made or expectations are not met by following up as soon as possible and using the appropriate level of service recovery for each situation.

Once you define why you would like to develop any competency in your IDP, you are ready to work on selecting the different developmental options from the system.



Creating an IDP in People Soft

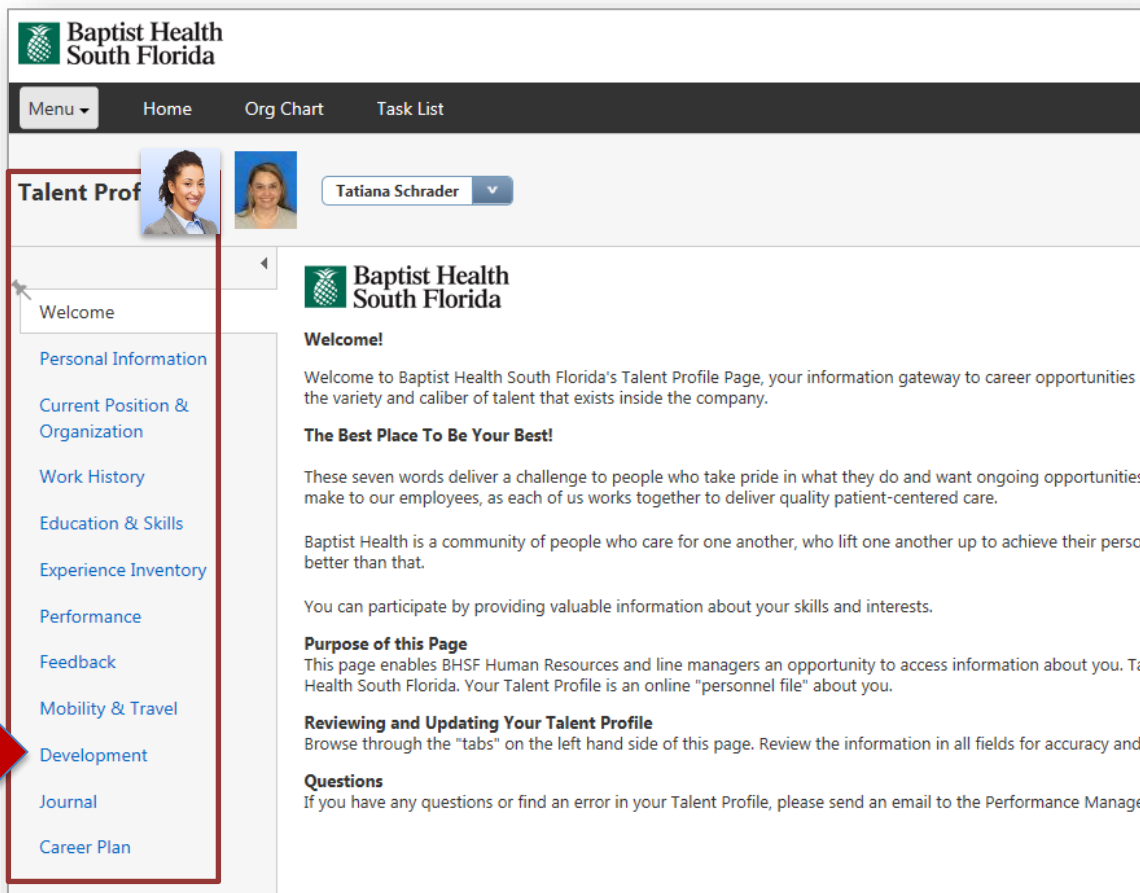
Step 1: Log in to [PeopleSoft](#) while in or out of the network using the link below. Use your usual AD login credentials.

<https://pspaprd.baptisthealth.net/psp/prd/?cmd=login&languageCd=ENG&>



Step 2: Using Your Talent Profile to Complete Your IDP

Once you add information on your Talent Profile, you can click on **Development** and start creating your IDP.





Step 3: Add New Development Activities

Click the Add button to add a new development activity based on the actions you will take to work on your development plan. Review the feedback you have from your leader to help you select or add your information.

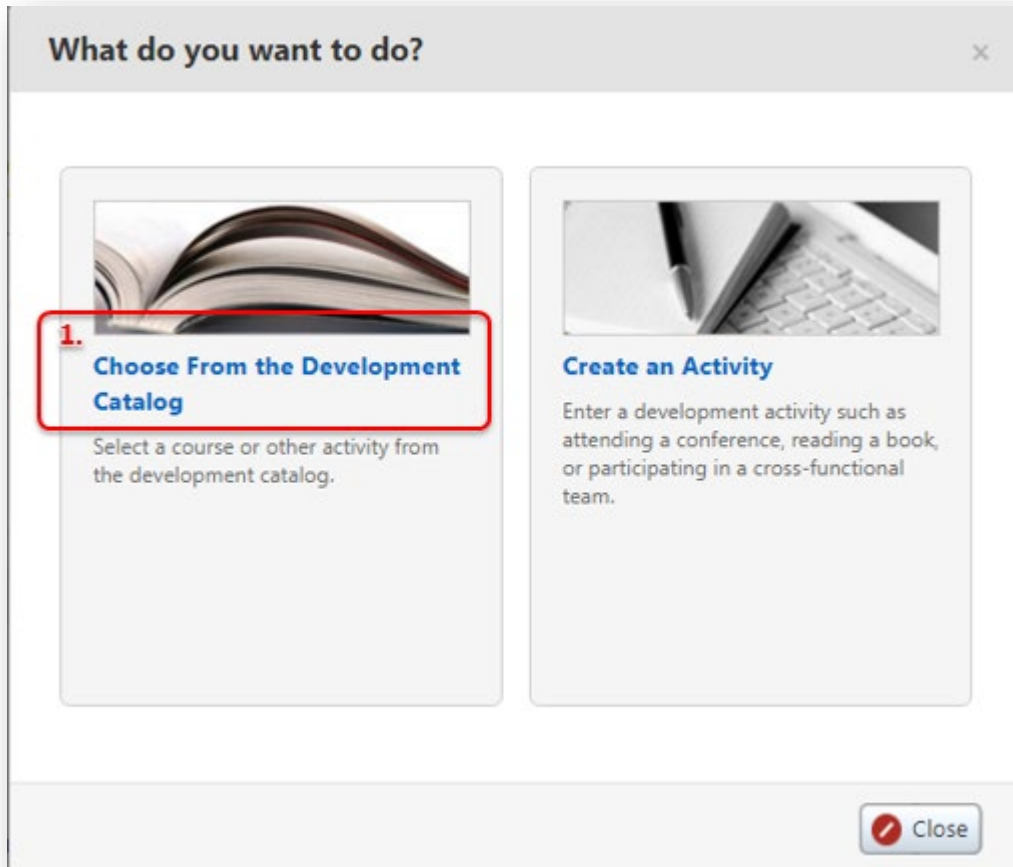
The screenshot shows the 'My Development Activities' section of the myCAREER interface. It includes a table with columns for Actions, Priority, Activity Name, Associations, Status, and Start Date. The table lists three activities: Coaching, Leadership Readiness, and Talent Management, all with a status of 'In-progress' and a start date of 05/04/2016. A red box highlights the 'Add' button at the bottom left of the table, with a red '1.' next to it.

Actions	Priority	Activity Name	Associations	Status	Start Date
		Coaching		In-progress	05/04/2016
		Leadership Readiness		In-progress	05/04/2016
		Talent Management		In-progress	05/04/2016



Step 4: Choose Development Activities

To choose from a catalog of development activities, click "Choose from the Development Catalog." There are a variety of sources including: For Your Improvement (FYI) core competencies and Degreed pathways.





Step 5: Select Activities from the Catalog

1. You can filter the results by location, type, who it is suitable for, and competency name.
2. Click on the resource you want to include in your development plan. Click "Continue."

Select Activity from Catalog

Step 1 Select Activity

Step 2 Provide Activity Details

Instructions
Below are the development activities available to you. Narrow your search by applying the filters on the left. You can register for a course or add yourself to the waiting list. The course will be added to your development plan where you can provide more details about your development goals and track your status as you progress.

Hide Filters Tutorial

Run Filter Clear Filter

Contains
strategic agility

Name	Description	Location	Type	Suitability	Competency Name
Leader Competency - Strategic Agility	Anticipates future consequences and trends accurately. Brings creative ideas to market. Recognizes strategic opportunities for change. Creates competitive and breakthrough strategies.	Degreed	Online	All Learners	
Strategic Agility	Kaplan, R. S., & Norton, D. P. (2007). Using the balanced scorecard as a strategic management system (HBR OnPoint Enhanced Edition). Harvard Business Review.	Leadership	Book	Leadership	
Strategic Agility	Krames, J. A. (2003). What the best CEOs know: 7 Exceptional leaders and their lessons for transforming any business. New York: McGraw-Hill.	Leadership	Book	Leadership	
Strategic Agility	Morgan, M., Lewis, W. E., & Mares, W. A. (2006). Executing your strategy: How to break it down and get it done. Boston: Harvard Business School Press.	Leadership	Book	Leadership	
Strategic Agility	Porter, M. E. (1996). What is strategy? Harvard Business Review, 74, 61-78.	Leadership	Book	Leadership	
Strategic Agility	Porter, M. E. (2008, January). The five competitive forces that shape strategy. Harvard Business Review.	Leadership	Book	Leadership	
Strategic Agility	Stalk, G. (2008). Five future strategies you need right now (Memo to the CEO). Boston: Harvard Business School Press.	Leadership	Book	Leadership	

Continue Cancel





Step 6: Provide Development Activity Details

1. Feel free to rename the activity.
2. You can add more to the description. For example, how you will apply what you learn from this developmental activity.
3. Identify your goal: what you aim to achieve.
4. Enter status, degree of priority, start date and expected end date.
5. Click "Save" to continue.

The screenshot shows a web form titled "Provide Development Activity Details". On the left, there are two step indicators: "Step 1 Select Activity" (with a checkmark) and "Step 2 Provide Activity Details" (highlighted in blue). The main form area includes an "Instructions" box, a "Source Type" dropdown menu (set to "Internal Catalog" and labeled with a red "1."), an "Activity Name" text field (containing "Strategic Agility"), a "Description" text area (containing a citation and labeled with a red "2."), a "Development Goals" text field (labeled with a red "3."), and a section for "Status", "Priority", "Start Date", and "End Date" (labeled with a red "4."). At the bottom right, there are buttons for "Spell Check", "Previous", "Save" (labeled with a red "5."), and "Cancel".



Step 7: My Development Activities

1. Your new development activity is now in your list of "My Development Activities."

The screenshot shows the 'My Development Activities' section of the myCAREER interface. It features a table with columns for Actions, Priority, Activity Name, Associations, Status, and Start Date. The first row of the table is highlighted with a red box and labeled with a red '1.'. The activity listed is 'Strategic Agility' with a start date of 08/31/2017. Other activities include Coaching, Leadership Readiness, and Talent Management, all with start dates of 05/04/2016.

Actions	Priority	Activity Name	Associations	Status	Start Date
		Coaching		In-progress	05/04/2016
		Leadership Readiness		In-progress	05/04/2016
		Talent Management		In-progress	05/04/2016
		Strategic Agility			08/31/2017



Have the Development (IDP) Conversation

Understand the importance of having a development conversation with your leader:

- It’s important for you to work (with your direct leader’s support) to create mutually beneficial professional development goals. An Individual Development Plan (IDP) is often the best way to accomplish this. An IDP is a clear statement of your career goals and includes a specific action plan as to how you can achieve those goals through training, new projects, networking, and other methods.
- Career development, in general, is led by you and supported by both the supervisor and the overall organization.
- The Conversation Guide serves as a starting point for your development. You may prepare by printing out the pages in the *My Career Guide* that contain your responses.

Copy/paste these page numbers into the print dialog window:

6-11,14-18,20-24,27,29,31,33,35,37-38,61,63-64,66-67,83-84,87-91

1. Setting Up Your Development Conversation:

Schedule the meeting	Partner with your leader to set up a meeting dedicated to discussing your development and the Individual Development Plan you put together.
Review and complete the conversation guide and define your role and responsibilities	A week before the meeting, you should briefly review the purpose and use of the Development Conversation Guide and the roles and responsibilities that follow later.
Consider additional tips and best practices to help you develop your core competencies	The tips presented on a later page will help you consider additional options to work on your competency development. While you are having your conversation, look for those ideas so that you can incorporate them in your plan.



Development Conversation Guide	
What Should I Do Before the Meeting?	Before you set up a meeting with your leader, the best way to prepare is by writing a draft of your own Individual Development Plan (IDP). This brainstorming and preparation process will help you identify your priorities and will point towards ways that your leader can support you in your development.
What Will Happen In the Meeting?	<p>While meetings will vary to some degree, the purpose of an IDP meeting is to come away with a comprehensive plan for your development. This includes goals and competencies as well as action items that will help you pursue those goals with support.</p> <p>Your leader may ask you some questions to start the conversation, and you will have the opportunity to share what you've brainstormed on your own. Then, from both of your thoughts, recommendations, and resource ideas, you will work together to craft an IDP and focus on the different competencies you selected based on your self-assessment.</p>
What will be the outcome of this meeting?	<p>By the end of the meeting, you will have an action plan for your own development.</p> <ul style="list-style-type: none"> • Place timelines on your competencies, goals and objectives and set specific guidelines for follow-up. • Schedule a follow-up meeting to review your progress at a later date.
How Can I Make My IDP Meeting a Success?	<ul style="list-style-type: none"> • Be prepared. Bring your development needs, your competency self-assessment, goals, as well as potential resources to discuss. • Be open to feedback and suggestions. Choose a time when neither of you will be distracted by other obligations so you can both stay focused on the development conversation.
Who Is Responsible for What?	Understanding roles and responsibilities will help you create a productive IDP. The next page has more information.



Roles and Responsibilities	
The Learner Role (Your Role)	<ul style="list-style-type: none"> • Understand how well your skills, competencies and knowledge match what is needed to complete your job. • Identify career goals, development needs, and training or development opportunities geared toward the realization of your goals. • Assess individual progress toward reaching your goals. • Identify how you will demonstrate that you have accomplished your learning objectives and how you will use what you have learned. (Complete all learning experiences) • Demonstrate how your learning objectives link to your department’s vision, mission, and strategic goals. • Meet with your leader to discuss your plan and finalize your Development Plan. • Review progress with your leader
Your Leader	<ul style="list-style-type: none"> • Assess your strengths and development needs. Help you identify training and development opportunities. • Provide opportunities to discuss and plan your development. • Ensure that training and development opportunities align with your career and professional goals. • Ensure that your goals and development needs align with the organization’s goals and objectives. • Evaluate the outcome of your developmental experiences.
The Organization	<ul style="list-style-type: none"> • Provide the structure and time for you and your leader to work together on IDPs. • Supply training and development opportunities for you to expand your skills and experience. • Ensure that your leader has the training and skills to encourage your career development.



Tips for Your Individual Development Plan

<p>Think of Ways to Transfer the Learning from Your IDP on the Job</p>	<ul style="list-style-type: none"> • Learning goes beyond what you pick up in a classroom or other learning situations. The best way to reinforce learning, increase your competence, and improve your performance is to practice and use what you have learned on the job. • One way to successfully transfer learning back to the job is to consciously identify ways to use what you have learned and to get feedback and coaching from peers, mentors, or others who can observe you using your new knowledge and skills.
<p>Use Mentoring and Coaching</p>	<ul style="list-style-type: none"> • A mentor is a role model and sounding board who provides confidential guidance. A mentor is someone, not in the employee’s chain of command, who is in a position to help with job and career goals, and who is committed to doing so. Mentoring is a constantly evolving process. It requires the mentor and protégé to work together as partners to define appropriate mentoring goals and to provide each other with sufficient feedback to those goals. • A coach assists in review and self-reflection and helps recipients apply experience, book or classroom knowledge to their current work situation. This reflection helps those receiving the coaching learn how to analyze and resolve the leadership challenges they are facing. • Leadership roles, supervisors, managers, and executives, often find a coach especially valuable when facing the challenges of a new leadership position.



Implement and Review Your IDP

1. Keeping you on Target:

Follow the next steps to help you be on target with your IDP. This provides you with some strategies on how to really execute your IDP and make progress.

1. Implement – spend just five minutes every day on your IDP

- ✓ Make development a routine. Set aside a regular time, such as the beginning or end of each day to act and reflect on your development priorities and objectives, and identify the development opportunities that are right in front of you.
- ✓ Make your development action steps the first task on your daily to-do- list.
- ✓ Learn from your peers. Spend time with the people in your development who have the expertise and skills you need. Ask them questions.

2. Make your learning more efficient

- ✓ Determine your own most effective learning style. Some people learn best by observation, others by trial and error, by reading or by defining job experiences and stretch assignments.
- ✓ Get involved in a variety of experiences to maximize your development. High-quality learning most often comes from a wide range of professional and life activities, not just a few.
- ✓ Experiment and take intelligent risks each day. Seek out “high-voltage” situations, such as projects that are highly visible or ones that give you an opportunity to work with new people.



3. Deal with obstacles and roadblocks in your development

- ✓ Show your development plans and goals to others. This will increase your commitment to attaining the goals and will involve others in your development. Specifically, ask for support and feedback in the areas you find toughest to master.
- ✓ Keep the development process simple. Complexity can make development feel intimidating rather than motivational.
- ✓ Be aware of what happens when your progress begins to slip. Keep track of situations that cause you difficulty and figure out how to address them.
- ✓ If you feel stuck or unsuccessful, regroup and correct your course. Revisit your learning plan and make necessary changes in your approach. Review your objectives and actions with others, and seek their candid feedback and advice.

4. Reflect on what happens – regularly reflect on what you have learned

- ✓ Schedule periodic reviews, such as the beginning of each month or quarter, to think about and consolidate what you have learned.
- ✓ Use major events, such as the completion of a long-term assignment or project, as opportunities to debrief what went well and what needed improvement.
- ✓ Learn from your successes by examining them and determining exactly what you did to succeed. Then look for opportunities to transfer your behaviors and skills to other situations.
- ✓ Consider keeping a learning log to track and document your lessons and progress.

Reflect on the following questions:

- *Daily reflection: What will I do each day to consider:*
 - What worked?
 - What did not work?
 - What do I want to do differently next time?
- *Other reflection questions:*
 - Am I challenging myself in my job and outside work?
 - Am I requesting or hearing feedback from others?
 - Am I taking any risks?



2. Seeking Feedback and Support – use the ALERT method

What’s in for you? Ongoing feedback is essential for knowing where you are in your development process and determining your next steps. You need to make a concerted effort to solicit feedback that is honest, concrete, and specific to your development objectives.

To make it easier for others to give you the information you need, follow the **ALERT method** described below.

Ask for feedback	<ul style="list-style-type: none"> ✓ Explain what you want and why it is important. Describe your learning goals and the topics you are interested in. ✓ For example, say “I want to improve my influencing skills. Would you be willing to observe how I am doing in this area?” ✓ Convey sincere interest in other people’s views. Example: “I need your input because working with you is an important part of my job.”
Listen actively to what people say	<ul style="list-style-type: none"> ✓ Strive to understand, and accept others’ point of view. ✓ Create opportunities for people to expand on what they have said. Use open-ended questions to clarify and probe for examples. ✓ Resist the urge to argue, explain, or defend yourself. ✓ Clarify the impact of your behaviors on others such as being late or not acting decisively in a meeting.
Express thanks and react to feedback positively	<ul style="list-style-type: none"> ✓ Affirm what was most valuable to you, how it made a difference, and what you might do next. ✓ Keep the lines of communication open. Let people know you would appreciate further conversations.
Reflect on what you have heard and consider actions	<ul style="list-style-type: none"> ✓ Thoughts: How does this fit with your goals and your current view of yourself? What new information have you heard? Where do you need additional clarifying information? ✓ Feelings: How do you feel about the conversation? What surprised you? ✓ Actions: What actions are warranted by the feedback you just received? What are your options?
Take action	<ul style="list-style-type: none"> ✓ Decide what you want to do next. Plan exactly when and where you will begin. ✓ Continue to seek feedback to assess your progress.



3. Building Partnerships to Bolster your Learning

To reach your development goals, good intentions must be translated into action. Most people find that establishing a support system helps them sustain their motivation and continue learning. Answer the questions in the right column in the spaces provided.

<p>1. Identify development partners. These are people who have similar development objectives. Development partners can meet for mutual encouragement and accountability.</p>	<p>Who are they? List some of those partners that will help you.</p>
<p>2. Develop a support network. This is an informal group of individuals who will provide input and support for development efforts. These are the significant people in your life who can provide the feedback or give you advice and career planning ideas.</p>	<p>Who is in your support network?</p>
<p>3. Find a good mentor who can guide you and hold you accountable.</p>	<p>Who can be your mentor?</p>



4. Transfer Learning to the Next Level

Make it count: transfer what you learn into next steps

- ✓ Take time to celebrate and acknowledge your progress and accomplishments. Personal recognition builds self-confidence and provides renewed energy for your continued growth.
- ✓ Create additional opportunities to apply what you have learned. Using your new skills will ensure that you keep them sharp and up-to-date.
- ✓ Seek experience in new, complex situations.
- ✓ Cross-train and pursue learning in related areas.
- ✓ Advance to the next level of mastery. Force yourself to face additional challenges that will push your limits.
- ✓ Take a break to recharge your batteries before your next development challenge. Take stock of what development strategies and tactics worked best so you can apply them in the future.

How will you transfer your learning and findings to the next step in your career development? Describe what actions you will take to accomplish this.



Resources

Find Ways to Develop Yourself <i>Read these articles.</i>	Assess Your Career Skills <i>Use these tools.</i>
4 Habits of People Who are Always Learning New Skills How to Play to Your Strengths Stop Trying to Fix Your Weaknesses Get the Feedback You Need to Grow	Degreed LEAP Collection LEAD Collection

Book Summaries for Developing Skills

- ❖ [Coach Yourself to Win](#)
- ❖ [Mini Habits](#)
- ❖ [Thanks for the Feedback](#)





Step 5: Personal Branding

In the fifth step, Personal Branding, you will learn about the concept of Personal Branding, how to apply it, and why it's an important part of your career development. In this section you will learn how to:

- Build, maintain, and communicate your personal brand
- Change people's perception of you
- Build your confidence
- Build your professional network
- Use and know the rules of social media

1. Assess Self 2. Explore Options 3. Talent Profile 4. Develop Skills **5. Personal Branding** 6. Resume & Interviewing

5 - Personal Branding:
Learn about the concept of Personal Branding, how to apply it, and why it's an important part of your career development.

Please allow at least 2-3 hours to complete the activities.

Remember to download 'My Career Guide'

Check Your Career Fitness Use a quick assessment to review your progress on this step

Quick Links Included in My Career Guide

Your Personal Brand

- Build Your Personal Brand
- The Importance of Personal Branding
- Change Peoples Perception of You

Your 30-second Commercial
The Perfect Elevator Pitch
Build Your Confidence ***

Networking

- Expanding Your Professional Network
- Upping Your Networking Game

Professional Presence on LinkedIn
Dress for Success
Using Social Media in Career Building
Step 5 Summary Worksheet

*** Please note: MedFast may limit you to 3 resources per day

Book Summaries from [getabstract](#)
Presence
The Confidence Effect
The Image of Success



Your Personal Brand

Activities

Read the [article](#) in *theMuse* website.

Review the infographic in the article for the 26 milestones on the road to recognition.



List **three milestones** in the space to the right that you would like to use, and describe the steps you'll take to do them.

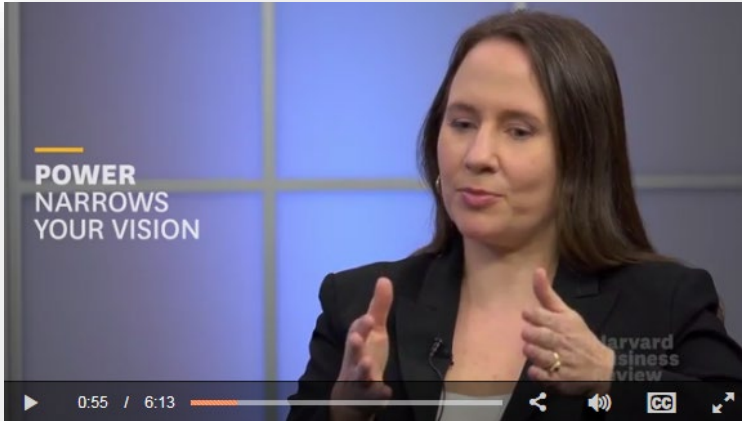
Watch the video - [The Importance of Personal Branding](#) by Brian Tracy.





Watch the video - [How to Change People's Perception of You.](#)

Heidi Grant Halvorson, author of *No One Understands You and What to Do About It*, explains why we're often misunderstood and how to fix that.



Read the Monster.com article - [Your 30-second Commercial.](#)

In the space below, **prepare** your 30-second introduction.

If you're meeting someone new or answering the interview question "tell me about yourself," here's what to cover in your 30 second introduction:

- ✓ Who you are – your title or professional identifier
- ✓ Where you've been – a very concise career history
- ✓ What you're best at – key competencies you can demonstrate via accomplishments
- ✓ Why you're currently in the market – your reason for leaving/looking
- ✓ What you're looking for and why – your search goals and reasons for that path

My 30-Second Introduction



Build Your Confidence

Read the MindTools article – [How Self-Confident Are You?](#)

How self-confident do you feel? Are you full of it, or do you wish you had more of it?



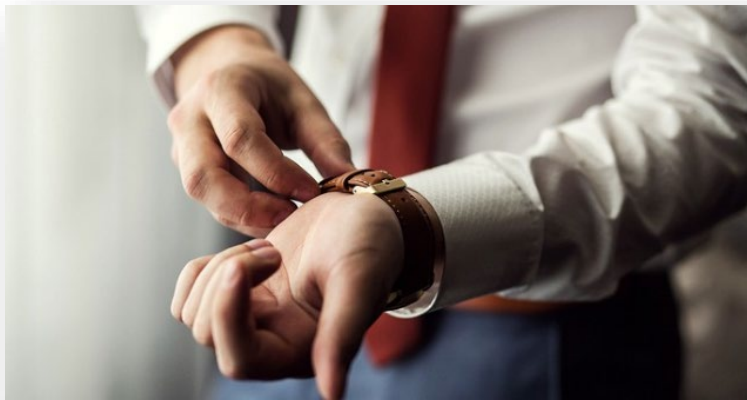
Take the self-evaluation in the article above to find out how self-confident you are.

Reflect on your score interpretation in the space on the right.

Are there any strategies from the article that you can **use to boost your confidence**?

Read *theMuse* article - [The Scientific Reason Why Dressing for Success Works \(With a Twist, Of Course\)](#).

This is a confidence builder too.





Networking

Watch the video – [Expanding Your Professional Network](#).



THE TIPS

1. Visit a startup.
2. Attend a conference or form a new group.
3. Teach a course.
4. Get lunch with a peer.
5. Connect with an old friend.

Read *theMuse* article – [66 New Ideas for Upping Your Networking Game](#).

Which ideas would I like to try? List them below.



Using Social Media in Career Building

Read the Women On Business article – [The Perks and Perils of Using Social Media in Career Building](#) and discover the perks, perils, and what to do.



THE PERKS AND PERILS OF USING SOCIAL MEDIA IN Career Building



Book Summaries for Your Personal Branding

- ❖ Presence
- ❖ The Confidence Effect
- ❖ The Image of Success

}getabstract

Describe the personal brand you would like to create, and what actions you will need to take in the space below.



Step 6: Resume & Interviewing

In the sixth step, Resume and Interviewing, you will learn how crucial your resume and cover letters are and how you can successfully handle an interview. These will determine if you get the job. This section includes an array of helpful tips for both crafting a compelling resume and 'acing' the interview:

- Cover Letters & Resumes
- Interview Tips
- Evidence Based Selection at Baptist Health
- Check Your Career Fitness Self-Assessment

1. Assess Self **2. Explore Options** **3. Talent Profile** **4. Develop Skills** **5. Personal Branding** **6. Resume & Interviewing**

6 - Resume & Interviewing:
Your resume and cover letter are crucial. The goal of these documents is to get you to the interview. How you handle the interview will determine if you get the job. This section includes an array of helpful tips for both crafting a compelling resume and 'acing' the interview.

Please allow at least 2-3 hours to complete the activities.

Remember to download 'My Career Guide'

Check Your Career Fitness Use a quick assessment to review your progress on this site

Quick Links Included in My Career Guide

Cover Letters & Resumes

- Career Resume Summary
- Resume Concerns
- Resume Critique Checklist
- Critical Elements of Any Resume
- One-Page vs. Two-Page Resume
- Never Put This on Your Resume
- Cover Letter Tips and Examples
- Resume Samples
- Free Online Resume Builder

Evidence Based Selection at Baptist Health

Step 6 Summary Worksheet

Interview Tips

- Ace an Interview
- Improve Interview Performance
- Healthcare Interview Questions

Book Summaries from [Jgetabstract](#)
Ask More

Check Your Career Fitness!
Congratulations! You've done a lot of work on your career. Use this quick assessment to review your progress. Share the results with your leader.

Check Your Career Fitness!
Congratulations! You've done a lot of work on your career. Use this quick assessment to review your progress. Share the results with your leader.



Cover Letters and Resumes

Let's update your resume and learn how to write an effective cover letter.

Activities

Read the Monster.com article – [How to write a resume career summary](#).

What is a career summary?

It's a powerful introductory paragraph packed with your most sought-after skills, abilities, accomplishments, and attributes. In short, your career summary is the key to getting noticed.



Check out the Monster.com article – [Top 7 first-time resume concerns](#).

Get some resume-writing and formatting tips!

This article covers whether your resume should have one or two pages, which section goes first or last, what experiences should be included, and other topics.



Take advantage of the Monster.com article - [Use this resume critique checklist at every stage of your career.](#)

Use this resume checklist to help you get a recruiter's attention.

You'll know your resume is up to par if you can answer yes to the questions posed in the article about first impression, appearance, career goals, accomplishments, writing style, and relevance.



Read the Monster.com article – [5 critical Elements for any resume.](#)

1. Contact Information
2. Summary
3. Skills
4. Professional Experience
5. Education

Decide on how long your resume should be by reading the Monster.com article – [The one-page resume vs. the two-page resume.](#)

When it comes to writing your resume, size does matter. Resume experts weigh in on how many pages your resume should be, based on your level of experience and occupation.





Follow the advice in this Monster.com article and learn - [What you should never put on your resume.](#)

Learn why you shouldn't include a career objective, your home address, and other items in your resume.

Learn cover letter tips and get advice from the Monster.com article - [Cover Letter Tips.](#)

Discover the recipe for a perfect cover letter to help you get noticed and catch a recruiter's eye.

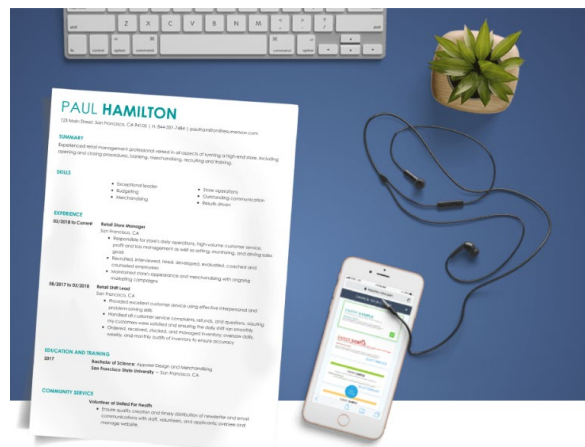


Check out the resume samples in the Monster.com article - [Resume Samples.](#)

Find one that fits your needs.

Write your resume online by using the free [Resume-Now](#) website.

1. Choose a job-winning template
2. Create your resume
3. Land an interview





Interview Tips

You have your cover letter and resume ready, now let's ace the interview.

Activities

Watch the Harvard School video on [How to Ace an Interview](#).

The following strategies are covered:

1. Do your research
2. Practice your responses
3. Make a good first impression
4. Prepare for different types of interviews
5. Determine next steps and follow through on them



MONSTER

Find Jobs ▾ Career Resources ▾ Post a Resume Company Profiles



Improve your interview performance by following the [interview tips](#) from Monster.com.

From how to soothe your interview jitters to how to stand out in a phone interview, these tips can help you have a successful interview and get the job you want.

Be prepared! Here's an article from Monster.com on [5 of the toughest health care interview questions—and how to answer them](#).

Look for more tough questions and prepare answers for them.





Evidence Based Selection at Baptist Health

This is a [course with a series of videos in Degreed](#) that will provide you with just-in-time resources for your next interview. You will learn about Baptist Health’s evidence based selection strategy.

You will need to log into Degreed with your normal Baptist Health credentials.

Book Summary for Interviewing

❖ [Ask More](#)

}getabstract

Congratulations!

You have completed the My Career Program.

However, that doesn’t mean you are done. Managing your career is a life-long process of finding meaning in what you do, the confidence to do it, and the enjoyment that comes with personal success.

If you haven’t had your structured career development conversation with your leader yet, prepare by *printing out the pages in the My Career Guide with your responses*:

Copy/paste these page numbers into the print dialog window:

6-11,14-18,20-24,27,29,31,33,35,37-38,61,63-64,66-67,83-84,87-91

Finally, please take this quick [My Career Self-Evaluation](#) and share your results with your leader during one of your career development discussions.



Check Your Career Fitness!

Congratulations! You’ve done a lot of work on your career. Access this quick assessment to review your progress and share the results with your leader.