

High-Potential Guide to Success

*Your Handbook for
Your Career Journey*

Table of Contents

Section 1: Introduction.....	2
How to Use this Guide	2
Activity: Every Career Has a Story	3
Activity: Write Your Article!.....	4
Section 2: Managing Your Career	5
Career Engagement and Aspiration	5
Activity: Self-Reflection.....	5
Discussion Planner: Assess and Plan for the Future	7
Discussion Planner: Develop and Learn	9
Discussion Planner: Manage Priorities	11
Managing Setbacks.....	13
Activity: Share Your Strategy	13
Section 3: Career Development.....	14
Activity: Self-Assessment	14
Time Management.....	15
Writing Daily Tasks.....	15
Activity: Rewrite the Tasks	15
Prioritizing Tasks.....	16
Activity: Share Your Strategy	16
Training	17
The Training Process.....	17
Activity: How Would You Train It?.....	19
Feedback	20
Activity: Giving Feedback.....	20
Performance Management.....	21
Performance Areas	21
Activity: Case Study	22
Identifying a Performance Focus Area.....	24
Identifying Behaviors to Improve Performance.....	25
Creating Effective Action Steps	26
Behavior Modeling Drills.....	27
Section 4: Activities	28
Show What You Know!	28
A Day in the Life	29
You're in Charge!.....	30
Leading the Conversation	31
How Would You Have Done It?	32
What Else Do You Do?	33
Section 5: Reference	34

Section 1: Introduction

Congratulations!

You've been selected as a "High-Potential" – someone who meets or exceeds performance criteria in your role and who has potential for success with the company.

"You are the only person on earth who can use your ability."

- Zig Ziglar

This guide will be your companion along your career journey.

Inside, you will find useful information, activities, and tools to help you develop your potential into a successful, rewarding career. This guide will travel with you as you grow in your current position, and continue with you as you move through your career.

How to Use this Guide

This guide is designed so that you may move through it at your own pace. After completing the first activity (at the end of this chapter), you may complete the remaining activities and read the informational material in any order that suits you. Your journey is yours!

Work with your Manager as you complete the guide – s/he may have suggestions for activities to develop certain skills or behaviors.



You also have a support network in place where you can share experiences, ask questions, and talk with other High-Potentials. Check out the High-Potential Forum (located on the company intranet)!

Section 1: Introduction

Activity: Every Career Has a Story

Picture yourself as a reporter writing an article for your local newspaper. You're on assignment – the Manager of your local store has had an amazing career, and you need to get the scoop!



Your editor wants to make sure a few certain questions get answered – and then the rest is up to you!

Questions from the Editor

- How did you start your career at the company?
- How did you start in the industry (if not at the company)?
- Who helped you get to where you are now?
- What kind of support did you get along your journey?
- What has been your biggest success in your current position?
- If you could give one piece of advice to someone stepping into your current role, what would it be?
- What do you wish you had known before assuming your current position?

Your Additional Questions

[illegible]

Section 1: Introduction

Notes

This image shows a single sheet of white paper with horizontal blue ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Activity: Write Your Article!



Using the information you gathered in your interview, write your newspaper article featuring your Manager. Share your story with other High-Potentials on the High-Potential Forum (located on the company intranet).

Section 2: Managing Your Career

Your Career Path

As a High-Potential, you are in charge of your own career and the choice of which direction you may go. This section is designed to help you figure out what's important to you in your own personal and professional development – and use that knowledge to build a rewarding career.



Career Engagement and Aspiration

Engagement, when it comes to talking about your career, is the level of personal connection and commitment you feel towards your company and its mission. In a nutshell, engagement is how satisfied you are with your job.

2

Aspiration, on the other hand, can be defined as the degree to which what you want aligns with what the company wants for you – including your desire for recognition, advancement, and future rewards.

“Our aspirations are our possibilities.”
- Robert Browning

Activity: Self-Reflection

Take time to reflect on the questions on the next page – related to Engagement and Aspiration. You may wish to make notes to help you plan future discussions with your Manager.

Section 2: Managing Your Career

Questions

- How far do you hope to rise in the company?
- How quickly do you hope to advance?
- How much recognition and/or compensation would be optimal?

- ▶ Reflecting on these questions will help guide your future career conversations with your Manager. Having clearly defined goals for your career path will help you work together to outline the steps you need to take to advance.

- What kind of work-life balance would be optimal?
- How do you handle work-related stress?
- What are your restrictions on relocation (family, spouse, children, personal preference), if any?

- ▶ Reflecting on these questions gives you time to consider what is important to you outside of the workplace.

- What, if anything, would cause you to take a different job, or a job with another company?

- ▶ Reflecting on this question will help you determine your underlying criteria for job satisfaction – and what elements might be missing.

Section 2: Managing Your Career

Discussion Planners



Using your insights from the previous activity, use the following 3 discussion planners to plan out conversations with your Manager on these 3 different topics. You can plan time with your Manager to have these discussions, or incorporate them into your next career conversation.

Assess and Plan for the Future: Discussion Plan

Discussion Objectives

- Clarify goals, values, and where you want to go
 - ▶ Use your self-reflection on the previous page to assist you with clarifying what is important to you in your career
 - ▶ Ask your Manager to help you determine short-term and long-term goals for growth
- Assess skills and development needs
 - ▶ Ask your Manager to share his/her assessment of your core value behaviors and leadership skills
- Assess career options and opportunities
 - ▶ Ask your Manager how to find and create opportunities to achieve your goals
 - ▶ Ask your Manager what you need to be successful in this organization

Opportunities and Challenges

- What opportunities and/or challenges do you anticipate in this discussion?
 - ▶ What solutions do you have for overcoming them?

Opportunity/Challenge

Solution

Section 2: Managing Your Career

Assess and Plan for the Future: Discussion Plan (continued)

Document Ongoing Feedback and Support

■ Actions we agreed to during our discussion

Who will do what?

By when?

Reflection

■ What one or two things did you say or do effectively during this discussion?

■ What one thing could you say or do more effectively in your next discussion?

■ Which core value behaviors and leadership skills did you demonstrate during this discussion, and how?



Section 2: Managing Your Career

Develop and Learn: Discussion Plan

Discussion Objectives

- Prepare development plans
 - ▶ Create action plans to improve upon performance goals
 - ▶ Make a career development plan to close skill gaps and develop leadership skills
- Adopt an attitude of learning
 - ▶ Ask your Manager how you can stretch yourself further in your current role
 - ▶ Take on self-development opportunities, either on-the-job or outside of the company
- Monitor and measure progress
 - ▶ Follow up on action plans
 - ▶ Stay accountable to your Manager and yourself

Opportunities and Challenges

- What opportunities and/or challenges do you anticipate in this discussion?
 - ▶ What solutions do you have for overcoming them?

Opportunity/Challenge	Solution

“The greatest truth must be recognition that in every man, in every child is the potential for greatness.”
- Robert F. Kennedy

Section 2: Managing Your Career

Develop and Learn: Discussion Plan (continued)

Document Ongoing Feedback and Support

■ Actions we agreed to during our discussion

Who will do what?

By when?

Reflection

■ What one or two things did you say or do effectively during this discussion?

■ What one thing could you say or do more effectively in your next discussion?

■ Which core value behaviors and leadership skills did you demonstrate during this discussion, and how?



Section 2: Managing Your Career

Manage Priorities: Discussion Plan

Discussion Objectives

- Develop a vision for your life
 - ▶ Clarify your personal and professional goals
 - ▶ Use your self-reflection you completed earlier in this chapter to assist you with clarifying what is important
 - ▶ Ask your Manager to share his/her goals with you – are there things you didn't consider when developing your vision?
- Integrate work and non-work priorities
 - ▶ Ask your Manager his/her strategies for maintaining work/life balance
 - ▶ Plan to make time for the people and activities that matter to you – do you need to make any adjustments?

Opportunities and Challenges

- What opportunities and/or challenges do you anticipate in this discussion?
 - ▶ What solutions do you have for overcoming them?

Opportunity/Challenge	Solution

“What lies behind us and what lies before us are tiny matters, compared to what lies within us.”
- Ralph Waldo Emerson

Section 2: Managing Your Career

Manage Priorities: Discussion Plan (continued)

Document Ongoing Feedback and Support

■ Actions we agreed to during our discussion

Who will do what?

By when?

Reflection

■ What one or two things did you say or do effectively during this discussion?

■ What one thing could you say or do more effectively in your next discussion?

■ Which core value behaviors and leadership skills did you demonstrate during this discussion, and how?



Section 2: Managing Your Career

Managing Setbacks

Let's face it; at one time or another, everyone has experienced a setback. Whether you fell short of a performance goal, didn't complete an action plan, or forgot to follow up on a conversation – it happens to the best of us. Don't worry – you're still a High-Potential, even if you have an occasional setback!



To better manage these little setbacks, it helps to have a strategy going forward. Below are some best practices from those who have been in the same position as you – and have been able to overcome their setbacks.

- **First**, take a break after a setback and give yourself time to reflect on what happened. You might be tempted to redouble your efforts to get back on track, but chances are you could make the same mistakes again. Take time to learn from your experience.
- **Second**, focus on something – not work-related – that makes you feel good about yourself. Many High-Potentials identify strongly with their jobs, but after a setback, it's what makes you happy outside of work that will cheer you up. Take time to appreciate all of the good things in your life – whether it's friends, family, hobbies, or something else – and you'll be back on track fast.
- **Finally**, acknowledge that the setback is only temporary. You – like so many others before you – will make it through the challenge and come back stronger than ever. Make an action plan to correct any issues that still linger, and get back to performing at the top of your game.

Activity: Share Your Strategy

What other strategies do you use to overcome setbacks? Share your advice with other High-Potentials on the High-Potential Forum (located on the company intranet).

Section 3: Career Development

Career Development

This section is designed to help you strengthen various management and business skills to be successful in your current position, but also to prepare you for future advancement opportunities. In this section, we will explore proven strategies and best practices for maximizing Team and individual performance.

Activity: Self-Assessment

Complete the following assessment to determine your current skill level in various areas. Be honest with yourself!

Statement	Always	Often	Sometimes	Rarely	Never
Time Management					
I complete everything on my daily "to-do" list.					
I prioritize my tasks.					
I break down large projects into smaller steps.					
Training					
I provide clear directions to others.					
I communicate well with the members of my team.					
I provide both positive and constructive feedback.					
Performance Management					
I analyze all factors that can affect performance.					
I inspire others to perform at their best.					
I respond to problems quickly.					

Take a look at the areas where you scored yourself as “sometimes,” “rarely,” or “never” doing an action – and reflect on what your challenges and opportunities are. Write your observations below.

Notes

Section 3: Career Development

Time Management

We all have days when we feel like there just aren't enough hours in the day to complete all of the tasks we want to. In the next few pages, you will learn how to write effective tasks and how to prioritize them to use your time in the most efficient way.



Writing Daily Tasks

It's important that we write tasks properly, otherwise they end up getting pushed off to another day, or never get done at all. Many times, people write broad, vague tasks like "Train" or "Clean" that aren't specific or measurable enough to know when the task is completed.

To write effective daily tasks, follow these 3 guidelines:

1. All tasks must contain a subject and action
2. All tasks must be able to be completed in a day.
 - If the task can't be completed in a day, break the task down into smaller tasks.
3. Make tasks as specific as possible.

Activity: Rewrite the Tasks

Rewrite the following tasks so that they meet the guidelines above. Make sure to note what the problem with each task is.

Problem Task	What's the Problem?	Rewritten Task
Call Tia		
Estimates		
Contact Store		

Section 3: Career Development

Prioritizing Tasks

The next step in effective Time Management is to prioritize your tasks. Start by reviewing everything you must do for the day. Remember to check with your Manager and review the task management system for additional tasks.

Prioritize your tasks using the “ABC” priority rating system.

- A – Top priority, must be done today
- B – High Priority, should be done when time permits
- C – Low Priority, could be done when time permits

To help in determining the priority of the task, ask yourself these questions:



- Is the customer affected by doing the task?
- Is the task time-sensitive?
- What is the effect on store performance?

Once you have assigned priority ratings to each task, the next step is to determine the order of completion. Review your “A” tasks and decide which task should be done first. Number your “A” tasks in the order you will complete them. (*Example: A1, A2, A3, etc.*) Once you have given an order to your “A” tasks, move on to numbering your “B” and “C” tasks.

“The discipline of writing something down is the first step toward making it happen.”
-Lee Iacocca

Activity: Share Your Strategy

What other strategies do you use to write effective tasks, prioritize your tasks, and stay on top of your workload? Share your advice with other High-Potentials on the High-Potential Forum (located on the company intranet).

Section 3: Career Development

Training



The Training Process is a consistent training method we can use to train any task. This process is simple enough to use whenever a training need occurs. The six steps are:

Step 1

- Lorem ipsum dolor sit amet, consectetur adipiscing elit.
- Etiam sit amet ante lacinia, rutrum velit ut, cursus nibh.
- Phasellus faucibus neque venenatis, tincidunt ante scelerisque, volutpat lorem.
- Pellentesque aliquam nisl et mi maximus, eu facilisis eros tempor.
- Morbi ullamcorper tortor vel hendrerit maximus.

Step 2

- Mauris volutpat lorem eget diam viverra, at tempor nisl laoreet.
- Donec eget diam eget nunc volutpat sodales.
- Donec efficitur enim at tortor placerat bibendum.
- Praesent mattis magna in risus sollicitudin accumsan.

Step 3

- Aenean laoreet massa id semper maximus.
- Donec semper purus sed elit porta dignissim.
- Duis efficitur felis eget augue tincidunt, eu pretium elit varius.
- Vestibulum ut nisi fermentum, vulputate sem eu, vehicula enim.

Step 4

- Fusce maximus ipsum sit amet euismod sagittis.
- Fusce pulvinar ipsum eu metus consequat, eget bibendum ante mattis.
- Duis gravida urna in tellus tempus tempor.
- Quisque et lectus convallis, dictum lorem a, tempus sem.
- Donec nec odio sit amet magna dapibus varius.

Section 3: Career Development

Step 5

- Lorem ipsum dolor sit amet, consectetur adipiscing elit.
- Etiam sit amet ante lacinia, rutrum velit ut, cursus nibh.
- Phasellus faucibus neque venenatis, tincidunt ante scelerisque, volutpat lorem.
- Pellentesque aliquam nisl et mi maximus, eu facilisis eros tempor.
- Morbi ullamcorper tortor vel hendrerit maximus.

Step 6

- Mauris volutpat lorem eget diam viverra, at tempor nisl laoreet.
- Donec eget diam eget nunc volutpat sodales.
- Donec efficitur enim at tortor placerat bibendum.
- Praesent mattis magna in risus sollicitudin accumsan.



“We are all capable of much more than we think we are.”

-Lao Tzu

Section 3: Career Development

Activity: How Would You Train It?

Read the following scenario about a team member that needs training. Then use the template provided to design your training session for this team member. Be sure to consider all the steps involved in the task to be trained, and any resources you might use to help you conduct the training.

Scenario:

John is a new team member in your store. Your Manager has asked you to train him on how to ring a sale using the new cash register system.

Behavior focus of training: _____

Training Step	My Plan
Step 1	
Step 2	
Step 3	
Step 4	
Step 5	
Step 6	

Section 3: Career Development

Feedback

Feedback, whether informational, positive, or constructive, allows us to respond to performance in an effective way. We all want to know how well we are performing, and when you provide feedback to your team, you communicate valuable information to keep behaviors on target.



■ Informational Feedback

Statistical information, backed up with facts (observation sheets, reports, etc.), lets team members know how close or far away they are from a goal

■ Positive Feedback

Praise for a behavior done correctly (when you see it, say it!), describes positive progress towards a goal and provides encouragement

■ Constructive Feedback

Advice or suggestions for improvement given in a helpful way, so the team member can correct the behavior and have the opportunity to try again and be successful, provides opportunity for support and to clarify expectations

“Most people see what is, and never see what can be.”

-Albert Einstein

Activity: Giving Feedback

Take time to read and review some of the activities other High-Potentials have completed and reported to the group on the High-Potential Forum (located on the company intranet). Try out giving the three types of feedback to your peers by responding to their discussion posts.

Section 3: Career Development

Performance Management

The concepts of performance management can be used to analyze and improve your own performance, but also can be used when coaching and training others.

In the next few pages, you will learn how to create holistic solutions to improve performance, including identifying performance areas, identifying behaviors, and creating action steps.

Performance Areas

There are 7 performance areas that contribute to individual performance. A holistic performance solution considers each of the 7 areas.



Area 1	<ul style="list-style-type: none">• Lorem ipsum dolor sit amet, consectetur adipiscing elit.• Etiam sit amet ante lacinia, rutrum velit ut, cursus nibh.
Area 2	<ul style="list-style-type: none">• Phasellus faucibus neque venenatis, tincidunt ante scelerisque, volutpat lorem.• Pellentesque aliquam nisl et mi maximus, eu facilisis eros tempor.• Morbi ullamcorper tortor vel hendrerit maximus.
Area 3	<ul style="list-style-type: none">• Mauris volutpat lorem eget diam viverra, at tempor nisl laoreet.• Donec eget diam eget nunc volutpat sodales.• Donec efficitur enim at tortor placerat bibendum.
Area 4	<ul style="list-style-type: none">• Praesent mattis magna in risus sollicitudin accumsan.• Aenean laoreet massa id semper maximus.• Donec semper purus sed elit porta dignissim.
Area 5	<ul style="list-style-type: none">• Duis efficitur felis eget augue tincidunt, eu pretium elit varius.• Vestibulum ut nisi fermentum, vulputate sem eu, vehicula enim.• Fusce maximus ipsum sit amet euismod sagittis.

Section 3: Career Development

Area 6	<ul style="list-style-type: none">Fusce pulvinar ipsum eu metus consequat, eget bibendum ante mattis.Duis gravida urna in tellus tempus tempor.Quisque et lectus convallis, dictum lorem a, tempus sem.Donec nec odio sit amet magna dapibus varius.
Area 7	<ul style="list-style-type: none">Ut vitae mi vitae turpis blandit varius.Praesent vel felis ac mauris euismod vulputate.Sed tempus nisi quis porta mollis.

Activity: Case Study

Read the following scenario and use the checklist to track which performance areas are demonstrated. Take notes and document how to incorporate missing performance areas, or improve on performance areas that might be weak.

Scenario:

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Praesent dictum enim sed felis faucibus vestibulum. Praesent molestie quam varius interdum auctor. Donec velit mi, aliquam quis euismod a, pretium nec nisi. Aenean malesuada placerat neque quis lobortis. Etiam suscipit metus molestie massa accumsan porta. Curabitur placerat nibh maximus, blandit felis vitae, euismod lectus. Duis ultricies pulvinar porttitor.



Performance Areas Demonstrated:

- ☐Area 1 ☐Area 2 ☐Area 3 ☐Area 4
☐Area 5 ☐Area 6 ☐Area 7

Notes

Section 3: Career Development

Review:

In this case study, we saw 3 of the 7 performance areas demonstrated.

Pellentesque lacus elit, elementum eu ullamcorper ut, gravida ut nisl. Cum sociis natoque penatibus et magnis dis parturient montes, nascetur ridiculus mus. Pellentesque dolor nulla, fermentum eget felis id, ultricies elementum diam.

For the remaining 4 performance areas, think about how you could incorporate each factor into the scenario.

Area 1:

Area 2:

Area 3:

Area 4:

“Continuous effort, not strength or intelligence, is the key to unlocking our potential.”

-Winston Churchill

Section 3: Career Development

Identifying a Performance Focus Area

Performance focus areas are broad areas of development, such as sales and customer service. There are 4 steps to identifying a performance focus area:

1. Review current performance
2. Compare current performance to expectations
3. Identify performance gaps
4. Select a performance focus area

You have several reports available to help you review current performance in the store. Consider:

- Report 1
- Report 2
- Report 3
- Report 4
- Report 5
- Report 6
- Report 7



If you are unsure where to locate these reports, ask your Manager to assist you.



Next, compare current performance to expectations set as either company standards, or by your Manager or District Manager.

If the current performance does not meet the expected performance, you have a performance gap!

Finally, review the performance gaps you have determined and prioritize which has the greatest need based on the impact they have on the customer or the store.

Section 3: Career Development

Identifying Behaviors to Improve Performance

Once you have determined a performance focus area, you can identify behaviors to improve performance in that area by following these 5 steps:



1. List the behaviors that lead to improved performance in the selected performance focus area
 - ▶ You can use the performance guide on the company intranet to find lists of behaviors for several performance focus areas
2. Observe current behavioral performance
 - ▶ You can use tools like observation sheets to track your observations
3. Compare current behavioral performance to expected behaviors
4. Identify an improvement area (if applicable)
 - ▶ If a performance focus area is broken down into sub-sections, it will be necessary to focus on one area
5. Select one or two behaviors that will improve performance
 - ▶ Choose behaviors that directly relate to the performance focus area and the improvement area (if applicable)

“It is the nature of man to rise to greatness if greatness is expected of him.”

-John Steinbeck

Section 3: Career Development

Creating Effective Action Steps

The performance guide provides action steps for improving many different behaviors. However, there may be situations that arise that are not covered in the performance guide. Action steps can be created using 5 simple guidelines:



1. Tie to the selected performance goal and behavior to improve performance. *For example:*
 - ▶ Achieve 100% of sales goal by October 31st.
 - ▶ Complete all paperwork by the end of the week.
2. Contain a subject and a verb. *For example:*
 - ▶ Observe James completing paperwork before the next morning meeting.
 - ▶ Review the how-to guides by November 15th.
3. Address the remaining performance areas. *For example:*
 - ▶ Area 1 – Lorem ipsum dolor sit amet
 - ▶ Area 2 – Consectetur adipiscing elit
4. Support the determined goal.
5. Effective action steps also include the following:
 - ▶ The “how to” develop the skill or behavior through training.
 - ▶ The expected timeframe for completing each step.
 - ▶ The names of individuals who will help achieve the overall goal.



Based on research using the company intranet, stores that have written targeted, behavior-based action steps had a significant increase in performance versus stores that write poor or no action steps.

Remember, action steps are not the behaviors we want to improve, but are rather the steps to take to learn how to perform expected behaviors.

Section 3: Career Development

Behavior Modeling Drills

Behavior modeling drills are a way to lead by example in everyday activities, and a useful tool to use for performance improvement and coaching. If your team sees you doing something consistently, they'll understand that it is important, and they'll do it too. There are 5 steps to conducting behavior modeling drills:

1. Identify a task to focus on for the store
2. Ask each team member to perform the task so you can assess their skill level
 - ▶ Use available observation sheets to document notes on observable behaviors
 - ▶ Check for understanding by asking, "What questions do you have?"
 - ▶ Answer any questions the team member may have
3. Provide feedback
 - ▶ If the team member performs at or above expectation, provide positive feedback (you do not need to complete steps 4 & 5)
 - ▶ Consider asking the team members who performed well to assist you in training those who do not
 - ▶ If the team member does NOT perform at or above expectation, provide constructive feedback and proceed to steps 4 & 5
4. Model the expected behavior for the team members using the Training Process
 - ▶ Be sure to complete all 6 steps
5. Determine a course of action for the team member
 - ▶ Determine a follow-up date for the team member to perform the task for you again
 - ▶ Determine steps he/she needs to take prior to the follow-up date to improve his/her performance
 - ▶ Be sure to use the action planning process
 - ▶ Consider all performance factors and include missing performance factors in the team member's action steps
 - ▶ Every time you see the team member perform at or above the expectation for the task, encourage the team member by providing positive feedback

Section 4: Activities

Development Activities



In this section, you can find a wide range of activities designed to develop and practice your skills, core value behaviors, and leadership skills. You and your Manager can choose activities to incorporate into your action plans to help you reach your goals.

Activity Name		Show What You Know!
Type of Activity	Group Presentation	
Development Areas	Continuous Improvement, Teamwork, Communication, Establishing Credibility, Building Relationships, Encouraging Growth	
Instructions:		
<ul style="list-style-type: none">■ Select a topic related to the store that you could explain to others in a short (10-15 minute) session.<ul style="list-style-type: none">▶ Your audience could be your store team or another local store team▶ Example topics could include: Customer service, processing paperwork, making a sale, etc.■ Plan a time to give a presentation on your topic to the selected audience. You could incorporate your topic into a morning meeting or work with the appropriate Manager to schedule a time that works well for all people involved.■ Make sure to gather all necessary materials before your presentation.<ul style="list-style-type: none">▶ What reference materials will you need?▶ Do you need a tablet or other materials for a demonstration?▶ Do you need to bring sales slips or other paperwork examples?■ Share your experience with other High-Potentials on the High-Potential Forum (located on the company intranet).		

Section 4: Activities

Activity Name	A Day in the Life
Type of Activity	Job Shadowing
Development Areas	Teamwork, Communication, Building Relationships, Valuing Diversity

Instructions:

- Schedule a block of time (1-2 hours) where you can observe someone who has a different job function than your own.
 - ▶ You may want to shadow your Manager, another member of your store team, or a Manager or team member of another store
 - ▶ Arrange this activity with your Manager to accommodate your current workload
- Plan questions to ask about their job duties, such as:
 - ▶ What skills or abilities do you use on a daily basis?
 - ▶ What is the most stressful or difficult part of your job?
 - ▶ What about your job do you like the most?
 - ▶ What kind of training or education did you receive to prepare you for this role?
 - ▶ What advice would you give to someone desiring to move into your position?
- Follow up by sending a thank-you note to the team member you observed.
- Share your experience with other High-Potentials on the High-Potential Forum (located on the company intranet).
 - ▶ Be sure to share the questions you asked the team member, so that other High-Potentials can use them to prepare for their own job shadowing activity!

“For our own success to be real, it must contribute to the success of others.”

-Eleanor Roosevelt

Section 4: Activities

Activity Name	You're in Charge!
Type of Activity	Department/Task Management
Development Areas	Return on Assets, Continuous Improvement, Teamwork, Integrity, Analytical Thinking/Reasoning, Delivering Results, Establishing Credibility, Managing Self

Instructions:

- With your Manager, determine an area of the store where you could act as the “Department Manager” – assuming responsibility for all tasks related to that functional area.
- Examples of functional areas:
 - ▶ Customer Service
 - ▶ Returns
 - ▶ Scheduling
- Discuss with your Manager the tasks involved in managing the chosen area in the store
 - ▶ What expectations does your Manager have for running this “Department” effectively?
 - ▶ What tools, information, and equipment are available to measure and manage the performance of this “Department”?
 - ▶ Will you need additional training to be able to manage the “Department”?
 - ▶ How will you and your Manager determine your success?
 - ▶ What kind of feedback will you get, and how often?
- After a month of acting as “Department Manager,” share your experience with other High-Potentials on the High-Potential Forum (located on the company intranet).
 - ▶ Share advice, challenges, and solutions with your peers
 - ▶ For any other High-Potentials that became “Department Manager” of the same area in their own store, collaborate with each other to develop best practices for that functional area



Section 4: Activities

Activity Name	Leading the Conversation
Type of Activity	Career Conversation
Development Areas	Continuous Improvement, Communication, Setting Direction/Gaining Commitment, Managing Self, Encouraging Growth

Instructions:

- Discuss with your Manager in advance of your next recurring career conversation the opportunity for you to lead the conversation.
- Select a topic to focus on for the career conversation. You may want to discuss:
 - ▶ Recently completed activities in the “High-Potential Guide to Success”
 - ▶ Your progress on training and development activities
 - ▶ Areas of improvement for the store
- Print the career conversation form and prepare your key discussion points in advance of your scheduled recurring career conversation.
- Practice leading a conversation and allowing your Manager respond to your discussion points. Think of this conversation as practice for conducting a career conversation with an employee you may have in the future!
- Use good listening and conversation skills, such as:
 - ▶ Avoid interrupting
 - ▶ Make eye contact
 - ▶ Treat the other person with respect
 - ▶ Repeat things back in your own words to check understanding
- After your career conversation is complete, spend a few minutes debriefing with Your Manager.
 - ▶ What did you do well?
 - ▶ What suggestions does s/he have for improvement?



Section 4: Activities

Activity Name	How Would You Have Done It?
Type of Activity	Re-design Tools/Processes
Development Areas	Return on Assets, Continuous Improvement, Analytical Thinking/Reasoning, Delivering Results, Encouraging Growth

Instructions:

- Have you ever had the idea that a process could run smoother? Or maybe that a tool, worksheet, or form could be more useful if it contained different information? This is your chance to change it!
- Prepare a short proposal for your Manager on how you would re-design a tool or process in the store.
 - ▶ Include detailed explanations for your reasoning, as well as examples of what your new process or tool will look like.
- Discuss your plan with your Manager. Ask questions, such as:
 - ▶ What was the reasoning behind doing the process/using the tool the way it is currently done?
 - ▶ What challenges would come from changing the process/tool?
 - ▶ Is this change something we can adjust locally in our store, or does this change require other approval?
 - ▶ If we were to make this change company-wide, who would we need to talk to? Which department(s)?
- Share your experience with other High-Potentials on the High-Potential Forum (located on the company intranet).
 - ▶ What tool or process did you change, and why?
 - ▶ What were your Manager's follow-up thoughts?
 - ▶ What were the biggest challenges to your idea?
 - ▶ Do any of your peers have suggestions to expand upon your changes?
 - ▶ Did anyone else make a similar change to the same tool or process?

"If we did the things we are capable of, we would astound ourselves."

-Thomas Edison

Section 4: Activities

Activity Name	What Else Do You Do?
Type of Activity	Transferrable Experiences
Development Areas	Customer 1 st Perspective, Continuous Improvement, Integrity, Communication, Establishing Credibility, Building Relationships, Managing Self, Valuing Diversity

Instructions:

- Think about your activities outside of the company.
 - ▶ Have you ever taken classes on public speaking, such as Toastmasters?
 - ▶ Do you volunteer your skills to teach a local youth group?
 - ▶ Do you have a second, part-time job?
 - ▶ Do you take care of an elderly relative?
- What have you learned from these activities outside of the workplace that you could apply to your current or future positions?
 - ▶ Perhaps volunteering at a nursing home has given you skill in working with more diverse groups of people.
 - ▶ Maybe your Toastmasters group has made you excellent at conducting a group presentation.
- Share your experiences – and the lessons you have learned from them – with other High-Potentials on the High-Potential Forum (located on the company intranet).



Section 5: Reference

Additional Resources

You can find additional information and resources in the Virtual Library, located on the company intranet. Look for:

- Job Aids
- Templates
- Observation Sheets
- Checklists
- Reference Guides

Additional Training

The company offers many training programs to assist with your career development goals. Ask your Manager about enrolling in:

- Management Training
- Technical Training
- Customer Service Training

Recommended Reading

Here are a few excellent book selections on leadership, communication, career development, and more:

- *Pivot: The Art and Science of Reinventing Your Career and Life* by Adam Markel
- *The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change* by Stephen R. Covey
- *Drive: The Surprising Truth About What Motivates Us* by Daniel H. Pink
- *Never Eat Alone: And Other Secrets to Success, One Relationship at a Time* by Keith Ferrazzi
- *Maximize Your Potential: Grow Your Expertise, Take Bold Risks & Build an Incredible Career* by Jocelyn K. Gleib

This Guide belongs to:

Name: _____

Store #: _____