

Resource for Development Activity #5

PAVE YOUR PATH TO SENIOR LEADERSHIP

Checklist of Potential Talent Review Questions

Instructions: Annual talent reviews represent one of the biggest (formal) opportunities your direct manager has to advocate your performance and potential. You can support your direct manager by equipping him or her with responses to the typical questions he or she will be asked by other leaders in the organization.

Results-Related Talent Review Questions

- What actions did you take to accomplish your results?
- What was the context in which this occurred (i.e., degree of difficulty, cycle of business)?
- What was your business's performance relative to the industry?
- What have you done with the asset you had to deliver on the business?
 - ✓ What was the ROI on your budget?
- What have you done to build talent depth, recruitment, and diversity?
 - ✔ How many people did you promote?
 - ✔ How many have you "exported" to other areas in the company

Behavior-Related Talent Review Questions

- How do you handle crisis?
- How do you handle pressure?
- How do you handle conflicts, obstacles, and differences of opinion?
- Do you break from tradition if needed?
- Do you replace people and team members who do not provide results that are needed?
- Do customers and team members feel comfortable working with you?
- What kind of work do you typically struggle with (e.g., conceptual projects, large-scale projects)?



Resource for Development Activity #5 (Continued)

PAVE YOUR PATH TO SENIOR LEADERSHIP

Career Conversation Topics and Guiding Questions

Instructions: To pave your path to senior leadership, your direct manager must have a good understanding of your career aspirations and progress to date. He or she also needs to understand your level of commitment to achieving your goals. You can facilitate his or her understanding of your future ambitions by engaging in honest and meaningful dialogue. Use the list of questions below to help you prepare for such career conversations with your direct manager and/or to guide your dialogue with him or her.

Topic Focus #1: Career Objectives

- What are your career objectives?
- Is your current role helping you achieve your objectives?
- What is the next position you hope to fill in the organization?
- What is the ultimate position you hope to fill in the organization?

Topic Focus #2: Progress Toward Career Goals

- What are the actions you have undertaken to achieve your career objectives?
- How do you feel about your progress toward these objectives?
- What are some of the things that might be holding your progress back?
- What do you feel is your competitive advantage compared to your peers?

Topic Focus #3: Commitment Toward Career Goals

- Are you willing to move to a different part of the organization, country, or different part of the world to meet your career objectives?
- What are those things you are willing to be flexible about and what are nonnegotiable?
- Do you want to be (or continue to be) considered for senior leadership positions?

Source: Ingersoll-Rand Company Limited; Learning and Development Roundtable research.