



## 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)?



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## 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.

