



Your Guide To NUMMI's Career Development Program

Where Do You Want to Grow Today?



Participant's Guidebook

Program Overview

Congratulations! You're taking the first step towards truly owning your career by educating yourself about NUMMI's career development program. This program is designed to provide you with all the information and support you need to develop a comprehensive career development plan for yourself and truly take ownership of your career. The contents of this guide will help you get started. You will learn about the fundamentals of career development and how NUMMI's career development program works. By the time you finish reading, you should know where to go and what to do in order to chart your career course and achieve your developmental goals.

What is career development?

Before we get started with the "hows" behind career development, it is important to first understand the "whys." Why is career development important? When you first heard about NUMMI's career development program you may have wondered what it was all about, or perhaps, what career development is.

The best way to understand career development and its benefits to you is to understand both what a "career" is as well as what "development" means. Many people, when they think of careers, think back to their childhood and the oft asked question, "What do you want to be when you grow up?" Whether you wanted to be a doctor, astronaut, ballet dancer, or even the President, most people were brought up to think of a career as a role they would take on when they became an adult and a role they would remain in until they retired.



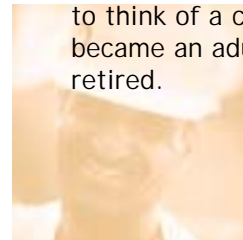
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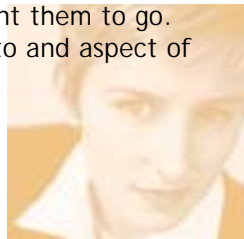


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This used to be the case. Not too long ago you would go to college or receive some other type of training to prepare you for one career. If you trained to be an accountant you would get a job with an accounting firm and quite possibly remain there until you retired, all the while performing accounting duties. Times have changed. These days, people very well may not stay with one company their whole lives (of course, NUMMI's goal is to allow you to grow within the company so that you do remain with us). People also don't tend to stay in one role/job function their entire work history. On average, people change job functions about five times before they retire. This means that the Sally of yesterday who couldn't decide if she wanted to be a doctor, dancer, lawyer, or architect could very well be all of these at some point in her life today!

As times have changed, so has the concept of a career. We can no longer think of careers as being the one role someone takes on as an adult and remains in until retirement. Careers today are ever changing and ever evolving, reflective of who you are and what your needs and your company's needs are at a moment in time. Careers are also more than just your work responsibilities, they encompass your life both at and outside of the office. It's important to think about your aspirations for your whole life while you consider your professional development. Things like your need for work/life balance, family responsibilities, volunteer activities, or other interests all factor into your career development plans.

Careers are no longer straight lines upon which you travel, they are winding paths that go where you want them to go. This, perhaps, is the most important change to and aspect of



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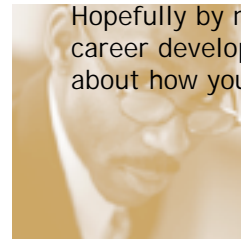
make decisions and take steps to keep your career on the track that you'd prefer it to be.

This is where development comes into play. Back in the old days, there wasn't much of a need for someone to think much about the direction their career was going. Their company really owned their career. For example, let's consider the case of, say, an accountant (let's say his name is Fred) back then. Fred took a job with Big Accounting Firm X. Back then he pretty much had a job for life. He'd show up for work everyday, do his job, get his paycheck, and every once in a while perhaps he'd get promoted. There wasn't much more to think about than this. Fred saw that it was the company's responsibility to take care of his career as long as he came to work everyday and gave what was expected.

Now let's return to today's reality. Since you own your career, it's in your best interest to take the time to take care of and nurture your career. Caring for and nurturing something are the same things as developing something. So, career development means taking care of your career so that it grows (and thus you grow) in the direction you want.

Sure, you could sit back and expect your company, your best friend, even your dog to take care of your career for you, but what guarantee do you have that you'd end up with the career you want? While there are no guarantees in life, focusing regularly on your career development will at least guarantee that you are continuing to take your career in a direction that is right for you.

Hopefully by now you have a better understanding of what career development is. Before we move onto learning more about how you can truly own and nurture your career, you





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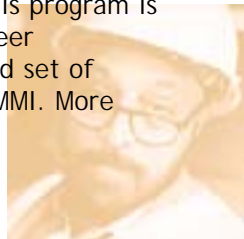
should learn a little about where NUMMI fits into your career development.

One of NUMMI's founding principles is that its team members are its most important asset. NUMMI recognizes that without wonderful people like you, there would be no NUMMI. Therefore NUMMI knows that it's wise to keep its team members happy, motivated and thus able to continue to do the excellent work that has made this company so successful. NUMMI's career development program is just one example of the many things that NUMMI has done to contribute to the well being of its team members. NUMMI hopes that the career development program will provide its team members with tools and resources to help them grow while at NUMMI. For NUMMI this is a win-win situation. If you are developing yourself, learning new skills and honing existing ones then you will have more to offer the company. In return, you'll be growing in a direction that satisfies you and makes you a more valuable contributor to NUMMI.

How does the program work?

Are you ready to start developing your career? We hope so, because we have many exciting things to offer you through NUMMI's Career Development Program. It's just up to you to decide what you want and where you want to go. We can help you get there.

"Help" is precisely what this program is all about. This program is not going to tell you what to do or when to do it. This program is here to help you plot out your career, outline your developmental goals, and provide you with the resources you need to achieve those goals. This program is really a framework to help facilitate your career development, providing you with a process and set of resources to help you own your growth at NUMMI. More



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detailed information on the steps you'll take as you move through the program will follow shortly.

What do I need to do?

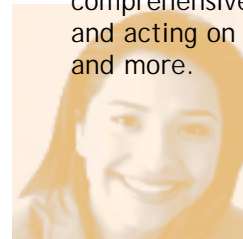
Career development shouldn't be a burden to you. While it's true that you own your career, you shouldn't feel like it owns you. You can put as much or as little effort into your development as you'd like. If you do choose to participate in the program you'll be asked to assess your interests, skills and abilities, create a development plan and then pursue activities to help you accomplish the goals you set up in your plan.

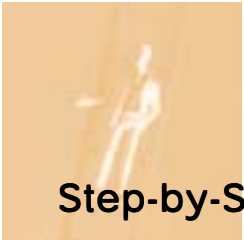
What does my supervisor need to do?

As we mentioned earlier, you won't be left alone during this process. It's important to stress that while you are responsible for nurturing your career, you are not alone in this process. Your supervisor and program staff are available to provide support and guidance during this process. Your supervisor is a key player in your career development. S/he will be expected to provide you with input on your plans, give advice when needed, and generally provide you support as you move through the program. You are also free to enlist the support of other people you respect, if it would make you more comfortable.

What will NUMMI do?

NUMMI is providing you with a comprehensive framework for developing your career plans and seeing those plans become reality. NUMMI is giving you a process to follow as well as a comprehensive set of resources for you to use when creating and acting on your plan. Read on for more detail on all this and more.





Step-by-Step

Process Overview

NUMMI's career development process is composed of four major phases. The process begins with the investigation phase. During this phase you will assess your skills, attitudes and interests. In the second phase you will start to formulate your plans. You will use the information you gained about yourself to prepare a plan for your professional development. The third phase is called implementation. This is when you take action on your plan. We call the fourth phase the maintenance phase. This refers to your reflection on your developmental experiences as well as the input you get from others. These phases will be explained in detail shortly.

The fact that there are four phases doesn't mean that your career development process will end once you complete phase four. This process can and should repeat itself throughout your career. We end each cycle of the process with a maintenance phase so that you can look back on what you've accomplished thus far, discuss it with others, make changes to your plan, and continue with the process of nurturing your career.

Before you get started, both you and your supervisor will be taken through an orientation process by NUMMI's professional development staff. This orientation is meant to provide you with an opportunity to learn more about the program and the principles behind it as well as to allow you to ask any questions you may have before you get started. Your supervisor will be coached by program staff on how to best support you through this process. Once the formal orientation is complete, program staff will sit down with

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over the expectations regarding your participation in the program. This way, all parties begin this process with the same understanding of why it's important and what they can expect to be responsible for as the program progresses.

Phase I: Investigate

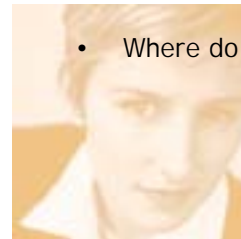
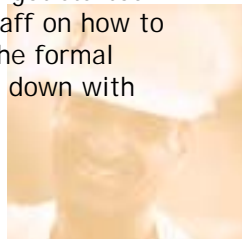
Before you can begin charting the details of your career development process, it's important to first learn more about your interests, skills, and options. This will prepare you for creating a career development plan that is truly reflective of you and is realistic in its goals and direction.


You will have a variety of resources at your disposal during this phase of the process. You can choose from an assortment of assessment tools to help you gauge your interest and attitudes. You can meet with a career counselor and discuss your thoughts about your career. You may choose to interview others or do research on the internet to help you think through your career options. How much or how little investigating you do is up to you. Just remember, the more you learn about yourself and your options, the better prepared you'll be to create a career plan that suits you.

Assessing Interests and Attitudes

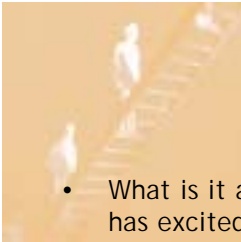
The first thing you'll want to investigate are your interests and attitudes concerning your career. This involves taking a deep look at yourself and assessing what activities interest you, what aspirations you have, what concerns or fears you may possess regarding your career, what you like and don't like about your current work situation, among other things. Important questions to consider during this process are:

- Where do I want to be 1, 5, 10 years from now?



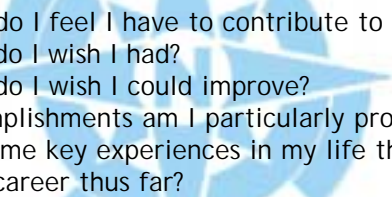


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- What is it about my current or past work situation that has excited and satisfied me?
 - What is it about my current or past work situation that I haven't enjoyed?
 - When I think about my future, what fears do I have?
 - How important is it for me to maintain a balance between work and my life outside of work?

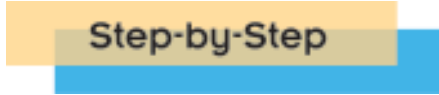
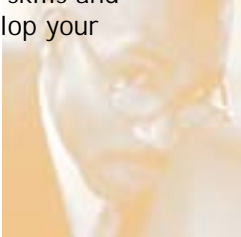
Assessing Skills

Once you've considered your general interests and attitudes, you can start to dig a little bit deeper, assessing the skills and experiences you possess. Important questions to consider are:

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- What skills do I feel I have to contribute to my company?
 - What skills do I wish I had?
 - What skills do I wish I could improve?
 - What accomplishments am I particularly proud of?
 - What are some key experiences in my life that have shaped my career thus far?

You may also wish to look at the competencies that you use to measure your performance via the PRIDE program. While NUMMI's career development program is not specifically designed to address performance-related concerns, you may well wish to focus on developing skills related to NUMMI's core competencies.

Questions like these are meant to help you come up with a comprehensive list of your skills and abilities. This will help you see what patterns exist that link your interests with your skills as well as provide you with a list of skills and abilities that you wish to build on as you develop your career.



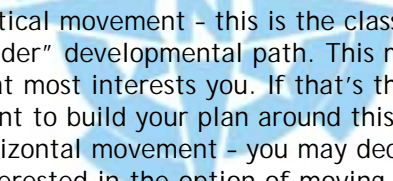
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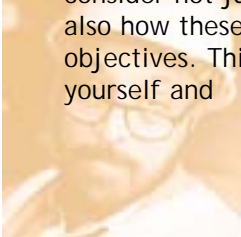
Assessing Options

Having assessed your past, you will be prepared to start considering the future. This is a time to think more about where you want to take your career. In light of what you've learned about yourself, you should assess what opportunities are available to you at NUMMI that interest you. Many people, when presented with this task, assume that moving up is the only way to grow their careers. This is not the case by any means. In fact, the reality is that only a small percentage of people will make it to top positions within any company. At NUMMI, there are a variety of options and opportunities - it's up to you to choose which path you would like to take.

Here are a few options for you to start thinking about:

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- Vertical movement - this is the classic "moving up the ladder" developmental path. This may be the option that most interests you. If that's the case, then you'll want to build your plan around this goal.
 - Horizontal movement - you may decide that you are interested in the option of moving across the organization, into another section or another department.
 - Expanding depth of expertise - you may wish to focus your planning on becoming even more of an expert in your current field.
 - Expanding breadth of expertise - Or, you may wish to focus on gaining a broader array of expertise.

During the entire investigation phase you should also consider not just what your interests and options are, but also how these can help NUMMI meet its goals and objectives. This ensures an equitable give and take between yourself and





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NUMMI, ensuring that both you and NUMMI grow in a preferred direction.

Keep in mind that at this point in the process you are just exploring your options - educating yourself on everything that is available to you. There's no pressure to make a final decision about what you want to be for the rest of your life, or even the rest of the year! Now is the time to investigate anything that interests you. As you move into the planning phase you'll start to make more concrete plans and set actual goals for yourself that are both realistic and achievable.

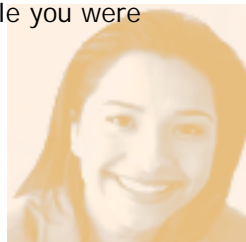
Phase II: Plan

By this point you should have some good ideas about where you'd like to take your career. Now it's time to put your ideas into action by creating your own career development plan. Remember, this is just a plan - it can and should change as your and NUMMI's needs or interests change.


CDP

The key tool for you to use during the planning phase is your Career Development Plan (CDP). This is a living document (that is, it is meant to change as often as necessary) for you to use throughout your career development at NUMMI. Your planning process begins by completing the initial sections of this document.

The first section contains a series of questions to help you further define your goals for the future. Simply review the questions and answer them to the best of your ability. Most likely you've already thought about them while you were investigating your interests earlier.



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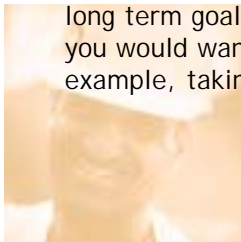


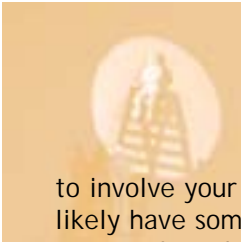
The second section asks you to document your skills in detail. Use the space provided to make a list of your skills and abilities, breaking them down into categories relating to your current job, NUMMI's PRIDE competencies, as well as other skills and abilities that are important to you.

This information provides a framework with which you can create a plan for the future. There is space on the CDP form for you to provide detailed information on your developmental goals and activities for the near future. While your goals may be long term, it's a good idea to plan for activities that will occur within the next year. Remember, you can always come back and make changes to your plan.

For most people, this is the most difficult and even scary part of the process. It's easy to feel that you have to come up with a perfect set of career development goals for yourself. You might be worried that there will be repercussions if you don't meet your goals. This is not the case - these goals are in no way linked to how others will rate your performance or value to the company. Think of these goals like you would any other objective you set for yourself for your own betterment - for example, setting an exercise goal or goal to quit a bad habit. These goals are to help you, to provide you with something to guide you through the career development process.

It's a good idea to start this process by thinking about one or two long term goals you possess. Then, set some short term goals that you'd like to meet within the next year or so that link back to your longer term goals. For example, if your long term goal was to eventually be a manager in Stamping, you would want to come up with short term goals (for example, taking courses on effective personnel





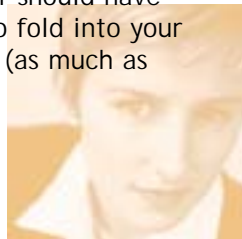
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to involve your supervisor in this process. They will most likely have some good ideas for how you can move towards your goals and can help you find ways of strengthening your skills through on-the-job developmental activities.

Each of your goals will have one or more activities associated with it. Your activities are the tasks you complete in order to achieve your goals. Simply put, your goals are the *what* of your career development process and your activities are the *how*. Most of your activities will be integrated with your work responsibilities. You and your supervisor can discuss your career goals and brainstorm ways to grow specific skills on-the-job. For example, if you wanted to strengthen your organization and facilitation skills you may work with your supervisor to find opportunities to organize and lead meetings relevant to your section or department. Other activities may include anything from taking a class, attending a seminar, reading a book, talking with a mentor, or perhaps rotating to a different department. NUMMI's career development program staff maintain an up to date listing of many learning opportunities that may be available to team members to help you with your developmental activities.

Phase III: Implement

Okay, so you've thought hard about your career interests, your skills and your goals. You put together a plan - now what? Take action, that's what! By now you should have a list of activities that correspond to your developmental goals. Now it's time to go ahead and start on those activities. You, your supervisor and if necessary, program staff should have agreed upon the best learning opportunities to fold into your activities for the year. These activities should (as much as



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The implementation phase is no more complex than that. Simply move ahead with completing your activities so that you can achieve your goals. If at any time you want input or support from your supervisor or program staff, go ahead and contact them. Remember, you're not alone in this process.

Phase IV: Maintain

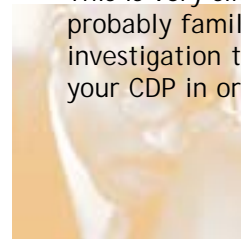
Career development isn't only about planning and doing, thinking about what you've accomplished is also a critical component of the process. The process of self reflection is as important as the actual developmental work that you may do. It's important to periodically reflect back on the work you've done thus far to move towards your career development goals.

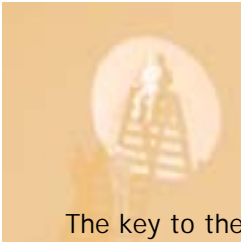
Checking In

Be sure to check in regularly with your supervisor, mentor, or program staff. You may wish to set up a regular meeting schedule or you may prefer to set up a time to discuss your plan as needed.

Reassessing

Just as you will check in regularly with others involved in your professional development, you should also check in with yourself to see if the goals you've set for yourself are still relevant to your interests, attitudes and opportunities. This is very similar to the PDCA process with which you are probably familiar. You may wish to go back to the same investigation techniques you used when you first developed your CDP in order to see how you've changed and grown.





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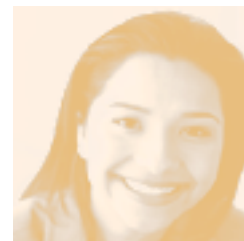
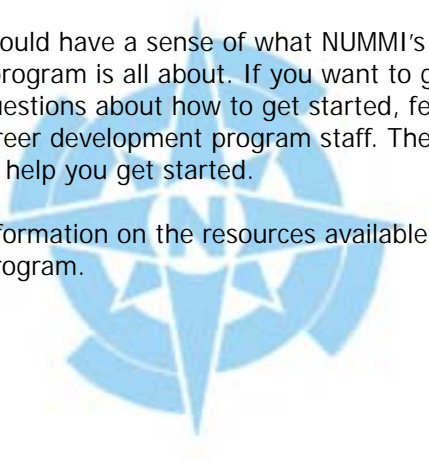
The key to the maintenance phase is to stop, reflect, evaluate, and then make and changes or additions to your career development plans. You'll find yourself moving time and again through the phases described above as you progress through your career in the months and years to come.

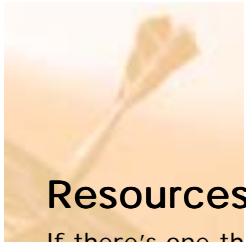
Getting Started

By now you should have a sense of what NUMMI's career development program is all about. If you want to get started or have any questions about how to get started, feel free to contact the career development program staff. They or your supervisor can help you get started.

Read on for information on the resources available to you through this program.

Have fun!





Resources

Resources

If there's one thing that can't be stressed enough regarding NUMMI's career development program it's that you're not alone in this process. NUMMI can provide you with a variety of resources to help you move through the career development program. There are people to rely on for support and input, a wide variety of learning opportunities, and a wealth of information about the career development process.

There is a variety of information available to help you make your way through the career development process. In addition to this guidebook you can make use of:

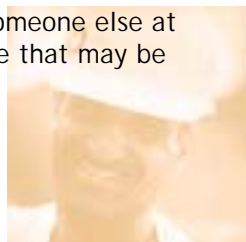
People

Perhaps your best resources for this program are the people who can be of assistance to you, such as:

Supervisor - Your supervisor should be a close ally in your career development process. S/he can and should help you formulate your plan, sign off on your chosen developmental activities, provide support as you implement the plan, and provide you feedback when you reflect back on your progress.

Program Staff - Program staff are a devoted resource. They can offer you detailed information on the program, give you input on your plan, help you out if you get stuck, and be a sounding board for your thoughts. Should you wish, program staff are available to administer assessment tools and offer confidential career counseling sessions.

Colleagues - Your co-workers are also an excellent resource for ideas, support, and input. There's sure to be someone else at NUMMI who has a similar goal or has experience that may be helpful to you.



Resources



Mentor - You may wish to seek out someone who you feel is a good model for your own career aspirations. This may be someone at NUMMI, or a professional you know at a different company.

Friends/Family - Just because these people aren't with you on the job doesn't mean that they can't provide support and input. Your career doesn't go away once you leave NUMMI.

Learning Opportunities

NUMMI has developed an ever-growing list of internal and external learning opportunities for you to consider to help you meet your goals. These include:

Internal Courses - Training offered at NUMMI by NUMMI staff or external trainers.

External Courses - Training offered offsite at local colleges and universities.

Seminars - Educational or networking events.

Books/Articles - Materials available through our library covering a variety of topics.

Online Resources - Information available online on career development.

You will be able to search our resource library online via the program's Career-Dev web site. You can also speak with program staff who will be happy to assist you with finding appropriate resources for your own career development plan.

