

When Julie Bauke asks her clients about the best and worst bosses they've had, the answers are generally the same: the great ones are those who listen to and care about their followers and invest in their growth and development.

If you want to lead a super team, consider career development your superpower. You can't talk about career development without mentioning career happiness, which happens when people *like what*

they do and do it well, get paid for it, and execute it in a way or place that they can be successful. When people can check off all of these on their list for career happiness, they are in a good position for career development.

As a leader, it's your job to deliver results and develop your people. Follow Julie's seven-point model for career development (see Main Points) to build a culture that prioritizes growth.

Know you starts with self-know What do y good at? Now you reputation is? What do Make surrorganizate what you your orga Align you profession serve you

- **Know yourself.** Career development starts with the individual, so have self-knowledge and awareness.
 What do you want? What are you good at? Why are you valuable?
- Know your reputation. You have a reputation, but do you know what it is? What do people come to you for?
- Make sure you align with your organization's needs. Does what you have to offer fit what your organization needs?
- Align your personal and professional lives. Does your career serve your personal life well?

- Set realistic goals for your career. Think about your career in chapters rather than the big picture and set goals that way.
- Network. Build mutually beneficial relationships that support your goals.
- Have intentional career conversations. Check-in with your people and have meaningful talks about where they are in their development and achieving their goals.

