Fostering a Deliberate Career through the Synergy of your Network and Mentorship

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1. Reflect on the importance of intention and being deliberate in your career planning, and in making career decisions;

2. Consider some ways to best evaluate your career progress to lead to effective next steps within your network and mentor community;

3. Synergize - Think about how to identify from within your network, mentors/mentees that are well aligned to your development path.
Observe – Orient – Decide - Act

The OODA Loop....
Optimizing Your Network

- How can I best leverage my network and mentors to support my current career path objectives?
- How to I “re-navigate” my network as my skills and capabilities evolve?
- As my career progresses, how must my mentor engagement evolve to best prepare me for the changing road ahead?
**Objectives:**

1. Leverage your expanding Network effectively.
2. Secure well-aligned Mentors

**Action:** Better understand where you’re heading and what are the gaps/blind spots you should consider dealing with, through support from your network and mentors.
Where To Start…The Hardest Part…Self-Assessment

“An unexamined life is not worth living.”

~ Socrates
Socrates said the unexamined life is not worth living. But the over-examined life makes you wish you were dead. Given the alternative, I'd rather be living.

— Saul Bellow
How to be ”Somewhat…Socratic”?

Five Frameworks to Foster Reflection That Can Lead to Insight

The Integrated Time-Line

- The Three-Legged Stool
- Becoming “T-Shaped”
- Fundamental States of Leadership
- Seven Transformations Of Leadership
Start with an Integrated Timeline

**Step One** - Physically “Draw” Your Career Timeline / Career Path.

**Document in as much Detail Possible:**

- Jobs/Roles
- Key Market Shifts
- Map major personal life events
- Add-in Volunteer work
- Map in Hobbies and evolving interests

This exercise is “Career-Stage” Independent
Integrated Career Path Timeline

1980’s
- 1982 BComm
  - Entry-level Sales

1990’s
- First Foreign Assignment
  - Entry-level Mgmt Job
  - Identified Sponsors
- Second Move
  - Appointed VP
  - Three Key Jobs

2000’s
- Mainframes to PC’s
- Client Server
- IT-Based Services
- Software

2010’s
- Founded a Tech Start-up

2020’s
- Early Married Life
- Co-Raised Family with working spouse
- Empty Nesters

Jobs / Roles
- Internal Company-related Volunteer Work
- External Volunteer Work (Market Oriented &/or Community Oriented)
- Focused Volunteer Work
- Board Positions

Market Shifts
- Personal
- Volunteer

Social
- Music
- Amateur Chef
Step Back – Observe – Orient - Document

- Consider when you were at your best.
- Notice the impact of key relationships.
- Assess the impact of outside forces.
- Where have you failed?
- How has your personal life and outside activities impact your path?
- Do your volunteer activities add value to your network/skillsets?
- Record patterns, gaps, trends.
- Document your conclusions.
- Develop workable Actions.

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2000’s
- Second Move Appointed VP Three Key Jobs
- IT-Based Services
- Internal Company-related Volunteer Work

2010’s
- N Y Y C Founded a Tech Start-up
- Software
- Empty Nesters
- Focused Volunteer Work

2020’s
- Focused Volunteer Work
- Board Positions
- Music
-业余厨师
Narrow your List of Gaps - The Three-Legged Stool

It all starts with clarity from self-reflection:

1. **Figure out what you do well at work (you will likely enjoy these things most).**

2. **Be honest about what you are not as good at (really honest).**

3. **Think about your gaps – can they be solved with education, experience or mentorship?**

4. **Perhaps in work situations try to surround yourself with the best possible team members/support who do well at the things you do less well...**
Role: Executive Divisional Turnaround/Growth Leader

Proven Strengths:

• Client-facing Strategy Development
• Executive Sales Relationship Mgmt
• Big Team Leadership
• High Marketplace Visibility
• Instilling Trust – Internal/External

The Team / Organization / Business

Finance/Operations Mastery

Human Resources Program Excellence

Two Key “Gaps”
How “T-Shaped” Shaped Are You?

Generalist Skills

Deep Skills
Sample “T-Shaped” Profile

**Generalist Skills:**
- Financial Oversight
- Services Delivery Management
- People / Team Development

**Deep Skills:**
- C-Suite Sales
- Team Leadership
- Strategy
How to reach a state that lifts us and those around us to greater heights of achievement, integrity, openness, and empathy.
Four Elements of the Fundamental State of Leadership

- RESULTS-CENTRIC
- INTERNALLY DIRECTED
- OTHER-FOCUSED
- EXTERNALLY OPEN

FUNDAMENTAL STATE of LEADERSHIP
1. Am I Results-centered?

Answering this question will move us from the normal, reactive state to a much more “desired outcome” condition.
2. Am I internally directed?

To become more internally directed, we need to clarify our core values and increase our integrity, credibility, and authenticity.
3. Am I other-focused?

We put the needs of the team before our own and create an enriched sense of being part of the project team which helps us transcend the conflicts that are a necessary element in high-performing project teams.
4. Am I externally open?

In the fundamental state of leadership, we are more aware of what is unfolding, and we generate new visions of the future all the time. We are adaptive, confident, and future-focused.
1. Learn to recognize when you have previously reached the fundamental state of leadership. Identify two demanding experiences from the past and recall and consider your behaviors and actions at that time.

2. Analyze your current state. Compare your normal performance with what you have done at your very best. Knowing that we’ve operated at a higher level in the past will instill self-belief that we can do it again.
Leaders are made, not born, and how they develop is critical for organizational change.

Seven Transformations of Leadership

by David Rooke and William R. Torbert
Seven Types of Action Logic

- **OPPORTUNIST**
  “Wins any way possible”

- **DIPLOMAT**
  “Avoids Conflict”

- **EXPERT**
  “Rules by Logic & Expertise”

- **ACHIEVER**
  “Meets Strategic Goals”

- **INDIVIDUALIST**
  “Operates in unconventional ways”

- **STRATEGIST**
  “Generates organizational change”

- **ALCHEMIST**
  “Pan-organizational transformation”
How to Leverage the Seven Transformations of Leadership

As you strive to Mature towards these Types of Action Logic

<table>
<thead>
<tr>
<th>Type</th>
<th>Characteristics</th>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunist</td>
<td>Wins any way possible. Self-oriented; manipulative; “might makes right.”</td>
<td>Good in emergencies and in pursuing sales.</td>
<td>Few people want to follow them for the long term.</td>
</tr>
<tr>
<td>Diplomat</td>
<td>Avoids conflict. Wants to belong; obeys group norms; doesn’t rock the boat.</td>
<td>Supportive glue on teams.</td>
<td>Can’t provide painful feedback or make the hard decisions needed to improve performance.</td>
</tr>
<tr>
<td>Expert</td>
<td>Rules by logic and expertise. Uses hard data to gain consensus and buy-in.</td>
<td>Good individual contributor.</td>
<td>Lacks emotional intelligence; lacks respect for those with less expertise.</td>
</tr>
<tr>
<td>Achiever</td>
<td>Meets strategic goals. Promotes teamwork; juggles managerial duties and responds to market demands to achieve goals.</td>
<td>Well suited to managerial work.</td>
<td>Inhibits thinking outside the box.</td>
</tr>
<tr>
<td>Individualist</td>
<td>Operates in unconventional ways. Ignores rules he/she regards as irrelevant.</td>
<td>Effective in venture and consulting roles.</td>
<td>Irritates colleagues and bosses by ignoring key organizational processes and people.</td>
</tr>
<tr>
<td>Strategist</td>
<td>Generates organizational and personal change. Highly collaborative; weaves visions with pragmatic, timely initiatives; challenges existing assumptions.</td>
<td>Generates transformations over the short and long term.</td>
<td>None</td>
</tr>
<tr>
<td>Alchemist</td>
<td>Generates social transformations (e.g., Nelson Mandela). Reinvents organizations in historically significant ways.</td>
<td>Leads societywide change.</td>
<td>None</td>
</tr>
</tbody>
</table>

Develop Skills & Experience across these Five Types of Action Logic
There are Three Key Transformations Across the Seven Types of Action Logic

ACHIEVER to STRATEGIST
“Activate peer-to-peer engagement and development”

ACHIEVER to INDIVIDUALIST
“Instead of simply accepting goals, consider how to improve on the results delivered”

EXPERT to ACHIEVER
“Focus more on delivering results than on perfecting your knowledge”
1. You have examined an Integrated Timeline associated with your Career Path thus far.

2. You have assessed your Gaps.

3. You have considered how to balance your expert depth with generalist skills.

4. You’ve been mindful of the Fundamental State of Leadership.

5. You have evaluated how your leadership Action Logic is maturing.
Nine Easy Ways to Take Charge *

- Start by Establishing Your Gaps – Competencies & interpersonal
- Read More – especially focus on your gaps
- Ask to Job Shadow – A low risk way to learn
- Attend Formal – Online or In-person
- Get Mentors – Regularly re-align your mentors to your gaps
- Cultivate Peer Networks – Connect across your industry
- Get Social (Media) – Find and follow the best aligned groups
- Teach Others – Paradoxically two-way.
- Access Resources – Industry associations etc.
Thoughts from well-respected leaders I have known....

• Results Speak Volumes. . . Deliver.

• Get better at what you’re good at. Be smart enough to know what you don’t know and surround yourself with people who get the things that you don’t.

• Failure is real. . . And useful.

• Politics are real. . . Become a robust person.

• Build out a “broad life”. . . Be interested and passionate . . . Don’t limit yourself.

• There’s a difference between being a “boss” and being a “leader”. . . Be a good follower and become someone worth following.
THANK YOU & GOOD LUCK