




Career Advancement: How Decisions Really Get Made

WHAT HAPPENS IN A TALENT REVIEW?

- **Organizational Talent – What Skills Will We Need in the Future?
Where are we most Challenged?**
- **Individuals**
 - Does she/he get the job done?
 - Does she/he have the technical skills and experience?
 - What are his/her career ambitions?
 - How many of us know her/him enough to advocate?
 - Does she/he show leadership?...





Showing Leadership: Key Differentiators for Engineers

VISIBILITY/RELATIONSHIPS: Establish mind-share among current leadership, beyond your boss

POSITIVITY / PASSION FOR THE BUSINESS: Share what inspires you; the impact you want to have


STRATEGIC THINKING: Have an “Outside-In” View

BOUNDARY-SPANNING: Make connections beyond your discipline/function/geography

PUTTING PEOPLE AT EASE: Show warmth and use humor

DECISIVENESS: Use intuition, in addition to data, to develop a point of view

Based on research by Center for Creative Leadership, 2011



Key Differentiators for Engineers: Quick Self-Assessment

Competency	Question	Score 5 = Strongly Agree 1 = Strongly Disagree
VISIBILITY/ RELATIONSHIPS	Key decision makers about my career (i.e., my boss' peers) know me well	
POSITIVITY / PASSION FOR THE BUSINESS	People know that I love what I do, and I talk about how I want to have an even greater impact	
STRATEGIC THINKING	I am curious about our industry and actively seek information about external trends that may shape our opportunistic/competitive landscape	
BOUNDARY-SPANNING	I have strong business relationships outside of my function (and outside of my geography, if appropriate)	
PUTTING PEOPLE AT EASE	In work meetings and conversations, I make time to connect with people personally before diving into business	
DECISIVENESS	I prefer approximate and quick answers to precise and slow	

Peer Coaching Exercise



FIND A PARTNER

1. Share the area in which you scored the lowest
2. Describe why you think this is a challenging area for you
3. Describe the impact: how might this be limiting your effectiveness, impact, or career advancement?
4. Ask your partner for one suggested action that might help you improve in this area