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

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