Leaders Are Made, Not Born

Presented by:

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and
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Agenda for Today

• Share some information on career advancement

• Consider the career stories of 3 top execs

• Discuss those success factors and consider your own path

• Learn about career mapping and begin to create a map for yourself
Who Needs A Career Map?

• SWE’s 2005 Career Mapping Survey
  ▫ “Multiple career shifts are becoming more common and more frequent . . . an average tenure in each occupation is less than five years with most respondents already having experienced two career shifts.”

• The most commonly cited reason for changing careers was opportunity for advancement
Three Case Studies

- Eleanor Merritt
- Kathy Tobey
- Maria Hooper
Eleanor Merritt, VP of Sustaining Engineering

B.S. Computer Science ‘90

“If you believe in yourself, you can do more”

Career Path:

1. Software Dev. (GmbH)
3. Dir., Database Sustaining Engr.
4. VP, Sustaining Engr.

Key success factors:
- First job was in Germany - not knowing anyone or the language was a challenge that strengthened her and got her out of her comfort zone
- Gained confidence in herself and ability
- Decided what she wanted in life and pursued it
- Focused on business outcomes and success, rather than on obstacles
Kathy Tobey, VP of Military Support Programs

B.S. Ch.E. '84, M.S. Engr’ng Mgmt. ‘94

"Be like a postage stamp, stick to something until you get there."

Career Path:

- Systems Engineer
- Prod’n. Mgr.
- Program Dir.
- Coherent Technologies
- Payload Dev. & Del.

Key success factors:
- Never took "no" for an answer
- Worked hard & found meaning in her work's mission
- Managed her sponsor relationships carefully
Maria Hooper, Crude Oil Trading Lead
B.S. Petroleum Engineering ’85

"You must be the cream that rises to the top. Be the best at what you do."

Career path:
- Reservoir Engineer
- Modeling Engineer
- Natural Gas Co. designer & project mgr.
- Trading Company

Key success factors:
- Took calculated risks
- Managed her own career & destiny
- Never saw not succeeding as failure, but as a path to learning and growth
Selected Challenges

• There were no others “like me” in my company to watch or follow.

• A project I was leading was a complete failure and took six months to fix.

• My immediate supervisor was not supportive of me or my career goals.

• I was asked to take a leadership role that I did not want.
Themes from Successful Executives

• Keep focused on company success and profitability – show results – business first.

• Take calculated risks – don't be afraid to fail.

• Believe in yourself – own your career.

• Sponsors and mentors are different – use them appropriately – be strategic in what you share.

• Persistence matters – don't give up, don't take "no" for an answer.
Breakout Session #1

• What are two challenges that you are facing right now in developing your leadership role?

• What success factors might help you overcome them?
Career Mapping

Career Goal

Short Term | Long Term

Create the Path

Why | When | How | Who

Outcomes

Personal | Professional

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The “Who” in Career Mapping

Sponsors
- Internal advocate, often assigned
- Provides opportunity
- Puts your name forward
- Business oriented and often political

Mentors
- Confidant and advisor
- Provides honest and thoughtful feedback
- Knows your concerns and challenges
- Business, but on a more personal level

Others
- Co-workers
- Family, partner, spouse
- Vendors, service providers
- Friends
Breakout Session #2

- What are your long term and short term goals?
- Do you have sponsors or mentors who can help you achieve them? Who?
Wrap Up

• Tools and techniques for self assessment

• Consider the benefits of coaching

• Homework – Create your own map and share it with someone you trust (perhaps a mentor!)
Contact Information

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