

**“You don’t need clarity on the rest of your life, just on what’s next in your life.”**

—Sam Horn, Motivational Keynote Speaker

## ***Leveraging Your Unique Skills to Chart a Winning Course for Your Career***

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# *Objectives and Discussion Overview*

- **Identify your career goals and evaluate your current state against them**
- **Recognize strategies to determine strengths and opportunities**
- **Apply a plan to seek productive feedback**
- **Discover transferrable skills that will serve you throughout your career**
- **Create a dynamic development plan to ensure ongoing career success**

## *Two key steps to grow faster*

- 1. Determine your from/to**
- 2. Get the experiences and create a personal experience map**

# *From and To...*

## **1. Be brutally honest about where you currently are**

1. Consider your strengths
2. Consider opportunities to improve
3. Get honest feedback

## **2. Clearly identify where you want to go**

1. Consider near future – not the “ultimate destination”
2. What are key next steps

# *Getting feedback*

**From mentors**

**From colleagues and peers**

**From your supervisor(s)**

**From your direct reports**

**From your clients**

# *Mentors*

**How did you get into your current role?**

**What skills did you have to learn/master?**

**What would you do differently?**

**How do you perceive me?**

**Areas for improvement**

**Strengths**

## *Colleagues and Peers*

**How can we work more productively together?**

**What do you wish:**

- **I did more of?**
- **I did less of?**
- **I would continue doing?**

**What strengths do I bring to the team?**

**What skills/behaviors can I improve upon?**

## *Your supervisor/direct reports/clients*


1. **What are 2-3 of my greatest strengths?**
2. **Is there any one strength that really sets me apart at our organization?**
3. **Is there a strength that I sometimes use too much, when a different approach would be better?**
4. **What is something I would be surprised to learn about myself?**
5. **If you could see me change just one thing that would make me more effective, what would that be?**



# *Be open to the feedback*

**It can be humbling**

**Despite your very best intentions, others may not perceive you as you do yourself**



“Feedback, when given well,  
should not alienate  
the receiver of the feedback,  
but should motivate  
them to perform better.”

- *M.O., Manager,  
Fortune 500 Company*

# *Feedback is key*

1. **“We all need people who will give us feedback. That’s how we improve.”  
– Bill Gates**
2. **“Criticism, like rain, should be gentle enough to nourish a man’s growth without destroying his roots.”  
– Frank A. Clark**
3. **“Feedback is the breakfast of champions.”  
– Ken Blanchard**
4. **“Feedback is a gift. Ideas are the currency of our next success. Let people see you value both feedback and ideas.”  
– Jim Trinko and Les Wallace**

## *To determine the right TO for you*

- Conduct research (the right careers, the right companies, prerequisites for those careers and companies, etc.)  
(i.e. internet, informational interviews, networking)
- Self-Advocate: Talk with your supervisor (and mentors)...
  - “How did you get to your position?”
  - “What’s the best way to position myself for...”
  - “What should I learn...”
  - Solicit Feedback:
    - “*How did I do with...*” or
    - “*What should I do differently next time?*”

## *Set Realistic Expectations*

- Consider short-term and long-term
- Think abundance mentality; win-win
- Clear expectations (entitlement, timeline, etc.)
- The road to success is not linear and often marked with setbacks; be patient

## *Examples of great from/to statements*

**From** an individual contributor who adds value through technical expertise and closely follows others' directions, **to** a people leader who creates a clear strategy and delivers results through a small team

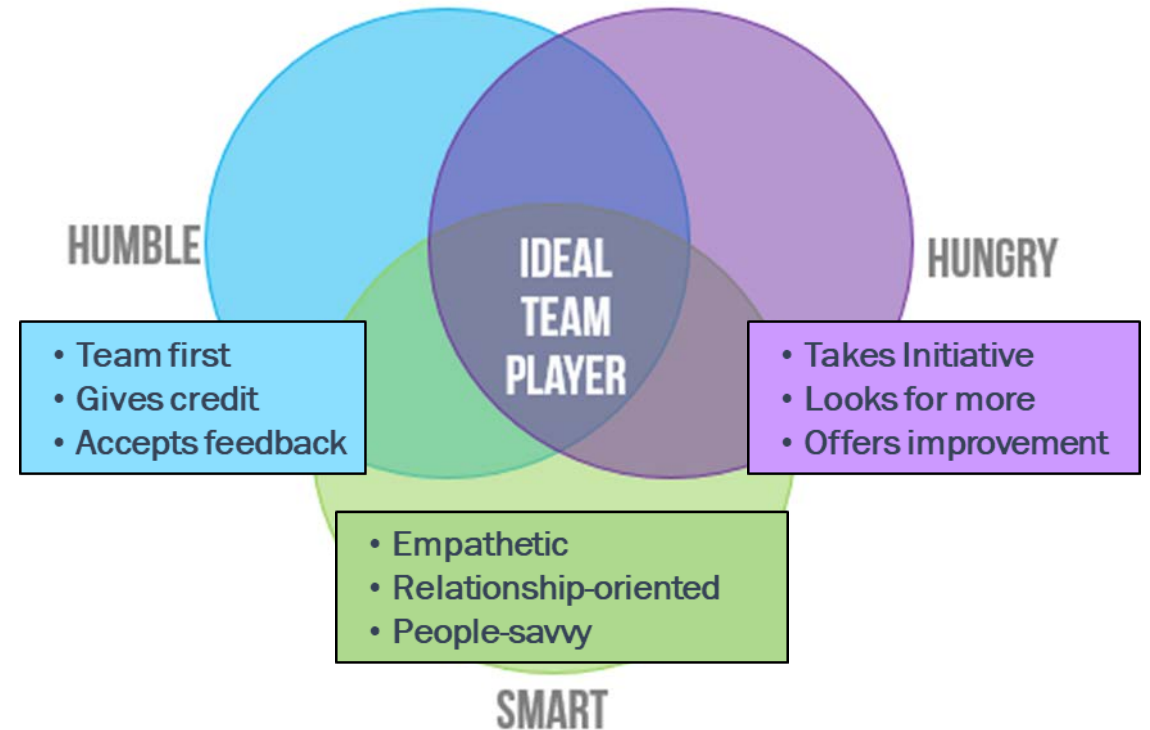
**From** a business strategist who can appear aloof and dismissive of those with less intellectual horsepower, **to** a general manager who aligns and inspires her region through personal connections and demonstrates genuine care for people

# Seeking a Promotion?

## Be Promotable

- Why would we hire or promote you?
- How do you compare to the competition?
- Are you likeable?
- Are you competent?
- Are you a team player?

**DO NOT ASSUME**



Lencioni

# *Create a Personal Development Plan*

**Use the feedback you received to guide you**

**Prioritize your opportunities and focus on a few**

**Remember 70-20-10 ratio when you create a development plan – You best learn:**

- 70 percent from on-the-job experiences
- 20 percent from social sources, such as interactions with others
- 10 percent from formal educational events

The point is we emphasis formal education and get ourselves degreed up, when we really should be seeking out on the job experience.



# *How do you identify those critical experiences*

## **Interview and research experts:**

**In the field**

**In your organization**

**In other industries**

## **Consider different types of experiences:**

**Life-cycle**

**Managing experiences**

**Geographical experience**

## *Create your development map*

- First be true to yourself and play to YOUR strengths
- Select 3-4 functional experiences you will benefit from and identify ways you might achieve them
- Select 3-4 management experiences you feel you need

### **Food for Thought:**

"We make too many career choices based on ambition over aspiration. Ambition is what we want to achieve. Aspiration is who we want to become. When deciding between jobs or organizations, ask how they'll shape your identity."

-Adam Grant, Professor of Organizational Psychology, Wharton Business School

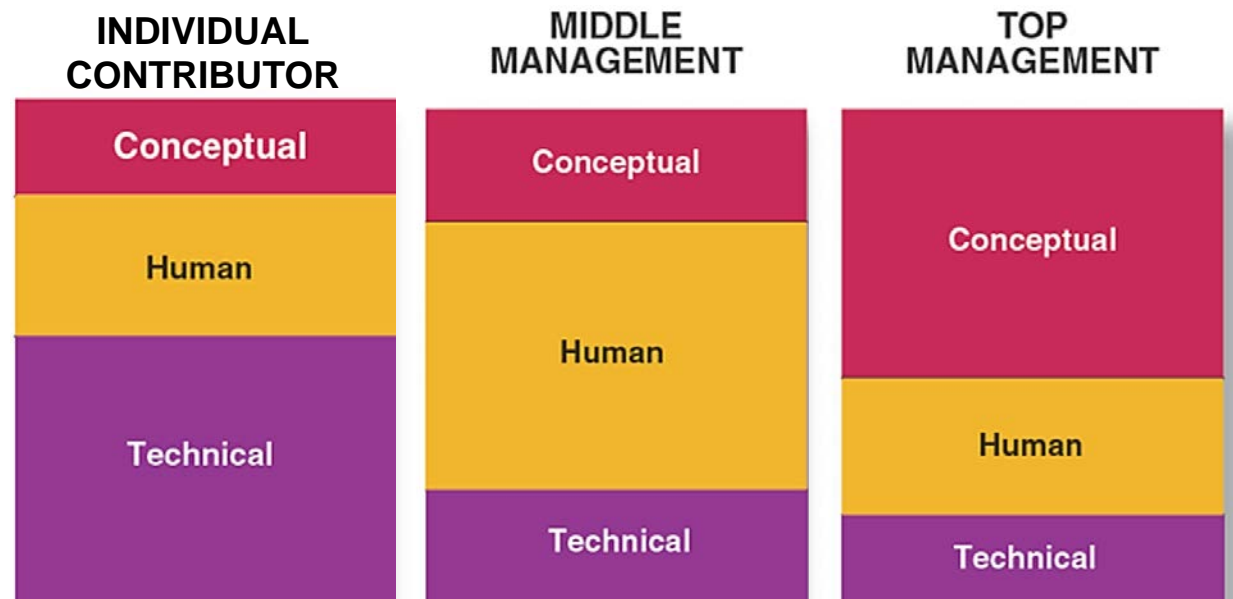
## *Remember:*

- Career ladders are not linear, specific, or guaranteed
- Have a career target, but be flexible, and patient
- Check your motivation, values: Ask yourself: Why?
- What makes the most sense for you? What career will afford you the most “success”? Do you know?



# Skill Shifting

How will the skills you need change as you advance in the hierarchy?

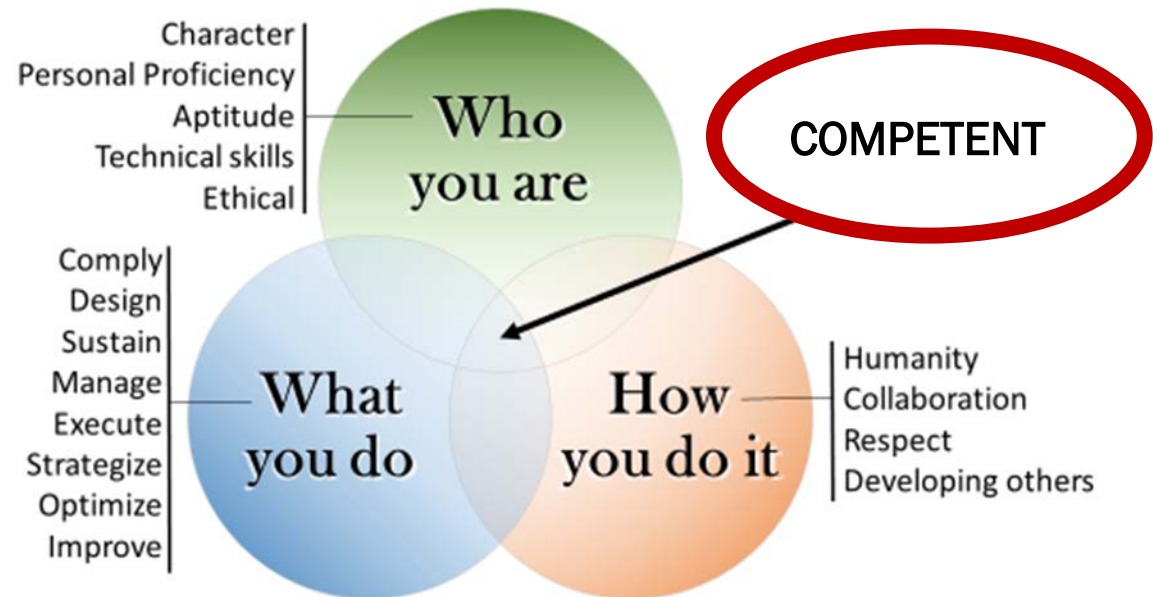


Adapted from Peter Northouse

# Be Prepared for Opportunity

## Diversify Your Value:

- Personal & Technical Skills
- Managerial Expertise
- Leadership Expertise



# *Professional Development is Ongoing*

## Content:

- **Formal Development:** What education / certifications are needed/expected in future roles that you are seeking?  
*Remember: Education does not entitle you... it's a pre-requisite. "License to play"*
- **Industrial savvy:** What's going on in the industry?  
*Learn the language and context.*
- **Personal development:** Be well-rounded.  
*What personal things do I want to learn than can also help my career?*





## *Skills for everybody and all roles*

**EQ – particularly Self-awareness and Self-regulation**

**What are they? How can we assess?**

**Why are they important?**

**How can we improve?**



# *Increasing Self-Awareness*

- ▶ Take our emotional temperature: enablers/disablers
- ▶ Name and identify feelings
- ▶ Understand your triggers
- ▶ Behavioral assessments
- ▶ Motivation assessments
- ▶ 360-degree feedback

*If we are unaware of our emotions, it's almost impossible to regulate them...*



# *Increasing Self-regulation*

- ▶ Use enablers – change EQ temp
- ▶ Understand your behavioral style
- ▶ Stress and anger management
- ▶ Time and energy management
- ▶ Project management skills
- ▶ Work/life balance
- ▶ Meditation, sleep and exercise



# *Increasing Social Awareness*

- ▶ One-on-one time with team members
- ▶ Coaching and mentoring
- ▶ Rewards and recognition
- ▶ Active listening skills
- ▶ Asking for feedback
- ▶ Trust building

*If we have social awareness, we can more readily focus on social regulation...*



# *Increasing Social Regulation*

- ▶ Presentation and public speaking
- ▶ Influence and negotiation skills
- ▶ Awareness of body language
- ▶ Leadership skill development
- ▶ Teamwork and team building
- ▶ Having difficult conversations
- ▶ Interpersonal skills

*If we have social regulation, we can more effectively build relationships and achieve results...*



# *Professional Development is Ongoing*

## **Where and How to Develop:**

- Books
- Conferences
- Professional organizations
- Internal / external committees, groups
- Networking events
- Mentors (Consider more than 1)
  - Communicate your goals; let it happen naturally, seek input / advice
  - Have a personal 'Board of Directors'
- University
- Corporate Training



**Be visible.**

**Take ownership.**

# *Defining and Fostering Your Personal Brand*

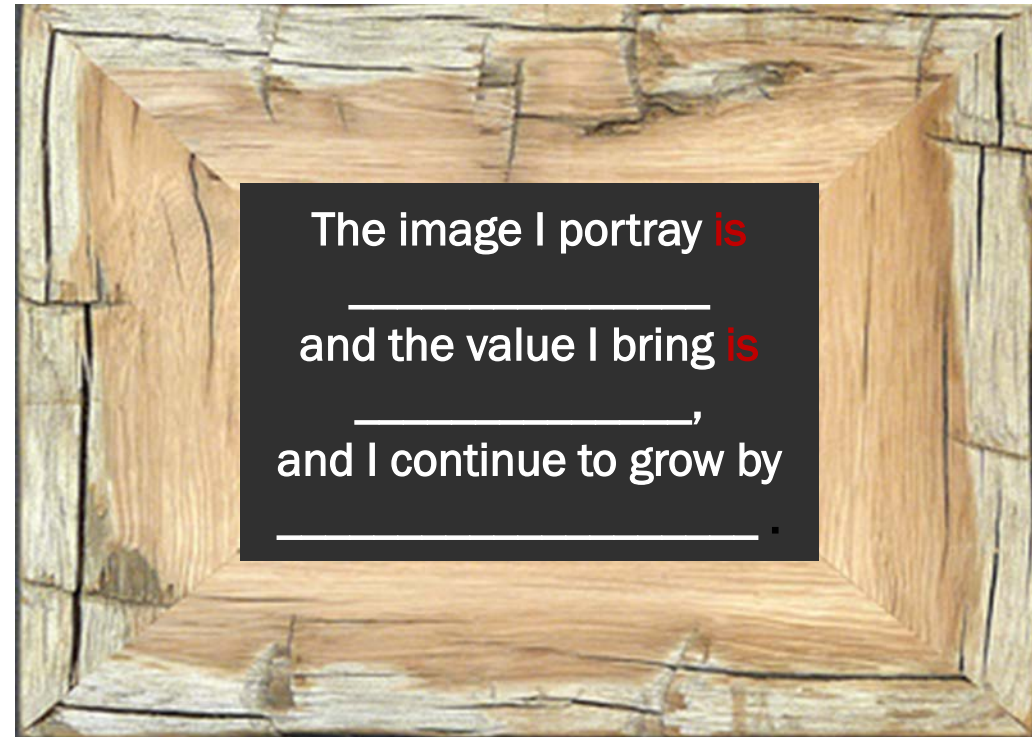
**What does  
'brand' mean?**





# *Defining and Fostering Your Personal Brand*

**What does  
'brand' mean?**



# Defining and Fostering Your Personal Brand

## What does 'brand' mean?

*How valuable you are perceived  
based  
on the image (frame) you portray.*

Answering your value and growth helps  
with your *elevator pitch*.

How you do this determines your image.

**DO NOT ASSUME**

The image I portray **is**  
\_\_\_\_\_  
and the value I bring **is**  
\_\_\_\_\_  
and I continue to grow by  
\_\_\_\_\_.



# *Creating and Executing a Plan*

## **Next Steps (Cont.'d):**

- Find mentors and a Personal Board of Directors:  
Get advice and accountability. Be open to their feedback.
- Strategically develop yourself in all key areas. Think holistically.
- Fine-tune your brand:
  - Demeanor
  - Resume
  - Elevator Pitch
  - Business Cards
  - Online presence

Remember: Everything you do adds to or subtracts from your brand!

Stay the course. Be Flexible.

## *QUOTE*

"We shall not cease from exploration, and the end of all our exploring will be to arrive where we started and know the place for the first time." - **T. S. Eliot**





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