

Leadership Caffeine Jam Session #4
Rethinking Career Development for this Era
 February 11th
 12 PM CT

Welcome to the Leadership Caffeine Jam Session!

Dedicated to the proposition: We're smarter together!
 Ideas & Interaction without the Slides or Pitches

Joining Us:
 Julie Winkle Giulioni

Promotions are So Yesterday; Rethink Career Development/Help Employees Thrive
 Releasing: March 8, 2022

What's Happening? (Situation Analysis)

Retention and recruitment are top challenges for many organizations.
 Evidence of "The Great Reshuffle" is all around us.
 People in all professions and vocations are rethinking their priorities and looking for MORE in their careers.

flexibility and lifestyle have become important
 Great resignation a forced period of time for us all to reflect

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There's a problem with how we've been thinking about career development in our organizations and as managers and employees.



careers don't have to follow a particular trajectory
 I've heard it called a career lattice
 tall, leg, air, miss the entirety of the beast
 Career Development is the Elephant
 We've had a small view to what careers are...

Career Development: Getting to Know the Whole Elephant

1. Making a difference, contributing, or aligning with your purpose
2. Building critical capabilities, skills, competencies, and expertise
3. Cultivating relationships and deepening your network
4. Enhancing your confidence and trust in your talents and abilities
5. Taking on challenges that stretch you beyond what's known and comfortable
6. Finding satisfaction, ease, balance, and joy in your work
7. Enhancing the control, autonomy, and decision-making authority you can exercise
8. Advancing through promotions, moves, or new positions

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More Ways to Grow

We have the ability as managers and employees to influence all of these...except climb
 What do the results say to you?

Julie's research
 Contribution #1, across all ages
 Competence #2 across all ages
 People feel a value: they want to build cathedrals
 can develop where you are!
 How can we change the dynamics of our discussions?
 surprise from the research
 climb was dead last!
 for 20 somethings...choice was last...climb above it
 comment: Most career development discussions seem to focus mainly on climb

mindmap=simplemind

THINK ABOUT IT: "Historically, managers have been beholden to the "climb" or promotion track to support career development."

THINK ABOUT IT: "Contemporary development is a journey that evolves through countless (frequently small) moments that come together over time to create rich and multidimensional careers?"

What Can We Do as Managers to Help Get Career Development Right for Our Team Members?

Julie's Ideas:
 career development is a relationship
 engage in relationship building behaviors
 historically, CD is one-and-done...compliance mode; real development...is continuous/ongoing...thread through everything...
 Make CD a "bespoke cocktail"
 Bespoke development...what's the unique cocktail of these 8 dimensions that creates the experience of development that people are looking for

As leaders...what is our role in this...
 As managers/leaders...we are the facilitator...
 Take the time to unpack the learning!
 "Play to have had the experience and miss the learning" ee Cumming
 Create a pause...
 we're doing development...they don't recognize it...shine the light on it

time and training for managers
 lunch and learns
 Quarterly Employee Touchpoints versus annual reviews
 online ed/virtual events...
 Bi-weekly one on ones!
 small group training...

Jam Question: Your ideas and practices?

Get to know the whole person
 reflect and learn, you have lots of time to turn your experience into your story

Engage your manager; share your interests, offer ideas/suggestions

Grow your internal/external networks
 Seek out "Gray-Zone" opportunities
 Know yourself; superpowers; best self

Design your "next" instead of bouncing like a pinball from situation to situation
 Make sure you have one or more Swim Buddies

What Can We Do as Individuals to Get to Know the Whole Elephant?

Jam Question: Your ideas?

Internalize: you own your career
 At this moment in time, consider which of the dimensions other than "climb" are important for you!

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Closing Thoughts & Our Next Session!

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HOW WILL YOU MEASURE YOUR LIFE?
 CLAYTON M. CHRISTENSEN
 JAMES ALLWORTH & KAREN DELLOS

Managing Oneself
 Success in the knowledge economy comes to those who know themselves—their strengths, their values, and how they best perform.
 By Peter F. Drucker
 First Published October 1980

Leadership Caffeine Jam Session #5
 Finding the Magic with Your Teams
 Teams are the engines of change and growth, from bringing innovations to our customers to pursuing organizational transformation to bringing strategy to life. In this session, we'll share ideas, approaches, and tools to help all of us find the "magic" with our teams. After all, we can use a bit of "extraordinary" in our organizations and professional lives about now. I'll share my ideas and you bring yours to help us all. After all, we're smarter together!
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