LLAMA Career Institute
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Planning Your Next Career Move:
Developing the Skills to Make it Happen

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Agenda

- Take control of your own career... why?
- Six **skills** to advance your career – and how to practice them!
- Break
- The **skills** it takes to be noticed and promoted:
  1) Communication
  2) Collaboration
  3) Cultural competence
  4) Management
  5) Leadership
- Conclude with next steps and Q&A
“In this economy, it’s crucial to begin every sentence with ‘in this economy.’”
You need to take control of your own career because....

...since 2008 we are in an employers’ market, not a jobseekers’ market, so you must be proactive

...no one else cares as much as you do

...you’ll feel better about yourself when you’re not passively waiting for something to happen

...this is a LONG-TERM situation!
“It’s such a bummer, but it looks like I’ll have to work for the next thirty or forty years.”
The First Step is to Hone Skills that Advance Your Career

1) Building your **professional network**
2) Identifying and working with **mentors**
3) Tending your **online presence**
4) Learning to **market yourself**, especially what differentiates you
5) Conducting **informational meetings**
6) Stepping up to **professional commitments**
“I’ve got some skills—I’m just not sure they add up to a ‘set.’”
1) Building your Professional Network

- Attend conferences... and don’t hide in your hotel room!
- Affiliate with local chapters of organizations in fields that interest you (art, environment, social services, education, wellness, etc.)
- Choose community service work that matters to you
- Join local Rotary or other business organization
Building your Professional Network: Some Specifics

- Attend a networking event with a friend if you are shy
- Practice your personal narrative ahead of time
- Intro yourself with a SMILE and then ASK a question: “what brings you to this XX meeting?”
- Don’t bring your card out until you’ve had a meaningful conversation
- Follow up periodically (e.g., link to an article they may find of interest)

[see handout]
"I'd love to chat longer, but I'm working the room."
Building your Professional Network: Never Forget This!

Farm your professional network, don’t harvest it
Say person’s name when you meet

“Hi. I’m, I’m, I’m . . . You’ll have to forgive me, I’m terrible with names.”
1) Building your Professional Network

Questions about building your professional network?
As Your Professional Network Grows, You Will Naturally Notice Possible MENTORS
What is a mentor?

“And that’s how you make a peanut butter sandwich.”
2) Identifying and Working with Mentors

Even if your institution has a formal mentoring program, it’s wise to develop your own mentors, because...

- You know you get along with them
- You admire them for some reason
- You have a personal connection with them, so they care about you and your success
Identifying and Working with Mentors

You’ll **know** a mentor when you get to know him/her:

- Is further along in career than you OR is younger with new skills/perspectives
- Wants to be helpful, offers suggestions
- Always gives you something to think about
- Has common sense and is realistic
Identifying and Working with Mentors

There is no need to ask “Will You Be My Mentor?” Instead:

- Build the relationship in a meaningful way
- Be in touch not just at crucial transition times
- Thank your mentor consistently for insights, guidance
Identifying and Working with Mentors

Types of Mentors:

➢ Mentors in your field who know its dynamics

➢ Mentors not in your field who are wise about the ways of the world and career development

➢ Mentors who have a skill or skill set you particularly need to develop

➢ Mentors who randomly surprise you and push you in new directions
2) Identifying and Working with Mentors

Questions about mentors?
3) Tending Your Online Presence

Who you “are” online is increasingly important in career development, because...

- The first thing people do is Google you
- You can build a reputation that precedes you and lays the groundwork for a relationship or career opportunity
- You can be intentional about what you want people to know about you
Tending Your Online Presence Options

- Master resume >>> LinkedIn >>> take FREE LinkedIn webinar given by Lindsey Pollak
- Join relevant LinkedIn groups and post to them
- Start a blog and add to it weekly
- Tweet about your topic, focus, passion
- Show demos on YouTube
- Present at a conference and link to it from all your platforms
- **Take LinkedIn webinar – again!**
- Other suggestions?
Tending Your Online Presence

Tips

➢ Be thematically consistent (and honest, of course)
➢ Get a head shot in professional wear with a SMILE
➢ Your personal narrative should be reflected in what you say and how you present yourself online
➢ Be aware of what differentiates you (more to come on this later) and spotlight those attributes
➢ Be mindful of the direction you want to go in, and position yourself more toward the future than the past
OMG!
I JUST GOT BORN!
Tending Your Online Presence

Questions about tending your online presence?
4) Marketing Yourself

- First, know yourself (easier said than done)
- Develop a compelling, concise personal narrative – then practice and refine it at networking events and in meetings
- Develop an accurate, streamlined master resume and feed it into LinkedIn
- Seek feedback from mentors
Marketing Yourself:
Your Marketing Toolbox

- Your online persona, especially LinkedIn
- Your recorded phone greeting
- The way you answer your phone
- Your personal email address (not foxlady@hotmail.com, not AOL) and your email signature
- Your emails requesting informational interviews
- Your thank-you emails and notes
- Every interaction you have and every correspondence you send
- Your personal narrative
Marketing Yourself: Your Personal Narrative

- Your “elevator pitch”
- One short paragraph
- **Tells a story**, because people remember stories
- Content: how you got here, what you want to do next, and what you hope for from them

[see handout]
Marketing Yourself:
The Four Elements of Your Personal Narrative

1) Succinct summary of your career and education to date
2) What makes you interested in looking ahead and growing professionally
3) What you’re exploring now
4) Your ask: Do you happen to know anyone in [library management] who I could talk to?
Marketing Yourself: Weave Your Positioning into your Personal Narrative

Definition: Positioning is a concise summary of...

- the key attributes of a product/service...

- that differentiate it from the competition
Marketing Yourself: Weave Your Positioning into your Personal Narrative

YOU are a “product” being introduced to the job/career growth marketplace...

So you must know your

key differentiating attributes
“May I offer a very different scenario?”
Consider including your positioning (i.e. what makes you different) in your LinkedIn “headline” or resume “summary”

James Reilly

University archivist with Master’s in Library Science, expertise in historic restoration, and extensive project management experience
4) Marketing Yourself

Questions about marketing yourself, developing a personal narrative, or identifying your positioning?
5) Informational Interviews

Also known as “informational meetings”

Use whichever term you are more comfortable with
Why conduct informational meetings?

"Are these beautiful? I can't ever tell."
Informational Interviewing: Why?

- Points you toward resources and pathways you wouldn’t have known about
- Alerts you to job types or a career that might fit you better than your current one
- Points you to actual or imminent job postings
- Gives you someone who can nominate you for a position
- ...breathtakingly, is how 95% of jobs are found
The “R” Rule

It’s not about your resume;
it’s about your relationships.
Informational Interviewing

- Through networking, you meet someone who knows someone in your target field/position
- Ask for an introduction to that person
- Ask for 20 minutes IN PERSON – not on the phone
- Offer to bring a latte for him/her (ask what kind)
- YOU set the agenda and ask the questions
“What’s it like, working with your hands?”
Informational Interviewing

After you briefly share your personal narrative, your objective is to learn 4 things:

1) What was your **path** to the work you’re doing now?
2) What do you **like** about what you do?
3) What are areas of **growth/challenge** in this field?
4) Is there **anyone else** you think would be interesting for me to talk to?

[see handout]
Informational meetings help you identify workplace/s that ARE a good fit for you

“Let’s face it: you and this organization have never been a good fit.”
Informational Interviewing = to get AIR

Advice

Information

Referrals
Informational Interviewing

- Have your resume and LinkedIn profile updated and complete before first contact; but do not send resume unless they ask for it
- Do homework before meeting; do NOT ask questions that could be answered online
- Bring resumes with you, in a professional-looking file folder, in case it’s appropriate to share
- Take notes during the meeting – you will forget the specifics otherwise, and it makes you LOOK GOOD
- Offer to do the work yourself of contacting others
Informational Interviewing

Everyone you interview becomes a part of your professional network, so...

- Send a meaningful thank-you (huh?)
- Stay in touch regularly, especially after you meet with someone they suggested
- Let them know if you make a transition
- Thank them each time you make contact – how many thank-yous are needed?
Informational Interviewing: Why It Works

“If you want to make a friend, let someone do you a favor.”

-----Benjamin Franklin
5) Informational Interviews

Questions about informational interviews?
6) Step Up to Professional Commitments
“Sage nodding got me where I am today.”
Step up to Professional Commitments

....Like what?

- Offer to your boss or a colleague to assist with a project that would give you new skills
- Create an event like a speaker or community gathering at your institution
- Ask your boss if there is a paper that needs writing and if you could draft it and be co-author
- Consider teaching or presenting at a conference
- Volunteer to serve on a committee within your institution or professional association/s
Step up to Professional Commitments .... Why?

- Heightens your visibility
- Gives you skills you don’t already have
- Signals you’re serious about professional growth
- Expands your professional network
- It’s **FUN!!** (not just same-old, same-old)
“You know how it is these days—they won’t hire you to whack someone unless you’ve already got a job whacking people.”
6) Step up to Professional Commitments

Questions about stepping up to professional commitments?
BREAK: 15 minutes
Please switch tables and intro yourself to one new person there
Career-Building Skills that lead to promotions

1. Communications
2. Collaboration
3. Cultural competence
4. Management
5. Leadership
1) Communication Skills

- Use every day
- A little change goes a long way
- Being thoughtful and deliberate pays huge dividends
Communication Skills

➢ Use people’s names in EVERY interaction
➢ Thank people whenever you have an opportunity to do so
➢ Be straightforward (no hidden agenda)
➢ Don’t “keep score”; help others to stand on your shoulders
➢ Be honest
Communication Skills: Best Email Practices

- Subject should contain point of email
- Don’t use email for a discussion
- Don’t use BC EVER!! (too dangerous)
- Come straight to the point; be concise
- Be clear about next step
- Don’t drown higher-ups in too many emails
- Read it over before you click “send”
Communication Skills: The “Sandwich”

Place your message between two pieces of positive “bread”:

“I like the way our project is developing. Do you think we could include Kirk in our meetings? He’d bring the tech piece. And thanks again for your insights on that new app.”
Communication Skills: The “Sandwich”

WITH ONE EXCEPTION: Bad News
Communication Skills: Delivering Bad News

- Give people bad news straight-up; “put fish on the table, not underneath”
- Provide a reason if appropriate
- Give them a chance to respond
- Validate their feelings
- Bridge to something positive
Communication Skills: Delivering Bad News

- Give people bad news straight-up
- Provide a reason if possible
- Give them a chance to respond
- Validate their feelings and say you share them if you do
- Bridge to something positive

“We’re going to have to delay your project, because of budget cuts. I am sure this is disappointing; it is to me, too. Can your work on it be applied to another area?”
Communication Skills: Delivering Bad News

Give people bad news straight-up
Provide a reason if possible
Give them a chance to respond
Validate their feelings and say you share them if you do
Bridge to something positive

“I’m going to miss the deadline you gave me. I’m really sorry about this. The volume of work turned out to be much greater than I expected. Is there something I can do to help minimize the damage this will cause?”
Communication Skills: The “Sandwich”

Let’s practice your sandwich-making skills!

[see handout]
Communication Skills: Propose Solutions to Problems

- If you have a problem, before you go into your manager to seek input, come up with at least one proposed solution.
- If you manage people, ask them to bring you their problems whenever they need to, and to also bring possible solution/s.
- Why? Those closest to the problem are usually most equipped to solve it (know the most), and developing solutions grows competencies.
“When I was first at Facebook, a woman named Lori Goler... was working in marketing at eBay and I kind of knew her socially. And she called me and said ‘I want to talk with you about coming to work at Facebook. So I thought about calling you and telling you all the things I’m good at and all the things I like to do. But I figured that everyone is doing that. So instead, I want to know, what’s your biggest problem and how can I solve it?’

“My jaw hit the floor. I’d hired thousands of people up to that point in my career, but no one had ever said anything like that. Job searches are always about the job searcher, but not in Lori’s case. I said ‘you’re hired.’”
Communication Skills:
Active Listening

You listen fully to the speaker, then rephrase what that person has said, then allow them to continue.
Communication Skills: 
Active Listening

I don’t want to report to Mary.
    Hmmm. It sounds like you don’t think you will enjoy your work or thrive if you are reporting to Mary.

No, I just don’t like her.
    You don’t like Mary. What is it you don’t like about Mary?

I just don’t like her.
    You don’t like Mary, and there may be a reason.
Communication Skills: Active Listening

- Requires patience
- Requires time
- Requires the skill of re-stating what someone has just said
- Requires patience (again)
- Requires time (again)
- Requires the skill to bridge (eventually): If you had to report to Mary, what would make it work for you?
Communication Skills: Active Listening

- Allows the speaker to feel heard, even if s/he is not happy about the result
- Builds trust
- Allows you to understand the real problem (maybe Mary has a flaw you haven’t noticed, or maybe Mary and the speaker are ex-spouses)
Communication Skills: Learning From Feedback

- SEEK feedback and suggestions on your work, your skills, your results, your approach... everything
- LEAN INTO that feedback, especially if it’s criticism
- RESIST the temptation to explain
Communication Skills

Questions about communications skills?
2) Collaboration Skills

- Smile, use other person’s name
- Think “two heads are better than one”
- Clarify: ask lots of questions unless you’re sure of your direction
- Never assume (danger there)
- Thank other person/people for their contribution/s
“Sometimes I think the collaborative process would work better without you.”
Collaboration – What Derails It?
Collaboration – What Derails It?

Depending on what is derailing, consider:

- Bring in supervisor
- Refocus on shared goal
- Create a **checklist** and divvy it up
- Speak candidly to a grouch:

  “Your experience in the acquisitions process adds so much to this group. You don’t seem happy when we meet. Is something not working for you?”
“Dry cleaning, pet store, Salvation Army—I’d be lost without my stickies on the dash!”
Collaboration Skills

Questions about collaboration skills?
2) Cultural Competence Skills

- Important because of the make-up of the 21st century workforce
- Important because incorporating different perspectives and experiences will improve your services and user experiences
- Important because it’s the right thing to do
Cultural Competence Skills


- Understand and respect others’ cultural and ethnic backgrounds and perspectives

- Undertake some professional development in this area if you haven’t already
Honey, do you think I'm Eurocentric?
Cultural Competence Skills

Questions about cultural competence skills?
4) Management Skills

The key to this skill set is to ask yourself:
What are you managing?
People, processes, programs, perceptions, places (physical or virtual), etc.

The key to ALL of these is managing PEOPLE.
“The number one thing that matters, especially if you’re going to be a manager at Virgin, is how good you are with people. If you’re good with people and you really, genuinely care about people then I’m sure we could find a job for you at Virgin... I’m sure we’d like a few other attributes, but that would be the most important one.”
Management Skills

“Getting the Right People on the Bus”

Jim Collins, Good to Great
Management Skills: Recruiting and Hiring

- Post openings internally first
- Provide incentives for referrals from current employees
- Create detailed job descriptions that are basis for job posting
- Hire people who are able to demonstrate they care about your mission (Trader Joe’s interview Q)
- Establish multi-step interview process
Management Skills: On-boarding and Orientation

- Your best opportunity for mission and cultural values transfer
- Create a written plan
- Top management should be included, even if only a cameo and handshakes
- Assign each new hire a “buddy” for a certain period of time, to introduce him/her and to serve as bridge into organization
Management Skills: Performance Evaluations

- Establish informal evaluations in first year every 3 months
- Follow best H.R. practices for design of performance evaluations, but adjust them to your own mission and values
- Suggestions for professional development of employee, and a plan to execute, should be a major outcome
"How's my praying?"
Management Skills

Questions about recruiting and hiring, onboarding and orientation, performance evaluations?
Management Skills:
Metrics

- You manage what you measure
- Measure what’s important (or what’s the point?)
- Tie metrics to your mission
- Be sure to obtain a baseline!
Management Skills: Metrics

Development and use of research instruments presents career growth opportunity, because it’s closely linked to nature of librarians’ work:

- curating data and information
- conducting research
- organizing and disseminating knowledge
Management Skills: Metrics

If this area is interesting to you, consider taking class/es on statistical methods, research analysis, research design, etc.

Bring that expertise into your workplace and step up to surveys
Management Skills:
Metrics

Questions about metrics?
Management Skills: Change Management

- Reason for change, and change strategy/plan, should be clear to all (cognitive understanding)
- Buy-in (emotional understanding) is easiest obtained early in the process
“I hope you don’t mind changing planes in midair.”
Leadership Skills:
Change Management

➢ Know your “cultural components” and adjust them as necessary to reflect where you are going

[see handout]
“It’s always ‘Sit,’ ‘Stay,’ ‘Heel’—never ‘Think,’ ‘Innovate,’ ‘Be yourself.’”
Management Skills: Change Management

Questions about change management?
5) Leadership Skills

- ANY employee can, and should, develop and utilize leadership skills
- Leaders articulate the mission and the vision [know the difference?], model best practices to get there, and re-invent as they go along
“We fight, we flee. We fight, we flee.”
Leadership Skills

“SPARK” (Robin Sharma)

Speak with candor

Prioritize

Adversity breeds opportunity

Respond versus react

Kudos for everyone
Leadership Skills: Kudos for Everyone

“Well, I think you’re wonderful.”
Leadership Skills: Looking on the Bright Side

- Building on employees’ strengths rather than looking for opportunities to criticize
- Organizing teams so that individual members have a chance to shine using their most differentiated skills
- Rewarding and celebrating successes; minimizing failures and viewing them as learning experiences
Leadership Skills

- Messaging (choice of words and images) matters
- Symbolism matters
- Leaders have to get substance AND symbolism right
Hmmmm... message good; substance?

“Born in conservation,’ if you don’t mind. ‘Captivity’ has negative connotations.”
Leadership Skills

Questions about leadership skills?
In Conclusion

Tom Peters, business writer and management consultant, in Fast Company, 1997:

“We are the CEOs of our own companies. To be in business today, our most important job is to be head marketer for the brand called ‘You.’”
“‘Killer Whale’ is terrible branding. From now on, people will call you ‘Happy Silly Fun Fish.’”
Next Steps

- Evaluations of this Career Institute from LLAMA and from Blue Bridge Career Coaching
- PowerPoint is available to you
- Resources:
  2) Robin Sharma: *The Leader Who Had No Title*
  3) Ken Blanchard: *Leadership and the One-Minute Manager*

- Thank you for your time and attention!
Get someone in your corner.