You are not your resume’!

Ken Ewan
KME Leadership Associates
You are not your resume!
... how to become intentional about your career.
My “Story”
More than my job
Discussion

What would you want to ask me?
Why are you here?

Will this investment in time be worth it?
Will you become the person you dreamed that you could be?
Future state

• What would a “day in the life” look like in 1 year, 3 years, 5 years?

• What would be important?

• What isn’t important?

• What has to change?
Trajectory
Advice to Sheryl Sandberg

“If you’re offered a seat on a rocket ship, you don’t ask what seat. You just get on.”
Are you dissatisfied with the “Status quo”
My intent today: Provoke your thinking
How do you define Leadership?

**Exercise #1**

Think about three leaders whom you have admired as leaders.

- List them here:
  1) 
  2) 
  3) 

- List qualities and characteristics here:
  1) 
  2) 
  3) 

Discuss qualities and characteristics at your table.
Emotional Intelligence

8 – 9% Technical Related Competencies
8 – 9% Intellectual Related Competencies
85 – 95% Emotional Intelligence
Success vs Fulfillment
Increase self-awareness
Shift the observer
5 Levels of Leadership

Where are you?
The 5 Levels of Leadership

5. Pinnacle: Respect
   People follow because of who you are and what you represent.

4. People Development: Reproduction
   People follow because of what you have done for them.

3. Production: Results
   People follow because of what you have done for the organization.

2. Permission: Relationships
   People follow you because they want to.

1. Position: Rights
   People follow you because they have to.
Do you have the “self-awareness” to assess where you are to be able to transform to where you want to be?
Networking

Be intentional about getting your “time’s worth” from your experience at the Annual Meeting!
Many communicate... few connect!
Communication
Connection
Discussion

How will you use your time here?
Growth

How does it differ from training?
If you want more.... you have to become more!
Nobody should be more interested in your career development than you!
REINVENTION

GROWTH

TIME

Start  Grow  Mature  Decline

Ordinary World  Improved World  Ordinary World  Improved World
Understand the “as is”....
Create the “could be”!
Life is too short to be living someone else’s dream!
Hang around with people that do what you **want** to do!
Business Pyramid

How do these relationships fit into my career?
Business Pyramid

- Dealing with things that go wrong
- Teaching/learning
- Relationship
- Principles & Values
- Your way of being
Career Development Planning

Own it... be intentional!
Annual Development Planning

• What are the competencies required for the position you aspire?
• Are you aware of the competencies that you need to develop?
• Choose 2 – 3 to develop.
• What actions do you need to undertake to address the need (how will you enhance your effectiveness)?
• What does progress look like...how do you know?
• What is the timing for each action?
• What support will you need?
So what?
Ben Zander

- Music is the metaphor
- Listen for the key points
- Note what resonates with you
An interesting perspective on Leadership

http://www.youtube.com/watch?v=mjMgrLC50M8
Ben’s Key Points

• Do not doubt the capacity of the people you are leading to realize whatever you are dreaming.
• A leader depends for their power on their ability to make other people powerful.
• Awaken possibility in other people.
• Who am I being that my people’s eyes aren’t shining.
Discussion

What “sticks” with you?
What are you willing to do next?

- To grow
- To build who you are
- To find your “why”
- To realize your dream
Books
- The Art of Possibility – Ben Zander
- Lean In – Sheryl Sandberg
- Fierce Conversations – Susan Scott
- Leadership Agility – Bill Joiner & Stephen Josephs
- Leadership & Self-deception – The Arbinger Institute
- 5 Levels of Leadership – John C. Maxwell
- 10-10-10 – Suzy Welch
- Daring Greatly – Brené Brown
- I thought it was just me – Brené Brown
- Resonate – Nancy Duarte

TED Talks
- Ben Zander
- Brené Brown - Vulnerability
- Nancy Duarte
- Simon Sinek – Golden Circle

99u
- Simon Sinek – If you don’t understand people, you don’t understand business

Magazine subscription
- Success – Darren Hardy (Monthly CD)

Blogs/Newsletters/Coaching
- Eblingroup.com/blog – The Next Level, Scott Eblin
- KME Leadership – kmeleadership@gmail.com, 240-454-2818
Questions?
Back-up slides

Career Development Planning Examples
<table>
<thead>
<tr>
<th>Competency for Development</th>
<th>Actions to Address (How will you enhance effectiveness?)</th>
<th>Metrics (What does progress look like? Put later updates in bold.)</th>
<th>Timing (When will you perform these activities?)</th>
<th>Support Required (e.g., coach, leader action, etc.) Put later updates in bold.</th>
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<tbody>
<tr>
<td><strong>Demonstrating a Quality Orientation</strong></td>
<td>Work with manager and other senior level members to review their approach to preparedness. Develop generic questions set for review/interview with other employees. Review / Categorize Techniques. Implement techniques which will improve preparedness and confidence. Work implementation of projects schedules and arrange based on expected times and available resources. Review tactics to gracefully insert adequate time into project schedule. Input with early engagement to project and project management. Review project plan with project manager(s).</td>
<td>Question Set Developed. Interviews Completed. Techniques Reviewed. Techniques implemented and more effectively/confidently conducting meetings.</td>
<td>Review Monthly from Nov 2012 to May 2013</td>
<td>Manager and other Senior Level Member Support. Dedicated time to meet/review/implement.</td>
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<td><strong>Having a Learning Orientation</strong></td>
<td>Work with manager to identify new assignments or growth opportunity that will challenge to develop internal operations knowledge base.</td>
<td>Identification and completion of one new assignment or growth opportunity. Identification and completion of one new assignment or growth opportunity.</td>
<td>Review Bi-Monthly from Nov 2012 to May 2013. Review Bi-Monthly from June 2013 to Nov 2013.</td>
<td>Project/Staffing Alignment with New Opportunities. Project/Staffing Alignment with New Opportunities.</td>
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<td><strong>Displaying Adaptability</strong></td>
<td>Seek to understand clients issues and how their priorities affect key decisions makers at all levels. Review/Attend Root Cause Analysis Training, Course, or Literature. Exercise Monthly and identify at least three current/recent issues and review for &quot;root Cause&quot; and list effects. When changes in process stretch you beyond your comfort zone, make an effort to think positively about the change and its potential for improved results and growth. Read articles/literature as recommended by YYYY &amp; Ken.</td>
<td>Develop the cognitive idea to always/generally identify the root cause/issue. After initial review/training, revisit issue with mentor in Jan 2013, discuss progress. Revisit issue with mentor in May 2013, discuss progress. Effectively accept and complete new challenges while demonstrating quality orientation and effectively addressing issues based on clients needs/priorities. Review overall progress with manager in Apr 2013.</td>
<td>Review Monthly from Nov 2012 to May 2013. Review Monthly from Nov 2012 to Apr 2013.</td>
<td>Review / Attending Training on Root Cause Analysis. Review strategies and plans with manager/mentor. Review project progress and complete/incomplete action items with mentor. Dedicated time to evaluate performance and identify new areas to improve.</td>
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Career Development

Business Development
- Networking
- Relationships
- Opportunity Creation

Preconstruction
- Organization
- Team Leadership
- Scope
- Understanding/Development
- Estimate development
- Interaction with Superintendents

Operations
- Team Leadership
- Feedback/Mentoring
- Motivation
- Support
- People Management
- Strategic growth of business through sales
- P&L responsibility
- ACCOUNTABILITY/RESPONSIBILITY

Goals:
1. Leadership
2. Strategic decision-making that impacts SI at the division and company-level
3. Market saturation impact – brand promotion and growth through sales
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<th>Commitment</th>
<th>First Steps Forward</th>
<th>Significant Progress</th>
<th>Success</th>
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<td>I want to be better at increasing the number of things I delegate to people in order to have fewer things on my plate.</td>
<td>Meet with my team and let them know what behavior I’m trying to change, why, and how.</td>
<td>My team would notice the change in the work I do personally and their shift in workload.</td>
<td>I would be able to clearly identify every item that comes up as something I should do or, if it should be delegated, to whom it should go and how.</td>
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<td>Role-play through some examples, integrating them into what types of responsibilities should go to whom and how they’d like it to happen.</td>
<td>They would likely have to empower their people more, passing on the next level of work so they could absorb what I give them. I believe they would feel more important and more trusted.</td>
<td>My team would become so comfortable taking on larger responsibilities that the work would start going directly to them, releasing me from the need to delegate at all.</td>
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<td>Prioritize items based on ease, importance and ability and then start doing them.</td>
<td>My team would see my contribution toward longer-term planning increase, giving them more confidence that we have a direction and are paying attention to staying on course.</td>
<td>I would have at my fingertips the pulse of the market, our plan of attack, and our performance at a market level at any moment.</td>
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<td>Review at monthly staff meetings how I did and how they did. Adjust our plan as appropriate.</td>
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<td>Review in six months to evaluate the longer-term impact on my performance and role in leadership vs. our expectations.</td>
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Future state visioning

• What would a “day in the life” look like for you in 1 year, 3 years, 5 years?
• What would be important?
• What isn’t important?
• What has to change?
Give yourself an “A”

• Write a letter to yourself dated a year from today.
• Detail all the things that you did during the year to deserve an “A”.

Give yourself ...

“a possibility to live into, not a standard to live up to!”

Benjamin Zander – Director, Boston Philharmonic
The Life GPS helps determine your most important goals and sets you on a course to reach them. Get started by clarifying the core behaviors that represent you at your best, the routines that will reinforce peak performance and the outcomes that you hope to create in the three main arenas of life.