

# Building Your Career Capital

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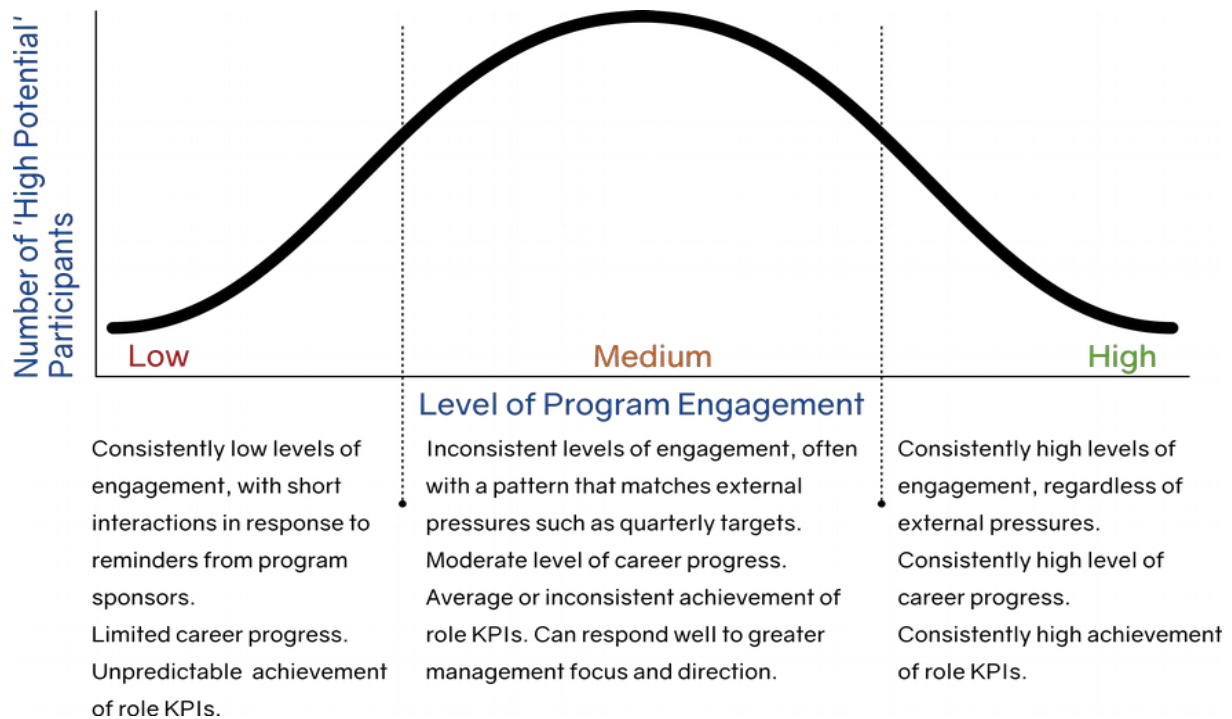
# 1 Talent Programs

As a mentor, what advice would you give to someone joining next year's BMDP?

Talent program engagement consistently follows a pattern, with the majority of participants engaging when they are not busy with their regular work activities. We therefore often see an engagement pattern which follows quarterly and end of year target periods.

The lowest performers generally don't engage. They may engage in the start of the program, and then they try to fit all of their development into the final month of the program.

The highest performers engage consistently in talent programs because they prioritise their own long term development, and they know that next year there will be another KPI, but there may never be another opportunity to focus on their development and get a high level of support.



# 2 Asset Utilisation

Rockwell gives you a company car. Do you take the bus or the car?

Rockwell gives you a laptop. Do you use it?

Rockwell gives you sales reporting tools. Do you use them?

Do you take your full vacation allowance?

Do you ensure your team uses the tools they're given?

Are you making the most of the BMDP?

### 3 Raising Capital

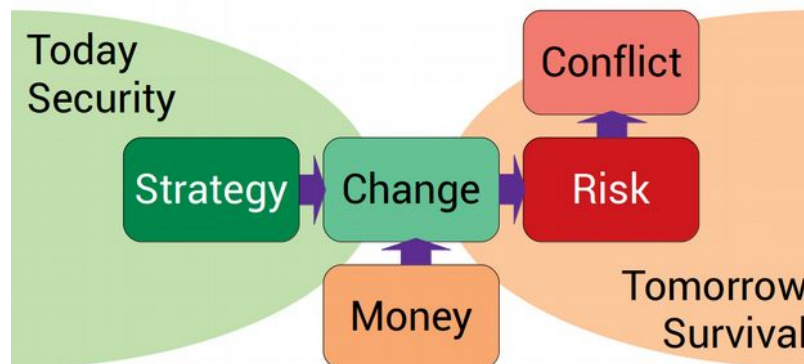
Investment in your development is investment in a valuable asset – your career capital. It could even be your most valuable asset because, without it, it’s much harder for you to progress into new roles at more strategic, challenging levels.

A company raises money through share capital to fund strategy, because cashflow only pays for ‘business as usual’ and strategic change needs capital investment. Normally, a company will raise capital through the stock market, and investors are essentially making a loan and will expect a return on their investment. They expect more money back than they put in.

Shares vary in value, and value is subjective. The value of shares is not based on company results, or on new technologies and innovations. The value of shares is based on only one factor – **trust**.

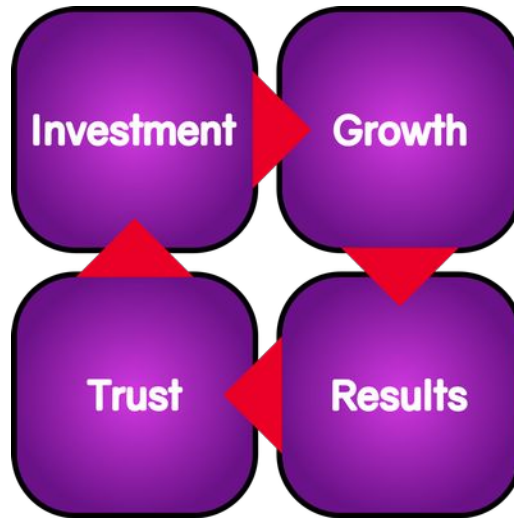
Your results are based on what you did in the past. For example, your sales figures today are the result of calls you made and emails you sent as much as a year ago. Therefore, your results do not reflect what you are doing today. The share price depends on trust, which gives investors confidence that you will deliver the results that you predict. The best result for an investor is a predictable result. Investors don’t like surprises.

Today, you have security. You have reliable products, customers, distribution channels, internal systems. But you cannot stay where you are because the market is evolving, and your competitors are evolving. To survive, you have to move. You are standing on an island which is shrinking. But to get to the next island, to ensure your survival, you have to take a risk, you have to decide which island to jump onto next. To fund that strategy, you need capital. Unfortunately, as soon as you are exposed to risk, you create conflict, because everyone has a different idea about what you should be doing, and how you should be protecting your customers, your employees and your shareholders.

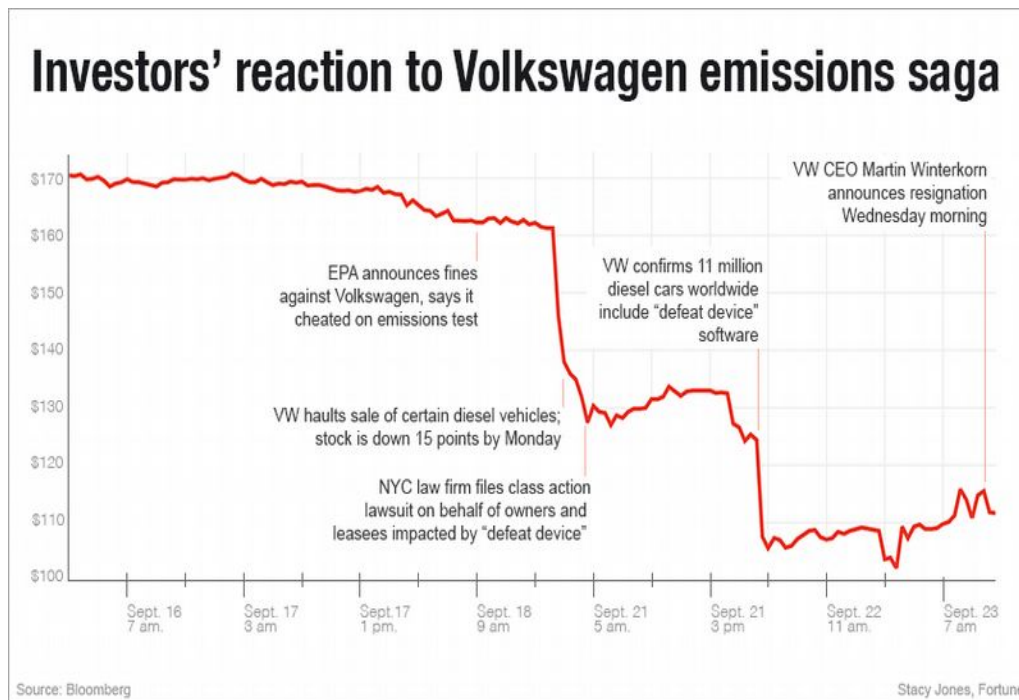


Let’s relate this to your career. You carry on delivering targets, year after year. Another year, another target. You are only proving that you can do your current job. You are proving nothing about your future capability.

You have to make predictions about your future results, and you have to convince your career stakeholders to invest in you. They will be more likely to support you if you have built trust. You can’t build trust simply by making big promises, you have to show that you can deliver.



Value takes a long time to build, and past performance does not guarantee future results. In fact, value can be destroyed overnight.



What is your value?

What have you done to build your value?

What is the biggest threat to your value?

How can you build trust in your future value?



## 4 Delegation

Delegation is not a task management activity, it is a career management activity. It fits into the 70% component of the 70:20:10



You probably think that you are already good at delegating, because:

- You often delegate tasks to your team
- You give clear instructions about how to carry out the task
- You check in and offer advice if you can see problems arising

If you do any of these them, unfortunately, you are not good at delegating. In fact, you are causing more work for yourself and for your team, you are limiting the growth of your team members, and you are micromanaging.

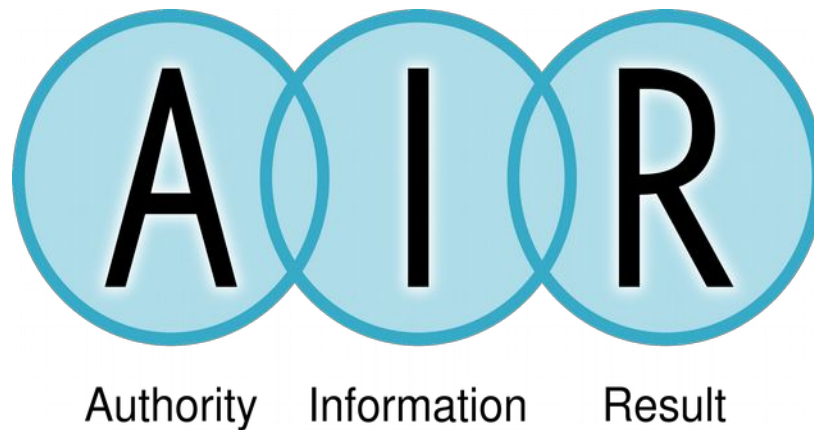
The bottom line is this - the only way that you can manage your area of responsibility effectively is to delegate as much and as often as possible.

When you delegate a task, you are delegating the authority to complete the task, but not the responsibility for it. Ironically, managers who abdicate tend to do the opposite, they abdicate the responsibility for the task, but not the authority to get it done, so that when the person performing the task fails, it will be their fault, even though realistically they could never have succeeded.

To delegate effectively, simply remember that you need to give your team AIR:

<b>Authority</b>	The Authority to make decisions in order to complete the task you're delegating
<b>Information</b>	The right Information to make good decisions to complete the task
<b>Result</b>	The end Result that you want, and a way of measuring that it has been achieved

The most vital thing to remember about delegation is that you are delegating not only a task, but also the authority to make decisions that are necessary to complete that task. Delegation is a shift in decision making authority from one level of an organisation to another – this is why people who go to conferences on behalf of their employers or governments are called delegates; because they have *delegated authority*.

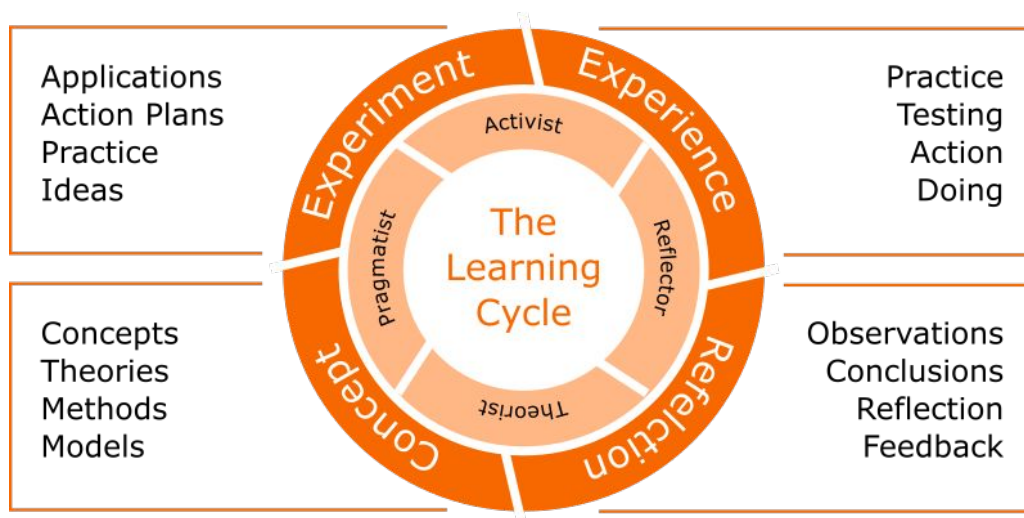


## 5 Be Your Own Coach

By understanding the learning process, you can take control of your own development. We learn through experience, but just doing something is not enough, we need more than experience. We also need to organise our experiences so that we can use them to make more effective decisions in the future.

The learning cycle, described in 1985 by David Kolb, has four stages.

You have an experience of something new, you then step back and think about what happened. You think about why it happened and what you can do differently next time. Finally, you decided to try something new and that created a new experience.



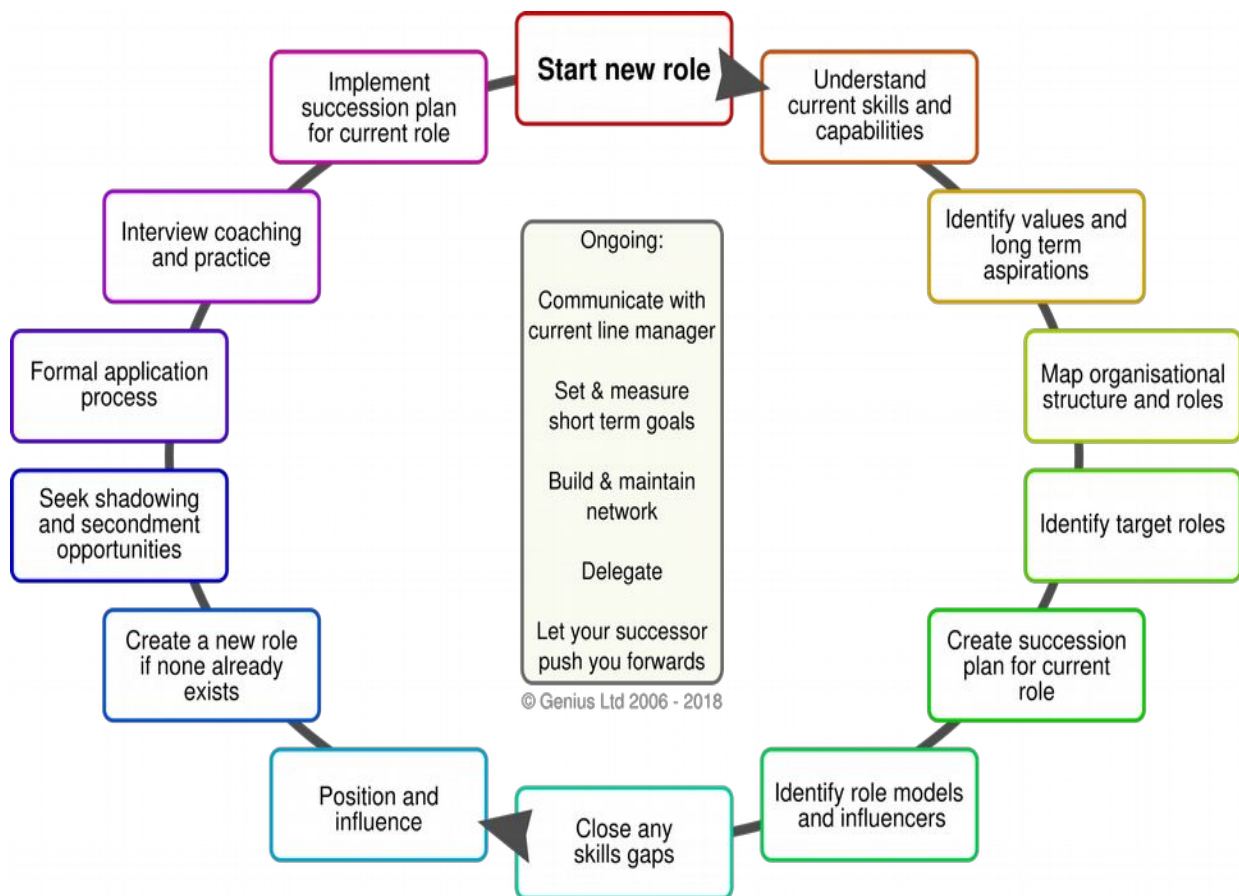
You can use the learning cycle to drive your own development by:

- Choosing to put yourself in new, unfamiliar situations.
- Making time to think about what happened. It's good to do this with a mentor or friend, or at least to write down your observations and read back over them later.
- Thinking about what you could do **differently**, not better. If you think about your results as being 'good' or 'bad' then you will be afraid to make mistakes, and then you won't learn anything.
- Trying something new and being prepared to see what happens.

Remember, success teaches you nothing, it is a sign that you were afraid to take a risk, and you did something that you already knew would work.

Failure is where you will learn. Allow yourself to make mistakes, and create space for your team to learn from mistakes too.

You can use the career cycle to plan your career development activities and learning. Identify where you are right now, and focus on the next step to make the best use of your time and networking opportunities.





## 6 Networking

You do a great job, but so does everyone else. You are surrounded by noise and you cannot cut through the noise by shouting louder .

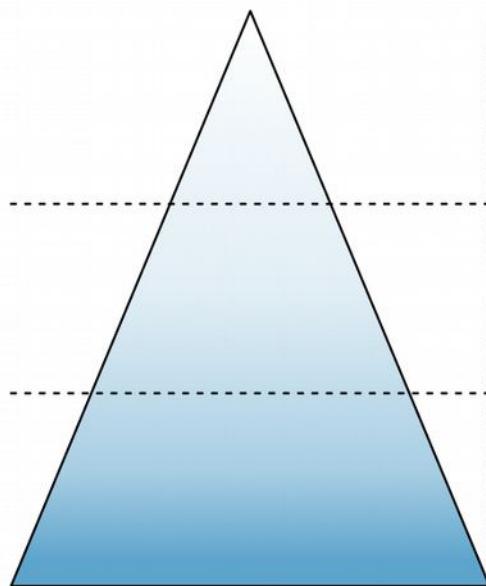
If you only rely on your role targets, you are being measured in the same way as everyone else, and therefore your value is the same as everyone else.

There is no difference between you and your competitors.

Imagine if one of your products had identical features to your competitor. How would the customer choose.

Think about where you buy commodities such as milk, bread, water. Do is it matter where you buy them if they are the same?

There is a concept in career planning called the 'glass ceiling', it means that in an organisation, you can see high level roles, and you are a good candidate, but the organisational culture means that the same people always get those roles. You can see higher, but you can't get there. You can see the job advert, you can see the recruitment process, but you can't see the secret rules that decide who gets the promotions. In fact, there are two glass ceilings.



### Second glass ceiling:

Common to every culture is the problem of self-worth. Throughout a person's career, they have been rewarded for certain behaviours, such as problem solving, technical knowledge, networking, relationship-building, even bullying. The person associates their sense of self worth with those rewards, and they become locked in a cycle of those behaviours. Unfortunately the qualities that got them this far will not get them to the next level, so they face the toughest challenge of all - they must risk letting go of the qualities that they most value in themselves.

### First glass ceiling:

Every culture has its own rules for promotion, such as results, leadership qualities, taking on tough assignments, politics, power, relationships. The first glass ceiling holds back two types of people - those who do good work but don't want to 'play the game', and those who have figured out the game but don't want to do the work. For example, in a culture driven by recognition, this means people who do good work but don't 'blow their own trumpets', and people who find ways to be associated with successful projects but don't make a valuable contribution.

The second glass ceiling is your behaviours and habits, the things you've been rewarded for, how you define yourself. The second glass ceiling is what you think you're good at, what you value yourself for. It's much harder to overcome than the first, because it's not about culture or politics, it's about something that you can never see – yourself.

To get past the second glass ceiling, you have to leave behind the things that you most value yourself for, the things that you have been rewarded for.

Look back over your career and think about your most valuable career skill.

Take a piece of paper and write it down. Look at it carefully. Think about what it means to you.

Now tear that paper up and throw it away.

What do you want to be valued for in the future?

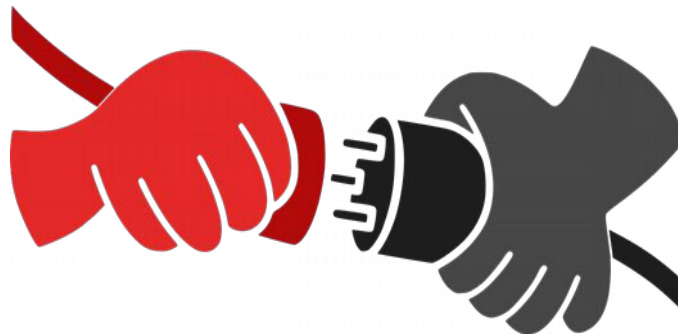
## 7 Return on Career Investment

Rockwell has many great sales people, engineers, project managers, problem solvers. Those skills are easy to find, easy to teach. Rockwell – and the world - is short of leaders.

Leaders are people who:

- Delegate
- Build teams
- Create successors
- Enable high performance
- Share knowledge
- Network
- Enable communication
- Connect the resources that drive results

In your network, there are **creators** of value and **consumers** of value. Your job is to connect them together. Be a CONNECTOR.



## 8 Building Career Capital

What support will help you build your career capital?

How will you develop trust to drive investment?

How do you act as a role model and mentor?

How will you demonstrate value from the BMDP?