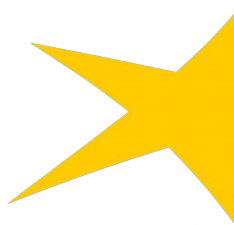


# Building Your Career Capital

Peter Freeth



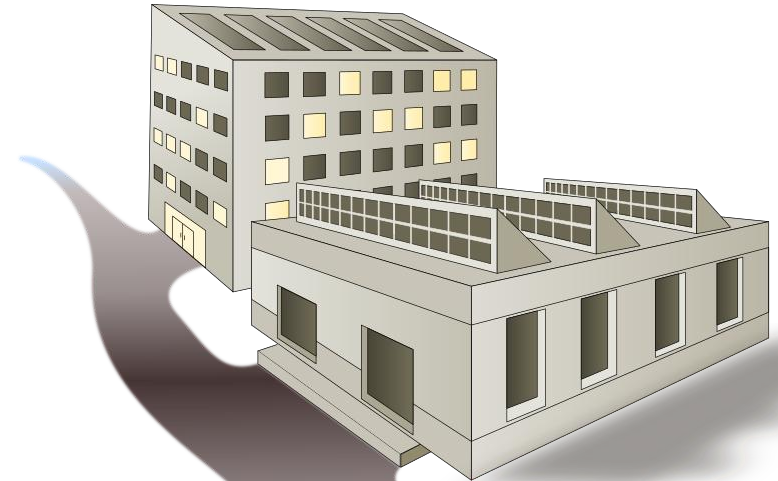
Look back over your career

What is your most valuable career skill?

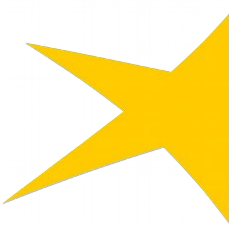
What is the one thing you are really good at?

# Business Basics

- A business needs money to operate
- Buying raw materials, paying staff, R&D
- Some time later, customers pay
- Capital up front, then cashflow every day
- Capital is raised through share offerings
  - Raise cash
  - Shareholder influence



# Increasing Share Value



- Shares vary in value
- Value is subjective



Strategy

Today

?

Tomorrow

Strategy

Today  
Security

Strategy

Change

Conflict

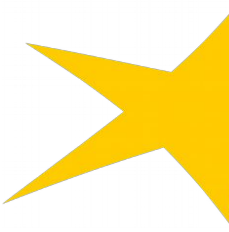
Risk

Money

Tomorrow  
Survival

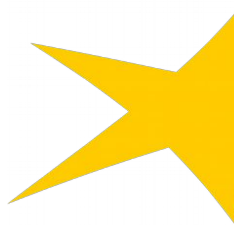


# Imagine that You are a Business



- Strategy = career plan
- Shareholders = supporters
- Shareholders invest in your future
- Investment drives growth
- Growth drives results
- Results drive trust
- Trust drives investment

# Increasing Your Value



- You vary in value
- Your value is subjective

Results

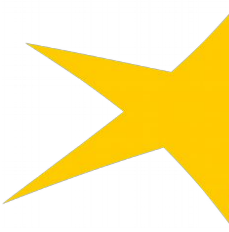
Trust

Past

Future

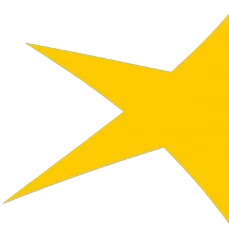


# How are you Valuable?



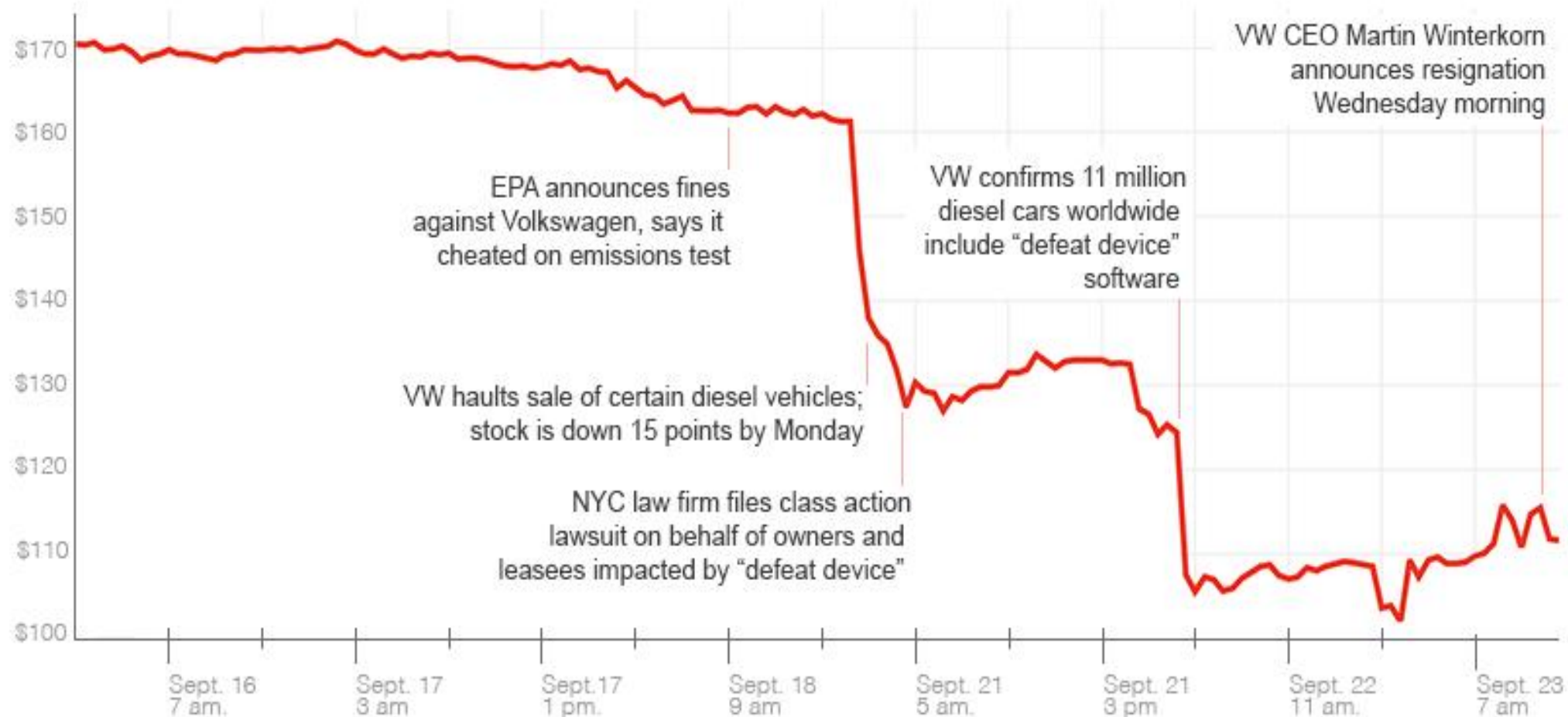
- Discuss in pairs
- What is your value?
- What have you done to build your value?
- What is the biggest threat to your value?

# Subjective Value

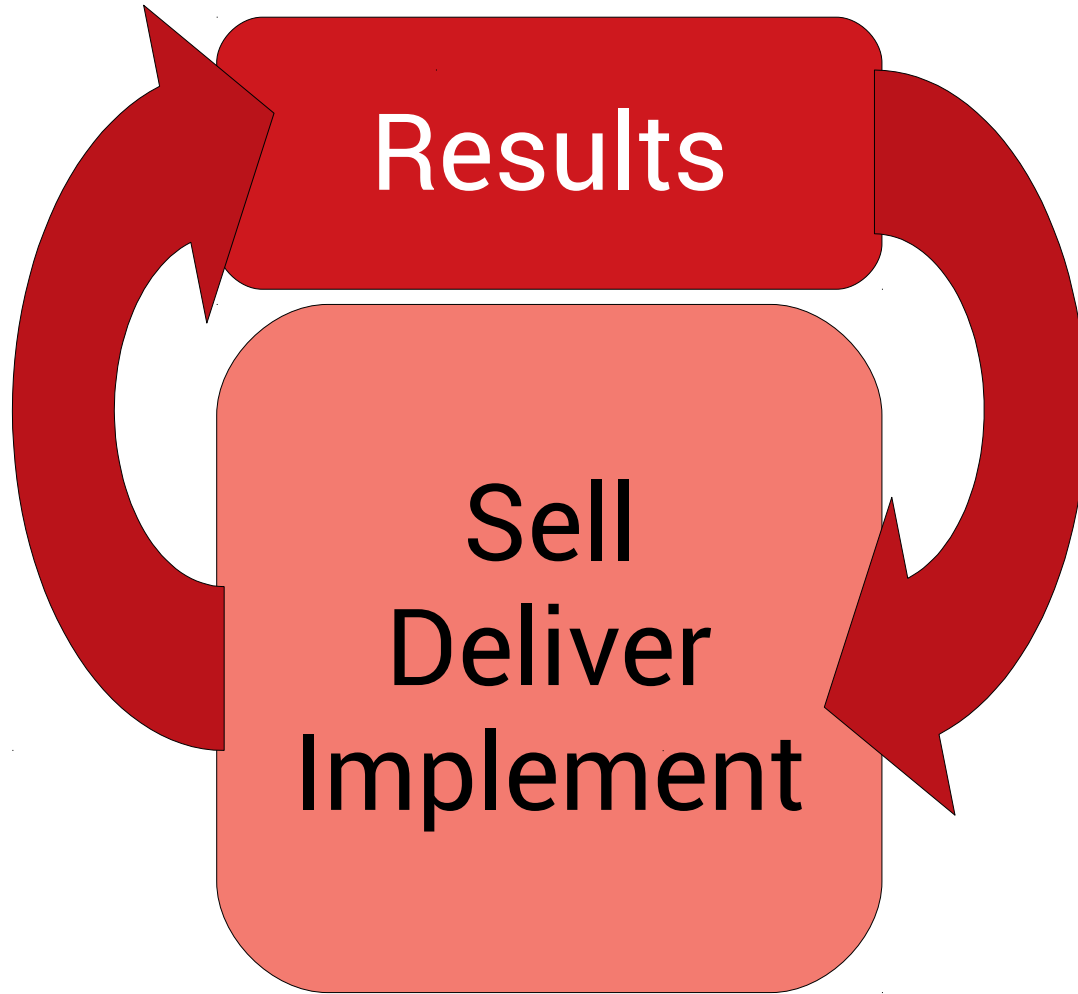
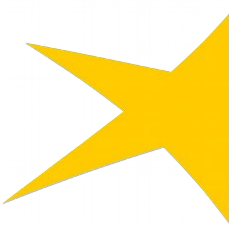


- Value takes a long time to build
- Past performance does not guarantee future results
- Value can be destroyed overnight

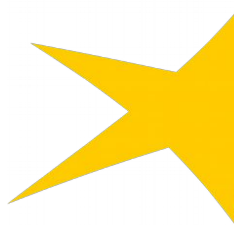
# Investors' reaction to Volkswagen emissions saga



# Increasing Your Value



# Increasing Your Value



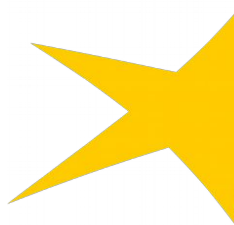
**Results**

**Trust**

**Sell  
Deliver  
Implement**

**Network  
Develop  
Recognise**

# Increasing Your Value



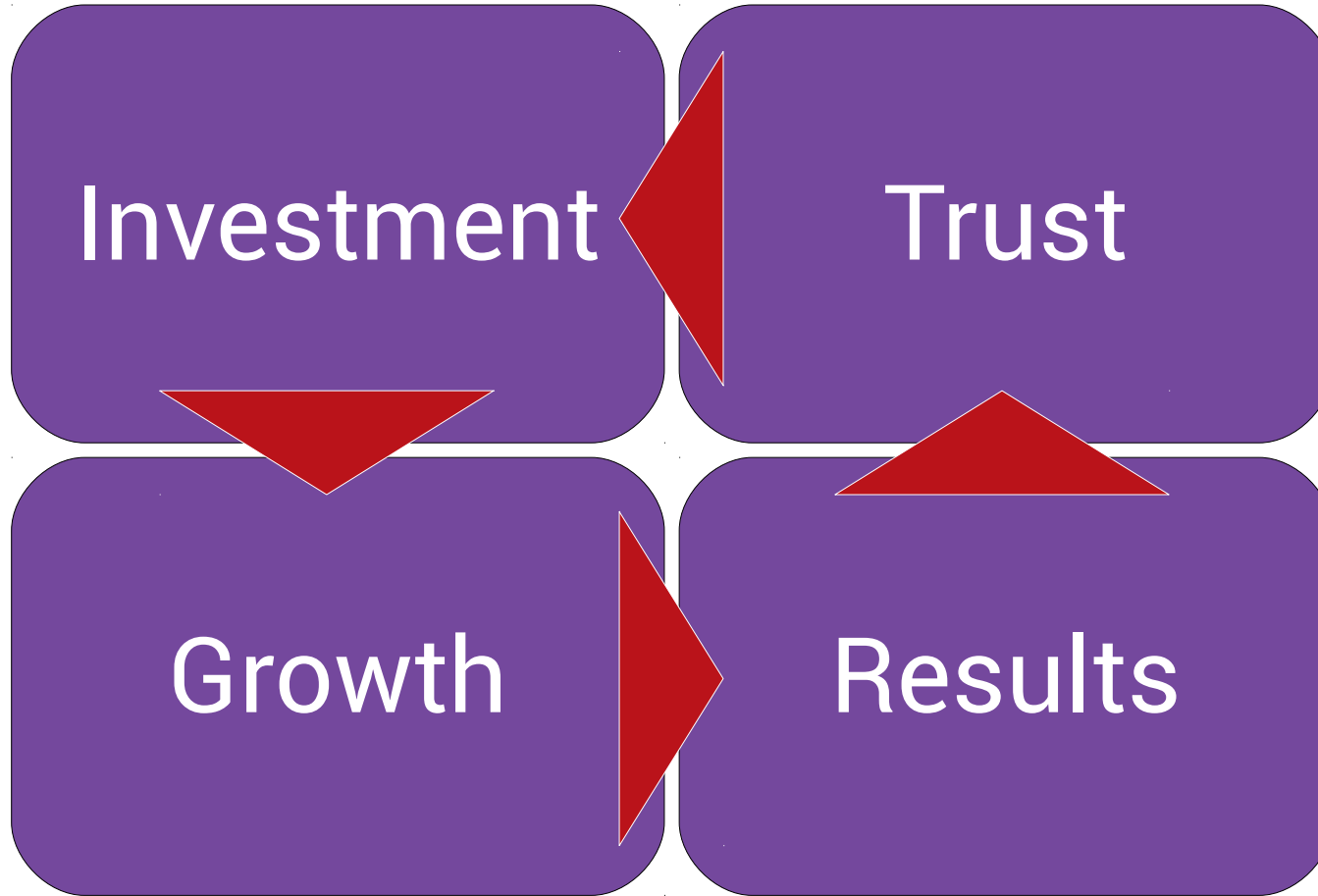
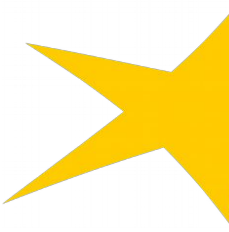
**Results**

**Trust**

**Delegate  
Develop  
Lead**

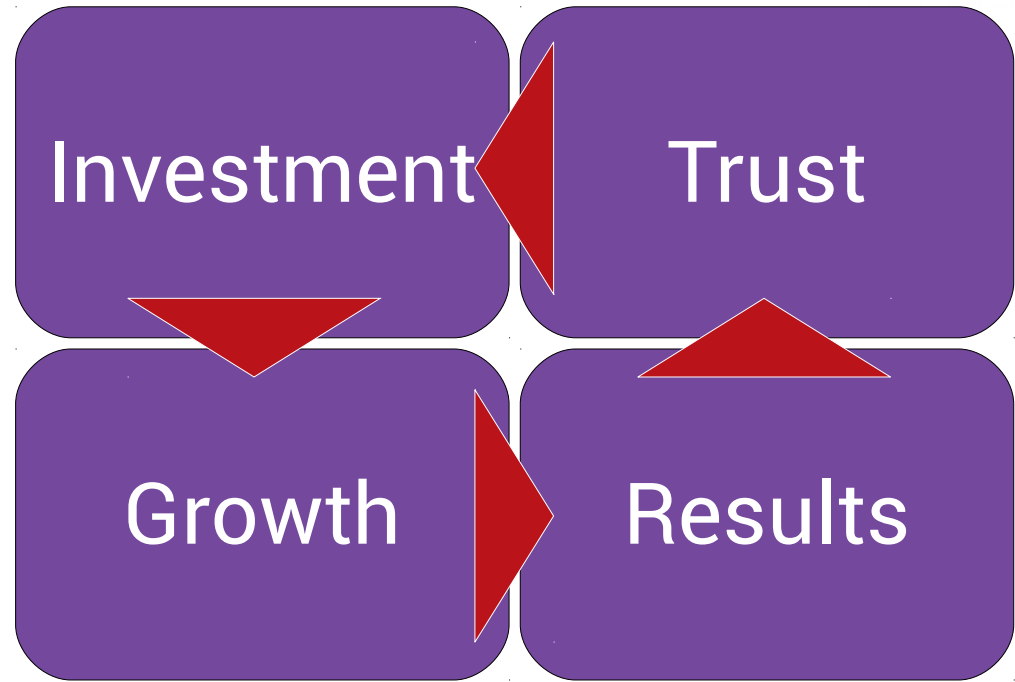
**Network  
Develop  
Recognise**

# Increasing Your Value



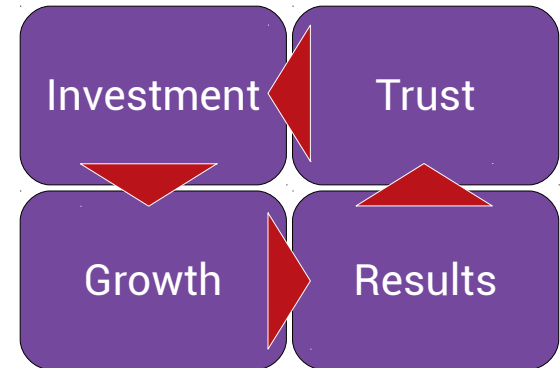
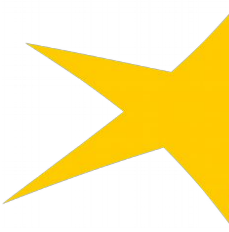
# Increasing Your Value

- Work in small groups
- What results are you measured on?
- Where are your growth areas?
- What investment are you making?
- How is this building trust?



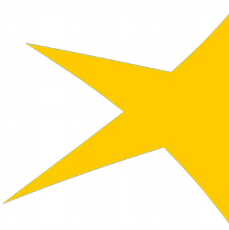


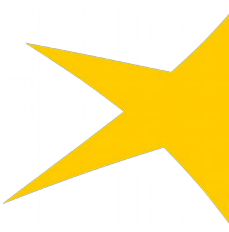
# What Does This Symbol Mean?



# Trust

- Trust is not built on promises
- Trust is built on results
- Results have to be communicated
- Everything that you achieve is a result
  - Sales quotas, KPIs?
  - Success
  - Failure
  - **Learning**
- You will build trust through **communication**

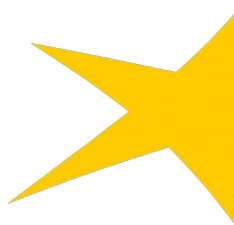




Take a break and talk about how  
communication builds **trust**



# Competition



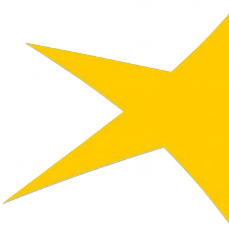
- You'll be competing in your project teams for a **prize**.
- Reproduce the model **perfectly** using the parts supplied.
- Only **one** member of each team out of the room at any time.
- Do not **take** anything with you out of the room e.g. pen, paper, mobile phones, cameras, model parts.
- Do not **touch** the model that is outside of the room and do not interfere with another team's model.
- **Look** at the model as much as you like.
- The winning team has the **lowest score**: **Time** to completion plus a 2 minute **penalty** for each piece out of place. The clock for all teams stops at **20 minutes**.





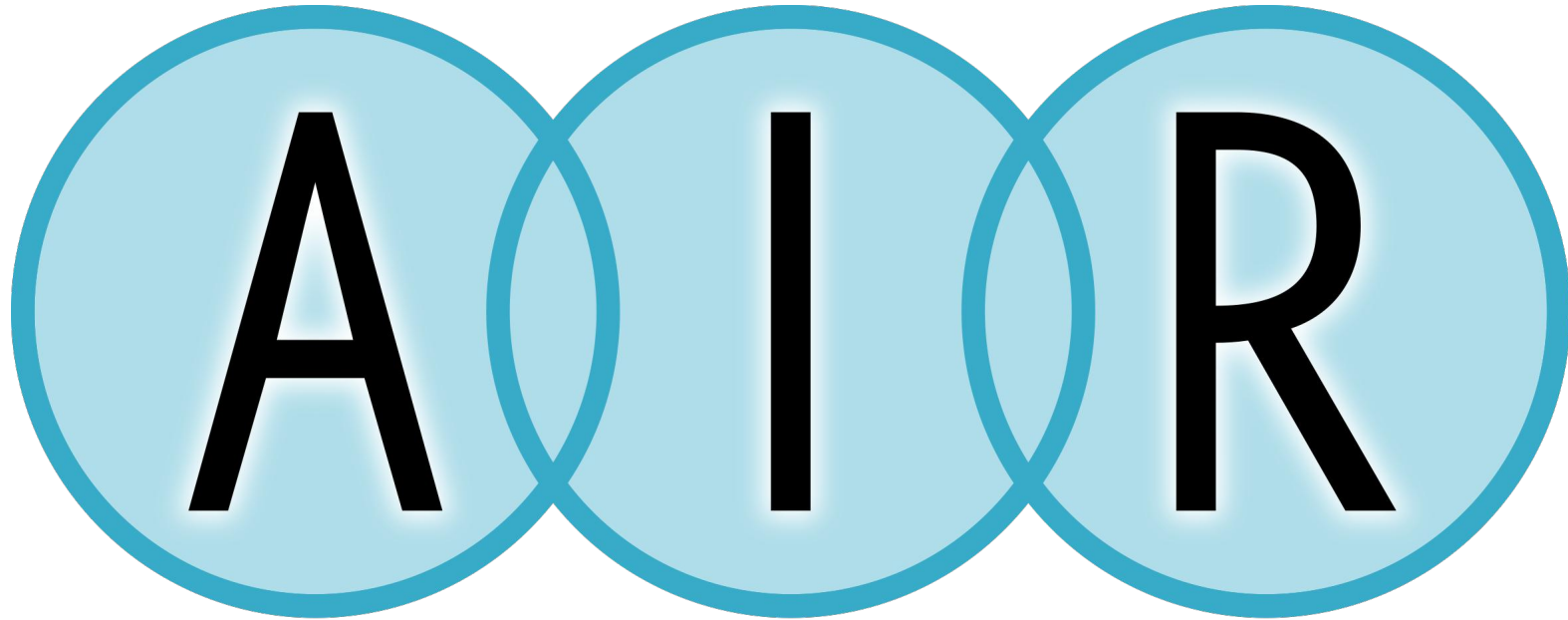
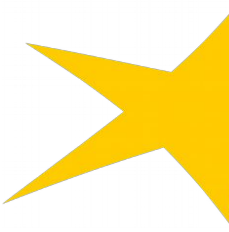
# Delegate

# Delegation



- Most managers focus on delegating tasks
- That's not delegation
- What is given to you as a manager that enables you to manage a team?
- **Authority**

# Delegation

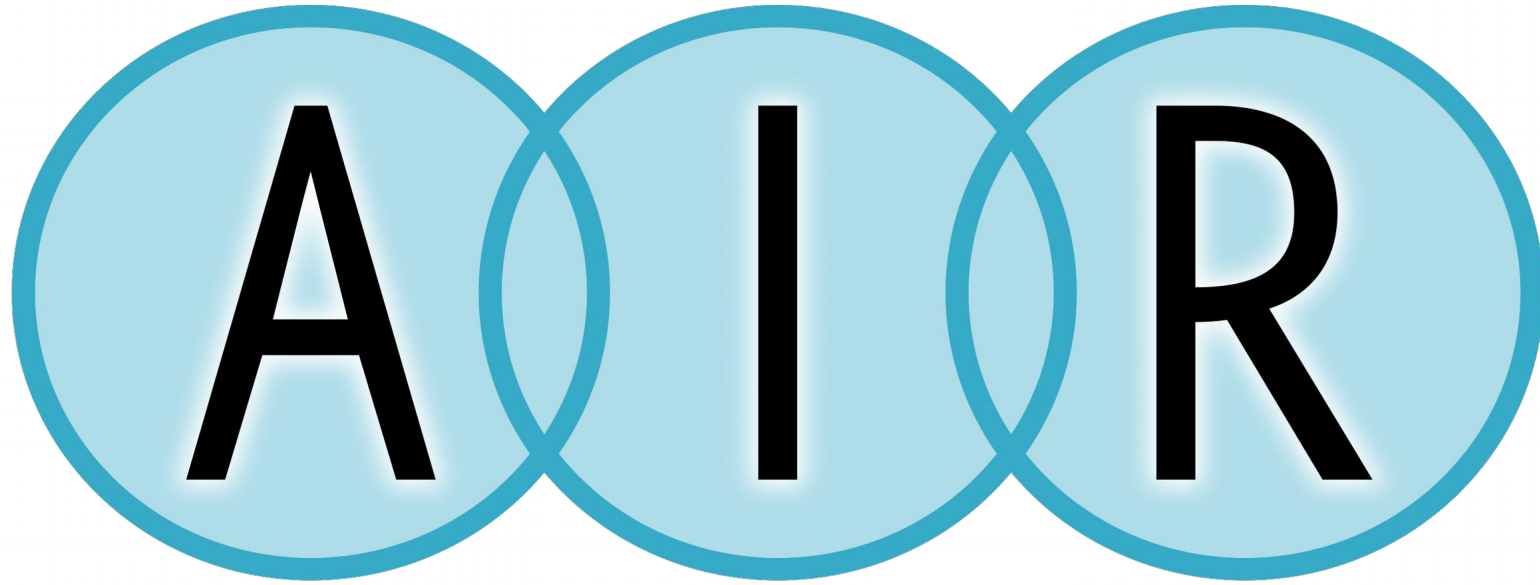


Authority

Information

Result

# Delegation



Authority

Information

Result



Gets things  
done

Informed  
decisions

Delivers as  
expected

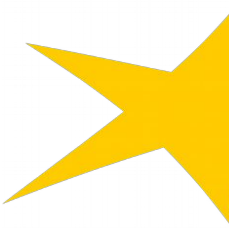


Frustration

Indecision

Wrong outcome

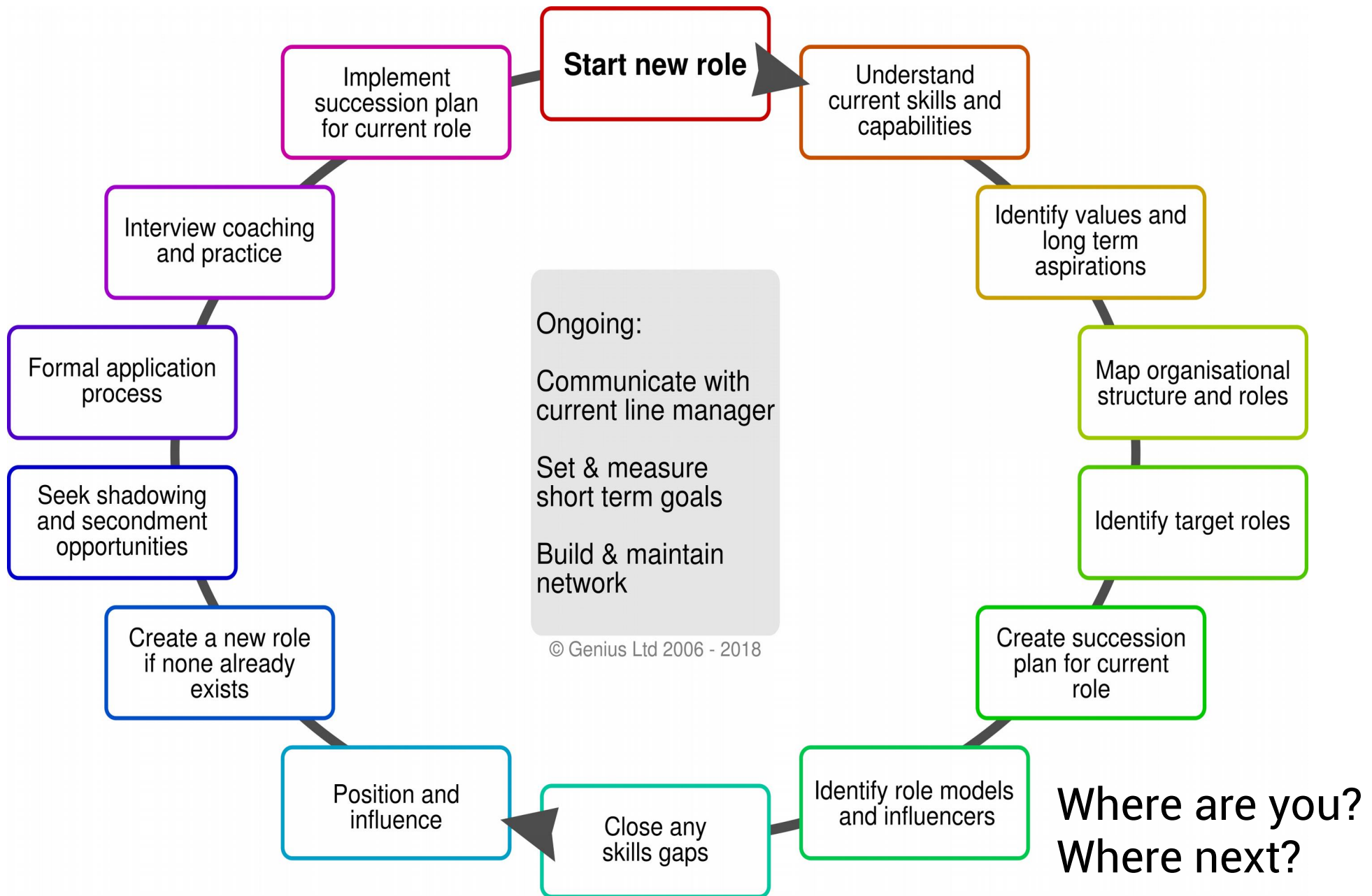


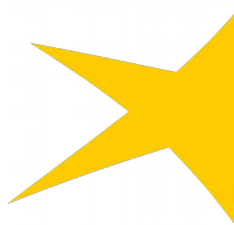


Delegation is not a **task** management activity

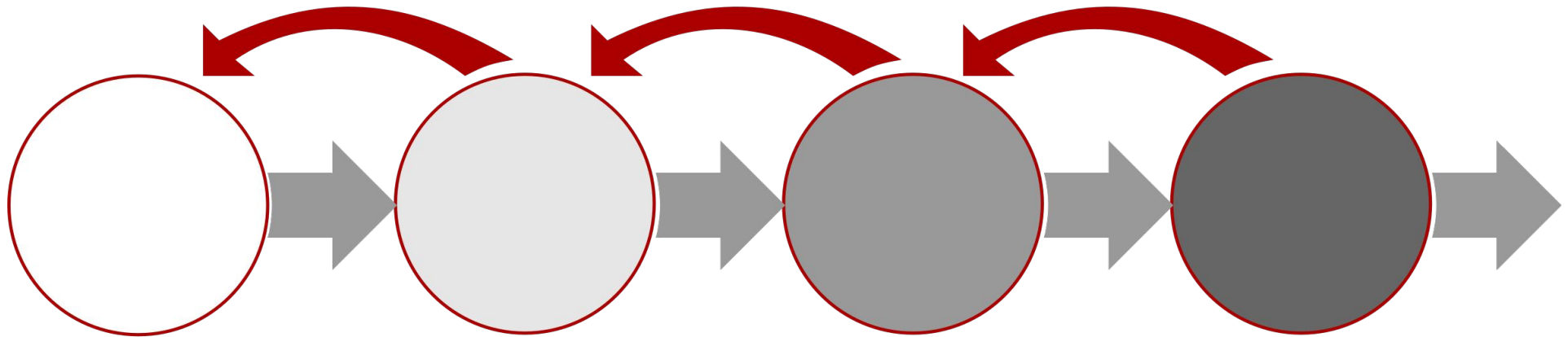
It is a **career** management activity





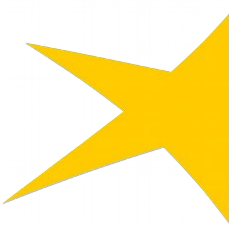


Develop your successor...

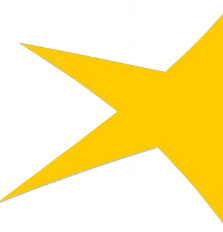


... they will push you into your next role

# Delegating



- Think of a time when a delegated task was not delivered as you had planned
- Looking back, how did you delegate:
  - Authority?
  - Information?
  - Result?
- What was missing?
- What do you learn from this?



# Network

**44,000,000**  
MESSAGES PROCESSED  
**486,000**  
PHOTOS



**26**  
NEW REVIEWS  
POSTED ON YELP

**120**  
NEW ACCOUNTS  
OPENED ON  
LINKEDIN



MORE THAN  
**140**  
SUBMISSIONS  
ON REDDIT



MORE THAN  
**2,315,000**  
SEARCHES

**3,125,000**  
 **243,055**



**Share**  
MORE THAN  
**3,000,000**  
ITEMS ARE  
SHARED

MORE THAN  
**18,000**  
MATCHES MADE

**972,000**  
DAILY SWIPES  
ON TINDER



MORE THAN  
**150,000,000**  
E-MAILS ARE SENT



MORE THAN  
**430,000**  
TWEETS SENT

MORE THAN  
**2,700,000**  
VIDEO VIEWS AND  
**139,000** HOURS  
OF VIDEO WATCHED

MORE THAN  
**300** HOURS  
OF VIDEO ARE UPLOADED



MORE THAN  
**39,300**  
HOURS OF MUSIC  
LISTENED

**14 NEW**  
SONGS ADDED  
ON SPOTIFY



MORE THAN  
**100**  
NEW DOMAINS  
REGISTERED

MORE THAN  
**280,000**  
SNAPS SENT  
ON SNAPCHAT



**9,800**  
ARTICLES PINNED  
ON PINTEREST



MORE THAN  
**48,000**  
APPS DOWNLOADED  
ON IPHONE



**NETFLIX**

MORE THAN  
**69,500**  
HOURS OF  
VIDEO WATCHED  
ON NETFLIX

MORE THAN  
**95,000**  
APPS DOWNLOADED  
ON ANDROID



AROUND  
**56,000**  
PHOTOS  
UPLOADED

IN  
**60**  
SECONDS...

**GO-Globe**  
CUSTOM WEB DEVELOPMENT



The best  
Product  
EVER



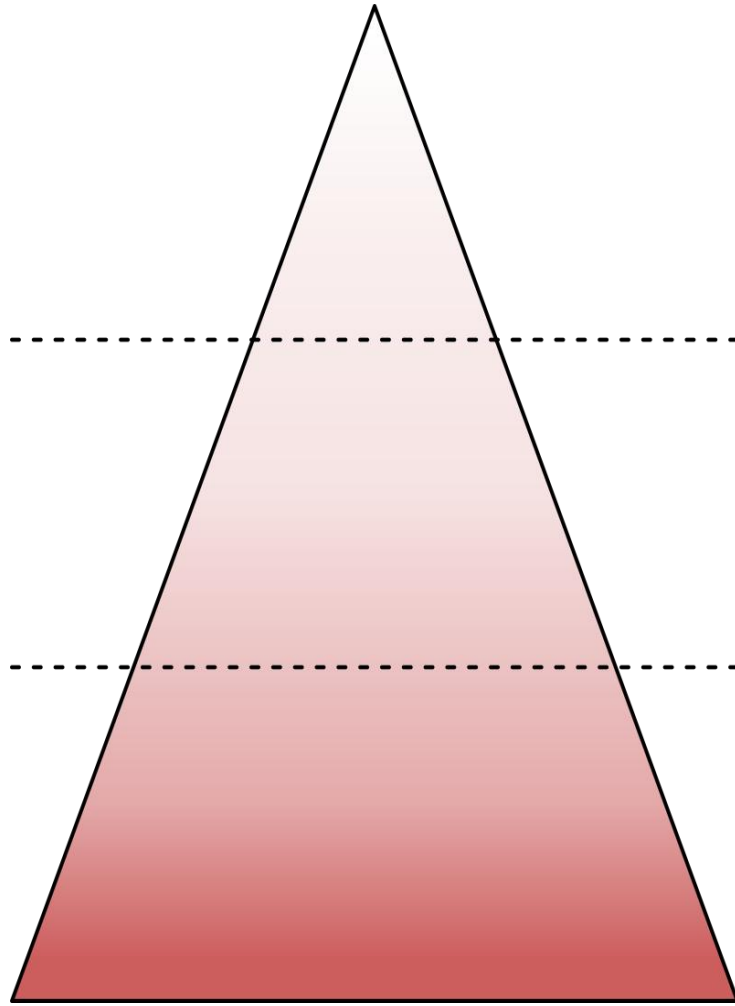
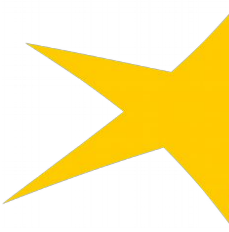


# Noise

- You do a great job
- But so does everyone else
- You are surrounded by noise

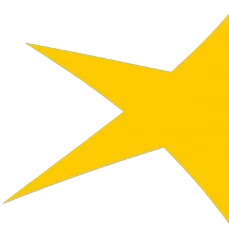


# The Second Glass Ceiling



- Second glass ceiling
  - Your behaviours and habits
  - What you've been rewarded for
  - How you define yourself
  - What you think you're good at
  - What you value yourself for
- First glass ceiling
  - Cultural rules
  - Goals and KPIs
  - Job performance
  - Visibility

# The Second Glass Ceiling



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 until now



Look back over your career

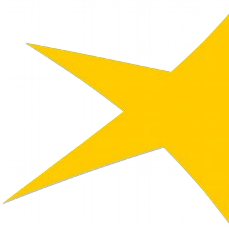
What is your most valuable career skill?

What is the one thing you are really good at?

LET IT GO!

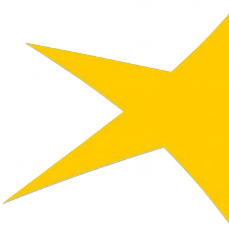


**What do you want to be  
valued for in the future?**



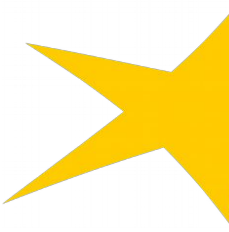
Take a break and talk about how  
you can build a **future reputation**

# Return on Career Investment



- Rockwell has lots of great sales people, project managers, engineers, problem solvers
- Those skills are easy to find
- What Rockwell is short of is leaders

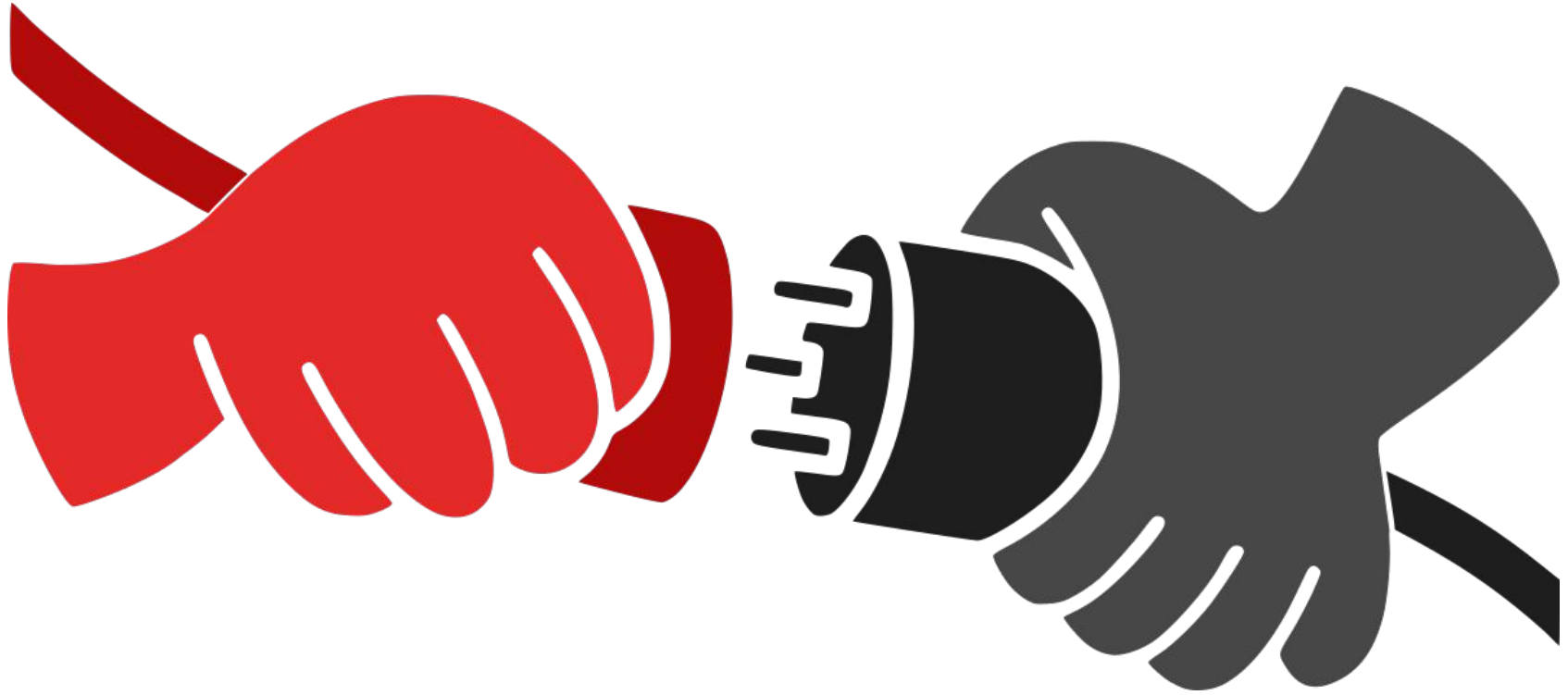
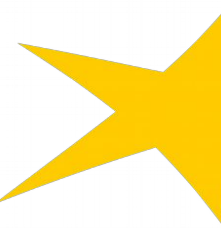
# Leaders



- Delegate
  - Build teams
  - Create successors
  - Enable high performance
  - Share knowledge
- Network
  - Networks enable communication
  - It's not "what you know", it's "who you know"
  - Be a connector
  - Connect the resources that drive results

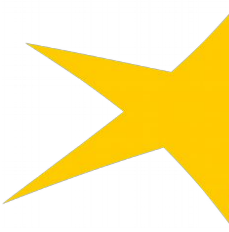


# Be a CONNECTOR



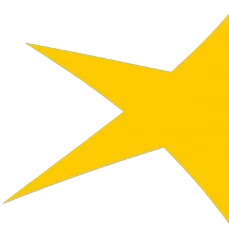


# Being a Connector



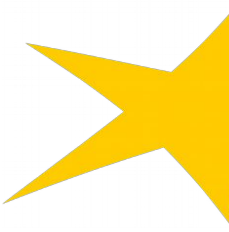
- In your network, there are:
- **Creators of value**
- **Consumers of value**
- Your job is to connect them together
- List some of each
- How do you connect them?

Your Three Most Valuable Behaviours



Delegate  
Network  
Communicate

# Building Career Capital



- Discuss:
  - A time when you learned about delegation
  - A time when you learned about networking
  - A time when you learned that good communication is not the same as telling people what they want to hear
- Present to the group:
  - One action that you can take to build career capital

