



# Career Management

Women's Leadership Series

December 6, 2022

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Fox School  
of Business

Center for  
Executive Education

# Agenda

<b>Welcome &amp; Introduction</b>	
1:00–1:10 PM	Introduction – Jackie Linton
<b>Career Management</b>	
1:10–1:30 PM	Putting Career Experiences in Perspective
1:30–1:50 PM	Framing Your Career Goals
1:50–2:10 PM	Locus of Control
2:10–2:25 PM	Break
2:25–2:45 PM	Learning Agility
2:45–3:15 PM	Understanding Your Risk Profile
3:15–3:50 PM	Creating a Plan that Works
3:50–4:00 PM	Wrap Up

# Experiences in the Room

**WHAT DO YOU  
THINK?**

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**SURVEY QUESTIONS**

# Career Experiences



# Careers Are Not Linear

- We can't always predict the turns our careers will take
- Sometimes they seem devastating in the moment
- They are all learning experiences
- They happen for a reason
- They can challenge you to make changes in your life

# Career Goals



# Career Challenges





# QUESTION



# Framing Career Goals

# Career Goals in Context

- Goals indicate what we want to achieve
- Outcomes identify why they are important
- Career goals operate with other life goals
  - Relationships
  - Health and wellness
  - Personal values such as social responsibility, giving back, faith, etc.

## Worksheet Example

1. Life Goals and Outcomes			
Career		Relationships	
Goal – The What	Outcome – The Why	Goal – The What	Outcome – The Why
Become a senior executive in my company in 5 years	Financial security and be recognized as a top leader	Get married and have 2 children	Exist in a loving family
Health and Wellness:		Personal Values:	
Goal – The What	Outcome – The Why	Goal – The What	Outcome – The Why
Run a marathon	Live a healthy lifestyle	Work with battered women	Make a difference in the life of someone in need

# Why a Holistic Approach Is Important

- Variety in your life activities can energize your interest in all things
- Provides additional opportunities for positive reinforcement
- Helps to minimize burnout
- Enables you to overcome adversity in your job
- Stimulates new possibilities
- Can provide an opportunity to integrate your life goals
- Expands your network

# Putting Career Goals in Context



# Reflection

Reflection

## Key Success Factors



# Locus of Control

# Locus of Control

- Dates back to the 1960's with Julian Rotter
- Describes the degree to which individuals perceive that outcomes result from their own behaviors or from external forces
- Determines how behaviors and attitudes affect outcomes





# Understanding Your Locus of Control

External  
Locus of Control

Internal  
Locus of Control



Outcomes outside your control – determined by “fate” and independent of your hard work or decisions

Outcomes within your control – determined by your hard work or decisions

- People in authority determine the results
- Effort oriented
- May feel they have no choice
- Could give up easily
- May lack self confidence

- Self motivated
- Results oriented
- May find it difficult to take direction
- Could be arrogant
- May participate in risky behavior

# Adjusting Your Locus of Control

## THE 5 C's OF CONTROL

Clock	<ul style="list-style-type: none"><li>• Don't spend more time, use the existing time more effectively.</li></ul>
Contacts	<ul style="list-style-type: none"><li>• Know the power of networking and use it wisely.</li></ul>
Communication	<ul style="list-style-type: none"><li>• Present ideas more effectively, improve your workplace relationships, and express yourself more assertively.</li></ul>
Commitments	<ul style="list-style-type: none"><li>• Do what you say you're going to do. You can choose to say "No."</li></ul>
Causes	<ul style="list-style-type: none"><li>• You only get so many opportunities to "champion" a project or an idea. Make sure they are the right ones.</li></ul>

# Understanding Your Locus of Control





# 15 Minutes

# Key Success Factors

# Learning Agility



# What is Learning Agility



**Learning Agility = Ability to learn + Orientation to learn**

Ability to learn quickly  
by identifying  
patterns, logical rules,  
and trends in new  
data

Behavioral attributes, such  
as open-mindedness, drive  
for mastery,  
consciousness, and  
inquisitiveness

*Mercer Mettl*

# 5 Dimensions of Learning Agile Leaders

Mental Agility	Thinking critically to penetrate complex problems and expanding possibilities by making fresh connections.
People Agility	Understanding and relating to other people, as well as through tough situations, to harness and multiply collective performance.
Change Agility	Enjoying experimentation, being curious and effectively dealing with the discomfort of change.
Results Agility	Delivering results in first-time situations and exhibiting a presence that builds confidence in themselves and others.
Self-Awareness	Being reflective and knowing themselves well; understanding their capabilities and their impact on others.

# Application for Career Management

Dimension	Description	Career Application
Mental Agility	Thinking critically to penetrate complex problems and expanding possibilities by making fresh connections.	Evaluate career interactions and look for patterns.
People Agility	Understanding and relating to other people, as well as through tough situations, to harness and multiply collective performance.	Build relationships in every aspect of your life.
Change Agility	Enjoying experimentation, being curious and effectively dealing with the discomfort of change.	Be willing to be uncomfortable.
Results Agility	Delivering results in first-time situations and exhibiting a presence that builds confidence in themselves and others.	Be visible. Ask for more.
Self-Awareness	Being reflective and knowing themselves well; understanding their capabilities and their impact on others.	Identify what you brought to the situation. Ask for help from others.



# Improving Your Learning Agility



## Key Success Factors

# Understanding Your Risk Profile

# Career Risk

Risk  
=  
The probability of something  
going wrong  
+  
The consequences if it does

Risk Profile  
=  
Willingness and ability to  
manage risks

# Gauging Risk in Your Career Decisions

		Industries	
New	Industry Transfer	Retraining New Function in New Industry	
	<ul style="list-style-type: none"> <li>• New environment</li> <li>• New rules of the road</li> <li>• No track record</li> </ul> <b>3</b>	<ul style="list-style-type: none"> <li>• Most difficult</li> <li>• Most uncertainty</li> </ul> <b>4</b>	
Existing	Expert Development same function	Same Industry New Function	
	<ul style="list-style-type: none"> <li>• Build on current strengths</li> <li>• Existing track record</li> </ul> <b>1</b>	<ul style="list-style-type: none"> <li>• Familiar environment</li> <li>• Existing Support Structure</li> </ul> <b>2</b>	
		Existing	New
		Functional skills	

In today's environment, the average American will have 11 jobs between the age of 18 and 46.

*US Department of Labor*

# Experiences in the Room

**HERE'S  
WHAT YOU SAID  
WAS MOST IMPORTANT**

# Managing Risk in Your Current Environment

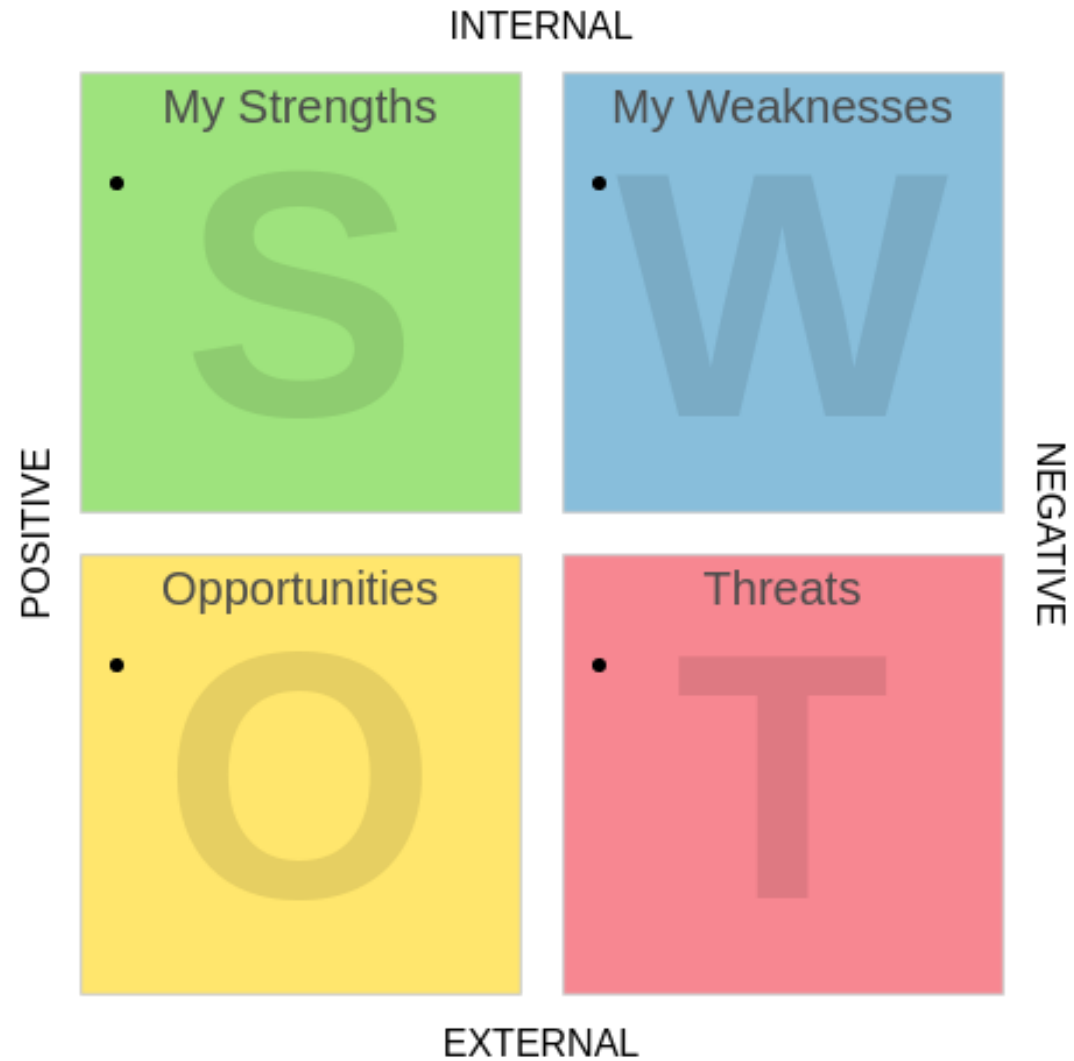
- Define the threats (Personal SWOT)
- Determine the best course of action
  - Avoid it – benefit is low, and cost of addressing is high
  - Share it – partner with others to reduce the consequences
  - Accept and control it – outside of my area of control
    - Be proactive
    - Carefully consider options

# Taking Control of Your Career

- Be outcome focused
- Build harmony in your life
- Build on your strengths
- Work yourself out of a job
- Be bold
- Be proactive
- Be a learner



# How Prepared Are You to Achieve Your Life Goals?





# Creating a Plan That Works



# Let's Get Some Feedback

- Move to breakout rooms to discuss your work
- Discuss the following:
  - Highlights of your career management situation
  - Your overall plan
  - Where you have questions or would like some new ideas

**15 Minutes**



Reflection

Reflection

# Review

- Careers are not linear
- Career management is a function of how you view the world
- Career goals should be made in relation to other life goals
- Be open and willing to try new things
- Career management requires
  - Assessment of external and internal factors
  - Review of options
  - Risk mitigation plan

## TAKE ACTION

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*Thank you!*

# Notes