MANAGING YOUR LEADERSHIP CAREER

ASHA LEADERSHIP ACADEMY ON-DEMAND WEBINAR

CONTENTS

ASHA DISCLOSURE STATEMENT

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◆ Financial: Nourse Leadership Strategies, Independent Contractor.
◆ Receiving compensation from ASHA for conducting this webinar.
◆ Non-Financial: None

INTRODUCTION

LEARNING OBJECTIVES

By the end of this session, participants will be able to:

◆ Assess their career viability and identify key priorities for improvement
◆ Determine priorities for enhancing their professional support network
◆ Identify strategies to prevent derailment strategies during a leadership transition

AGENDA

◆ Part 1: Key concepts
◆ Part 2: Assessing your career
◆ Part 3: Support networks
◆ Part 4: Navigating transitions
◆ Wrap-up

GETTING THE MOST OUT OF THIS WEBINAR

◆ Print this guide
◆ Learning environment
◆ Stop the action
◆ Deepen your learning

CORE LEADERSHIP COMPETENCIES

◆ Regularly assesses career viability
◆ Identifies a personal career brand
◆ Anticipates career risks and formulates strategies to mitigate
◆ Maintains sufficient breadth in ones' professional network
◆ Maintains sufficient depth in ones' professional network
◆ Maintains currency in ones' professional network
◆ Anticipates potential risks in navigating a leadership transition and formulates strategies to address them
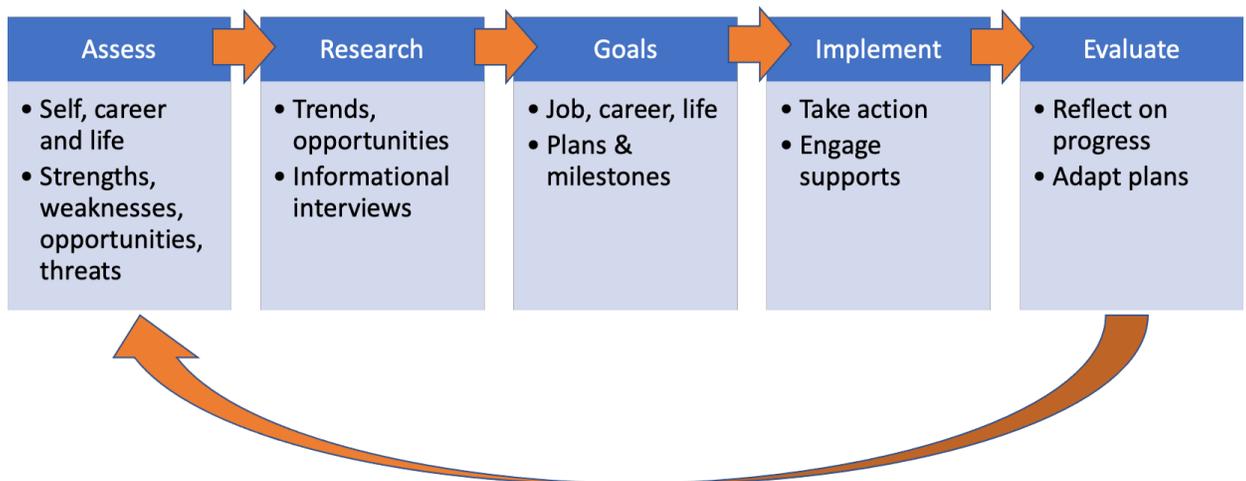
PART 1: KEY CONCEPTS

The difference between great people and everyone else is that great people create their lives actively, while everyone else is created by their lives, passively waiting to see where life takes them next. The difference between the two is the difference between living fully and just existing.

— Michael E. Gerber, Author and Career Expert

Career management is an on-going process of proactively assessing, planning, and executing one's work-related activities for enhanced satisfaction, growth and financial stability.

Career Management Journey

Assess	Research	Goals	Implement	Evaluate
• Self, career and life • Strengths, weaknesses, opportunities, threats	• Trends, opportunities • Informational interviews	• Job, career, life • Plans & milestones	• Take action • Engage supports	• Reflect on progress • Adapt plans

ACTIVITY: CAREER MANAGEMENT TRENDS

What are some of the trends you are noticing or experiencing related to effective career management?

_____

_____

_____

_____

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_____

PART 2: ASSESSING YOUR CAREER

Emerging trends → Adaptive organizational responses / Adaptive leadership responses / Enhanced leader skills and capabilities ← External threats

SWOT Analysis

Strengths	Weaknesses

Opportunities	Threats

Strengths you bring to your role:
1. What advantages do you have that others don't have?
2. What do you do better than anyone else?
3. What do other people (i.e., your boss) see as your strengths?
4. Which of your achievements are you most proud of?

Weaknesses you bring to your role:
1. What tasks or situations do you usually avoid because you lack confidence?
2. What will the people around you see as your weaknesses?
3. What are your negative work habits (i.e., often late for meetings)?
4. What regrets do you have about situations that you did not handle well?

Opportunities you can leverage for career advancement:
1. What are some significant emerging trends in the CSD profession that you could introduce to your organization?
2. To what extent do you have a network of strategic contacts?
3. What trends do you see in your organization, and how can you take advantage of them?
4. In what ways are any of your competitors failing to meet patient or client needs?

Threats you that can derail your career:
1. To what extent is your organization facing major budget cuts?
2. Are any of your colleagues competing with you for roles?
3. Is your organization targeted for a takeover or merger?
4. Have you recently lost a key sponsor or advocate?

ACTIVITY: SWOT ANALYSIS ON YOUR CAREER

Instructions: Complete a SWOT analysis on your career and respond to the reflection questions below.

Strengths	Weaknesses

Opportunities	Threats

1. Based on your assessment, what are 2-3 key priorities for your career management?

2. What are two actions you could take to begin addressing these priorities?
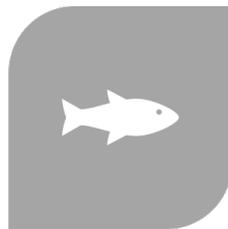
PART 3: SUPPORT NETWORKS

Networking is not about just connecting people. It's about connecting people with people, people with ideas, and people with opportunities.

        -- Michele Jennae, author of *The Connectworker*

Social Support Core Ingredients

BREADTH   DEPTH   **CURRENCY**

		Depth		
		Acquaintence	Ally	Confidantes/Mentors
Personal				
Organization				
Profession	**Breadth**			
Industry				
Volunteer				
Other				

ACTIVITY: ASSESSING YOUR SUPPORT NETWORK

Instructions: Complete the following matrix by capturing the first names of people who fit in each category and then respond to the reflection questions below.

		Depth		
		Acquaintence	Ally	Confidantes/Mentors
Personal	Breadth			
Organization				
Profession				
Industry				
Volunteer				
Other				

1. Where is your support network strongest?

2. What needs focus on your support network?

3. If you received really positive or negative news in your career, who are three people you could call?

PART 4: NAVIGATING TRANSITIONS

Leadership Transitions

Senior Manager

Middle Manager

Frontline Manager

Individual Contributor
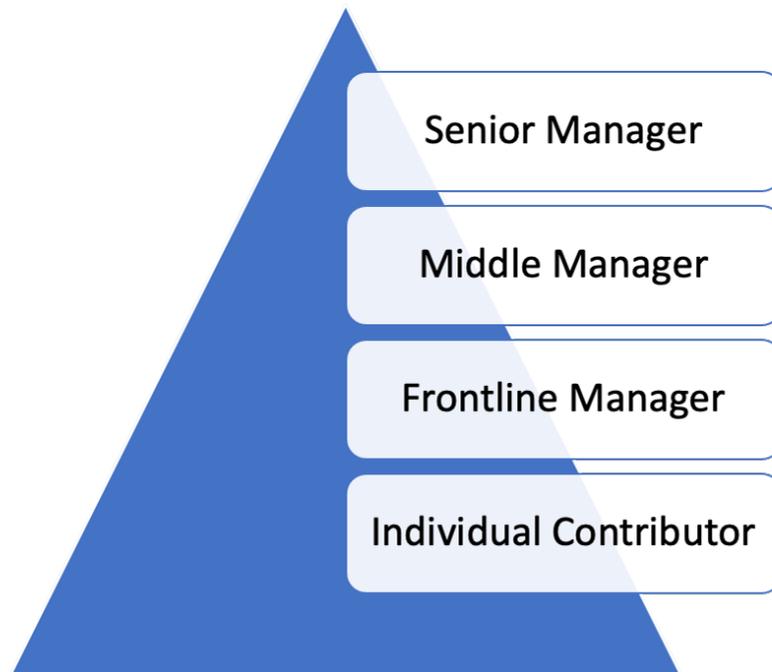
Leadership transition is any significant change in a leader's role as a result of a promotion, role restructuring, changing organizations, or returning from maternity/paternity/career leave.

Derailment is defined as the unexpected and unintended premature slowing of career progression.

According to Harvard Business Review and other sources, there are a number of reasons why leaders derail during transitions including:

Top Reasons for Leader Derailment During Transitions

Ignoring the need for new learning

Acting too soon after you are hired or get a promotion

Unrealistic expectations that lack alignment

Too scattered

Ignoring relationships with peers

Cultural missteps

Facets of Organizational Culture

Norms

Rituals

Taboos

Symbols

ACTIVITY: STRATEGIES TO PREVENT DERAILMENT

Instructions: Capture your ideas for how to mitigate each of the derailment factors below.

Derailment Factor	Strategies to Prevent
Ignoring the need for new learning	
Acting too soon after you are hired or get a promotion	
Unrealistic expectations that lack alignment	
Too scattered	
Ignoring relationships with peers	
Cultural missteps	

Reflect on a potential leadership transition you may make in the next 1-2 years. Which derailment factor represents a potential risk for you and how would you prevent it?

KEY POINTS

◆ Successful leaders proactively manage and evolve their careers through regular reflection and planning
◆ Support networks serve as a psychological safety net and help leaders achieve success
◆ Leadership transitions are a time of great opportunity and risk.
◆ There are six key factors causing derailment for leaders in transition .

ADDITIONAL RESOURCES

Managing Transitions: Making the Most of Change by William Bridges. Da Capo Press, 2009

Successfully transitioning into new leadership roles by Scott Keller and Mary Meaney. McKinsey & Company, 2018. Available at: https://www.mckinsey.com/~/media/McKinsey/ Business%20Functions/Organization/Our%20Insights/ Successfully%20transitioning%20to%20new%20leadership%20rol es/Successfully-transitioning-to-new-leadership-roles-web-final.pdf

The Next Level: What Insiders Know About Executive Success by Scott Eblin. Nicholas Brealey, 2011

The First 90 Days: Proven Strategies for Getting Up to Speed Faster and Smarter by Michael D. Watkins. Harvard Business Review Press, 2013

The New Leader's 100 Day Action Plan by George B Bradt, Jayme A. Check, and John A. Lawler. Wiley, 2016.