WELCOME!

The Right Stuff: Managing Your Career Through Disruptive Times

Carter Cast
Michael S. and Mary Sue Shannon Clinical Endowed Professor

Northwestern | Kellogg Executive Education
Agenda

• Welcome and Zoom Webinar user tips

• Today’s session on **The Right Stuff: Managing Your Career Through Disruptive Times**

• Q&A

• After the webinar we will send out an email with the recording, survey link and a few additional resources
How to Participate

Check Audio Settings if you can’t hear us.

Click “Chat” to open and close chat window or to ask for help.

Use Q&A for direct questions. You can “Like” the question by clicking on the thumb.

Note: this webinar will be recorded.
How to Control Your View

Drag and slide bar to resize speaker and slides.
The Right Stuff: Managing Your Career Through Disruptive Times

Carter Cast
Clinical Professor, Kellogg School of Mgt.
Venture Partner, Pritzker Group
May 28, 2020
### MOST COMMONLY CITED ORG. COMPETENCIES

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## MOST CRITICAL ORG. COMPETENCIES

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STRONG MANAGERS HAVE THIS POWERFUL COMBINATION

% of Managers @ 90th Percentile in their Company

- 12% Builds Strong Relationships
- 14% Drives for Results
- 72% Both

Source: The Extraordinary Leader by Zenger and Folkman
“The best managers make a concentrated effort to get to know their employees and help them feel comfortable talking about any subject at work.”

Employees who feel their managers are invested in them as people are 5 times more engaged at work.*
KEY COMPONENTS TO BUILDING RELATIONSHIPS

Self Management
- Self-awareness
- Accept feedback
- Self-control

Openness to Others
- Seek to understand
- Listen to others
- Handle conflict w/composure

Create Shared Meaning
- Create shared vision
- Look for win-wins
- Fun to work with

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LISTENING TIPS

• **Face the person.** And put away the phone.

• **Listen without interrupting**, avoiding the tendency to jump in and “add value” to someone’s point. Before you speak, pause and ask yourself, “Does my comment really further the dialogue on this topic?”

• Try hard to **take the perspective of the other person**. Why might they have their point-of-view? (Empathy)

• **Ask clarifying questions**, but only to better understand their P-O-V.

• When they’re done, briefly **summarize** what you heard.
RESOURCES ON LISTENING

• What Great Listeners Actually Do (HBR, July 2016 Zenger and Folkman)

• If You Want People to Listen, Stop Talking (HBR, May 2015 Bregman)

• McKinsey and Company’s Executive’s Guide to Better Listening

• You’re Not Listening (book by Kate Murphy)

• Just Listen (book by Mark Goulston)
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The only factor significantly associated with effectiveness at each level of an organization?

Learning Agility

Korn Ferry’s VOICES 360 research, 2013
Components of Learning Agility
HONE YOUR DISCOVERY SKILLS

QUESTIONING: Have a passion for inquiry: ask “why?”, “what if?” and “how might we?”

OBSERVING: Observe customers: what jobs are they trying to get done?

EXPERIMENTING: Explore the world experimentally; develop hypotheses and conduct discovery research.

NETWORKING: Seek input by developing and utilizing a large and diverse network of people.

ASSOCIATING: Work on synthesizing diverse and novel inputs.
Consider using these circumstances as a catalyst to try new things. Test and experiment.
1. Learning by **doing**.

2. Change your **social interactions**.

3. **Events** can help ‘unfreeze’ us.

4. Find **alone** time & log your experiences.

5. Go on your own ‘**passage journey**’.

**EXAMPLES**

- Test provisional selves; experiment
- Change your reference groups
- Sharpens previously undefined feelings
- Find your own sanctuary
- A trip, or a silent meditation


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Create ‘little bets’
What ‘little bets’ or tests can you create to explore various **versions** of your future career self?

From 2010-2012, I tested the waters in 6 areas:

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<th>MBA GUEST LECTURING</th>
<th>ACADEMIC RESEARCHER (WHITE PAPER)</th>
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What ‘little bets’ or tests can you create to explore various versions of your future career self?

From 2010-2012, I tested the waters in 6 areas:
FOMO vs. FOFO
“Not in his goals, but in his transitions man is great.”

- Ralph Waldo Emerson
Thank you

Take my derailment assessment: cartercast.com/resources/

Email: c-cast@kellogg.northwestern.edu