

*WELCOME!*

# The Right Stuff: Managing Your Career Through Disruptive Times

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Carter Cast

Michael S. and Mary Sue Shannon Clinical Endowed Professor

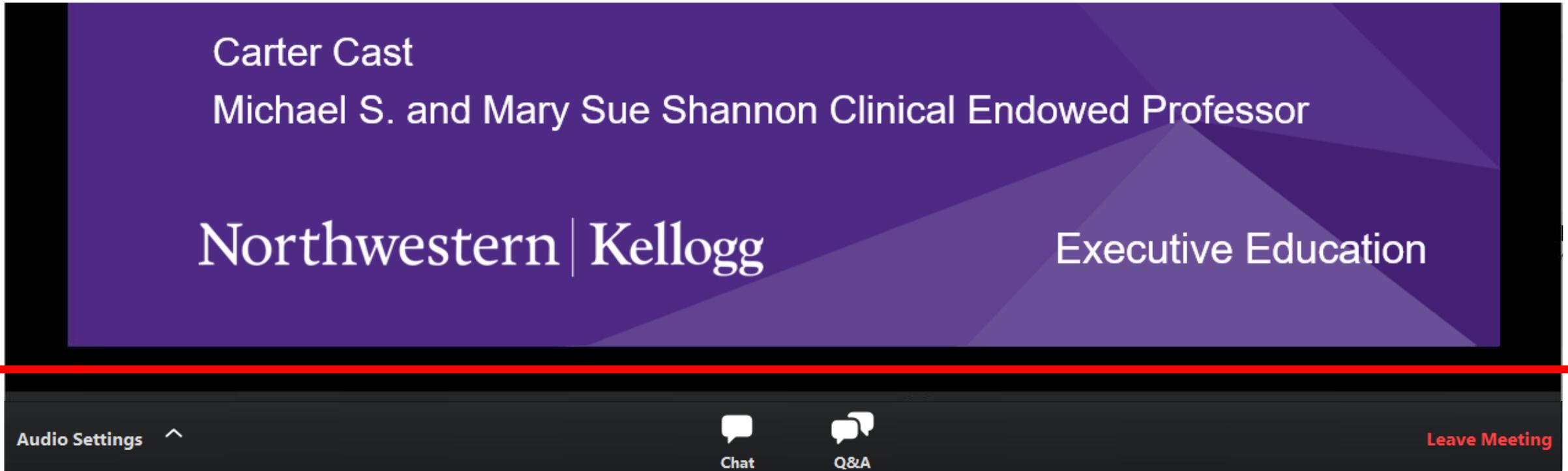
Northwestern | Kellogg

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



Audio Settings ^



Chat



Q&A

Leave Meeting

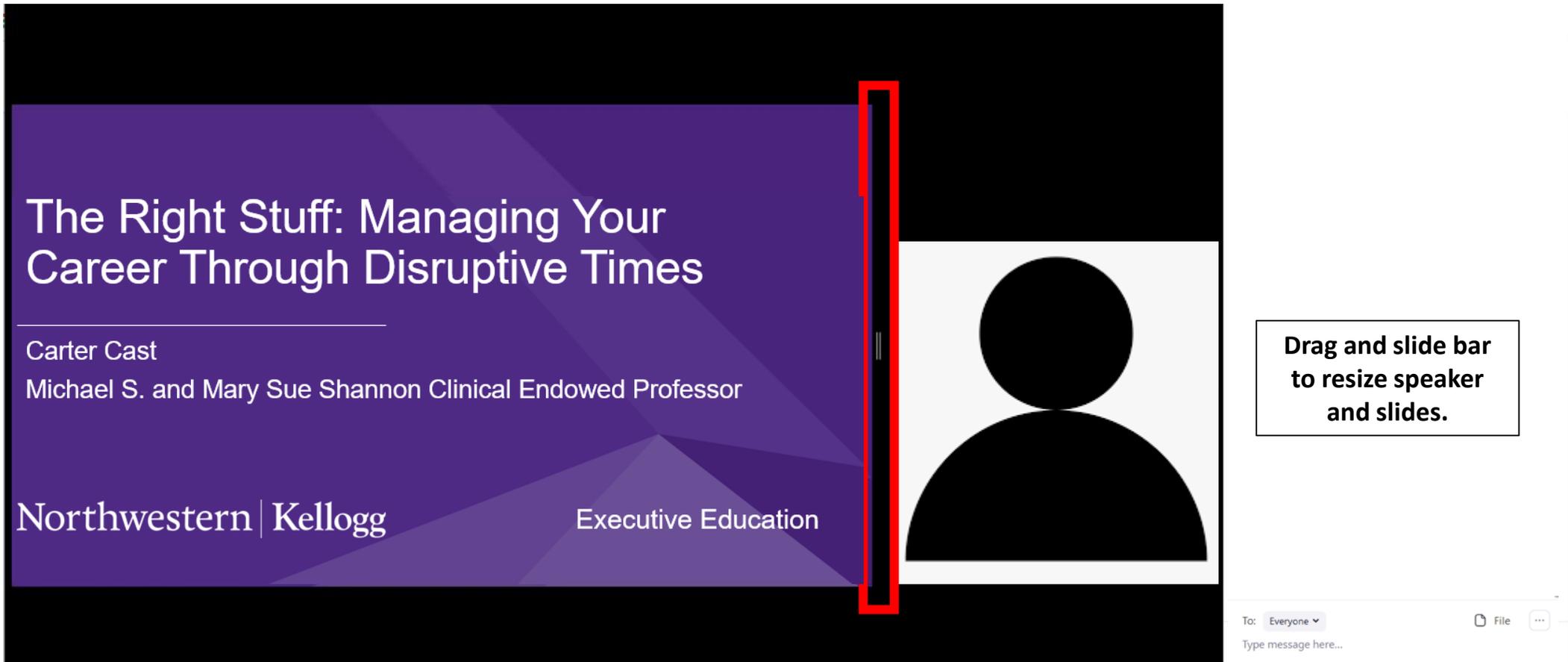
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Check Audio  
Settings if you can't  
hear us.

↑  
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



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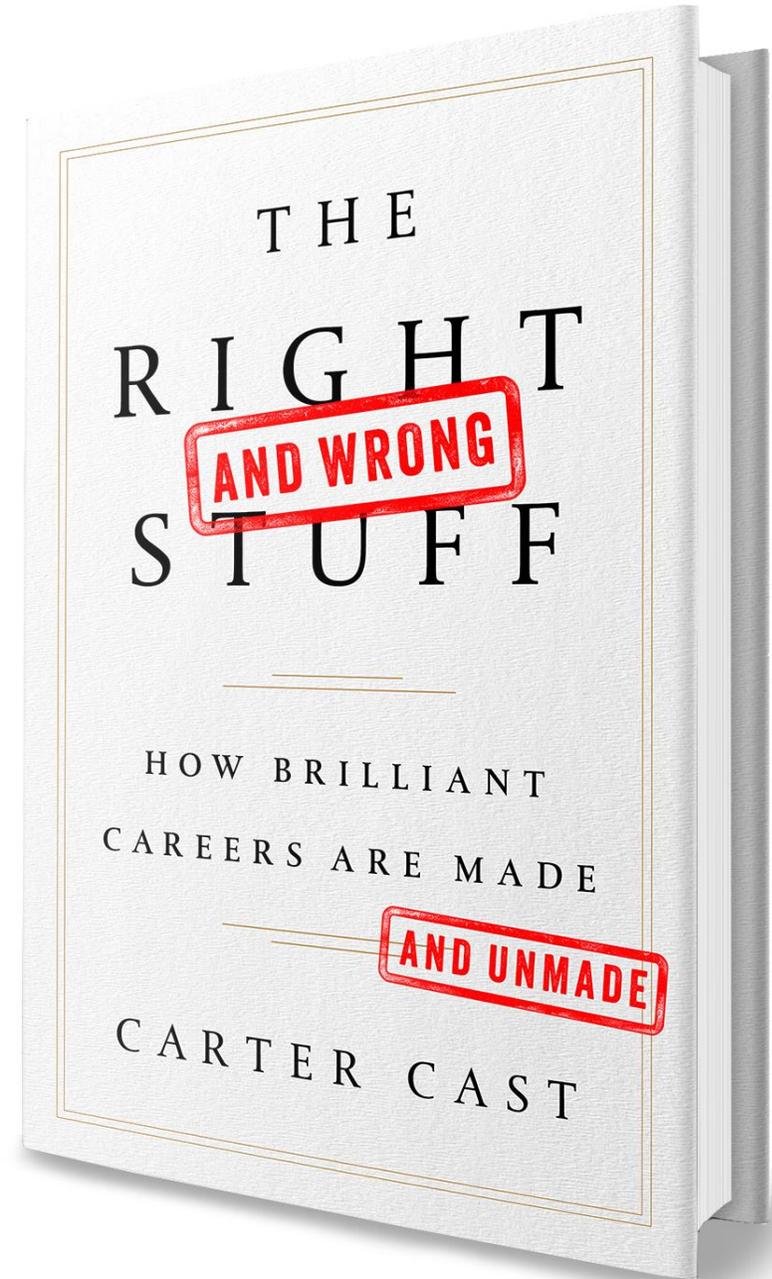
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**Drag and slide bar to resize speaker and slides.**

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# 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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<b>Character</b>	<ul style="list-style-type: none"><li>- Models core values</li><li>- Follows through on promises</li><li>- Leads by example</li></ul>
<b>Interpersonal Skills</b>	<ul style="list-style-type: none"><li>- Communicates clearly</li><li>- Inspires &amp; motivates others</li><li>- Develops others</li><li>- Builds strong relationships</li></ul>
<b>Drive for Results</b>	<ul style="list-style-type: none"><li>- Pursues until complete</li><li>- Establishes stretch goals</li><li>- Takes responsibility for outcomes</li></ul>
<b>Personal Capability</b>	<ul style="list-style-type: none"><li>- Has technical credibility</li><li>- Has good judgment</li><li>- Looks for a better way</li><li>- Develops themselves</li></ul>
<b>Leading Organization Change</b>	<ul style="list-style-type: none"><li>- Translates organization vision into strategies</li><li>- Champions “change” projects</li><li>- Connects external and internal groups</li></ul>

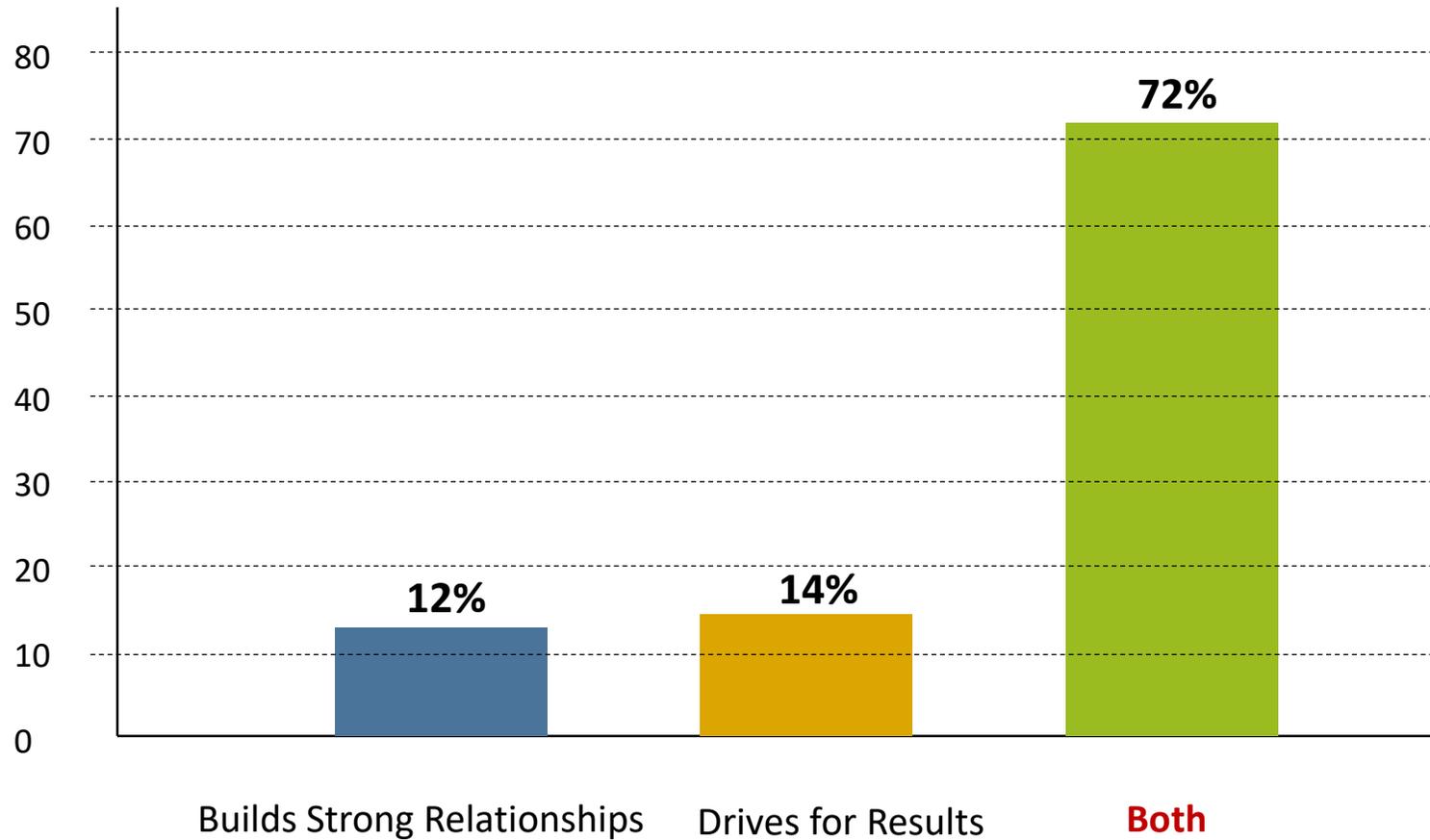
# MOST CRITICAL ORG. COMPETENCIES

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# STRONG MANAGERS HAVE THIS POWERFUL COMBINATION

% of Managers @ 90<sup>th</sup> Percentile in their Company



## GALLUP: STATE OF THE MANAGER STUDY

*“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



## 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**

## Components of Learning Agility

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# HONE YOUR DISCOVERY SKILLS

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## **QUESTIONING:**

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

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## **OBSERVING:**

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

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## **EXPERIMENTING:**

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

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## **NETWORKING:**

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

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## **ASSOCIATING:**

Work on synthesizing diverse and novel inputs.

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## IN THESE DIFFICULT TIMES...

*Consider using these circumstances  
as a catalyst to try new things.  
Test and experiment.*

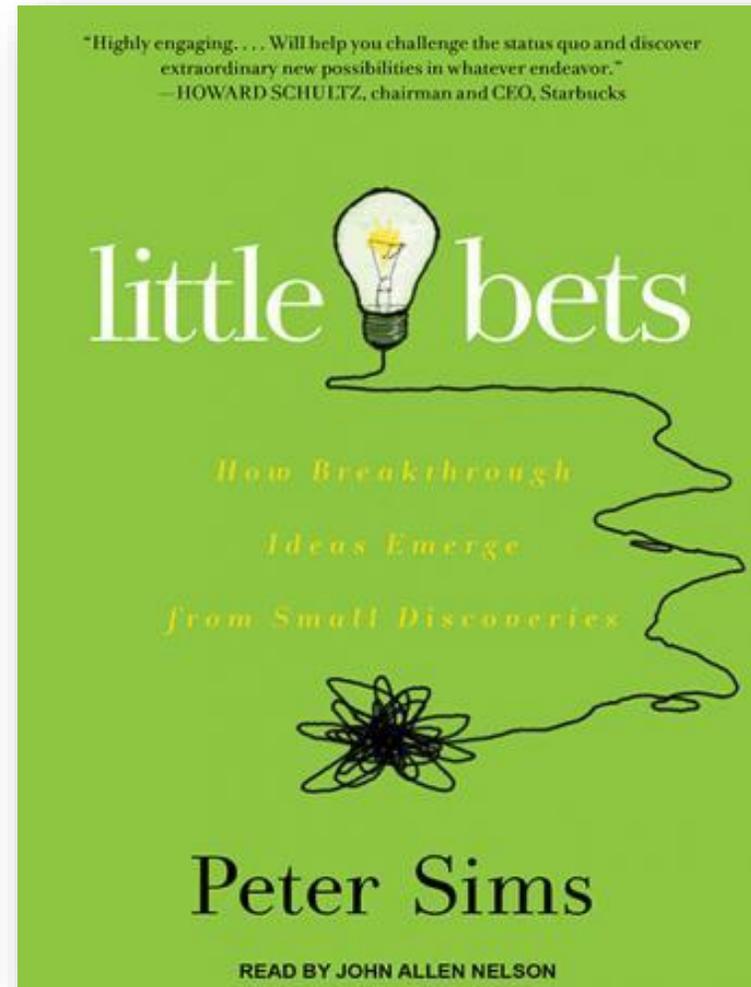
## BECOMING UNSTUCK...

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

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:

**CORPORATE  
CONSULTING**

**INTERIM  
ACADEMIC  
EXECUTIVE  
DIRECTOR**

**MBA GUEST  
LECTURING**

**ACADEMIC  
RESEARCHER  
(WHITE PAPER)**

**VENTURE  
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**TECH STARS  
MENTORING**

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**Kellogg**  
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**Pritzker Group**  
VENTURE CAPITAL

# ***FOMO vs. FOFO***



*“Not in his goals, but in his transitions man is great.”*

- Ralph Waldo Emerson

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# Thank you

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**Take my derailment assessment: [cartercast.com/resources/](https://cartercast.com/resources/)**

**Email: [c-cast@kellogg.northwestern.edu](mailto:c-cast@kellogg.northwestern.edu)**