

## **Managing Your Career—Advice for New Professionals**

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### Developing a Leadership Mindset

1. Provide three examples describing the culture of your current organization.
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2. List three current trends impacting the housing profession.
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3. Discuss three strategies your current organization has employed to address these current trends.
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4. List two threats that may impact your current organization in the near future.
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5. Provide two examples of how you might address these threats in the next two years.
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## ADVICE FROM SUCCESSFUL EXECUTIVES – PERFORMANCE

- Focus on current job performance. Do everything with a sense of urgency and drive. Make a difference on every job. Develop a reputation for delivering results above and beyond. It is OK to think and talk about your career, but secondary to job performance and better when you are hitting the ball out of the park in your current job.

## ADVICE FROM SUCCESSFUL EXECUTIVES- EXPERTISE

- Become proficient in one or more technical areas (supervision, programming, etc). Build a strong functional competence. Look for opportunities to apply your expertise in a broader business context: Multi-functional teams, process initiatives, etc. Learn Finance (Budgets)...It is the language of Business. Manage your careers so that you can evolve (rather than leap) into a cross functional assignment.

## ADVICE FROM SUCCESSFUL EXECUTIVES – OWNERSHIP

- Don't whine about your career. Others can provide advice but- in the end- you are responsible. Get in the habit of constantly developing yourself. Like a professional athlete...commit to continuous learning (deeper/broader). Develop skills as opposed to accumulating titles.

## ADVICE FROM SUCCESSFUL EXECUTIVES – CHALLENGE AND VISIBILITY

- Take the hard job. Err on the side of the bigger challenge. Take on work that the department considers important. Seek out assignments with visibility - recognizing the upside and downside potential. Play Offense with your career.

## ADVICE FROM SUCCESSFUL EXECUTIVES – MENTORS, SUPPORTERS, ROLE MODELS

- Broaden your base of support. Take jobs with different managers. Work for people who will challenge you. Seek out constructive input on a regular basis and don't be defensive when you get it. Surround yourself with great people and learn from them. Be persistent. When you encounter the imperfect boss, Hang in...Learn...Make a Difference.

## ADVICE FROM SUCCESSFUL EXECUTIVES – GLOBAL EXPERIENCE / CULTURAL BREADTH

- Expose yourself to different cultures early. Seek out positions that require interactions across cultural boundaries.

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### Why Some Managers Fail

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<b>Bad Actor</b>	Behavior Contrary to Organizational Culture and Values
<b>Flawed Organizational Concept</b>	Unnecessary layer...drastically under resourced...Inherently conflicting expectations
<b>Bad Selection</b>	Missing necessary skills...Lacking threshold experience, skills or behaviors
<b>Insufficiently heroic objectives</b>	Fails to communicate and inspire around a simple, energizing stretch vision
<b>Bad Beginning</b>	Starts behind and never catches up
<b>Bad Adapter</b>	Skills which once drove success begin to drive failure...not open to legitimate feedback...unable to fix fatal flaws
<b>Can't Pull the Trigger</b>	Talks a good game...Great analysis but doesn't get it done
<b>Out of Focus</b>	Misses the real leverage points...Inability to process multiple inputs
<b>Bad Instincts</b>	Can't run with scanty data or makes wrong conclusions off insufficient data
<b>Self-Importance</b>	Overly critical and sometimes disdainful of subordinates...Lays off blame...soon lacks supporters
<b>Pace</b>	Moves at a different rate of speed from the rest of the organization...Time management issues...Lacks urgency

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### **Successful Career Management...**

- Is not about the future, it is about performance and development today
- Is not about outshining others, it is about energizing others
- Is not about predictable alternatives, it is about possibilities
- Is not about definitive answers, it is about increasing the odds
- Is not about structuring long term plans, it is about iterating as you go
- Is not about punching tickets, it is about self directed personal/professional growth

### **Successful Careers Are More Like a Marathon than a Sprint!**

The GE Way Fieldbook, by Robert Slater