

Speech Outline

Opening comments: assumes

- Basic management and supervisory skills.
- credentials and continued ongoing training and development and remaining current in your field
- Assume planning and execution, project management.
- Assume basic negotiation skills
- Assume you understand the value of having a mentor

-and still after all of thatthere is more to it.

“Leadership is the art of accomplishing more than the science of management says is possible. “ by Colin Powell

- I. The things that people don't talk about in the workplace – **Career Limiting moves or strategic opportunities**

Summarize the 3 points (positioning your ideas for consideration; leveraging your staff; understanding what is valued, thinking strategically)

- II. **It's not only about being right...it's also about the package it comes in (e.g. serving your favorite meal on the garbage can top...)**
 - a. Substance vs. form...both matter sometimes equally
 - b. Oftentimes we become offended when our great ideas are not received
 - c. Know the appropriate orientation and how best to position it to be received. Appeal to visual senses...tell a story....limit it to 3 main points.
 - d. You may not be the right person to communicate your good idea.
 - e. Story (multi million dollar project; national expert; too passionate; not a balanced perspective)

- III. **Understand what's valued whether you agree with it or not. (Michael Jordan and Scott Pippen; defensive effort valued; could have scored 20 points consistently; will go to the hall of fame)**
 - a. Individual level -So what you don't like your boss....that's really not the issue. Everyone has a profile; figure it out and adjust. Verstilale sales person and Meyers Briggs. All for you to make the adjustments
 1. E.g. results vs. effort;
 2. data vs. gut feelings;
 3. Identify it and make the adjustments
 4. Adopt this philosophy...what can I do to make this person successful and look good. By default I will benefit.Story about the Research Finance Subcommittee: they valued experience, contribution and relationship; # of years with the organization.

- b. Organizations have personalities; how they communicate, how they make decisions, what valued and
 - 1. The tickets – types of assignments (start ups, turnarounds, management and supervision)
- c. What's valued changes as you progress in your career....as a leader it becomes developing the skills and talents of others...the best idea I've ever had was someone else's.

IV. Think strategically...always (analogy; playing a card game)

- a. *Colin Powell quote...*"Look for intelligence and judgment and, most critically, a capacity to anticipate, to see around corners" I would add to that and an aerial view.
- b. Oftentimes we are narrowly focused on reacting to what is in front of us; cannot think emotionally and strategically at the same time
- c. Seats of power; circles of influence; rules of the engagement.
- d. Where you sit in a meeting. Sometimes women are hesitant to take the seat of power.
- e. Monitor changes in the landscape and reposition
- f. I look at it like being on a battlefield....I have several hills to take....critically focused on taking the hill in front of me...but always have my eye on the hills after that.

V. Career limiting or strategic opportunities....what will they be for you.