

Own Your Career

Calling, Purpose, and Growth



HUMAN RESOURCES



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WHY?

- Money?
- Influence?
- Bragging rights?
- Bored?
- Unfulfilled?
- Called?
- Capable?

**I will know I'm
successful in my
career when...**



CALLING



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In the beginning, God created the heavens and the earth.



The Lord God took the man and put him in the Garden of Eden to work it and take care of it.

- Genesis 1



“[Work] is part of the blessedness of the garden of God. Work is as much a basic human need as food, beauty, rest, friendship, prayer, and sexuality; it is not simply medicine but food for our soul. Without meaningful work we sense significant inner loss and emptiness.”

- Tim Keller
Every Good Endeavor



FALSE NARRATIVES

Idolatry of Productivity

- Live to work
- Personal worth tied to work product
- Obsessed over money
- Judge relaxation

Idolatry of Control

- Work to live
- Work's only value is to fund leisure
- Obsessed over free time
- Judge ambition



As a Christian University, Pepperdine is set up to offer a workplace where...

- Neither productivity or control are worshiped, but God
- Integration of personal and professional life
- Personal value is inherent and God-given – Professional value is earned
- Regular patterns of work and rest
- Free to explore and live out divine calling



Exploring Calling

- “This way home”
- Implies a caller (vocation)
- Guide > Guidance
- Infinite complexity
- To People

How would you describe your calling?



**Who are you called to in this season
of your life?**

PURPOSE



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“‘Follow your dreams’ is the exhortation of many college commencement speeches, but it is nightmare job advice.... The larger truth is that professional dreams can be incredibly limiting, particularly at the start of our work lives. When we enter the workplace convinced that we already know what we want to do in a specific field and are committed to it at all costs, we’re saying, in essence, that there is very little left for us to learn, discover or be curious about. That nothing else could make us happy or fulfilled. But we can’t dream what we don’t know...”

- **Bonnie Hammer**

‘Follow Your Dreams’ and Other Terrible Career Advice (WSJ)



TWO MINDSETS

- Passion mindset (Follow your passion / Do what you love)
 - Focuses on what the world can offer you.
 - Makes you hyper-aware of what you don't like about work
- Craftsman mindset (Be so good they can't ignore you)
 - Focuses on what you can offer the world
 - Passion is a side effect of mastery (You love what you're good at)

- Cal Newport
So Good They Can't Ignore You



CAREER CAPITAL THEORY OF GREAT WORK

- The traits that define great work are **rare and valuable**.
- Supply and demand says that if you want these traits you need rare and valuable skills to offer in return. Think of these rare and valuable skills you can offer as your **career capital**.
- The craftsman mindset, with its relentless focus on becoming “so good they can’t ignore you,” is a strategy well suited for acquiring career capital. This is why it trumps the passion mindset if your goal is to create work you love.

- Cal Newport
So Good They Can't Ignore You



Here's the truth: While we are all born with personal worth, we have to earn our professional worth....when we step into a new workplace, we start fresh. And when our careers are beginning, that often means doing the menial labor, the unsexy assignments and the mindless tasks we might feel are beneath us. But someone has to do them. Why wouldn't it be us? On the job, people will only know our worth once they know our work....It's not based on potential or promise but on results.

- Bonnie Hammer
'Follow Your Dreams' and Other Terrible Career Advice (WSJ)

What unique and valuable skills do you bring to your work?



What skills do you need to build to increase your career capital?

What traits of a compelling career are most important to you? Why?

GROWTH

(or, How to Get Promoted)



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DEBUNKING COMMON MYTHS ABOUT CAREER GROWTH

If I'm doing my job well I should receive regular promotions.



DEBUNKING COMMON MYTHS ABOUT CAREER GROWTH

I should get promoted at least every couple of years.



DEBUNKING COMMON MYTHS ABOUT CAREER GROWTH

If I am the most senior member of the team, I should be next in line for a promotion.

If my supervisor leaves, I should be next in line for his/her job.



DEBUNKING COMMON MYTHS ABOUT CAREER GROWTH

To be fair, everyone in a department should get promoted at the same cadence to defined career ladder titles.



DEBUNKING COMMON MYTHS ABOUT CAREER GROWTH

If everyone in my department is established in their roles and plans to be here a long time, there are no growth opportunities for me.



DEBUNKING COMMON MYTHS ABOUT CAREER GROWTH

Those who work hardest get promoted.

If I want to get promoted, I should never take time off.



DEBUNKING COMMON MYTHS ABOUT CAREER GROWTH

If I'm really good at what I do, I should be a manager.



DEBUNKING COMMON MYTHS ABOUT CAREER GROWTH

To get promoted, I need to earn a degree or certificate.



DEBUNKING COMMON MYTHS ABOUT CAREER GROWTH

It is my supervisor's job to create my career development plan and offer me regular feedback.



THE THREE Cs

The minute you step into a new role is the minute your managers, coworkers, and clients will ask themselves three questions:

- Can you do the job well? (Are you competent?)
- Are you excited to be here? (Are you committed?)
- Do you get along with us? (Are you compatible?)

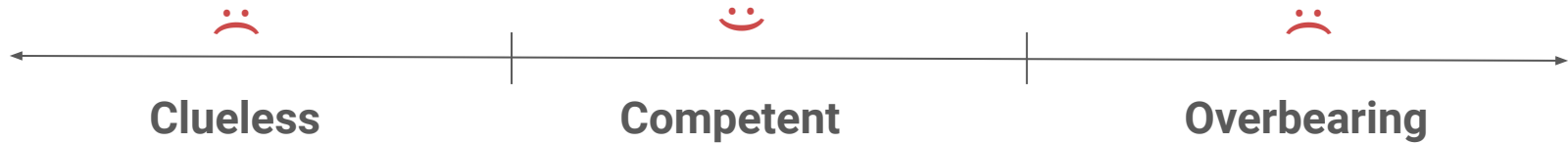
It's not enough to show one or two – you need all three.

- Gorick Ng
The Unspoken Rules



THE UNSPOKEN RULES

COMPETENCE





THE UNSPOKEN RULES

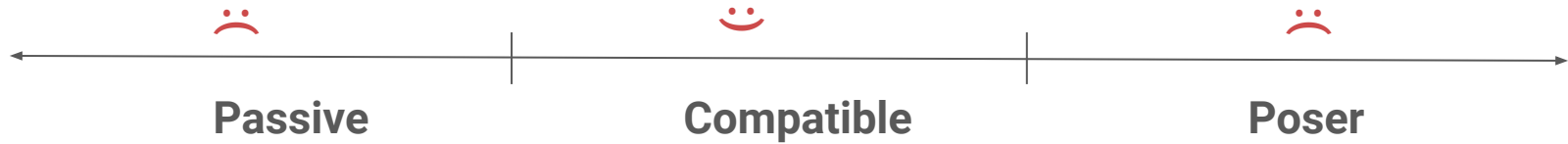
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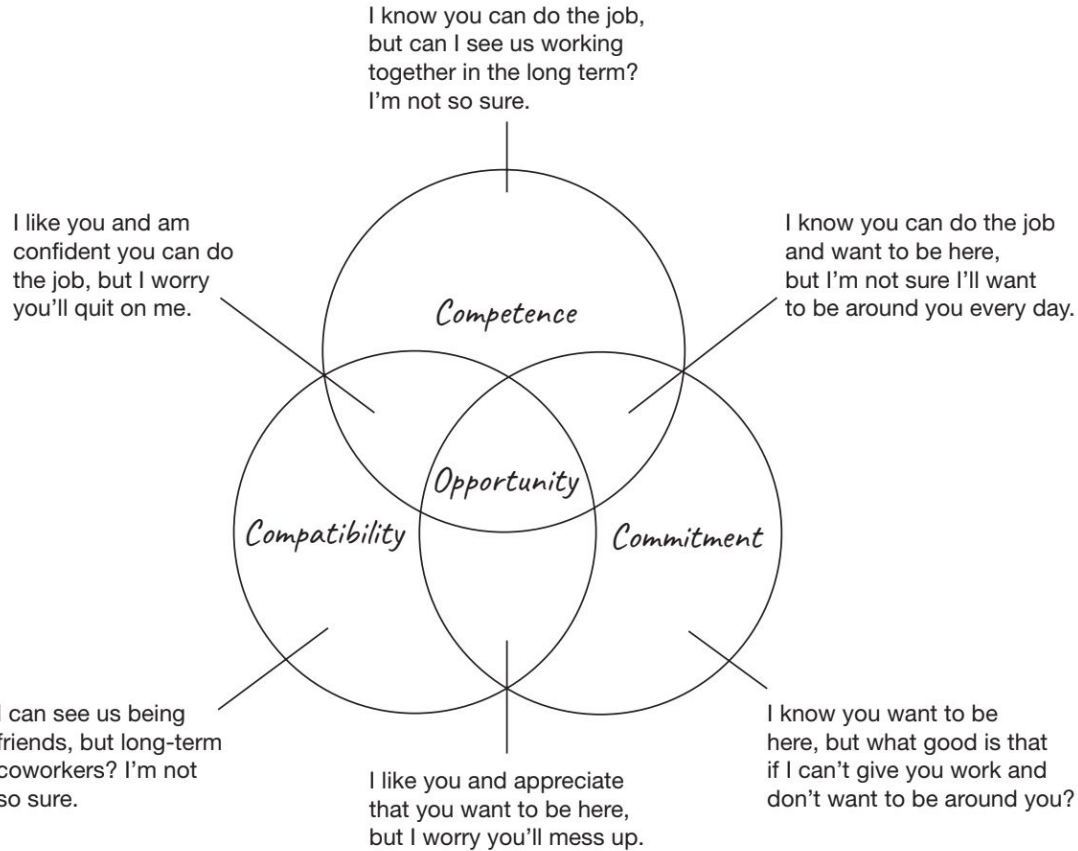




THE UNSPOKEN RULES

COMPATIBILITY







THE UNSPOKEN RULES

1. Reject, embrace, or bend the rules

Figure out which rules make sense (or don't)

2. See the big picture

Understand how your work fits into broader objectives

Top 10:

- Trust your management/leadership unless you have true, real reasons to think otherwise.
- Be positive. Make things work with the resources you have.



3. Do—and show—your homework

When you have a question, try to find the answer yourself

4. Think like an owner

Imagine that you own the entire project and don't have anyone to go to for help

5. Show you want to learn and help

Learner mode vs. Leader mode

Top 10:

- Trust but verify...do not leave stones unturned.
- Have a positive, can-do attitude. No “Yeah, but...”

Keys to Success

- Simplicity on the other side of complexity
- Thoroughly vetted proposals: show considerations
- Serving as experts: provide options & creative solutions
- Never stop raising your hand



6. Know your internal and external narratives

Know why you do what you do – share your journey

7. Know your context and your audience

*How do they like to learn new information? What do they want to hear?
Be mindful of—and manage—the perceptions that others may have toward you*

Keys to Success

- Work-life balance, Out of office continuity planning
- Over communication, repeating with accuracy
- Concise word choice, excellent writing, objective writing



8. Mirror others

Compare how you come across and how others come across

9. Manage your intent and impact

Prevent others from assuming the worst – own perceptions

10. Send the right signals

Be intentional about what others can see, hear, smell, and feel from you

Top 10

- Don't talk too much in meetings. Never interrupt a superior. Listen more than you talk.
- Stop gossip. Proactively help to manage workplace morale.
- Be a good example to others. You never know who is watching you and when.



11. Think multiple steps ahead

*Anticipate what might be asked of you—and have it ready
Anticipate questions—and be prepared with answers*

12. Work backward from the end goal

Make sure you are clear on what, how, and by when – then map out steps and deadlines

13. Save others time and stress

Leave nothing ambiguous – explain your idea in three points or fewer

Keys to Success

- Advance preparation
- Sequential project planning
- Considerate scheduling
- Wide input before decision making
- Thoughtful meeting planning



14. Recognize Patterns

Solve problems at their root cause and find ways of working more efficiently

15. Prioritize what's urgent and what's important

Focus on what matters to those who matter

Top 10

- Pay close attention to detail
- Prioritize according to your superiors requests

Keys to Success

- Seek out efficiencies in our work
- Processes: should only exist with good reason



16. Read between the people

Know when to step up and when you might be overstepping – make others look and feel good

17. Engage, ask, repeat

Look for excuses to connect with people – listen, absorb, think

Top 10

- Shine the light on others

Keys to Success

- Read the room: stop explaining when signaled
- Follow up on assigned tasks before asked for updates



18. Own up

Ask for feedback – what should I start doing, stop doing, keep doing?

19. Push gently

*When asking for help, frame it as a request, not a command.
Frame ideas as questions like “Have we considered...?”*

Keys to Success

Deadlines: meet them or alert early that they will not be met



THE UNSPOKEN RULES

20. Show performance and potential

Do what hasn't been done, fix what hasn't been fixed, know what others don't know

Keys to Success

Take pride in your accomplishments



Summary

- **Deliver excellent results and bring unique value**
- **Be someone people desperately want to work with**

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