



## *Enhance your Career Stage Series:*

Ready for Promotion? How can you prove it?

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# Enhance Your Career Stage Series

## Different 'career stages'

- **Career Starters**

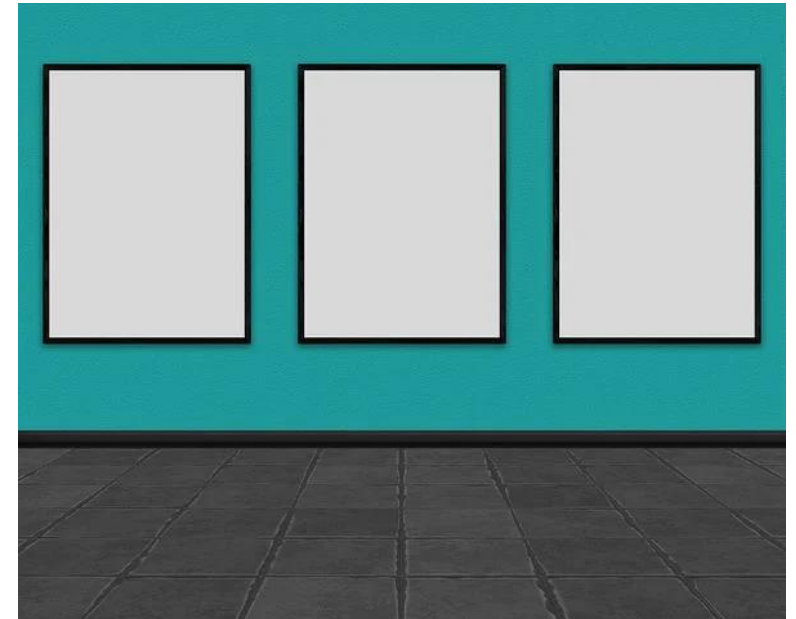
- Early stage of career development
- Limited work experience

- **Career Developers**

- Mid stage of career development
- Aiming for more senior roles

- **Career Changers**

- Experienced stage of career development
- Planning on shifting focus/direction



# Enhance your Career Stage Series

**Session 1: Zero Experience yet need Experience? How do you bridge the gap? - Recorded**

**Session 2: Ready for promotion? How can you prove it? - Career developers – Today!**

**Session 3: Experienced but changing to a different field? How can you show the connection? -Career changers - TUES 9 MAR**

**Session 4: Want to work for yourself? How can you make it happen? - Career starters/developers/changers - THURS 29 APR**

## Mixed cohort in this session

**This session is aimed at Career Developers – but all welcome**

Likely we may have a range of **undergraduate** students in this group – BSc Computer Science, LLB, BSc Business and Finance and many, many more

We may have even more **postgraduates** students - Global MBA, Masters in Professional Accountancy, Masters in Public Health, LLM and many, many more

This webinar will be helpful to you, whatever you are studying or wherever you maybe based – **especially if you some work experience already and are using your qualification to enhance your career**

# Why webinars?

- Complements distance learning aspect of your studies
- Provides a chance to discover fresh content with an experienced facilitator
- Allows you to share your ideas, thoughts and experiences with each other in a global classroom
- Gives various opportunities to engage with relevant activities and time for questions at the end
- Productive, supportive and dynamic online learning space

# Quick introductions



- Senior Careers Consultant for 17 years, including with MBA and PG students
- Instructor on award-winning *Enhance Your Careers and Employability Skills* MOOC, 89,000 global active learners
- Provide 1:1 careers coaching, CV/resume reviews, practice interviews, professional development and career management webinars and workshops
- MSc Organisational Behaviour, PG Cert Career Development and Coaching, PG Cert Education
- Published work on online career learning in academic journals

POLL: Before we start, take a moment...



On a scale of 1  
(low)-5(high), how  
**confident** are you  
in **your**  
**understanding of**  
**how to progress**  
**your career to the**  
**next stage?**

# What we will explore today

- How are you feeling about your career stage?
- How ready are you to progress to the next stage of your career?
- What might be holding you back from progressing further?
- How can you apply strategic models to help you transition into more senior roles?
- What external-facing activities can help you move your career forward?
- What internal-facing activities can help position you for promotion?
- Your next steps
- Useful resources

# Activity #1

How does it *feel* to be a career developer?



# You have some experience and are now ready for...



More challenging projects, clients, tasks, budgets, etc.

Greater responsibility

More rewards/salary

Managerial aspects

Bigger team

Larger firm/smaller firm

Specialisation

Next step in career progression



# Reasons why you may feel ready for next step?

Diversity of experience

Development of soft and hard skills

Track record of success in an area

Deepened understanding through your qualifications/study

Duration of time in the workplace

Understanding of how a business, sector, industry works

Wider professional network

Greater self awareness



# Activity #3



What, if anything, is making you feel unsure if you are ready for the next step in your career?

# Reasons why you be **unsure** if you're ready for next step

Diversity of experience – **is it enough?**

Development of soft and hard skills – **still have skills gaps?**

Track record of success in an area – **mixed picture?**

Deepened understanding through your qualifications/study – **how can apply learning?**

Duration of time in the workplace – **is it long enough?**

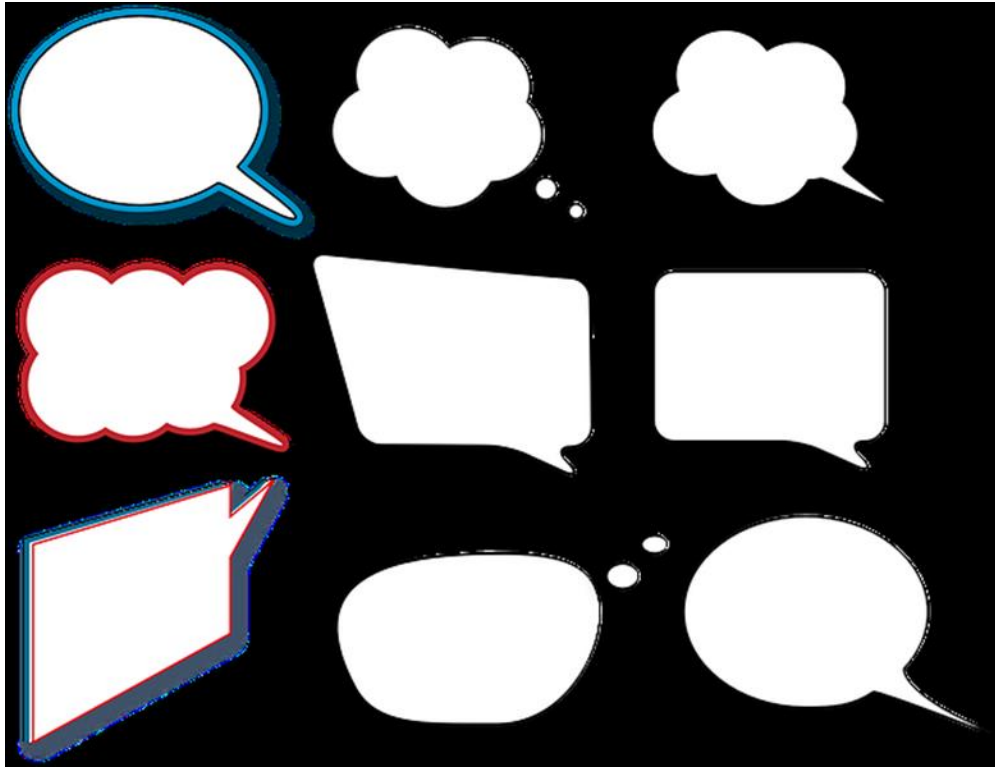
Understanding of how a business, sector, industry works – **narrow understanding?**

Wider professional network – **need to do more?**

Greater self awareness – **is it what *I* want or *other people*? Pressure from outside of ourselves**



# First need to reflect on your sense of readiness



Next, need to focus on illustrating that readiness to recruiters

Can be strategic in how you do this

# Activity #4

*How could you be more strategic in positioning yourself for the next stage of your career?*

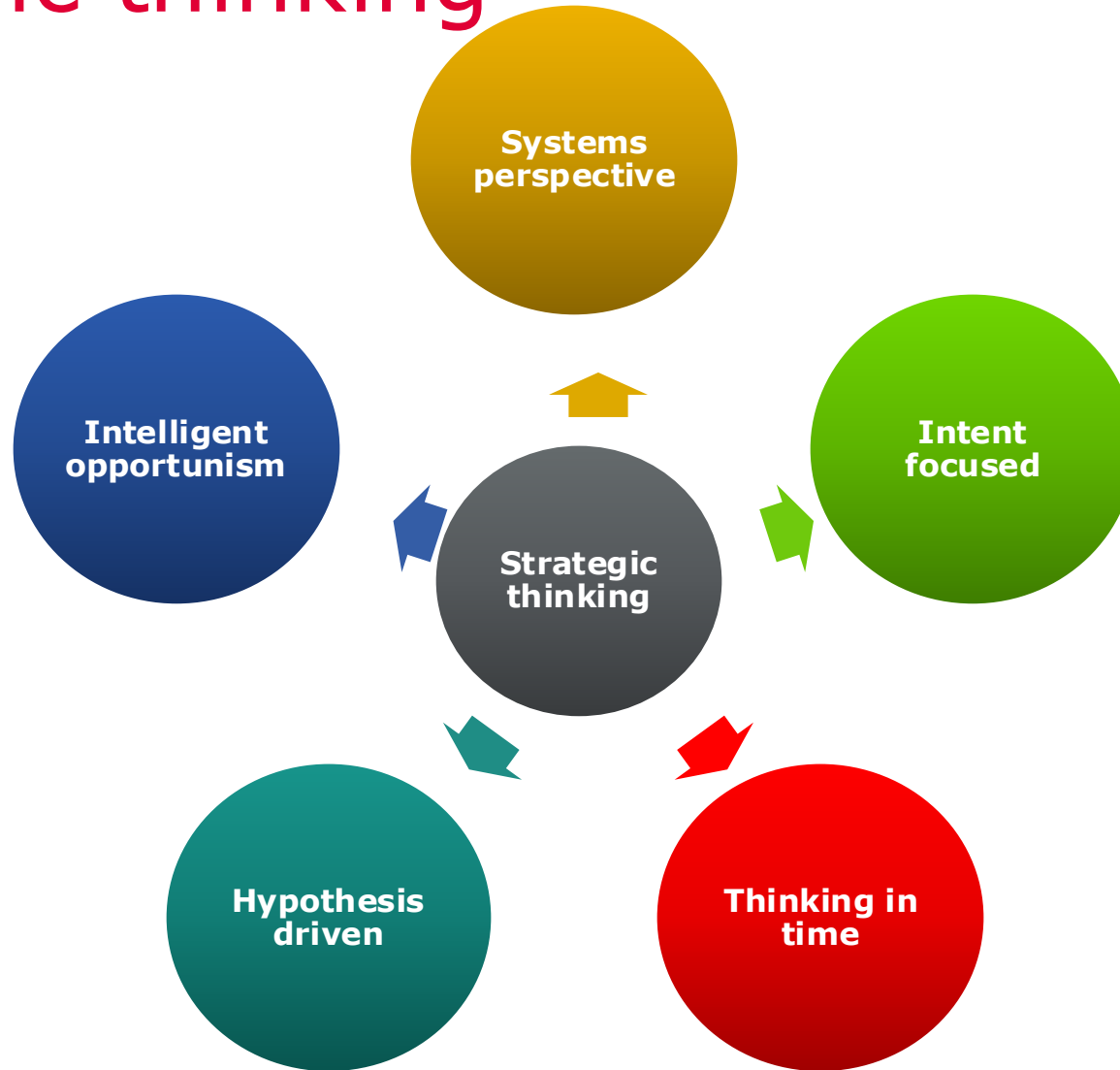


# Strategic thinking to help your career progression

## Applying strategic models can help

- Liedtka (1998) -Strategic Thinking components
- Chafee (1985)- Three modes of strategy
- Gosling & Mintzberg (2003) – Managerial Mindsets

# Strategic thinking



Liedtka (1998)

# Applying Liedtka to your career development

- *Systems perspective* – look at the big picture
- *Intent focused* – keep the vision in front of you
- *Thinking in time* – link past, present and future
- *Hypothesis driven* – observe, understand, predict
- *Intelligent opportunism* – respond to changes

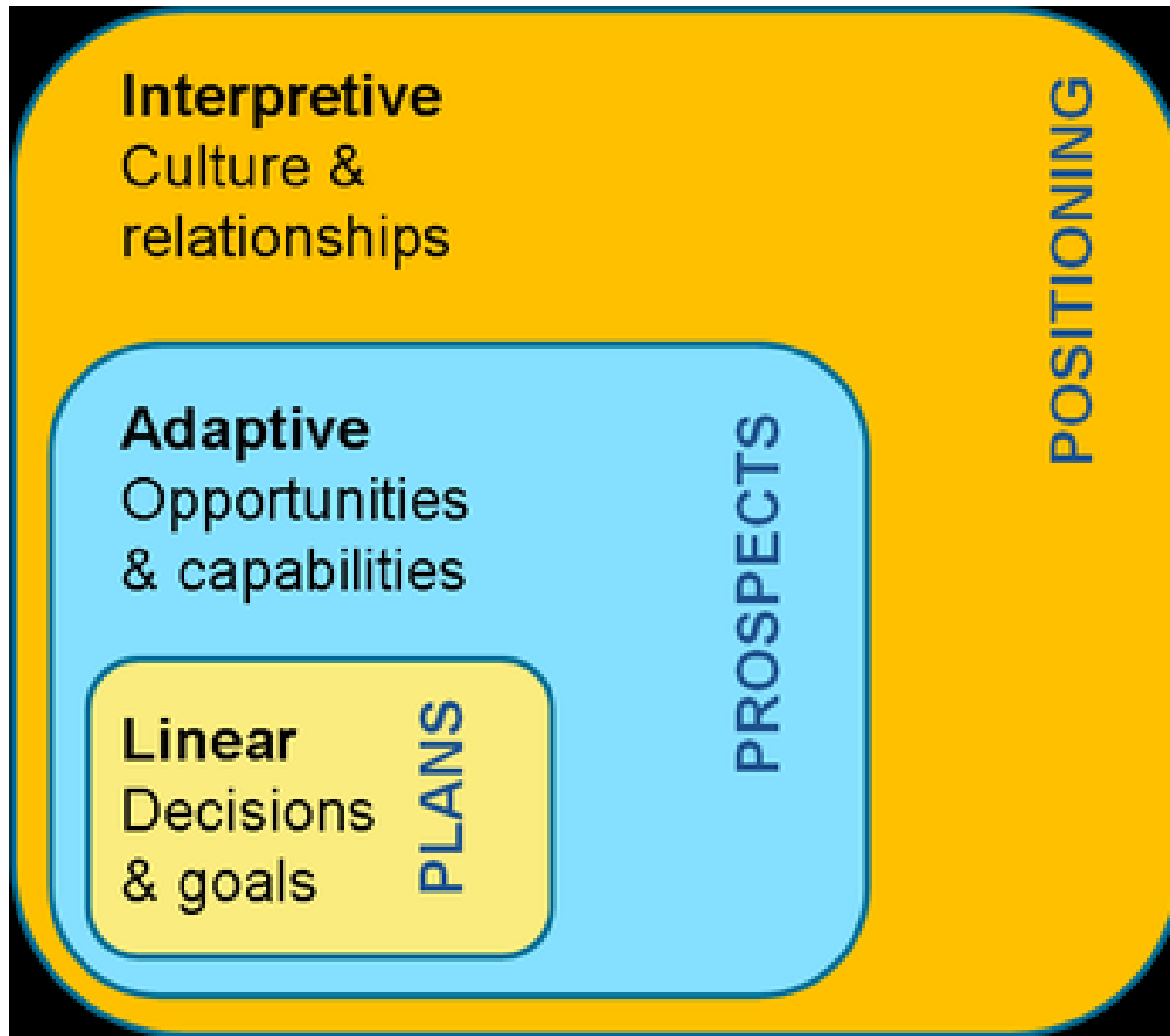
## Activity #5 Which one might be your next focus?

1. *Systems perspective* – look at the big picture
2. *Intent focused* – keep the vision in front of you
3. *Thinking in time* – link past, present and future
4. *Hypothesis driven* – observe, understand, predict
5. *Intelligent opportunism* – respond to changes

## Ways forward

1. *Systems perspective* – What are the 3 main issues facing the senior management at the moment?
2. *Intent focused* – What do you want to achieve in your new (promoted) role?
3. *Thinking in time* – Where have you 'stepped up' in the past and what did you learn?
4. *Hypothesis driven* – What difference do you want to make in a more senior role?
5. *Intelligent opportunism* – What problems could you help solve in your new role?

# Chafee's three modes of strategy

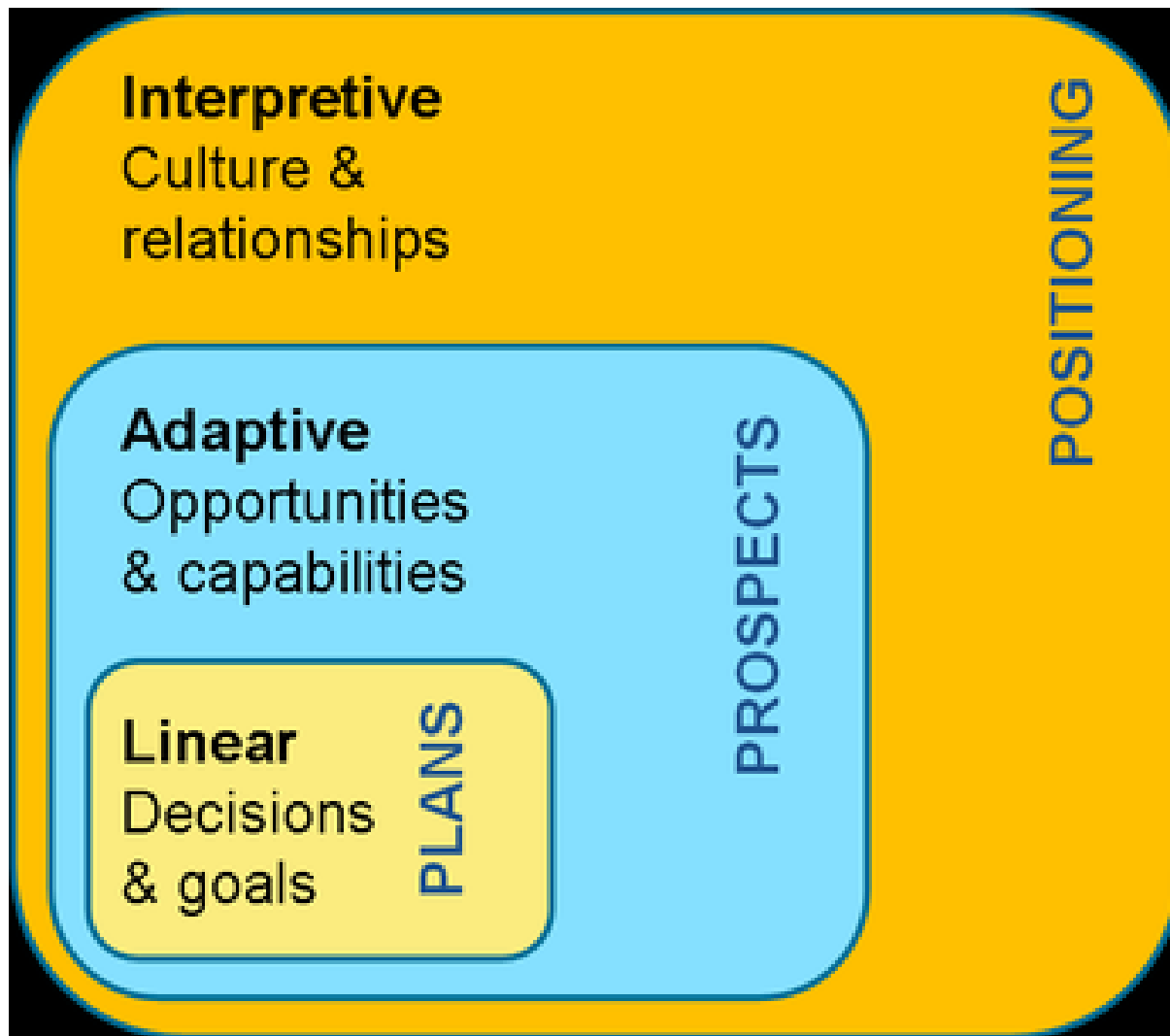


**Linear** – Making decisions, identifying goals and action plans

**Adaptive** – Evaluating opportunities to grow skills and monitoring risks

**Interpretive** – Changing how you see yourself and your surroundings, developing and improving relationships and interactions

## Activity #6: Which mode do you need to work on?



**Linear** – Making decisions, identifying goals and action plans

**Adaptive** – Evaluating opportunities to grow skills and monitoring risks

**Interpretive** – Changing how you see yourself and your surroundings, developing and improving relationships and interactions

# Ways forward

## **Linear –**

Is the progression route to a senior role clearly mapped out in your organisation/industry?

What are the common 'benchmarks' to management?

## **Adaptive –**

Do senior managers in your org/industry seize new opportunities?

How can you position yourself to grab similar opportunities?

## **Interpretive –**

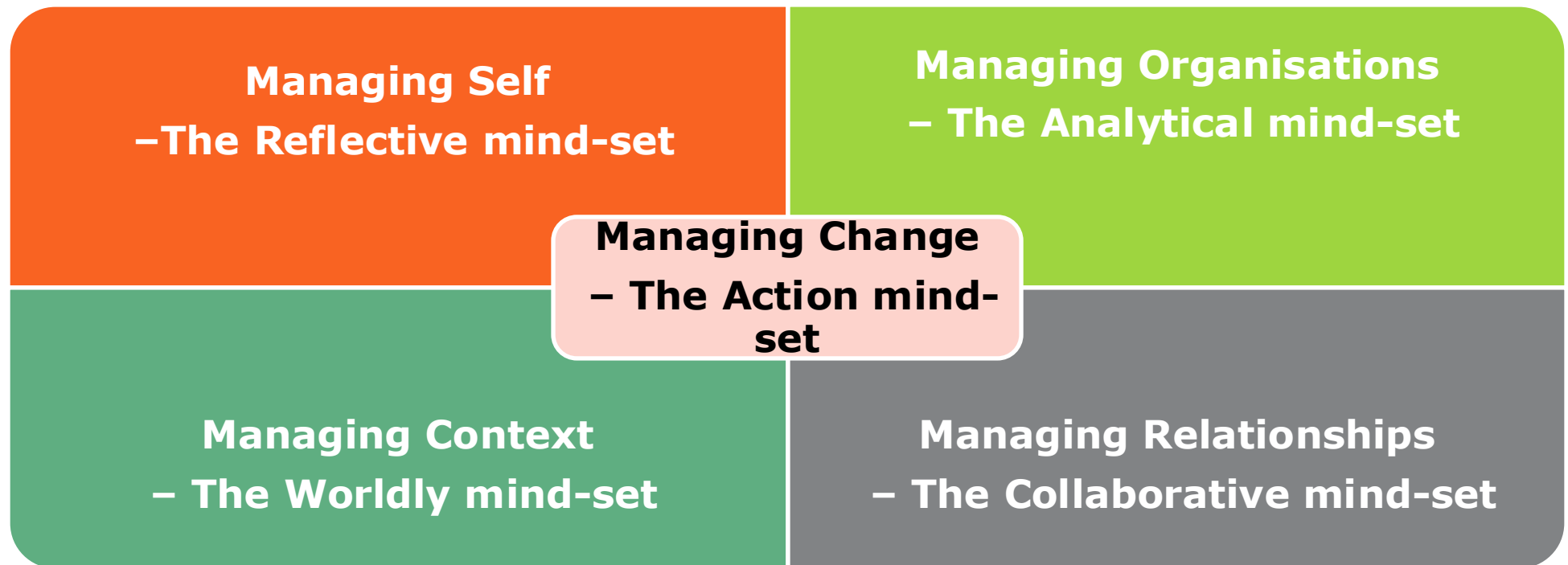
In what ways do senior managers communicate with each other?

How do you need to enhance your skills and change your thinking/attitudes to be ready for senior roles?

# Five managerial mind-sets – Gosling & Mintzberg, 2003

Mindset = default ways individual managers tend to approach a situation

Ideally managers 'weave' all 5 together



# Each 'mind-set' can potentially open up fresh opportunities

**Worldly mind-set** – how you manage your context and appreciate the influence of your cultural environment to your decision making

**Collaborative mind-set** – relates to relationship management and your awareness of your web of connections that can uphold and support your activities.

**Reflective mind-set** - relates to self management and understanding how you interpret events around you.

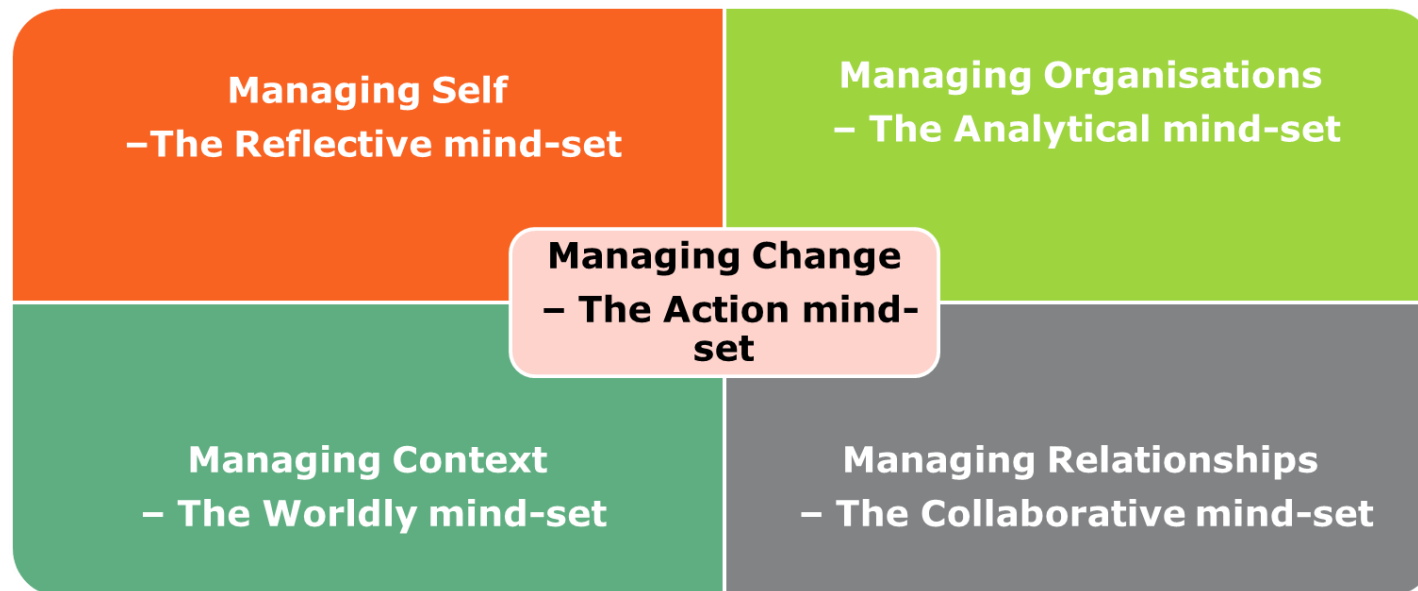
**Analytical mind-set** how you manage organisations and information to help you make better decisions

**Action mind-set** - how you manage change and shift into action

# Activity #7

To help with your promotion/progression which one do you need to *focus* on?

1. Reflective
2. Analytical
3. Worldly
4. Collaborative
5. Action



# Ways forward

**Worldly mind-set** – How do you make appropriate decisions at work?

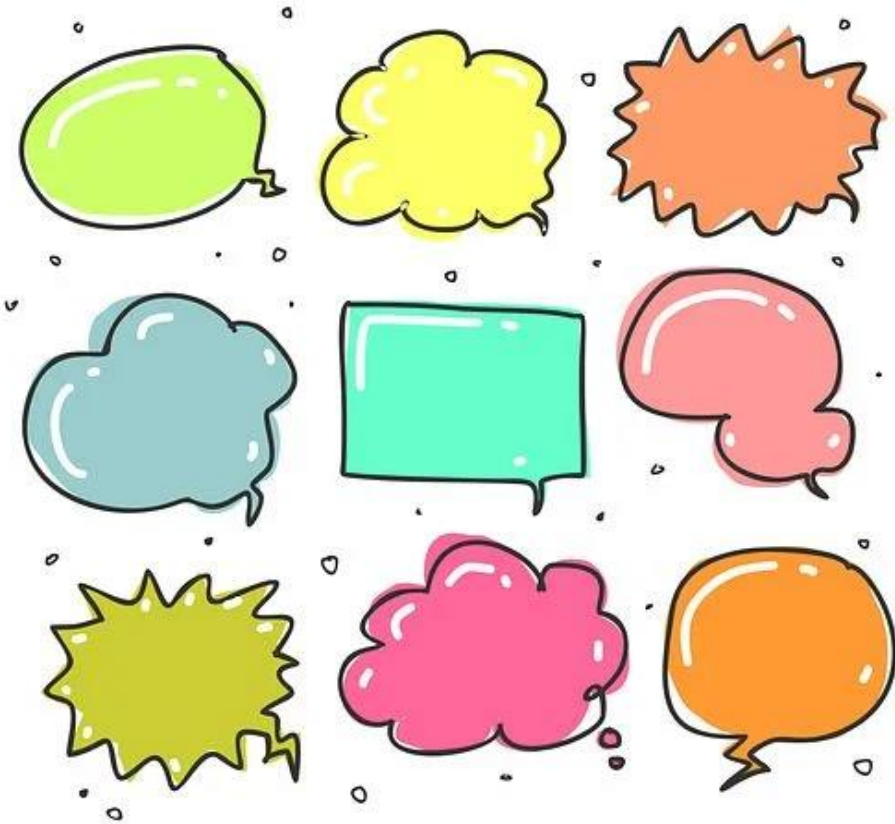
**Collaborative mind-set** – Whom are your main allies at work who will support your career progression?

**Reflective mind-set** – What events make you feel ready for career progression?

**Analytical mind-set** – How well do you know the challenges the organisation is currently facing?

**Action mind-set** – How do you manage change?

# Get your promotion story out there



Make sure others know you're looking for more senior roles

Join relevant LinkedIn groups and engage

Attend (virtual) networking events

Talk it through with a range of contacts

# Use more senior vacancies as a starting point

Find a vacancy that wants more experience than you have

Approach hiring manager asking for chance to 'gain exposure to this type of role'

Link what this role involves and your current studies

Ask for specific opportunity to work shadow the respective team for 1-2 days



# Illustrate your intentions internally



Explore internal redeployment schemes

Experiment with a 'secondment' to a new department or role

Work shadow a more senior team member

Utilise formal or informal mentoring schemes

# In summary

## CONCLUSION



**Motivation** - Know what *why* you want the next role

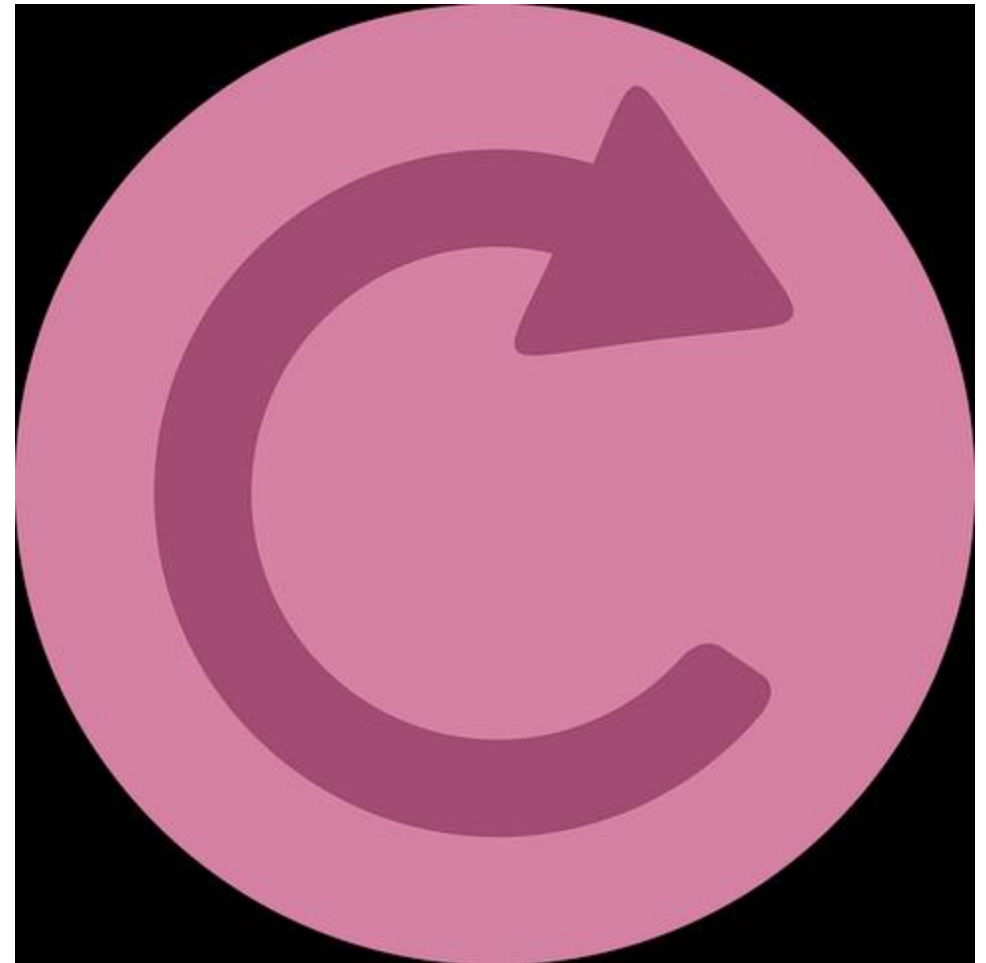
**Understand what you have to offer** – New qualifications, new skills, new experience, new ideas, new energy

**Join the dots** – think strategically – how can you add value in a more senior role

**Be intrapreneurial** – offer to head up a 'working party', volunteer to sit on a committee, illustrate managerial potential

# What next for you?

Name one **specific thing** you will do as a result of this webinar that will help you **to prepare for the next stage of your career progression**



POLL: Before we end, take a moment...



On a scale of 1 (low)-  
5(high), how  
**confident** are you  
NOW in **your**  
**understanding of**  
**how to progress**  
**your career to the**  
**next stage?**

Thank you - any questions?



# Useful links

Chaffee, E. (1985). Three models of strategy. *The Academy of Management Review*, 10(1), 89-98. DOI: 10.2307/258215

Gosling J. & Mintzberg H. (2003). The five minds of a manager. *Harvard Business Review*, 81(11).

Reeves, Love & Tillmanns (2012) Your strategy needs a strategy, *Harvard Business Review*, Sep

How to get promoted at work – Indeed article -  
<https://www.indeed.com/career-advice/career-development/how-to-get-promoted-at-work>

## Career Planning Micro-Module

Improve your career prospects by completing our new Career Planning Micro-Module and be awarded a Career Futures Certificate of Completion, also noted on your final transcript.

This course will enable you to construct and implement a personal career plan aligned with your preferred professional sector

Each topic within the course has resources and activities targeted to improve your career thinking, market awareness, job-hunting skills and so improve your graduate career success. The more activities you engage with, the more you will get out of the micro-module.



Career Planning Micro-Module

### Orientation



This course will lay out what you can expect from your student experience along with introducing all of the resources available to you.

### Careers & Employability



These interactive exercises will help to improve your confidence as you develop your chosen career in the future.

### Core Study Skills



This course will provide you with an awareness of useful study skills that will set you off on the right start to your studies.

# Career Planning Micro-module

## 1 Getting Started

To get the most out of this course, read through the instructions on how to construct your Graduate Future Career Plan and how you can earn the recognition points in order for your Career Futures certificate of completion to be added to your degree transcript. Take the survey to evaluate your current careers confidence and knowledge levels - this is a Career Futures completion requirement.

Pages: 3 Quiz: 1

Progress: 1 / 3

## 2 Global Employment Market - Trends and Opportunities

How you can improve your graduate career planning by understanding how global changes are impacting your chosen sectors of employment.

Pages: 10 URLs: 7 Quiz: 1

Progress: 1 / 11

## 3 Effective Career Planning and Decision Making

How you can improve your graduate career planning by deploying the best career planning and decision making techniques.

Pages: 8 Interactive Content: 1 SCORM package: 1 Quiz: 1 URLs: 2

Progress: 0 / 9

## 4 Developing Future-Facing Graduate Competencies

How you can improve your graduate career planning by evaluating and developing your future-facing graduate competencies: Global Outlook, Digital Skills, Communication and Collaboration Skills and Leadership.

Pages: 7 URLs: 4 Quiz: 1

Progress: 1 / 7

## 5 Effective Self-Presentation and Career Narratives

How you can improve your graduate career planning by analysing, practising and polishing your self-presentation techniques in CVs, applications, social media profiles and interviews.

Pages: 8 SCORM package: 1 URLs: 3 Interactive Content: 1 Quiz: 1 File: 1

Progress: 1 / 10

# Coming up next!

*Next webinar:*

## **Enhance Your Career Stage Series**

### **Career Changers:**

Experienced but changing to a different field? How can you show the connection?

- Explore your motivations for wanting to change your career
- Evaluate the steps you need to take to make change happen
- **Tuesday 9 March – 10am and 3pm**

***Next drop in session: Thurs 25 February -10am and 3pm***

