

# From Graduate to Professional



Vivienne Liu

Shanghai

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# Meet Your Facilitator – Vivienne LIU

HR Manager / CCATG

- **Experience**

- HR Manager, Cisco, Mar.2013
- Senior Consultant, SHL, 2011-2013
- HRBP and Learning & Development Manager, ConocoPhillips, 2008-2011
- HR Manager, Alcatel-Lucent, 1998-2008;
- Sales Manager, XiaMen DongXia, 1995-1998

- **Education**

- Expected, Applied Psychology (HR), Peking University
- MBA, Robert H. Smith Business School, University of Maryland
- B.S, Beijing Science and Technology University

# Agenda

- Activity: From School to Work
- Definition of career
- Career Stage
- Career Planning
- Q&A

# Activity – From School to Work

- Now you will be divided into sub-groups, to discuss and note down your answers to the following 2 questions:
  - What's changed from school to work?
  - How do we get good grades at university? How about at work?
- Now go to the neighboring group, look at their answers:
  - What surprised you?

# What's Changed From School To Work

- What
- Why
- Who
- Where
- When
- How

# Measurement of “AAA” Student in Campus

GPA

Student  
Union  
Leader



Scholar  
ship

Campus  
Activities

Technical/  
Competiti  
on Award

# Measurement of “A” Player in business world



# To get good grade at work:

- Know your stuff
- Demonstrate your capabilities
- Be reliable
- Show personal integrity
- Communicate effectively
- Be self aware
- Be interpersonally aware
- Anticipate and be prepared
- Take initiative
- Understand your manager's job
- Take a sustainable approach
- Be passionate
- .....

*It's up to you !!!*



# Definition of Career

# Sharing Your Thoughts



What is  
Career in  
your mind?

# Definition of Career

**career** 

英 [kəˈrɪə]  美 [kəˈrɪr] 

n. 事业, 职业; 生涯

网络释义

专业释义

英英释义

+ 生涯

— 职业

**职业 (CAREER)**: 是一个人在他的整个工作生涯中选择从事工作总的行为。

基于1479个网页-[相关网页](#)

— 职业生涯

**职业生涯 (Career)** 是生活中各种事件的演进方向与历程, 统合了个人一生中各种职业与生活的角色, 由此表现出个人独特的自我发展组型。

基于1157个网页-[相关网页](#)

+ 事业

# Activity – Career Progression

Career



Please draw a career progression curve ideally you wish to have

Time



# Career progression is different today

## Old Career Model: Step Ladder



- Tenure & performance
- Linear path
- Discreet competencies
- Career dependent

## New Career Model: Spiral



- Diverse experience & performance
- Cyclical or circuitous path
- Context-specific competencies
- Career self-reliant “intrapreneurs”

# Career Stage

# 3 Career Stages



Explore and Learn



Develop Expertise



Build Leadership



# Early Career

## Goal: Explore and Learn

- Identify key interest areas
- Try new things - Seek out Opportunities
- Learn and apply immediately
- Establish “ownership”
- Demonstrate your ability: Generate
- Get a Mentor
- Ask for Feedback

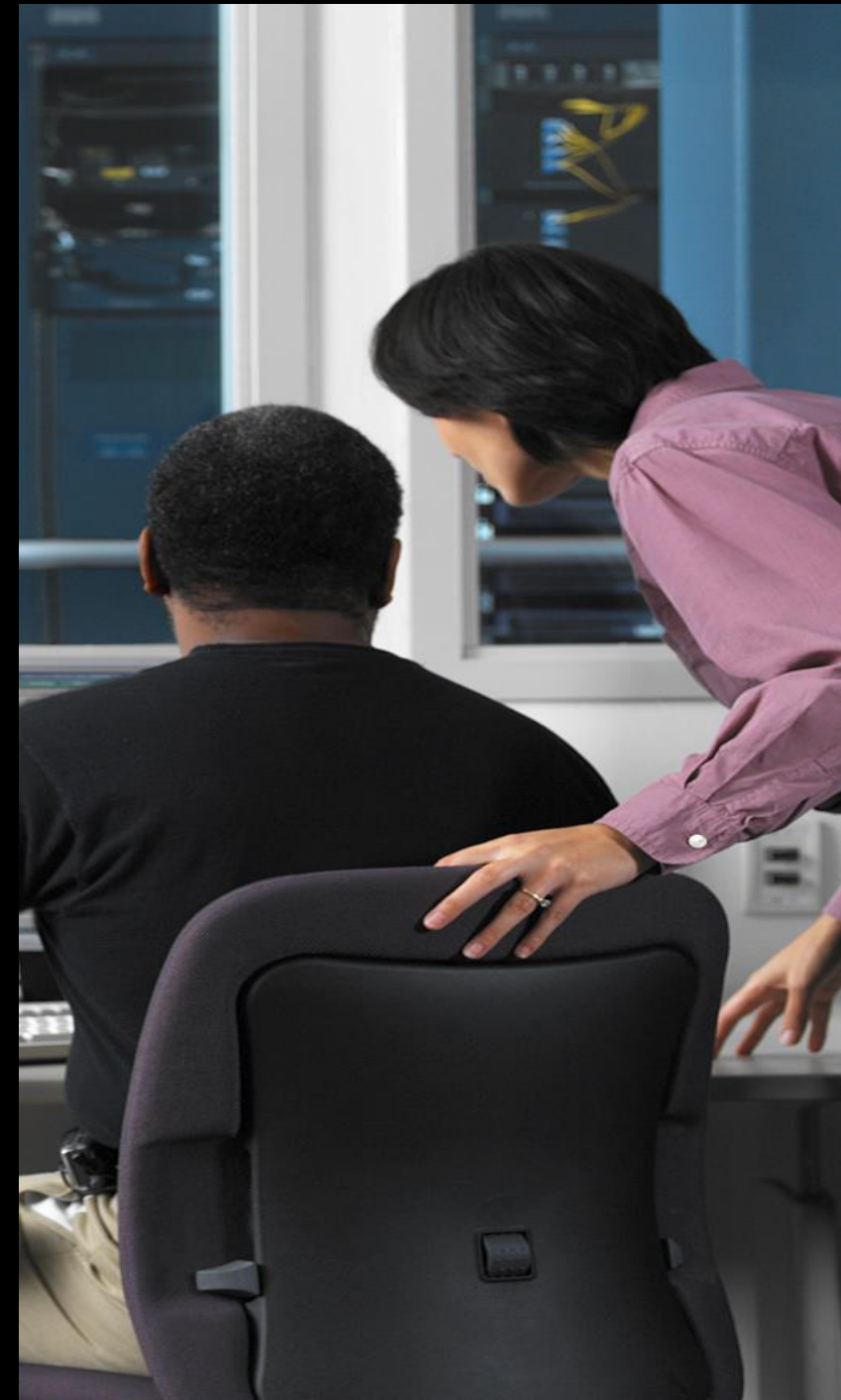




# Mid Career

## Goal: Develop Expertise

- Transferrable skills (e.g., presentations, demonstrations)
- Say/do ratio
- Increased complexity; cross-functional projects
- Project completion and handoff
- What is “good enough”
- Professionally represent Cisco
- Communicate with peers and below



# Advanced Career

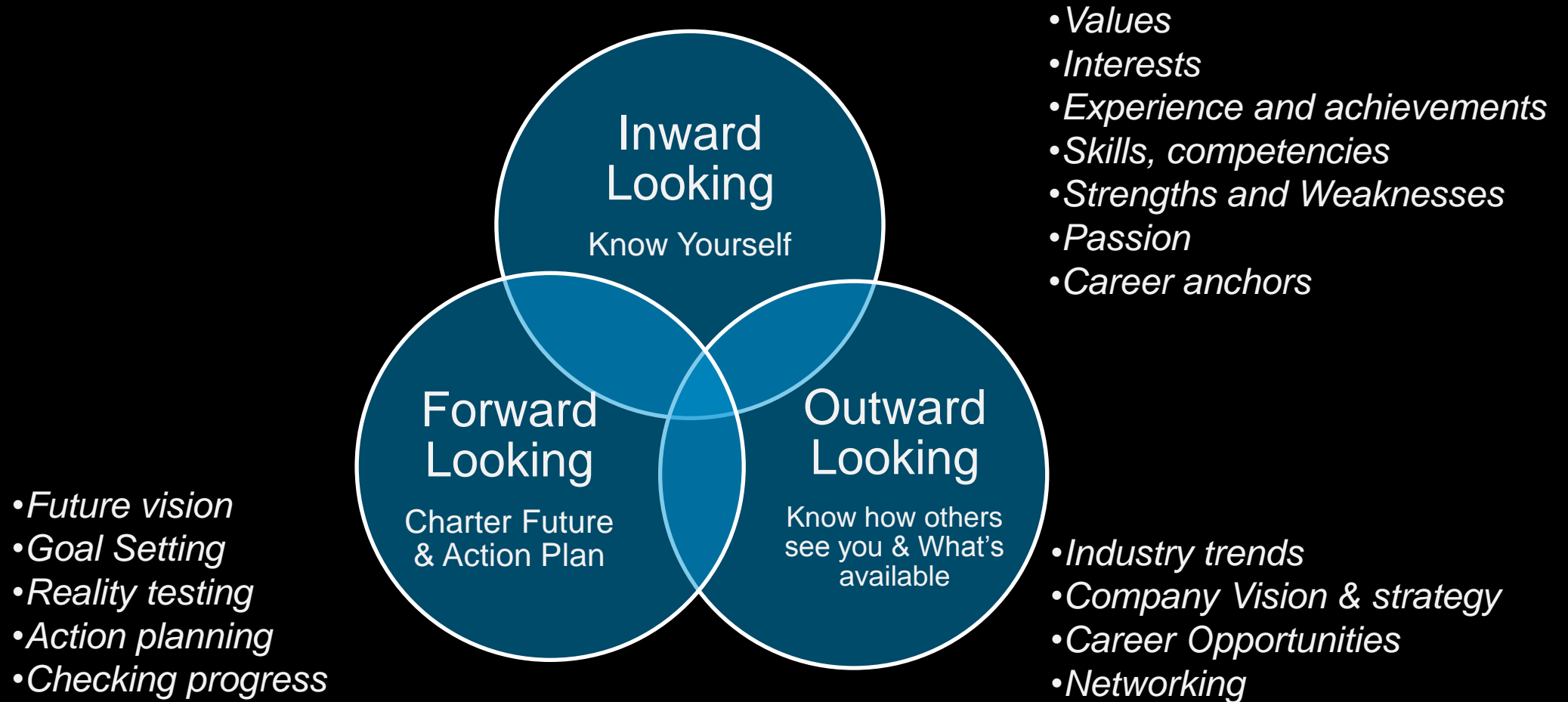
## Goal: Build Leadership

- Conclusions, recommendations
- Complexity
- Expert
- Influence strategy
- Larger/broader context
- Communication skills
- Lead/direct/mentor others
- Knowledge transfer



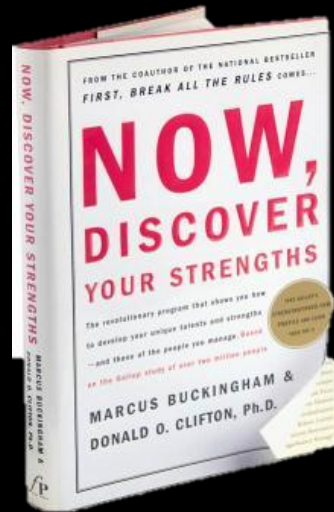
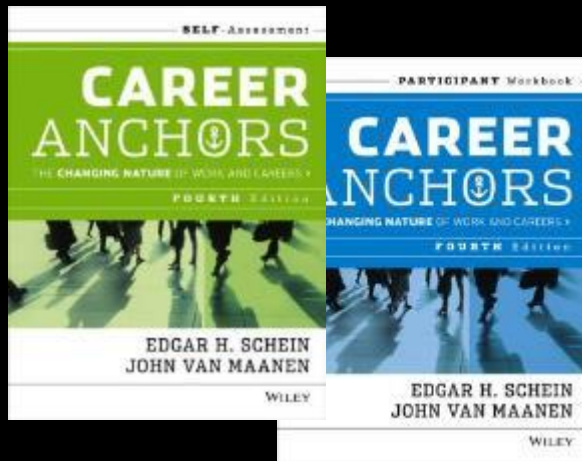
# Career Planning

# Career Planning Framework



# 1. Know Yourself and Assess Your Job Stage

## Book Resources:



## Online Resources:

Working Style: [www.globesmart.com](http://www.globesmart.com)

Personality: [www.123test.com](http://www.123test.com)

Career Test: [www.123test.com](http://www.123test.com)

Team Role: [www.123test.com](http://www.123test.com)

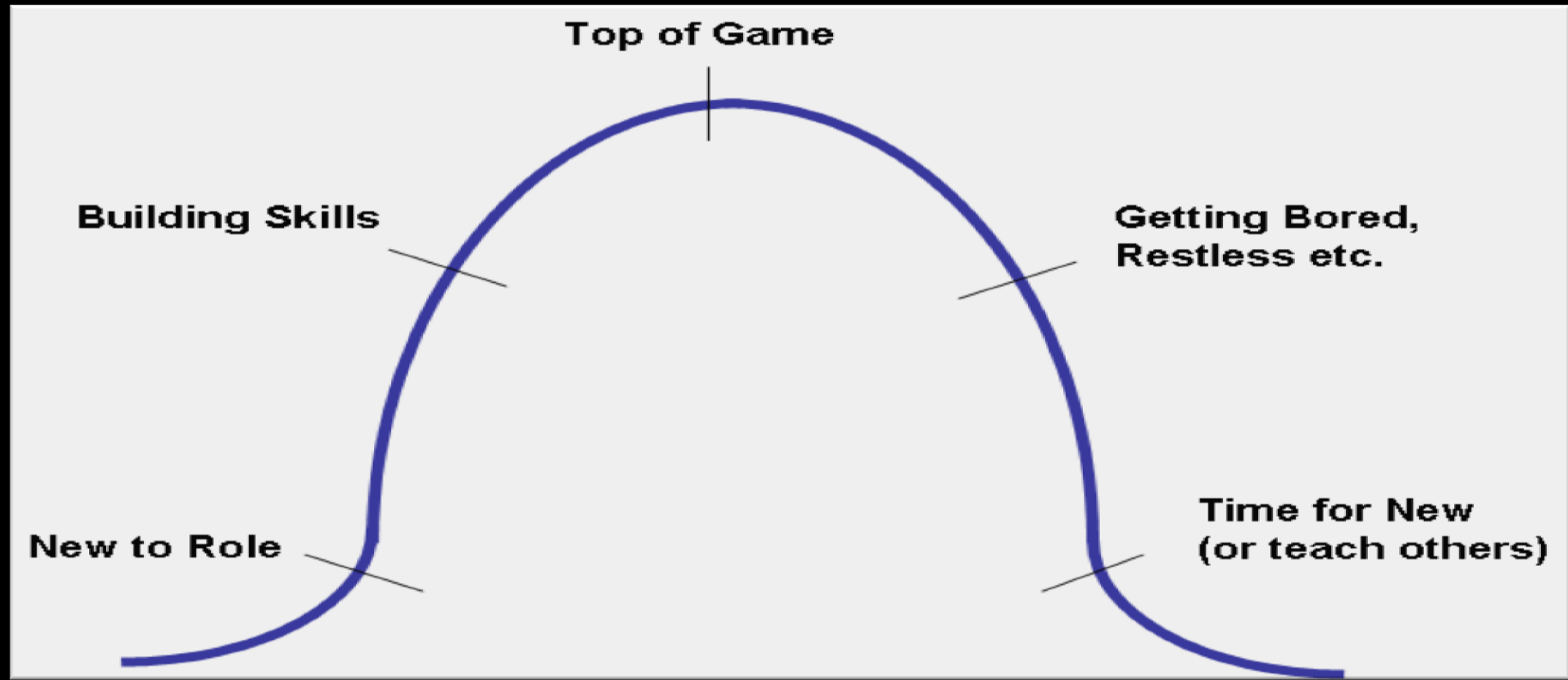
Human Cognitive Project: [www.lumosity.com](http://www.lumosity.com)

## Your Social Network Resources:

Life Environment: Your Friends, Family Members, Classmates, Formal Colleagues

Work Environment: Supervisor, Mentor, Peers

# What Job Stage are you in?



## 2. Identify Your Career Stages and Knowledge Roles

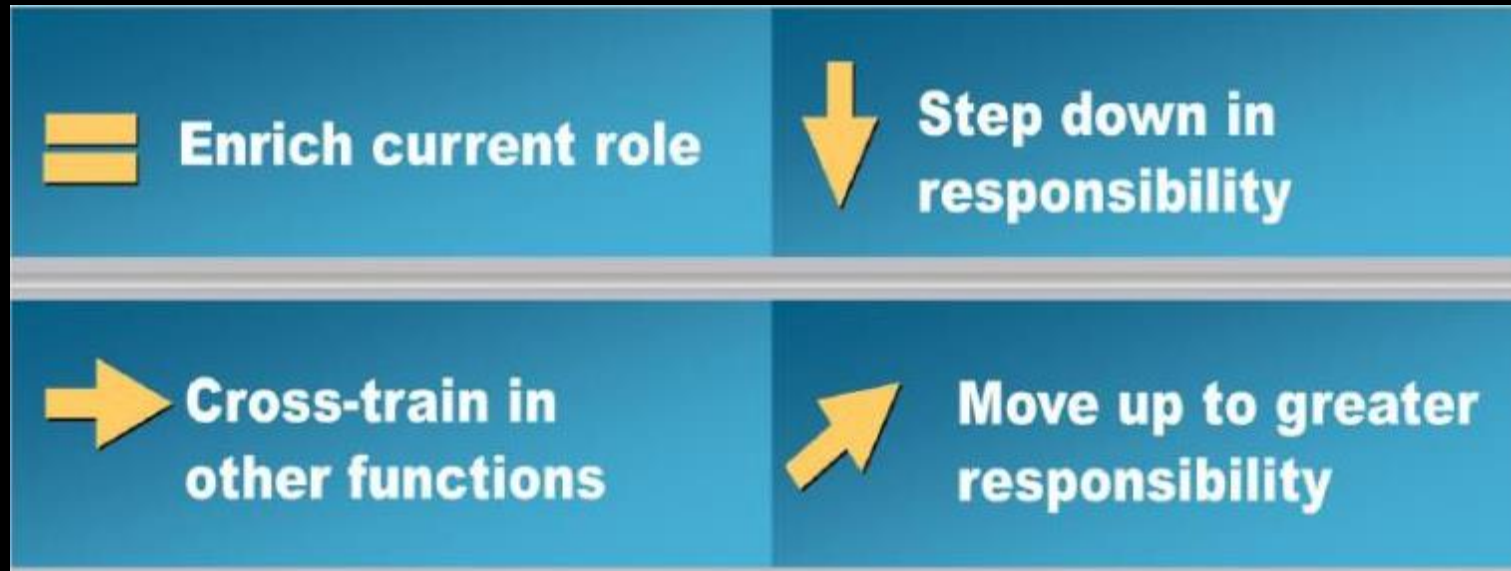
Learning the Fundamentals	Applying Expertise	Guiding Others	Shaping the Future	
Stage 1: Acquiring Knowledge	Stage 2: Applying Knowledge	Stage 3: Creating Knowledge	Stage 4: Sharing Knowledge	Stage 5: Leveraging Knowledge
<ul style="list-style-type: none"><li>•Learning from others and from experience.</li><li>•Moving towards mastery.</li><li>•Acting under direction from others.</li></ul>	<ul style="list-style-type: none"><li>•Completing important tasks independently.</li><li>•Demonstrating mastery.</li><li>•Taking initiative within established norms or parameters.</li></ul>	<ul style="list-style-type: none"><li>•Questioning the status quo.</li><li>•Adapting existing knowledge to new uses.</li><li>•Inventing (<i>but not championing</i>) new methods, products, technologies, etc</li></ul>	<ul style="list-style-type: none"><li>•Building the ability and confidence of others:<ul style="list-style-type: none"><li>-coaching</li><li>-teaching</li><li>-motivating</li><li>-clarifying</li><li>-giving feedback</li></ul></li><li>•Building team capacity.</li></ul>	<ul style="list-style-type: none"><li>•Institutionalizing knowledge (e.g., best practices) and building organizational capability.</li><li>•Championing new systems, products, work processes, etc.</li><li>•Shaping/ making decisions that cross organizational boundaries.</li></ul>





# 3. Determine your future State

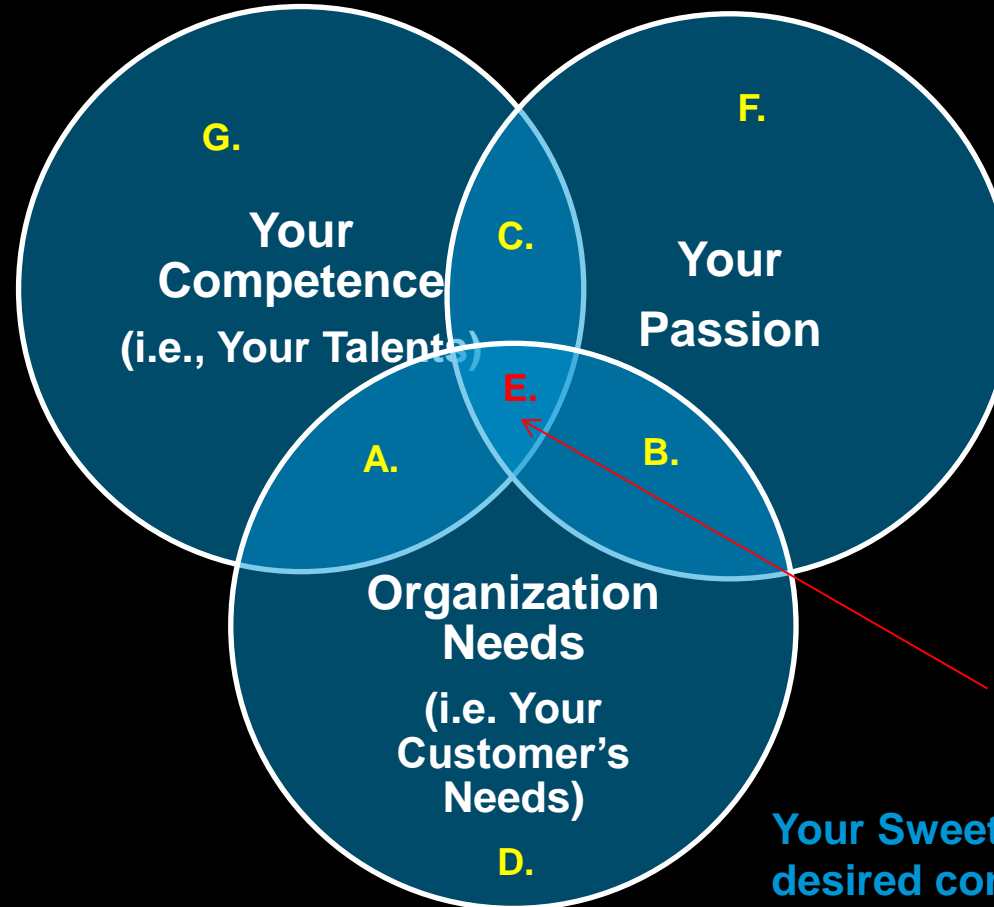
Future State should be where competencies, passions and business need are aligned.





# 4. Leverage Your Genius

E. Sweet spot (your best chance to make a difference)  
F, C: Hobbies  
C, E: Future Career opportunities  
A, B, D: manage your limitations  
E: Top Learning Needs  
B, A: Learning Needs  
G, F: weakness can be ignored



- **Competence**-Things you do naturally well
- **Passion**-Things you love to do
- **Organizational Needs**-Things that contribute to the organization's success

**Sweet Spot**

Your Sweet spot should be aligned with your desired contribution= Individual Development Plan

# 4. Make Your Development Plan



Cisco identifies three types of development opportunities that are critical for building skills:

**Experiences** (70%, hands-on activities you do)

- Projects
- Challenging assignment
- Job rotation

**Exposure** (20%, learning from exposure to others)

- Self Awareness and introrespection
- 360 feedback
- Coaching
- Mentoring

**Education** (10%, classes you take)

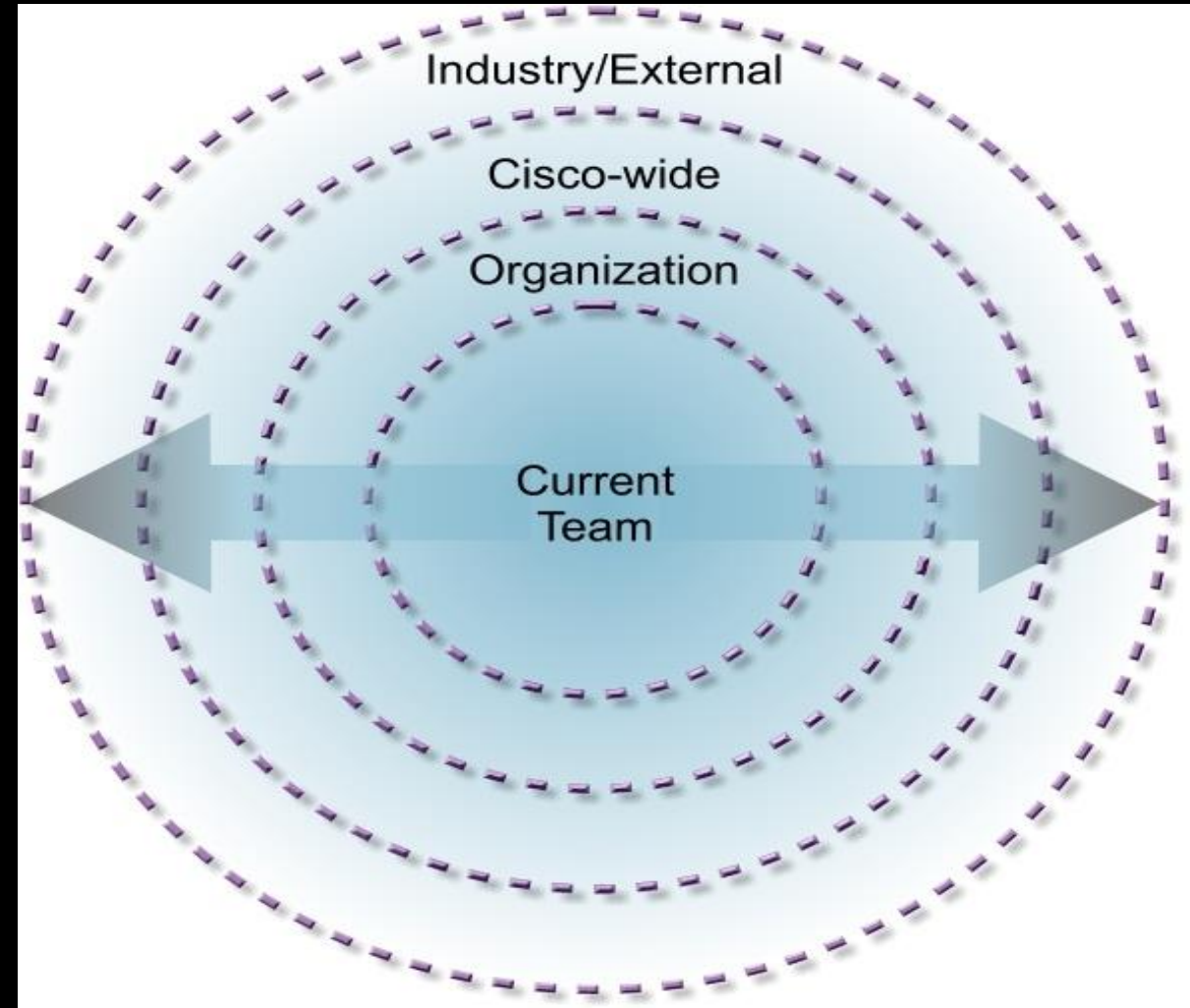
# 5. Set up Your Personal Board of Directors (PBOD)

Who is on your PBOD?

## Career Development Network

*Having a solid network of peers and leaders that you admire is essential for professional development. Using the diagram on the right side, write the names of people on your board of directors. When identifying these individuals, consider:*

- When you need help to complete a task or seek expert advice, who do you call?
- If you were thinking about changing jobs, who would you contact to enlist their help?
- Who are your most trusted advisors? Whose opinions do you most frequently seek?



# YOU Inc.

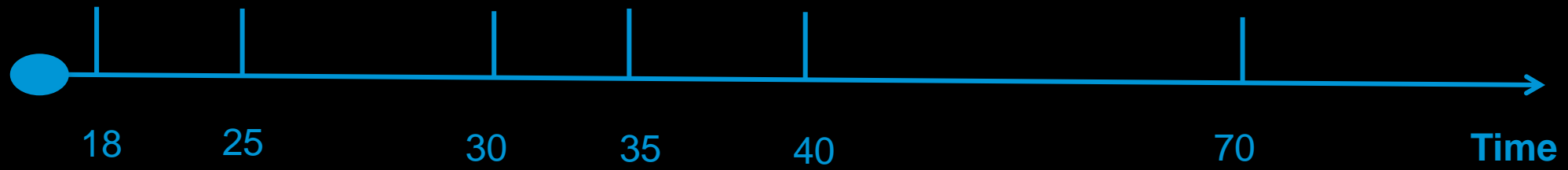
- Products
- Customers
- Objectives
- Values
- Competitive Advantage
- Marketing Efforts
- R&D Activities

# Activity: Reflection & Discussion

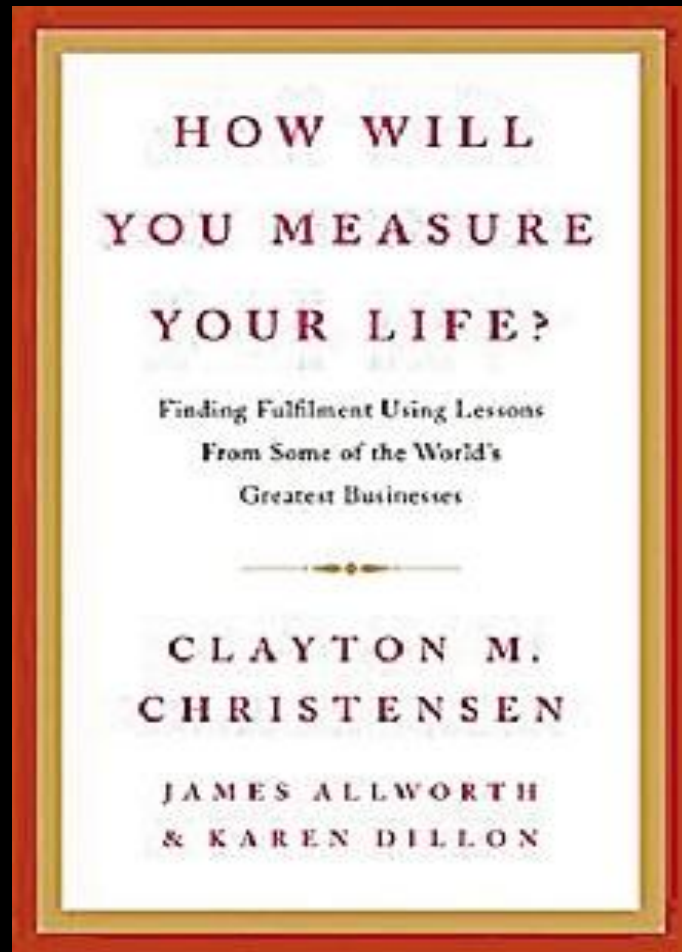
- Given that you now run your own one-person company, what should you do differently in the future to demonstrate a “Self-employed” mindset? (Is there anything else you could do to increase both your “profits” and the satisfaction of your customer?)
- Note down 3 things you would do differently than before.

# Activity – Life Mapping

Against time axis, try to map out the major milestones of your life



# How will you measure your life?



# Additional Learning Resources

- New Hire Roadmap: <http://wwwin.cisco.com/learning/GlobalPrograms/newhire/>
- Cisco Career Development: <http://wwwin.cisco.com/learning/GlobalPrograms/CareerDevelopment/>
  - Career Guide: <http://wwwin.cisco.com/learning/GlobalPrograms/CareerDevelopment/career/>
  - Career Development and Planning: <http://wwwin.cisco.com/learning/GlobalPrograms/professional/career/>
  - Cisco Mentoring Connection: <http://wwwin.cisco.com/HR/mentoring/index.shtml>
  - Internal Career Opportunity: <http://wwwin.cisco.com/HR/careers/jobs.shtml>
- Engineering Learning: <http://wwwin.cisco.com/learning/eng/>



# Ready? Let's go!



YOU  
are  
At The Driver's Seat!

Thanks  
&  
Questions?

# Our Inc. - CISCO



*TOMORROW  
starts here.*

## **OUR VISION**

Changing the way we work, live, play, and learn

## **OUR STRATEGY**

We solve our customers' most important business challenges. And we do it by delivering intelligent networks and technology and business architectures built on integrated products, services, and software.

## **OUR GOALS**

Be the #1 IT company | Be more simplified, empowered, accountable  
Deliver profitable growth | Be a great place to work

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**OUR GOALS**

built on integrated products, services, and software



*TOMORROW  
starts here.*

## **OUR VALUES**

- Change the world
- Intensely focus on customers
- Make innovation happen
- Win together
- Respect and care for each other
- Always do the right thing

## **OUR BRAND PROMISE**

We make amazing things happen by connecting the unconnected.

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# Perspective from Employer on high potential:

## The High-Potential Employee

Is top performer with the ability, commitment and aspiration to rise to and succeed in more senior, critical positions.

### ABILITY

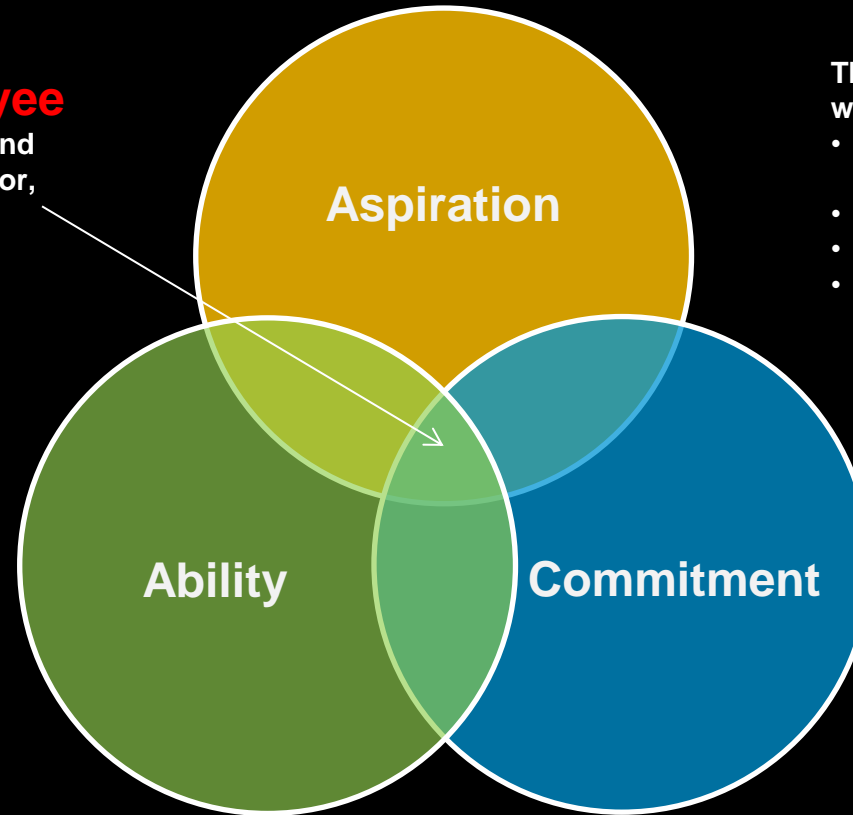
A combination of the innate characteristics and learned skills that an employee uses to carry out his/her day to day work.

#### *Innate Characteristics*

- Mental/Cognitive agility
- Emotional Intelligence

#### *Learned Skills*

- Technical/Functional skills
- Interpersonal skills



### Aspiration

The extent to which an employee wants or desires:

- Prestige and recognition in the organization
- Advancement and influence
- Work-life balance
- Overall job enjoyment

### Commitment

#### • Emotional Commitment

The extent to which employees value, enjoy, and believe in their organizations

#### • Rational Commitment

The extent to which employees believe that staying with their organizations is in their self-interest

#### • Discretionary Effort

Employee willingness to go “above and beyond” the call of today

#### • Intent to Stay

Employee desire to stay with the organization

Source: Corporate Leadership Council High Potential Survey, 2005