

How to find the person who can help *you get ahead at work* [thăng tiến trong công việc]

- Carla Harris -

Timeline	Script
00:04	<p>It was the spring of 1988 when I had the aha moment [khoảnh khắc tuyệt vời]. I was at my first roundtable [cuộc họp bàn tròn], and for those of you who don't know, the roundtable was a very commonly used phrase [một cụm từ được dùng rất phổ biến] on Wall Street to describe the year-end evaluative process [quy trình đánh giá một năm hoạt động] for analysts [các nhà phân tích], associates [cộng sự], vice presidents [phó chủ tịch], all the way up to managing directors [tất cả các cách để quản lý giám đốc]. That was the process where they were discussed behind closed doors [thảo luận đằng sau các cánh cửa khép kín] around a table, <i>i.e.</i> [chẳng hạn] the round table, and everyone was put into a category [được xếp phân loại], the top bucket [nhóm dẫn đầu], the middle bucket [nhóm giữa], the lower bucket [nhóm cuối] - and then that was translated into a bonus range [chuyển vào một bảng xếp hạng khen thưởng] that would be assigned to each professional [được phân bổ theo từng từng mức độ chuyên nghiệp]. This was my first time there, and as I observed [khi tôi quan sát], I saw that there was one person that was responsible [chịu trách nhiệm] for recording the outcome of a conversation [ghi lại kết quả của cuộc hội thoại]. There were other people in the room that had the responsibility [có trách nhiệm] of presenting the cases of all the candidates [trình bày trường hợp của tất cả các ứng viên]. And there were other invited guests [những vị khách được mời khác] who were supposed to comment as a candidate's position was presented [đưa ra ý kiến khi một vị trí ứng viên được trình bày]. It was interesting to me that those other people were folks who were more senior [những người ở cấp cao] than the folks that were being discussed [những người đang được thảo luận] and they theoretically [về lý thuyết] had had some interaction [có vài tương tác] with those candidates.</p>

Timeline	Script
01:21	<p>Now, I was really excited [thực sự thấy thú vị] to be at this roundtable for the first time, because I knew that my own process would go through this same way [tôi biết rằng quy trình của tôi sẽ đi qua theo cách giống như vậy], and that my bonus would be decided in the same way [tiền thưởng của tôi sẽ được quyết định theo cách tương tự], so I wanted to know how it worked, but more importantly, I wanted to understand how this concept of a meritocracy [khái niệm về chế độ đãi ngộ nhân tài] that every company that I talked to walking out of business school [tốt nghiệp trường kinh doanh] was selling [quảng bá]. Every time I talked to a company, they would say, "Our culture [văn hóa], our process [quy trình], is a meritocracy [đãi ngộ nhân tài]. The way you get ahead [thăng tiến] in this organization [tổ chức] is that you're smart, you put your head down [nỗ lực] and you work really hard, and you'll go right to the top [tiến ngay lên vị trí đầu]. So here was my opportunity to see exactly how that worked [chính xác cách nó diễn ra].</p>
02:00	<p>So as the process began, I heard the recorder [người ghi lại] call the first person's name. "Joe Smith." The person responsible for presenting Joe's case [trường hợp trình bày của Joe] did just that. Three quarters of the way through [ba phần tư tiến trình qua đi], someone interrupted and said, "This is a great candidate, outstanding [đáng được chú ý], has great analytical and quantitative skills [có các kĩ năng phân tích và định lượng tuyệt vời]. This is a superstar." The recorder then said, "Sounds like [nghe như] Joe should go in the top bucket [vào nhóm dẫn đầu]." Second person, Mary Smith. Halfway through that presentation [một nửa tiến trình qua bài trình bày đó], someone said, "Solid candidate [ứng viên tốt]. Nothing really special, but a good pair of hands [có một đôi tay khéo léo]." The recorder said, "Sounds like Mary should go in the middle bucket." And then someone said, "Arnold Smith." Before the person could present [trình bày] Arnold's case, somebody said, "Disaster [thảm họa]. Disaster. This kid doesn't have a clue [không có dòng tư tưởng]. Can't do a model [một người gương mẫu]." And before the case was presented, the recorder said, "Sounds like Arnold should go in the bottom bucket."</p>
02:58	<p>It was at that moment that I clutched my pearls [tôi đã nắm chặt chuỗi ngọc trai của mình].</p>

Timeline	Script
03:05	<p>and said, "Who is going to speak for me? [ai sẽ nói cho mình nhỉ?]" Who is going to speak for me? It was that moment that I realized that this idea of a meritocracy that every organizations sells is really just a myth [thực sự là một chuyện hoang đường]. You cannot have a 100 percent meritocratic environment [một môi trường 100% nhân tài] when there is a human element involved in the evaluative equation [có yếu tố con người liên quan trong phương trình đánh giá đó], because by definition, that makes it subjective [điều đó tạo ra tính chủ quan]. I knew at that moment that somebody would have to be behind closed doors arguing on my behalf [thay mặt tôi tranh luận], presenting content in such a way [trình bày nội dung theo một cách nào đó] that other decision makers [những người đưa ra quyết định] around that table would answer in my best favor [trả lời theo cách có lợi cho tôi nhất].</p>
03:52	<p>That was a really interesting lesson [một bài học thực sự thú vị], and then I said to myself, "Well, who is that person? What do you call this person?" And as I thought about the popular business terms at the time [và khi tôi nghĩ về các thuật ngữ kinh doanh phổ biến tại thời điểm đó], I said, wow, this person can't be a mentor [người hướng dẫn], because a mentor's job is to give you tailored advice [đưa ra cho bạn lời khuyên phù hợp], tailored specifically [đáp ứng đặc biệt] to you and to your career aspirations [nguyện vọng nghề nghiệp của bạn]. They're the ones who give you the good, the bad and the ugly in a no-holds-barred way [điểm tốt, điểm xấu và điều khó chịu một cách tự do - không giới hạn]. OK. Person can't be a champion or an advocate [người biện hộ], because you don't necessarily have to spend any currency to be someone's champion [không cần trả bất kì khoản tiền nào để trở thành nhà vô địch của ai đó]. You don't necessarily get invited to the room [được mời vào phòng] behind closed doors if you're an advocate.</p>
04:57	<p>It was almost two years later when I realized what this person should be called. I was speaking at the University of Michigan to the MBA candidates, talking about the lessons that I had learned after my three short years on Wall Street, and then it came to me [và những ý nghĩ đó đến với tôi sau đó]. I said, "Oh, this person that is carrying your interest, or as I like to say, carrying your paper into the room, this person who is spending their valuable political and social capital on you [đang sử dụng giá trị chính trị và xã hội của họ cho bạn], this person who is going to pound the table on your behalf [đập bàn nhân danh bạn], this is a sponsor [người đỡ đầu]. This is a sponsor."</p>

Timeline	Script
05:16	<p>And then I said to myself, "Well, how do you get a sponsor? And frankly [thẳng thắn mà nói], why do you need one?" Well, you need a sponsor, frankly, because as you can see, there's not one evaluative process [không có một quy trình đánh giá nào] that I can think of [nghĩ ra], whether it's in academia [học viện], health care [trung tâm y tế], financial services [dịch vụ tài chính], not one that does not have a human element [yếu tố con người]. So that means it has that measure of subjectivity [cách đánh giá chủ quan]. There is a measure of subjectivity in who is presenting your case. There is a measure of subjectivity in what they say and how they interpret any objective data that you might have [và cách mà họ giải thích bất kì dữ liệu mục tiêu nào mà bạn có]. There is a measure of subjectivity in how they say what they're going to say to influence the outcome [ảnh hưởng đến kết quả]. So therefore, you need to make sure that that person who is speaking, that sponsor, has your best interests at heart and has the power to get it, whatever it is for you [thực sự quan tâm đến lợi ích của bạn và có khả năng làm được, bất cứ điều gì vì bạn], to get it done [để đạt được mục tiêu] behind closed doors.</p>
06:16	<p>Now, I'm asked all the time, "How do you get one?" Well, frankly, nirvana is when someone [cõi niết bàn (thuật ngữ đạo phật) là khi ai đó] sees you in an environment and decides, "I'm going to make it happen for you. I'm going to make sure that you are successful." But for many of us in this room, we know it doesn't really happen that way.</p>

Timeline	Script
06:37	<p>So let me introduce this concept of currency [khái niệm về tiền tệ] and talk to you about how it impacts your ability [cách mà nó tác động đến khả năng] to get a sponsor. There are two types of currency in any environment: performance currency and relationship currency [đồng tiền hoạt động và đồng tiền quan hệ]. And performance currency is the currency that is generated [được tạo ra] by your delivering that which was asked of you and a little bit extra [đáp ứng những thứ mà bạn được yêu cầu và làm nhiều hơn một chút]. Every time you deliver upon an assignment above people's expectations [hoàn thành việc được giao vượt mức mong đợi], you generate performance currency. It works exactly like the stock market [thị trường chứng khoán]. Any time a company says to the street that they will deliver 25 cents a share [phát hành 25 xu mỗi cổ phần] and that company delivers 40 cents a share, that stock goes up [thì chứng khoán tăng lên], and so will yours [và bạn cũng thế]. Performance currency is valuable [có giá trị] for three reasons. Number one, it will get you noticed [nó sẽ khiến bạn được chú ý]. It will create a reputation [tạo ra danh tiếng] for you. Number two, it will also get you paid [được trả công] and promoted very early on in your career [thăng tiến sớm trong sự nghiệp] and very early on in any environment. And number three, it may attract [có thể thu hút] a sponsor. Why? Because strong performance currency raises your level of visibility [mức độ hiển thị] in the environment, as I said earlier, such that a sponsor may be attracted to you. Why? Because everybody loves a star. But if you find yourself in a situation where you don't have a sponsor, here's the good news. Remember that you can exercise your power [rèn luyện sức mạnh] and ask for one.</p>
08:11	<p>But here's where the other currency is now most important. That is the relationship currency, and relationship currency is the currency that is generated by the investments that you make in the people in your environment, the investments [sự đầu tư] that you make in the people in your environment. You cannot ask someone to use their hard-earned personal influential currency on your behalf [dùng đồng tiền có ảnh hưởng bởi yếu tố cá nhân mà vất vả mới kiếm được của họ vì lợi ích của bạn] if you've never had any interaction with them. It is not going to happen. So it is important that you invest the time to connect, to engage [gắn kết] and to get to know the people that are in your environment, and more importantly to give them the opportunity to know you. Because once they know you, there's a higher probability that when you approach [tiếp cận] them to ask them to be your sponsor, they will in fact answer in the affirmative [thực tế họ sẽ trả lời đồng thuận].</p>

Timeline	Script
09:09	Now, if you're with me and you agree that you have to have a sponsor, let's talk about how you identify [xác định] a sponsor. Well, if you're looking for a sponsor, they need to have three primary characteristics [đặc tính cơ bản]. Number one, they need to have a seat [chỗ ngồi] at the decision-making table [chiếc bàn quyết định], they need to have exposure [tiếp xúc] to your work in order to have credibility [sự tín nhiệm] behind closed doors, and they need to have some juice [quyền lực], or let me say it differently [nói một cách khác], they'd better have some power. It's really important that they have those three things.
09:43	And then once you have identified the person, how do you ask for one? The script goes like this. "Jim, I'm really interested [thực sự quan tâm] in getting promoted this year. I've had an amazing year and I cannot show this organization anything else to prove my worthiness [chứng minh giá trị của bản thân] or my readiness for this promotion, but I am aware [biết rằng] that somebody has to be behind closed doors arguing on my behalf and pounding the table [tranh luận vì lợi ích của tôi và đập bàn]. You know me, you know my work and you are aware of the client feedback, and I hope that you will feel comfortable arguing on my behalf." If Jim knows you and you have any kind of a relationship, there's a very high probability that he will answer yes, and if he says yes, he will endeavor [nỗ lực] to get it done for you.
10:32	But there's also a shot [cũng có khả năng] that Jim might say no, and if he says no, in my opinion [ý kiến], there's only three reasons that he would tell you no. The first is he doesn't think that he has enough exposure to your work to have real credibility behind closed doors to be impactful and effective on your behalf [tác động và mang lại hiệu quả vì lợi ích của bạn]. The second reason he may tell you no is that you think he has the juice to get it done [bạn nghĩ anh ta có quyền lực để làm điều đó], but he knows that he does not have the power to do it and he is not going to admit [thừa nhận] that in that conversation with you.
11:04	And the third reason that he would tell you no, he doesn't like you. He doesn't like you.
11:10	And that's something that could happen. But even that will be valuable information for you that will help to inform [chuyển] your next conversation with a sponsor that might make it a little bit more impactful.

Timeline	Script
11:25	<p>I cannot tell you how important it is to have a sponsor. It is <i>the critical relationship</i> [mối quan hệ quan trọng] in your career. A mentor, frankly, is a nice to have, but you can survive a long time in your career without a mentor, but you are not going to <i>ascend</i> [đi lên] in any organization without a sponsor. It is so critical that you should ask yourself <i>regularly</i> [thường xuyên], "Who's carrying my paper into the room? Who is carrying my paper into the room?" And if you can't answer who is carrying your paper into the room, then I will tell you to <i>divert</i> [chuyển] some of your hardworking energies into investing in a sponsor relationship, because it will be critical to your success.</p>
12:09	<p>And as I close, let me give a word to the would-be sponsors that are in the room. If you have been invited into the room, know that you have a seat at that table, and if you have a seat at the table, you have a responsibility to speak. Don't waste your power worrying about what people are going to say and whether or not they think you might be supporting someone just because they look like you. If somebody is <i>worthy of your currency</i> [xứng đáng với đồng tiền của bạn], spend it. One thing I have learned after <i>several decades</i> [vài thập kỷ] on Wall Street is the way to <i>grow your power is to give it away</i> [phát triển quyền lực bản thân là để nó đi xa], <i>and your voice is at the heart</i> [và tiếng nói của bạn là trung tâm].</p>
12:57	<p>And your voice is <i>at the heart of your power</i> [trọng tâm của quyền lực]. Use it.</p>
13:04	<p>Thank you very much.</p>