

Professional Growth through Personal Development

Talent executives, researchers, authors, educators



THEEDGEYOU NEED



Angela Lane & Sergey Gorbatov, Ph.D.

POLL QUESTION

On a regular week, how much time do you spend on personal development?

- None
- Less than an hour
- 1-3 hours
- 4-8 hours
- More than 8 hours



If you don't keep developing, you become a rotary phone in a digital world

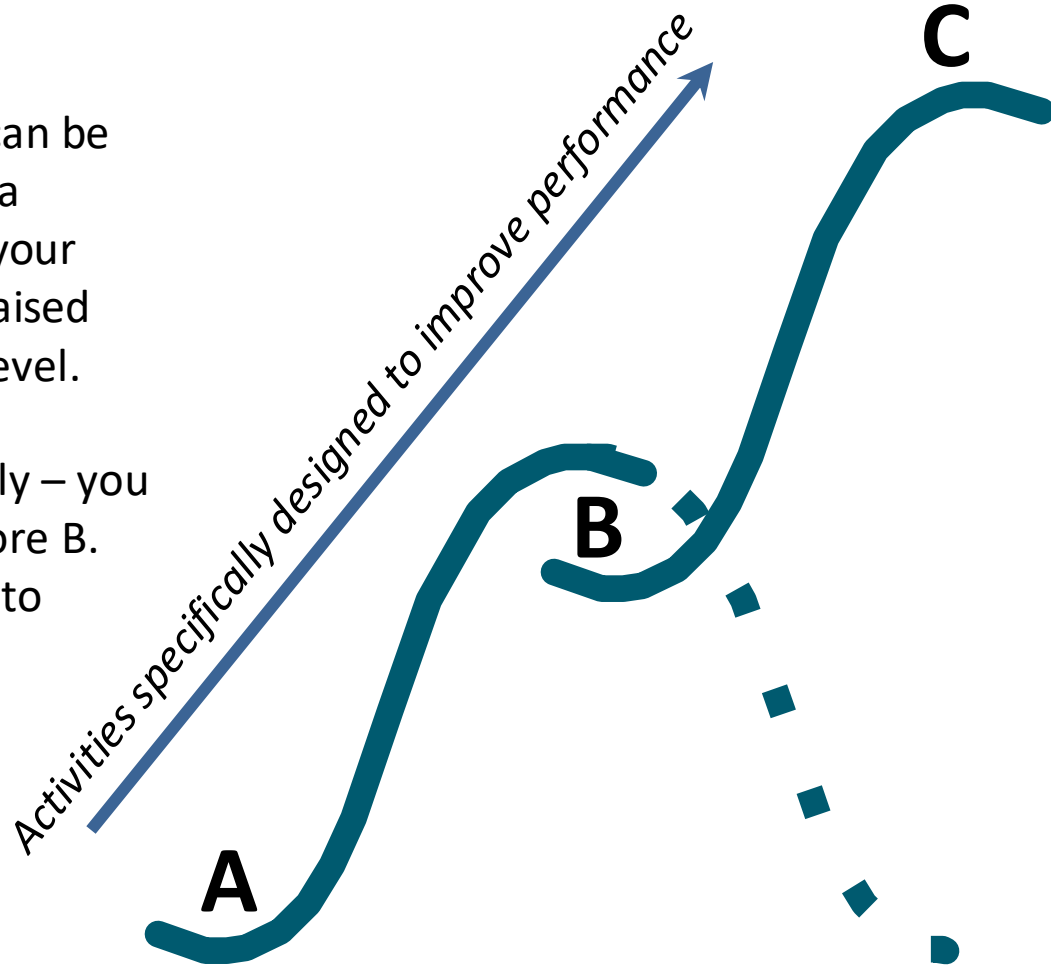




S-Curves of Skill Development

Learning something new can be frustrating as you start as a beginner once again. But your previous experience has raised you to a totally different level.

Skills are built hierarchically – you really need to learn A before B. Interfering with this leads to derailment.



Truth #1

If you don't develop, you don't remain where you are. You fall behind.

Section 1: WHAT'S UP? DIAGNOSE THE ISSUE.



Objectives:

- Gain an understanding of the key factors that **impact** individual performance.
- Learn to critically assess and identify **priority** development areas to improve your performance.
- Acquire techniques for deconstructing complex competencies into **manageable** components to enhance skill acquisition and mastery.
- Understand the fundamental principles of **neuroscience** of learning.

People will not work on something they do not see as important.

- It is hurting my current performance
- I could perform even better if I strengthened it
- It's important to the organization, my unit, my boss
- It will prepare me for the future
- It's important to me

What do I need to succeed? (1/3)

Take note!



Take a moment.

Write a list.

What are the 5 most important success factors in your current role (project, gig, etc.)?

Key success factors

1. _____

2. _____

3. _____

4. _____

5. _____

What do I need to succeed? (1/3)

Take note!



Take a moment.

Write a list.

What are the 5 most important success factors in your current role?

On a scale of 1 to 10, how good are you at each?

Key success factors	My competence									
	1	2	3	4	5	6	7	8	9	10
1. _____										
2. _____										
3. _____										
4. _____										
5. _____										

What do I need to succeed? (2/3)

Take note!



- Who are your key stakeholders?
- What do they value?

Stakeholder	Their objectives and interests
1.	
2.	
3.	

What do I need to succeed? (2/3)

Take note!



- Who are your key stakeholders?
- What do they value?

Stakeholder	Their objectives and interests	Skill you need to deliver

What do I need to succeed? (3/3)

Take note!



What do

YOU

want

?



Potential Competencies to Develop

Take note!



- Builds Talent
- Learns Continuously
- Builds Teams
- Leverages Relationships
- Communicates Clearly
- Listens
- Communication
- Manages Conflicts
- Decisive
- Motivates and Inspires Others
- Delegates
- Navigates Paradox

- Delivers Results
- Patient
- Gives Feedback
- Resilient
- Humble
- Seeks & Acts on Feedback
- Influences Effectively
- Self Aware
- Innovative
- Sets Vision
- Leads Across
- Strategic

What do I need to succeed? - Pulling it together



Potential Competencies to Develop

Template

Importance to Adding Value Today	High	4	2	1
	Med	7	5	3
	Low	9	8	6
	Low Medium High			
	Importance to the Next Step(s) on my Career Plan			



It's all about focus!

POLL QUESTION

How many competencies should I work on?

- 1
- 2
- 3
- 4
- 5

Priorities are like arms. If you think you have more than a couple, you're either lying or crazy.

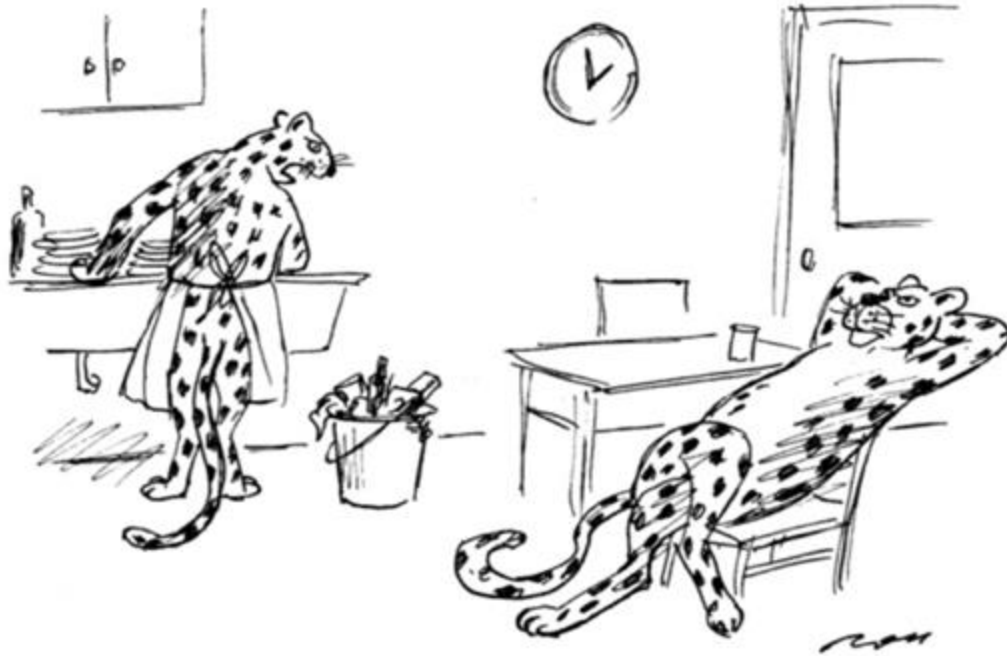
— from 'The Wisdom' by Merlin Mann



No need to be great at everything

- Is it important to performing in the current role?
- Is it important for possible future roles?
- Is there a way around it?
- Is it causing “noise?”

Focus on the wrong thing!



"I'm not asking you to change your spots. I'm just asking you to take out the garbage."

Managing your derailers



Know the Triggers. Avoid Them.

- "People who challenge my freedom"
- "Desire to be wanted"
- "Confrontation"
- "Someone who questions my ability"
- "Questions on my intent/integrity"
- "We needed to get closure"
- "Lack of order"
- "Managing too many things – everything is a crisis"
- "High cognitive load"
- "I don't care"
- "When I have a powerful urge to win at all costs"
- "When I am dealing with unresolved issues and am edgy about them"
- "A particular individual"
- "Lack of exercise – tiredness and guilt"
- "Possessiveness"
- "Not in sync with my team"
- "Need for perfection"
- "I was a little tipsy"
- "I'm the boss here"

Top 10 Career Stallers and Stoppers

1. **Micromanaging**
2. **Insensitive**
3. **Defensive**
4. **Arrogant**
5. Overdependence on a single skill
6. Key skill deficiencies
7. Failure to build a team
8. Failure to staff with winners
9. **Lack of composure**
10. Unwilling to adapt to differences



Truth #2

**You can't be great at everything.
And you don't need to. Focus on
what matters.**

Take note!



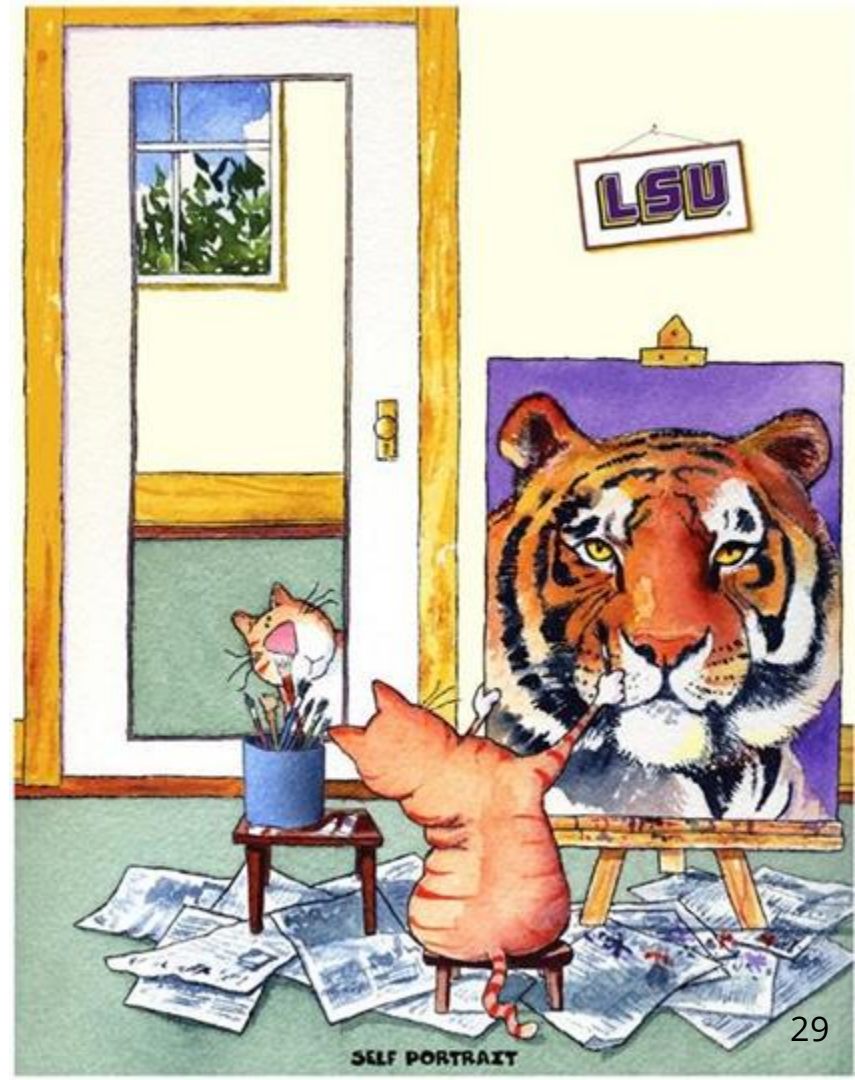
1. What am I doing today that's not working?
2. What do I need to do to move forward?

Face the Facts! What's Not Working?

Beware of Blind Spots

"The first principle is that you must not fool yourself—and you are the easiest person to fool."

— Richard Feynman

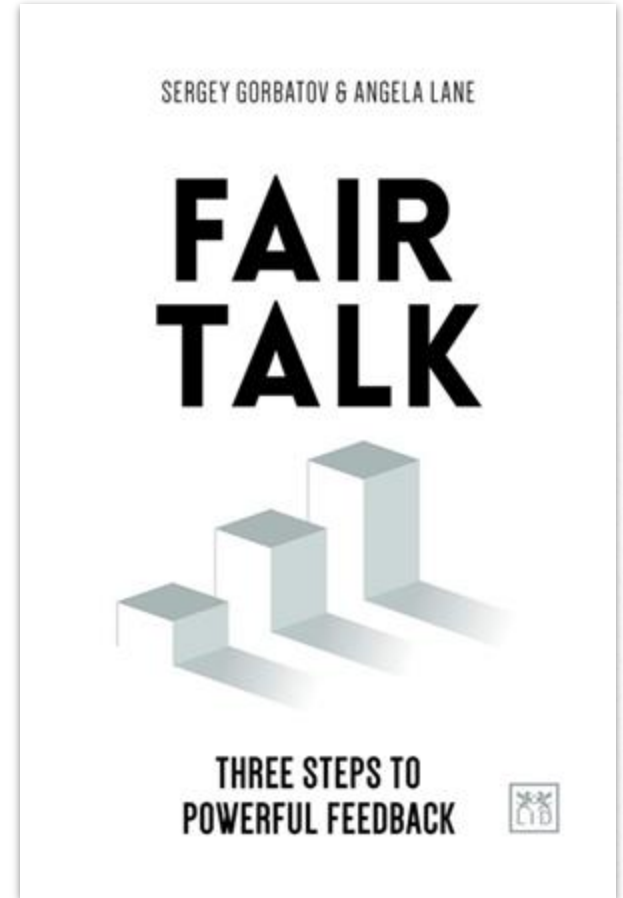


Feedback!

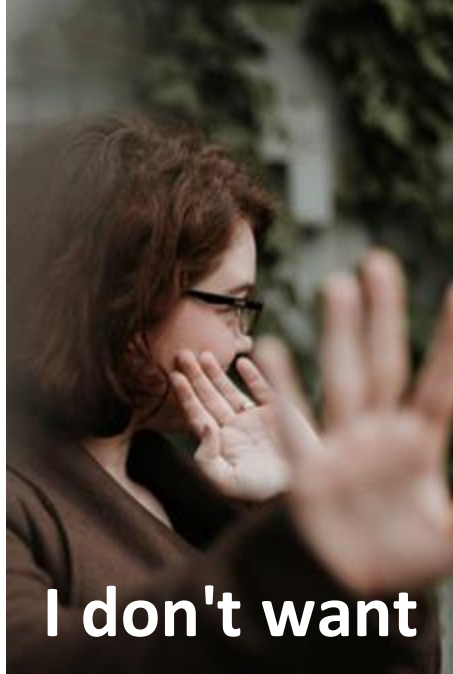


Feedback!

Feedback!



You've got feedback! Now what?



Set your focus

Importance to Adding Value Today	High	4	2 NEW IN ROLE	1 START HERE
		7	5	3 PREPARE FOR A CHANGE
	Med			
	Low	9	8	6
		Low	Medium	High
		Importance to the Next Step(s) on my Career Plan		

Exercise:

Determine your priority development area

Take note!



Break it Down: Unlocking the Microskill



**The next big thing
will be a lot of small things.**

Beware of "big" phrases

What does it mean?

"Your 2024 development priorities are stronger leadership and being a better communicator"



How to uncover a microskill?

Ask:

- When I see someone exercising this skill well, what are they actually doing?
- What are all the actions I need to take to do this well?
- What are the process steps that lead to a successful outcome in this area?
- How would an expert describe in detail how they go about doing this work?
- If this skill were a salad, what are the ingredients?



Angela! Get better at public speaking!

Public Speaking:

Microskill 1: Analyzing the audience

Microskill 2: Structuring my content

Microskill 3: Story telling

Microskill 4: Using visual aids

Microskill 5: Modulating my voice

Microskill 6: Controlling my emotions / managing nerves

Identifying your microskills

Ask:

- When I see someone exercising this skill well, what are they actually doing?
- What are all the actions I need to take to do this well?
- What are the process steps that lead to a successful outcome in this area?
- How would an expert describe in detail how they go about doing this work?
- If this skill was a salad, what are the ingredients?

Skill I want to develop:

–

Microskill 1:

Microskill 2:

Microskill 3:

Microskill 4:

Microskill 5:

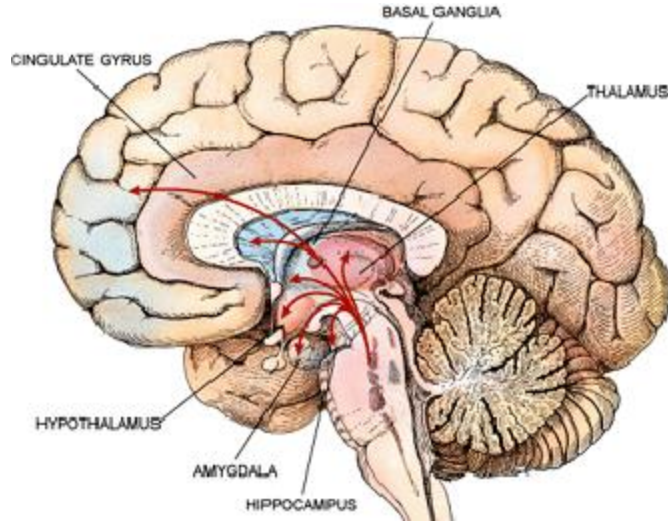
Take note!



How Our Brain Learns

1. Our brain gets scared easily

When we don't learn: Amygdala hijack



- Short, shallow breathing
- Fast heart rate
- Sweaty palms
- Difficulty thinking straight
- Flushed face
- Wanting to run
- Wanting to argue even when it won't benefit you
- Wanting to hide
- Trembling
- Stomach nausea or pain
- Muscle tension

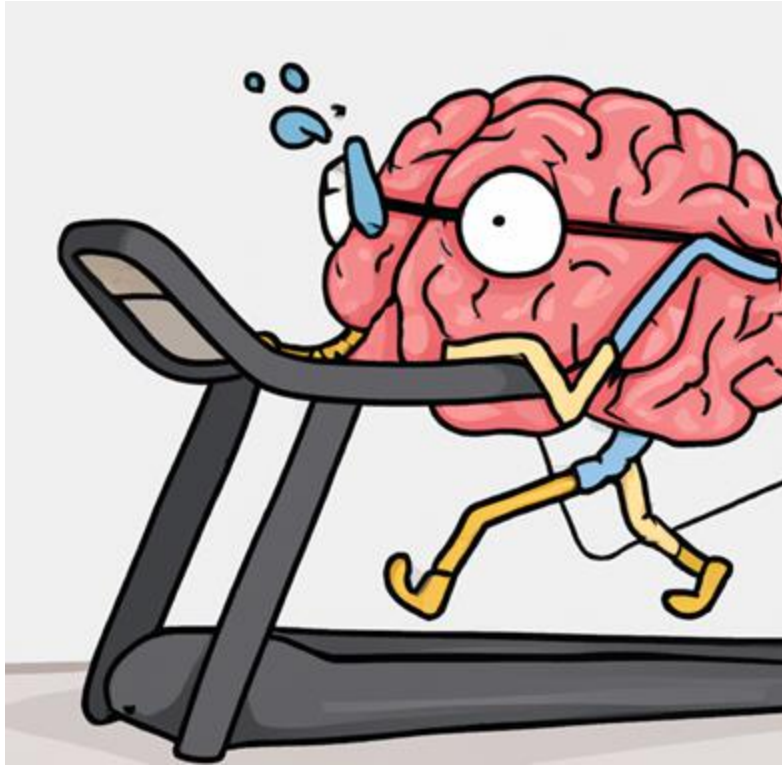
2. Our brain is biased



Motivation blockers

- No one above me is good at this.
- I've done well enough thus far without it.
- I don't think I could really change this much.
- I don't think this is a real requirement for success around here.
- This would take too long to do me any good.
- "They" don't support fixing this here.
- I am what I am; they need to accept me for what I am.
- Even if I fixed this, it wouldn't help me that much.
- Fixing this will make me less effective.
- I just got done fixing something else, now you want me to fix this too.
- No one else around me is working on fixing this or anything else.
- I've never seen anyone like me change this.
- I don't see the payoff to me going through the effort to fix this.

3. Our brain is lazy and gets tired quickly



- Not working beats working
- Short-term focus
- Easily distracted
- Wired to minimize effort
- Prioritizes immediate rewards
- Depletes when overstimulated

Teach Your Brain to Be Resilient

For optimal learning, choose activities:

- that teach you something new and different
- that are challenging and require full attention
- that are progressively more difficult
- that engage your full brain
- that are rewarding and lift spirits at the end
- that are novel or surprising

Truth #3

Your brain will try to sabotage your learning by veering off or disconnecting. Keep it curious and focused.



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Section 2: WANT TO DEVELOP? MAKE A PLAN.



Objectives

- Learn to clearly articulate professional and personal aspirations, identifying the skills, knowledge, and attributes that require development.
- Recognize various avenues for skill development, such as formal training, mentorship, on-the-job experiences, and self-directed learning.
- Translate overarching development goals into a practical, step-by-step action plan, outlining specific activities and timelines for skill enhancement.

Where are you going?



Alice: Would you tell me, please, which way I ought to go from here?

The Cheshire Cat: That depends a good deal on where you want to get to.

Alice: I don't much care where.

The Cheshire Cat: Then it doesn't much matter which way you go.

Alice: ...So long as I get somewhere.

The Cheshire Cat: Oh, you're sure to do that, if only you walk long enough.

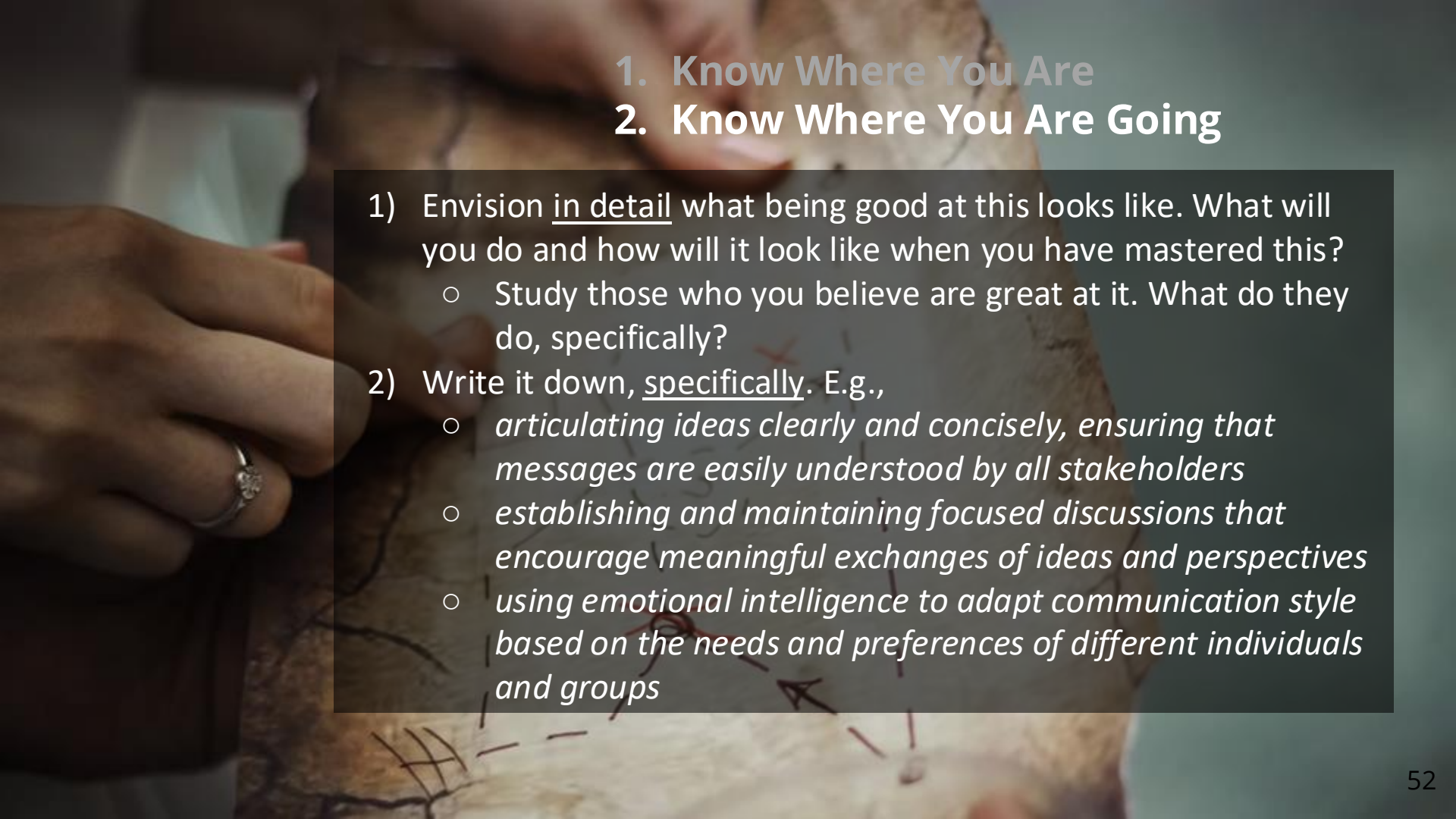
— Lewis Carroll, *Alice in Wonderland*

Development Planning, Part 1: "From - To"



1. Know Where You Are

- 1) Gain awareness through
 - self-reflection
 - feedback
 - assessment
- 2) Articulate as specifically as possible the current state of your development area.
- 3) For example, if your development area is Communication:
 - *communicating in a way that may be perceived as verbose or unfocused*
 - *engaging in one-sided conversations*
 - *communicating in a one-size-fits-all manner*

A close-up photograph of a person's hands drawing a map on a piece of parchment. The left hand, adorned with a diamond ring, holds the parchment steady while the right hand uses a quill to draw lines. The map features various geographical features like rivers, mountains, and a compass rose. The background is a soft-focus view of the parchment and the person's hands.

1. Know Where You Are

2. Know Where You Are Going

- 1) Envision in detail what being good at this looks like. What will you do and how will it look like when you have mastered this?
 - Study those who you believe are great at it. What do they do, specifically?
- 2) Write it down, specifically. E.g.,
 - *articulating ideas clearly and concisely, ensuring that messages are easily understood by all stakeholders*
 - *establishing and maintaining focused discussions that encourage meaningful exchanges of ideas and perspectives*
 - *using emotional intelligence to adapt communication style based on the needs and preferences of different individuals and groups*

Let's practice

- You will have 2 minutes to write a From-To statement
- Let's look at ... public speaking



Example: Public Speaking

FROM	TO
<p>A self conscious presenter, who nervously delivers information in ways which overload listeners with monotonous detail and busy slides, ultimately distracting from the importance of the content and undermining credibility...</p>	<p>...a confident and dynamically engaging storyteller who puts audience at the center and keeps them captivated, through frequent interaction, thoughtful pacing and compelling visuals that illustrate the points.</p>

Now, it's your turn!

Take note!

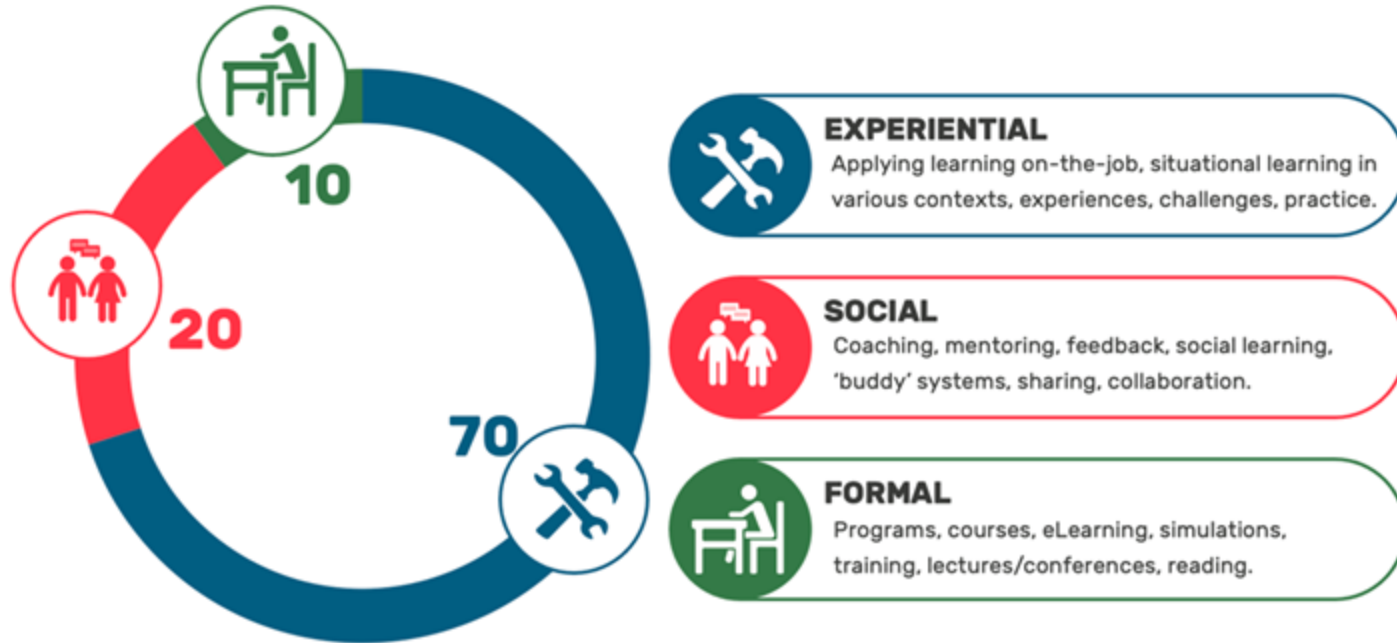


For your development opportunity:

- From:
- To:



Development Planning, Part 2: How Will I Practice?



70% Learning from Experience

- Think back through **your life**, focusing on work and school experiences.
- Pick **one experience** – that may have lasted for a few minutes or for years – that had the **most lasting impact** on you.
 - Regardless of its length, it has made a lasting impact on you as a person, how you respond to the world and, in this case, how you approach work.
- You **learned** more from this experience than any others.

Was it one of these or similar?

- Tackled a new or different problem?
- Had to take charge of something?
- Worked with new people?
- Had to indirectly influence others?
- Built something from scratch?
- Ran a multifunctional project?
- Had a change in scope – more complex and unfamiliar (new division, location, business, out of country)?
- Were challenged intellectually?
- Fixed something that was broken?
- Could have failed?

The easy way down



**GREEN
CIRCLE**

<25%
GRADIENT
GROOMED



**BLUE
SQUARE**

25-40%
GRADIENT
GROOMED



**BLACK
DIAMOND**

>40%
GRADIENT
UNGROOMED



**DOUBLE
BLACK
DIAMOND**

>40%
GRADIENT
UNGROOMED



**TRIPLE
BLACK
DIAMOND**

>40%
GRADIENT
UNGROOMED

—————→
DIFFICULTY



GAG

and

ZAG

Assignments



So, if you want
to keep growing
yourself or
someone else...



Hundreds of Part-Time, On-the-Job Assignments

- Re-launch a product or service that's failing
- New product/service launch
- Manage a fix-it/turnaround
- Assemble diverse team to accomplish difficult task
- Manage resisting people through unpopular change
- Manage rapidly expanding product/service
- Prepare and present a proposal of some consequence to top management
- Take on a tough project where others have failed
- Build a multifunctional team to solve common problem

Experience is not what happens
to a man; it is what a man does
with what happens to him.

— Aldous Huxley




Truth #4

Greatest learning happens in discomfort. Lean into hardship experiences to boost your development.

20% Get Instant Expert Feedback



10% Formal Learning



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Your development plan - example

From: Limited ability to articulate ideas clearly and confidently in public settings.	To: Demonstrates exceptional public speaking skills by confidently delivering articulate and compelling presentations, engaging and connecting with diverse audiences effectively.	
Micro Skill(s): Story telling, Controlling my emotions / managing nerves		
	Actions	Due
Experiences (70%)	<ul style="list-style-type: none">Join Toastmasters and practice telling stories at every meetingVolunteer to help Communication Manager draft townhall speeches (at least 3)Start a story bank and add at least 2 stories/week	Next meeting By end Q3 Immediately
Others (20%)	<ul style="list-style-type: none">Tell Rohit and Gina I work on storytelling and meet with each once a month to seek feedbackAsk boss for feedback after each meeting where I tell a story (min 2/month)	This week Ongoing
Courses & other sources (10%)	<ul style="list-style-type: none">Watch 5 TED Talks on storytellingRead "Made to Stick: Why Some Ideas Survive and Others Die"	End of month End of month

Your development plan

Template

From:		To:
Micro Skill(s):		
	Actions	Due
Experiences (70%)	<ul style="list-style-type: none">•••	
Others (20%)	<ul style="list-style-type: none">•	
Courses & other sources (10%)	<ul style="list-style-type: none">•	

Is your plan realistic?



- ☐ I have clarity on each element of the plan
- ☐ I am certain that the timing for each element of the plan is appropriate
- ☐ I know how to execute the plan
- ☐ I have or will I be able to secure the necessary resources to implement the plan (time, people, opportunities, money, etc.)
- ☐ I am motivated to work on the plan

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Section 3: DEVELOPMENT WON'T JUST HAPPEN. WORK THE PLAN.



Objectives:

- Develop a comprehensive understanding of feedback dynamics and acquire the skills to use feedback for growth.
- Learn practical ways of turning new skills into habits.
- Recognize the importance of a diverse development network and identify key individuals who can contribute to your professional growth.
- Formulate specific and actionable activation intentions aligned with your development goals.



**We are what we
repeatedly do.
Excellence, then, is not
an act, but a habit.**

Aristotle

5 strategies to keep you practicing to...

Build Great Habits!



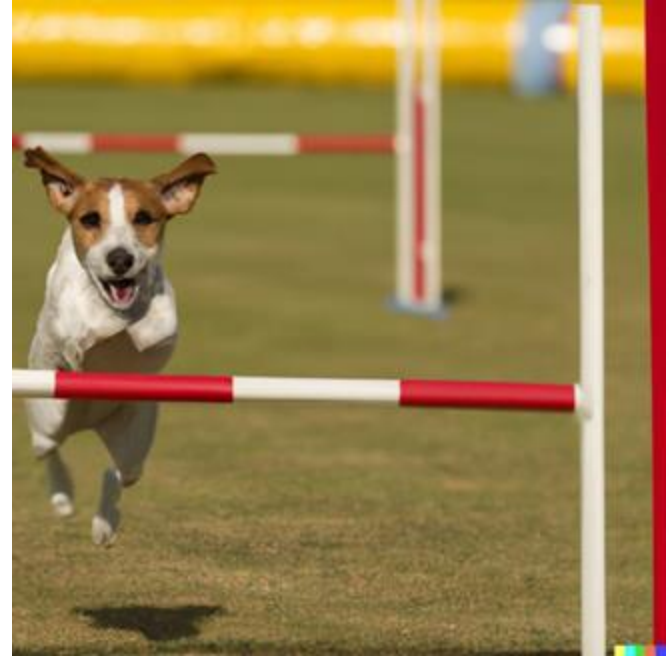
1

Manage
Your
Environment
- remove the
easy option



2

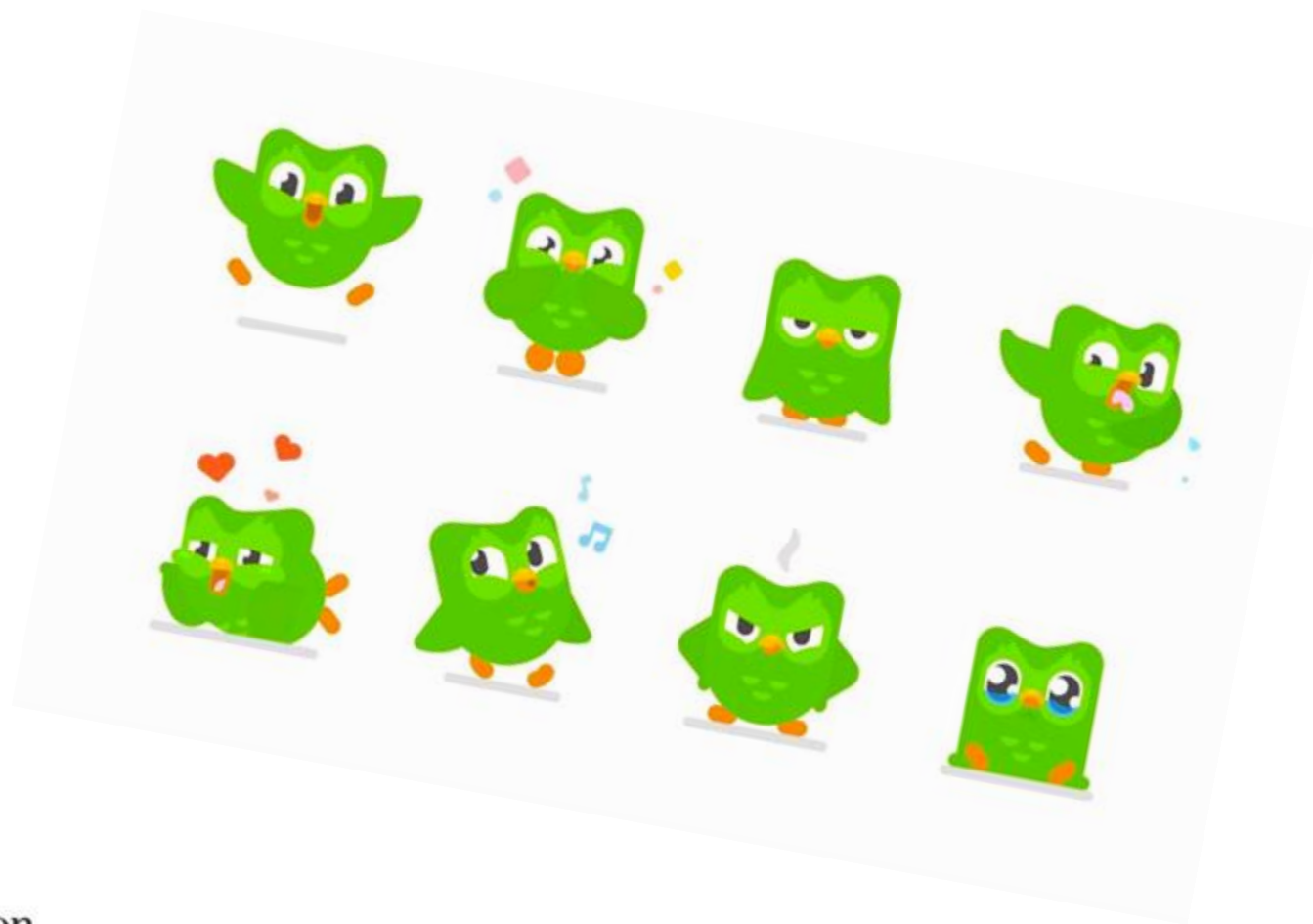
Set
Milestones.
Measure
progress.



3

Use
checklists,
trackers and
gamification



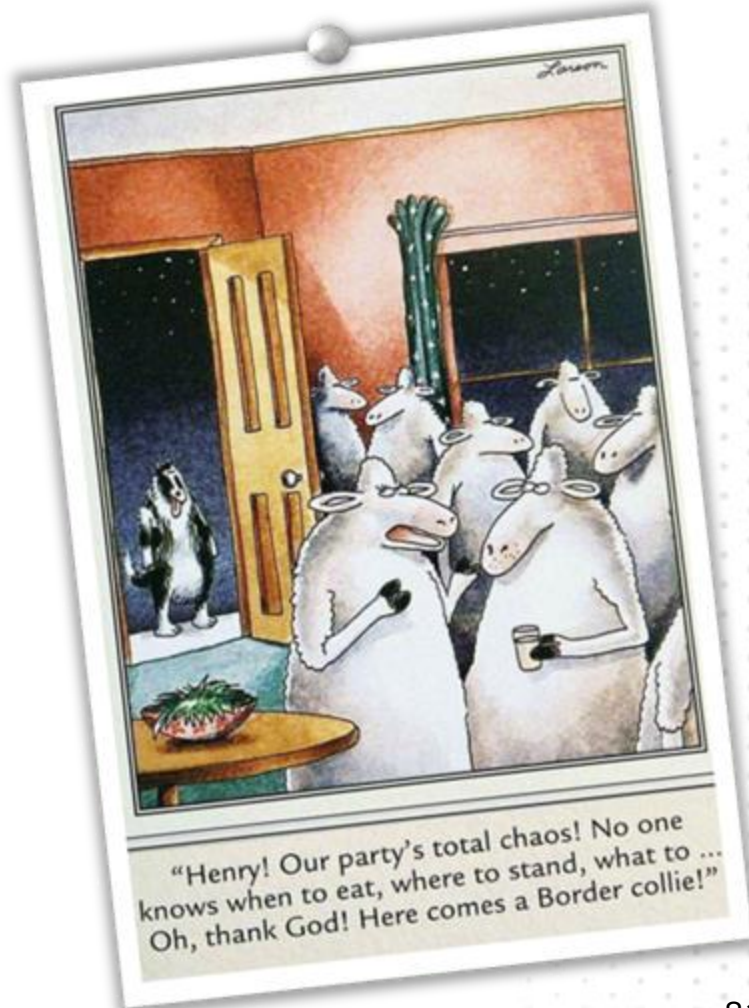




The Progress Principle

4

Network and publicly commit



Many can help!

- Coach
- Mentor
- Teacher
- Instructor
- Boss
- Facilitator
- Accountability partner
- Friend
- Spouse



Find your supporters



1. 3 people who could support your development.
2. Share your development plan.
3. Explain specifically how you'd like them to help.
4. Agree on details and logistics.
5. Thank.

Take note!



5

Get
feedback
and reward
yourself



Poll Question (single option)

Would you prefer to receive positive or negative feedback on your performance?

- Positive
- Negative
- I don't want any feedback



the voice

Feedback is simply information about how you are doing. It is an indication for you to...

1. Continue a specific way of working or behavior

Encouragement to keep going

2. Change a specific way of working or behavior

Signaling that you can improve

Need to make practice a routine? Motivate yourself!

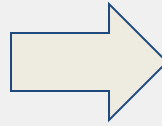
- ☐ Manage your environment
- ☐ Set milestones and measures
- ☐ Use checklists, trackers and gamification
- ☐ Network and publicly commit
- ☐ Get feedback and reward yourself

Take note!



Use this list to review your Development Plan!

- ☐ Manage your environment
- ☐ Set milestones and measures
- ☐ Use checklists, trackers and gamification
- ☐ Network and publicly commit
- ☐ Get feedback and reward yourself



From:		To:	
Micro Skill(s):			
	Actions		Due
Experiences (70%)	• • •		
Others (20%)	• •		
Courses & other sources (10%)	• •		

Activation Intentions: Why They Work and What Will You Do

1

intention

How are you going to practice?

Write it down using this formula:
“If Y happens, then I will do X!”

Science fact:

3x

more likely to complete a difficult goal with an

implementation intention

vs. simple intention

Truth #5

Meaningful personal change is hard... but possible. Commit, practice, get feedback. Repeat.

Strategies for Career Failure

- ☐ Stop learning.
- ☐ Think up is the only way.
- ☐ Stay with the same boss too long.
- ☐ Turn down development opportunities.
- ☐ Over-rely on your technical skills.
- ☐ Let past success go to your head.
- ☐ Fail to invest in yourself.
- ☐ Get limited exposure.
- ☐ Surround yourself only with those who think like you.



Strategies for Career ~~Failure~~ Success

- ☐ ~~Stop learning.~~ Embrace the mindset of lifelong learning.
- ☐ ~~Think up is the only way.~~ Collect experiences your career needs.
- ☐ ~~Stay with the same boss too long.~~ Learn different management styles.
- ☐ ~~Turn down development opportunities.~~ Play the long game and don't be afraid to try.
- ☐ ~~Over-rely on your technical skills.~~ Continuously develop soft skills.
- ☐ ~~Let past success go to your head.~~ What got you here, won't get you there.
- ☐ ~~Fail to invest in yourself.~~ Intentionally make space for learning.
- ☐ ~~Get limited exposure.~~ Seek experiences that give you visibility.
- ☐ ~~Surround yourself only with those who think like you.~~ Cultivate a diverse network.

From **Truths** to **Solutions**

Truth #1. If you don't develop, you don't remain where you are. You fall behind.	Embrace the lifelong learning mindset.
Truth #2. You can't be great at everything. And you don't need to. Focus on what matters.	Use the prioritization matrix to identify areas of development that maximize your ROL (Return On Learning).
Truth #3. Your brain will try to sabotage your learning by veering off or disconnecting. Keep it curious and focused.	Take care of your brain and teach it to be resilient.
Truth #4. Greatest learning happens in discomfort. Lean into hardship experiences to boost your development.	Build a high-quality development plan. Work the plan.
Truth #5. Meaningful personal change is hard... but possible. Commit, practice, get feedback. Repeat.	Activate the 5 Strategies to keep you practicing.

Zero Stand Still Options



Know what matters

Reduce the clutter to focus

Grow your confidence



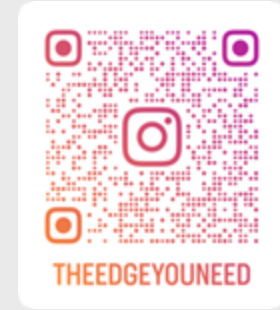
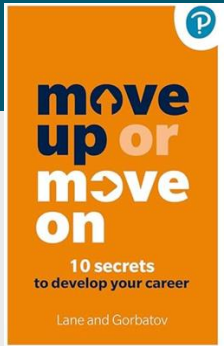


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THANK YOU!



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