

A person with a backpack is shown in profile, looking out over a vast ocean at sunset. The sun is low on the horizon, creating a bright, golden glow that reflects on the water's surface. The sky transitions from a pale blue at the top to a warm orange near the horizon. The person is wearing a blue jacket and a large backpack, and is holding a tablet or smartphone in their hands.

**YOUR CAREER: LADDER, LATTICE OR LABYRINTH?**

**JANICE ROGERS**



# JANICE: JOURNEY @ INTEL

- Process Engr
- Engr->Manager in 5 yrs
- Became the technical expert in my area
- Focused on the toolset no one else "wanted"

1<sup>st</sup> Decade'ish  
Became the expert

Engineer

0.5 Decade  
Used Technical Depth  
to Build Breadth

- Spent ~7 more years moving to different process engineering departments
- 2 yrs in a job with lots of upper management visibility – networked

Dept Manager  
with large  
network  
ownership

- IT Director Opportunity
  - Mentor Working For Me!
- IT Data Office Opportunity (networking)
- Engineering Director in Mfg again

Built My Brand  
What Else is Out There

??

??

# THE LADDER



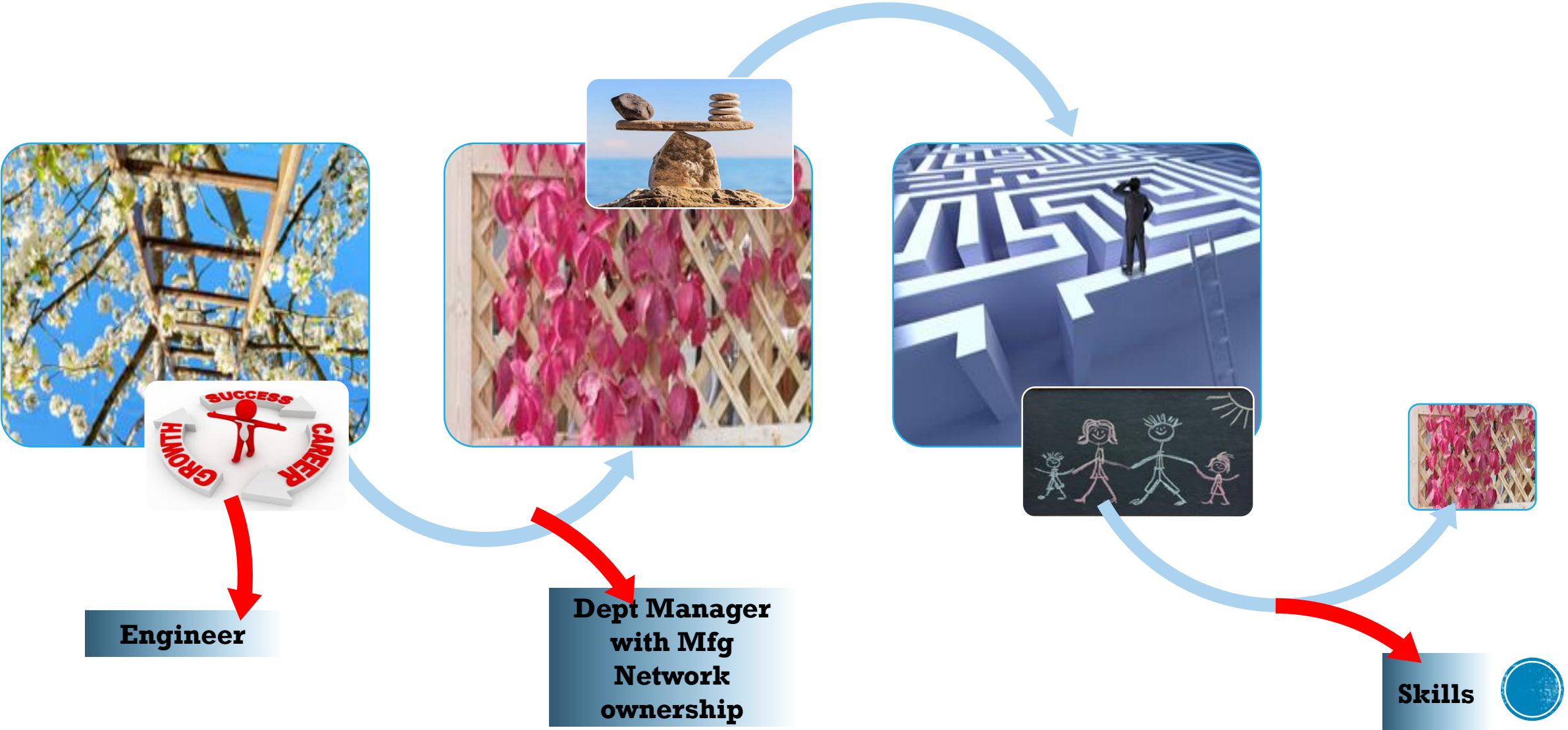
# THE LATTICE

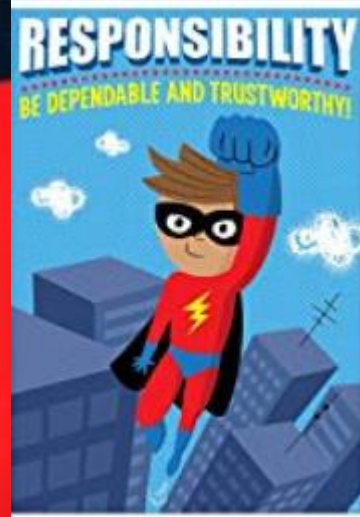


# THE LABYRINTH



# JANICE: JOURNEY @ INTEL IN PICTURES





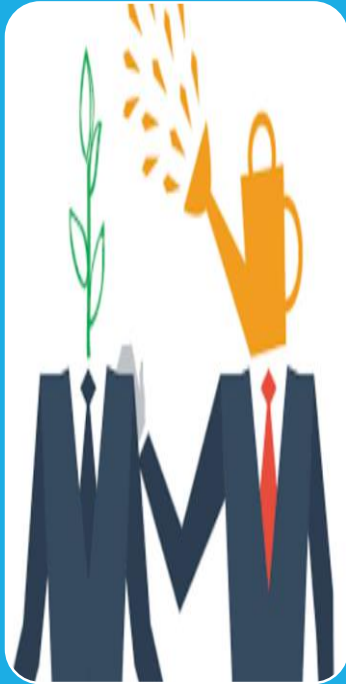
# KNOW YOUR PRIORITIES

*Opportunity is about timing - your dream job is only a dream if it comes at the right time in your life.*

*-Dan Winter*



# THINGS I WISH MY YOUNGER SELF KNEW...



Mentor/Sponsor/Coach  
– go get one, or two





# KEY PROFESSIONAL RELATIONSHIPS

**Coach**

**Mentor**

**Advocate**

**Sponsor**

**"Dreams do come true, but not without the help of others"  
Ursula Burns, Chairman and CEO, Xerox Corporation**



# HOW TO OBTAIN A SPONSOR



Deliver



Know Your Organization



Know Yourself



Keep Your Eyes Open



Beware of Biases

# THINGS I WISH MY YOUNGER SELF KNEW...



Mentor/Sponsor/Coach –  
go get one, or two



Performance Reviews –  
manage upward and  
advocate for yourself



- If you are surprised at a review, good or bad, you aren't talking to your manager enough
  - Or are you working for the right person?
- Don't do your review halfway...this is your opportunity to showcase YOU
- Don't wait for your manager – own your career...own your aspirations
- Know yourself – and be clear with what you want
- Those that set expectations throughout the year are less likely to be a victim of “the process”

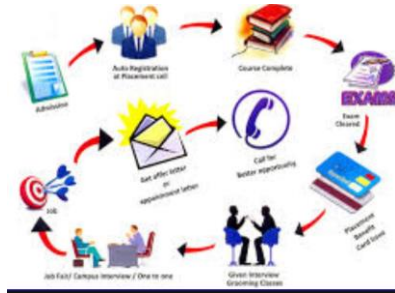


**PERFORMANCE REVIEWS ARE NOT AN ANNUAL EVENT**



# SHOWCASE ACCOMPLISHMENTS

ACTIVITY  $\neq$  ACCOMPLISHMENT



BUSINESS RESULTS = ACCOMPLISHMENT





**OPPORTUNITY IS HOW YOU SEE IT**



# THINGS I WISH MY YOUNGER SELF KNEW...



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Performance Reviews – manage upward and advocate for yourself



Be Resilient – change and ambiguity are the norm



# HOW DOES CHANGE IMPACT US?



*Resilience is defined by most as the ability to recover from setbacks, adapt well to change, and keep going in the face of adversity*





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Networking is NOT a four letter word



# NETWORKING IS HARD

- Some women can network like this...
- Even if you don't think you can
  - Do it anyway



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Performance Reviews – manage upward and advocate for yourself



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Networking is NOT a four letter word



Manage Your Brand – perception is another's reality



“Your brand is what other people say about you when you’re not in the room.”

~Jeff Bezos, Amazon



## **PERSONAL BRAND...**

Do not assume that people just “know”

Do not let others define your brand

Do not assume that your brand can be static

Perception is the co-pilot to reality – you can train others to think about you the way you want to be thought about – Carla Harris

Do not be afraid to ask for feedback . . . Insist upon it



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You are never too busy to be nice – Shelly Esque



# WHAT I HOPE YOU HEARD...

- Your career is going to change with your life, your priorities and the company
  - Embrace the lattice to gain new skills
  - Prepare for the ladder and then CLIMB!
  - Minimize your time in the labyrinth
- Be okay with your discrete priorities, silence the nagging voice
- GET A COACH, GET A MENTOR, GET A SPONSOR
- Advocate for yourself, no one else is doing it for you
- Know WHY decisions are being made and anticipate them – what's the big picture
- Focus on the opportunity
- Go network – do it your way
- Know your brand, both what others see and what \*you\* want it to be
- Ask for feedback, from the people that will give it you straight





# SPONSOR VS MENTOR VS COACH

## Sponsor

- Advocates
- Helps advance
- Opens door for new projects to develop
- Connects to career opportunities and jobs
- Gives career advice
- Talks about YOU to OTHERS

## Mentor

- Support and encourage
- Provide tips on organizational navigation
- Confidential sounding board
- Expands your network
- Should have several based on skillsets you need to improve
- Talks about YOU to YOU

## Coach

- Unbiased 3<sup>rd</sup> party that does not have direct experience in occupational role
- Provide growth tips
- Assist in maintaining motivation and commitment to meet goals

