



You are not your resume'!

Ken Ewan

KME Leadership Associates



ANNUAL MEETING & EXPO
18-21 SEPTEMBER 2016 ATLANTA, GA

You are
not your resume!
... how to become
intentional
about your career.

My "Story"

EMPLOYEE'S STATEMENT OF EARNINGS
 NET DEDUCTIONS - DETACH AND RETAIN

**DELAWARE ENGINEERING
 AND DESIGN CORP.**

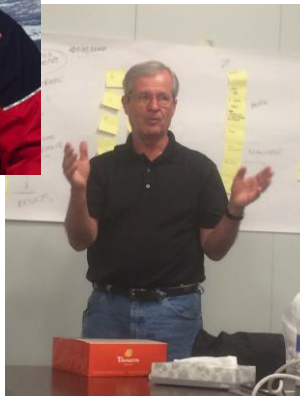
PERIOD ENDING *May 24* 19*65*
 NAME *Kenneth McEwan Jr*

<i>35</i>	REGULAR HOURS @	<i>150</i>	<i>5250</i>
	OVERTIME HOURS @		
TOTAL EARNINGS			<i>5250</i>
	SOCIAL SECURITY TAX	<i>190</i>	
	WITHHOLDING U. S. INCOME TAX	<i>735</i>	
	<i>DIT</i>	<i>78</i>	
TOTAL DEDUCTIONS			<i>10 63</i>
NET PAY			<i>42 47</i>



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More than my job



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Discussion

What would you
want to ask me?

Why are you here?

Will this investment
in time be worth it?



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Will you become
the person you dreamed
that you could be?

Future state

- What would a “day in the life” look like in 1 year, 3 years, 5 years?
- What would be important?
- What isn't important?
- What has to change?

Trajectory



Advice to Sheryl Sandberg

“If you’re offered a seat on a rocket ship, you don’t ask what seat. You just get on.”



Are you dissatisfied with the
“Status quo”



My intent today:
Provoke your thinking



How do you define Leadership?

Exercise #1

Think about three leaders whom you have admired as leaders.

- List them here:
 - 1)
 - 2)
 - 3)
- List qualities and characteristics here:
 - 1)
 - 2)
 - 3)

Discuss qualities and characteristics at your table.

Emotional Intelligence

8 – 9 % Technical Related Competencies

8 – 9% Intellectual Related Competencies

85 – 95 % Emotional Intelligence

Success vs Fulfillment



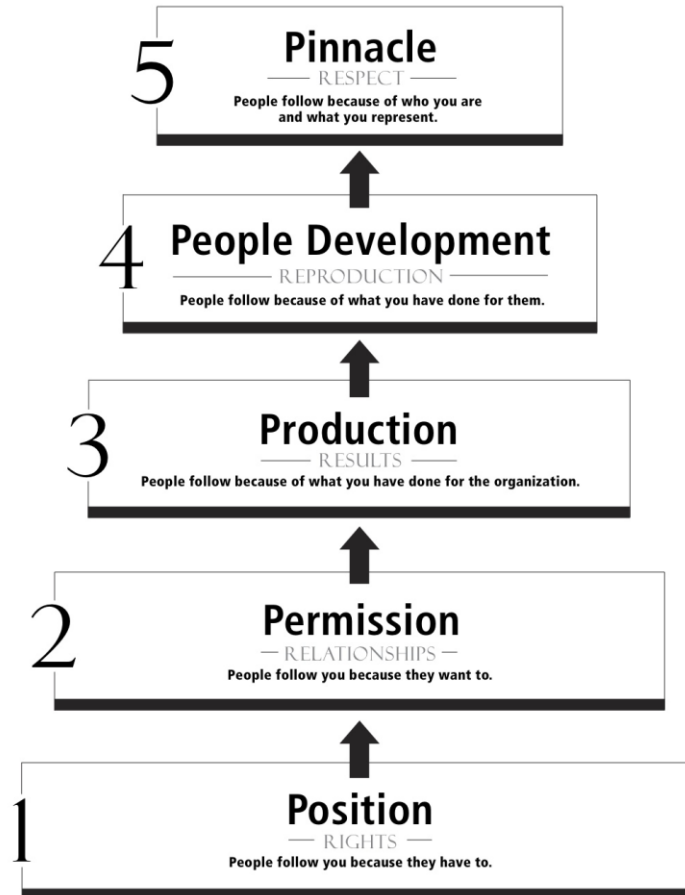
Increase self-awareness
Shift the observer



5 Levels of Leadership

Where are you?

THE
5
LEVELS
OF
LEADERSHIP



Do you have the “self-awareness” to assess where you are to be able to transform to where you want to be?



Networking

Be intentional about getting your “time’s worth” from your experience at the Annual Meeting!

Many communicate...
few connect!

Communication



Connection



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Discussion

How will you use your time here?

Growth

How does it differ from training?

If you want more....
you have to become more!



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Nobody should be more interested in your career development than you!

You Talkin' to me!

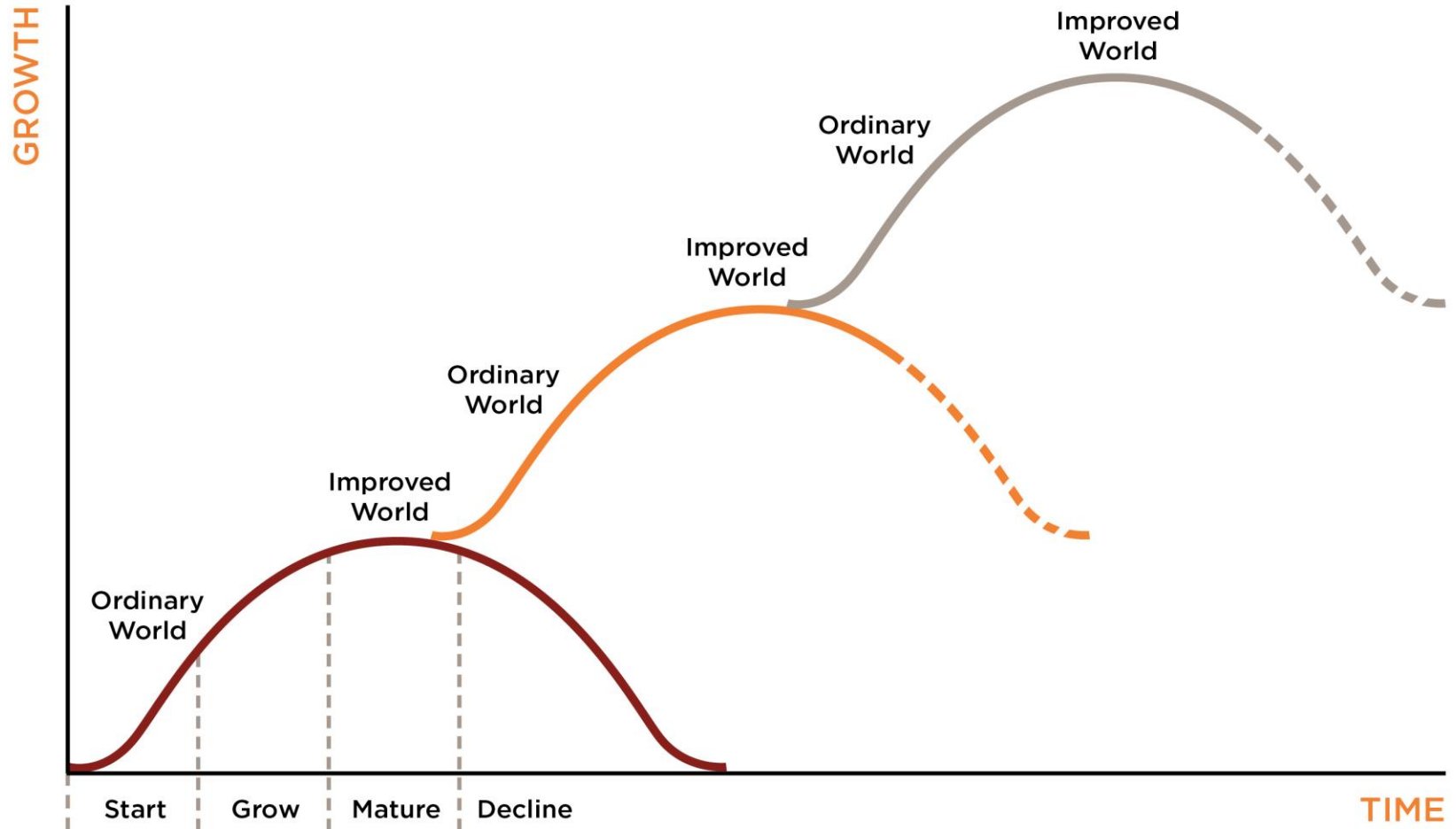


You talkin' to me?

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REINVENTION



Understand the “as is”
Create the “could be”!



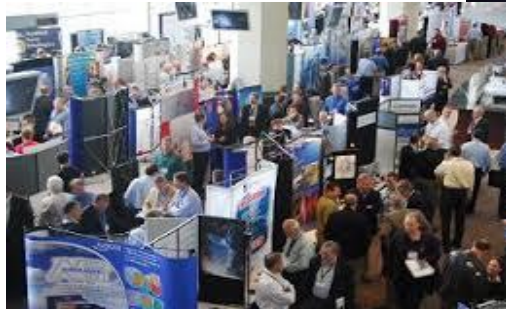
Life is too short
to be living someone
else's dream!



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Hang around with people that do what you want to do!



SAVE THE DATE!
ISPE ANNUAL MEETING 2016
18-21 September
Marriott Marquis
Atlanta, Georgia

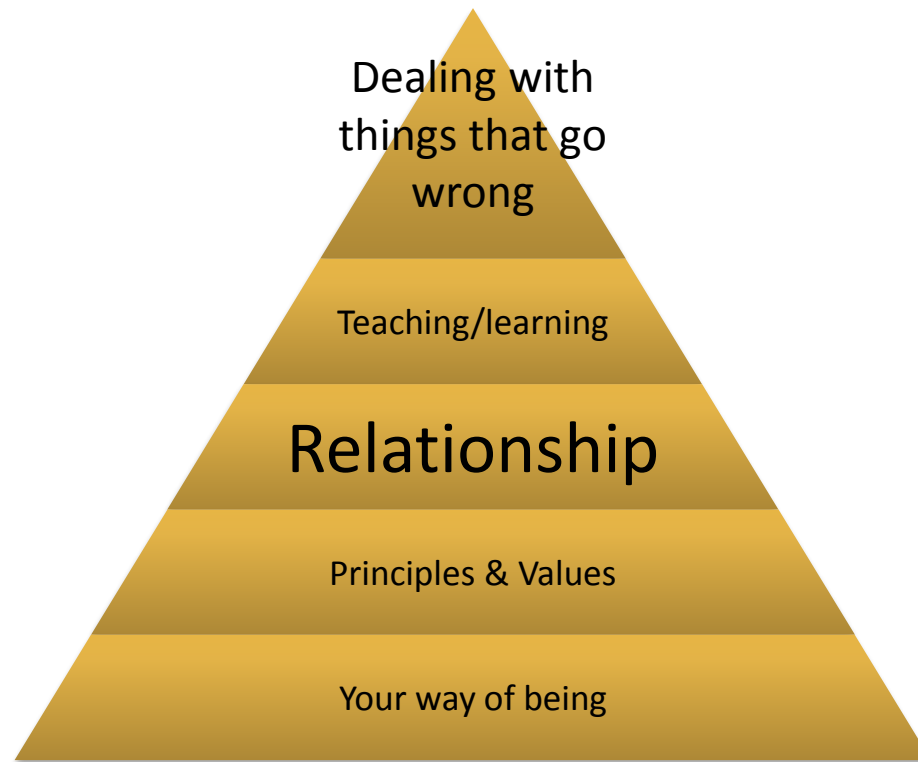


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Business Pyramid

How do these relationships
fit into my career?

Business Pyramid



Career Development Planning

Own it... be intentional!

Annual Development Planning

- What are the competencies required for the position you aspire?
- Are you aware of the competencies that you need to develop?
- Choose 2 – 3 to develop.
- What actions do you need to undertake to address the need (how will you enhance your effectiveness)?
- What does progress look like...how do you know?
- What is the timing for each action?
- What support will you need?

So what?

Ben Zander

- Music is the metaphor
- Listen for the key points
- Note what resonates with you



An interesting perspective on Leadership

<http://www.youtube.com/watch?v=mjMgrLC50M8>

Ben's Key Points

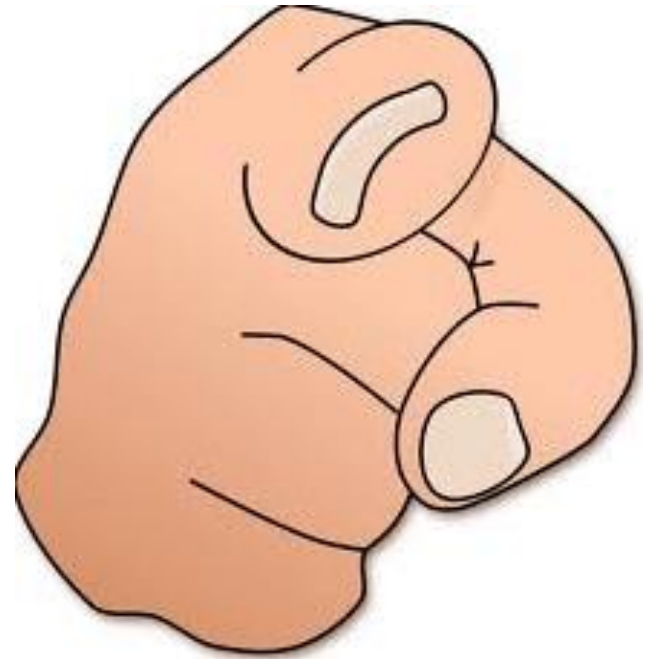
- Do not doubt the capacity of the people you are leading to realize whatever you are dreaming.
- A leader depends for their power on their ability to make other people powerful.
- Awaken possibility in other people.
- Who am I being that my people's eyes aren't shining.

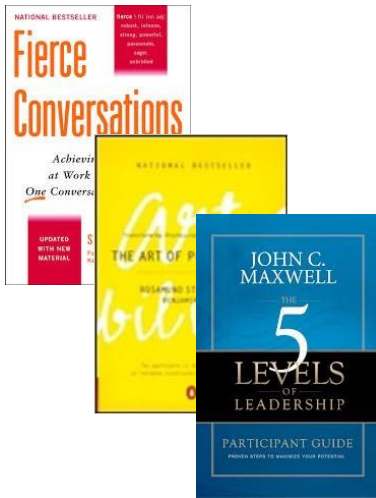
Discussion

What “sticks” with you?

What are you willing to do next?

- To grow
- To build who you are
- To find your “why”
- To realize your dream





Books

- The Art of Possibility – Ben Zander
- Lean In – Sheryl Sandberg
- Fierce Conversations – Susan Scott
- Leadership Agility – Bill Joiner & Stephen Josephs
- Leadership & Self-deception – The Arbinger Institute
- 5 Levels of Leadership – John C. Maxwell
- 10-10-10 – Suzy Welch
- Daring Greatly – Brené Brown
- I thought it was just me – Brené Brown
- Resonate – Nancy Duarte

TED Talks

- Ben Zander
- Brené Brown - Vulnerability
- Nancy Duarte
- Simon Sinek – Golden Circle

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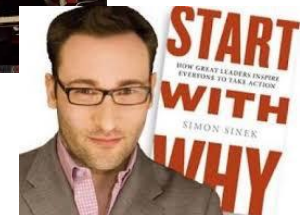
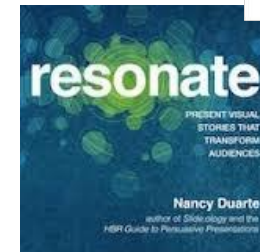
- Simon Sinek – If you don't understand people, you don't understand business

Magazine subscription

- Success – Darren Hardy (Monthly CD)

Blogs/Newsletters/Coaching

- Eblingroup.com/blog – The Next Level, Scott Eblin
- KME Leadership – kmeleadership@gmail.com, 240-454-2818



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Questions?

Back-up slides

Career Development Planning Examples

October 2012 to October 2012 Development Plan

Initialized: October 16,2012

Status: As of October 19,2012 (Draft)

Competency for Development	Actions to Address (How will you enhance effectiveness?)	Metrics (What does progress look like?) Put later updates in bold.	Timing (When will you perform these activities?)	Support Required (e.g., coach, leader action, etc.) Put later updates in bold.
Demonstrating a Quality Orientation	<i>Work with manager and other senior level members to review their approach to preparedness</i>	Question Set Developed	Review Monthly from Nov 2012 to May 2013	Manager and other Senior Level Member Support Dedicated time to meet/review/implement
	Develop generic questions set for review/interview with other employees	Interviews Completed		
	Review / Categorize Techniques	Techniques Reviewed	Review Monthly from Nov 2012 to Nov 2013	XXXX or other Client Support Early Engagement with Project Review/Discussion time with mentor.
	Implement techniques which will improve preparedness and confidence	Techniques implemented and more effectively/confidently conducting meetings.		
<i>Work implementation of projects schedules and arrange based on expected times and available resources</i>	Adhesion to schedule based on project planning	Review Completed	Review Approach by December 2012	Dedicated time with mentor to review approach and format for effectiveness.
Having a Learning Orientation	<i>Track Action Items to Completion. Elevate or delegate to complete based on project scheduling</i>	Actively generate action item tracking sheets.	Review Bi-Monthly from Nov 2012 to May 2013	Project/Staffing Alignment with New Opportunities
	Review/Determine Approach	Review Tracking Sheets and effectiveness in Feb 2013, revise as necessary.	Review Bi-Monthly from June 2013 to Nov 2013	Project/Staffing Alignment with New Opportunities
	Actively track my action items & team actions based on project need	Identification and completion of one new assignment or growth opportunity.	Review Bi-Monthly from Nov 2012 to May 2013	Dedicated time to attend training sessions.
		Identification and completion of one new assignment or growth opportunity.	Review Bi-Monthly from June 2013 to Nov 2013	Dedicated time to attend training sessions.
Displaying Adaptability	<i>Work with manager to identify new assignments or growth opportunity that will challenge to develop internal operations knowledge base.</i>	Develop the cognitive idea to always/generally identify the root cause/issue.	Review Monthly from Nov 2012 to May 2013	Review / Attending Training on Root Cause Analysis Review strategies and plans with manager/mentor
	Work with manager to identify new assignments or training sessions that will expand knowledge base.	After initial review/training, revisit issue with mentor in Jan 2013, discuss progress.		
	<i>Seek to understand clients issues and how their priorities affect key decisions makers at all levels.</i>	Revisit issue with mentor in May 2013, discuss progress.	Review Monthly from Nov 2012 to Apr 2013	Review project progress and complete/incomplete action items with mentor. Dedicated time to evaluate performance and identify new areas to improve.
	Review/Attend Root Cause Analysis Training, Course, or Literature	Effectively accept and complete new challenges while demonstrating quality orientation and effectively addressing issues based on clients needs/priorities.		
Exercise Monthly and identify at least three current/recent issues and review for "root Cause" and list effects.	Review overall progress with manager in Apr 2013.			
	<i>When changes in process stretch you beyond your comfort zone, make an effort to think positively about the change and its potential for improved results and growth.</i>			
	Read articles/literature as recommended by YYYY & Ken.			

Career Development

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Business Development

- Networking
- Relationships
- Opportunity Creation



Passion

- People – creating relationships
- Converting opportunities to sales/projects
- Brand recognition for SI
- Growth of the business
- Importance to the division/company



Preconstruction

- Organization
- Team Leadership
- Scope
- Understanding/Development
- Estimate development
- Interaction with Superintendents



Passion

- “Thrill of the chase”
- Winning
- Negotiations
- Team leadership
- Accountability and responsibility for decision-making



Operations

- Team Leadership
- Feedback/Mentoring
- Motivation
- Support
- People Management
- Strategic growth of business through sales
- P&L responsibility
- ACCOUNTABILITY/RESPONSIBILITY



Passion

- BD/Sales/Precon combined
- Excited to get to work
- New opportunities/challenges
- Grow the company
- Measurable success - accountability



Goals:

1. Leadership
2. Strategic decision-making that impacts SI at the division and company-level
3. Market saturation impact – brand promotion and growth through sales

Commitment	First Steps Forward	Significant Progress	Success
<p>I want to be better at increasing the number of things I delegate to people in order to have fewer things on my plate.</p>	<p>Meet with my team and let them know what behavior I'm trying to change, why, and how.</p> <p>Role-play through some examples, integrating them into what types of responsibilities should go to whom and how they'd like it to happen.</p> <p>Prioritize items based on ease, importance and ability and then start doing them.</p> <p>Review at monthly staff meetings how I did and how they did. Adjust our plan as appropriate.</p> <p>Review in six months to evaluate the longer-term impact on my performance and role in leadership vs. our expectations.</p>	<p>My team would notice the change in the work I do personally and their shift in workload.</p> <p>They would likely have to empower their people more, passing on the next level of work so they could absorb what I give them. I believe they would feel more important and more trusted.</p> <p>My team would see my contribution toward longer-term planning increase, giving them more confidence that we have a direction and are paying attention to staying on course.</p>	<p>I would be able to clearly identify every item that comes up as something I should do or, if it should be delegated, to whom it should go and how.</p> <p>My team would become so comfortable taking on larger responsibilities that the work would start going directly to them, releasing me from the need to delegate at all.</p> <p>I would have at my fingertips the pulse of the market, our plan of attack, and our performance at a market level at any moment.</p>

Future state visioning

- What would a “day in the life” look like for you in 1 year, 3 years, 5 years?
- What would be important?
- What isn't important?
- What has to change?

Give yourself an “A”

- Write a letter to yourself dated a year from today.
- Detail all the things that you did during the year to deserve an “A”.

Give yourself ...

“a possibility to live into, not a standard to live up to!”

Benjamin Zander – Director, Boston Philharmonic

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Scott Eblin – Life GPS



The Life GPS® helps determine your most important goals and sets you on a course to reach them. Get started by clarifying the core behaviors that represent you at your best, the routines that will reinforce peak performance and the outcomes that you hope to create in the three main arenas of life.

CORE BEHAVIORS

ROUTINES



MENTAL



SPIRITUAL



PHYSICAL



RELATIONAL

OUTCOMES



HOME



WORK



COMMUNITY