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00:01

Hello, everyone, and thanks very much done, it is a pleasure to have an opportunity to talk with you all this evening. What I would like to talk about is the concept of how you can make your work work better for you. I see a lot of people struggling in their work, and, frankly, being somewhat miserable in their jobs, and it breaks my heart. And that's really the reason that I wrote rise, it's because I wanted to share what I learned about how you can invest all that time and energy that you put into your work in a way that works for your career. Your company can absorb an unlimited amount of work from you, and it's not going to bother them at all. So what we all need to do is to create a strategy for how we work so that we can get the most impact out of the work that we do. And the interesting part, and one of the biggest things I learned about all of this is that the only meaningful way to advance your career is to add more value to your company. And so when you think about doing things on purpose, just for your career, it's not a selfish endeavor, because what I'm going to talk you through tonight is the ways you can tune the way you think about work and the way you do your work. So that you can add more value to your company, and then get more of the things that I hear from people that they really want out of their career. The first and foremost thing, people are looking to feel more satisfied and find more meaning in that work, be more effective, get recognition, get the advancement they deserve. And I also want to acknowledge that all of us have a meaningful life outside of work that really matters. And sometimes your job can demand so much of your time and energy, that it starts to have an impact on your ability to have the life that you want. And this is one of those things where it's up to each of us to take control and figure out intentionally what we want to do, and how we want to deal with that. So what I'm going to share with you tonight is actually organized the same way my book rise is organized. And I'm going to talk about things in three areas that I refer to as do better, look better, and connect better. Now do better is about having more impact. It's

about how you use your energy to have more impact on the business. And also work in a way that is more meaningful and more satisfying for yourself. Because if you do that, you're going to have more energy for your work. look better, is about making sure you're not invisible, and building credibility. And I've got a number of practical strategies that I'll share with you for how you can build credibility in a very positive and authentic way, and not in a shallow political way. And then finally, connect better. The most successful people are the ones that get the most help. They're not the people that are so good all on their own, that they don't need any help. If you watch successful people, they are the ones that have the biggest crowds of people helping them, get things done. And I'm going to talk about how you can think about and build that network of support. And tonight I'm going to talk through these topics. But what I want to do with you is share some stories about how I learned to these things, and why these things are so important.



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And there's a lot of information in my book rise about how to put these things into practice. So while we have this opportunity to talk, I just want to share with you some of the many things that I learned from advancing my own career starting out as an entry level engineer and ultimately Moving up through the levels through marketing and product development and sales roles, and ultimately becoming a CEO, and a general manager. And what I hope you'll take away from this is not how to have my career, but how to have your career and how to have a career that you feel really great about. Because you feel like you are doing work that's meaningful to you. And you are achieving the goals that are meaningful to you, which is really what it's all about. So the first area that I'm going to talk about is do better. And do better, again, is about increasing your impact. And where this starts, is with your natural strengths. And I love this, this concept of strengths. Because your natural strengths are the secret magic formula for finding more meaning and satisfaction, and joy in the work that you do. And one of the things that's so interesting about our natural strengths, is that as humans, we have a tendency to take them for granted. We have a tendency to do that. Because if you think about it, if you are doing something that you're naturally good at, it feels easy. And because it feels easy, it doesn't feel impressive. But then you look at someone else who is doing something that you find difficult. And you say, Wow, look at them. That is amazing. How do you do that.



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And it's the reason that we as humans tend to value things that others can do that we find difficult. It's so important to realize that everyone else is looking at you and saying, Wow, when you are operating in your area of greatest strengths, everybody else is

amazed because you are doing things with such ease that they find difficult, and they can't imagine how you could do that. And it's really important that you learn to understand your natural strengths and appreciate them. Because if you don't, you fail to build on them, you fail to use them enough. And instead you try to fix yourself, you try to get good at all the things that you're not good at. And I think it's almost a criminal thing in corporate development, performance templates, where there's a tendency for people to write down what are your strengths, and then what are your development areas. And in the development areas, they list everything that a person is not good at. And then the development plan becomes to try and get good at everything. I'm telling you, that is a waste of time. The way I handle a performance plan is I talk to the person about their strengths. And then in the development plan, I say which one of those strengths Do you want to build on? That's really where the most powerful career development comes from. No one person can be good at everything. And I can tell you in my career, I learned this the hard way. I was in technology. I was a technology business leader for many years. And one of my strengths was not technology. Although my great degree was in electronic engineering and computer science, I actually hated technology. And I spent most of my career in fear that somebody was going to find out, somebody was going to find out I wasn't very good at technology, and I was going to lose my job. And then when I read when I realized and when I really focused on the fact that my strengths as a leader, were to build teams that could really execute, get a clear focus strategy, get the right people in the right roles, clear away all the clutter, and execute, execute execute. For the longest time, I failed to appreciate that as a strength. I thought that's what all managers do. That's what all leaders do. And I worried about the fact that I wasn't analytical enough, or that I wasn't good at technology. And when I finally focused on my own strengths and appreciated them, I started looking around, and I looked at all of my peers. And I realized, wow, your organizations and this, your organization isn't executing very well at all. And I finally realized that was my gift. And I tell you once I realized that a few things happened. One is, I interviewed with those as my strengths, I got the biggest job, leap promotion in my career. And I use those strengths with confidence to build a new team, and get a structured strategy and execute. And then I got a great technologist and a great analyst to be on my team. No, one person can be good at everything, but a team can. And once you start focusing on your area of greatest strengths, you can do amazing things, you can go faster, and the crowds will be cheering. And you will have more support and more horsepower and more energy in your work, and to advance your career than you ever imagined. And then kind of a funny punchline to this story is that after I had done this, after I'd gotten this promotion, and after I stopped living in fear, and stopped worrying about the things I wasn't good at. And I started really using my strengths. I was having lunch with my mom and my sister. And my mom said to me, you know, Patti, it seems really strange, but it seems like you actually like your job now. And it was, it was so true, by letting go of all of that fear. And just embracing who I really was my authentic self with my

set of strengths and my set of flat spots and weaknesses, and building a team around me, I was able to really, really thrive in my career.



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The next thing I want to talk about is the concept that I call be less busy. And this is this is where increasing your impact really begins in a practical way. It's there's a couple harsh realities that I want to share with you. Number one, think about this, no one other than you has any motivation whatsoever, to make you less busy. Everyone else in your life is only going to benefit from your endless business. If you want to be less busy, you are the resource of your own time, what you choose to say yes and no to is the total resource of time for you. The second harsh reality here is that everyone has the same struggle, the most successful people were not the ones who were less busy along the way, and who were given some protective bubble to, to work in where they only were able to work on important stuff. They had all of the same crap and distractions that we all have. But they figured out how to rise above it. And that's the important part you need to think about your job is getting your job description done. And dealing with all the crap that gets in your way of getting your job description done. And once you embrace both of those things, and realize that you and your choices are the source of your time, you can start to be less busy. And it's what all successful people figure out how to do. And the point I want to make here, there's a specific concept that I think is a really easy trap for all of us to fall into. And that is the trap of being a workhorse. So if you are known as somebody that gets an incredible amount of work done personally, and you have such a strong reputation for always getting everything done that everybody always asks of you. And because of that people count on you, and they rely on you because they know you're the one that's going to get it done because you can do this amazing amount of work personally. Guess what the reward for working in that way is it's more work. And it's such a tempting trap to fall into. Because it feels like you're doing everything right. What could possibly be wrong. I'm doing everything that everybody asks of me. But what you're doing wrong is you're getting yourself stuck. You're getting yourself stuck in workhorse mode, and you will only get more and more and more work piled on. The way to get out of workhorse mode is to figure out a way to rise above that chaotic reactive work. And then get known for being strategic. And let me tell you another story here about how someone who worked for me did this. And it was very impressive. One of my roles, I was running a computer workstation business, I was running sales and marketing worldwide for computer workstation business. And we had an inventory crisis. And this inventory crisis was epic. We had done a very successful launch in in our first week of the launch, we needed 3500 units that were promised to various channels, and customers and sales reps, and so on all over the world. In that week, we had 27 units, we basically had no units, someone in our manufacturing supply chain screwed up. And we were in the midst of this horrific inventory crisis. A man named Mark

walked into my office and introduced himself and said, I'm your inventory manager, send all the angry cards and letters to me. And as you can imagine, we had promised units all over the world, we didn't have them. The phones were ringing off the hook. And at that moment, I loved mark, and I said all rights. And so he went off and Mark works 24 by seven, taking all of the angry emails and calls from all over the world. About a week and a half later, Mark came into my office. And I was thinking, Wow, he's doing a great job because nobody, I haven't gotten any angry calls about this mark is really doing a great job.



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So he walked into my office and he said, Patti, I figured this out. I've kept track of all of the calls and emails, and at least half of them are just questions. I've crafted an email that answers all these questions. Could we send this out as co authors to the world. He said, I think that'll that'll cut the load down. So we did that. About a week later, Mark came back again, he said that worked pretty well. And now that we have our arms around this, what I recommend is we give our prioritization strategy to each super region. And then we tell them each week, how many units they're getting, and we let them prioritize internally in each region. And I said, Great, and we did that. So within three weeks, Mark took what was literally a 24 by seven job, and he turned it into a job that took him about three or four hours a week. And the important moral of this story is that if Mark had stayed in the first mode of just reacting to everything, as it came in every phone call, you know, every situation, he still would have been a hero. When the crisis passed, he still would have gotten the accolades. He would have gotten stock options. He what he would have gotten lots of appreciation, but he would have been famous as a workhorse. And the next time the biggest ugliest business problem we could imagine came along, we would have given it to mark, because apparently, you can't kill mark. But because instead of just reacting to all of that chaotic, crazy workload, he stepped back, he understood it. And he created a strategic approach in a system and a process to manage it. So not only did he get the job done, he distinguished himself as a strategic thinker and a leader, and he leaped out of workhorse mode, he was not seen as a workhorse. He was seen as a strategic business leader. And the next time a big promotional opportunity came up. We gave it to mark, because he got himself out of workhorse mode. And this is I'm spending a lot of time on this concept of be less busy and workhorse because it's so important, because it's the one thing that I see gets most people stuck in their careers, is they just die trying to do everything. And so what I talk about in rise is this concept I call roofless priorities and ruthless priorities is about first and foremost, your job is to think the worst thing you can do when somebody asks you to do work or assigns work to you, is to just start doing it. Your boss is delegating the thinking about the work along with the work. And what you need to do is you need to start proposing priorities and options and alternatives to the

people who were asking you to do work, because you've thought about it already, you've decided what's most important to the business. And you had recommended a priority list. And I have this concept here on the slide I call catch versus do think about it as your job is to find a way to catch and to deal with all the work that comes at you not necessarily do all the work that comes at you. And so make that list of everything that comes at you and think about it, clarify it, and make recommendations to your manager about what you think the ruthless priorities are. And the other wonderful thing about ruthless priorities is you pick one or two or three, and you confirm with your boss, these are the things I'm going to finish first. It doesn't mean you say no to everything else. Because saying no is hard. It means you can say later to everything else. And you can say I need to finish these ruthless priorities first. And then I will get to your thing later. It's a critical technique to defend your time. And I've got probably two chapters in the book that give you advice on specifically how to do this.



21:31

You need to be the one to move your career forward. So get out of workhorse mode, and then figure out how you want to redefine your job. What I mean by that is another story, I'll tell you about what I call the experience paradox. I've had people in workshops come to me and say, Patti, I keep getting told that I can't get the job, because I don't have enough experience. But clearly, you were able to do that. So how did you do that. And this was because my career advanced very, very quickly. I did not have years and years of experience in everything. However, what the experience paradox is, is that you can't get the job without the experience. But you can get the experience without the job. And that's how I did it. When I decided I wanted to be a general manager. For for the years leading up to my first general manager interview, I sought out general management experience, I met as many general managers as I could I learned about their job, they were all really busy, I volunteered, I took on projects, I did things I worked at the general manager level, even though I didn't have that title. And so by the time I interviewed for that job, I had experience in that job. So you can't get the job without the experience. But you can get the experience without the job. And so that's what career development is. It's figuring out, you figure it out, you figure out what is the job you want. And then you go find people who do that job, and you offer to help them and you take on extra work. And you get that experience before you interview for the job. Which is another reason why it's so important to make room to not let all of your time get burned up by your current job. refuse to let too much of your time, get burned up on low value work. Figure out how to add more value, create ruthless priorities, add more value to the business and then go after the experiences that you want to develop your career.



24:02

The next thing I want to talk about is look better. And look better is about making sure that your good work is not invisible. And it's about building credibility. I had a wonderful phone call. Here's another story. I had a wonderful phone call from a young woman who worked in England in a marketing company. And her job was to do the marketing to fill events to get people to come to events. And I got a message from her an email message from her that said, Patti, I wanted to thank you for writing rise because I read it and it got me to pay raises and a promotion. And that was the end of the email. So I emailed her back and I said please Do Pal. You know what, what was it what had that transforming impact on your career? And she said it was the whole look better section. And she had worked tirelessly for almost two years to grow the conference market ahead of market. Because the conference market was shrinking. It was well documented that the mark the market for conferences was shrinking. But because of her efforts, she grew the their conference business way ahead of market. almost two years later, she was in a meeting with the CEO, and the CEO was looking at a spreadsheet. And on the spreadsheet, he saw that their conference business had been increasing nicely. And he made a comment that was, Oh, I thought the marking the mark, I thought the conference market was shrinking. I guess it's not. And in that moment, she realized that her work was entirely invisible. And he just attributed all of her good work, to the fact that the market was growing on its own. And so after that, she took the steps I recommended to build her credibility, and build positive visibility, and share the work that she was doing with others in the company and the CEO. So more people could benefit from it, and more people could understand it. It wasn't just about being self promoting. It was about sharing meaningful work in a meaningful way. It does not work to be invisible, you must build your credibility. And you can't build your credibility if you are invisible. And one of the biggest ways and an important way to to build your credibility is to increase your relevance in the way that you communicate. There's a chapter in the book that is titled be visible, but not annoying. being invisible doesn't work. But being annoying, also doesn't work. We've all seen people who are pursuing visibility, just for publicity, and for the sake of making themselves visible. We don't like those people. I'm not advocating that you be one of those people, the two ways to make sure that you are not annoying. The first one I already mentioned is make sure you share your work in a way that others get value from it, share what you learn, share what's happening, share information that people can use, and then you will be seen as having created those outcomes and impact. The other way to make sure you're not annoying, is to be more relevant. And what I mean by this is that we all have in our own functions, a lot of language, jargon, acronyms, project names, things that are only meaningful within our function. And what I have on the slide here is the difference between using your inside voice and using your outside voice. Your inside voice is what you use inside your organization with all your favorite acronyms and jargon. But when you

talk to people outside your function, when you talk to upper levels of management, you need to translate, do not use your inside voice. You have to translate your language into their language and talk about things that they care about. On the slide here, it says don't educate. If you need to educate somebody, if you need to educate a stakeholder about why what you're doing is valuable, you are not relevant.



28:57

What is relevant is what your stakeholders wake up in the morning already worrying about thinking about knowing about working on, that's what's relevant to them. So when you want to talk to them, you need to translate what you are saying into ideas and language that they already care about. The best way to get somebody to care about your work is to create a hook. That is basically something they already care about. And I have an example of this that I'd like to show you every year. The analyst group Gartner does a profile of CEOs and board members across the world and ask them what are the most important things to you over the next year. And this is just a partial list. It's a list of 10 things but for simplicity, I just got a took a flavor of five of them attracting and retaining new customers reducing enterprise costs, increasing enterprise growth, and so on. I also then went out on the internet, and I did a search about what marketing people are caring about, you could do this for any function, but I needed to pick one for an example. So I picked marketing. And these are the kinds of things that marketing people are worried about brand experience, digital execution, social media, lead acquisition, conversion, upselling, cross selling. What do you notice about these two lists? These two lists have a total mismatch of language. So if as a marketing person, you go to your build your business stakeholders, and you talk about conversion and digital execution, they don't care. If you try to educate them about conversion and digital execution, they don't care. What you need to do is talk to them about what they care about. So you start with what they care about. And no matter what function you're in, you understand what your business stakeholder cares about. And you use their language. So these are your headlines, whether you're talking about marketing, product development, it legal manufacturing, whatever your initiatives are, these are your headlines. It's what the business people care about. So when you go and you say, I want to talk to you about reducing enterprise costs. Maybe that's what you're using digital execution for. When you want to talk about attracting and retaining new customers, you talk about your programs that do that. So what I've done is I've simply reorganize these two lists, and I put my made the headlines, the things that the business stakeholder cares about. And underneath it, I tucked the things that the functional organization cares about. This is the way you translate and communicate with stakeholders and build relevance and increase your credibility. Because when you say, I want to come and talk to you about delivering operational results, they'll say, I'm all yours. I want to talk to you about that to always be a

translator never miss the opportunity to translate. And some people say but Patti, I have a function and we support six different organizations, are you telling me I need to translate six different times? Yes, I'm telling you need to translate six different times. It takes extra time upfront, but it saves you loads and loads of time down the line. And it will distinguish you as someone who is a business leader.



32:57

So here's the way you do this. Here's a practical tool, you create a communication tool, you have a whole set of, of spreadsheets, and and files and charts and things you use to manage your business operations. I'm not suggesting you stop doing that you need that to manage your operation. Put it all in a binder, what I'm suggesting is when you communicate outside your organization, never give somebody else your binder. It's meaningless to them, you need to create a separate communication tool. So in the left column, you put what's important to your stakeholder. The way you do that is you interview them, you ask them what's important to you. And then you listen for not only what's on their list, but the exact words they use to describe it. And that becomes your dictionary, that becomes the language that you talk to them in. And then if you do that, your results, you can basically say it's all good. I'm doing what you need on all of those things. And I've gotten away at business reviews pretty much of only doing this. On the next slide, I've given you an example of how you can put some actual content. But the magic here is in getting the left column right. And a big hint, like a big, big, big big hint, is use that left column to be the left column in your budget. Because if you put all of your jargon and project names as the column in your budget, the powers that be are going to have a million questions and they're not going to know what that stuff is. But if you put their language as the left column in your budget, you are going to be much more likely to get budget because you are asking for funding to do the things they already want to do. Another thing I want to talk about in the look better is your this concept of a personal brand. And I just want to very briefly say that You have a personal brand right now, whether you know it or not. Your personal brand is defined by what other people think. whatever other people's impression of you is. That's what your personal brand is. So you need to ask yourself, is that what I want it to be? Do I know what my personal brand is. And the way you enhance build your personal brand, is to decide what it is that you want to be recognized for which part of your true authentic, best self would you like it that people understood and recognize, and then you give yourself a challenge, to behave that way consistently, every single day, phone calls, emails, meetings, presentations, you can build a lot of credibility by being aware of how you are perceived, and taking some steps to behave consistently and purposefully in a way that is going to show others the best impression of you. Don't make make people work to figure out why you're talented, demonstrate that consistently. And there's a whole chapter as well in rise on personal

brand. And then finally, this concept of being visible, but not annoying, I just want to assure you, it's not about having a big personality. It's not about being showy. It's about sharing knowledge. It's about owning outcomes. It's about adding value. And it's always about being sensitive to your audience, and what they care about and what they understand and positioning your work in a way that is easily consumable by them.



37:03

So the last section I want to talk about is connects better. As I said, in the intro, the most successful people are the ones that get the most help. It is really as simple as that. And so, in terms of building this network of support, there's a few things that I want to share with you, and another couple of stories get help. It's so important that you recognize that asking for help is not a sign of weakness. It's not a sign of something that's going to damage your credibility. Never struggle alone, there are always people that can help you, I have seen careers just stopped dead in their tracks. Because people have had too big of an ego to ask for help. And my impression was, you're capable enough to do it, but you don't know how to do it. So let someone help you. And then you'll learn it and you'll be successful. But they let their ego prevent them. And they have to pretend that they know everything, and they don't need any help. And they just crash and burn. I had this experience once. As Don mentioned in my intro, I became a general manager for the first time at the age of 33. And I can promise you, I didn't know everything that I needed to know about how to do my job at that point in time. And it was very funny story. It was in a technology organization. Our technology had a big gap in it, I clearly understood the gap, my team identified that the best way to fill this gap would be to acquire a technology from another company, not just buy the product, but do a deal where we acquired the technology outright so that we could own it. 100% modify it, integrate it, put it in our system. I understood that part of the deal perfectly. But I have no idea how to make a deal like this. This involves stock warrants and options and and term sheets and lawyers. And I just simply had no idea how to do a job how to do that. And I looked around and I saw all my general manager peers and they were wheeling and dealing and they were buying and selling and spinning off and integrating and doing all this stuff. And I thought well, that's it. I don't know how to be a general manager. All my peers are doing this. And I'm you know, I'm just going to lose my job because I don't know how to do this. And this is what at the time I was working at HP. And after feeling sorry and scared for myself for a little while I realized, you know what, Patti? You work in a big company. Surely somebody in this company knows how to do this. So I went to corporate development. They were so happy I showed up. They educated me they gave me an education. They taught me about term sheets. They wrote the term sheet for me. They did all the legal stuff. They They helped me craft this deal. I went, I had the meeting with the CEO, we did the deal. And it

was a great deal. It was an a creative deal for the company, the deal was making money. Now, the punchline to this story is that I, at that point, got a reputation for being the best deal maker, among my peers. Now, how stupid is this, I went from thinking I'm going to get fired, because I don't know how to do something, to in one step, becoming known as the best deal maker. The reason this happened was because I got help from the experts. And the lesson I learned here is even if I think I know how to do something, still, why not find some experts? Why not always get help, why not always be getting help from experts so that I can really up my game, and do the best job that can possibly be done. It's just so important to always ask for help, and not try to work alone. So building relationships is really important. And a lot of times, when I'm in a, if I'm doing this sort of presentation in a room where we can all see each other, I will ask for a show of hands of how many people are naturally good at networking and do a good job at it. And somewhere between one and 5% of the hands usually go up. The vast majority of people do not consider themselves to be good at networking. And I wasn't naturally good at it either. But over the course of my career, I figured out a way to do it. That was very authentic and very comfortable, even for an introvert. And so I'd like to just share with you a couple of thoughts about how to build meaningful, productive, professional relationships that are so necessary to advancing your career, you can't do it alone. I refer to this as authentic networking. And authentic networking is not about going to networking events, and eating the cheese cubes and leaving with 50 business cards. It's about thinking about meeting people that you actually like making new friends, meeting people based on something that actually interests you. And if you do this, it makes it seem not shallow, not a waste of time, because you are creating relationships that are meaningful for both parties. The other thing that people have trouble with networking is they say it feels selfish. Like it's about taking like it's about trying to get others to do something for you. Networking is only about giving, the only way that you build your network is by you being generous and you putting value into your network. So networking is not selfish. Networking is about generosity. The standard rules of authentic networking are give before you need anything, give all the time, always be giving, giving before you need anything, and always give more than you take. And then you're okay, then it is a very authentic, positive experience for everyone involved. And this is how you build what I refer to as your extra team, your extra team? This is the thing that successful people have they have people above below and around them that want to help them. Never be the only one who cares if you are working on an important project. And you are the only one who cares. Or maybe you and your boss are the only one who cares. You need to build an extra team, you need to get some more sponsors, and people caring and people helping you invest time in networking so that you can build your extra team. Again, there's a couple chapters in rise about how to do this. When I talk about being generous with your network. It's about giving things. It's not that complicated. Here's a list Say hello. Remember things, give people positive feedback, say thank you. These little brief

connections are building trust. They're building strength, they're building value into your network.



44:35

Even if you never want to meet a new person, for the rest of your life. You need to be networking with the people you already know. You need to be giving things and reaching out to the people you already know. That's where the power of networking really comes in. Make sure again, you're not the only one who cares you secure your own sponsor. ship. Also make sure you are looking for mentors. Mentors are so important to me trying to advance your career without a mentor is like trying to climb Mount Everest without a Sherpa and a guide. Sure, you could try it. But why on earth would you bother? get people to help you mentors had the biggest impact in my career outside my own efforts of anything else. And let me just share with you how you get a mentor. It's not big and scary and mysterious. You keep your eye out for smart people, and you ask, Can I buy you a cup of coffee? Can I get 10 minutes of your time, you do that with a lot of people, a few of those meetings will spark and you say, this was really great. Do you mind if we do this again sometime. And then after three or four cups of coffee, you can just say, you know what, these meetings have been so valuable to me, I'm starting to think of you as my mentor, would it be okay? If I got on your calendar once a month, and we made this a regular thing. That's it, it's as easy as that. Talk to a lot of smart people where their relationships, Spark, lock those people in as your mentor. It's as easy as that. And then one other really important point for career advancement is this concept of getting on the list. Getting on the list. What I mean by that is for every promotion for every great job opportunity, there is a list of people who are considered by the decision maker, if your name is not on that list, you are not getting that job. The way you get on that list is you need to understand who the decision maker listens to. And you need to build a relationship with a couple of people on that list. If you can have a mentor, that's somebody that the decision maker listens to that mentor is going to put you on that list. That was how I got the second biggest jump in my career was that I had a mentor that told the hiring manager, you need to talk to Patti as a fellow. And I was able to interview for that job, I would not have gotten that interview in a million years without somebody putting me on that list. So be aware of that. So that is the end of my material. I hope you've taken away some insights and some ideas about how you would like to do something different. And these categories of do better, and look better, and connect better. And the other thing I wanted to talk about is, if you want some help, and some support on doing these kinds of things, I have created a professional development program that is a membership program to as a row group. And every month, I do a webinar on the kinds of topics we've talked about tonight. And there is a whole library of webinars that is available to you. And I also do a coaching our conference call each

month for members. And what I would like to do as a part of this event is to offer you a discount on membership. If you are interested, you can go to as Trello group comm which is my website, click on the membership tab. And all you need to do is use the code alumni when you check out and you will get \$30 off your membership. Just quickly. There are this is what's in the member library. There are dozens of webinars, categories of business strategy and execution, personal brand executive presence, networking, career and promotion, impacted influence and leadership in general management. Those are the categories and it's a great program that can really give you that extra boost of support. And I created this program because I couldn't say yes to all the people who wanted to be they wanted me to be their mentor. And I really wanted to. So I created this program so I could help lots of people. So with that, I will close my part of the presentation. I'm putting up on the screen how to find me. I'd love to hear from you. And I will turn this back over to Don to take some questions.



49:33

Patrick, great information and Wow, that's a rich selection of content and information for anybody that wants to continue to work on their career. Thank you for that. You know, I loved your comment that you can't get the job without the experience but you can get the experience without the job and one of the first questions that are keyed up or related to that is from will from West Orange and will is things saying you do As mentioned, to move to the next level or a different career path, you need to get some of the work of the level or the area you want to move into. Companies generally have silos. You can't work from a different department, or portfolios. How do you get around that, specifically, given the fact that your manager maybe getting in the way?



50:22

Yeah, you know, your manager getting in the way can often be a problem. But you can't, you can't let that block you. The way that I have done this is I have reached out across silos, and gotten mentors and gotten relationships going with other people based on non work things. One of my biggest mentor scores was because I recommended a pizza place to someone who moved from the east coast to California and couldn't find good pizza. And I experienced the same thing. But man, I knew that pizza place, so I was able to make that connection. And as a result of making that connection, we chatted back and forth. After we chatted back and forth, my manager got mad at me because I went around him and I said it was a pizza recommendation. I didn't think I needed to clear that with you. And then he grumbled a little bit. But in learning from this person, I was able to find a project that actually he and my manager had some interest in. So you have to kind of

finesse it, you have to be a little bit creative. But if your manager is blocking you, I'm sorry, that is such a shame. Because your manager should be joyfully responding. If you say this, these are my career aspirations. And this is the kind of job I want. And I would love to get some experience. In doing this kind of work, I found these two projects, could I get your support, as long as it doesn't interfere with me delivering everything I promise you, I'll do this in my evenings and weekends. Your manager should be saying, hallelujah, thank you for owning your own career development. Yes, you have my support. If your managers not doing that, you don't have a good manager. And you need to find a way to to finesse it and create those relationships anyway. And that's another thing that I see sets successful people apart is they figure out how to get get around managers who are blocking their advancement.



52:26

Good advice for will we have a question from Vanessa, how can you be authentic and prove value to your work worth when management already has their favorites, regardless of what they accomplish?



52:40

Yeah, you know, this is a this is a great question, right? Those those favorites are people who are playing the political game, potentially, their favorites are the manager, but not because of the work they deliver if your work is more outstanding than their work, again, another sign of a bad manager. But you need to use some of the techniques I talked about to assert yourself, and you assert yourself through your work. And so you need to make sure that when you are delivering outstanding results, you have a way to share that with your manager. And what I recommend is maybe note something that's easy to consume maybe a chart that you update every week, or some very short email with a table or something that you can in a very, in a very high value, authentic way, just consistently be sharing these high value results with your manager in a way that your manager can't ignore that. And then when you sit down and talk about performance with your manager, you have this track record of data and say and say this is what I want to talk about. One of the things that I have kind of an adage I always say is one of these harsh realities that we all live with is you can't blame your failure on the fact that your boss is stupid. So if you've got a boss that's doing annoying things that's doing stupid things that has favorites that's blocking you, whatever, you need to either work through that, or you need to get another boss, like don't just get stuck there forever. But the way to communicate is to use those techniques about being relevant speaking in the language that your boss cares about and consistently showing those results so that you can't be

ignored.



54:34

Great advice, Vanessa, I hope that helps. A question from Lynn. And Patti. We only have two minutes left. So we'll try to squeeze this one in Lynn's question is networking with smart people make sense? But what if you feel that you are not up to their level of competence? How do you still go about in confidence and strength? How to prepare



54:55

you know, I These are great questions. Don't worry about it. One of the best ways to start is to ask a smart person, can I get your advice? It's flattering for them. People generally like to help, I promise, I just need 10 minutes of your time, I'll come to you. But if I could get 10 minutes, your advice, I know it'd be hugely valuable, and I could learn so much. And it's not that you have to be up to their level, they will be happy to help. But don't sell yourself short. Because what you offer them is another point of view another perspective from a different level, another part of the organization. So the things you know, are also interesting to them. So don't be afraid if they say, so what are you working on? Tell them, you know, tell them a story. And the conversation will go back and forth. I know that when I was a mentor, and people lower in the organizations used to ask for my advice and help. I enjoyed those conversations tremendously because I was able to help and I would ask them questions and I would learn things that I wouldn't know if they hadn't made that connection. So don't worry about it. asking somebody for their advice is a very flattering and motivating thing for them to react to