Career Growth Guide for Managers

The purpose of this guide is to give **your managers a quick overview** of the terminology and tools covered in the LifeLabs Learning **Career Growth workshop** that individual contributors are taking.

> **Terminology and Tools covered:**
> 1. Know your SEO
> 2. Curate your network
> 3. Venn diagram
> 4. 3Es

Key takeaway: there's no secret formula to career growth. It's really simple: be deliberate and intentional about development.

1. Know your SEO 🔎
S = Strengths, **E** = Energizers, **O** = Opportunities (for development)

Strengths: What comes easily to you?
Energizers: Which tasks/topics give you energy? What lights your fire?
Opportunities: What skill and knowledge gaps keep you from reaching your career priorities?

✋ **As a manager, check in with direct report(s) about their SEO. Help strengthen their strengths!**

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2. Curate your network 🌐
This is not about networking, it's about building connections, your reputation, and trust.

$$\text{Trust Equation} = \frac{Credibility + Reliability + Intimacy}{Self\text{-}Orientation}$$

To [UP!] credibility as a manager → earn credentials, demonstrate expertise, share wins
To [UP!] reliability as a manager → keep promises, check expectations, show up on time
To [UP!] intimacy as a manager → ask about feelings, reveal personal info, have face time

✋ **Do a quick reputation audit for yourself. Regularly monitor your reputation and ask for feedback.**

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3. Venn diagram 🌱
Select development areas that are valuable to your execs/managers/team/company/you.
An easy way to create an Individual Development Plan (IDP) is using this venn diagram:
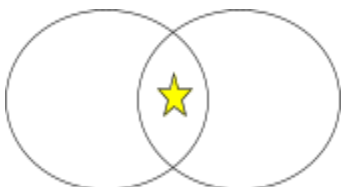
Left circle = skills & knowledge your company most needs
Right circle = skills & knowledge your direct report/you most value
Overlap = perfect opportunity for development!

Note: we want to focus on *transferable skills* (e.g., analysis, decision-making, goal-setting, delegation, influence, etc.)

✋ **Questions you can ask to spot high leverage development areas:**
- What do you hope our/your team can accomplish this year?
- What skills or knowledge do you wish we had on the team?
- What skills do you think have been most important for you to develop in your role?

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4. 3Es 📚
To develop proactively, collect 3Es (Education, Exposure, and Experience)

Education	Exposure	Experience
Formal: workshops, webinars, certifications, Informal: books, podcasts, TED talks, case studies	Shadowing someone on the job, doing informational interviews (e.g. "what steps did you take to get to this place in your career?"), meeting with mentor	Work on a project, take on new responsibility, volunteer, join a task force, add new aspects to your current role
Ex: trainings with LifeLabs	Ex: ask someone you look up to if they might be your mentor	Ex: volunteer to take work that you would do in your "next role"

✋ **Help your direct report write one idea for their goal in each E category. Be their accountability buddy by creating milestones and keeping track of progress!**

We are experiencing a paradigm shift! A quick recap of the shifts:

	Old way	Now
Know your SEO	Decide what title you want and figure out how to get there	🔑Spot *opportunities* that match your SEO
Curate your network	Have a large Rolodex and impressive title	🔑Have an *open network* and impressive *reputation*
Develop proactively	Wait for someone to give you a promotion	🔑Seek *high-leverage development*, collect *3Es* and set milestones