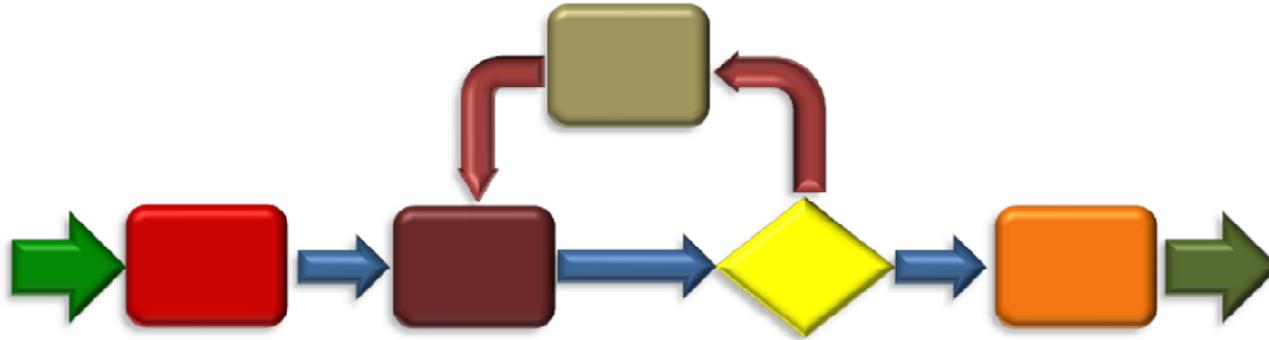


# The Professional Career:



## A Manageable Process

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# Greetings and Introduction

# Overview

## GOAL:

Share a few ideas on a Process-Oriented approach to manage your Professional Career

## CAREER TOPICS:

- Systems, Processes, Transitions, and You
- The Beginning Phase – *Making Your Way*
- The Growing Phase – *Making a Difference*
- The Transforming Phase – *Making it Matter*

# About Advyse



## Services Offered:

- Business and Professional Transition Planning
- Transition Readiness Assessment / Transition Team Organization
- Transition Planning Tools & Programs for Individuals and Organizations

## Typical Clients:

- Business Owners and Late Career Professionals leaving their Organizations
- Advisors serving Business Owner and Professional Clients

## Unique Attributes:

- Proven Transition Planning Tools and Methods
- Business-oriented, collaborative approach to developing custom solutions
- Broad industry and enterprise size experience

***“A meaningful Journey begins with a Plan...”***



# Times Have Changed – So Have the Paradigms

## Mid- to Late 20<sup>th</sup> Century Career Paradigm:

- Begin Career / Contributing Professional / Senior (Fellow)
- “Do a good job and you’ve got a job for life.”
- Pensions, retirement benefits

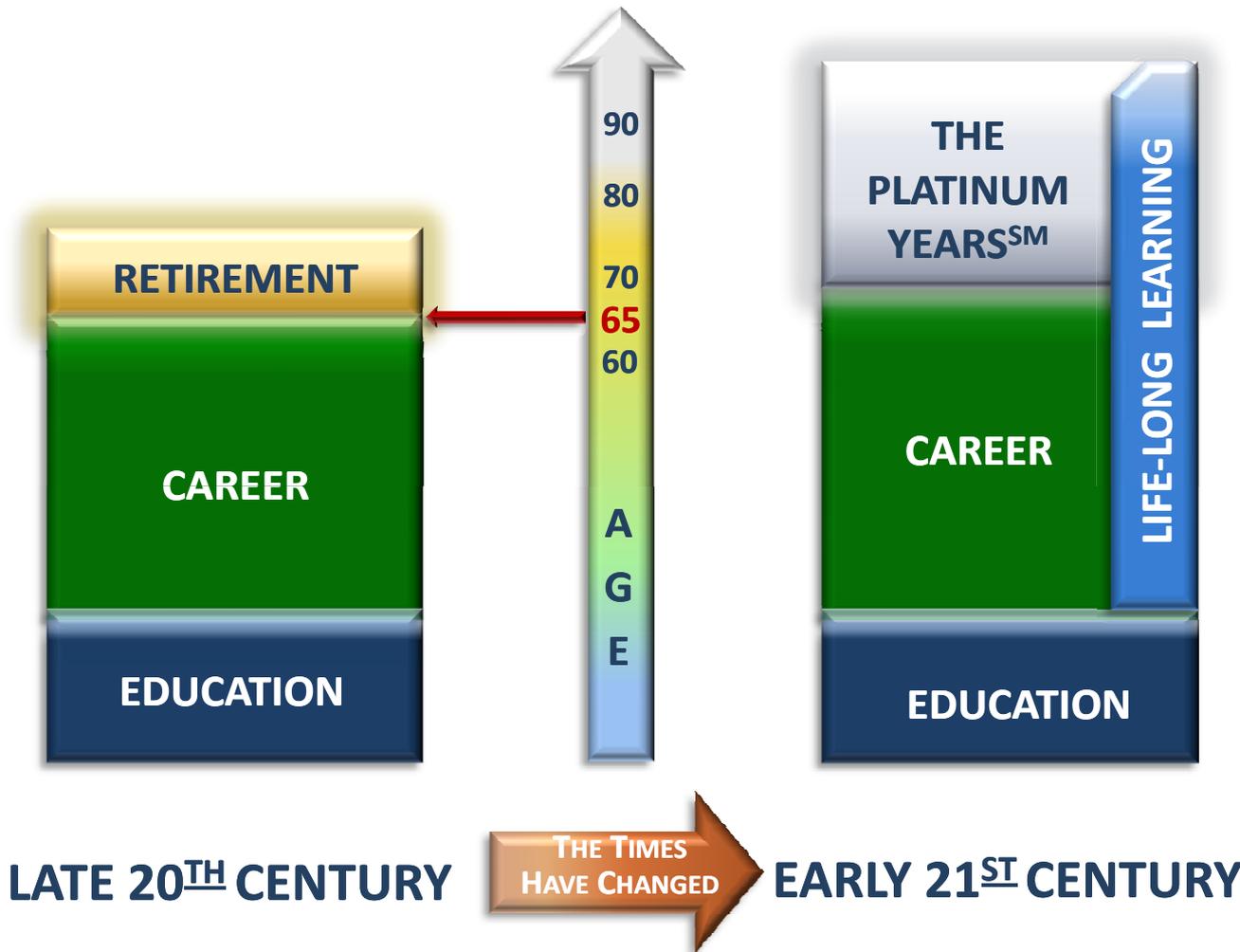
## Late 20<sup>th</sup> Century Career Paradigm:

- Many different Career Paths / “Ladders”: Management, etc.
- “Do a good job and we’ll help you remain employable.”
- Pensions rare, fewer retirement benefits

## Early 21<sup>st</sup> Century Career Paradigm:

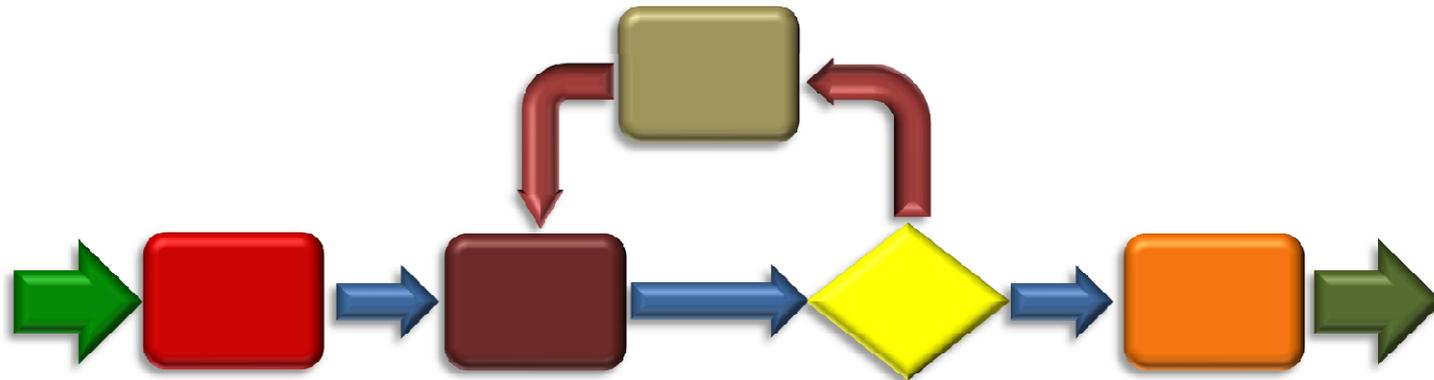
- Tracings of Professional Career Paths --- more of a “wilderness”
- “Ya gotta watch out for yourself.”
- 401(k)’s, IRA’s, very few (if any) retirement benefits

# We've Changed – We're Going to Live Longer



**Our increased Life Expectancy Has Created New Opportunities**

# Systems, Processes, Transitions, and You

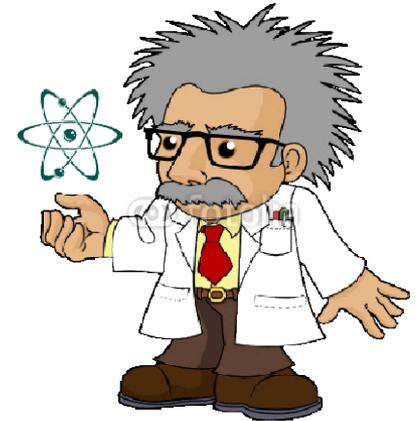


# Philosophers, Physicists, and Engineers



- Existing Systems
- Qualitative Models
- General Behavior

- Existing Systems
- Quantitative Predictions
- Detailed Behavior



- Quantitative Requirements
- Puts Systems Together
- Takes Systems Apart
- Keeps Systems Running (or running better)

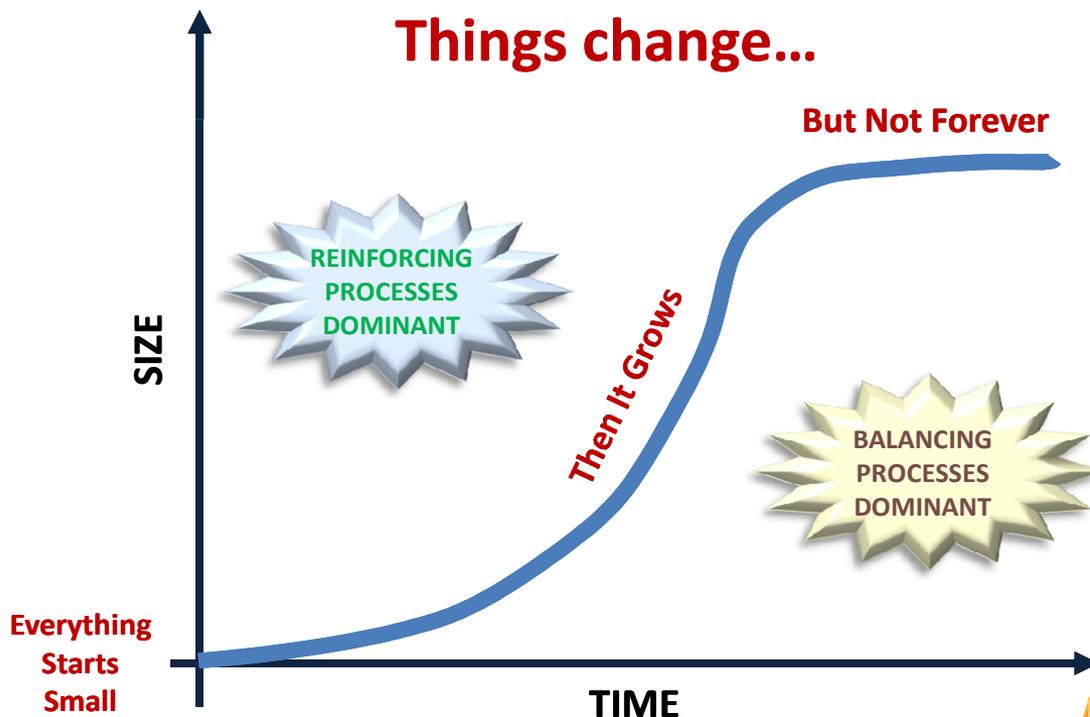




# Systems Thinking

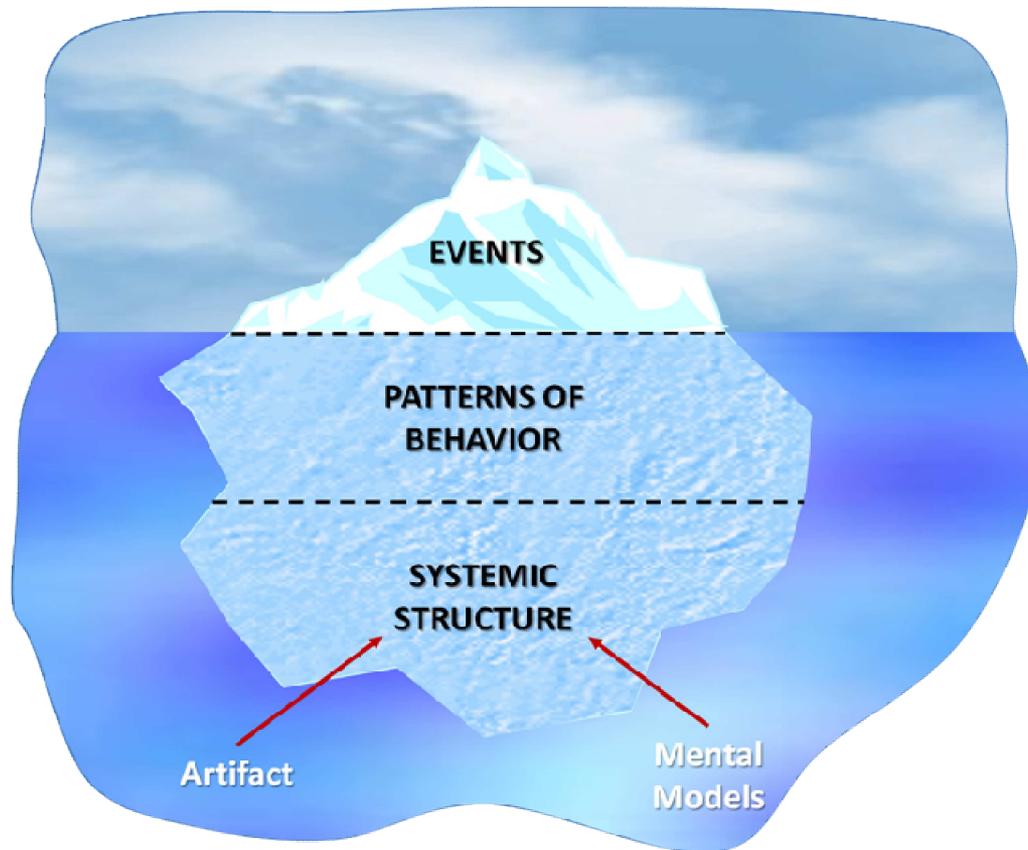
What is a 'System'? *A system is a group of interacting, interrelated, and interdependent components that form a complex and unified whole.*

What is 'Systems Thinking'? *Systems thinking is a way of understanding reality that emphasizes the relationships among a system's parts, rather than the parts themselves.*



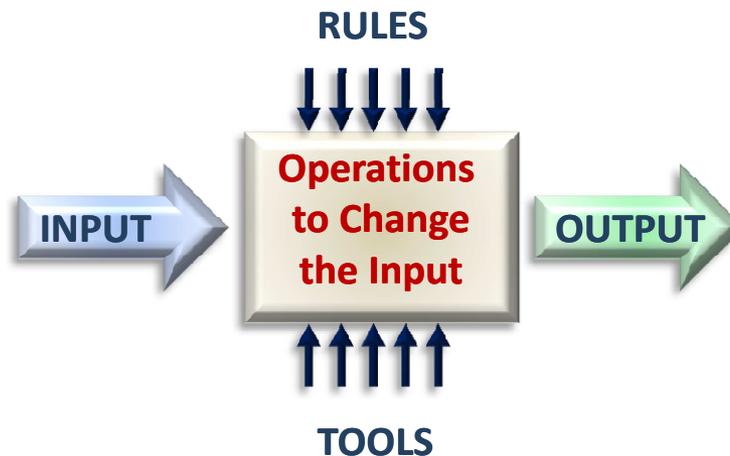
# Things Change, BUT

**We only see the tip of the iceberg...**



# Processes

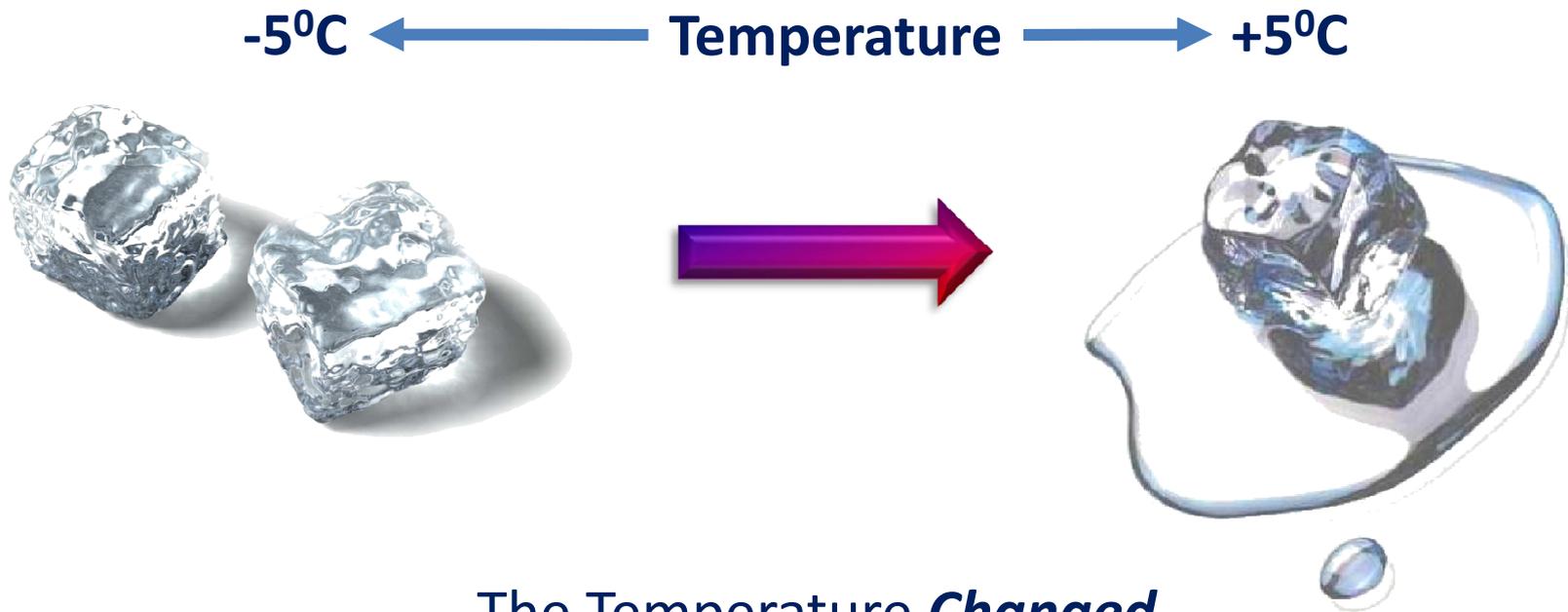
- Just what is a process ??
- A process basically consists of:
  - Inputs and Outputs / Vendors and Customers
  - Rules and Tools
  - Measures of Performance



- Transformation of “something” by transitioning through a series of interrelated activities over a period of time.

# Transitions

A “Transition” is: *A move from one state or condition to another.*



The Temperature Changed...

The Ice Cube went through a Transition

# Systems, Processes, Transitions, and You

- Your Professional Career is a complex matter
- Your Progress through your Professional Career is a process
- You are the Vendor / the Customer / the Input / the Output



- Process measures: Satisfaction (matching values and principles) / Life balance / Wealth / Respect .....

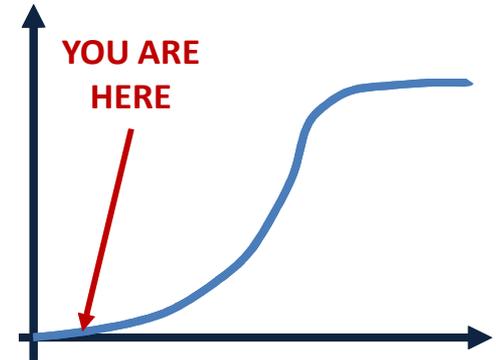


# The Beginning Phase

## *Making Your Way*

# Activities in the Beginning Phase

- Learning the Rules / Learning the Ropes
- Deciding on Paths / Determining preferences
- Making a lot of Mistakes
- Making Connections
- Finding Sources of Information / Finding Mentors



## Characteristics:

Frequently driven by passion for the field;  
Desire for growth

## Process Outcome:

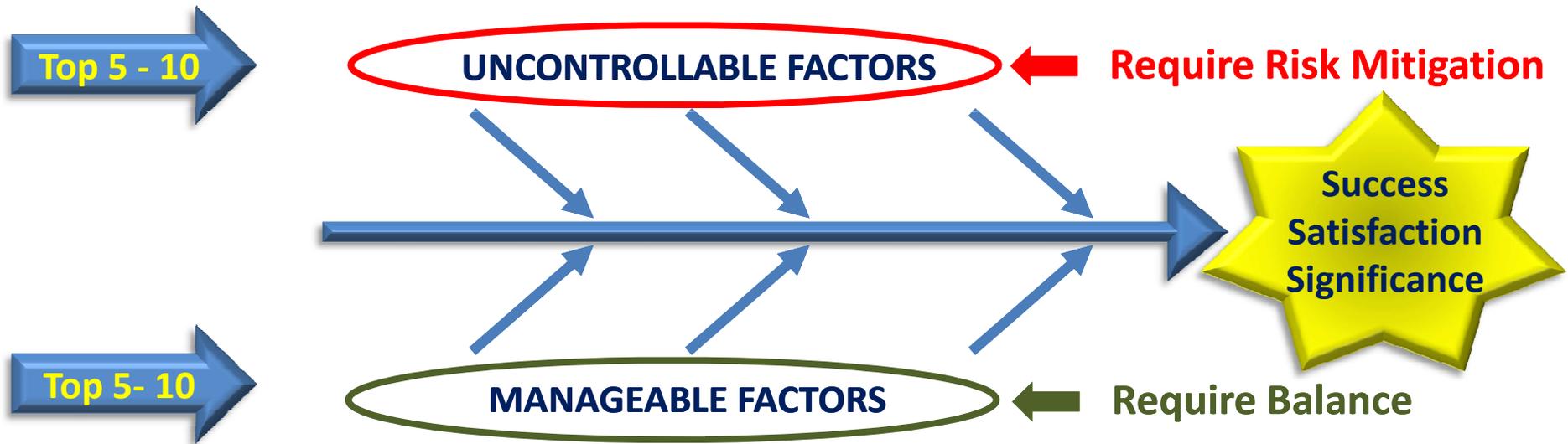
Discovery

- What affects your Career
  - What you can do about it
- Your 'Fishbone'*

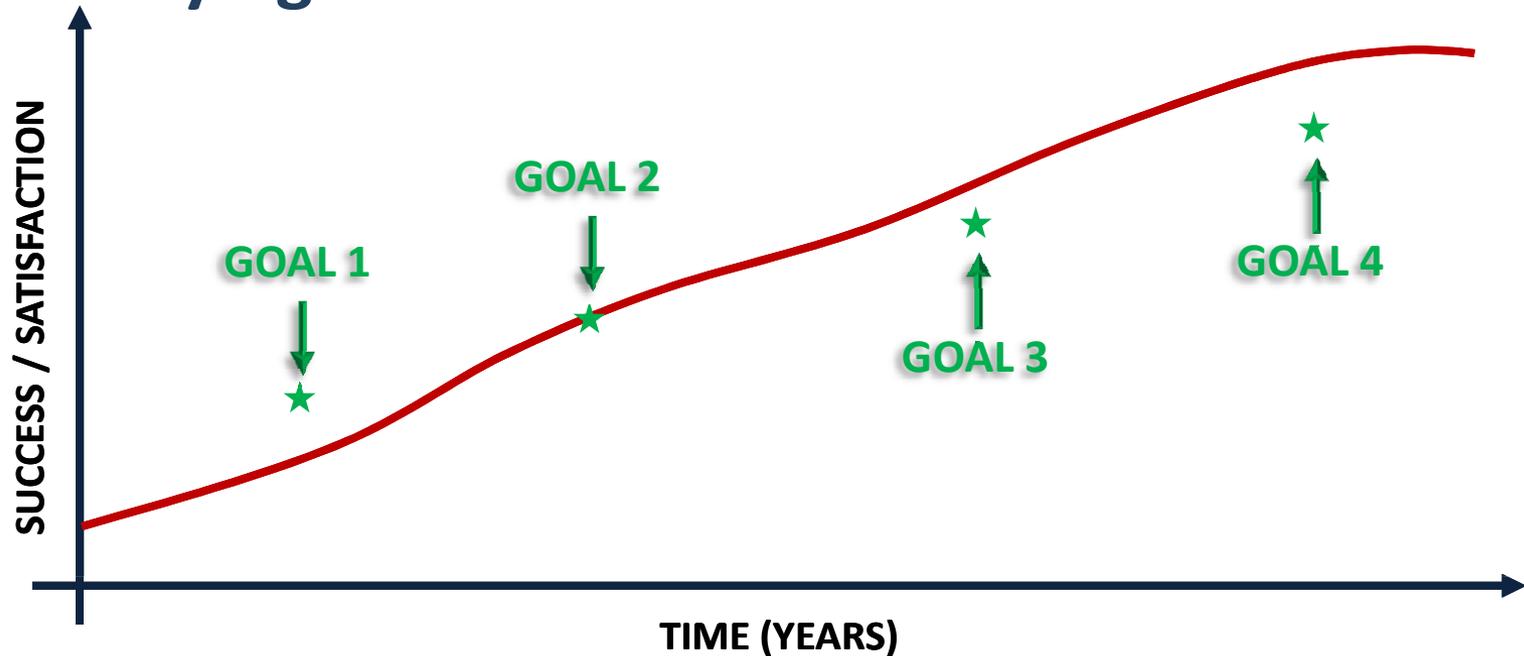
# Cause & Effect and Your Career

The factors impacting your Professional Career are important:

- Contrast Uncontrollable Factors, e.g., Opportunity, Business Health with Manageable Factors, e.g., Effort, Outreach, Education
- Don't "Boil the Ocean" – Select the factors with the most influence



# Quantifying Outcomes



## Run (or Trend) Charts

- Identify YOUR important measures of Success and Satisfaction
- Quantify them (\$\$, Hours, # of Direct Reports, # of Pubs., etc.)
- Set a few goals
- Check the trends annually (or whatever makes sense)
- ***REMEMBER: The Measures and Goals will change over time !!!***



## The Growing Phase *Making A Difference*



# Activities in the Growing Phase

- Sustaining and improving
- Building Systems / Synthesizing New Ideas
- Learning to Use your Authority
- Making a lot fewer Mistakes
- Strengthening connections
- Creating Information / Becoming a Source of Information
- Developing preferences



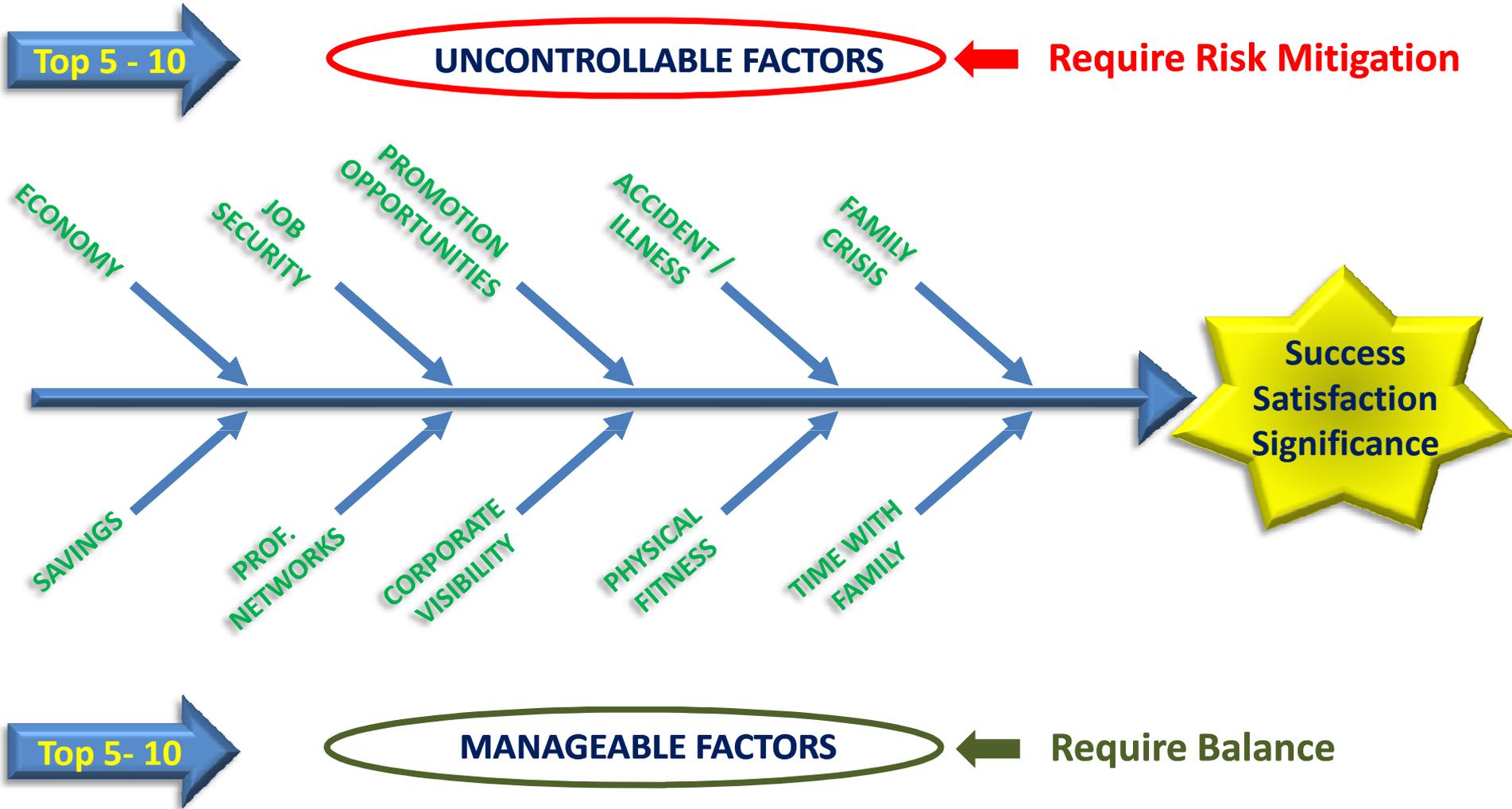
## Characteristics:

Often driven by obligation  
Desire to build, to “make a mark”

## Process Outcome:

Security  
Recognition / Respect  
Updating your fishbone

# The Growth 'Fishbone'



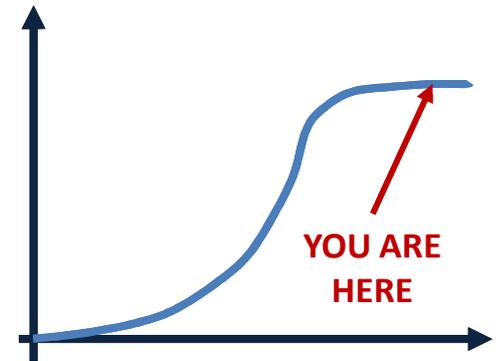


# **The Transforming Phase**

## ***Making It Matter***

# Activities in the Transforming Phase

- Determining Your Legacy
- Handing off the Baton
- Planning Personal Future
- Transforming Networks
- Becoming a mentor (Helping others learn from their mistakes)
- Validating Information



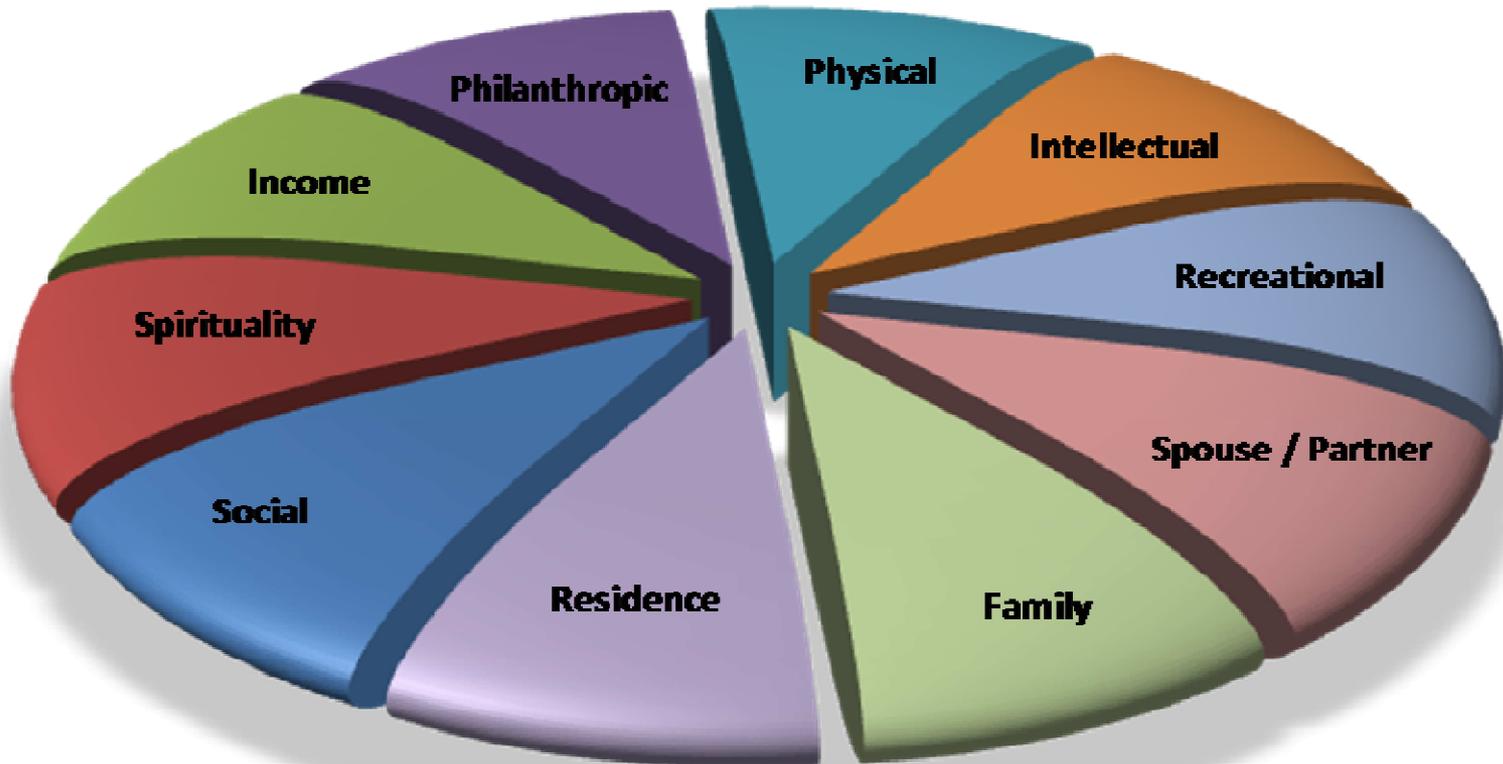
**Characteristics:** Recognition of importance of transition;  
Working with (instead of fighting) Change

**Process Outcome:** Smooth and harmonious transition  
Satisfaction  
Transforming Your Fishbone

***A New Stage of Life – A New Process***

# Lifestyle Areas

- Where have you been spending your time ??



- Where do you want to spend **YOUR** time ??

# Transformational *versus* Operational Transitions

The Transitions between phases of a process are:

- **Operational:**

- Rules remain pretty much the same
- The host environment is pretty much the same

- **Transformational :**

- Rules, environment, and / or the processed entity itself are substantially changed

- **EXAMPLES:**

- Caterpillar to Butterfly – Transformational
- Moving to a new house – Operational
- Middle School to Senior High School – Operational
- Graduating from College – Transformational
- Changing Jobs in the Same Field – Operational
- Retirement - **TRANSFORMATIONAL**



# More About Transitions...

When we move or take action we are accustomed to a certain sequence of events:



# Transitions...(continued)

**BUT...transitions follow an 'unnatural' sequence of events....**



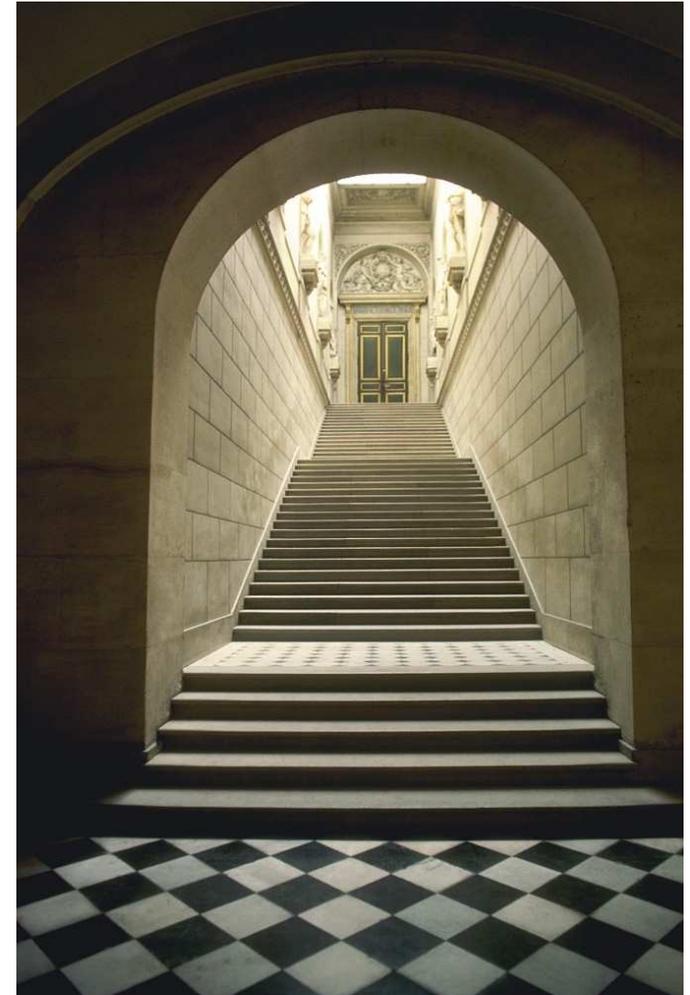
**And this causes *anxiety, stress, emotions*.**

# Transitions...(continued)

Transitions are  
not just a  
simple  
doorway...

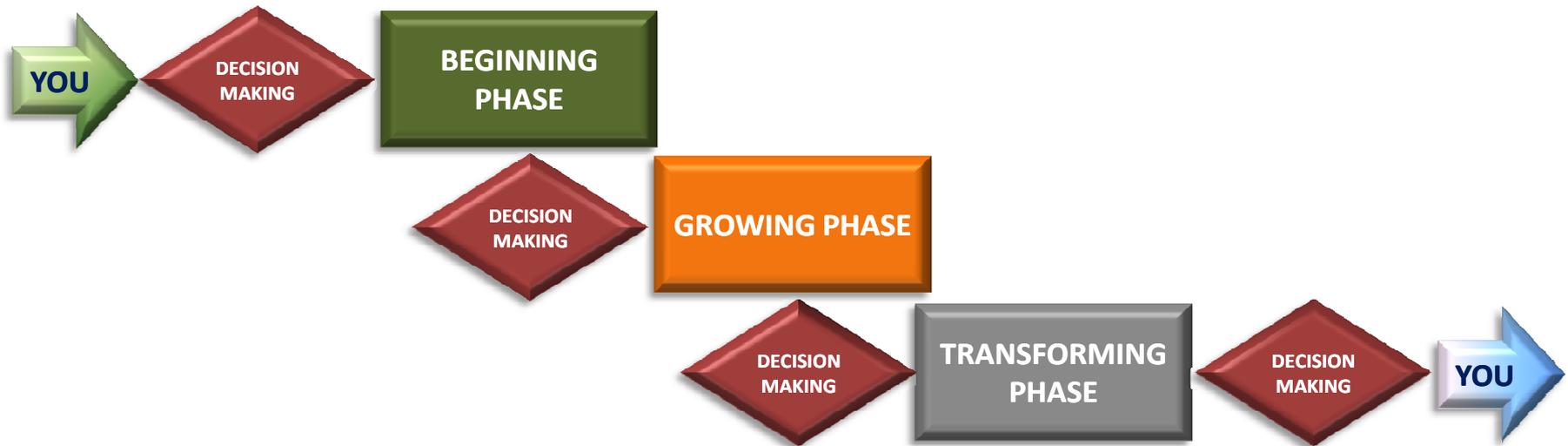


***Rather....  
Transitions are  
complex and ornate  
passageways...***



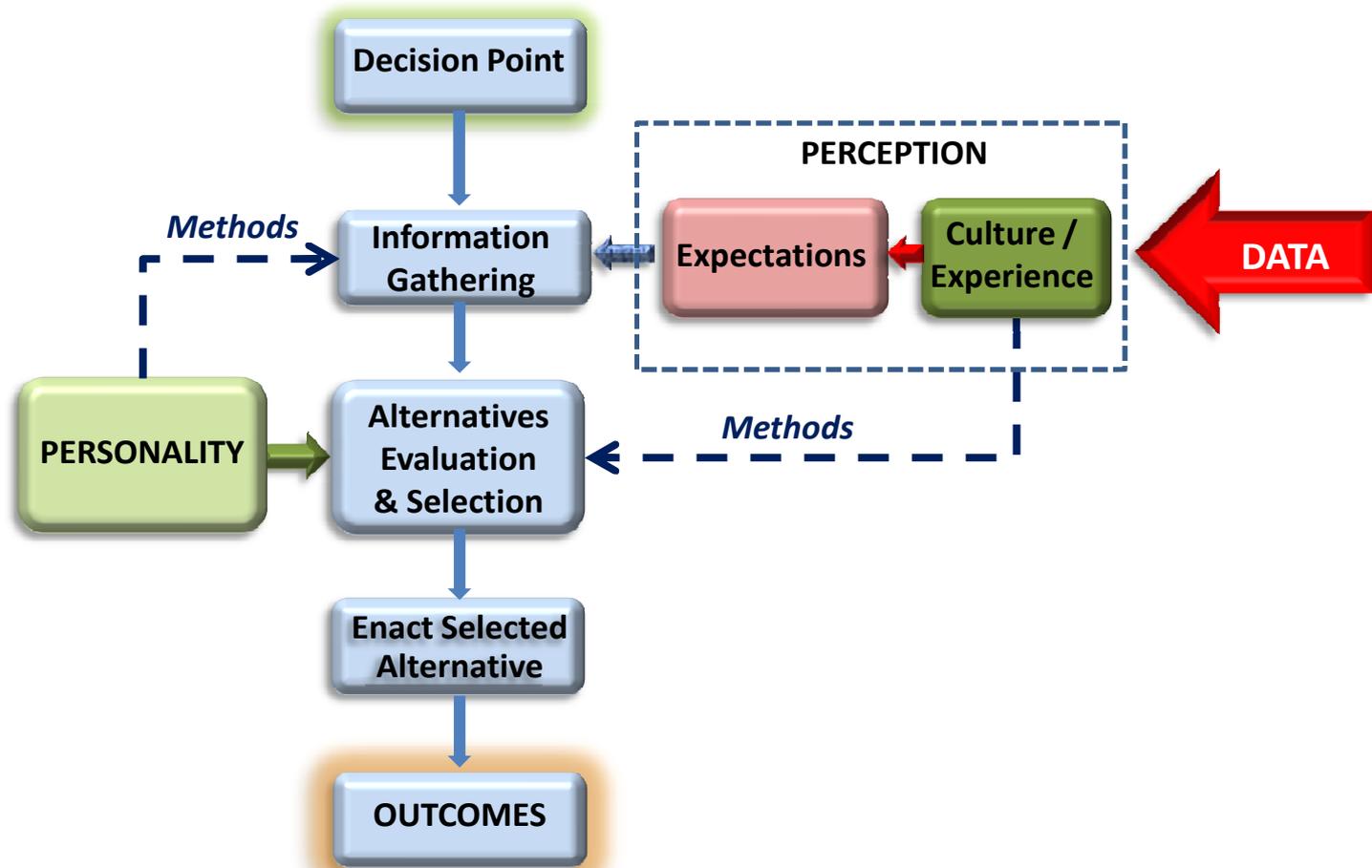
# Decision-Making in Transitions

- Phase-to-phase transitions require Decision-Making or Test



- The characteristics and limitations of the Decision-Making Style bear heavily on the quality of the outcomes

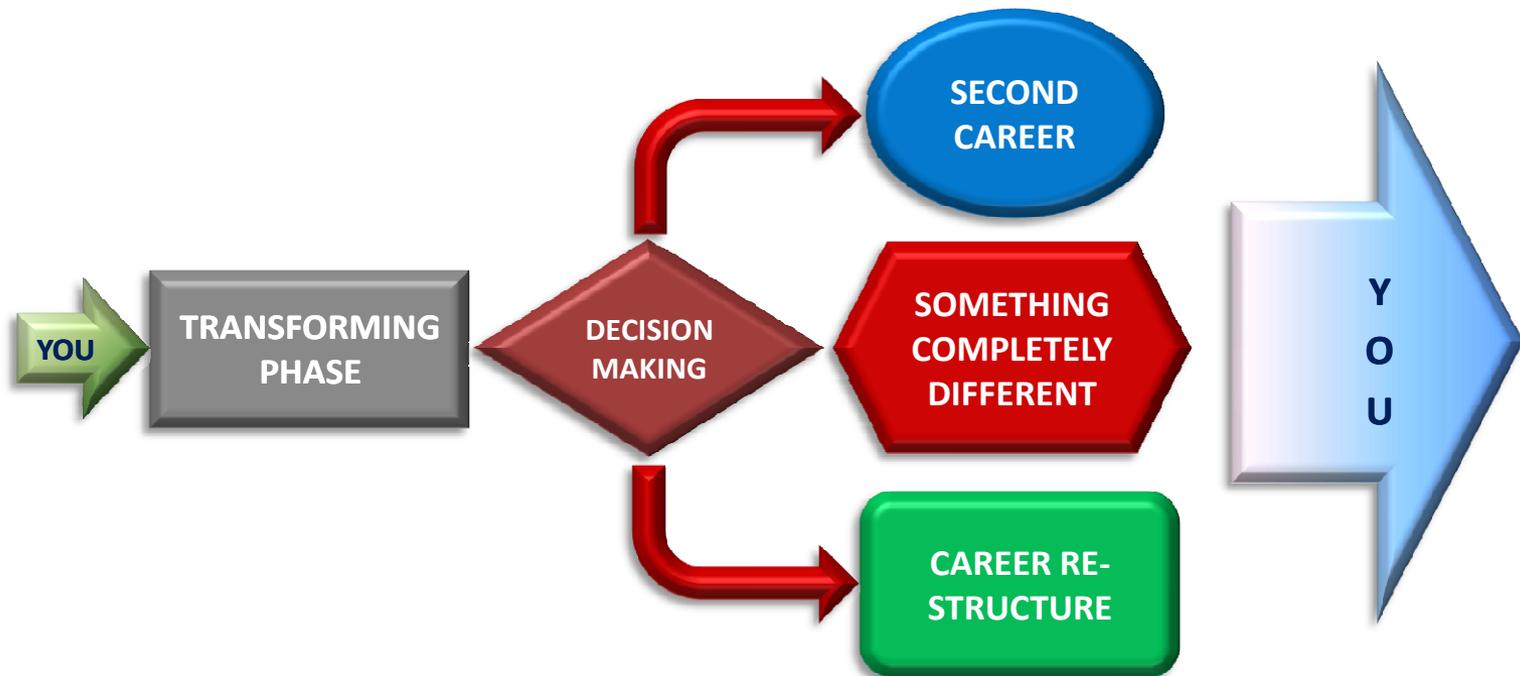
# Decision-Making Style & Outcomes



- Personal Decision-Making Styles strongly influence Outcomes

# Transforming Phase Decisions are Important

- The Decisions made in the Transforming Phase have significant impact:



# Planning for the Transition

- Like a business, you need an *“Exit Plan”*
- Your Professional Career can lead to many new opportunities  
--- to be prepared, you must Plan
- Questions to answer:
  - How do I want to Live ??
  - What do I want to Learn ??
  - What (and, especially, Who) do I Love ??
  - What type of Legacy to I want to Leave ??
  - When do I want to make the Transition ??

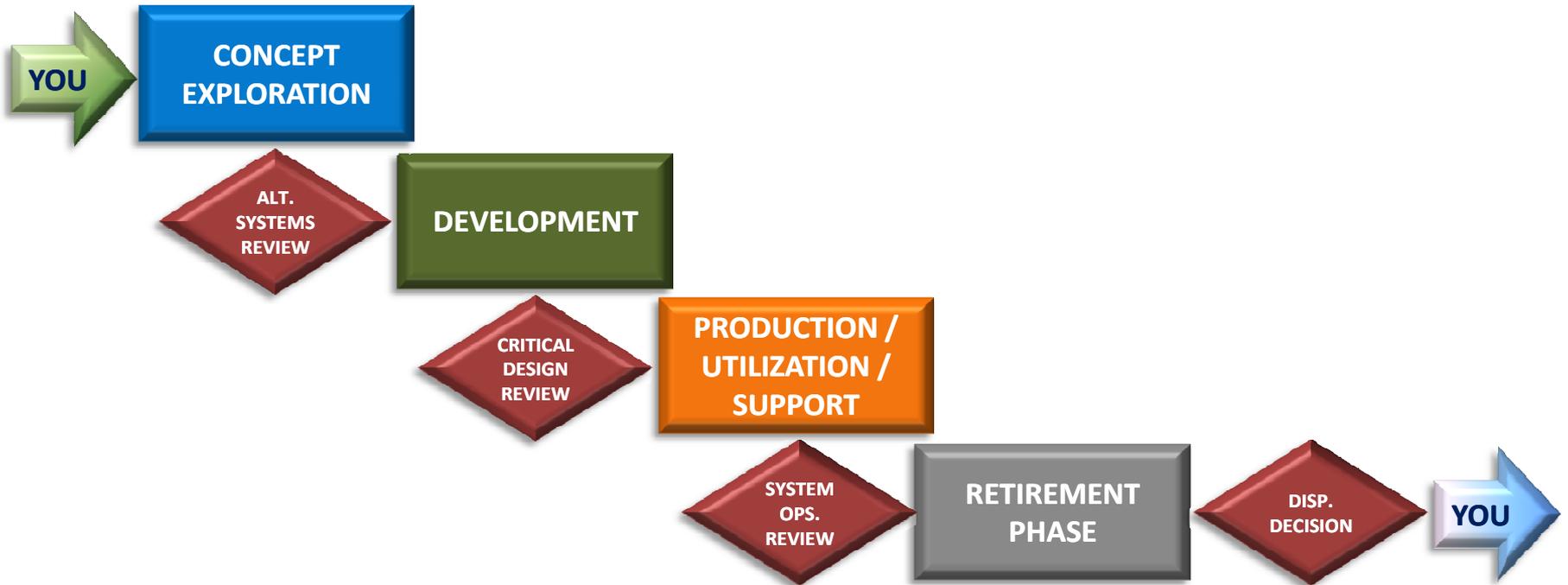
# Conclusions – Points to Take Away

- **Your Professional Career is a complex matter and Systems Thinking is critical to successful management**
- **Your Professional Career, much like a Business, can be viewed and managed as a Process:**

***You are the Vendor, the Customer, the Input, and the Output***

- **Successful Transitions require understanding and preparation**
- **The tools that you are using throughout your career can be brought to bear in the Career Management process**

# Consider Your Career as a System



# Next Steps

- **Set aside some time to reflect on your Professional Career**
  - Schedule it in your Outlook or other scheduling tool
  - Really reflect: Give yourself *TIME* to see the *Big Picture*
- **Do a few simple Fishbone charts to analyze your Professional Career and see how you can Manage it**
- **Think about how other familiar process tools can be applied to Managing your career**
- **Learn more about Systems Thinking**
- **Live your Life Fully**



*QUESTIONS ???*

# References

## **BOOKS & ARTICLES:**

**Transitions**, William Bridges

**Managing Transitions**, William Bridges

**The Power of Balance**, Jack Beauregard

**The Seven Habits of Highly Effective People**, Stephen Covey

**Introduction to Systems Thinking**, Daniel H. Kim (Pegasus Communications → Leverage Networks)

**Portfolio Life**, David Corbett

**Your Life as Art**, Robert Fritz

**The Fifth Discipline**, Peter Senge

**The Fifth Discipline Fieldbook**, Peter Senge, *et. al.*

**“Learning to Fish”**, K. Bullington, **Quality Progress**, July 2012

## **TOPICS & WEBSITES TO RESEARCH:**

The Platinum Years, [www.theplatinumyears.com](http://www.theplatinumyears.com)

Five Stages of Grief, Elisabeth Kübler-Ross (Good guide to transition psychology)

### **System Dynamics / System Thinking Tools:**

Leverage Networks (formerly Pegasus Communications), [www.leveragenetworks.com](http://www.leveragenetworks.com)

Society for Organizational Learning (SOL), [www.solonline.org](http://www.solonline.org)

System Dynamics Society, [www.systemdynamics.org](http://www.systemdynamics.org)

William Bridges Organization, [www.wmbridges.com](http://www.wmbridges.com)

ASQ Quality Tools Books, Articles, etc.

# THANK YOU !!!

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*Business Transition Planning*

***“A meaningful Journey begins with a Plan...”***

