Career Navigation: The Road to Your Success

Doug Harris, CEO
September 29, 2016
Kaleidoscope Group History

- Full service Diversity and Inclusion consulting firm headquartered in Chicago
- Founded by Bea Young, a recognized pioneer and leader in diversity
- Led by Doug Harris, CEO, a nationally recognized presenter and Diversity and Inclusion consultant
- Certified minority-owned business enterprise (MBE)
- Has assisted organizations with successfully managing culture change and creating inclusion for over 30 years
- Comprised of 25 staff and 55 associates located across the globe
- Strategic alliance partners for specialized Diversity and Inclusion needs
The Kaleidoscope Team
Federal Bank System

- FHLB Atlanta
- FHLB Chicago
- FHLB Dallas
- FHLB Des Moines
- FHLB Indianapolis
- FHLB San Francisco
- FHLB Seattle

- FRB System
- FRB Atlanta
- FRB Chicago
- FRB Cleveland
- FRB Dallas
- FRB Philadelphia
- FRB Richmond
- FRB St. Louis
Our Strength

Real People

Real Conversations

Real Issues

Real Change!
Are you happy to be here?

A. Yes
B. No

Not impacted 0%
Somewhat impacted 0%
Very impacted 0%
The Road to Your Success
Career Navigation: The Road to Your Success

• Know the company
• Know success
• Know yourself
• Courage
• Elevated Thinking
KNOW THE COMPANY
Move from Knowing Your Job to Knowing the Company
Know the Company

• Business Acumen — How we make money?

• Business Knowledge — What we do

• Sales Knowledge — Who are our customers

• Business Language - What is our company’s language?

• Business Impact - Where can I make the biggest impact?
How well do you know your company?

A. Not
B. Somewhat
C. Well
D. Very

Not impacted
Somewhat impacted
Very impacted
0% 0% 0%
Reflection #1

What might you do to better understand your company?
KNOW SUCCESS
P.I.E.

- **Performance**
- **Image**
- **Exposure**
What is P.I.E.?

**PERFORMANCE**
- Sustainable results
- Contributions
- Full utilization of skills and abilities
- Value-add creation for key stakeholders/stockholders
- Strategically leverage people processes/systems, and practices

**EXPOSURE**
- Membership in executive circles
- Access to leadership and thought leaders
- Membership in key internal and external networks
- Crucible roles
- Sponsorship

**IMAGE**
- Reputation
- Credibility
- Savvy
- Style
- Confidence
- Personal brand
Which one is most important when it comes to navigating your career?

1. **Performance**
2. **Image**
3. **Exposure**
Discovering the Unwritten Rules

- What traits do you believe that successful people at this company have?
- Those who have not succeeded, what have been the key reasons why this hasn’t happened?
- What are the best ways you have seen the values of our organization exhibited?
- How do you move from doing a good job to being promotable?
- What has been the one thing you would point to that has lead to your success?
- What can I do to make sure I consistently get meaningful feedback?
- What are some key areas of growth most people don’t pay attention to?
The 5 Worthless Work Worries

1. Opinions of You
2. Mistakes
3. The Success of Others
4. Your Background or Differences
5. Gripes about Management
Reflection #2

What might you do to clearly define success for you?
<table>
<thead>
<tr>
<th>Year</th>
<th>Function</th>
<th>Company/Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>1981</td>
<td>Sales &amp; Sales Mgt. Employee Relations Specialist Illinois</td>
<td></td>
</tr>
<tr>
<td>1985</td>
<td>Executive Search Consultant Executive Search Consultant</td>
<td></td>
</tr>
<tr>
<td>1989</td>
<td>Founder &amp; President Consultant/Trainer/Facilitator Consultant/Trainer/Facilitator</td>
<td></td>
</tr>
<tr>
<td>1993</td>
<td>Founder &amp; President Sr. Consultant Sr. Consultant</td>
<td></td>
</tr>
<tr>
<td>1996</td>
<td>Partner Sr. Consultant</td>
<td></td>
</tr>
<tr>
<td>2006</td>
<td>CEO Sr. Consultant</td>
<td></td>
</tr>
</tbody>
</table>

Doug Harris

My own boss since the age of 26
My Beliefs

• I love all of you
• I don’t care if you love me back (just joking)
• I believe you are all powerful people
• I believe in the truth
• I believe challenge grows strength and character
• I don’t believe in the term bad experiences, I believe there are just different methods to grow
• I believe fear can not exist with faith
• I believe the world needs you
7 years old
Where it All Started
Junior High School Picture
High School Graduation Picture
Omega Psi Phi in college 1980
Tufts University Basketball Team

Front row, left to right: Charlie Neal, Co-Capt. Scott Brown, Co-Capt. Doug Harris, Phil Moran, Lenny Barber.
Second row: David Cornwell, Charlie Schwartz, James Young, George Mazaros, Sheldon Daly, Troy Cooper, John Caragiorgis, Bill Ewing, Brad Kurgis.

TUFTS UNIVERSITY 1980-81 MEN’S BASKETBALL TEAM
Record: 14-10
Procter & Gamble
Enlisted Army Soldier
Me and My Baby in the 80’s

Christel Harris
Deacon Harris
My Values

• Appreciation
• “Clutch” Performer
• Recovery
• Hard work
• Respect
You are not your experiences,
You are what you gain from them.
As you look back over your life, what values drive you?
Reflection #3

What might you do to better display the real power of you?
COURAGE
Definition of Courage

Mental or moral strength to venture, persevere, and withstand danger, fear, or Difficulty.
Courage Quotes

• “Bravery is being the only one who knows you're afraid.”
  – Franklin P. Jones
• “Courage is being afraid but going on anyhow.”
  – Dan Rather
• “Courage doesn't always roar. Sometimes courage is the little voice at the end of the day that says I'll try again tomorrow.”
  – Mary Anne Radmacher
• “Courage is what it takes to stand up and speak; courage is also what it takes to sit down and listen.”
  – Winston Churchill
• “It takes a great deal of courage to stand up to your enemies; but a great deal more to stand up to your friends.”
  – J.K. Rowling, Harry Potter and the Philosophers Stone
• “Cowards die many times before their deaths; The valiant never taste death but once.”
  – William Shakespeare, Julius Caesar
Courage Model

- **Person**
  - **Challenge**
    - **Courage Level**
      - Fearful
      - Cautious
      - Courageous
    - **Action**
      - No Action
      - Fearful Action
      - Best Action
    - **Outcome**
      - No Change
      - Possible Change
      - Best Chance for Change

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Good Environment

Normal Person

Bigger Person
Bad Environment

Normal Person

Little Person
Good Environment
Or
Bad Environment

Courageous Person

Big Person
How courageous are you?

1. Not
2. Barely
3. Somewhat
4. Courageous
5. Very
What are the challenges to being courageous?
Real Talk

A transparent dialogue with truthful and respectful sharing
Peace vs. Trust

- Conceal
- Indirect
- Direct
- Brutal

RESPECTFUL TRUTH
How *Real* are your conversations?

1. Not at all Real
2. 
3. Somewhat Real
4. 
5. Extremely Real

0% 0% 0% 0% 0%
Reflection #4

What might you do to have more truthful conversations in your organization?
ELEVATED THINKING
## Descriptions

<table>
<thead>
<tr>
<th>Levels of Truth</th>
<th>Description of Levels</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gripe</td>
<td>Complaint</td>
</tr>
<tr>
<td>Issue</td>
<td>Something you would like to see addressed</td>
</tr>
<tr>
<td>Idea</td>
<td>Thought about how to address the issue</td>
</tr>
<tr>
<td>Solution</td>
<td>A specific strategy to address the issue</td>
</tr>
</tbody>
</table>
# Examples

<table>
<thead>
<tr>
<th>Levels of Truth</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gripe</td>
<td>I hate our meetings</td>
</tr>
<tr>
<td>Issue</td>
<td>I think our meetings are too long</td>
</tr>
<tr>
<td>Idea</td>
<td>If we could shorten our meetings from one hour to 30 minutes that would be great</td>
</tr>
<tr>
<td>Solution</td>
<td>If remove the celebrations and condense our insight section to 10 minutes, our meetings could go from 1 hour to 30 minutes</td>
</tr>
</tbody>
</table>

What is needed to move from idea to solution?
Mature Existence

People don’t do you, they do themselves
Need for Support

- Advocates - People who speak highly of you
- Mentors - People who help you develop your competencies
- Sponsors - People who help your career program
Reflection #5

What might you do to be seen as an elevated thinker?
Steps to New Awareness and Skills

- Unconscious Incompetence
  - Don’t know what you don’t know

- Conscious Incompetence
  - Know what you don’t know

- Conscious Competence
  - Know what you know, but have to think it through to apply it

- Unconscious Competence
  - Just do it without thinking
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