

JUICY WORK NEWS

Updates from The Learning Advantage

September 2017



THE Learning Advantage

Friend,

Mobley's Musings

We do strategic planning in organizations, but what about for our careers? I find many people are so busy doing their jobs and living their lives that they may miss out on being more intentional about their careers.

One client recently experienced an unexpected job change. He spent a few days updating his resume and had some insights. He said, "I realize that in my last five years my role expanded but my learning didn't significantly increase. I should have left years ago." It is easy to lose track of your career if you aren't stepping back to focus on your goals.

Look out for yourself and every couple of years take a personal retreat to consider how your career is going. This way you can make changes while you have a longer time horizon to plan. I find it more effective if you don't try to fit this in with a family vacation or work trip – you never get the focused time you need. My best strategic planning retreats have been with like-minded colleagues where we use a similar process and push each other to think more deeply. Or you can take your coach along to help. The key is to reflect on where you have been and be clear on where you want to go.

Sandy.

Ask Sandy

Recently clients have been bringing up the topic of how to push their managers or telling me that unless they push, they don't get great



Saying No For All the Right Reasons

When you think of someone saying no, what images come to mind? I think of an angry person bellowing, "No-o-o!" or a toddler having a meltdown. Is it any wonder we are uncomfortable saying no?

The ability to say no is an important element of a leader's success. According to change expert Darryl O'Conner, the difference between good companies and great companies isn't their ability to define priorities, but rather their ability to say no to very good options for the sake of committing to the best option. When we have too



Sandy Mobley

performance from them. This causes me pause. I have never responded positively to being pushed. In fact, pushing tends to demotivate me. What I like is to be inspired. My best leaders have been visionary and their view of what was possible motivated me to have big dreams and reach for the stars. Their high bar for excellent performance made me want to do even more.

As I reflected with my clients on what they meant by push, they described wanting managers to have higher goals and accomplish more, but they didn't know how to do it in an inspiring way. The vision seemed so clear – almost obvious to them. The ability to envision possibilities and improved

performance was a signature strength of theirs that not all the managers shared. We worked together to create a story of what could be accomplished and how the managers were an integral part of that success. For many of their managers, the compelling story was just what they needed to take the steps my clients wanted.

Another group of managers did not seem motivated by the story. They understood the possibilities, and they could see how improved performance mattered, but their behaviors didn't change. We probed further and found for some, the connection to the work wasn't strong. They were just doing a job to feed the family and the higher purpose didn't matter. This provides an interesting dilemma for the leaders. Do they keep people who are doing adequate work or let them go and hire people who want to be part of the vision? It depends. If the people are effective in their roles, the leader might be fine leaving them in place. But, if they influence others and aren't excited about and aligned with the vision, maybe they are better without them. If your managers aren't on board with your vision, do they detract from the success of the operation? If so, you are better off finding people who want to be part of the success of the team.

Learning for Leaders – When hiring, spend time understanding what motivates prospective employees. Do they want a job or a career? Do they see meaningful connection to the work of the organization?

Coaches Corner – Ask your clients to share their vision with you. Help them make it compelling and engaging for others.

If you have questions you'd like Sandy to address in future newsletters, email them to sandy@learningadvantageinc.com

many priorities, it is difficult to focus our efforts on accomplishing the key ones, so all suffer.

- Define what matters
- Create support structures
- Saying no to the boss
- How to say no
- When to say yes

Read more.



Upcoming Events

Webinars

September 20, 2017
1 - 2:30 p.m. EST
(Michigan Chapter of ICF):
Coaching Clients to More
Fulfilling Careers

Workshop

October 25, 2017
9 a.m. - 4 p.m.
EDIN Network Meeting in
Washington, D.C.
Coaching Clients to More

Fulfilling Careers

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