

Transitioning in your career and achieving results

Key learning needed in a career path. Looking at three tiers: Entry level to supervisor to senior management level(s).

- Entry level advice. Be proficient technically. It is when your technical skills are most important. Thing one is to come into an organization and be proficient and expert at what you do. As career progresses, what becomes more important is the competencies that you have.
- Four critical factors for success are two from organization and two from individual. Support from organization and opportunity. From individual it is knowledge know how and motivation
- Critical factors are finding the right mentors within the company that could help with personal issues and early management issues. Secondly, establishing networks early on in company. Find mentors and establish networks.
- Networks are important and perhaps being comfortable in saying, NO, you don't know something. Say when you don' know and find out.
- I had great difficulty with presentations and speaking to people and I had some wonderful people help me in a nurturing way.
- When working with other folks, cross functionality and willing to learn things that aren't your primary responsibility are helpful.
- Emphasizes learning what you are not comfortable with. Take risks. Stick your neck out. Grab an opportunity.

When is a good time to make a move?

- About the third year she was at job, layoffs started to happen. Two 10% pay cuts. She learned that you should be a team player but be realistic too. Balance your optimism with realism.
- Making a change has to be whenever you are ready as an individual. Also, always have a backup plan. Whenever opportunity presents, take it.
- The gut moment, when an opportunity presents and you question whether you can do the job that could be the perfect job. I want to be challenged. It is very healthy to move from one position to another and continually be challenged and elevate skill level and they are not easy.

Reaching out

- Helpful to have a good variety of mentors, with different experiences, relate to their success, their goals and abilities to transition. Helpful . A career is everything you would like to contribute to eh company. Job title is one thing but we do everything that must be done. The best leaders are the ones who are going to expand their career and look at other possibilities.
- Happiness is where your values mesh with the work you are doing.

- Value assessment is good. Learned to interview with acquiring company to see if they want to hire you rather than just want to take you with the assets. Trying as much as you can to be interviewing.
- Whatever career transition you make it is critically important to know who you are. Important to define success in a way that is important to you. Don't get driven by how other people think your career should go. Satisfaction of head and heart and living the passion is a special opportunity.

Moving onto management, second tier....

- Set goal to manage overseas office in five and she did it in three. By speaking with her boss and vocalizing her ambition it helped it to happen.
- Intimidated by PhDs at Baker Petrolite but family encouraged her to take gig. Interviewed hard for another position where she wasn't an expert in technology and she had to learn how to utilize strengths of people around her. Then manufacturing. This was a leap. Turned out well. The last six months a significant moment.
- Defining moment. Given op to work on women's scholarship program. Discussion of Saudi Aramco program where talented high school students get a 10 month prep in Saudi to help them get their degrees study all around the world. 123 young women in program in America. Aramco uses the program as a hiring tool for new employees. The fascinating thing is company's executive management almost all of them are a product of this program.

Questions from the audience.

Anyone should be willing to take on risk. It is especially difficult for women b/c women are looking for more of safety nets.

Answers: We can't control obstacles, but we can control how we respond. Find alternative ways to add value.

Steps to overcome challenges?

- Look to see what's working with new organization and try not to break that. Look to see who is on team and find out what strength and weaknesses are and leverage strengths of group. Aligning with manager's expectations.
- Companies can do a better job of dealing with the people who deal with the science. I get significant rewards from developing the next generation of leaders.