Career and Growth

Initiation to the EMBA Journey

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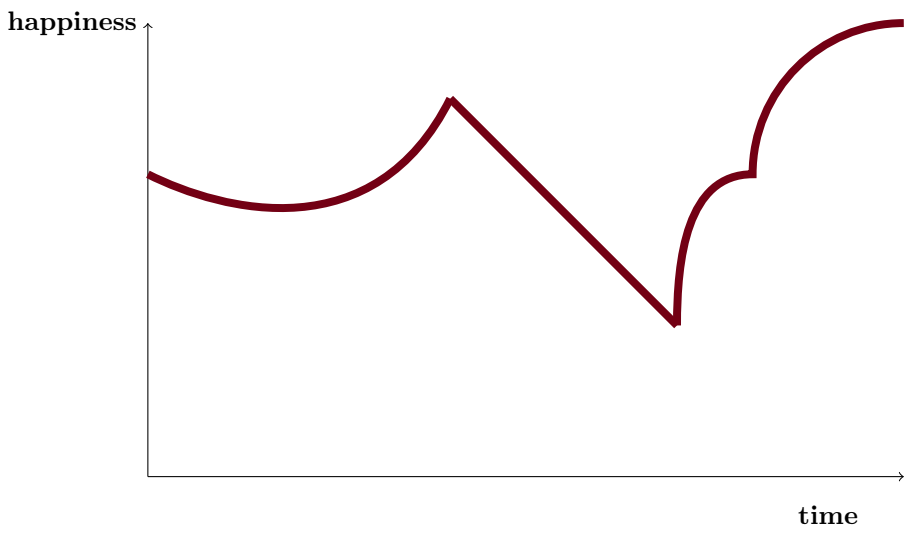
1 The Big Picture

A Metaphor: Sailing

1.1 Self Knowledge

Learning from Your Past: an Example

Your "happiness curve"



Career anchors are the blockers and drivers

A. **Technical / Functional**: area of competence

B. **Leadership**: leading and helping others grow

C. **Autonomy / Independence**: freedom

D. **Security / Stability**: stability (stable job)

E. **Enterpreneurial / Creativity**: build products and services

F. **Service / Dedication to a Cause**: desire to do the right thing

G. **Pure Challenge**: define success as overcoming obstacles

H. **Lifestyle**: combine meaning in life with work

1.2 The Destination

Your Core Purpose
The difference that you want to make in other people's life

Core purpose

- **Core Talents**: What are your talents that make a difference?
- **Core Values**: What difference would you want to make?

IKIGAI
A Japanese perspective to "a reason for being"

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2 The PDP Basics

What is a Personal Development Plan (PDP)?

Definition: A structured framework used to assess skills, identify growth areas, and create a roadmap for professional and personal advancement.

The Three Core Questions

A. **Where am I now?** (Current skills)

B. **Where do I want to be?** (Specific goals)

C. **How will I get there?** (The strategy)

Key Characteristics

- **Individual**: Tailored to your unique "squiggly" path.
- **Iterative**: Constantly updated as roles change.
- **Action-Oriented**: Focuses on behaviors, not just wishes.

"A PDP turns a vague ambition into a series of manageable, high-performance recovery and growth cycles."

Why a PDP?

Imagine a ship at sea, water and wind all around you. To define our strategy (course to sail), we need:

- Know where we are
- Know what type of ship we have
- Where we want to go
- Where obstacles are (land, shallow water, shipping routes, etc.)

Imagine a person with a purpose working for a corporate. To define our strategy (PDP), we need:

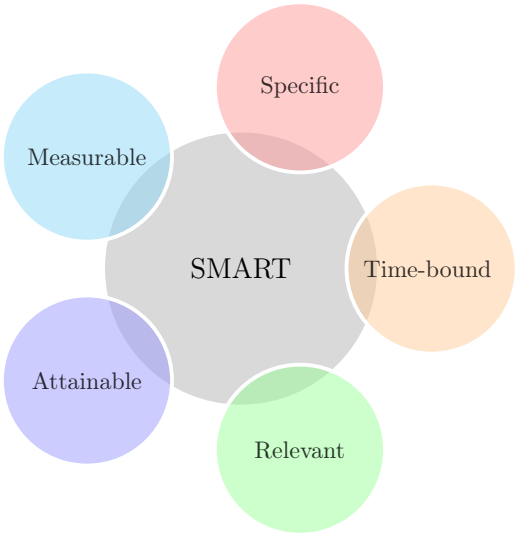
- Know our strengths, weaknesses
- Know our drivers, and blockers
- Know our Purpose
- Know tools and possibilities

Why a written PDP?

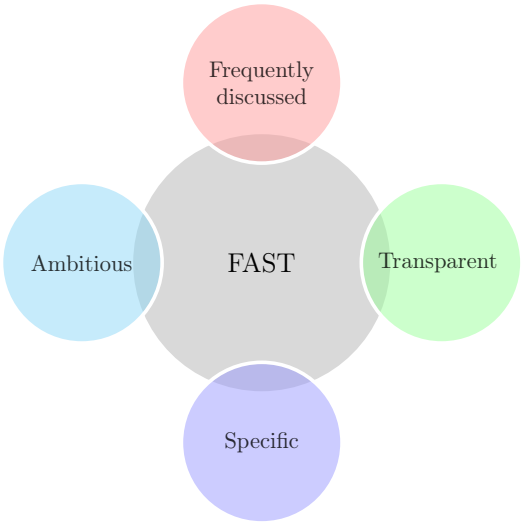
- Memory is malleable
  - We won't do everything and
  - will forget what we planned
- Once on paper it can be shared
  - Line manager
  - Mentor
  - Coach
- It becomes a tool
  - Enables to follow up frequently
  - Enables to celebrate success: Plan year - month - week - day - ...
  - Prioritise: don't do what is nice and easy, but do what is needed
  - Gives you endorphins when barring out something

2.1 Setting Goals

SMART Goals?



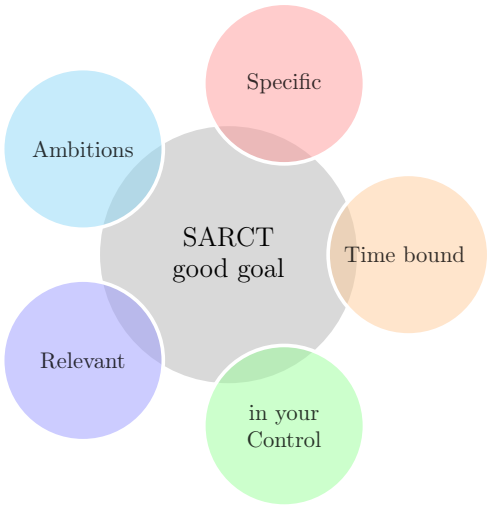
FAST goals



FAST beats SMART, but FARST brings you farther than FAST
See https://sloanreview.mit.edu/article/with-goals-fast-beats-smart/

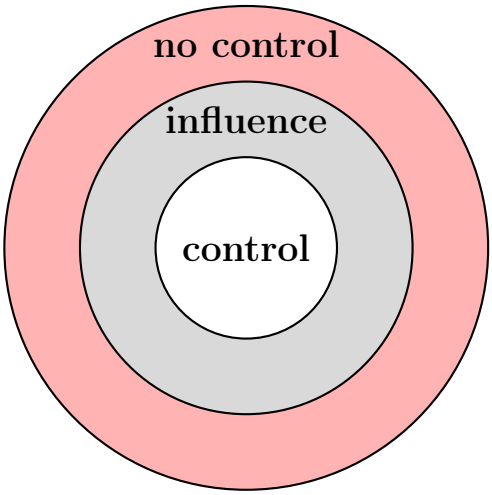
A better framework

A good goal is ...



Efficiently working with goals includes ...

Deep Dive: Control



- **Control**
  - Your own emotions and judgments
  - Your own decisions and actions
  - Your preparation and effort
- **Influence**
  - Reactions of others (communication)
  - Team motivation (example and leadership)
  - Information (asking good questions)

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- **No control**: Accept with equanimity
  - Corporate strategy and reorganizations
  - Financial markets and economic conditions
  - Others' final decisions and career paths

Example

Context:

- My strategic objective is: I want to move my career towards data science
- Background: I know old school statistics, but no modern programming languages

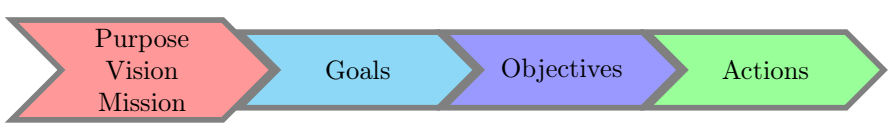
Goal Example	Specific	Ambitious	Relevant	Control	Time B.
Become analyst in the data team	v	v	v	✗	✗
Apply for STEP in data next mnth	v	v	v	v	v
Learn Python	✗	unclear	v	v	✗
Read Python book X next month	v	v	v	v	v

2.2 Working with goals

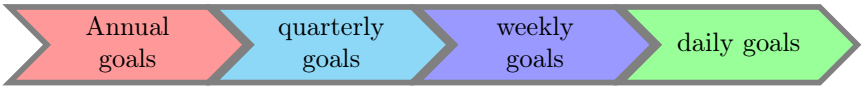
The art of breaking down FMNT

Setting Milestones

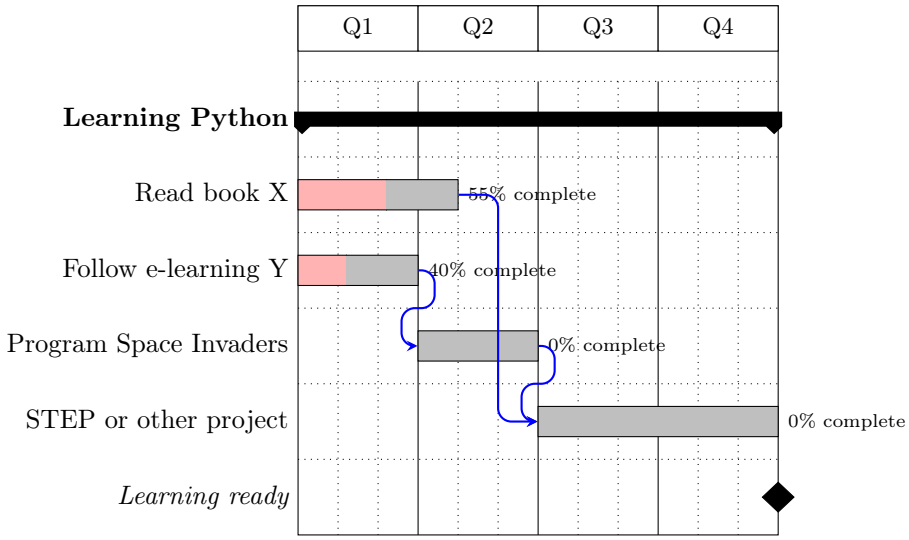
Executing this



by breaking it down to this:



A quarterly plan



The Monthly and Weekly Plan

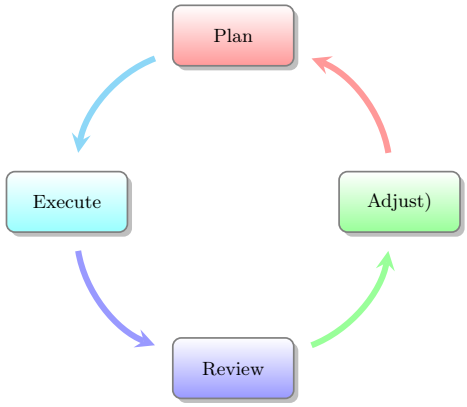
Set monthly goals to meet your quarterly goals, then set weekly goals to meet your monthly goals.

The weekly plan is then ready:

- set a weekly and daily goal
- plan recurrent meetings
- plan recovery time (e.g. lunch)
- group recurring activities (e.g. replying calls, emails, etc.)
- block time for reflection, planning, evaluating and uninterrupted focus on your goals

Working with a PDP: a continuous process

Getting started is 80% of the work.

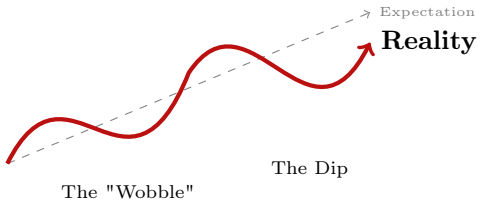


3 Recovery Matters

The "Wobbly Line" Concept

Source: Helen Tupper & Sarah Ellis (*The Squiggly Career*)

- **The Myth**: Career growth is a straight, linear ladder.
- **The Reality**: Progress is a "wobbly line" filled with dips, plateaus, and pivots.
- **The Shift**: Success isn't about avoiding the wobble; it's about navigating it.



The Critical Pillar: Recovery

In the "Squiggly" framework, the **recovery** after a wobble is more important than the wobble itself.

Why Recovery Matters

- **Resilience Building**: Recovery is a muscle. The faster you bounce back, the more adaptable you become for future "unknowns."
- **Data Collection**: Dips provide unique insights into your strengths and limits that a "straight line" never could.

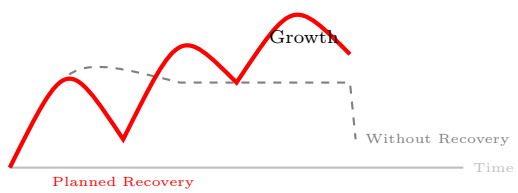
- **Psychological Safety**: Accepting that wobbles are inevitable reduces the paralyzing fear of failure.

"Your career isn't a ladder to be climbed; it's a series of squiggles to be mastered."

Strategic Recovery: The Engine of Performance

High performance is not constant exertion; it is the **rhythm** between stress and recovery.

- **Preventing Burnout**: Unplanned wobbles often stem from "running on empty." Planned recovery keeps the wobbly line from becoming a downward spiral.
- **The Supercompensation Effect**: Muscles, brain and spirit grow stronger during the *rest* period following a challenge, not during the challenge.
- **Cognitive Reframing**: Recovery provides the distance needed to look at a "wobble" objectively and extract the lessons.



4 Conclusions

Your Career Action Plan

3 Essential Steps

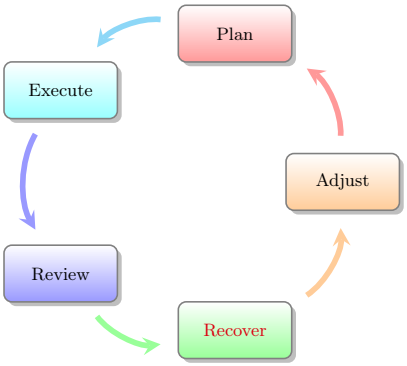
A. **Write your PDP TODAY** – Getting started is 80% of success

B. **Set SARCT goals** you **CONTROL** – Specific, Ambitious, Relevant, in Control, Time-bound

C. **Plan 70-20-10 learning experience** – 70% doing, 20% networking, 10% courses

Start NOW *Your future self will thank you.*

Your Weekly Rhythm



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Philippe's business card

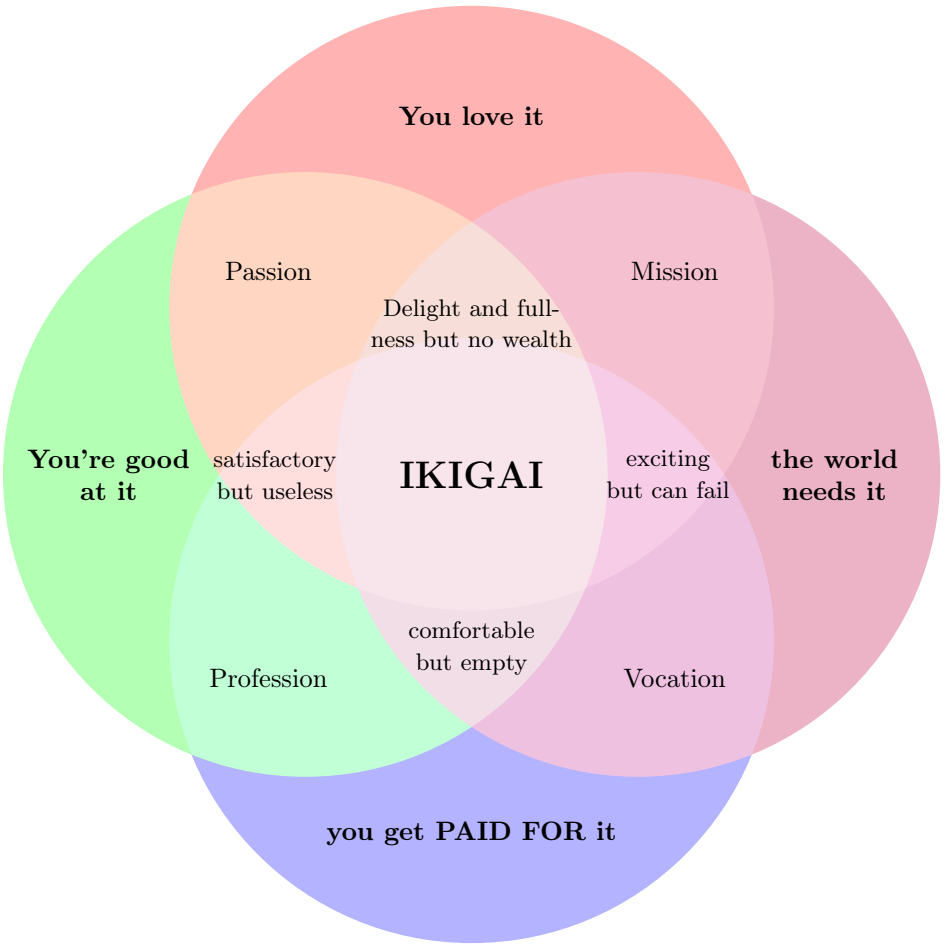

Figure 1: *A visual representation of of the concept "Ikigai." One's purpose resides in finding something that one loves, is good at, is needed and you even get paid for it. Obviously, one can focus on a few things, but continue searching.*

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