



F OFFICE OF
INANCIAL **M**ANAGEMENT

LEADERSHIP CAREER PLANNING

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Assumption #1

The hiring process isn't really objective

Your Takeaway:

You are interviewing for your next job every day.

Assumption #2

**Being the most qualified
is not enough to get the job**

Your Takeaway:

It's not what you know, and not who you know.

It's who knows what you know.

Assumption #3

**Hiring managers don't care about
your qualifications**

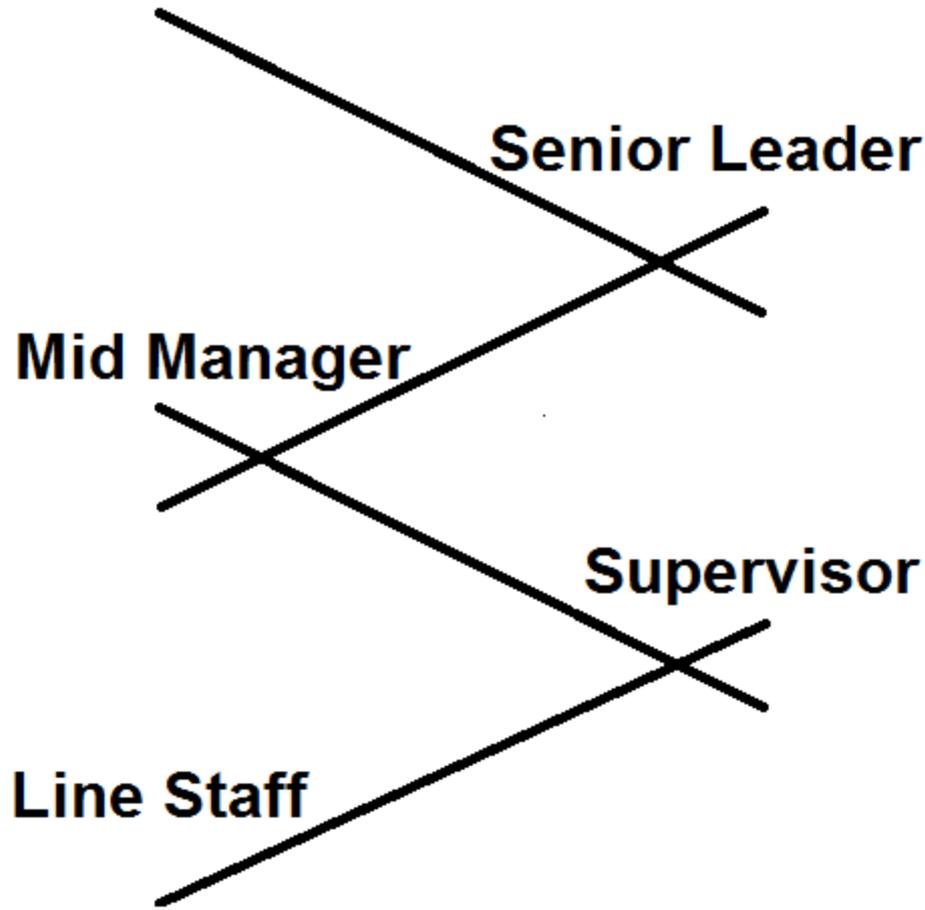
Your Takeaway:

*Your goal is to show how you can solve the hiring manager's
business need or problem.*

Topics Covered in This Presentation

- What is the hiring manager looking for?
- How do you know if you are ready?
- How can you make yourself competitive?

Leadership Path



- Think of the leadership path as a series of switchbacks rather than a straight line.
- Each switchback represents a 'pivot' in thinking

Factors that Predict a High-Potential

Ability:

Capacity to be effective in a more senior role

Innate qualities such as mental agility and emotional intelligence, and learned technical and interpersonal skills

Aspiration:

Desire to take on a new leadership role

The employee's perception of certain job qualities, including prestige, influence, financial rewards, advancement potential, and overall enjoyment of the role

Engagement: Commitment to the organization

How well the employee sees themselves within the vision, mission and values of the organization, and whether they believe that staying is in their long-term self-interest

Impact of Ability, Aspiration, and Engagement on Potential

- Without Ability, there is a 0% chance of success at the next level.
- The combination of Ability and Aspiration only results in a 13% probability of success at the next level.
- The combination of Ability, Aspiration, & Engagement increases the average probability of success at the next level of management to 75%.

Developing High-Potentials

Three key factors have the greatest growth impact ...

People: What are the relationships that can help your professional growth and career opportunities?

Plans: How is your organization providing you with the targeted development opportunities that show your capacity for a new role?

Performance: What are the on-the-job challenges in your current job that allow you to both learn and demonstrate new skills?

People

Three key relationships impact your development:

Supervisor: Two behaviors impact development the most: (1) opportunities to learn advanced skills; and (2) exposure to senior leaders.

Peers: Network of Internal job-focused colleagues who you can draw upon for work-related activities.

Employees: Committed, intelligent, and insightful staff have a profound impact on both your success and engagement.

Plans

Employee development activities that:

- Can be immediately applied to a current job assignment.
- Build an understanding of overall business strategy.
- Help build your internal peer network.

Performance

Structured challenges within the current job that expose you to more complex management activities, including:

Adapting to changing circumstances in the absence of explicit direction

Engaging in creative problem solving and identifying new ways to work

Persuading senior managers to take difficult actions

Mobilizing staff either within or across programs

People & Projects

The most powerful specific OJT activities involve
managing people & managing projects

Managing People

- Evaluating employee potential
- Leading teams & assigning work
- Developing work plans
- Hiring new employees

Managing Projects

- Developing business strategy
- Managing projects with new customers
- Allocating resources
- Assessing project performance



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