



Develop Yourself for Career Success

Facilitated by: Alexandra Vazquez

Workshop Objectives

Understand the difference between an expert individual contributor and a leadership career path.

Determine what competencies you need to improve to be prepared for your chosen career path.

Begin working on developing yourself for career success.

Workshop Vision

Provide participants with the knowledge and skills to begin to proactively prepare themselves for a successful career in the nuclear industry.



NAYGN

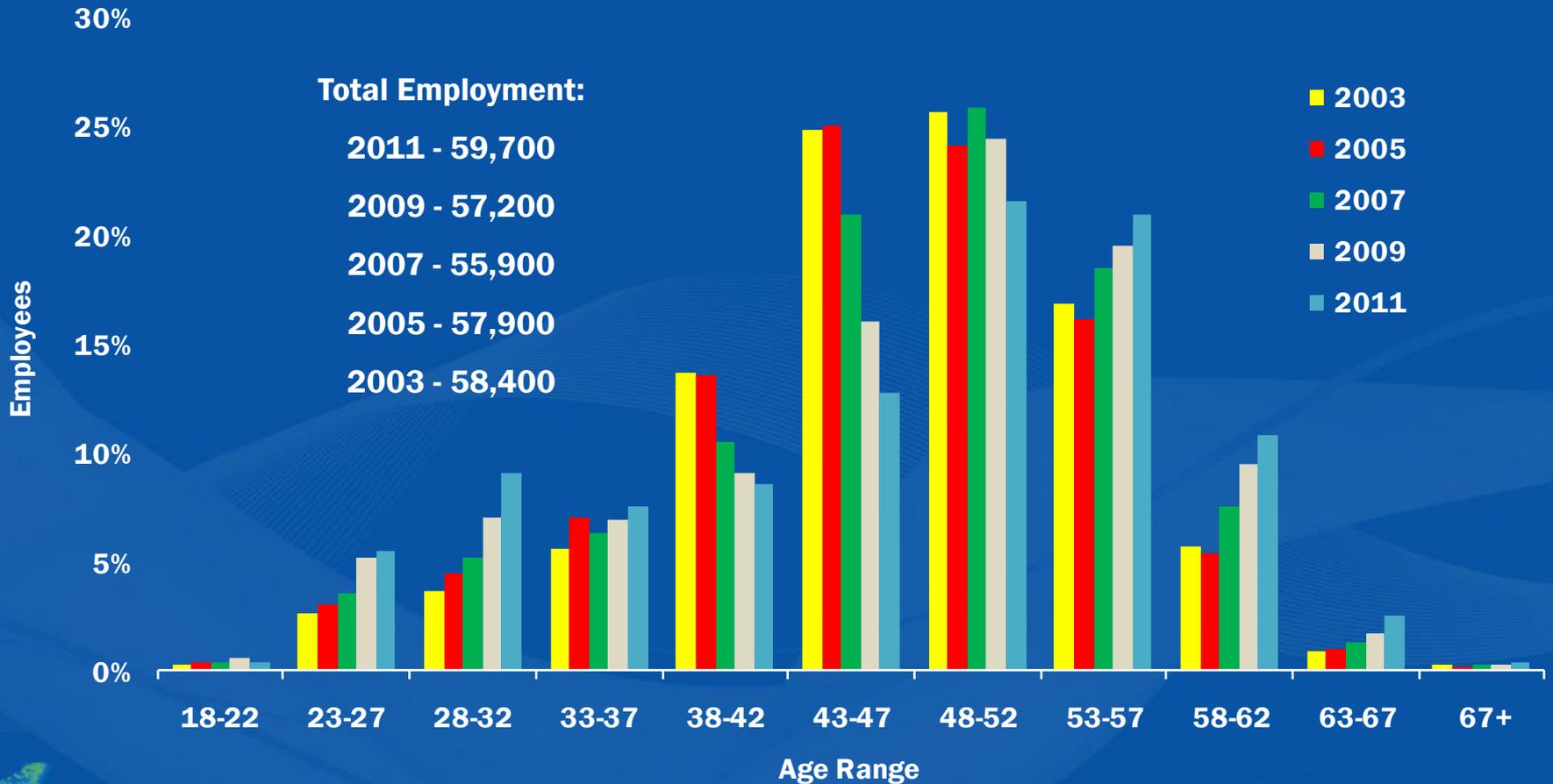
NORTH AMERICAN YOUNG GENERATION IN NUCLEAR

Develop Yourself for Career Success

Debra Hager

Why is Self Development Important

Nuclear Utility Employment Distribution by Age



Source: 2011 NEI Pipeline Survey Results, Contractors and vendors not included

Determine Your Goals

- What are my interests
- Look around
- My ladder isn't straight
- Be open to opportunity
- Don't be afraid to tweak
- Forward isn't always up



Take 5 Minutes

Write down 1-2 Short Term Goals

Write down 1-2 Long Term Goals

Why Bother

- **Baseball:** 11.6% of college players play professionally, 0.6% of high school
- High school players: 471,025
- College players: 31,264
- Draftees: 806
- **Football:** 1.7% of college players play professionally, 0.08% of high school
- High school players: 1,108,441
- College players: 67,887
- Draftees: 255
- **Men's basketball:** 1.2% of college players play professionally, 0.03% of high school
- High school players: 545,844
- College players: 17,500
- Draftees: 48
- *Source: NCAA*

Identify Your Gaps

- Know yourself
- We can all make improvements
- Ask around
- NEI Competency Model
- Your Companies Leadership Model

Competencies to Consider

- Business Acumen
- Communications Skills
- Learning & Adapting
- Planning & Organizing
- Respect for Others
- Self-Management
- Teamwork
- Technical Acumen
- Change Management
- Decision Making
- Safety Culture

Understand Your Challenges

- Acknowledge and embrace your gaps
- Listen to input from others (of all ages)
- Select the competencies best suited for your goal

Make the Changes

- Fully commit
- Ask for Developmental Assignments when appropriate
- Continue to ask for feedback
- Celebrate your successes

Resources

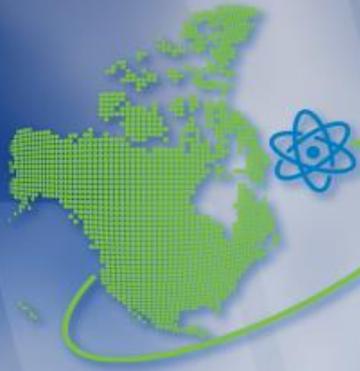
- Company training programs
- INPO / NEI
 - Leadership
 - NANTeL
- On-line programs and information
 - On-line college courses
 - Kindel / Books
- Organizations
 - WIN
 - NA-YGN
 - Professional organizations
- **Each Other / Mentor**

What Is Self Development?

When we ask the question **What is Self Development?** one of the easiest ways to look at it is in terms of what you can achieve through undertaking self development and the activities associated with it.

Self Development Activities are those which are focused on enabling you to achieve those of the following which are most important for you:

1. Develop your strengths and talents so that you can achieve your full potential
2. Fulfill your aspirations and dreams
3. Become more self aware
4. Develop work based skills which allow you to increase your income
5. Help to develop your spiritually
6. Enhance the quality of the life that you live
7. Improve your social skills



NAYGN

NORTH AMERICAN YOUNG GENERATION IN NUCLEAR

Industry Competency Model



First and Second Level Supervisors

People who are technically experienced and are either moving or want to move into **management responsibilities**.

Industry Competency Model

NEI Mid-Career Competency Model First and Second Level Supervisors or Mid-Managers

Attachment 10

Introduction

Target Audience

The competencies listed below are for first-level supervisors, second-level supervisors. These people have technical experience and are now moving into management responsibilities. Career competencies build on those the Energy Generation, Transmission and Distribution Model identified for entry-level energy workers.

Purpose

This competency model was created to provide career development guidance for mid-career in the energy industry. This Mid-Career Competencies document does not replace an organization's model. People are encouraged to use their company's competency model.

This model was developed to provide guidance to those without mid-career competencies. It provides supplemental information to those organizations with partial models. Professionals can use this model as a guideline for their individual development plan by looking for opportunities and competencies they will need for supervisory positions. Professional societies can use this model as a reference when creating professional development opportunities for their members.

Business Acumen

BA.2.1 Prepares department goals and strategies to support the overall business strategy
BA.2.2 Prepares and manages to a budget that accurately reflects work required to support business strategies

BA.2.3 Projects future needs and resources

BA.2.4 Develops and implements plans and strategies to achieve goals and objectives

BA.2.5 Understands the basic financial concepts including budgets, cash flow and time value of money

BA.2.6 Understands and can interpret the corporation's annual report

BA.2.7 Understands and manages the department's contribution to the organization's financial statements

BA.2.8 Provides a clear "line of sight" from corporate strategies to department and individual efforts

Change Management

CM.2.1 Leads and participates in organization or industry change

CM.2.2 Encourages others to adapt to and accept change

CM.2.3 Understands vision of change and demonstrates support of vision

CM.2.4 Reinforces and supports others through change initiatives

Communication Skills

CS.2.1 Communicates a vision to subordinates so they understand how their work supports the organization's goals

CS.2.2 Presents arguments that address others' most important concerns and issues and looks for win-win solutions

CS.2.3 Escalates critical issues to own or other's management if own efforts to enlist support have not succeeded

Decision Making

DC.2.1 Delegates decision-making to lowest appropriate level

DC.2.2 Makes high-quality decisions by soliciting input from others to ensure that diverse viewpoints are included in decision-making process and when taking action

DC.2.3 Accepts responsibility for decisions that are made and for the work product of the group

DC.2.4 Understands the need for conservative decision-making and applies them appropriately

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Individual Contributors

People who are fully qualified and looking to become **technical experts.**

Industry Competency Model

NEI Mid-Career Competency Model Individual Contributor

Attachment 9

Introduction

Target Audience

The competencies listed below are for mid-career individual contributors and becoming technical experts. Mid-Career Competencies build on Transmission and Distribution Competency Model identified for entry-level contributors.

Purpose

Many organizations already have full or partial competency models for their workforce. This Mid-Career Competencies document does not replace existing models but is encouraged to use their company's competency model if it is available.

This competency model was created to provide career development guidance in the energy industry. Professionals can use this model as a guideline plan by looking for opportunities that will align to competencies they currently possess. Professional societies can use this tool as a reference for development opportunities for their members.

Business Acumen

BA.1.1 Understands the corporation's business strategy and how department goals support achievement of those strategies

BA.1.2 Understands contribution to the department budget and the need to manage resources appropriately

Communication Skills

CS.1.1 Expresses oneself clearly in conversations and interactions with others

CS.1.2 Expresses oneself clearly in business writing

CS.1.3 Delivers oral and written communications that are impactful to their intended audiences

Learning & Adapting

LA.1.1 Learns quickly and independently in the context of an activity

LA.1.2 Seeks opportunities to extend and deepen learning

LA.1.3 Learns from both successes and failures, regards all experiences as opportunities to learn and improve

Planning & Organizing

PO.1.1 Manages time and resources effectively to complete assignments

PO.1.2 Develops action plans and sets priorities in order to meet deadlines

PO.1.3 Keeps others aware of project or schedule changes

PO.1.4 Utilizes resources and gets involvement from others where appropriate

Respect for Others

RO.1.1 Encourages participation from all team members, regardless of role within the organization

RO.1.2 Acts with poise and with high respect for others and the organization

RO.1.3 Demonstrates a high level of emotional intelligence in the face of conflict

RO.1.4 Uses language in an appropriate way and is sensitive to the way it may affect people

RO.1.5 Acknowledges and respects a broad range of social and cultural customs and beliefs

RO.1.6 Identifies and respects other people's values within the law

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TEAM ACTIVITY

GROUPS OF 3 - 4 PEOPLE

Activity Sheet

Develop Yourself for Career Success

Skills 	My Development Needs 
Business Acumen	
Change Management*	
Communication Skills	
Decision Making*	
Developing Others*	
Leadership*	
Learning & Adapting	
Operational Management*	
Planning & Organizing	
Respect for Others	
Results Focus*	
Self-Management	
Teamwork	
Technical Acumen	
Safety Culture	
Comments from Mentor/Supervisor/Manager:	

*First and Second Level Supervisors or Mid-Managers



Skills

Develop Yourself for Career Success

Skills 	My Development Needs 
Business Acumen	
Change Management*	
Communication Skills	

Write down your skills that you want to gain and some that your peers have mentioned



Develop Yourself for Career Success

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Workshop Vision

Provide participants with the knowledge and skills to begin to proactively prepare themselves for a successful career in the nuclear industry.

Workshop Part 2 - Logistics



1. Presentation

2. Activity

Industry Competency Model

Attachment 10

NEI Mid-Career Competency Model First and Second Level Supervisors or Mid-Managers

Introduction

Target Audience

The competencies listed below are for first-level supervisors, second-level supervisors or mid-managers. These people have technical experience and are now moving into management responsibilities. The Mid-Career competencies build on those the Energy Generation, Transmission and Distribution Competency Model identified for entry-level energy workers.

Purpose

This competency model was created to provide career development guidance for mid-career professionals in the energy industry. This Mid-Career Competencies document does not replace an individual company's model. People are encouraged to use their company's competency model if it is available.

This model was developed to provide guidance to those without mid-career competency models and to provide supplemental information to those organizations with partial models. Professionals can use this model as a guideline for their individual development plan by looking for opportunities that will align to competencies they will need for supervisory positions. Professional societies can use this tool as a reference when creating professional development opportunities for their members.

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NEI Mid-Career Competency Model Individual Contributor

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The competencies listed below are for mid-career individual contributors. These people are fully qualified and becoming technical experts. Mid-Career Competencies build on those in the Energy Generation, Transmission and Distribution Competency Model identified for entry level energy workers.

Purpose

Many organizations already have full or partial competency models for their mid-career energy workforce. This Mid-Career Competencies document does not replace a company's model. Individuals are encouraged to use their company's competency model if it is available.

This competency model was created to provide career development guidance for mid-career professionals in the energy industry. Professionals can use this model as a guideline for their individual development plan by looking for opportunities that will align to competencies they will need for advanced individual contributor positions. Professional societies can use this tool as a reference when creating professional development opportunities for their members.

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Individual Contributor

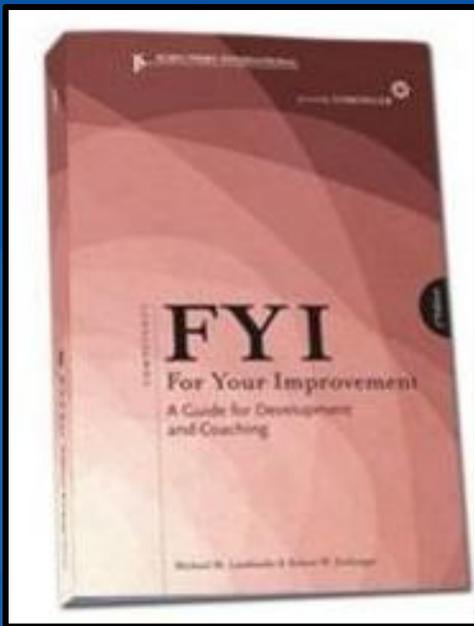
		Average Skill Rating of General Population		
		Low	Medium	High
Developmental Difficulty	Hardest	Conflict Management Teamwork (understanding others)	Managerial Courage	
	Harder	Teamwork (effectiveness)	Respect for Others (interpersonal savvy)	Organizing Agility
	Moderate	Teamwork (motivation)	Business Acumen Communication Skills (presentation) Self Management (developmental and knowledge)	Learning and Adapting Comfortable around Management
	Easier		Organizing Respect for Others (peer relationships) Communication Skills (writing) Self Management (time)	Self Management (high performance standards) Technical Acumen (continued eager learner)
	Easiest		Planning Communications Skills (informing/verbal)	Self-Management (accepts work assignments) Technical Acumen (required technical skills)

First and Second Level Supervisors

		Average Skill Rating of General Population		
		Low	Medium	High
Developmental Difficulty	Hardest	Conflict Management Teamwork (understanding others) Leadership	Managerial Courage	
	Harder	Teamwork (effectiveness) Developing Others (coaches and improves)	Respect for Others (interpersonal savvy)	Organizing Agility
	Moderate	Developing Others (motivating and performance) Teamwork (motivation)	Business Acumen Communication Skills (presentation) Self Management (developmental and knowledge) Operational Management (efficiency) Respect for Others (patience)	Learning and Adapting Comfortable around Management
	Easier	Developing Others (directs)	Decision Making Quality Organizing Respect for Others (peer relationships and listening) Communication Skills (writing) Self Management (time)	Self Management (high performance standards) Technical Acumen (continued eager learner) Operational Management (safe and quality) Results Focused
	Easiest		Timely Decision Making Planning Communications Skills (informing/verbal)	Self-Management (accepts work assignments) Technical Acumen (required technical skills)

F.Y.I. – For Your Improvement

Background



FYI has over 20 years of research that helped them define 67 competencies, 19 career stallers and stoppers, and 7 Global Focus Areas.

They have learned through their research that people learn the most from on-the job experiences (70%), other people (20%) and lastly from courses/training (10%).

What is F.Y.I ?

FYI is an entire library in one book. Each chapter is dedicated to a specific competency, staller/ stopper, or global focus area.

In each chapter you will find detailed definitions and descriptions, possible causes, as well as suggested remedies, on-the-job tasks, and readings that promote development.

Lets Start Looking...

Turn to Page 327

What is in each Chapter?

Competency Name

54 Self-Development

Unskilled behaviors

It is a good thing for an uneducated man to read books of quotations. Bartlett's Familiar Quotations is an admirable work, and I studied it intently. The quotations when engraved upon the memory give you good thoughts. They also make you anxious to read the authors and look for more.
– Sir Winston Churchill

Quote for
Inspiration and
food for thought

Substitutes lack of
skill

Unskilled

- Doesn't put in the effort to grow and change
- Doesn't do anything to act on constructive feedback
- May not know what to work on or how...

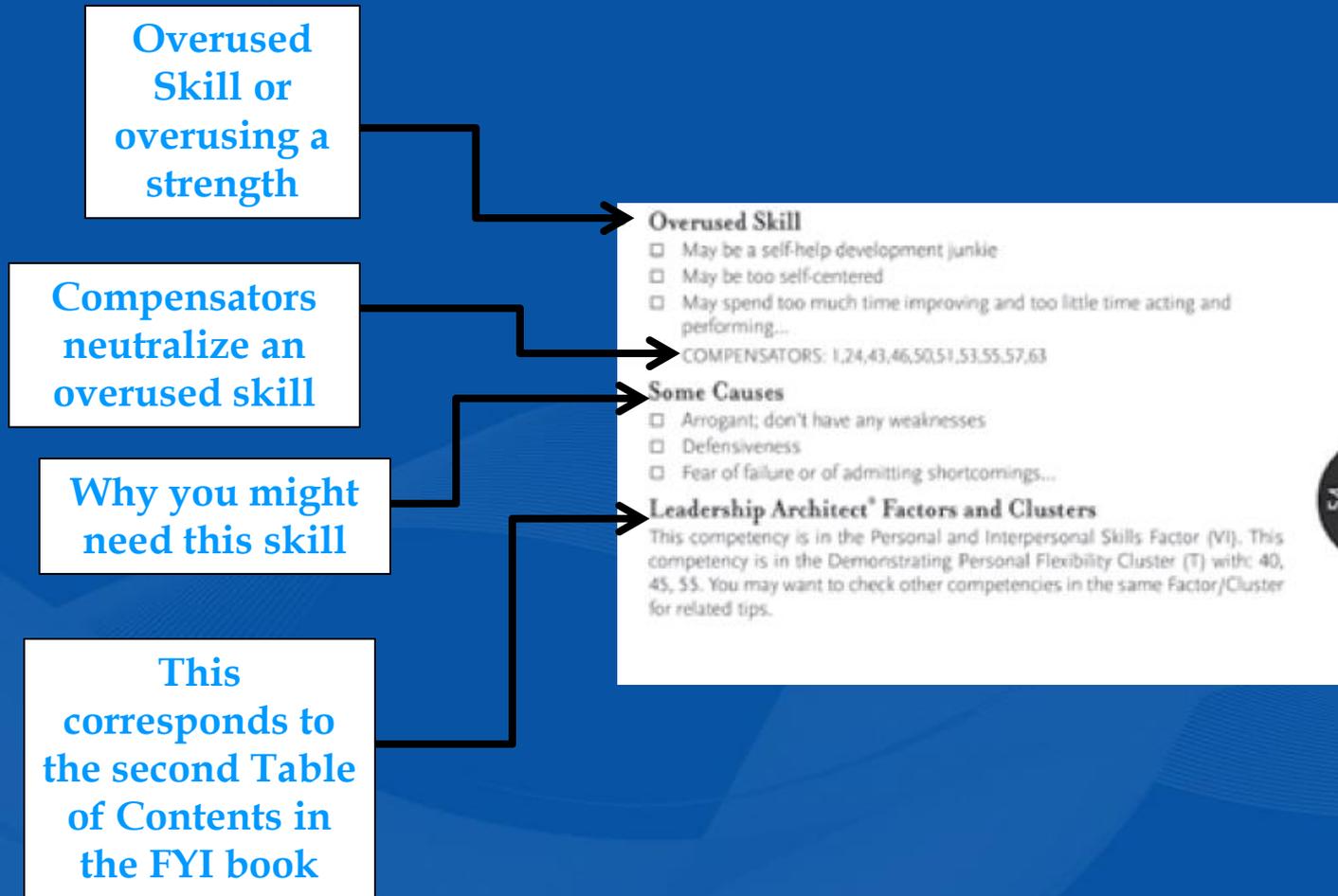
SUBSTITUTES: 1,6,19,32,33,44,45,55,61

Skilled defines the
behavior of
excellence for this
particular
competency

Skilled

- Is personally committed to and actively works to continuously improve him/herself
- Works to deploy strengths
- Works on compensating for weakness and limits...

What is in each Chapter?



What is in each Chapter?

The Map reviews the general case for the competency

Remedies that are kept brief, doable and action oriented

Job tasks that require application of the competencies

Best-seller lists based on their relevance

The Map

The bottom line is, those who learn, grow and change continuously across their careers are the most successful. Whatever skills you have now are unlikely to be enough in the future...

Some Remedies

- 1. Not sure where to start? Do a skills audit.** First, get a good multi-source assessment, a 360° questionnaire, or poll 10 people who know you well to give you detailed feedback on what you do well and not well, what they'd like to see you keep doing, start doing and stop doing. You don't want to waste time on developing things that turn out not to be needs
- 2. Difficulty categorizing skills? Divide your skills into these categories:**
 - Clear strengths—Me at my best.
 - Overdone strengths—I do too much of a good thing—"I'm so confident that I'm seen as arrogant."
 - Hidden strengths—Others rate me higher than I rate myself.
 - Blind spots—I rate myself higher than others rate me.
 - Weaknesses—I don't do it well.
 - Untested areas—I've never been involved in strategy formulation.
 - Don't knows—I need more feedback..

Some Develop-in-Place Assignments

- Take on a task you dislike or hate to do.
- Attend a course or event which will push you personally beyond your usual limits or outside your comfort zone (e.g., Outward Bound, language immersion training, sensitivity group, public speaking)...

Suggested Readings

- Bell, A. H., Smith, D. M. (2002). *Motivating yourself for achievement*. Upper Saddle River, NJ: Prentice Hall.
- Bulles, R. N. (2006). *What color is your parachute? A practical manual for job-hunters & career-changers*. Berkeley, CA: Ten Speed Press.
- Brim, G. (2000). *Ambition: How we manage success and failure throughout our lives*. New York: Backinprint.com...

Example 1

First and Second Line Supervisor or Manager

Decision Making

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DC.2.2 Makes high-quality decisions by soliciting input from others to ensure that diverse viewpoints are included in decision-making process and when taking action

Go to page 103

Example 1

First and Second Line Supervisor or Manager

Unskilled (Issue at hand)	Remedies (Pick out the best remedies for the issue)	Actions (Select all possible actions)
May have trouble with complexity	# 6. Find one more alternative solution. # 8. Use others to help. # 9 &10. Study decision makers.	1. Manage a group through a significant crisis. 2. Prepare and present a proposal of some consequence to top management.

Suggested Reading:

1. Decision Making: Five Steps to better results
2. Judgment: How winning leaders make great calls

Example 2

Individual Contributor

Learning & Adapting

- LA.1.1 Learns quickly and independently in the context of an activity ←
- LA.1.2 Seeks opportunities to extend and deepen learning
- LA.1.3 Learns from both successes and failures, regards all experiences as opportunities to learn and improve

Go to page 199

Example 2

Individual Contributor

Unskilled (Issue at hand)	Remedies (Pick out the best remedies for the issue)	Actions (Select all possible actions)
Learns new things slowly	# 1. Dig for root causes. Keep asking why to see how many you come up with. # 2. Locate the essence of the problem. # 4. Try different solutions and learn from the results. # 5. Use experts.	1. Teach a course, seminar or workshop you don't know. 2. Work short rotations in other units or functions that you have not been exposed to before.

Suggested Reading:

1. On-demand learning: Training in the new millennium
2. Learning in adulthood: The comprehensive guide

Remedy Examples

- Create a symbol for change and lead the team
- Manage something remote, away from your normal location
- Manage a group through a significant business crisis
- Resolve an issue in conflict between two people, units, functions, etc.
- Take on a task you dislike or hate to do
- Teach/Coach someone how to do something you are an expert in



TEAM ACTIVITY

GROUPS OF 3 - 4 PEOPLE

Activity Sheet

Develop Yourself for Career Success

Remedies 	My Action Items 
Business Acumen	
Change Management*	
Communication Skills	
Decision Making*	
Developing Others*	
Leadership*	
Learning & Adapting	
Operational Management*	
Planning & Organizing	
Respect for Others	
Results Focus*	
Self-Management	
Teamwork	
Technical Acumen	
Safety Culture	
Questions for others and Suggested Reading	

*First and Second Level Supervisors or Mid-Managers



NOT a list of Remedies

Develop Yourself for Career Success

Remedies 	My Action Items 
Business Acumen	
Change Management*	
Communication Skills	

Write down your remedies and the actions that you need to take



NA YGN

NORTH AMERICAN YOUNG GENERATION IN NUCLEAR

Questions???



NAYGN

NORTH AMERICAN YOUNG GENERATION IN NUCLEAR

June 6th

Thursday

Next Webinar Date

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