McCombs Career Webinar

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Managing Your Career in the C-Suite

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Agenda

- What’s Different?
- Culture Fit in the C-Suite
- Recommendations
  - Starting a new job
  - Manage your personal brand
  - Leadership skills
  - Job Search
  - Career Planning / Sustainability
What’s Different (in the C-Suite)

- The Stakes are higher
  - Level of responsibility
  - Impact on the success of the business
  - High degree of scrutiny over results
  - High termination rate (with/without cause)

*Welcome to the major leagues!*
Success

- The skills that got you here won’t keep you here
- Leadership more important than functional skills
- Recruiting / hiring / firing / building teams
- Managing upward, including board members
- Results!
Compensation

- Incentive pay much bigger component
- Deferred pay, equity grants & options
- Employment terms:
  - Equity vesting
  - Severance (for no-fault job loss)
  - Non-competes
  - Trade secrets
- May need legal and/or compensation expert
What else is different

- Your role is more public / face of the company to:
  - Board of directors
  - Media/press including social media scrutiny
  - Investors
  - Employees
  - Protestors; disgruntled customers
Job search at the top

- Job Search is different
  - *Retained* recruiters
  - Fewer jobs at this level = longer transitions
  - Connections and relationships matter
  - Reputation / Brand
Culture Fit in the C-Suite

- Culture mismatch = most common failure factor
- Values and business style must align
- Belief in the Company’s mission/strategy
- Rapport/alignment with your boss, board, and peers
Recommendations
When you enter a new job

- “Forget the vision, Make the Connections”
  Mindy Hall, author *Leading with Intention: Every Moment is a Choice*

- First 90 days:
  - Reach out and down: ask questions, listen, identify sacred cows
  - Learn the culture and history
  - Identify and pursue some small, visible wins, but no major changes yet

- Between day 90 and 120:
  - Unveil changes: new plans, initiatives, agenda, strategies
Get professional assistance

- In the major leagues athletes have coaches, mentors, psychologists, personal assistants, etc.
- Take advantage of firm budgets as appropriate
- You’re not expected to do it all by yourself
Resources

- Internal talent
- Management consultants
  - Traditional (McKinsey, Deloitte, Accenture)
  - Online platforms (hourlynerd.com, skillbridge.co)
  - Training / development / talent experts
- Coaches:
  - Executive Coaches
  - Communications/Media/Presentations consultants
Manage Your Personal Brand

- LinkedIn – robust profile w/ headshot and 300-500+ connections
- Professional picture
- Biography
- Elevator pitch / company pitch
- Public speaking
- Industry/community involvement
- Your “look”
Enhance your leadership skills

- Books
- Executive coaches
- Mentors
- 360 feedback
- Courses/classes/workshops
  - Online
  - Executive education, e.g. – UT/McCombs
Communications

- Strategy / longer term focus
- Avoid minutiae
- Praise for the team
- Express gratitude to others
- Speak the company mantra
- Authentic voice
- Body language
Job Search

- www.bluesteps.com
- Korn/Ferry, Spencer Stuart, Heidrick & Struggles, Russell Reynolds, many others
- Private equity firms’ portfolio companies
- Superb resume
  - Contemporary format
  - Accomplishments
Ongoing Career Planning

- Are you still having fun?
- Financial / retirement planning
- Sustainability
- Life goals / lifestyle concerns
- What do you want to be when you grow up?

The road to success is always under construction.
Book recommendations

- Career Distinction – Stand out by building your brand
  William Aruda and Kirsten Dixon

- Leading with Intention: Every Moment is a Choice
  Mindy Hall

- The New Leader's 100-Day Action Plan: How to Take Charge, Build Your Team, and Get Immediate Results
  George Bradt

- You’re in Charge – Now What?
  Thomas Neff and James Citrin
Thank You!

- The recording of today’s presentation, along with the PowerPoint slides, will be available on our Career Resources web page by early next week:

  http://www.mccombs.utexas.edu/Alumni/Career.aspx

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