Advance Your Career in Downturns!

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Good leaders train & direct talented people. Great leaders groom & guide potential successors.
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About Me – Dr. Cortlan J. Wickliff

● Currently:
  – Associate Vice Provost of Academic Affairs & Strategic Initiatives for Rice University
  – Lawyer & Business Consultant
    • Former Assistant General Counsel for Kalon Biotherapeutics
    • Former Legal Counsel for Fujifilm American Holding Corp.
  – Motivational & Keynote Speaker

● Education
  – B.S. Bioengineering – Rice University
    • Youngest engineer in the nation (19 y.o.)
    • Started College at 15 y.o.
  – J.D. – Harvard Law School
    • Youngest Licensed Attorney in State of Texas (23 y.o.)
    • Youngest African American to graduate HLS (22 y.o.)
  – Ph.D. Engineering – Texas A&M University
    • Age 25, Ph.D., J.D., and B.S. in Engineering.
Todays Landscape to Leadership
Leadership & Workforce Getting Older

- People Are Working Longer
  - Average Life Expectancy Increasing (10+ yrs since 1970s)
  - Retirees Reentering the Workforce
  - Average Age of Employees Increasing (6+ yrs since 1980s)
  - Average Age of C-Suite Increasing (5+ yrs since 2008 recession)

- The Workforce is More Competitive
  - More Educated Population (~1/10 in 1960s to ~1/3 in 2017)
  - Increasing Competition w/ Automation
  - Recession Pushed Organizations to Run Lean
  - Increasing Competition from Lateral Leadership Hires
No More Promotion Assembly Line!

https://blogs.sas.com/content/sascom/2015/12/22/fun-holiday-problem-proc-iml/
How Do You Secure Your Promotions?

- Be the Best at Job?
- Be the Smartest?
- Get in Good with the Boss?...
How Do You Secure Your Promotions?

- Be Up to PAR!
  - Plan
  - Adapt
  - R.A.W. T.A.L.E.N.T.

Note: Good leaders train & direct talented people. Whereas, great leaders *groom* & *guide potential* successors.
“Failing to Plan is a Plan to Fail”
Plan Backward and Forward

- Identify Your Promotion
- Starting From Today Work Forward to Promotion:
  - What are the steps that get you to that promotion?
  - What Training?
  - What Intermediate Promotions
  - What steps are sequential & parallel
- Identify 3-5 major milestones
- Identify 3-5 sub-steps
- Repeat process until plan is actionable
  - Actionable does not mean complete
  - Perfect plans never complete

“If you spend too much time thinking about a thing, you’ll never get it done”

Bruce Lee

Young And Driven: Book Quote 10 of 40
Plan Backward and Forward

- Identify Your Promotion

Starting From Promotion Work Backward to Today:
  - What are necessary prerequisites
  - What positions are most likely to get promoted to that position
  - What educational profile
  - What steps are sequential & parallel

- Identify 3-5 major milestones

- Identify 3-5 prerequisites for each milestone

- Repeat process until plan is actionable
  - Actionable does not mean complete
  - Perfect plans never complete

- Compare both versions and create unified plan
Rules of Planning

- Write your plan out
- Know the difference between Requirements and Suggestions
  - Find Primary Sources
  - “I heard” is not a Primary Source
  - Read Handbooks, policy, laws, etc.
- People make exceptions every day, why not you?
- Don’t share everything with everyone
- Know how to adapt
- Work Through Your Planning

A completed work is far more impressive than a planned masterpiece.
Avoid Detours to Success
Planning Keeps You On Track

- Identify Detours & Avoid
  - Manage pressure to say “Yes”
  - Justifies your no’s
  - Tells you when to fight

- Identify Shortcuts & Take
  - Do not be too rigid
  - Plans evolve
  - Seize opportunities

“Follow your passion. Stay true to yourself. Never follow someone else’s path unless you’re in the woods and you’re lost and you see a path. By all means, you should follow that.” — Ellen DeGeneres

Visit: www.CortlanWickliff.com
Identify the Dangers with 4 Ws

- Who asked?
- What will you be doing?
- Where is the assignment located?
- When will it end?
R.A.W. T.A.L.E.N.T.:
Be Ready, Able, and Willing
Be Ready For New Assignments

- Get assignments off your desk
- Take advantage of unique circumstances
- Keep certifications current

“Discipline is just choosing between what you want NOW and what you want MOST”
Acquire & Hone Useful Abilities

- What Unique Abilities do you Have?
  - Foreign Language Skills
  - Emotional Intelligence
  - Unique Training, etc.

- What Doors Can You Open?
  - Do you have a unique background?
  - Shake the family tree
  - Revisit old friends

- Acquire New High Demand Skillsets
  - Learn the emerging areas of your company
  - Understand the strategic plan of your company & industry
Are You Willing to do the “Dirty Jobs?”

- What are reoccurring needs?
  - Annual – Taxes, compliance audits, etc.
  - Monthly – Making reports, reconciling accounts, etc.
  - Frequent – Waste disposal, driving deliveries, etc.

- What are the high visibility jobs?

- What are the indispensable jobs?

- Can you make money or save money?
R.A.W. T.A.L.E.N.T.:
Tell Ambition to Leadership with Effective Networking Tactics
Effective Networking Tactics: Don’t Be “That Person”

- Always Asking
- Never Sharing Credit
- Giving Too Much Info
- Letting Your “Hair Down”
- All Press is Not Good Press

“It takes many good deeds to build a good reputation, and only one bad one to lose it.”

Benjamin Franklin
Goal 1 – Get the Word Out!
Goal 2 – Build Your Team!

- Cheerleader
- Coach
- Mentor
- Sponsor
- Never Mix Them Up!

“Associate with men of good quality if you esteem your own reputation; for it is better to be alone than in bad company”

Pres. George Washington
Keep Working, Adapting, and Striving

“… about half of what separates the successful entrepreneurs from the non-successful ones is pure perseverance”

STEVE JOBS

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Questions?
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