



LEADERSHIP
COUNCIL
ON LEGAL
DIVERSITY

Charting Your Path While Avoiding the Roadblocks

2016 LCLD Fellows Program
Third Meeting
March 2, 2016
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KM Advisors



Our Plan Today

- Our Agenda for the Afternoon
- Program Goals
- Ground Rules for our Conversations



Detours, Roadblocks and Train Wrecks

- What are the most common (and challenging) obstacles to creating your ideal career?



Sometimes We Know



Sometimes We Don't



Minor Damage



Major Damage



Who Rescues YOU?!



What are YOUR Roadblocks?!



Systems Theory A Quick Primer

- Objects – the “stuff” in the system (people, things, etc.)
- Attributes – the qualities or properties of the system and the “stuff”
- Internal relationships – how the “stuff” interacts
- Systems exist in an environment

LCLD and Personal Examples



Design Thinking Many Theories – Here’s One for Us

- Define the problem to be solved
- Create and consider many options
- Refine options
- Pick an option and execute it

It is all about being innovative in our approach



Making Toast A Video Tribute



Design Thinking Solutions to Common Roadblocks

- Pick a Roadblock for your table to address
- Step 1 – sketch out your solution on a piece of paper
- Step 2 – create solutions with individual nodes on post-its
- Step 3 – group solution created from individual solutions



BREAK!

Grab some caffeine and calories and check out the solutions your colleagues created to avoid/recover from roadblocks.



Sharing the Learning

- What did we learn from our groups?
- Strategies for:
 - Identifying Roadblocks
 - Planning Alternate Routes Around Roadblocks
 - Obtaining Assistance When You Don't Avoid the Roadblock



The Power of Your Posse



Three Perspectives on Roadblocks and Derailers

- Your Sponsors and Supervisors
- The Learning and Professional Development Professionals
- The Research Team at the Center for Creative Leadership



Sponsors'/Supervisors' Perspective

- Conversations with Sponsors, Supervisors and others working with hi-potential attorneys revealed these common Roadblocks:
 - Lack of initiative
 - Failure to see “the big picture”
 - Failure to “own” assignments and projects
 - Inability to lead peers



Learning Professionals' Perspective

- Conversations with chief learning officers, professional development staff, and external coaches and others working with hi-potential attorneys revealed these common Roadblocks:
 - Lack of self-awareness
 - Failure to create a career plan
 - Underestimating the power of networking
 - No understanding of competencies needed at the next level
 - Inconsistent/Non-existent/Muddled feedback loops



Career Derailers



Career Derailers

- Inability to Change or Adapt During a Transition
- Problems with Interpersonal Relationships
- Failure to Build and Lead a Team
- Failure to Meet Business Objectives
- Too Narrow of a Functional Orientation



Source: Center for Creative Leadership – Benchmarks Assessment

Increase Your Resilience and Increase Your Likelihood of Success

- Set Goals (Learning vs. Performance)
- Take Risks
- Prime Your Environment (Symbols)
- Compete Against Yourself
- Savor Success
- Power of Hope – belief in purpose, something greater than self



How to Use Coaching Tools With Your Accountability Partner

- Ask First!
- Focus on your partner's agenda not your agenda
- Be in service to your peer
- Use your questions and comments to explore alternative perspectives and options



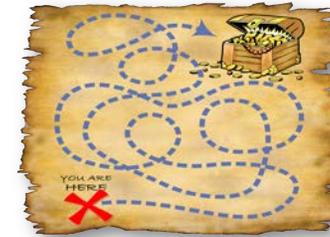
How Accurate is Yours?



Where Do You Want to Go?



A Linear Path?!



Setting a Direction

- Where do you want to go?
- Do you know path to that place?
- Do you know what it takes to get there?



Creating A Plan

- Know yourself - what do YOU want?
 - Your definition of success
 - Your path - has it been an intentional journey?
 - Job versus Career
 - Lifestyle
 - Best Work
 - Legacy



Small Group Discussions

- What is your definition of success?
 - How does that apply to your work?
 - How does your definition impact the career choices you make?
 - What have you learned about yourself from your definition?



Small Group Discussions

- List each job and educational experience since high school.
 - Who made the choice - you or someone else?
 - How do you feel about that path
 - What have you learned about yourself from this journey?
 - Magic wand opportunity - would you change anything?



Small Group Discussions

- Job vs. Career
 - Are these words synonyms?
 - What do they mean to you?
 - If there is a difference, which do you need right now?



Small Group Discussions

- Think about your lifestyle - how you live all aspects of your life
 - What do you love about your current lifestyle?
 - What do you want that is not currently in your lifestyle?
 - What is your ideal lifestyle?
 - How do you pursue your ideal lifestyle while practicing law?



Small Group Discussions

- What is your best work? [Description, not a title]
 - What do you think is your best work?
 - What do your friends say you contribute “effortlessly”?
 - Can you design a career around your best work?
 - What can you do to begin that process tomorrow?!



Small Group Discussions

- What do you think when you hear “legacy”?
 - What is your legacy?
 - What do you want it to be?
 - Are you living your legacy each day?
 - What do you need to start living your legacy?

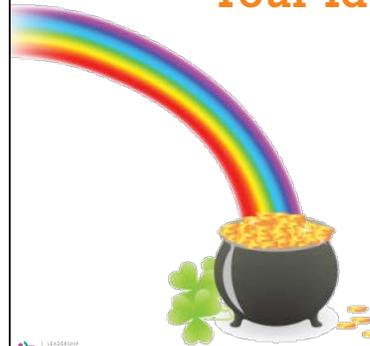


Putting It All Together Sharing the Learning

- What have you learned about yourself that impacts your career?
- What do you need to learn about your employer’s performance standards and expectations for professional development?
- Which roadblocks are big risks for you? Do you have a plan to identify, avoid and/or recover from the roadblock?
- Are you living your legacy each day?
- What do you need to start living your legacy?



Your Ideal Career



Planning Tools



Planning Tools



Self Awareness – The Most Important Tool



Thank You!

John E. Mitchell

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