

Active Career Management

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Origin Story





Core Elements



The Win-Win-Win

Does your manager articulate the Win-Win-Win?

- **Win #1:** Your work provides meaningful value for your company's clients.
- **Win #2:** Your work provides meaningful value for your company (beyond financial).
- **Win #3:** Your work provides meaningful value for your yourself and your career (beyond financial).



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Do you provide value for your company and your clients?

- Do You ensure that your work provides meaningful value for your company's clients?
- Do You ensure that your work provides meaningful value for your company (beyond financial)?
- Do You take advantage of opportunities to improve yourself and understand opportunity costs with Accepting New Tasks?



Deep Understanding of a Specific Career

Is Your Manager a Software Engineer?

- Does Your manager know how to do your job?
- Can you communicate as peers with your manager (Have a two-way conversation) on technical matters?
- Does Your manager want to manage?



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Do You Articulate Your Work to Management and Non-Software Engineers?

- Can You explain your job to a non-technical person?
- Do You help your manager understand the people side of things?
- Do You help your manager understand the technical side of things?
- Can you effectively communicate with more junior employees?

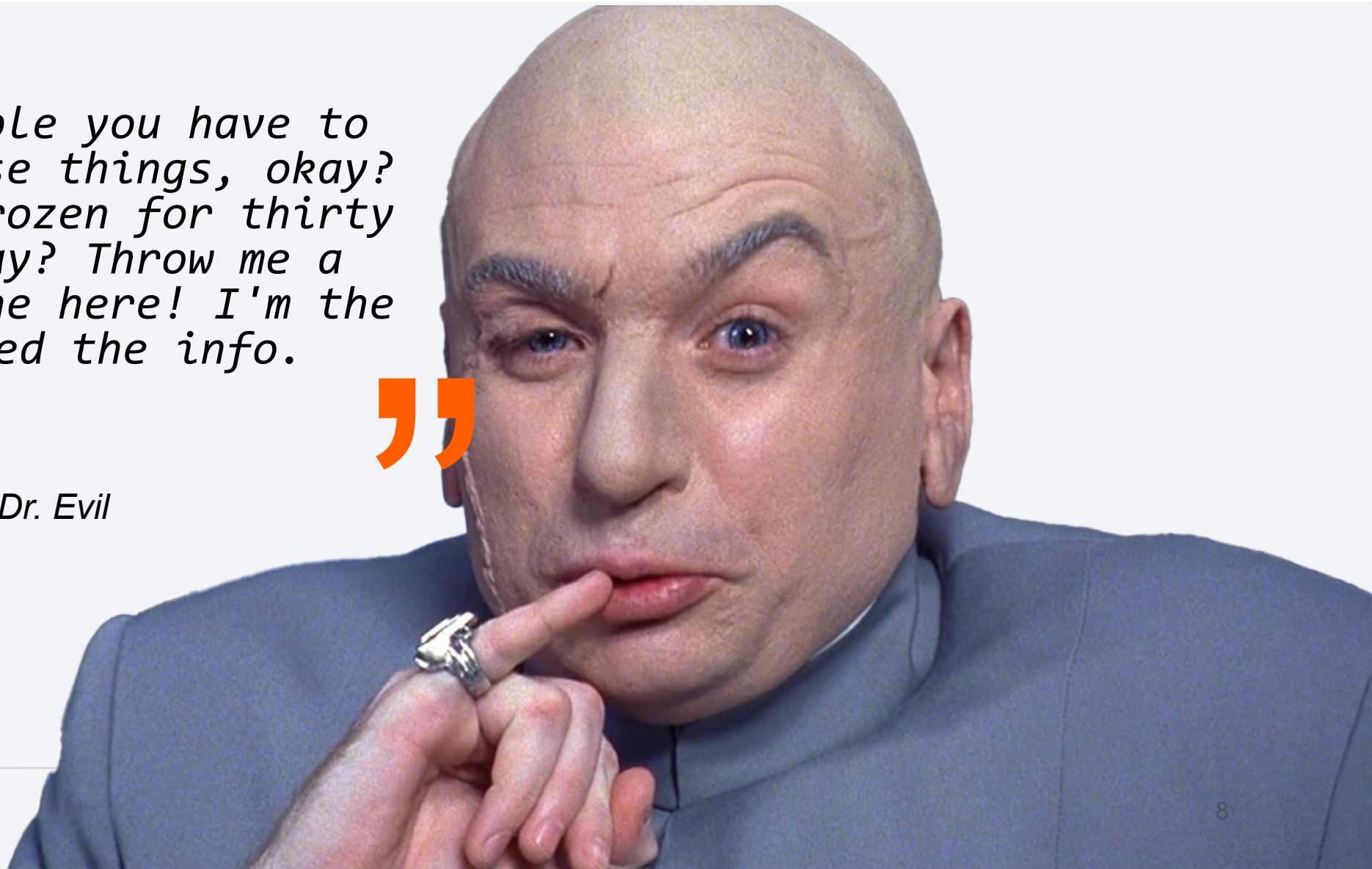


“

Right, people you have to tell me these things, okay? I've been frozen for thirty years, okay? Throw me a frickin' bone here! I'm the boss! Need the info.

”

- Dr. Evil





Meaningful Goal Setting

Do you and Your Manager set Your Quarterly/Annual Goals Together?

- Are You able to articulate your goals using the "win-win-win" principle?
- Do Your goals follow SMART criteria? (Specific, Measurable, Achievable, Relevant, and Time-bound)



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Do You Put the Necessary Effort into Establishing and Achieving your Goals?

- Do You put effort into establishing meaningful goals?
- Are You able to articulate and measure (quantify) progress toward Your goals?



Meaningful Feedback

Is Your Annual Review a Recap, not News?

- Do your Reviews recap/summarize your strengths and weaknesses?
- Do your Reviews recap your year's accomplishments and goals?
- Are your reviews a summary of feedback you've already received?
- Do your Reviews include meaningful ways you can progress in your career?



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Do You Continually Provide Honest Insight and Feedback to your Manager?

- Are your Manager's reviews a summary of the feedback you've already Given?
- Are You honest and proactive in your Communication with your manager?
- Do you provide Regular feedback to your manager?
- Do You ask for feedback from your manager?
- Are you proactive in bringing concerns to your management?
- Are You open to feedback from your manager?



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- Can Your Conference Choice Align with Future Growth?
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Do You Attend At Least One Technical Conference a Year and Share Insights Gained?

- Do You make the time to attend, in person, a technical conference and give it your full attention?
- Do You Share insights gained from the conference?
- Do You make an effort to publish insights so they are not lost to time or become tribal knowledge?



Knowledge is Power

Is Corporate Knowledge Shared Transparently?

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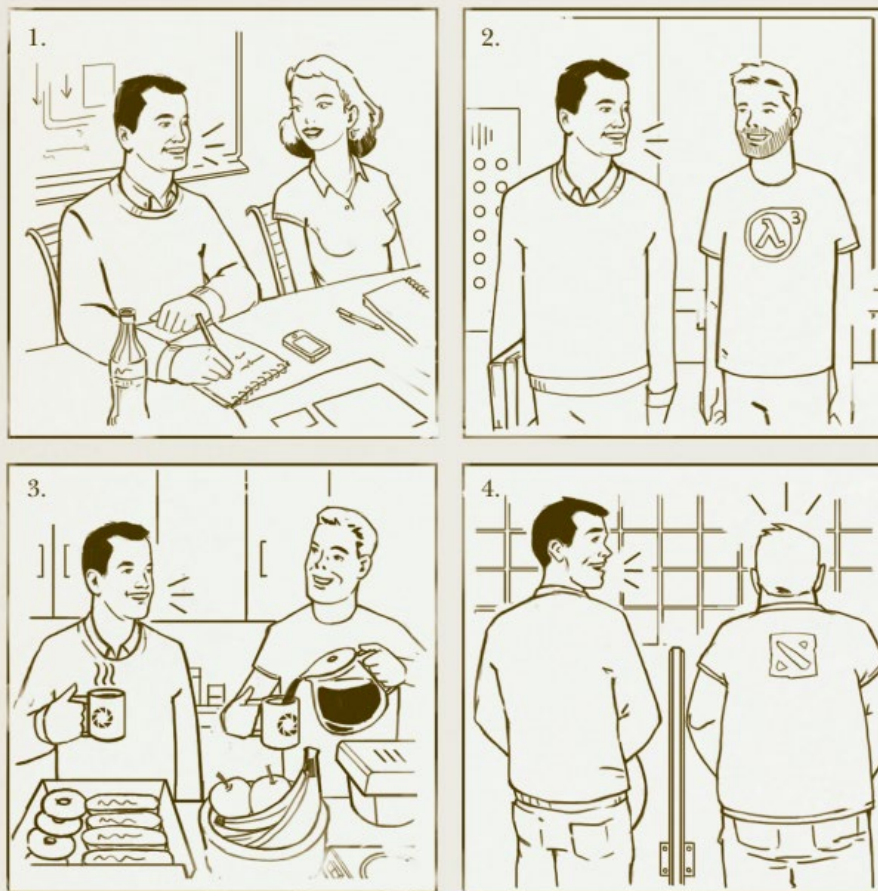
Are You Transparent, and Do you Push your Knowledge Out to the Company?

- Do you Share your knowledge with others to enable "pushing" and "pulling"?
- Do You handle information appropriately?
- Do You Get involved in the community?
- Do You Recognize that "I sent an email a week ago" isn't communication?



Valve's Employee Handbook

Fig. 2-4 Methods to find out what's going on



- step 1. Talk to someone in a meeting
- step 2. Talk to someone in the elevator
- step 3. Talk to someone in the kitchen
- step 4. Talk to someone in the bathroom



Own Success and Failure

Are You Given the Opportunity for Ownership?

- Do You get the opportunity to take ownership of a project or a part of a project?
- Do You get to make decisions about what you work on?
- Do You get to be creative and think outside the box?
- Do You get to be innovative and try new things?
- Do You get to be a leader?
- Is Failure acceptable, but not learning from failure is Unacceptable?
- Are You encouraged to "think like an owner"?



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Do You Take Ownership?

- Do You take ownership of your work?
- Do You take ownership of your responsibilities?
- Do You take ownership of your projects?
- Do You take ownership of the outcomes of your work?
- Do You take ownership of the company's success?
- Do You take ownership of your client's success?
- Do You take ownership of your career?



Trading Capital

Does The Company Continually Try to Build Capital with Staff?

- Does Your company pass the "Joel Test"?
- Does The company make an effort to maintain and improve your working environment?
- Are You given opportunities to build relationships inside and outside the office?
- Are You given opportunities to build knowledge and skills?
- Are you given opportunities to build trust and confidence?
- Does The Company Avoid "nickel and diming" you?



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Do You Do More than Just Your Job?

- Do You share knowledge and help others?
- Do You take opportunities to learn to be a good leader?
- Are You a mentor?
- Are You an advocate for the company and its clients?
- Do You build relationships inside and outside the office?
- Do you avoid "nickel and diming" the company?
- Do you accept more responsibility without demanding something in return?
- Do you accept more responsibility without demanding something in return?



With Responsibility Comes Authority

Does Your Leadership Correlate Authority with Responsibility?

- Does The company have a culture of ownership?
- Does The company have a culture of meritocracy?



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Do You Take Responsibility when You Have Authority?

- Do you know when it's appropriate to ask for help?
- Do you readily admit when you are wrong?



The “T” Shaped Employee

Are You Given the Opportunity to Build Complimentary Skills?

- Does The Company value building complimentary hard skills?
- Does The Company value building complimentary soft skills?



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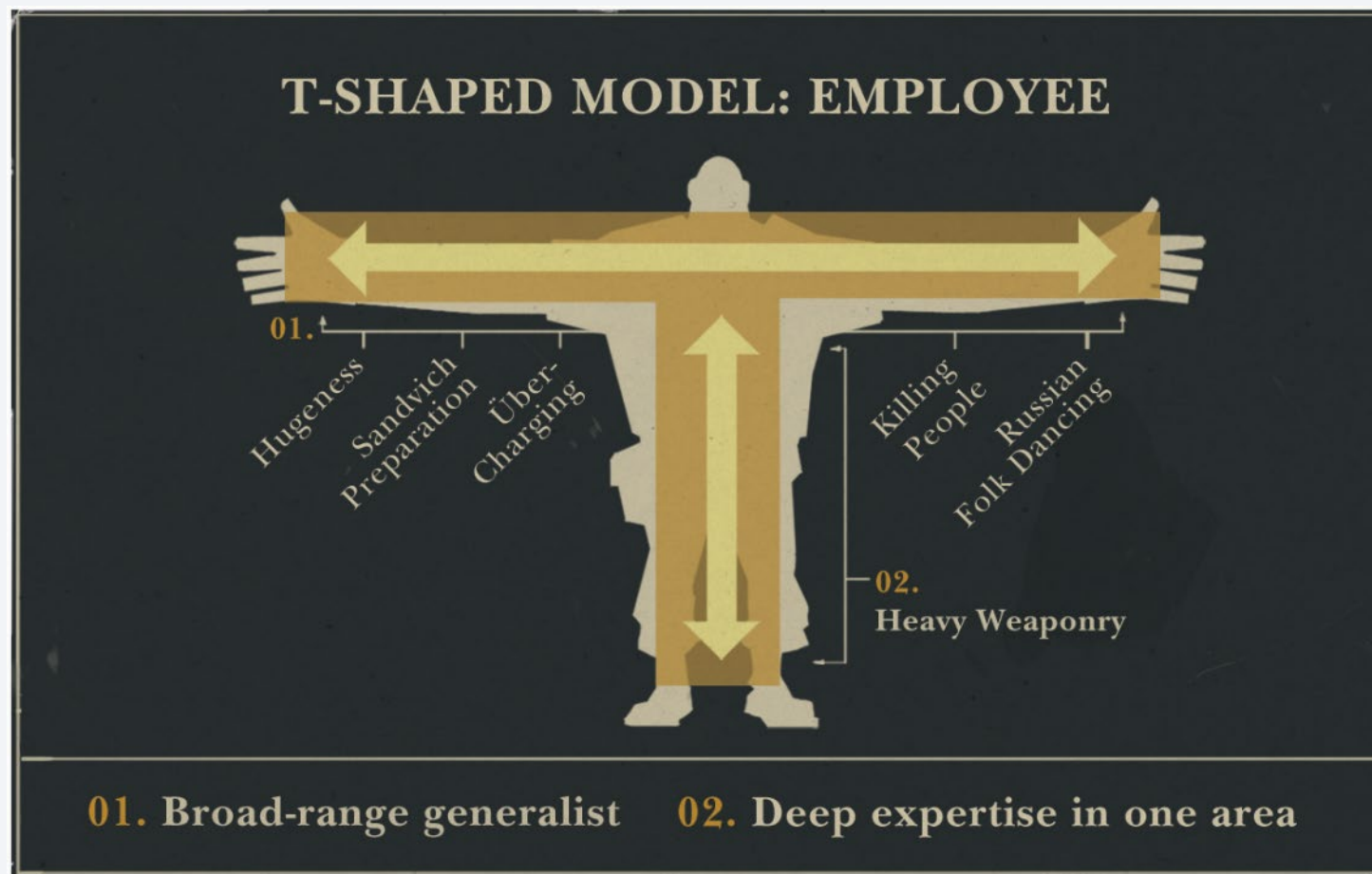
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Do You Build New Skills Outside of Work?

- Do You have hobbies and interests that you grow outside of a professional environment?
- Do You dabble in side projects related to software engineering (i.e., as an open-source contributor)?



Valve's T-Shaped Employee





You are working in a Technology Company

Does Your Company See Itself as a Technology Company?

- Does the company see high-quality software engineering as key to its success?
- Does the company have an agile culture, even outside the software team?
- Does the company consistently value the contributions of the software engineers?



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Do You See Yourself as a Professional Software Engineer?

- Do You pursue excellence in your craft?
- Do You contribute to a strong software engineering culture?



Summary

- Your growth is not just a benefit to you, but a boon to your organization as well.
- Seek feedback, share your knowledge, and embrace the responsibilities that come with your role.

Take responsibility for and actively manage your career.



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