

Moving up the Ladder by managing your PIE

Tau Beta Pi: Professional Development Series
2016 National Convention
Christina Harrison: District 11 Director

Performance – Image – Exposure (PIE)

The P.I.E. Model Examines the Relationship
Between 3 Key Dimensions that Impact an
Individual's Career ...

Performance

Image

Exposure

What is PIE?

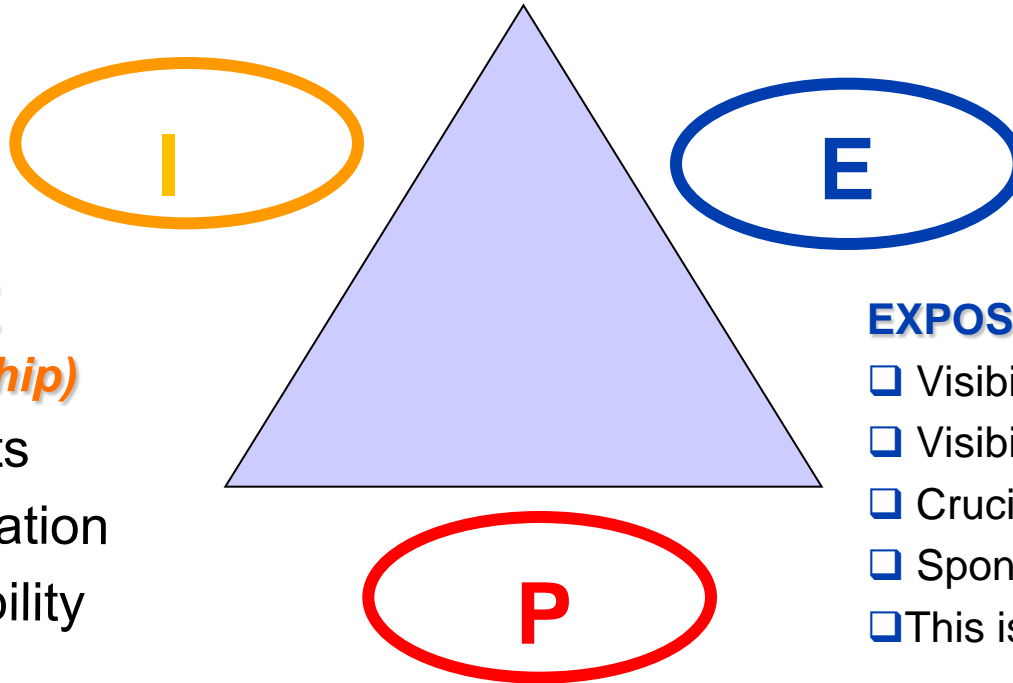


IMAGE *(Leadership)*

- Results
- Reputation
- Credibility
- Savvy
- Style

EXPOSURE (*Communication*)

- Visibility to Executive leadership
- Visibility to broad networks
- Crucible roles
- Sponsorship
- This is about peoples trust in you

PERFORMANCE

- Contributions
- Full utilization of skills and abilities
- Opportunity for development

What it takes to understand your PIE

Self awareness

- Honesty
- Do you know your strengths/areas of opportunity?
- Do you have a good idea of how people perceive you?

If you don't have a good idea of how people perceive you...

- Do you have a relationship with somebody who will give you direct, specific and non-punishing feedback?
- If not, how can you begin developing relationships so that you can?

Remember...it's all good. Usually we're our own worst critics. But if you don't like what you hear back, at least you're now aware that there is something you can change and you have the ability to do so.

Performance

The price of entry:

- Performance is an expectation
- Necessary, but not sufficient

It should be:

- **Outstanding**
 - Understand your manager's definition
- **Consistent**
 - Stay the course
- **Beyond day-to-day expectations**
 - Status Quo is NOT ENOUGH

Image

What kind of image do
the following people
and/or organizations
have?

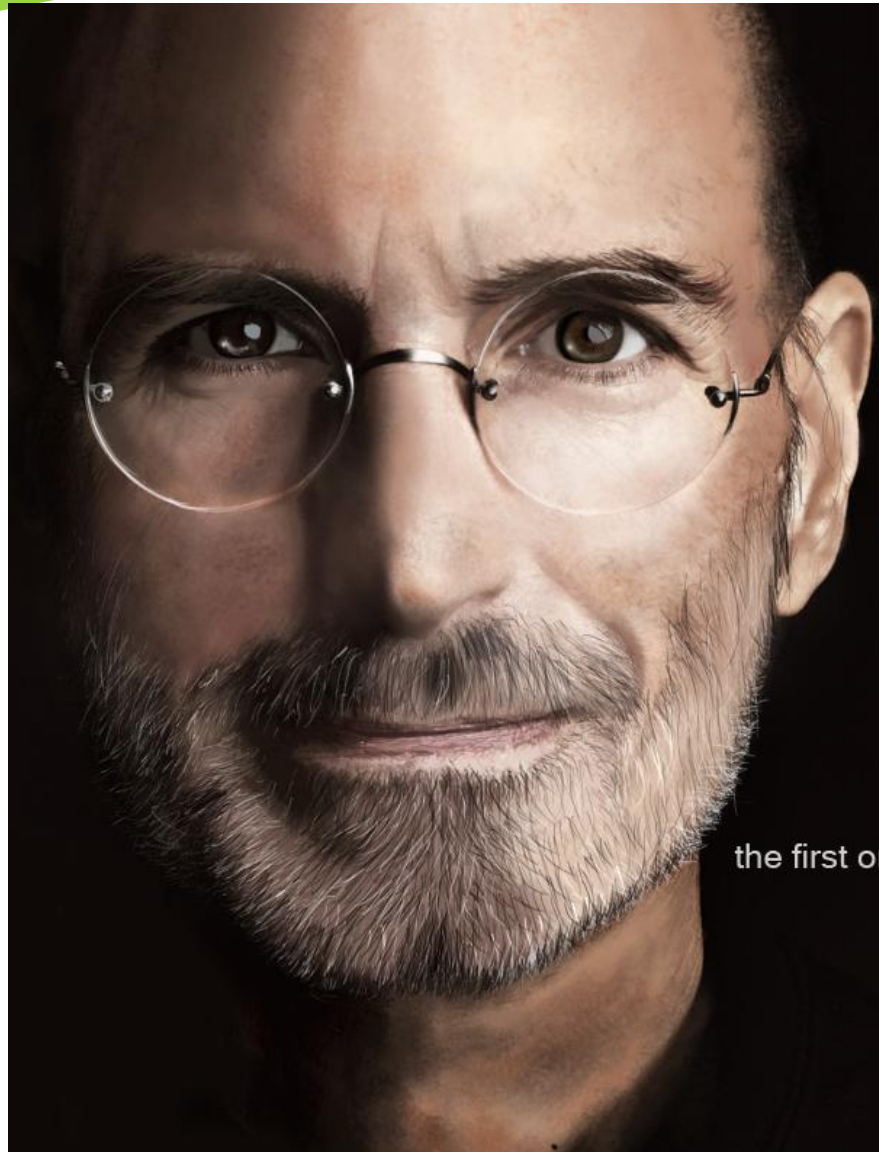
Image



Image



Image



Image



Image



Image



Image



Image – What we want it to be

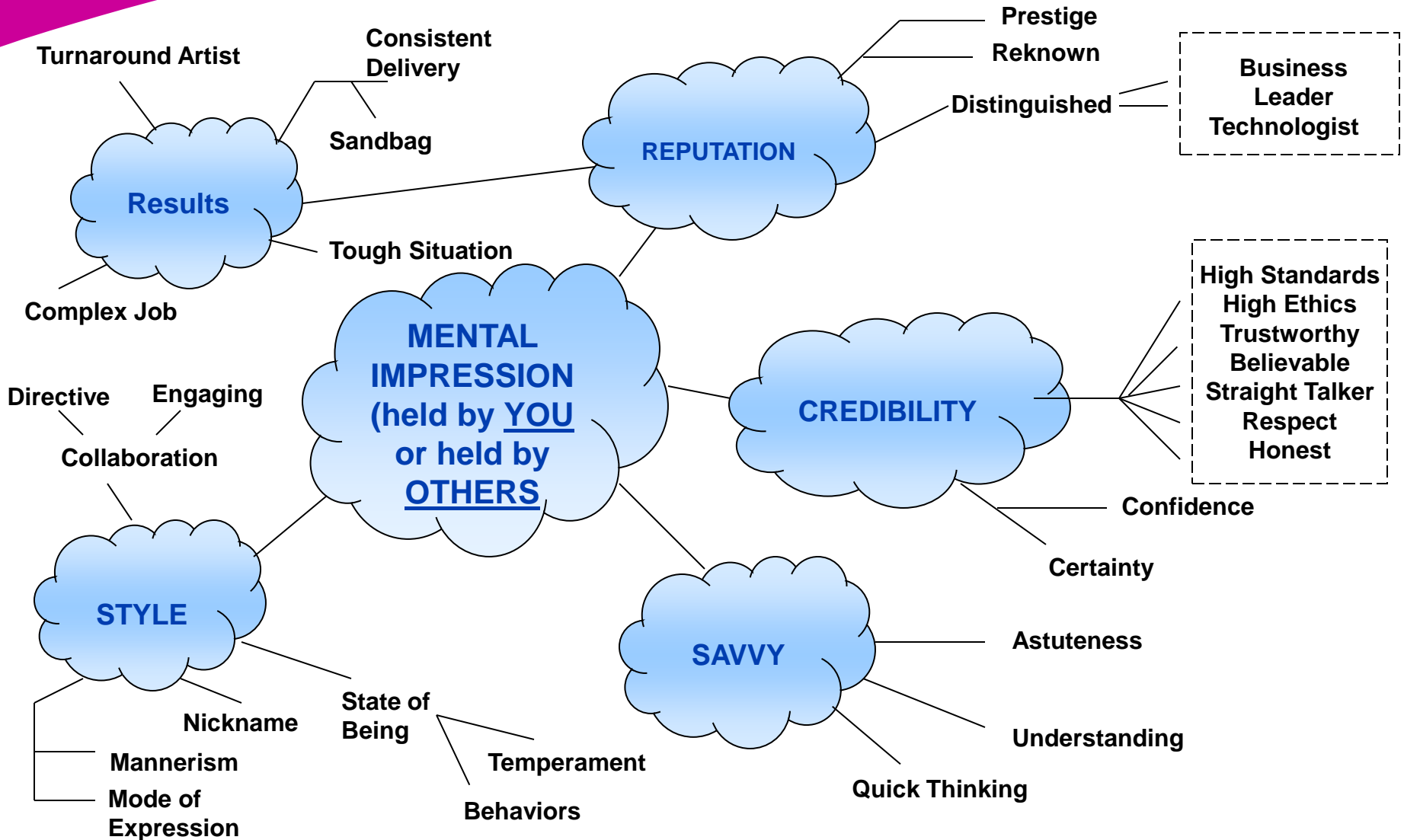
- Professional
- Ethical
- Dependable
- Mature
- Socially and politically astute
- Understands the unwritten rules
- Takes calculated risks
- Voices opinion



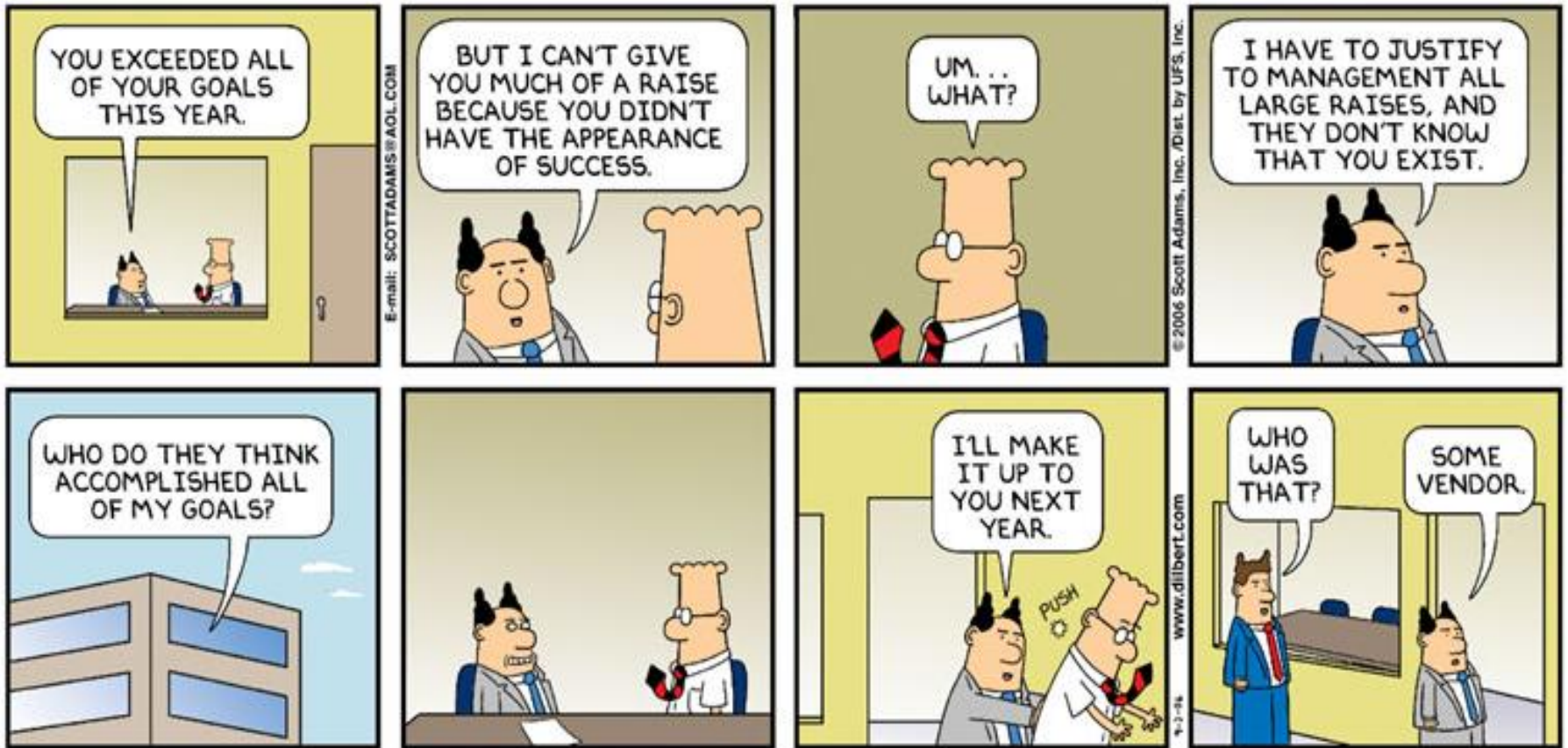
Image – Why is it important?

- **IMAGE CARRIES (PRECEDES/FOLLOWS) YOU** in the organization
- Many times **NOT** easy to change
- It affects the first impression that people form of you
- It affects how people relate to you and treat you
- **Challenges:**
 - It is the least understood
 - Not totally in your control
 - Coaching Image can be difficult (3 right things for every wrong thing)
 - Can't be managed as ON/OFF, it's alive 24/7
 - Poor image of your manager and/or the department

What is Image About?



Image



Exposure

- Manage the message track
- Manage the communication
- Manage the management contact
- Broaden your network
- Broaden your network of mentors and sponsorship
- Meaningful development plan
- Don't "over sell"



Exposure – Why is it important?

- **IT IS THE ENGINE FOR *P & I*** (*Acknowledges Performance/Enables Image*)
- It is critical for gaining broad sponsorship and support
- Challenges:
 - Some people are uncomfortable with moderate /high exposure – cultural and/or gender barriers
 - Formal and informal interactions

P.I.E. DIFFERENTIATION

	Good <i>Builds incremental brand equity</i>	Great <i>Creates new and sustainable value propositions</i>
P	<ul style="list-style-type: none"> ➤ Plays not to lose ➤ Hits the numbers 	<ul style="list-style-type: none"> ➤ Plays to win ➤ Transforms the industry
I	<ul style="list-style-type: none"> ➤ Supports change ➤ Handles unexpected demands ➤ Qualifies statements ➤ Does job well ➤ Understands informal organization 	<ul style="list-style-type: none"> ➤ Personally leads change ➤ Anticipates and adapts strategy to changing conditions ➤ Confident to declare stretch plan ➤ Is savvy, builds consensus, and drives change
E	<ul style="list-style-type: none"> ➤ Niche Exposure to Key Organization leaders and influencers ➤ Creates Development Plan in isolation 	<ul style="list-style-type: none"> ➤ Broad network of advocacy (Mentors & Sponsors) ➤ Actively participates in informal information network ➤ Uses network of supporters to create meaningful development plan

Points to Ponder

Performance

- How are your work plan/activities linked to the Organization's Goals/Strategies?
- What is your personal Brand Equity?
- How are your activities linked to your Brand Equity?
- What are your compelling strengths/trademarks?

Image

- What mental impression do you have of yourself?
- What mental impression do others have of you?
- Can others articulate your "Brand Equity"?
- What stories do others tell about you?
- What legacy do you leave behind?

Exposure

- How often do you write summaries or technical reports?
- How often are you requesting 1-1's to share progress/learnings/perspective?
- How healthy are your mentoring relationships?
- Have you developed strategic partners outside of your work group?
- Are you comfortable sharing your work/ideas/thoughts with leaders?
- Do you push your comfort zone and tolerance for risk?