



Managing Your Career in the 21st Century

AUTHORING YOUR CAREER CROSSROADS[®]

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ULTIMATE CROSSROADS

FUNERAL NOTICE FOR ROSALIE "LEE" BROWN

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I WANT TO GO BACK AND DO IT ALL OVER AGAIN. AND WHEN I COME TO THE FORK IN THE ROAD WHERE I TURNED LEFT, THIS TIME I'LL TURN RIGHT. AND I MIGHT NOT LOSE SIGHT OF ME THIS TIME. BECAUSE I'M BURIED IN WOULD'S AND COULDS AND SHOULD'S, AND THE REAL ME IS INVISIBLE AND DIVISIBLE INTO SO MANY PARTS WHO PLEASE EVERYONE ELSE. BUT WHERE, OH WHERE, IS MY REAL SELF?? SO MANY WRONG TURNS, SO MANY MISTAKES, SO MANY CHANCES THAT I DIDN'T TAKE. SO MANY PLEASURES THAT I NEVER TASTED. SO MUCH TIME THAT I HAVE WASTED.. HOW DOES ONE START TO LIVE ANEW? HOW CAN YOU CREATE ANOTHER YOU? SOMEONE WHO KNOWS HOW TO LAUGH AND PLAY. SOMEONE WHO ENJOYS EACH AND EVERY DAY? SOMEONE CARING AND DARING AND FREE? COULD THAT SOMEONE EVER REALLY BE ME??? GOD HAS CHOSEN MY ANSWER. SURVIVED BY: DAUGHTER, KATHLEEN WILLIAMS AND HER SON, ROBERT AND HIS WIFE, DENISE; A SON, DANIEL; A SON, CHRISTOPHER AND HIS WIFE, DONNA AND THEIR THREE CHILDREN, CHRISTINA, NICOLE, AND MICHAEL; AND ALL HER SPECIAL FRIENDS.

IN APPROACHING OUR LIFE AND CAREER

✓ We Will See That:

- ***One needs direction and purpose***
- ***One must accept change***
- ***One must remain curious***
- ***One must communicate***
- ***One must remain confident***
- ***One must be committed***
- ***One needs to understand him/herself***
- ***One must pursue success***
- ***One must become unbridled, go for it***

SUCCESS YARDSTICKS

- ✓ ***Hanging-in Until Retirement***
- ✓ ***Can of Beer and Fishing Pole***
- ✓ ***\$\$\$***
- ✓ ***Oval Office***
- ✓ ***Daily Excitement***
- ✓ ***Satisfaction of Self-Ego***
- ✓ ***A "Happy Job"***
- ✓ ***Power***

WHAT IS YOURS??

VEHICLES FOR SUCCESS

- ✓ ***Marry Into Money***
- ✓ ***Big Inheritance***
- ✓ ***Lottery Winner***
- ✓ ***Personal Angel***
- ✓ ***Being at the Right Place***
- ✓ ***Being There at the Right Time***

WHATEVER - BUT - BE READY

WHAT EXCITES ME?

- ✓ ***Taking on and Successfully Accomplishing a Task That "Cannot Be Done"***
- ✓ ***Being on the Leading Edge of New Ventures, New Technology, and New Ideas***
- ✓ ***Working in a Freewheeling Brainstorming Environment***
- ✓ ***Problem Solving***
- ✓ ***Start-up Projects, Operations and Organizations***

WHAT EXCITES ME?

- ✓ **Selecting Team Members, Leading and Implementing Special Projects**
- ✓ **Strategic Planning**
- ✓ **Understanding Complicated Processes**
- ✓ **Challenge of Design and Readiness Reviews**
- ✓ **Successful Investing of Money, Time and People Resources**
- ✓ **Self-satisfaction in Knowing I've Done My Best for Everyone**

WHAT EXCITES ME?

- ✓ **Seeing People I Have Mentored and/or Sponsored Excel in Performance and Career Outcomes**

Does What You Do Excite You?

WHAT EXCITES YOU?

ARE YOU??

- ✓ **An 8-5 Person**
- ✓ **An Introvert or Extrovert**
- ✓ **High Energy or Low Energy**
- ✓ **A Leader or Follower**
- ✓ **Easily Bored or a Hater of Routine**
- ✓ **Always "Up" or Easily Dismayed**
- ✓ **Uninterested or Untested**
- ✓ **A Risk Taker**

WHAT ARE YOU??

BYPASSES

- ✓ ***Expect "Dead-ends" and "Forks"***
- ✓ ***Be Ready and Have Faith***
- ✓ ***Enhance Communications Skills***
- ✓ ***Gain P. E. License and Certifications***
- ✓ ***Gain Advanced Degrees***
- ✓ ***Develop Sponsors/mentors/advocates***
- ✓ ***Determine and Document Your "Strengths" and "Weaknesses"***

BYPASSES

- ✓ **Generate “Things I Do Well”, “Things I Like to Do” and “Things I Dislike Doing”**
- ✓ **Consider “Brain Dominance,” “Myers-Briggs Type Indicator” and/or Other Testing to Understand Yourself**
- ✓ **Develop a Gap Analysis Based on Needs - “SWAT”**

Things I Do Well

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Planning

Providing Customer and Supplier Interface

Problem Solving

Brainstorming

Consensus Building

Preparing and Evaluating Proposals

Revitalizing Inept Organizations

Interviewing and Selecting Personnel

Swinging From Holistic to Detail Thinking

Coordinating Complex Activities

Starting-up Organizations, Strategic Planning, Envisioning

Team Building

Decision Making

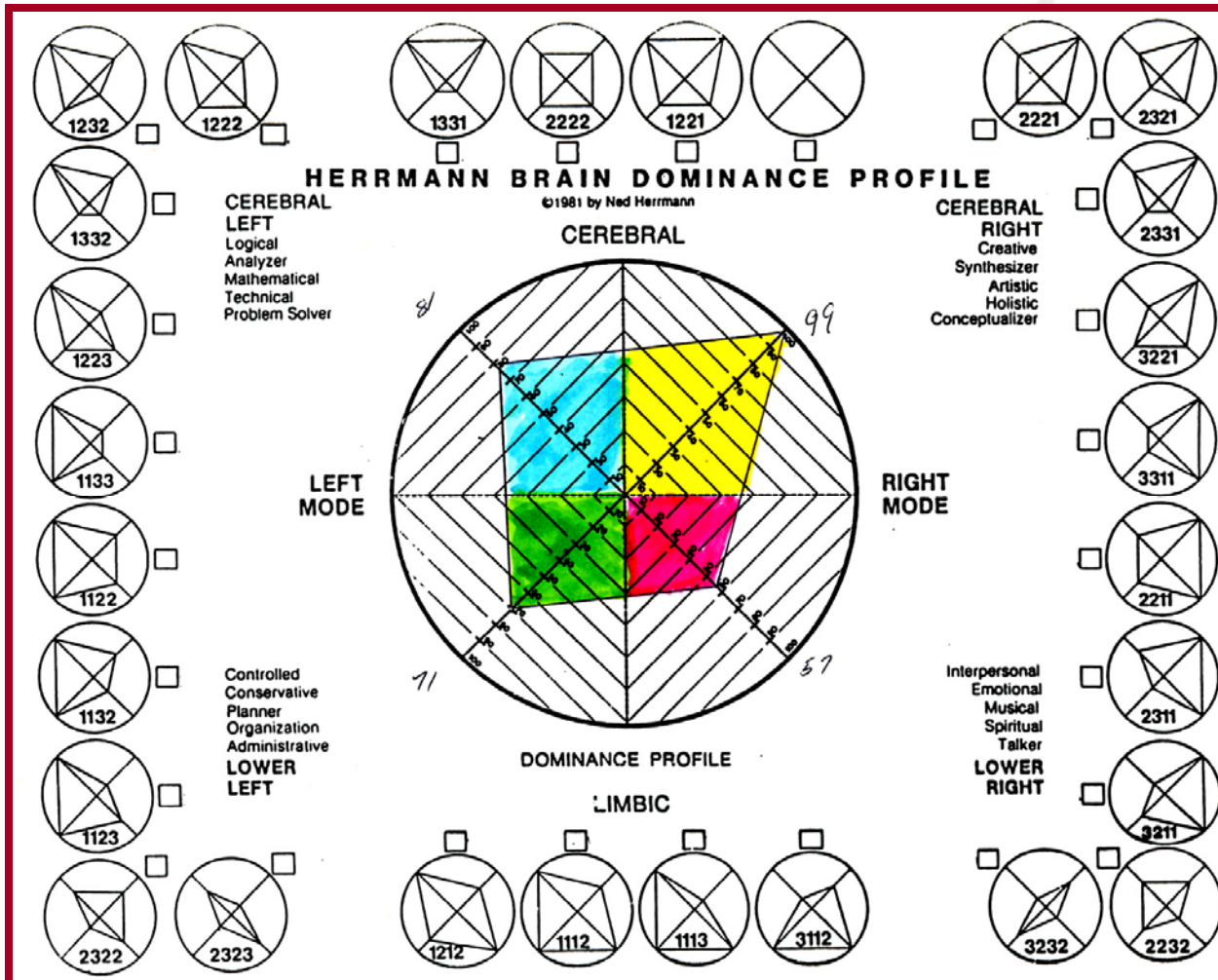
Things I Like To Do Jerry Lutz

Contributing to an Organization or Team
Empowering Employees
Brainstorming
Special Task Teaming
Presenting
Interviewing Potential Employees
Problem Solving
Strategic Planning
Coaching, Training and Mentoring

Brain Dominance Applications

- ✓ ***Communications***
- ✓ ***Team Formation***
- ✓ ***Vocational Counseling***
- ✓ ***Choice of Study or Profession***
- ✓ ***Conflict Management***
- ✓ ***Creative Problem Solving***
- ✓ ***Personnel Counseling***
- ✓ ***Target Group Analysis***
- ✓ ***Analysis of Advertising Effectiveness***

Hermann Brain Dominance Profile



Myers Briggs Type Indicator

Characteristics Frequently Associated with Each Type

		Sensing Types	Intuitive Types		
Introverts	ISTJ Serious, quiet, earn success by concentration and thoroughness. Practical, orderly, matter-of-fact, logical, realistic, and dependable. See to it that everything is well organized. Take responsibility. Make up their own minds as to what should be accomplished and work toward it steadily, regardless of protests or distractions.	ISFJ Quiet, friendly, responsible, and conscientious. Work devotedly to meet their obligations. Lend stability to any project or group. Thorough, painstaking, accurate. Their interests are usually not technical. Can be patient with necessary details. Loyal, considerate, perceptive, concerned with how other people feel.	INFJ Succeed by perseverance, originality, and desire to do whatever is needed or wanted. Put their best efforts into their work. Quietly forceful, conscientious, concerned for others. Respected for their firm principles. Likely to be honored and followed for their clear convictions as to how best to serve the common good.	INTJ Usually have original minds and great drive for their own ideas and purposes. In fields that appeal to them, they have a fine power to organize a job and carry it through with or without help. Skeptical, critical, independent, determined, sometimes stubborn. Must learn to yield less important points in order to win the most important.	Introverts
	ISTP Cool onlookers—quiet, reserved, observing and analyzing life with detached curiosity and unexpected flashes of original humor. Usually interested in cause and effect, how and why mechanical things work, and in organizing facts using logical principles.	ISFP Retiring, quietly friendly, sensitive, kind, modest about their abilities. Shun disagreements, do not force their opinions or values on others. Usually do not care to lead but are often loyal followers. Often relaxed about getting things done, because they enjoy the present moment and do not want to spoil it by undue haste or exertion.	INFP Full of enthusiasms and loyalties, but seldom talk of these until they know you well. Care about learning, ideas, language, and independent projects of their own. Tend to undertake too much, then somehow get it done. Friendly, but often too absorbed in what they are doing to be sociable. Little concerned with possessions or physical surroundings.	INTP Quiet and reserved. Especially enjoy theoretical or scientific pursuits. Like solving problems with logic and analysis. Usually interested mainly in ideas, with little liking for parties or small talk. Tend to have sharply defined interests. Need careers where some strong interest can be used and useful.	
Extraverts	ESTP Good at on-the-spot problem solving. Do not worry, enjoy whatever comes along. Tend to like mechanical things and sports, with friends on the side. Adaptable, tolerant, generally conservative in values. Dislike long explanations. Are best with real things that can be worked, handled, taken apart, or put together.	ESFP Outgoing, easygoing, accepting, friendly, enjoy everything and make things more fun for others by their enjoyment. Like sports and making things happen. Know what's going on and join in eagerly. Find remembering facts easier than mastering theories. Are best in situations that need sound common sense and practical ability with people as well as with things.	ENFP Warmly enthusiastic, high-spirited, ingenious, imaginative. Able to do almost anything that interests them. Quick with a solution for any difficulty and ready to help anyone with a problem. Often rely on their ability to improvise instead of preparing in advance. Can usually find compelling reasons for whatever they want.	ENTP Quick, ingenious, good at many things. Stimulating company, alert and outspoken. May argue for fun on either side of a question. Resourceful in solving new and challenging problems, but may neglect routine assignments. Apt to turn to one new interest after another. Skillful in finding logical reasons for what they want.	Extraverts
	ESTJ Practical, realistic, matter-of-fact with a natural head for business or mechanics. Not interested in subjects they see no use for, but can apply themselves when necessary. Like to organize and run activities. May make good administrators, especially if they remember to consider others' feelings and points of view.	ESFJ Warm-hearted, talkative, popular, conscientious, born cooperators, active committee members. Need harmony and may be good at creating it. Always doing something nice for someone. Work best with encouragement and praise. Main interest is in things that directly and visibly affect people's lives.	ENFJ Responsive and responsible. Generally feel real concern for what others think or want, and try to handle things with due regard for the other person's feelings. Can present a proposal or lead a group discussion with ease and tact. Sociable, popular, sympathetic. Responsive to praise and criticism.	ENTJ Hearty, frank, decisive, leaders in activities. Usually good in anything that requires reasoning and intelligent talk, such as public speaking. Are usually well informed and enjoy adding to their fund of knowledge. May sometimes appear more positive and confident than their experience in an area warrants.	

BYPASSES

- ✓ ***Take All Speaking Opportunities***
- ✓ ***Always "Walk in Tall Cotton"***
- ✓ ***Become Active, Establish Yourself and Grow in Organizations at Local and National Levels***

LEADERSHIP

- ✓ ***Volunteer for New Assignments***
- ✓ ***Understand Your Personal and Each Subordinate's Strengths and Weaknesses***
- ✓ ***Hire and Nurture in Areas of Your Personal Weaknesses***
- ✓ ***Be Part of Your Own Organization***
- ✓ ***Be a Coach and Motivator, Not a Pusher***
- ✓ ***Learn All Internal Disciplines' Roles, Functions and Accountabilities - Business, Technical and Operations***

LEADERSHIP

- ✓ ***Understand the Management Systems, Policies and Goals***
- ✓ ***Understand and Convey Company Culture***
- ✓ ***Schedule and Hold Staff Meetings***
 - ***Very important***
- ✓ ***Fully Understand and Utilize "Improvement Processes"***
- ✓ ***Gain a Business Background***
 - ***Must understand the language***

LEADERSHIP

- ✓ ***Attempt to Maintain Technical Edge***
- ✓ ***Accountability, Not Responsibility***
- ✓ ***Be Ready to Take Criticism – Up and Down***
- ✓ ***Be Mentally Tough – Refuse to Be Intimidated***
- ✓ ***Explicitly Define and Communicate Your Expectations***
- ✓ ***LOVE PEOPLE AND USE THINGS - NOT LOVE THINGS AND USE PEOPLE***

YOUR LEADER'S EXPECTATIONS

- ✓ ***Loyalty and Truthfulness***
- ✓ ***Openness and Protection***
- ✓ ***If in Trouble, Tell Them, So They Will Not Be Broad-sided***
- ✓ ***Be Involved and Interested in All Facets of Business***
- ✓ ***Be a Friend, Not Just a Subordinate***
- ✓ ***Show Willingness to Tackle the "Can't Be Done"***

AS A PERSON

- ✓ ***Be Ethical in All Relations***
- ✓ ***Be Honest***
- ✓ ***Be Trustworthy***
- ✓ ***Have High Integrity***
- ✓ ***Be Accountable***
- ✓ ***Be Mentally Tough***
- ✓ ***Be Lean, Hungry, Quick, Dedicated to Excellence, Oriented Toward Inventive Action – Not Meaner Than a Junk Yard Dog, but Smarter Than a Barnyard Cat***

TRANSITIONING DISCIPLINES

- ✓ **Engineering Basics Do Not Change**
- ✓ **Natural Laws Never Change:
“Curved Space-Time Continuum”**
- ✓ **Management Techniques Transfer Easily –
Review Processes, Design Control,
Productivity Improvement, et al**
- ✓ **Learning Some New Technical Language
May Be Necessary**
- ✓ **Depth and Degree of Emphasis May Change**
- ✓ **Best Approach – Be Confident, Keep Your
Mouth Shut and Learn – Then Contribute**

TRANSITIONING POLITICS

- ✓ ***Observe How Things Get Done***
- ✓ ***Determine Strategic Initiatives in the Company***
- ✓ ***Don't Align Too Strongly With One Group***
- ✓ ***Learn to Communicate Persuasively***
- ✓ ***Be True To Yourself***
- ✓ ***Don't Be Afraid to Toot Your Own Horn***

FOR PERSONAL SUCCESS

- ✓ ***Find Purpose***
- ✓ ***Make Courageous Choices***
- ✓ ***Fight for Cause***
- ✓ ***Do Something Significant***
- ✓ ***Invest in Relationships***
- ✓ ***Take Responsibility for Those Relationships***
- ✓ ***Keep Life Simple Through Trust***
- ✓ ***Always do the Right Thing***

SECRETS OF SUCCESS

- ✓ ***How You Think Is Everything***
- ✓ ***Decide - True Dreams and Goals***
- ✓ ***Take Action***
- ✓ ***Never Stop Learning***
- ✓ ***Be Persistent and Work Hard***
- ✓ ***Learn to Analyze Details***
- ✓ ***Focus - Time and Money***
- ✓ ***Don't Be Afraid to Innovate; Be Different***
- ✓ ***Deal With People Effectively and Communicate***
- ✓ ***Be Honest, Dependable and Take Accountability***



The World's Forum for Aerospace Leadership