Enhancing Career Value

Career and Workforce Development Workshop
*Laying the Foundation for the Future of Aerospace*
Tuesday, 5 January 2010

Presented by Matthew J. Angiulo
Agenda

- What is Career “Value”
- Understanding Your Company Structure
- Know Your Company’s Process
- Identify Barriers and Roadblocks
- Know How Are You Being Judged
- Top Reasons Why Engineers Fail
- The Importance of Visibility – How to get it.
What is Career “Value”

• Job loss, program cancellations and job search is nothing new to the Aerospace business.

• It’s NOT always:
  ▪ How well you do your job.
  ▪ Your tenure with the company.
  ▪ How well liked you are.
  ▪ Who you know.

• What truly matters is “real or total worth or value to the company”.

• Career Value is the basis for true staying power as well as bargaining power when being promoted or changing opportunities.

Observation from Gerry Lutz of the CWDC looking back on his 50+ years in the aerospace industry.
Understanding Your Company Structure

• Knowing the company hierarchy and reporting structure is essential for career development.
• To take control of your career you must:
  ▪ know where you are.
  ▪ know where you want to go.
  ▪ Understand what it takes to get there.
• Studying company structure will help determine the path you must follow.
Understanding Your Company Structure

- A Typical Engineering Career Path Structure

Decide where you want to go with your career. Determine what is expected at that level.

Chief Fellow
Principal Fellow
Senior Fellow
Fellow

Chief Executive Officer
President
Group Executive VP
Divisional VP
Vice President
Director Engineering
Chief Engineer
Manager
Supervisor

Director of Programs
Principal Program Manager
Senior Program Manager
Program Manager

E5 Senior Principal Engineer
E4 Principal Engineer
E3 Senior Engineer
E2 Engineer
E1 Associate Engineer

Technical

Business

(Staff Level)
Understanding Your Company Structure

- **Product-Oriented Organizations**

Know the flow for Salary Decisions and Task Assignments
Understanding Your Company Structure

- Functional-Matrix Organization

Vice President

Know the flow for Salary Decisions and Task Assignments

Manager of Electrical Systems

Manager of Propulsion

Manager of Aero Design

Manager of Interiors

Director of Programs

Program Manager Aircraft 1

Program Manager Aircraft 2

Program Manager Aircraft 1

Director of Engineering

Electrical Engineer

Mechanical Engineer

Mechanical Engineer

Chemical Engineer

Electrician Engineer

Mechanical Engineer

Mechanical Engineer

Chemical Engineer
Know Your Company’s Process

• Research how your company produces it’s products and makes money.
  ▪ Identify the critical path and get on it.
  ▪ Determine what products, functions, and departments are critical to the company’s success.

• Learn as much as you can about other departments and functions.
  ▪ Makes you more productive and successful.
  ▪ Good business requires a cooperative effort.

• Develop interpersonal skills to work with engineers outside your discipline.
  ▪ 95% of the work is done outside your department.
  ▪ Key to getting people to support you is through win-win situations.
Identify Barriers and Roadblocks

• Every level has different expectations and responsibilities.
• Your company’s Job Opening System can be used to help you identify what you need to do to make it to the next level.
  - Identify educational barriers.
    - Research what education is needed for which engineering levels
  - Is your department hiring? Which divisions are hot?
  - What positions are available?
    - What do they pay?
    - How well do you fit into that next level?
    - What training do you need?
Know How You Are Being Judged

- If you don’t know the criteria by which your supervisors judge your performance, you’ll only succeed by blind luck.
- Understanding the formal and informal criteria can help direct you to the path of quickest ascent.
- **Formal Criteria:**
  - Job performance Review Process
  - Job Performance Criteria and Guidelines
  - Promotion Review Process
- **Informal Criteria:**
  - Communication
  - Appearance
  - Neatness of Office
Know How You Are Being Judged

• Understand your companies review process.
  ▪ How often are review conducted?
  ▪ When is your next review?
  ▪ What paperwork is produced?
• Carefully study the process for clues as to what your supervisors find important.

Raises and promotions are determined here! Learn how your supervisor views this section. Read this section carefully. See what your supervisor finds important. See what is left out. Who needs to approve?
Know How You Are Being Judged

- Ask for a copy of your company’s performance guidelines.

<table>
<thead>
<tr>
<th>GRADE LEVEL</th>
<th>TECHNICAL REQUIREMENTS</th>
<th>TECHNICAL JUDGEMENT</th>
<th>TECHNICAL CHALLENGE</th>
<th>LEADERSHIP &amp; WORK DIRECTION</th>
<th>MANAGEMENT OF COST &amp; SCHEDULE</th>
<th>INTERACTION</th>
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<tr>
<td>I</td>
<td>Supportive of Project</td>
<td>Evaluate &amp; Recommend</td>
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<td>Perform Basic Engr.</td>
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<td>Tasks</td>
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<td>Work with Individuals of</td>
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<td>Justify Solutions</td>
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<td>III</td>
<td>Experenced Performer</td>
<td>Evaluate Alternatives</td>
<td>Can Identify Tech.,</td>
<td>Can Direct a Small or</td>
<td>Accomplish Task/Team</td>
<td>Regular Supporting Role</td>
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<td>Approach</td>
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<td>Justify Alternative</td>
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<td>Experenced Leader in</td>
<td>Select &amp; Implement</td>
<td>Technical Precedence</td>
<td>Can Organize &amp; Direct a</td>
<td>Accomplish Project &amp; Team</td>
<td>Regular Tech/ External</td>
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<td>Cost &amp; Schedule Implications</td>
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<td>Recognized Authority</td>
<td>Technical Opinions</td>
<td>Technical Solutions</td>
<td>Can Define the Need &amp;</td>
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<td>Customer</td>
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<td>Variety of Engineering</td>
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<td>Interface &amp; Tech. Solutions</td>
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<td>Key Indivdual to Ensure</td>
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Know what is expected of each engineering level.

Rank your skills to find areas of improvement.

You’re ranked based on your lowest level of performance.

Typical Engineering Grade Level Performance Guideline¹
Know How You Are Being Judged

• Get a clear understanding of your company’s Promotion Review Process.
  ▪ Who are the key players?
  ▪ What are their levels of influence?
  ▪ How do you relate to each of them?
  ▪ How are you ranked against others?
• Know when the process begins and ends.
• Make sure you have appropriate visibility.
• Know who your key customers are and what they want from you.
Know How You Are Being Judged

- Neatness or Appearance
- Neatness of Office
- How Do You Present Information to Your Supervisor?
  - Verbal or Written
  - Graphically
- Are you People Oriented or Results Oriented?
- Are you a planner or a late responder?
- Are You a Cowboy or Are You a Settler?
  - Do you shoot from the hip?
  - Do you move slowly, plan, and collect a wealth of information before proceeding.
Top Reasons Why Engineers Fail

- Inept or poor communication skills
- Poor relations with the supervisor
- Inflexibility
- Poor and lax work habits
- Too much independence
- Technical incompetence.

Failure can be:
- Termination
- Removal from a team
- Stagnation at the same level
- Failure to solve problems
- Pigeonholed into one job
- Minimal Raises
- Trivial Duties
- Undesirable Jobs
The Importance of Visibility – How to get it.

- Managers promote people they *know* and people who have *demonstrated good performance*.
- **Technical Visibility:**
  - Writing technical reports
  - Presenting new work or methods.
  - Filing for patents
  - Publishing papers
- **Social Visibility:**
  - Behavior in crowds
  - Self-image or self-appearance
  - Team leadership
  - Progress reporting
  - Resolution of team/customer conflicts
  - Presentation and speaking skills

Stand Out
You’re either remarkable or your invisible.
Conclusion

• Be in control of your career. Life is competitive and success won’t happen by accident.
• Make a career plan and know what your company requires to get there.
• Keep yourself on your company’s critical path.
• Identify your deficiencies early and constantly work to build yourself as an engineer/person.
• Let your company’s performance review process to work for you.
• Be remarkable not invisible.
References