

# THE BIG PICTURE

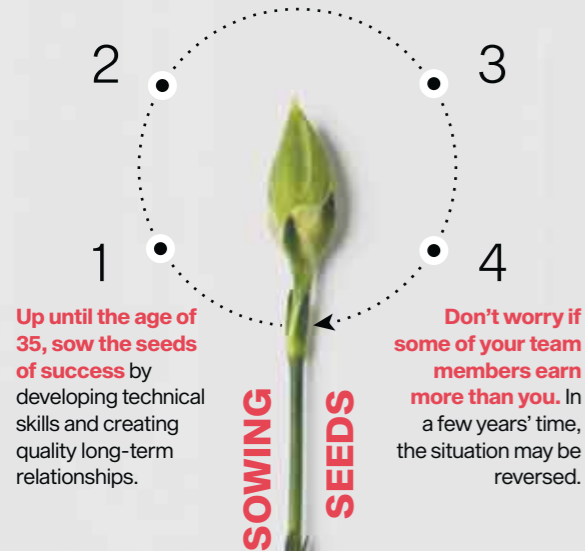
## How to flourish in your career

**A career path doesn't always advance in a linear or upward fashion.**

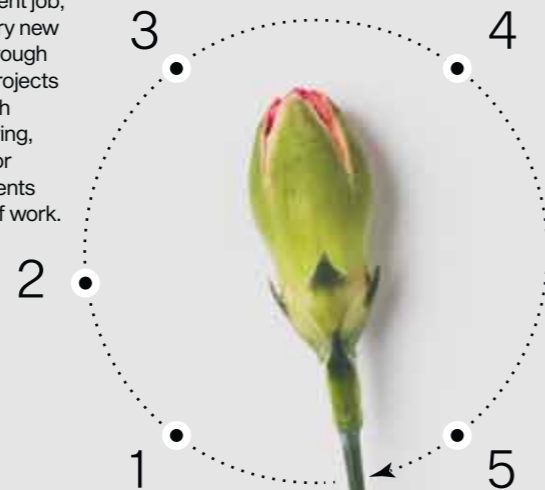
Changing companies, sectors and roles, as well as career breaks, can all factor in. What's important is not to grow more quickly than the people around you, but to lay the ground for a career that will blossom over time.

More than money, **prioritize projects that allow you to grow, learn and meet people** who enrich your own knowledge and understanding.

Develop your **mental agility.**



**Experiment:** You don't have to leave your current job; you can try new things through special projects or through volunteering, hobbies or involvements outside of work.



**Keep an eye on your online presence:** Your social media profiles reflect your abilities – and so does their absence.

**Be flexible:** Sectors get disrupted, companies pivot or disappear, new jobs come and old jobs go. Make a conscious effort to understand what changes, what doesn't change, what you want to change and what you don't want to change.

**Nurture knowledge:** What matters is not so much what you know today as your capacity to keep learning for tomorrow.

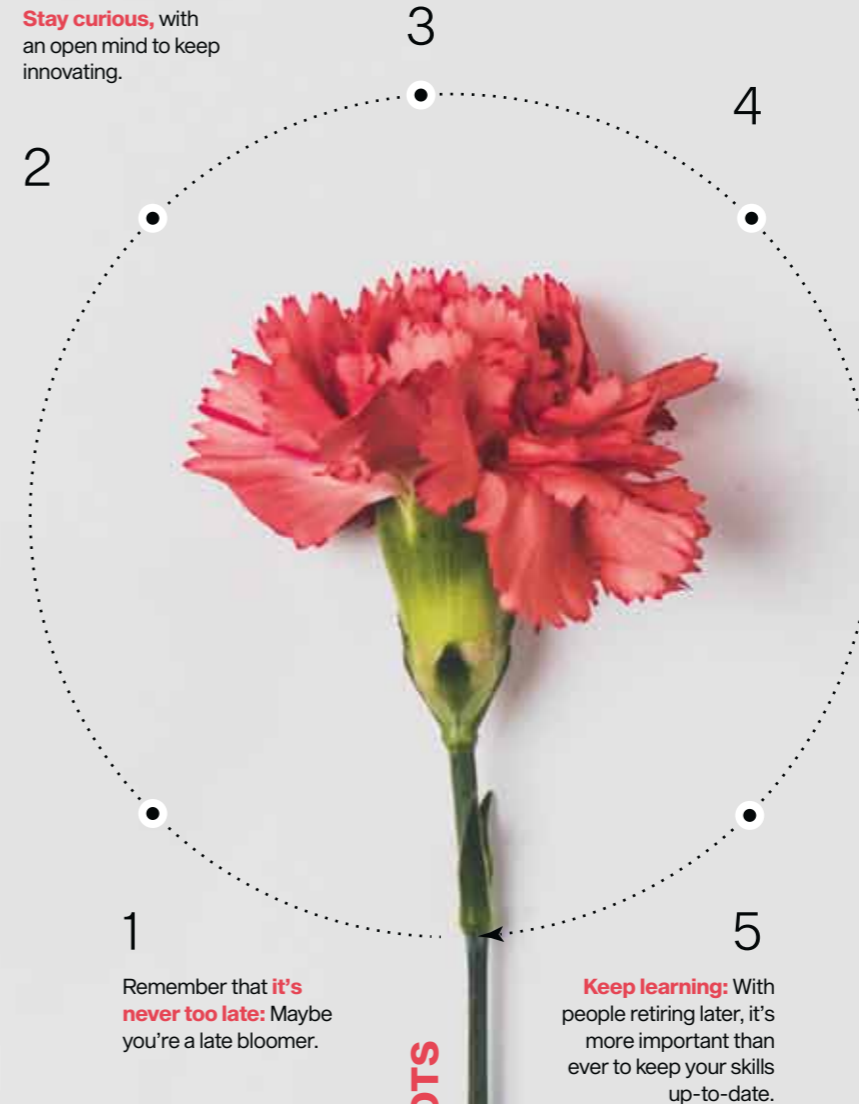
**Grow your social capital:** Identify the people around you who can help you learn. This is your development network. At the same time, make sure you give back to others: Generosity is a two-way street.

**GROWING**

**Pass on your knowledge:** It brings happiness to you and others.

**Make the most of being at your peak:** Share your wisdom and experience, dedicating time to teach others.

**Stay curious,** with an open mind to keep innovating.



**Remember that it's never too late:** Maybe you're a late bloomer.

**Keep learning:** With people retiring later, it's more important than ever to keep your skills up-to-date.

**FIRM ROOTS**

source: "Multiple stories to career building," published in *IESE Insight* Issue 11, and other work by IESE professor Mireia Las Heras, as well as the 5th Annual International Executive Coaching Symposium on "Ages of Life and Career Stages."

Useful tools



### COACHING PROGRAMS

**Understand your strengths** and how to develop them, and accept your limitations and seek ways to overcome them. A good coach can help you set realistic ambitions as you plan your next steps.



### INFORMATIONAL INTERVIEWS

**Meet with someone you admire** or who works in a sector you're interested in, just to find out more about their experience. Or perhaps it's you who is imparting the wisdom.



### MENTORING

**Advise and train someone** less experienced to help them acquire new skills and knowledge. Though usually intended for younger workers, senior managers can benefit from reverse mentoring, letting younger, more digitally savvy employees teach them new tricks.



### ANNUAL CHECKUPS

- What are your priorities at this stage? Is this the right time for training or to focus on a new personal goal?
- What are the skills and competencies you currently have? Are they helping you or holding you back? Do you need new ones to keep growing professionally?
- How diverse is your network? Who among your current personal or professional contacts should form part of this network? What new relationship could you strike up that, with time, might contribute to your development?