

# CAREER MANAGEMENT BEST PRACTICES

ARE YOU POSITIONING YOURSELF FOR MAXIMUM SUCCESS?

*Presented by Paul McDonald and Greg Jordan*

## TODAY'S PRESENTERS

**Paul McDonald**

*Senior Executive Director,  
Robert Half International*



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*Vice President, Internal Audit  
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# WHAT WE'LL COVER TODAY

The  
landscape for  
internal  
auditors

Essential  
career  
management  
best  
practices

Roadblocks  
and how to  
address them

Perspectives:  
reviews, job  
change,  
negotiation

## **POLLING QUESTION**

### **What's your current employment situation?**

- Satisfied in current role, no interest in leaving
- Satisfied in current role, but open to new opportunities
- In transition; seeking full-time or contract work
- Expect to be in transition within the next 12 months

# THE LANDSCAPE FOR INTERNAL AUDIT



Source: Robert Half Salary Guide

# THE LANDSCAPE – UNEMPLOYMENT RATES

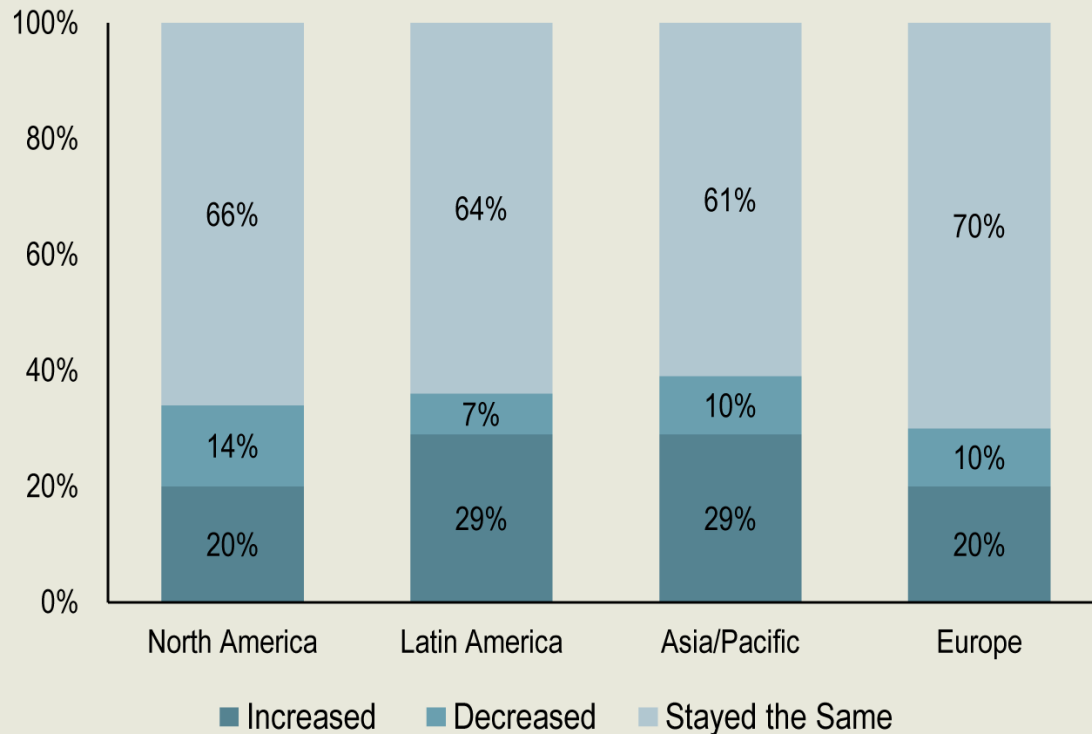
National:  
8.1 percent

Audit  
Professionals:  
3.6 percent

*Source: Bureau of Labor Statistics*

# THE LANDSCAPE – STAFF LEVELS AND BUDGETS

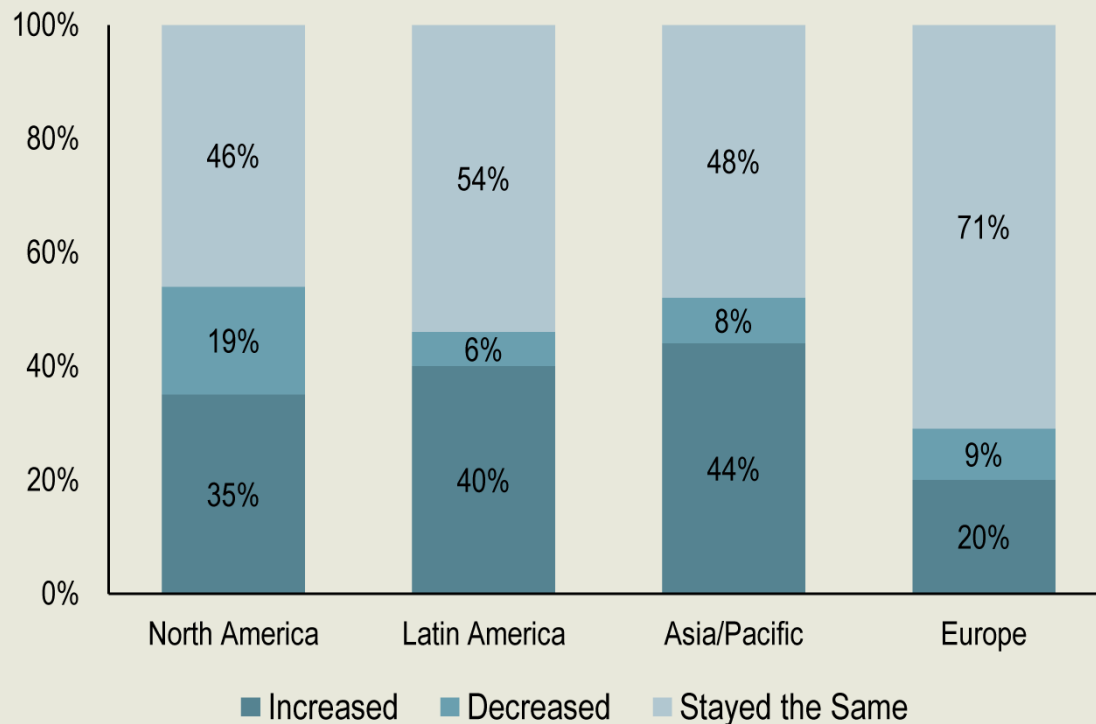
**Table 1. Internal Audit Staff Levels From 2011 to 2012**



Source: IIA “Pulse of the Profession” report, August 2012

# THE LANDSCAPE – STAFF LEVELS AND BUDGETS

Table 2. Internal Audit Budgets From 2011 to 2012



Source: IIA "Pulse of the Profession" report, August 2012



# THE LANDSCAPE IS SHIFTING

## Traditional

- Reactive
- Finance-based
- Narrow focus
- The watchdog/cop
- Report-based
- Separate function

## Emerging

- Proactive
- Multiple business areas
- Companywide focus
- The strategist/advisor
- Relationship-based
- Immersed in the business



## POLLING QUESTION

**How many years have you worked for your current employer?**

- Less than 1 year
- 1-3 years
- 3-7 years
- 7-10 years
- More than 10 years
- More than 20 years

# WHAT PRACTICES WILL HELP YOU SUCCEED IN THIS SHIFTING ENVIRONMENT?

**BEST PRACTICE #1  
UNDERSTAND GENERATIONS OTHER  
THAN YOUR OWN**

## DISCONNECTS: BOOMERS, GEN X, GEN Y

- Current and future execs aren't on the same page
- Different definitions of work, success
- Different expectations, motivations
- How do we get on the same page?



# BOOMERS

- Formal approach
- Long hours in the office
- Face-to-face meetings
- Respect for authority, hierarchy
- Moved up the ladder, craved advancement
- Approaching retirement

*Source: OH Society of CPAs , “Understanding the Older or Younger Person Down the Hall” CPA Voice, 2012*

# GENERATION X

- Working more hours than their parents, for same \$
- More college debt than their parents
- Entered workforce before Internet bubble
- Stagnant wages
- Caught in housing bust
- “Sandwiched” between Boomers and Gen Y

*Sources: Paul Kershaw, Univ of British Columbia; James Chung, Reach Advisors cited in “Who Wants to Be a Manager?” Hemispheres Magazine, Paul Kix, March 2012; Tamara Erickson, “The Leaders We Need Now” Harvard Business Review, May 2010*



## GEN Y/MILLENNIAL

- Work not something to balance, but blend
- Instant, frequent feedback
- Virtually driven
- Flexibility
- Opportunities to learn
- More drawn to smaller companies vs. big corporations
  - Innovation, entrepreneurial spirit, workplace programs/culture

*Sources: Tamara Erickson, Harvard Business Review, "The Leaders We Need Now" May 2010; Samantha Murphy, Mashable Business, "Young Job Seekers Prefer Working at Startups" August 2012*

## MORE ON GEN Y/MILLENNIAL

- Focus on sharing, inclusion, teams
- On course to become most educated generation in history
- Fast learners, quick workers, want to learn more
- Flexibility
- Matrix vs silo/hierarchy
- Big Picture= extremely important
- Can be “walking billboard” for your firm

*Sources: Pew Research Center: “Millennials: Connected. Confident. Open to Change” 2010; Andrew McAfee, “How Millennials’ Sharing Habits Can Benefit Organizations” Harvard Business Review, 2010; Annika Hylmo, “The Changing Workforce: Get to Know the Millennials” Yahoo, August 2010*

## **POLLING QUESTION**

**Which group is most challenging for you to understand/relate to?**

- Boomer
- Gen X
- Gen Y/Millennial
- No problem with any age group



**BEST PRACTICE #2  
LOOK AT YOUR LIFEBOAT**

# YOUR LIFEBOAT

- Are you surrounding yourself with the right people to help you navigate your career?
- Can you identify those who can take your place?
- Do others consider you an essential part of their lifeboats?



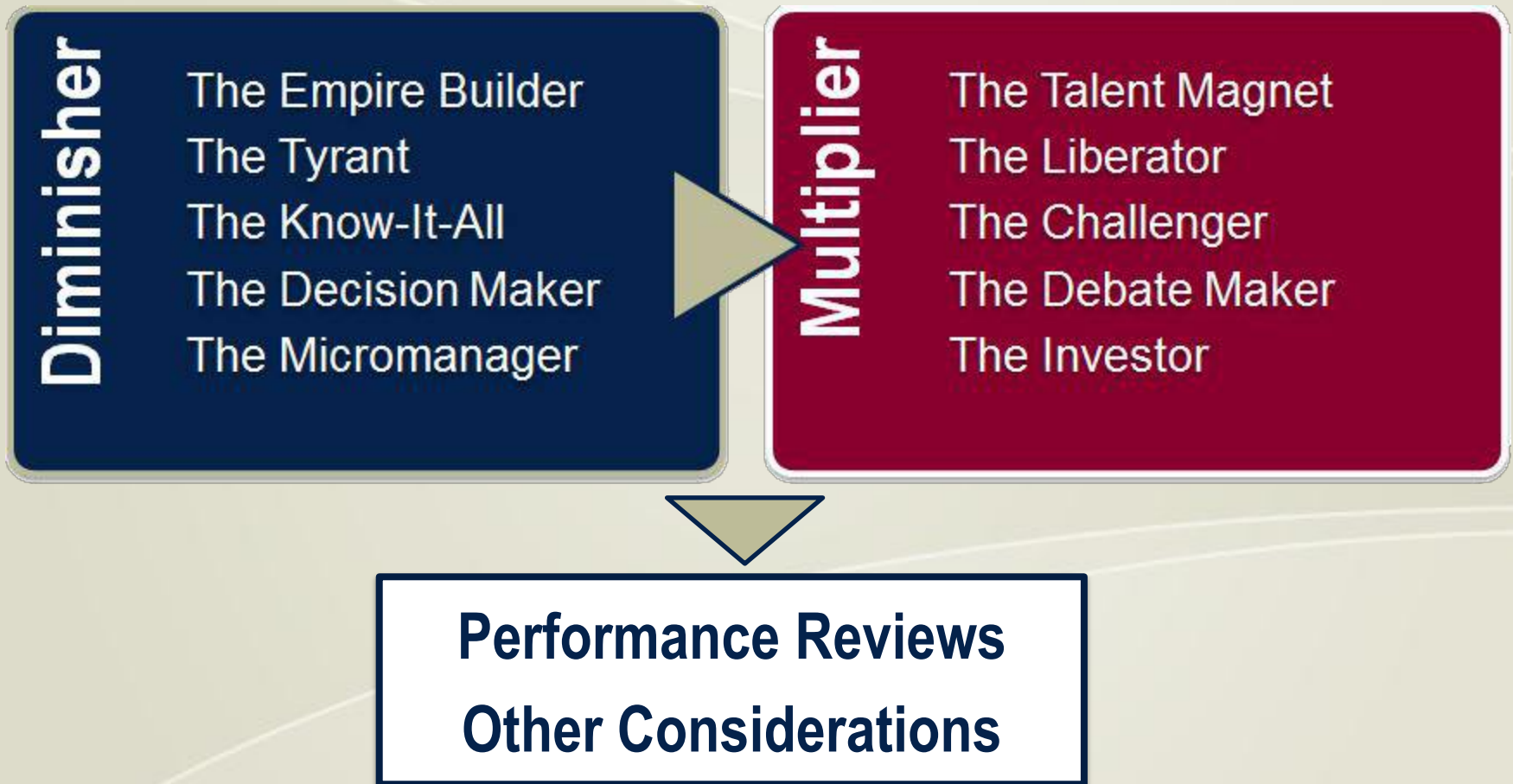


**BEST PRACTICE #3**  
**REVIEW AND REFINE YOUR**  
**PROFESSIONAL APPROACH**

# YOUR PROFESSIONAL APPROACH

- Your communication style
- Your appetite for learning/teaching
- Your ability to build relationships, network
  - Inside and outside the company
- How are you perceived?

# ARE YOU A DIMINISHER OR MULTIPLIER?



Source: Liz Wiseman, Greg McKeown, "Bringing Out the Best in Your People" Harvard Business Review, May 2010



## POLLING QUESTION

**How would you describe the culture in your current organization?**

- Diminisher
- Multiplier

# CAREER PERSPECTIVES

## POLLING QUESTION

**Thinking back to your last performance review, how useful was the feedback you received?**

- Very useful
- Somewhat useful
- Not very useful
- Not useful at all
- Not applicable/haven't had a review in last year

# YOUR CAREER DEVELOPMENT

## Are you ...

- Proactive with your manager?
- Using the resources available to you?
- Looking for a new role?

## What gets you ...

- the interview, the job, your promotions

# CLOSING THOUGHTS

## Balance is critical

- Career management = a two-way street
- Virtual and face-to-face activity



# Q&A

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