

1	Introduction	1
1.1	The Importance of a Clearly Defined Career Strategy	3
1.2	Let's Start	4
2	Define Your Career Aspiration	5
2.1	Aspiration Versus Ambition	8
2.2	Connecting to Your Deep Desire	10
2.2.1	Challenges to Connect to Our Deep Desire	11
2.2.2	Ways to Access Our Deep Desire	12
2.2.3	Relevance of the Deep Desire for Your Career Strategy	13
3	Career Strategy: A Five-Step Approach	15
3.1	Define Your Dream Job	19
3.1.1	Lifestyle	20
3.1.2	Type of Job	22
3.1.3	Personal and Professional Development	24
3.2	Expend Your Experience Base	25
3.2.1	How to Expand Your Experience Base	26
3.3	Assess Your Experience and Competence Gap	29

3.4	Monitor Constantly What New Opportunities Come Up	30
3.5	Be Audacious!	32
4	Evaluate Career Opportunities	35
4.1	Six Steps to Assess a Job Opportunity	37
4.2	The True Weight of a Position	41
4.2.1	Structure of the Organization	42
4.2.2	Governance and Delegation of Authority	43
4.2.3	Process Responsibility	44
4.3	What Is the Right Salary?	45
4.4	How Many Changes Can You Do at Once (Company, Function, Country, etc.)?	46
4.5	Prioritization of Job Opportunities	47
4.5.1	Prioritization Matrix	47
4.5.2	Mapping of Career Options in the Matrix	50
4.6	Stakeholder Engagement Plan	51
4.6.1	Establish the List of Stakeholders	52
4.6.2	Take Stakeholder's Perspective	52
4.6.3	Personal Aspects	56
4.6.4	How to Define Your Stakeholder Engagement Plan?	57
4.7	A Simple Tool to Make Better Career Decisions	57
5	Drive Your Career Development	63
5.1	You Are the CEO of Your Career	65
5.1.1	Components of Career Management	65
5.2	Set Up Your Personal Career Advisory Board	66
5.2.1	Why to Set Up Your Personal Career Advisory Board?	66
5.2.2	How to Select the Board Members?	67
5.2.3	What Is a Personal Career Advisory Board?	67
5.2.4	What Topics Should Be Covered in the Board Meetings?	68

5.3	Drive Your Development: On the Job!	68
5.3.1	External Consulting	69
5.3.2	Internal Consulting Advice	69
5.3.3	International Experience	70
5.3.4	Job swap	71
5.3.5	Shadowing	71
5.3.6	360° Feedback	72
5.3.7	Peer Coaching	72
5.3.8	Online Learning	72
5.3.9	External Best Practice Sharing and Expert Groups	72
5.4	Reverse Succession Planning	73
5.4.1	Limitations of Traditional Succession Planning	74
5.4.2	Discussion with Rolf Peiffer	76
5.5	The Diamond Principle of Career Management	79
5.5.1	Two Career Phases	79
5.6	Your First 100 Days in a New Job	81
5.6.1	The Action-Oriented School	81
5.6.2	The Listening-Oriented School	82
5.6.3	Who Is Right, the Action or the Listening- Oriented School?	83
5.6.4	It Depends on You	83
5.6.5	It also Depends on the Situation	84
5.6.6	Conclusion	85
5.7	Write Your “Life CV”	85
5.8	Think Big! Baby Elephant Story	86
5.8.1	Do We Have Virtual Ropes Around Our Necks?	88
6	Assess Company Culture	91
6.1	The Unwritten Rules of the Game	96
6.1.1	The Visible and the Invisible Part of the Iceberg	96
6.1.2	How to Learn More About These Unwritten Rules?	98

6.2	Internal Competition	102
6.3	Breaking the Disempowering Spiral	104
6.3.1	What Is Blocking Empowerment?	104
6.3.2	The Vicious Spiral	104
6.3.3	Breaking the Spiral!	106
6.3.4	Change the Perspective	106
6.4	Trust Management: How to Enhance Trust in Your Organization	106
7	Deepen Your Self-Awareness	111
7.1	How Can You Learn More About Yourself?	114
7.1.1	“Who Am I”	114
7.1.2	What Sources Can I Use to Learn More About Myself?	116
7.1.3	Leadership Is a Lifelong Learning Journey	116
7.2	Be Narcissistic and Love Your Weaknesses	118
7.3	Leverage on Feedback for Your Career Development	119
7.3.1	Barriers to Feedback	120
7.3.2	Recommendations	122
7.4	Make Good Usage of People Assessment Tools	123
7.4.1	Am I a High Potential?	123
7.4.2	Should Employees Be Informed About Their Potential?	125
7.4.3	Leadership Assessments: Pros and Cons	128
7.5	Art–Work Balance: What Art Can Bring to You Professional Development?	132
7.5.1	Interview with Dr. Tom Sommerlatte	133
7.6	Energy Management	135
7.6.1	Take Good Care of Yourself	135
7.6.2	How to Become a Corporate Athlete	136
7.6.3	We Are Responsible for Our “Machine” (Body and Mind)	136

8 Grow as a Leader	139
8.1 Servant Leadership: Think of Leadership as a Service to Your Team	141
8.1.1 Traditional Perspective	141
8.1.2 Leadership as a Service	141
8.1.3 Leadership Is a Lifelong Learning Journey	143
8.1.4 Ask Your Team About Your Leadership Service Level	144
8.2 Why We Need to Reduce the Power of Leaders	144
8.2.1 New Leadership Behavior Is Required	144
8.2.2 We Need to Reduce the Power of Leaders	145
8.2.3 Empower the Teams	146
8.3 What Leadership for Self-Organized Teams?	147
8.3.1 Leadership Transformation	147
8.3.2 Leadership Profiles	148
8.3.3 Influencing Skills	149
8.4 Millennial Leaders: How Do They Operate and What We Can Learn from Them?	149
 9 Make a Great Career Start	 151
9.1 Career Start: How to Choose Your First Employer?	153
9.2 International Experience: How to Gain It Early in Your Career	155
9.2.1 International Exposure Is a Competitive Advantage	155
9.2.2 Develop Your Inter-cultural Sensitivity	156
9.2.3 How to Acquire International Work Experience?	156
9.2.4 How to Prepare the International Job Search	157
9.3 Are Internal Consulting Firms a Smart Career Option?	159
9.3.1 Internal Consulting/Project Management Office	159
9.3.2 Large-Scale Reorganization Projects	160
9.3.3 Smaller Organization Projects	160

9.3.4	What Are the Key Success Factors of Such a Team?	161
9.3.5	Could This Be a Good Career Move for You?	162
9.4	Use Social Media to Ensure Your Profile Is Visible in the Job Market	162
9.5	Steps to Shoot Your Video CV	163
9.5.1	Content Comes First	165
9.5.2	Technical Equipment for the Shooting	166
9.5.3	Shooting of the CV Video	166
9.5.4	Post-production	167
9.5.5	Publication	168
10	Conclusion	169
10.1	Career Planning Is an Ongoing Learning Process	169
10.2	Time Matters	172