



# Advance Your Career in Downturns!

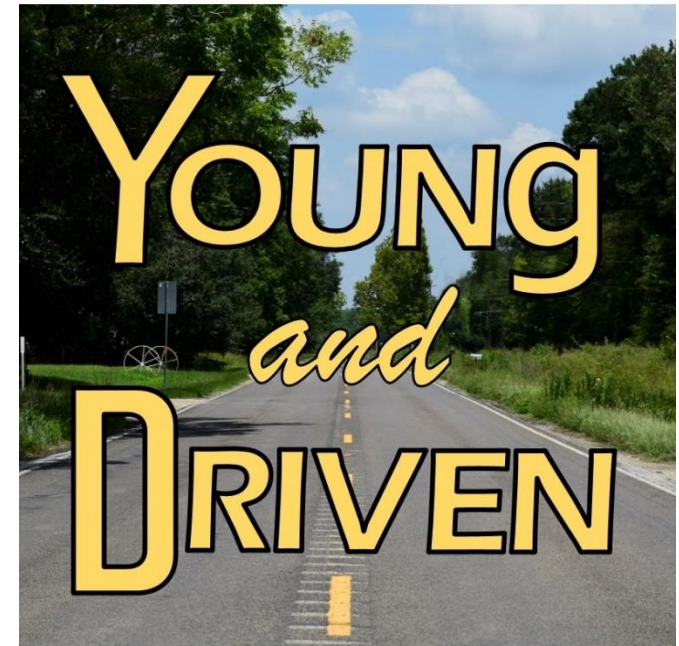
**Cortlan J. Wickliff, Ph.D., J.D.**

Good leaders train & direct talented people.  
Great leaders *groom* & *guide potential* successors.

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DR. CORTLAN J. WICKLIFF, ESQ.



OVERDRIVE

# About Me – Dr. Cortlan J. Wickliff

- Currently:

- Associate Vice Provost of Academic Affairs & Strategic Initiatives for Rice University
- Lawyer & Business Consultant
  - Former Assistant General Counsel for Kalon Biotherapeutics
  - Former Legal Counsel for Fujifilm American Holding Corp.
- Motivational & Keynote Speaker

- Education

- B.S. Bioengineering – Rice University
  - Youngest engineer in the nation (19 y.o.)
  - Started College at 15 y.o.
- J.D. – Harvard Law School
  - Youngest Licensed Attorney in State of Texas (23 y.o.)
  - Youngest African American to graduate HLS(22 y.o.)
- Ph.D. Engineering – Texas A&M University
  - Age 25, Ph.D., J.D., and B.S. in Engineering.

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# **Today's Landscape to Leadership**

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# Leadership & Workforce Getting Older

- People Are Working Longer
  - Average Life Expectancy Increasing (10+ yrs since 1970s)
  - Retirees Reentering the Workforce
  - Average Age of Employees Increasing (6+ yrs since 1980s)
  - Average Age of C-Suite Increasing (5+ yrs since 2008 recession)
- The Workforce is More Competitive
  - More Educated Population (~1/10 in 1960s to ~1/3 in 2017)
  - Increasing Competition w/ Automation
  - Recession Pushed Organizations to Run Lean
  - Increasing Competition from Lateral Leadership Hires

# No More Promotion Assembly Line!



<https://blogs.sas.com/content/sascom/2015/12/22/fun-holiday-problem-proc-iml/>

# How Do You Secure Your Promotions?

- Be the Best at Job?
- Be the Smartest?
- Get in Good with the Boss?...



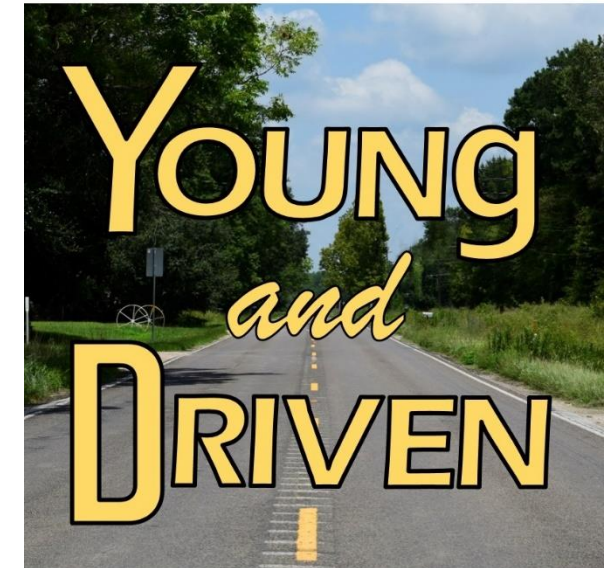
# How Do You Secure Your Promotions?

## ● Be Up to PAR!

- Plan
- Adapt
- R.A.W. T.A.L.E.N.T.

Note: Good leaders train & direct talented people. Whereas, great leaders groom & guide potential successors.

DR. CORTLAN J. WICKLIFF, ESQ.



OVERDRIVE

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**“Failing to Plan is a  
Plan to Fail”**

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# Plan Backward and Forward

- Identify Your Promotion
- Starting From Today Work Forward to Promotion:
  - What are the steps that get you to that promotion?
  - What Training?
  - What Intermediate Promotions
  - What steps are sequential & parallel
- Identify 3-5 major milestones
- Identify 3-5 sub-steps
- Repeat process until plan is actionable
  - Actionable does not mean complete
  - Perfect plans never complete



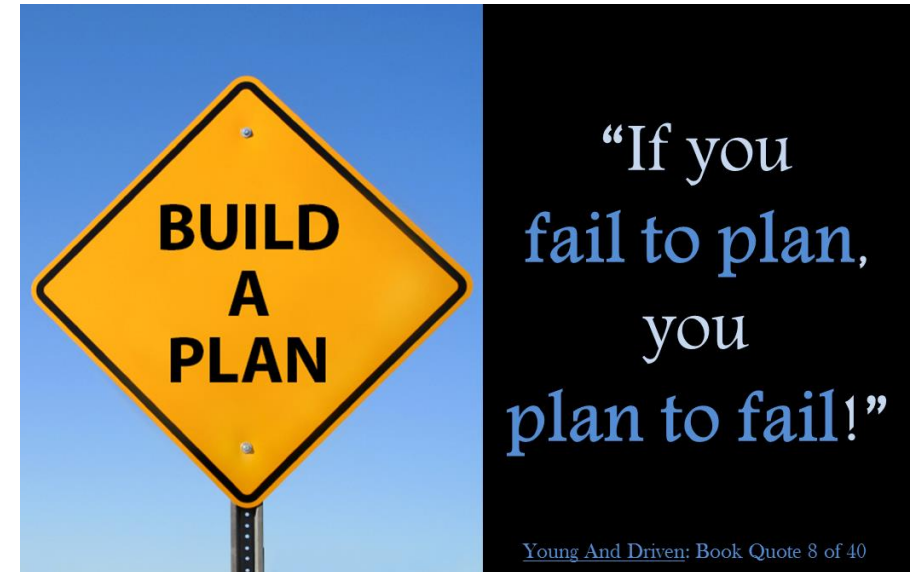
“If you spend too much time  
thinking about a thing, you’ll  
never get it done”

BRUCE LEE

Young And Driven: Book Quote 10 of 40

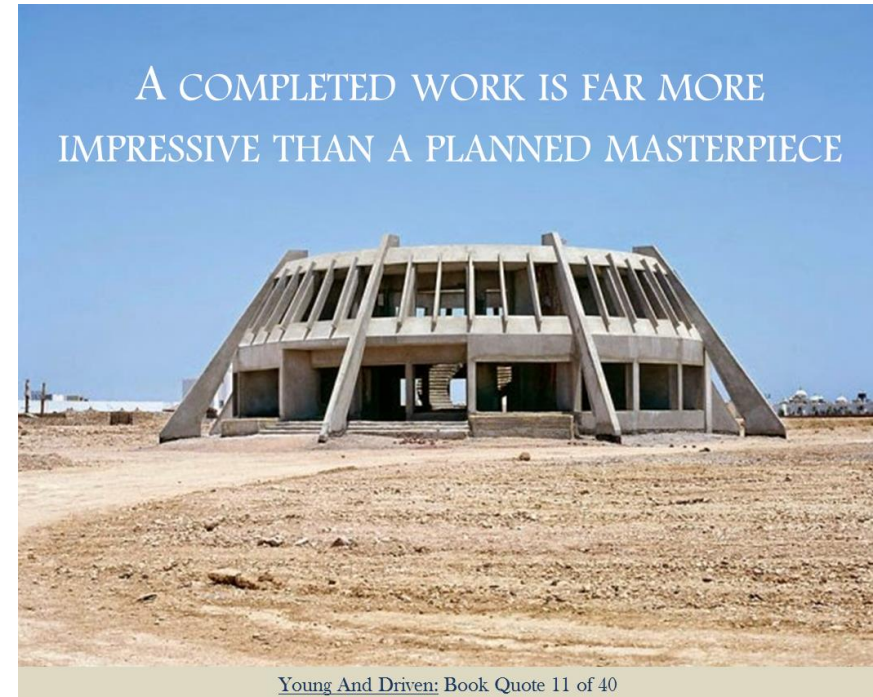
# Plan Backward and Forward

- Identify Your Promotion
- Starting From Promotion Work Backward to Today:
  - What are necessary prerequisites
  - What positions are most likely to get promoted to that position
  - What educational profile
  - What steps are sequential & parallel
- Identify 3-5 major milestones
- Identify 3-5 prerequisites for each milestone
- Repeat process until plan is actionable
  - Actionable does not mean complete
  - Perfect plans never complete
- Compare both versions and create unified plan



# Rules of Planning

- Write your plan out
- Know the difference between Requirements and Suggestions
  - Find Primary Sources
  - “I heard” is not a Primary Source
  - Read Handbooks, policy, laws, etc.
- People make exceptions every day, why not you?
- Don't share everything with everyone
- Know how to adapt
- Work Through Your Planning



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# **Avoid Detours to Success**

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# Planning Keeps You On Track

- Identify Detours & Avoid
  - Manage pressure to say “Yes”
  - Justifies your no’s
  - Tells you when to fight
- Identify Shortcuts & Take
  - Do not be too rigid
  - Plans evolve
  - Seize opportunities



“Follow your passion.  
Stay true to yourself.  
Never follow someone  
else’s path unless you’re  
in the woods and you’re  
lost and you see a path.  
By all means, you  
should follow that.”  
ELLEN DEGENERES

Young And Driven: Book Quote 14 of 40

# Identify the Dangers with 4 Ws

- Who asked?
- What will you be doing?
- Where is the assignment located?
- When will it end?



“Life opens up opportunities to you, and you either take them or you stay afraid of taking them.”

JIM CARREY

Young And Driven: Book Quote 18 of 40

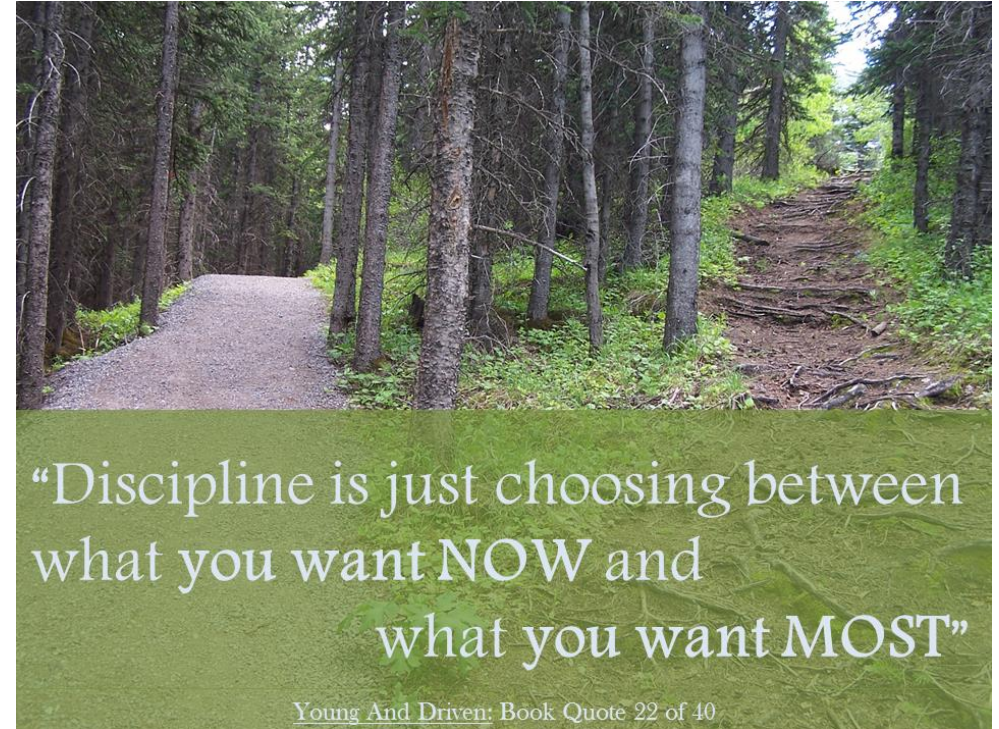
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**R.A.W. T.A.L.E.N.T.:**  
**Be Ready, Able, and Willing**

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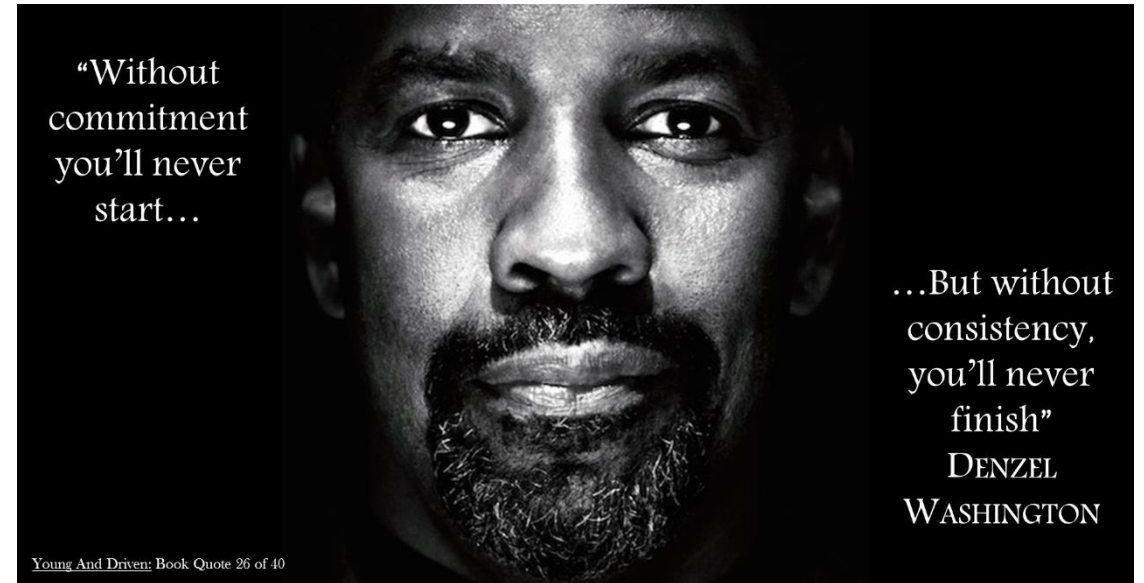
# Be Ready For New Assignments

- Get assignments off your desk
- Take advantage of unique circumstances
- Keep certifications current



# Acquire & Hone Useful Abilities

- What Unique Abilities do you Have?
  - Foreign Language Skills
  - Emotional Intelligence
  - Unique Training, etc.
- What Doors Can You Open?
  - Do you have a unique background?
  - Shake the family tree
  - Revisit old friends
- Acquire New High Demand Skillsets
  - Learn the emerging areas of your company
  - Understand the strategic plan of your company & industry



# Are You Willing to do the “Dirty Jobs?”

- What are reoccurring needs?
  - Annual – Taxes, compliance audits, etc.
  - Monthly – Making reports, reconciling accounts, etc.
  - Frequent – Waste disposal, driving deliveries, etc.
- What are the high visibility jobs?
- What are the indispensable jobs?
- Can you make money or save money?

“It always seems impossible until it’s done”



NELSON MANDELA

Young And Driven: Book Quote 33 of 40

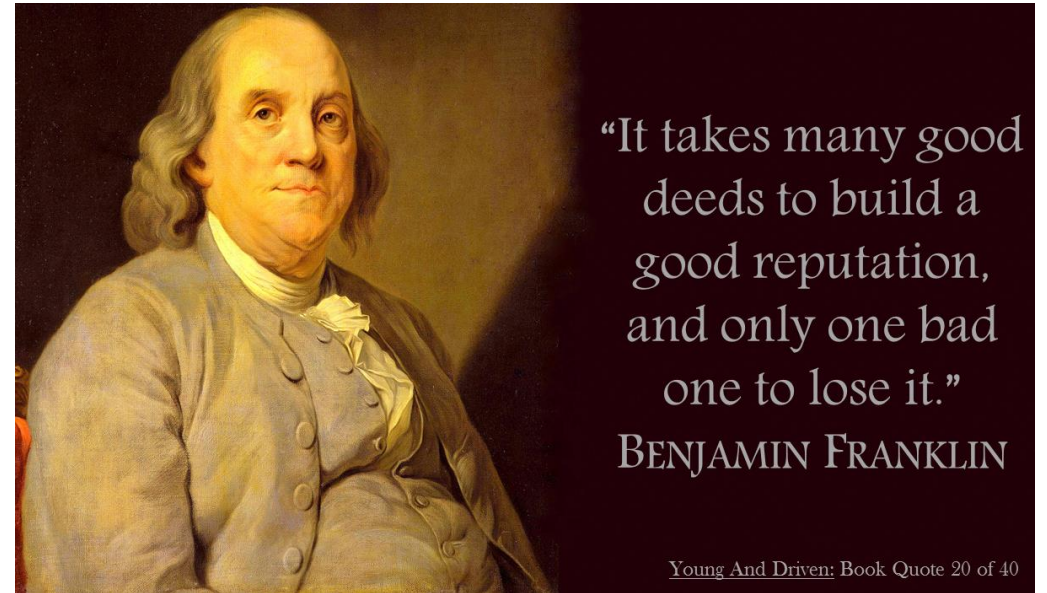
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**R.A.W. T.A.L.E.N.T.:**  
**Tell Ambition to**  
**Leadership with Effective**  
**Networking Tactics**

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# Effective Networking Tactics: Don't Be “That Person”

- Always Asking
- Never Sharing Credit
- Giving Too Much Info
- Letting Your “Hair Down”
- All Press is Not Good Press

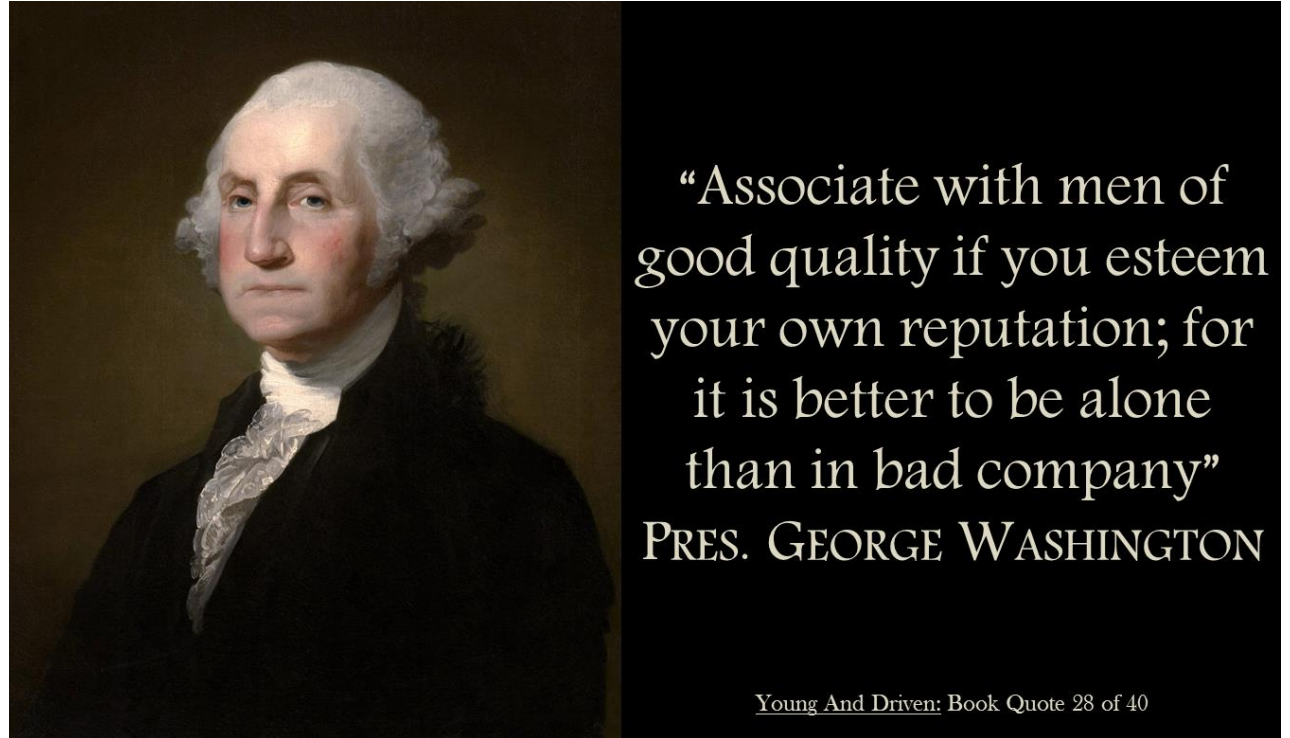


# Goal 1 – Get the Word Out!

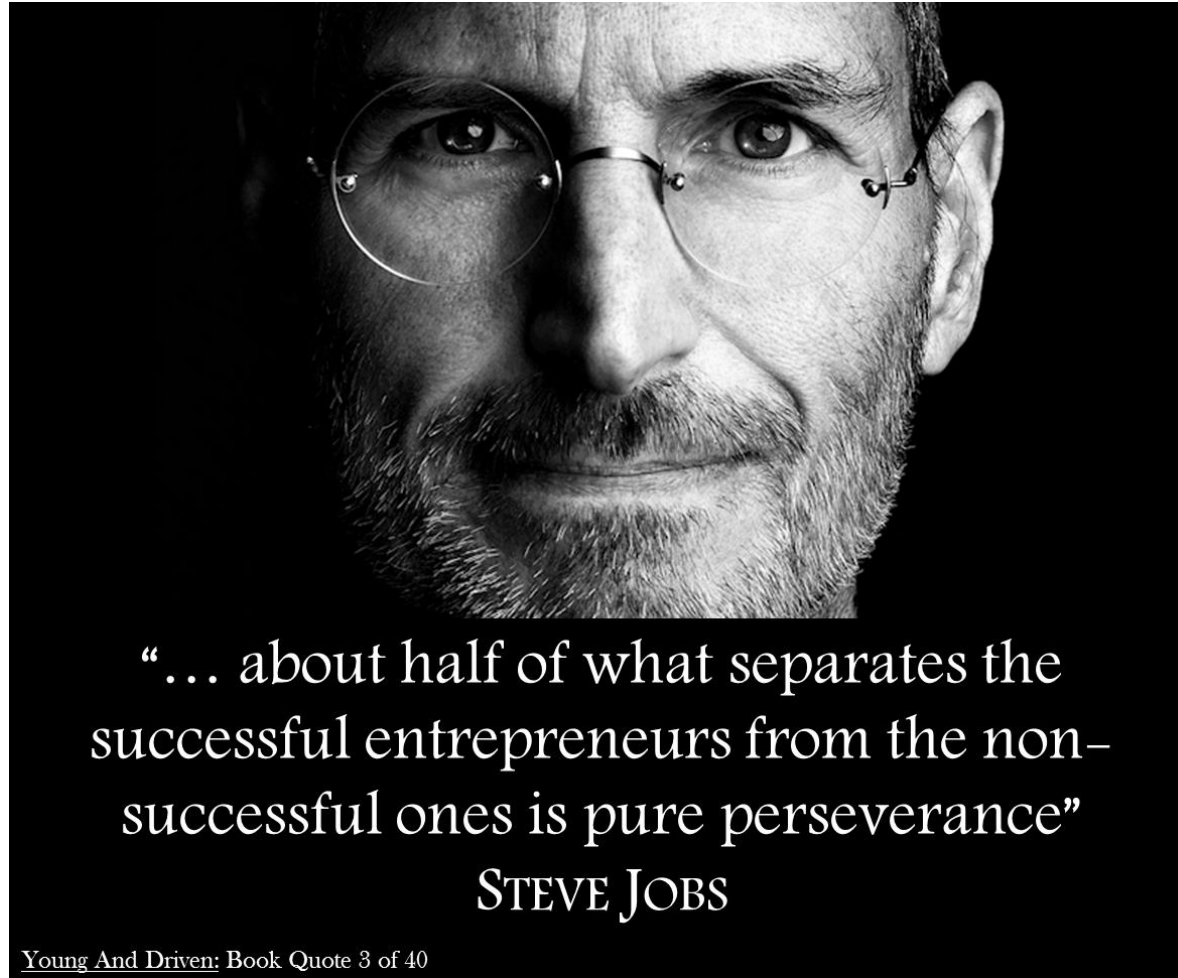


# Goal 2 – Build Your Team!

- Cheerleader
- Coach
- Mentor
- Sponsor
- Never Mix Them Up!



# Keep Working, Adapting, and Striving



“... about half of what separates the  
successful entrepreneurs from the non-  
successful ones is pure perseverance”  
STEVE JOBS

Young And Driven: Book Quote 3 of 40

# Questions?



# Contact

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