

STRETCH AND GROW

Developing ourselves and others

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SPARK PLUG I

FLEXIBILITY AND HAPPINESS

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GROWTH MINDSET = FLEXIBILITY

You + Your Job


(Justin Berg, et al. 2023) © Lori Mackenzie 2023

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HAPPINESS
+ 6 MONTHS



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SPARK PLUG 2
FOUNDATIONS OF PROMOTABILITY



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WHAT LEADS TO SUCCESS?

A history of delivering results

Technical depth of expertise

The ability to manage a technical team



(Mackenzie, Correll, Simard 2016)

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WHAT LEADS TO PROMOTIONS?

VISIBILITY



(Mackenzie, Correll, Simard 2016)

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WHAT LEADS TO PROMOTIONS?

REPUTATION

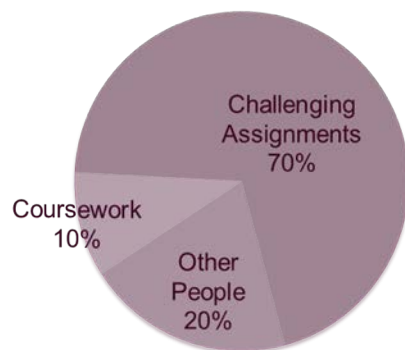


(Mackenzie, Correll, Simard 2016)

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HOW DO YOU GAIN A REPUTATION?



Ibarra, 1997; Center for Creative Leadership.

“Stretch” assignments are:

- Developing skills for the next level, outside one’s “comfort zone”.
- Visible (often cross functional or increasing one’s visibility to leadership)

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WHAT ASSIGNMENTS BUILD A REPUTATION?



- Aligned with company strategic priorities:
- ✓ Revenue (P&L)
 - ✓ Innovation
 - ✓ Growth

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SHARE
EXAMPLES OF
STRETCH
ASSIGNMENTS
YOU'VE HAD OR
GIVEN



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WHAT ASSIGNMENTS ARE NECESSARY BUT NOT AUTOMATICALLY REPUTATION-BUILDING?



- ✓ “Office Housework”
- ✓ Routine Work
- ✓ Support/Culture Work

Women and people of color are more likely to be assigned “low promotability” work.

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UNEVEN ACCESS TO STRETCH ASSIGNMENTS

Who is your “go to”?



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UNEVEN ACCESS TO STRETCH ASSIGNMENTS

- “Like Likes Like”: networks of influence tend to *homophily* (sameness)
- Weak ties do not work for those in the minority group.



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A FRAMEWORK TO EQUALIZE ACCESS



Integrate planning of stretch assignments into regular mentorship and coaching conversations.

Align with company priorities

Visibility

(Macke et al, 2022)

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A FRAMEWORK TO EQUALIZE ACCESS



2 Make strategic organization-wide plans to identify and equitably assign key opportunities.

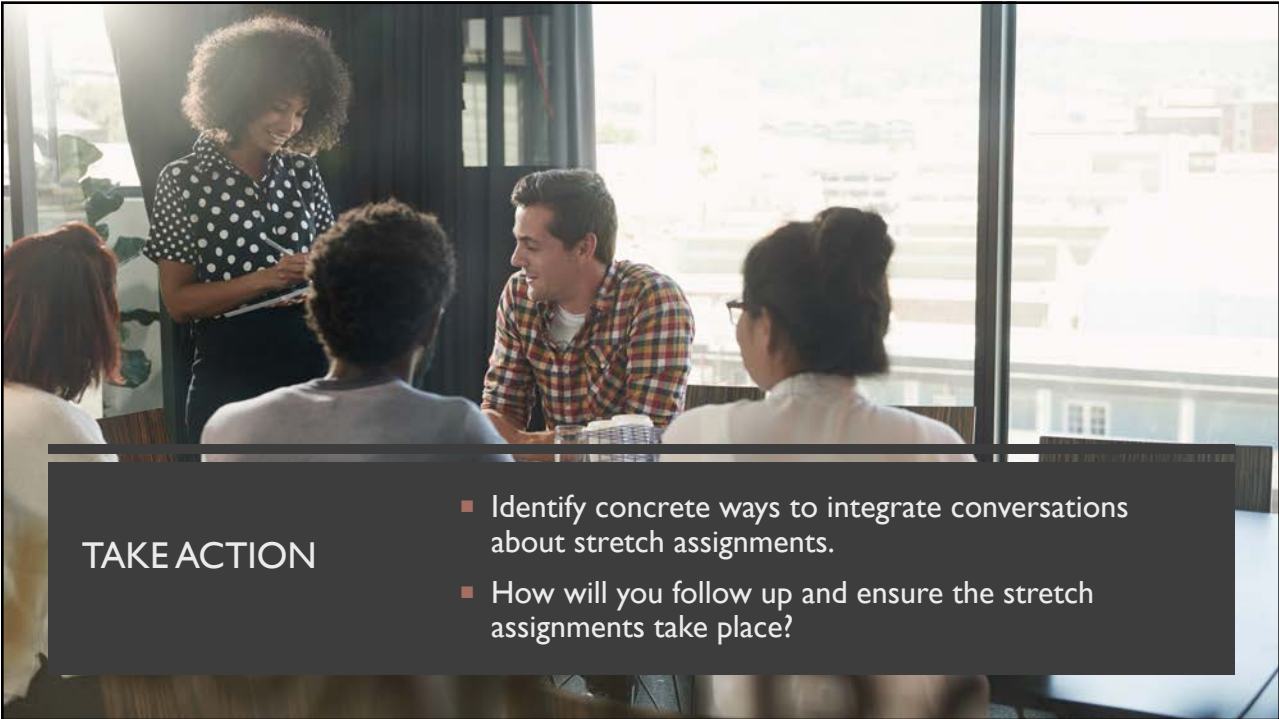
Talent management

Review

(Macke et al, 2022)

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TAKE ACTION

- Identify concrete ways to integrate conversations about stretch assignments.
- How will you follow up and ensure the stretch assignments take place?

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