STRETCH AND GROW

Developing ourselves and others

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WHAT LEADS TO HAPPINESS AT WORK?

GROWTH MINDSET = FLEXIBILITY

You + Your Job

(Justin Berg, et al. 2023)

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HAPPINESS + 6 MONTHS

SPARK PLUG 2
FOUNDATIONS OF PROMOTABILITY
WHAT LEADS TO SUCCESS?

- A history of delivering results
- Technical depth of expertise
- The ability to manage a technical team

WHAT LEADS TO PROMOTIONS?

VISIBILITY
WHAT LEADS TO PROMOTIONS?

REPUTATION

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HOW DO YOU GAIN A REPUTATION?

“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)

Ibarra, 1997; Center for Creative Leadership.

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WHAT ASSIGNMENTS BUILD A REPUTATION?

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

SHARE EXAMPLES OF STRETCH ASSIGNMENTS YOU’VE HAD OR GIVEN
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.

UNEVEN ACCESS TO STRETCH ASSIGNMENTS

Who is your “go to”? 
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.

A FRAMEWORK TO EQUALIZE ACCESS

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

   Align with company priorities

   Visibility

(Macke et al., 2022)
A FRAMEWORK TO EQUALIZE ACCESS

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

- Talent management
- Review

(Mack et al, 2022)

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