



Career Pathways

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CAST CONNEX

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Aspiration towards Advancement

52%

of all respondents

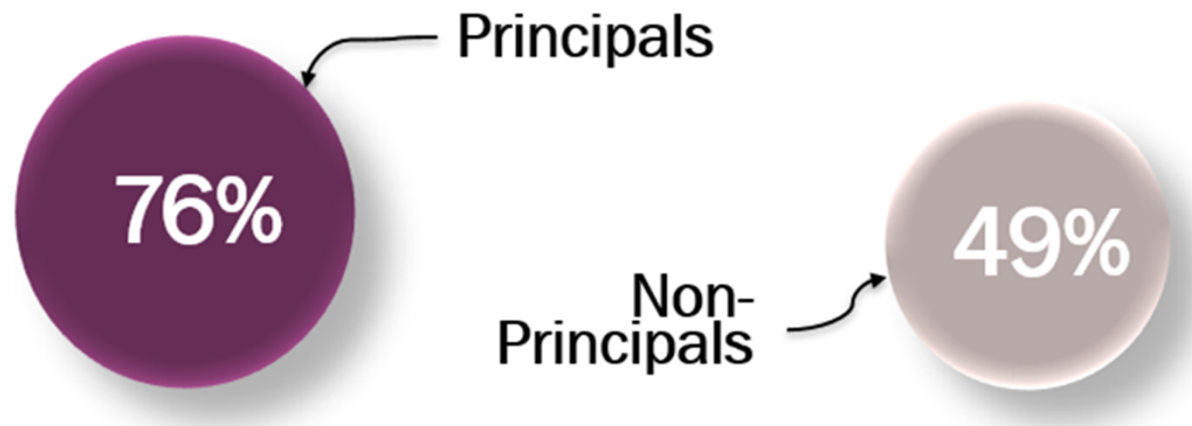
Aspire to become Principals
during their careers

Communication

51.6%

of all respondents agree:

Management clearly communicates
expectations for advancement



Takeaways for Organizations: Communication is Key

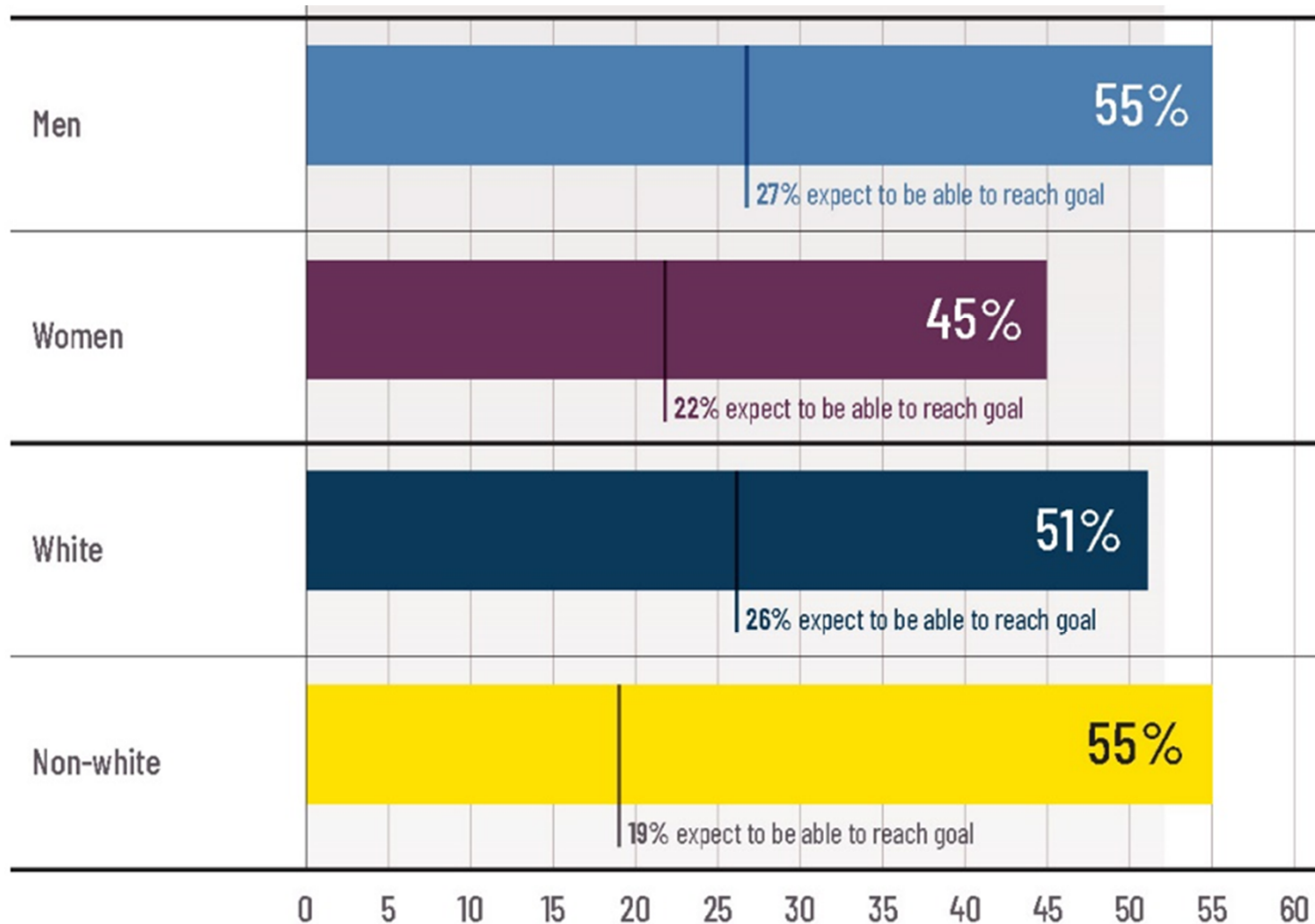
Examine your firm's policies for
communication of leadership pathways

Transparency in communication to members at
all levels is key

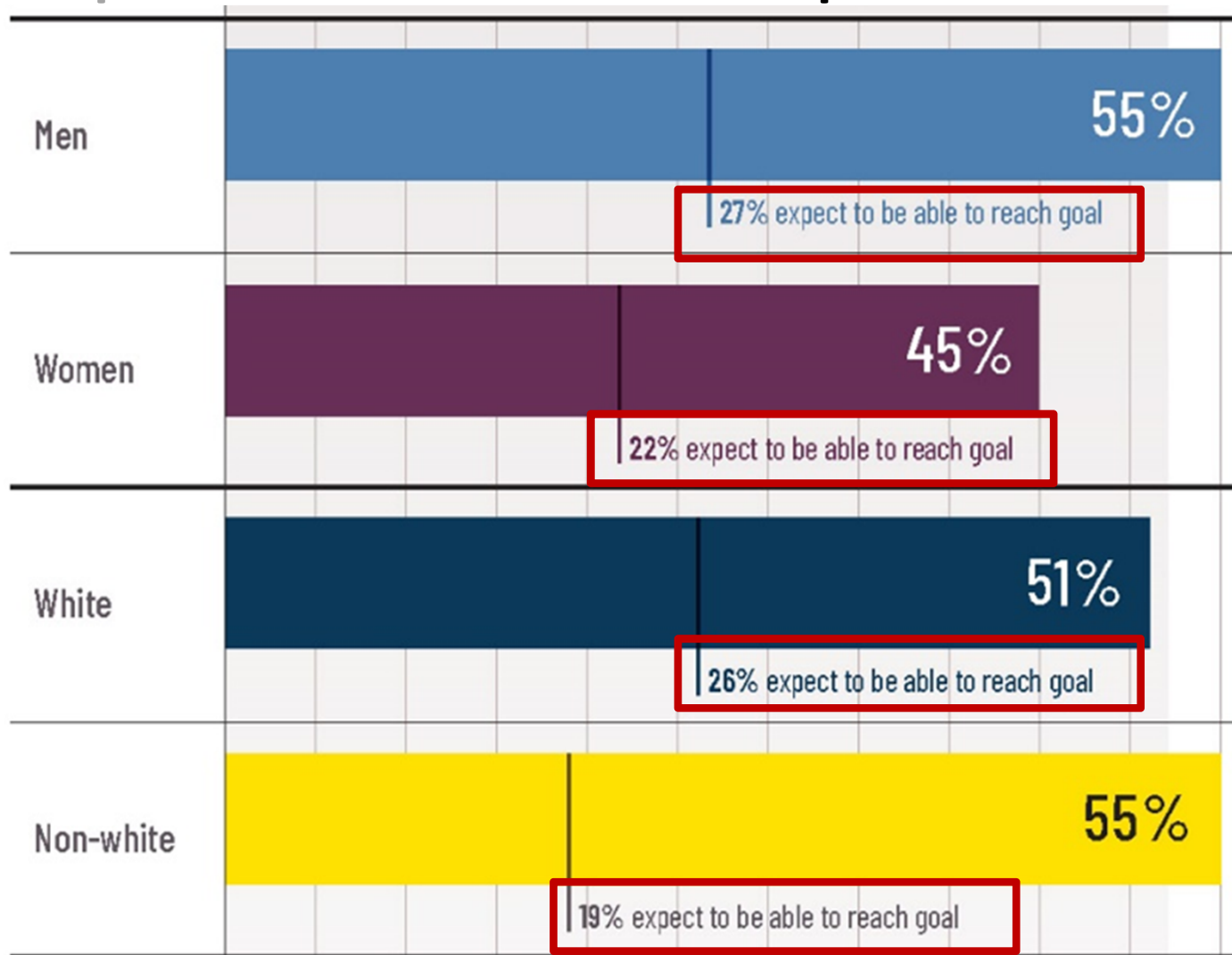
Consider internal audits to support un-biased
examination of practices

Aspirations

“I aspire to becoming Principal”



Aspirations vs Self-Expectation



Those who aspire towards Principal who also expect to achieve this goal:

49%

49%

51%

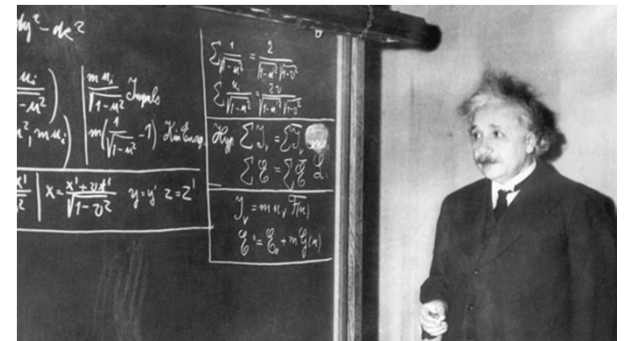
35%

Takeaways for Organizations

Identify strengths of employees and capitalize on them, rather than put them all on the same conveyor belt to success

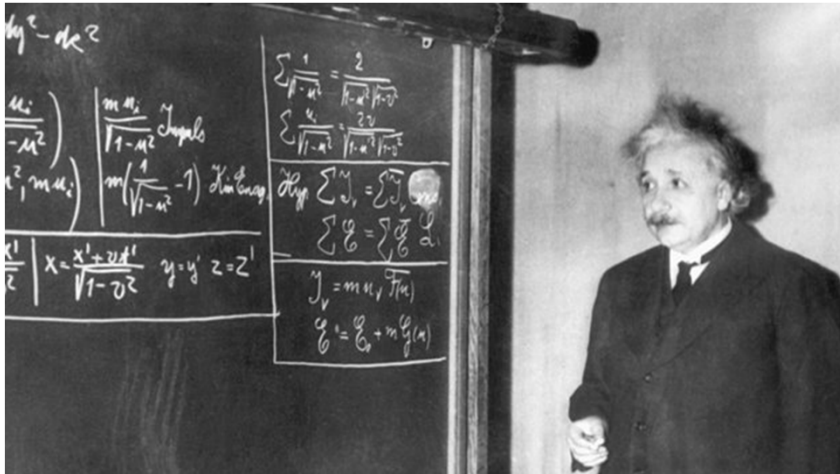
Beware of a “one-size-fits-all” management and promotion structure

Strive to develop a healthy “ecosystem” of roles and responsibilities.



Takeaways for Organizations

Case Study

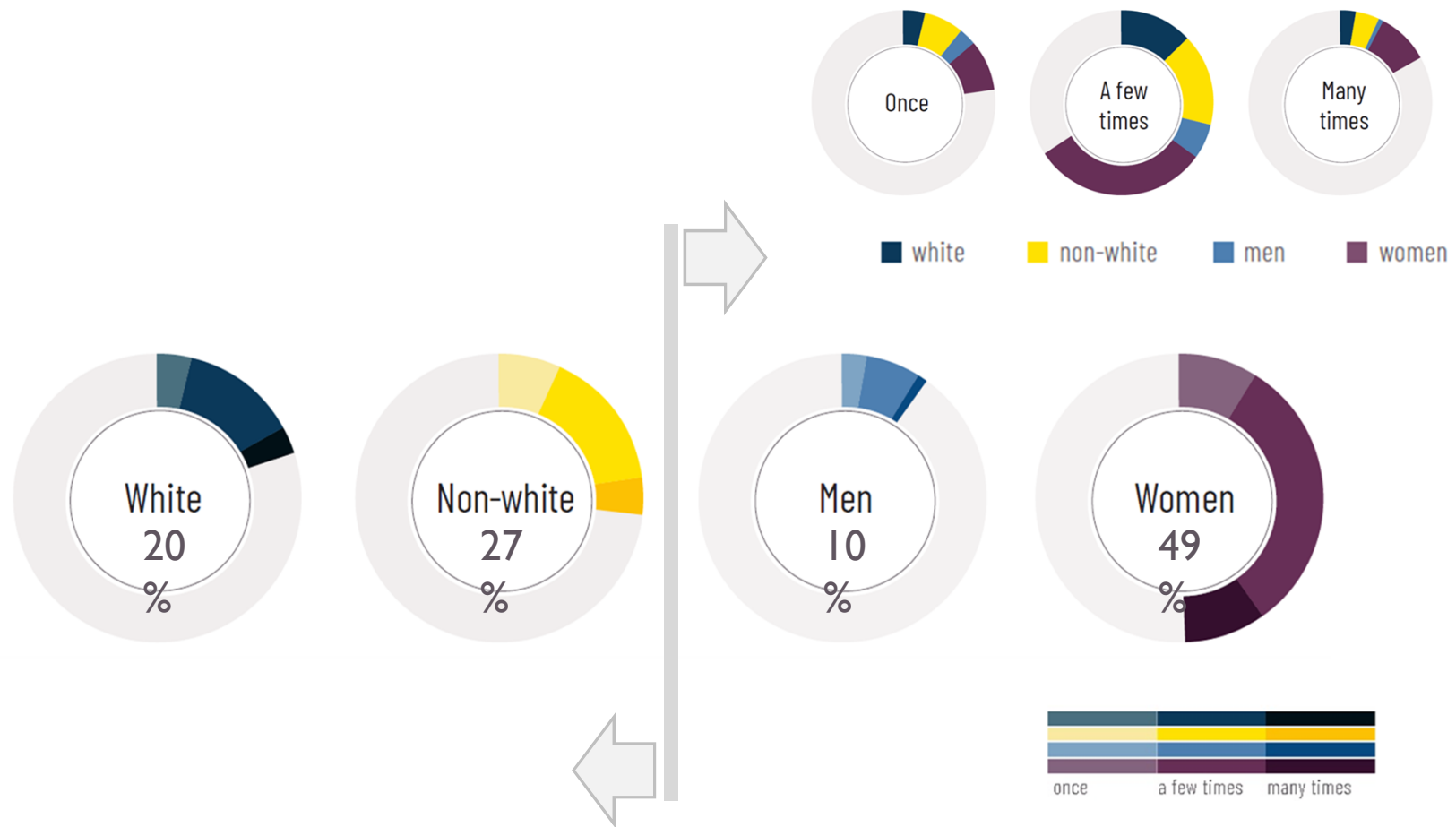


This poor student failed language classes and was denied admission to university

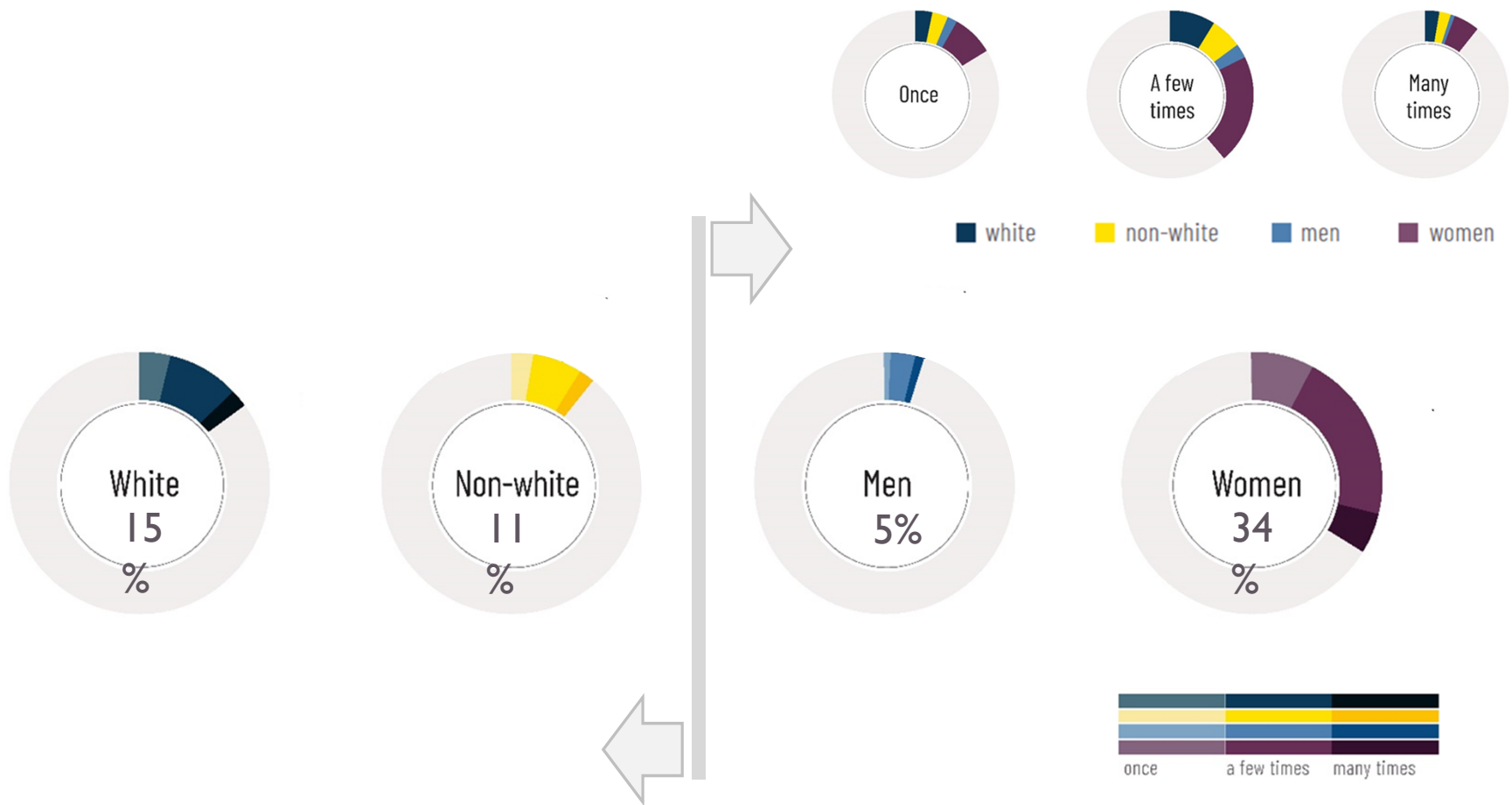
Imagine what he might have done, or not done, in his career, if he could better communicate the import of his ideas?

Maybe he needed a great Project Manager or COO with equally solid technical skills to support him

Workplace Discrimination



Workplace Harassment



Takeaways for Organizations

There are issues in our profession of discrimination and harassment

Recognize unconscious bias - beware of favoring promotions for people who look/act/seem like you or share your identical talents

Look for the value of people's differences



Takeaways for Organizations

Case Study



This woman was a stellar student, completing high school at 14 and college at 18. But her career options were limited due to the color of her skin.

Thanks in part to an Executive Order, this woman went to work with NASA and hand-calculated the trajectory for America's first trip to space.

Imagine what else she might have done had she been seen and treated as an equal throughout her career.

Takeaways for Individuals

Identify how your values align with your company's values in a productive way

Identify how your company is organized and where you would like to fit in



“Passion is energy.
Feel the power that
comes from focusing on
what excites you.”

Oprah Winfrey

Takeaways for Individuals

Demonstrate your value (and ROI) to your firm and the skills you would like to contribute

Advocate for your personal talents and interests (especially if they are different from “traditional” firm leadership---it may take longer for someone to notice only because they are not familiar with the way you add value)

Examine whether your current firm, or job position, is best suited to capitalize on your skills in the structural engineering profession

