2026 OHIO HR CONFERENCE
PRESCRIBE. EMPOWER. REFILL

Pathfinders

Developing People, Building Connection, and Creating Growth Without Breaking the Budget

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Speaker - Author - VP of Partnerships

2026 Ohio HR Conference
Sept 23, 2026

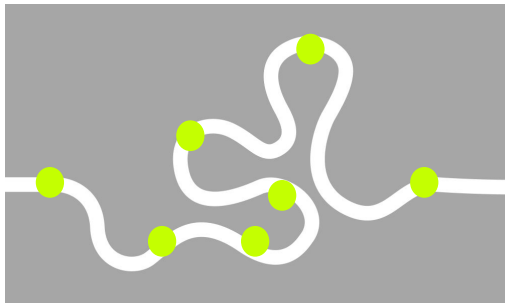
Lattitude

The people developing everyone else need development, too

01 Purpose



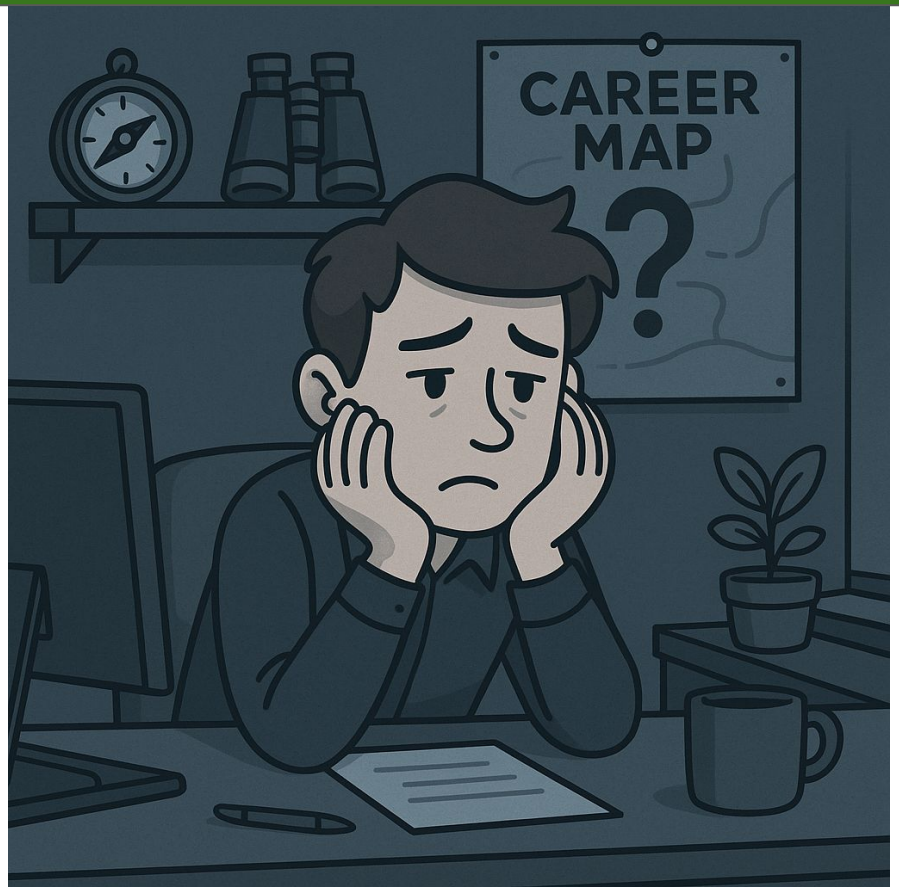
02 Path



03 People



Nobody should have to navigate their professional journey alone!



Who on my team…

- Needs training
- Might be ready for a leadership opportunity
- Could benefit from a mentor (or two)
- Would benefit from an (external) coach
- Can we not afford to lose right now
- Does not see a future with our organization

Who is watching out for me?

- Needs training
- Might be ready for a leadership opportunity
- Could benefit from a mentor (or two)
- Would benefit from an (external) coach
- Can we not afford to lose right now
- Does not see a future with our organization

Who has helped someone else think through their career in the past month?

- Training
- Explore a leadership opportunity
- Introduction to a mentor (or two)
- Shared information about a coach
- Showed meaningful appreciation
- Explained their future

When have you last made time to assess your…

- Purpose
- Path
- People

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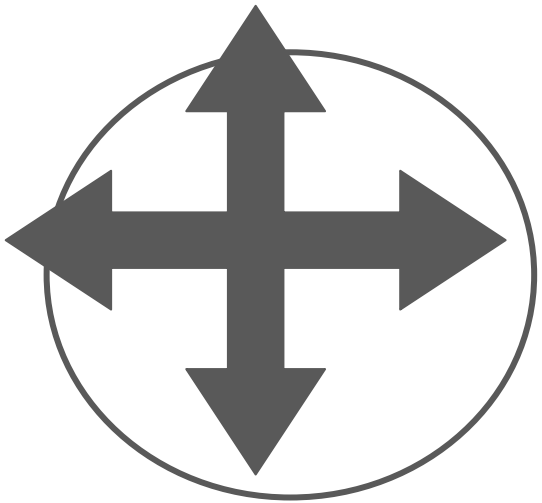
- Purpose
- Path
- People

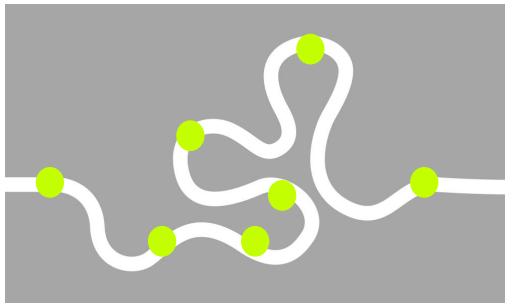


For each of us. For our people. For our organization.

01 Purpose



02 Path



03 People



**Absorb what is useful,
discard what is not,
add what is uniquely your own.**

- Bruce Lee



Purpose:
Self-actualization is the goal.
Finding purpose focuses the target.

Ikigai (Purpose)

- Japanese concept that roughly means “a reason for being”
  - What you love
  - What you’re good at
  - What you can be paid for
  - What the world needs
    - 生きがい



Purpose

What do I like

- Which activities leave me feeling energized?
- What am I doing when in a flow state (lost track of time)?

What am I good at

- What do people consistently ask me for help with?
- What do others say my superpower is?

What does the world need

- Which problems (gap to address) do I care about solving?
- If I retired tomorrow, what would I hope people said I helped improve?

What can I get paid (or rewarded) for

- How does my work help make money or save time?
- What could I start consulting on?

Try it on for size

1. What gave me energy today?
2. What am I looking forward to?
3. What is draining me or weighing on me?
4. What did I learn today or this week? What am I excited to learn next?
5. Why is my work significant to me?
6. Do I understand how my work creates value?
7. Am I using my greatest strengths? What strengths am I not using enough?
8. Who is helping me grow — and who am I helping grow?
9. If I needed career advice tomorrow, who are the five people I would call?
10. Does the life I'm building match the life I actually want?

Path:
Good intentions fade.
Systems sustain momentum.

Lesson Learned: Prep for Mentorship

- Prepare for each conversation
- Draft your path before - makes feedback much easier
- It is OK to not have all of the answers

Workshop



	Job, Role, Position (Organization)
Past	Engineer Lv 1
Present	Engineer Lv 2
Future	*Engineer Mgr*, *Tech Lead*, *Engineer Sr Mgr*, *Technical PM*, *CTO*

Workshop

	Job, Role, Position (Organization)	Skills, Tools
Past	Engineer Lv 1	CAD
Present	Engineer Lv 2	Agile Product Management
Future	*Engineer Mgr* *Tech Lead* *Engineer Sr Mgr* *Technical PM* *CTO*	*Lead People* *Proposals* *Profit & Loss*

Workshop

	Job, Role, Position (Organization)	Skills, Tools	Education, Certification
Past	Engineer Lv 1	CAD	
Present	Engineer Lv 2	Agile Product Management	
Future	*Engineer Mgr* *Tech Lead*	*Lead People*	*Prof Engr (PE)*
	Engineer Sr Mgr *Technical PM*	*Proposals*	*PMP*
	CTO	*Profit & Loss*	*MBA*

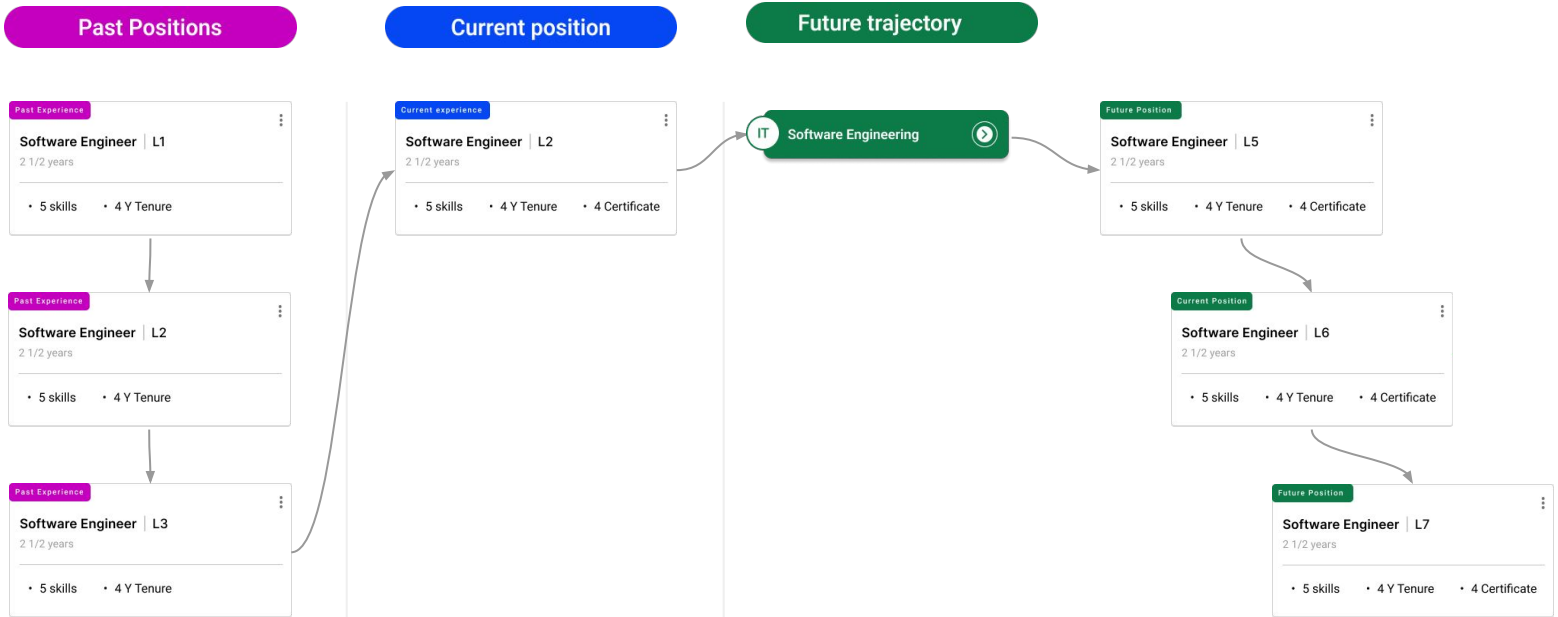
Workshop

	Job, Role, Position (Organization)	Skills, Tools	Education, Certification	Achievements, Accomplishment
Past	Engineer Lv 1	CAD		
Present	Engineer Lv 2	Agile Product Management		
Future	*Engineer Mgr*; *Tech Lead*	*Lead People*	*Prof Engr (PE)*	*Lead 5 people*
	Engineer Sr Mgr; *Technical PM*	*Proposals*	*PMP*	
	CTO	*Profit & Loss*	*MBA*	*Complete $5M Project*

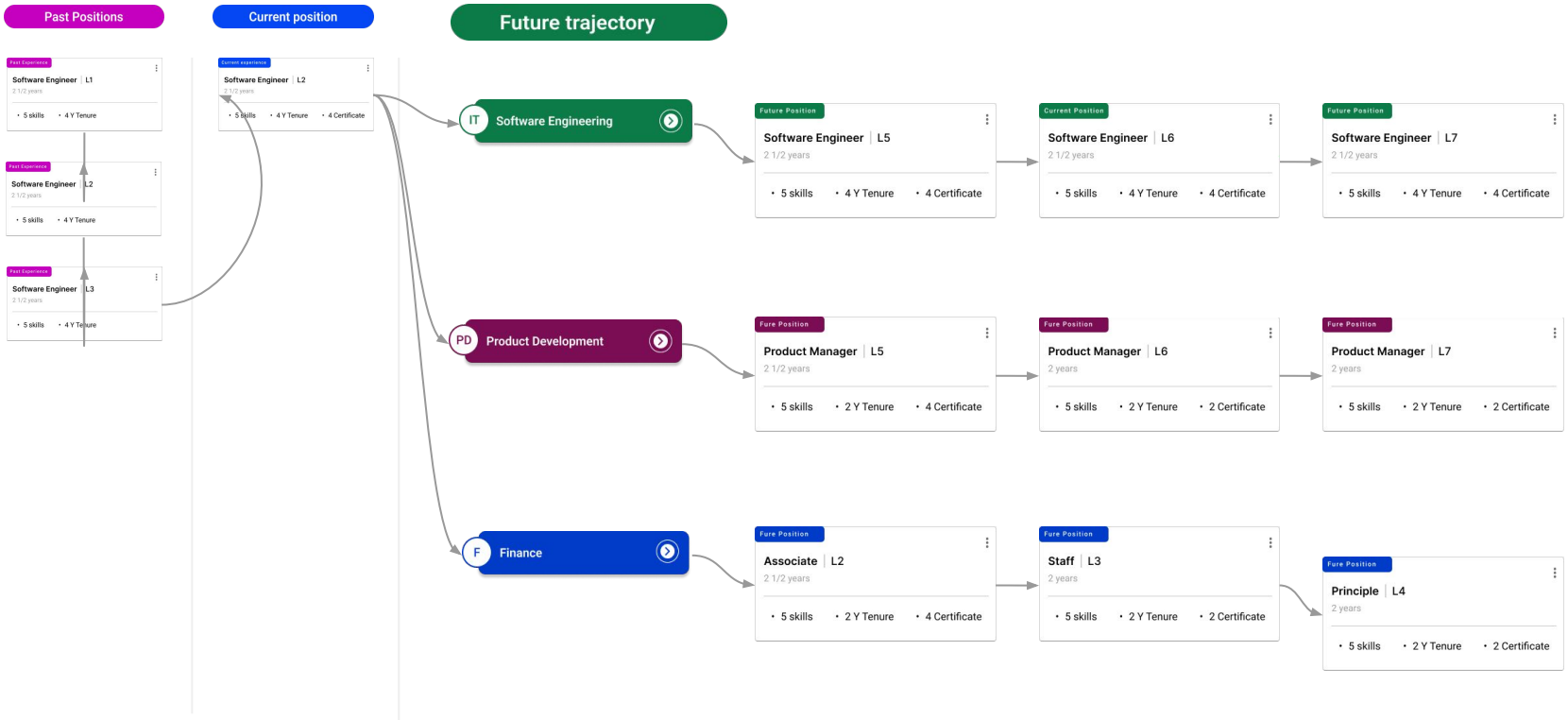
Workshop

	Job, Role, Position (Organization)	Skills, Tools	Education, Certification	Achievements, Accomplishment	Personal Fun Stuff
Past	Engineer Lv 1	CAD			Travel
Present	Engineer Lv 2	Agile Product Management			Pets
Future	*Engineer Mgr* *Tech Lead* *Engineer Sr Mgr* *Technical PM* *CTO*	*Lead People* *Proposals* *Profit & Loss*	*Prof Engr (PE)* *PMP* *MBA*	*Lead 5 people* *Complete $5M Project*	*Family* *Non-Profit Board* *For-Profit Board*

Career Map Level 1

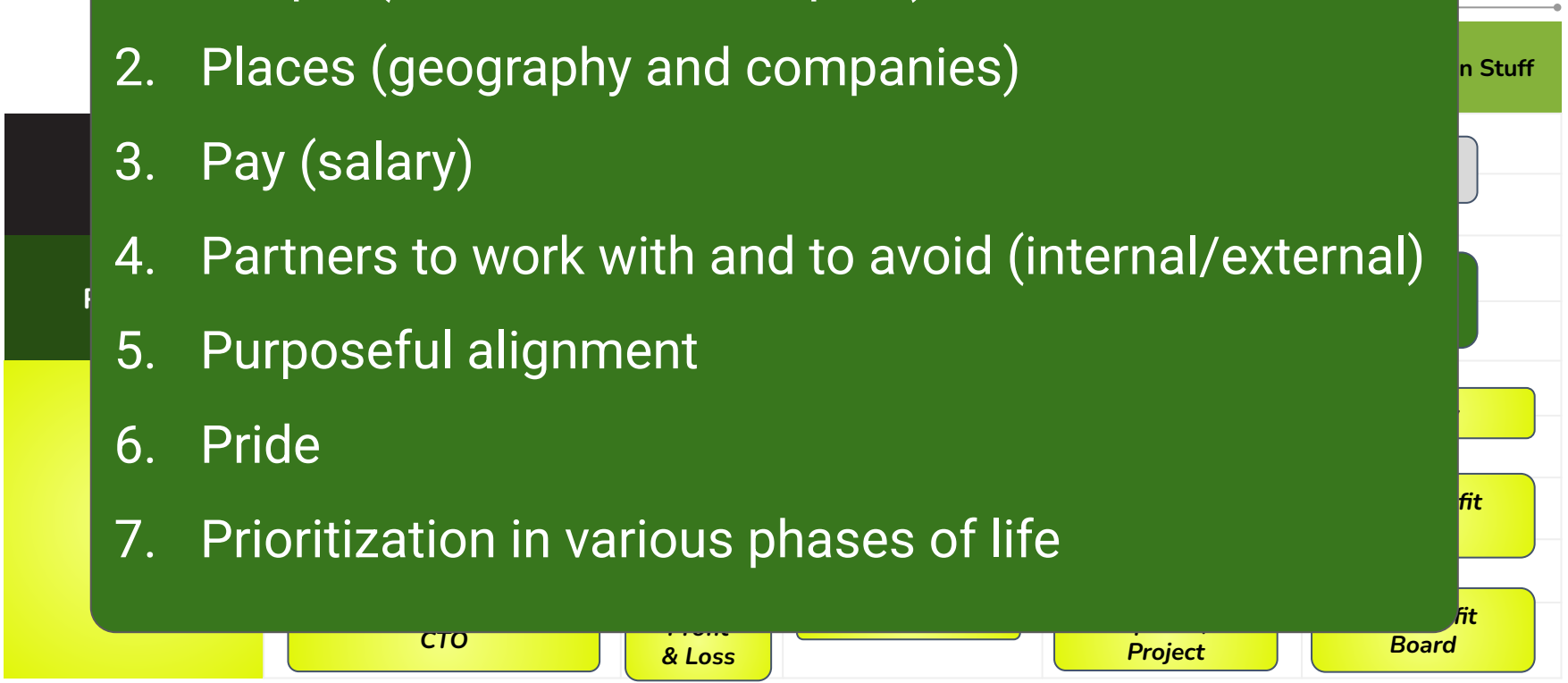


Career Map Level 2



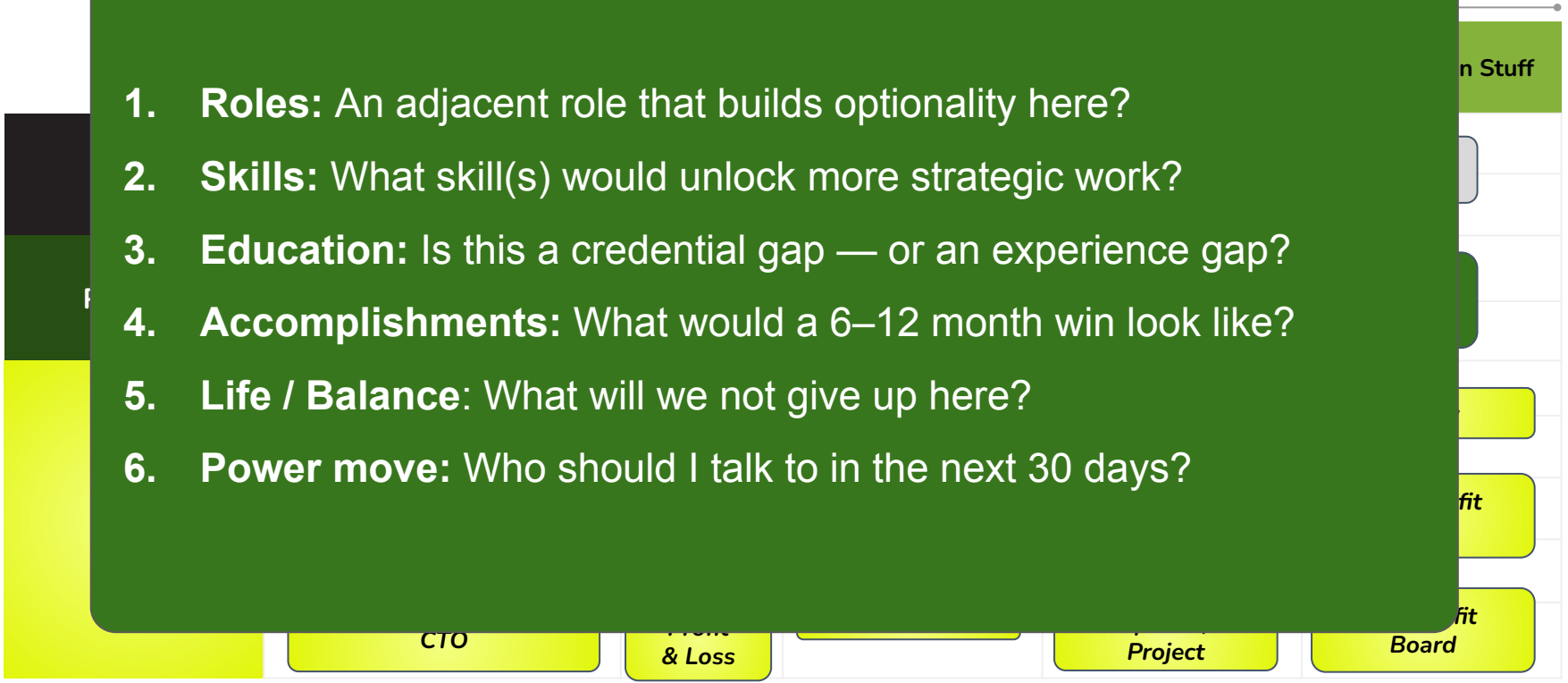
7 “P’s” for the Future

1. People (to be like or not repeat)
2. Places (geography and companies)
3. Pay (salary)
4. Partners to work with and to avoid (internal/external)
5. Purposeful alignment
6. Pride
7. Prioritization in various phases of life



Ask Yourself

1. **Roles:** An adjacent role that builds optionality here?
2. **Skills:** What skill(s) would unlock more strategic work?
3. **Education:** Is this a credential gap — or an experience gap?
4. **Accomplishments:** What would a 6–12 month win look like?
5. **Life / Balance**: What will we not give up here?
6. **Power move:** Who should I talk to in the next 30 days?

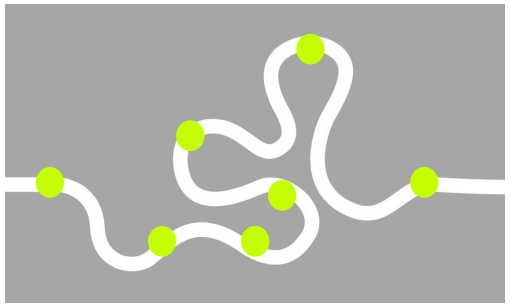


Do your paths align with your purpose?

01 Purpose



02 Path



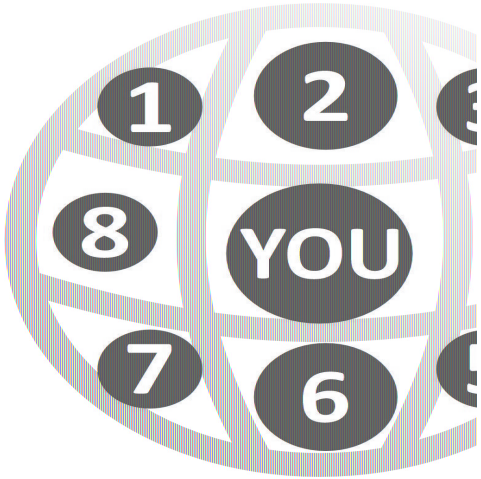
People:
One mentor can help.
Multiple guides accelerate growth.

Reflection

- Who has guided you?
- Who have you guided?
- What works?
- What doesn’t work?

Personal Board of Advisors (PBA)

1 Step One



2 Step Two



3 Step Three



PBA Seats



Buddy

Peer Support Advisor



Functional Mentor

Experienced Guide Inside Advisor



Supervisor / Manager

Boss and Tactical Advisor



Champion

Strategic Guidance and Support Advisor “split level”



Cross-Functional Mentor

Special Mentor, Outside Advisor



Accountability Partner

Responsibility Advisor



Ally

Collaborative Support and Perspective Advisor



Advocate

Influential Sponsor and Superconnector Advisor



Coach

Project-Based Tactical Advisor



Successor

Protege-in-Training and Advisee (Reverse Mentor)

1:1s that add value with expectations



Focused career growth with alignment

- Goal
- Reality
- Options
- Way Forward



- Integrity
- Innovation
- Accountability
- Value 4
- Value 5

	Advisor Name	Board Seat	Date	
	>	>	>	Pass Y/N?
1	**Personal Traits**	Compatibility and Personal Connection	Dealbreakers	
2		Alignment of Values Balance, and Empathy	Dealbreakers	
3		Trustworthiness and Psychological Safety	Dealbreakers	
4	**Interaction Style**	Communication and Feedback Style	Critical - Flexible	
5		Commitment and Empowerment	Critical - Flexible	
6		Accountability and Flexibility	Critical - Flexible	
7		Objectivity and Constructive Criticism	Critical - Flexible	
8	**Professional Alignment**	Expertise	Desired Traits	
9		Track Record and Experience	Desired Traits	
10		Long-Term Vision and Continuing Education	Desired Traits	
11	**External Factors**	Availability	Major Consideration	
12		Cultural Sensitivity	Major Consideration	
13		Diversity	Major Consideration	
14		Influence and Network	Major Consideration	

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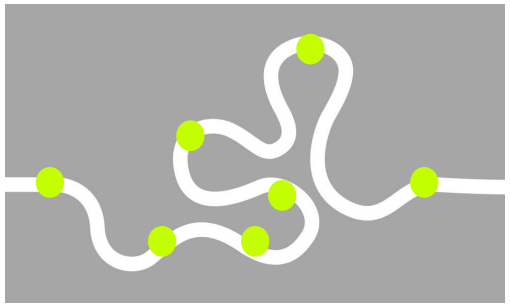
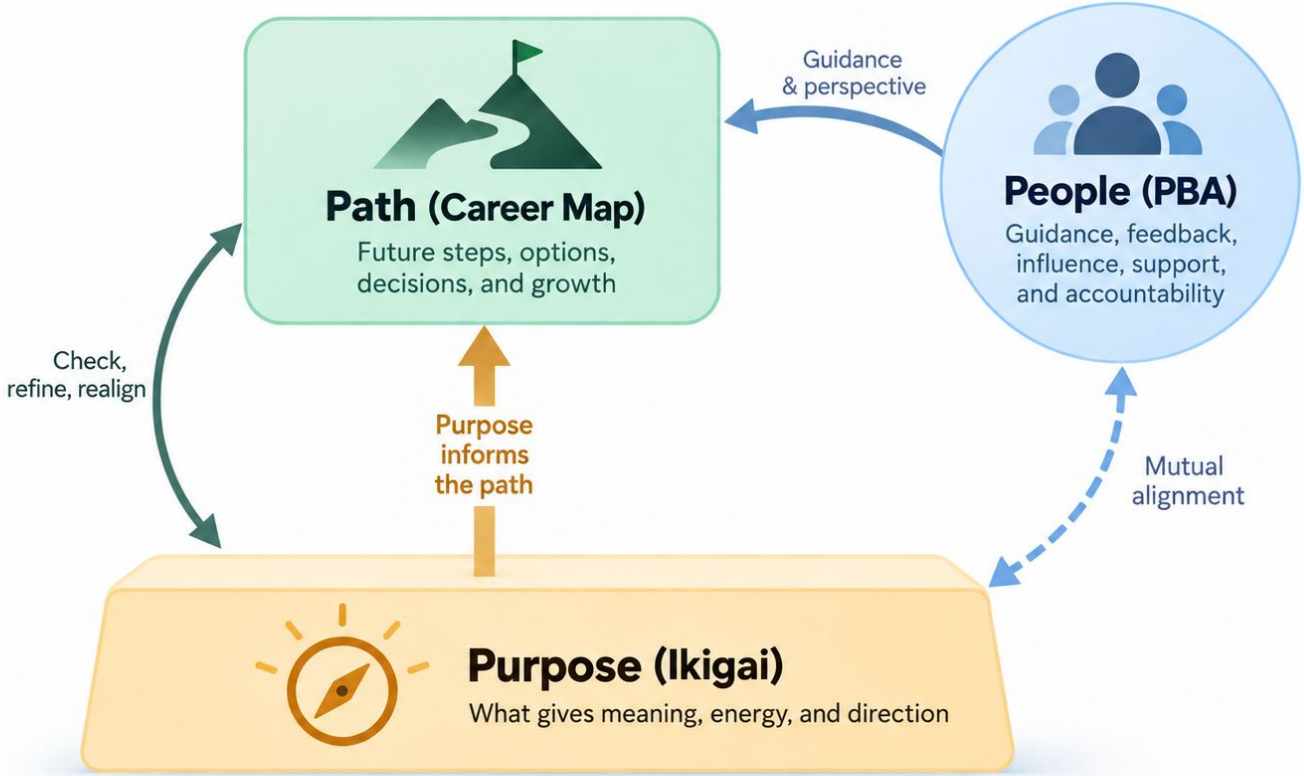


03 People



Purpose + Path + People

A BRIGHTER, MORE FULFILLING TOMORROW



MEANINGFUL WORK • WISER DECISIONS • A STRONGER YOU

Purpose, path, and people across the employee lifecycle

1. **Onboarding**: Discover strengths, clarify early goals, and connect new hires (motivation)
2. **Manager 1:1s**: Revisit priorities, discuss growth, and next step (SSCS, GROW).
3. **Performance Review Prep**: Accomplishments, gather feedback, and update goals.
4. **Self-Development**: Reflect on purpose, refresh the Career Map, and activate your PBA.
5. **Mentorship & Programs**: Career Map focuses conversations and follow through.
6. **Leadership Development:** Identify skill gaps, stretch assignments, and build support.
7. **Internal Mobility:** Explore lateral moves, new projects, and growth beyond promotions.
8. **Stay Interviews:** Understand what matters now and make future possibilities visible.
9. **Succession Planning:** Prepare future leaders and successors proactively.

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