

## TV CAREERS

# You Inc.: Building a Career for the Future

**REMEMBER THE GOOD OLD ECONOMICALLY** stable days before 2008? When, if you worked hard and kept your nose clean, your employer would reward you with steady career growth and job security? If you do, you've probably been spending too much time with your *Leave It to Beaver* video collection.

Job security has been a fantasy for decades, especially in rapidly evolving industries like cable and telecom. The paternalistic companies that took employees under their wings won't be coming back, even when the economy is booming again. No matter how big the company we work for or the staff we lead, in a practical sense, each of us is self-employed.

Keep that in mind while you're plugging away at your day job, and be sure to keep an eye on your responsibilities as CEO of You Inc. You're in charge of managing your career. Start by creating a plan that positions you to get what you want out of life, professionally and personally.

## CREATE YOUR BLUEPRINT

Start with a thoughtful analysis of what you want and need: work, environment, money, life balance, etc. Then consider your strengths, weaknesses, and core personal values. Ask for honest input from people who'll give it to you straight.

Refer to your self-appraisal as you create a strategic career plan. Where do you want to be in the next five to 10 years, personally, professionally and financially? What strengths do you want

to build on? Do you want to fill in any skill gaps? Determine the practical steps that will get you there. Think about the kind of company culture that will support your growth and reinforce your values, as well as the abilities and personal qualities you want in a boss.

The companies of the future will organize around skills and expertise, rather than hierarchy. Figure out how to package yourself as a portfolio of specific, transferable skills that will make you attractive to a variety of companies and industries. If you're a generalist, it's time to retool. As you consider action steps, keep an open mind. The old "up-or-out" career model isn't the only path — a lateral move may enhance your portfolio of skills and make you more valuable in the long run.

## TAKE ACTION

As evolving companies continue to flatten their structure and tighten their focus on critical skills and expertise, the successful career of the future will be built on specialization. Develop your specialties and cross-train to get a broader view of multiple disciplines. With broad-based experience in a critical area, you'll be in high demand.

Keep sharpening your skills and learning about your specialty, and about subjects such as change leadership, analytics and negotiation. Learn a new language. Become an expert on the competition. Stay up to speed with technology — personal use as well as the impact of technol-

ogy on your industry and society. Stay up to speed personally, as well: maintain a healthy lifestyle and positive, engaged attitude. (That's especially important if you're over 40.)

While you're building knowledge and skills, work on raising your profile both within and outside your organization. The 30-second elevator speech may be a cliché, but it's essential: a crisp, conversational 60-75-word introduction to who you are, what you do, and the value you add for your company and its customers. Get so comfortable with your speech that it doesn't sound like a speech. Then be ready to stand and deliver whenever the opportunity arises.

Volunteer for company task forces and committees to gain exposure internally and increase your understanding of the company and its goals. Raise your external visibility by giving back to your industry. Serve on committees, offer your expertise, get involved with organizations such as the National Association for Multi-Ethnicity in Communications, Cable & Telecommunications Association for Marketing and Women In Cable Telecommunications.

A word of caution: Don't volunteer unless you can make time to do the work. Nothing is worse for your reputation than being a volunteer who doesn't deliver.

## ASSEMBLE YOUR TEAM

Very few captains of industry got to the corner office without help. A support team will help keep you grounded and confident, challenge your assumptions, and hold you accountable for your own progress. Wherever you are in your career, find a mentor to challenge you and provide guidance when it's needed.

The ideal mentor is strongest where you are weakest. Consider hiring a career coach to help you work through specific issues. Tell your supporters what you want and ask for their help. No matter how well they know you, they probably can't read your mind.

It's a big job keeping You Inc. on track. But if you don't do it, who will? ■

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## TWC Finds New CFO In Insurance Industry

by MIKE FARRELL

**WHEN TIME WARNER CABLE CHIEF FINANCIAL** officer Rob Marcus was promoted to chief operating officer last December, he remained as interim CFO while the country's second-largest cable provider searched for a replacement.

On May 26, the company said it had found the right person to replace him — and she doesn't come with a media or telecommunications background.

Time Warner Cable named former insurance and financial services executive Irene Esteves executive vice president and chief financial officer. She will oversee all of the company's finance functions, including treasury, accounting, financial planning and analysis, tax, mergers and acquisitions, and investor relations.

She reports to Time Warner Cable chairman and CEO Glenn Britt and will work closely with him, Marcus and other members of the company's senior management team on key strategic matters. She will work from the company's New York City headquarters.

"Irene has proved her leadership and expertise in

all areas of finance and corporate management in an impressive career that has spanned 30 years and some of the world's largest and most respected companies," Britt said in a statement. "I am delighted she is joining Time Warner Cable and will lead all facets of finance, as well as relationships on Wall Street and with operations leaders throughout our company. I look forward to her contributions as a critical member of our senior management team."

Esteves joins Time Warner Cable directly from global insurance and reinsurance company XL Group plc where she was executive vice president and CFO. Prior to XL Group, she had served as CFO of Regions Financial Corp. in Birmingham, Ala., from 2008 to 2010 and as CFO of Wachovia's Capital Management Group in Charlotte, N.C., from 2006 to 2008.

She previously held executive roles in functions including domestic and global finance, human resources, and



Irene Esteves: Insurance industry vet

corporate strategy with Putnam Investments in Boston and Miller Brewing Co. in Milwaukee. She started her career and worked for 13 years at S.C. Johnson & Son Inc. (SC Johnson Wax) in Racine, Wisc., where she rose to division controller of North American Home Care.

She earned a bachelor of business administration from the University of Michigan and a master of business administration from the J.L. Kellogg Graduate School of Business at Northwestern University and previously served on the boards of The Timberland Company, Diversy Inc., and Mrs. Baird's Bakeries Inc.

On June 2, TWC said in a filing at the Securities and Exchange Commission that Esteves signed an employment deal that will pay her about \$9.8 million in salary, bonuses and one-time awards.

According to the SEC filing, Esteves will receive an annual salary of \$800,000, an annual discretionary cash bonus of up to \$1.2 million and an annual long-term incentive compensation of \$3 million, based on certain performance targets. She also receives certain one-time awards, to compensate her for XL compensation she will forego: a \$600,000 payment; cash payments of \$220,000 to be paid in August 2011 and \$240,000 to be paid in August 2012; and a special restricted stock unit grant valued at about \$3.725 million.

According to Forbes.com, her total compensation from XL Group in 2010 was about \$4.4 million. ■