Career Planning for Lifelong Success – Insights from an Executive with a PhD

Brian Gemmell, PhD
VP Transmission Asset Management & Planning and Capital Delivery Electric

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My Biography

1985-1994 (Scotland, UK)
1. M.Eng – Electrical & Electronic Engineering
2. Ph.D – Electrical & Electronic Engineering

1992 (MA)
Visiting Research Engineer

1994-2000 (Scotland, UK)
1. Graduate Engineer
2. Power Systems Analyst – Systems Analysis
3. Design Engineer – Engineering Projects
4. Senior Asset Management Engineer – Asset Management
5. Senior Design Engineer – System Design
6. Group Head – Systems Design/Analysis

ScottishPower

2001-2004 (NY)
1. HVDC & FACTS Business Development Manager, North America

ALSTOM

2005-2016 (NY → NC → NY → FL)
1. HVDC & FACTS Business Development Manager
2. Director of Marketing, FACTS & HVDC
3. General Manager, Power Technologies International
4. Director of Sales & Marketing, Transmission Solutions
5. Vice-President, Transmission Solutions

National Grid

2017-date (MA)
1. Vice-President, FERC Strategy
2. Vice-President, Transmission Asset Management & Planning
3. Vice-President, Transmission Asset Management & Planning & Capital Delivery Electric
Development Planning

STEP 1 Self-Assessment
STEP 2 Career Exploration
STEP 3 Goal Determination
STEP 4 Plan Development
STEP 5 Plan Refinement & Implementation

Write it Down!

Plan → short term
medium term
long term
contingency

On the Job 70%
Near the Job Coaching-mentoring 20%
Off the Job eLearning / Classroom 10%
Mentoring

(1) Formal = Through Your Employer
(2) Informal = Life-Long
Opportunities
Self Awareness

Important that you know your
1. Areas of Strengths
2. Areas of Relative Weakness
3. Environments you thrive in
4. What causes you stress
5. Characteristics of your colleagues and your manager

Just one example, Myers-Briggs

Most Engineers are ISTJ … me too!

WELL-KNOWN INTROVERT LEADERS

<table>
<thead>
<tr>
<th>BILL GATES</th>
<th>JEFF BEZOS</th>
<th>ELON MUSK</th>
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<tbody>
<tr>
<td>Co-founder, Microsoft</td>
<td>Founder &amp; CEO, Amazon</td>
<td>Founder &amp; CEO, Tesla, SpaceX</td>
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<tr>
<th>SERGEY BRIN</th>
<th>MARISSA MAYER</th>
<th>WARREN BUFFETT</th>
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<td>Co-founder, Google</td>
<td>Former CEO, Yahoo!</td>
<td>President &amp; CEO, Berkshire Hathaway</td>
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<th>PETER THIEL</th>
<th>STEVE WOZNIAK</th>
<th>M. ZUCKERBERG</th>
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<td>Co-founder, PayPal, Palantir</td>
<td>Co-founder, Apple</td>
<td>Co-founder, Facebook</td>
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Embrace Life Long Learning
Professional Status and Integrity
Find Your Passion and Purpose …. Have Fun Everyday
Know Your Financials, Customers and Shareholders

“If you don’t know your numbers, you don’t know your business.”

- Marcus Lemonis

#TheProfit
Performance Management and SMART Goals

The toughest conversation of the year should be negotiating your SMART Targets for the year with your Manager!

Never subcontract your success to others … own it!

The most important document you write all year is the summary of your achievements against your goals to present to your Manager!

Critical that you perform the best you can today; if not, tomorrow becomes that much harder and no differentiation from the pack!
Be Prepared for and Anticipate Change
Relationships and Networks

Networking:
It's about building relationships

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Learn to Ask Questions and Become a Good Listener

Active Listening means:
- Removing all distractions
- Listening to speaker’s signs & sounds
- Feeding back that you have understood

4. Communicate understanding
1. See their world, put yourself in their shoes
3. Accepting them non-judgementally
2. Understand their feelings

Trust grows from authenticity.
Empowerment
Your are a Hot Commodity … today and for foreseeable future
In summary ....

My Leadership Brand:
I want to be known for being someone that is respected and trusted, who can inspire and empower teams, so that together we can exceed year-on-year customer, employee and shareholder expectations.

How do I do this?

<table>
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<tr>
<th>deliberately thoughtful</th>
<th>personally engaging</th>
<th>facilitate results-focused empowerment</th>
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<td>provide optimism and empathy</td>
<td>ask questions and listen</td>
<td>fearless &amp; decisive around calculated risk taking</td>
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<tr>
<td>provide constructive feedback</td>
<td>recognize great performance</td>
<td>learned to trust my gut instinct</td>
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When making tough decisions, I ask myself: “Would a different person come to a different conclusion faced with the same facts and information?”
Thank You

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