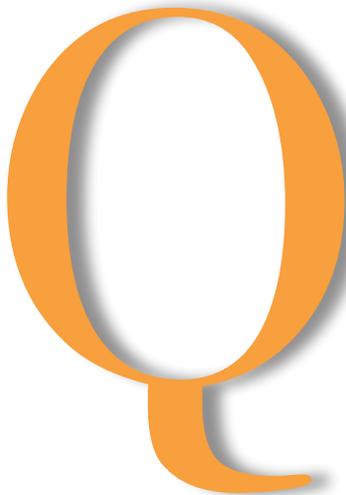




**Glain Roberts-McCabe**  
sat down with Roundtable  
Member, **Scott Ouellet**,  
Director of Supply Chain  
Canada at Hershey, to get  
his perspective on how to  
bounce back when you've  
been passed over for the  
promotion you wanted.

## Mentoring **MATTERS**



*I recently discovered that I wasn't selected for the promotion that I was hoping for. I'm really disappointed. What can I do to bounce back?*

Where did I go wrong? "I am a strong performer, I always deliver great results, I have strong relationships with many areas of the business, there's no reason that promotion should not have been mine".

Well, maybe it wasn't meant to be this time. Many strong employees have been passed over for a job for which they felt they were the ideal candidate. Honestly, over my career, if I had a dollar for every missed opportunity I would be retiring early. It's important to keep focused on the big picture and to view this as an opportunity to learn. Every set back provides a chance for personal and professional growth. Below are some tips to help you move forward from this experience.

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### *Reflect*

Start by asking yourself the following questions about the role:

- Did you really want the job, and if you did why?
- Was this a real career growth opportunity? Or, were you not feeling challenged, bored, simply looking for change in what you were doing and the people surrounding you?

Now look beyond the role for a minute and consider these questions:

- Could you see the next move? Was this opportunity a stepping-stone in your career or may it have brought another roadblock at a different level? Are you in the right role?
- Could the decision maker see the next move?

A strong chess player always sees 2-3 moves ahead and of course always has an alternative strategy. Many organizations today are hiring for the next role as they focus on hiring high potential employees.

### *Bounce Back*

Ok, so maybe this was a great career opportunity with tons of growth potential. But, let's get our emotions in tack. There's no need for anger and certainly no need to get depressed about it. Chin Up Soldier! Take a deep breath and take some time for yourself. You're going to build some momentum to bounce back.

It's important to realize that there can be more eyes on you after the interview than during the interview. How you react may be critical to how you are perceived as a team player.

*"It's important to realize that there can be more eyes on you after the interview than during the interview."*

### *Gather Feedback*

Ok, you're back. Now let's go find out "what" you need to do to position yourself for the next opportunity in the organization, not "why" you did not get selected for this opportunity.

Set some time up with the powers that be and bring questions. It's important to focus on what you need to do to position yourself. Ask what it would take to get promoted in the future, understand the professional shortcomings or lack of specific skills. Be ready to take notes and be open to feedback.

*"Ask what it would take to get promoted in the future, understand the professional shortcomings or lack of specific skills."*

One caution I share is to be aware of your body language. This can set the tone for the meeting. Have your arms open, back up straight, chin up, make eye contact and acknowledge the feedback. You need to look strong and confident! Remember you asked a question so be ready to listen and come away with a clear understanding. Avoid being defensive with rebuttals for every point that is shared with you.

So you heard what you wanted to hear and maybe a few things that made you frown. Ok, so what's your next step?

### *Take Some Action*

Let's start making changes! I have always shared with my teams and other members of the organization that you own 50% of your career and your manager owns the other 50%. It is critical that your direct manager is aware of your career goals and ambitions, as they participate in succession planning sessions with different departments and levels of the organization. You can't go this alone!

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As for your 50%, network, network, network! Take time to have career conversations with other leaders in the organization at many levels and in different areas of the company. Understand your assets and how they might benefit other departments. Don't be afraid to go right to the top. Executives love to share what made them successful. It's lonely at the top sometimes. In fact, the role of many leaders is primarily people and strategy. Don't confuse the friendly gestures and head nods in the hallway as people knowing whom you are. They are just being polite and acknowledging your existence. You might just find out you have been looking in all the wrong places.

*"Network, network, network! The more people in your organization that know who you are and about your capabilities and ideas, the more likely you'll get noticed."*

The more people in your organization that know who you are and about your capabilities and ideas, the more likely you'll get noticed. Help your manager help you. There's nothing worse than having your manager recommend you for a role and then the

key decision makers in the room ask who you are. In addition to career conversations, participate in cross-functional work teams and volunteer for those tough assignments.

### *So let's sum it up!*

It's ok to be disappointed and it's ok to share it, but do it in a professional way. Don't start whining or sulking to your peers. Let them know that this wasn't the one, but that you're engaged and focused on the next opportunity and really looking forward to working with the new individual in the role. Then, get focused on positioning yourself well for that next opportunity.

Think of your career as a deck of cards. Every once and a while you need to reshuffle the deck and every time you shuffle you get four aces back. How you play the cards each time is truly what will determine your career growth potential.



**Scott Ouellet** is the Director of Supply Chain Canada and serves as a key member of the Hershey Canada Executive Team charged with formulating supply chain strategies, vision and direction. With over 20 years of CPG experience as an accomplished supply chain leader that is innovative and dynamic, he is consistently driving a sustainable global supply chain model that delivers reliability, integration and cost advantage. With a strong passion for talent management and development, he is very influential and engaged at motivating employees to perform at their highest potential and achieve breakthrough results, holding individuals accountable for their own actions, and recognizing individual contributions and achievements.



**Glain Roberts-McCabe** is passionate about the art of leadership and supporting ambitious mid-career leaders. She created **The Roundtable** to provide emerging leaders with the navigational skills, tools and savvy needed to manage increases in scope, pressure and leadership complexity.