Navigating Your Leadership Journey

Interactive Workshop: Understanding the PIE Model



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AGENDA

- About me
- Identity – Why it matters
- Grounding Concepts
- Introduction to the PIE Model
- Performance: The Foundation of the PIE Model
- Image: Crafting Your Professional Persona
- Exposure: Building Visibility within the Organization
- Applying PIE to Your Leadership Journey

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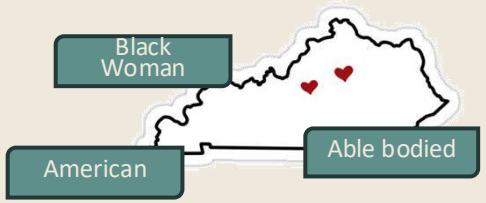
ABOUT ME

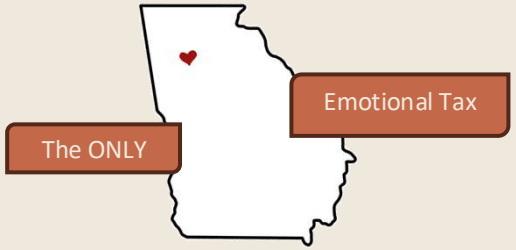


Born in Midwest

Parents first to college

First to leave hometown

Privilege



Moved a lot til 8yrs old

Grew up in ATL suburbs

Middle Class

Educated

Privilege

Went to HBCU

BS & MBA

Internships



1 yr in Netherlands

Working full time

Love of cultures



Moved to WI

Started career in SC

Transitioned to HR



Met and married husband while in WI

Begin moving for career

Wife



Became a mom

Baby 1 in WI

Covid Baby 2 in TX

Mom



Time to move closer to family

Type 1 Diagnosis

Differently Abled Mom

Allyship

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Launch

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Introduction to the PIE Model

A GUIDE TO CAREER SUCCESS

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The Unwritten Rules of Leadership

Harvey Coleman introduced the PIE Model as a framework for understanding what influences career success beyond simply doing good work.

PERFORMANCE

What you deliver

The quality, consistency and impact of your work.

IMAGE

How you are perceived

The reputation, credibility and leadership impression you create.

EXPOSURE

Who knows you and your work

The visibility, relationships and access that allow others to experience your contribution.

PIE captures something many leaders learn only through experience: doing the work is only one part of how careers advance.

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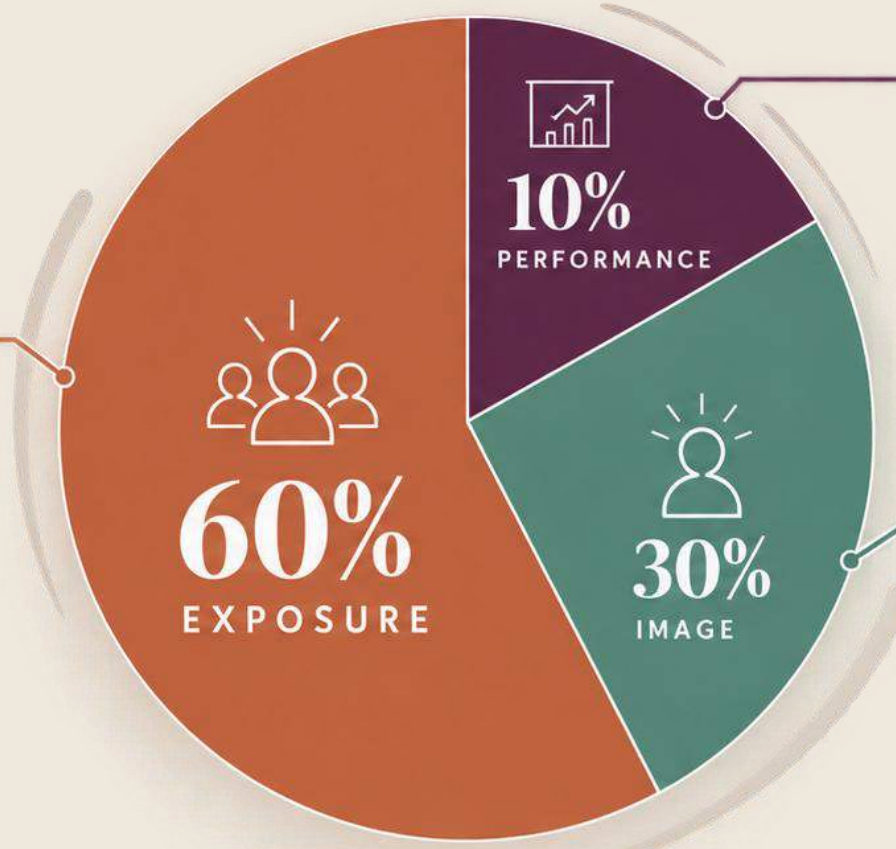
Not All Pieces of the PIE are Equal



60%
EXPOSURE

Who knows you and your work

The visibility, relationships and access that allow others to experience your contribution.

10%
PERFORMANCE

What you deliver

The quality, consistency and impact of your work.

30%
IMAGE

How you are perceived

The reputation, credibility and leadership impression you create.

HARVEY COLEMAN'S PIE MODEL

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Performance - The Foundation of Success (10%)

The price of entry — Performance is expected. It is necessary—but not sufficient.

Outstanding — Understand what exceptional performance means in your environment.

Consistent — Build credibility by delivering over time.

Beyond the status quo — Strong leaders don't simply execute what's expected—they create additional value.

The risk: — Believing strong performance alone will drive career growth.

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Performance - The Foundation of Success (10%)

- How might this change the way you lead others?



Consider:

- How clearly is your work connected to your organization's goals and priorities?
- What makes your contribution distinctive?
- What are your most compelling strengths?
- What is your say/do ratio?
- Where might you be relying on performance alone?

Self-assessment

- What did you notice?
- What action might you take?

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Image: Perception is Powerful (30%)

Your image is the impression OTHERS carry of you.

It is shaped by how others experience your:

Credibility • Communication • Judgment • Presence • Leadership

The power of potential

Career decisions aren't based only on what you've already done. People are also making judgments about **what they believe you are capable of doing next.**

“You get paid on performance; you get promoted on what other people think of your potential.” – Harvey Coleman

The challenge

You influence your image—but you don't completely control it.

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Image: Perception is Powerful (30%)



How would you assess your leadership image?

Consider:

- What impression do you believe others have of you?
- Can others clearly articulate what you are known for?
- What stories are told about you when you're not there?
- What leadership legacy are you creating?
- Where might feedback help you better understand how you're perceived?

Self-assessment

- What did you learn (about yourself, about others)
- What action do you want to take

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Exposure: Who Knows Your Work? (60%)

It's not enough to do great work silently. The right people need opportunities to experience your contribution.

BE SEEN IN ACTION — Create opportunities for others to witness your capabilities.

BUILD RELATIONSHIPS — Develop networks, mentors, sponsors and strategic partners.

CREATE ACCESS — Pursue stretch assignments, high-visibility work and interactions beyond your immediate circle.

Exposure can become the engine for Performance and Image—it allows others to see your results and form perceptions of your potential.

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Exposure: Showcasing Your Abilities (60%)

How would you assess your exposure today?

Consider:

- How healthy are your mentoring relationships?
- Have you developed strategic relationships beyond your immediate team?
- What relationships do you have with your boss's boss and other senior leaders?
- Are you comfortable sharing your ideas and accomplishments with leaders?
- Are you stretching your comfort zone and tolerance for risk?
- Are you advocating for development and stretch opportunities?

Self-assessment:

- Who’s bringing up your name when you are not in the room?



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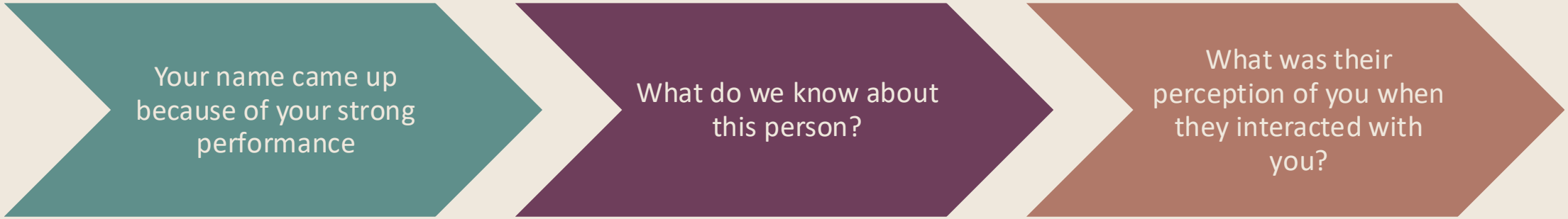
Why This Matters

An opportunity opens. Your name comes up.



Strong performance required

Have I been exposed to this person and their work

Do they perceive you can take the next step and do well?

Does the conversation move your name forward?

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Time For Action

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From Reflection to Action

- What stood out most to you today?
- Where is your greatest opportunity—Performance, Image or Exposure?
- What ONE action will you take?
- How might this change the way you lead others?



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Always Keep Your PIE Baking

Let’s Stay Connected

Candace Barnes

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