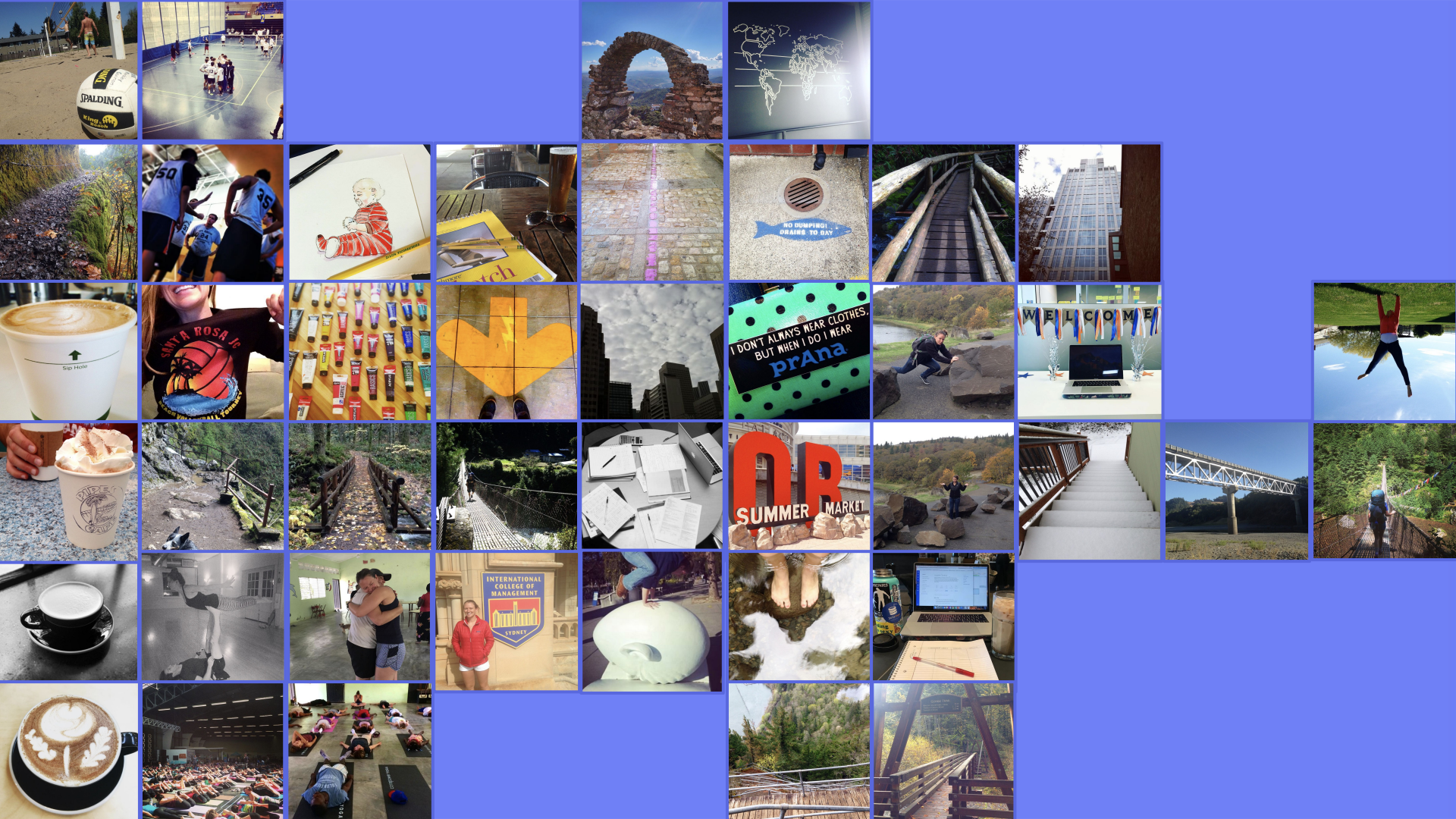


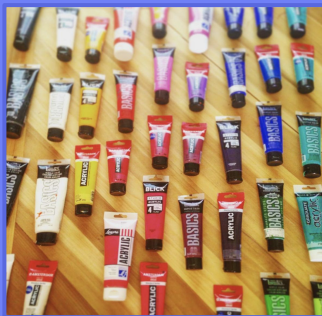
# MC Escher's Career Ladder

Mackenzie Guinon  
Advancing Research 2022



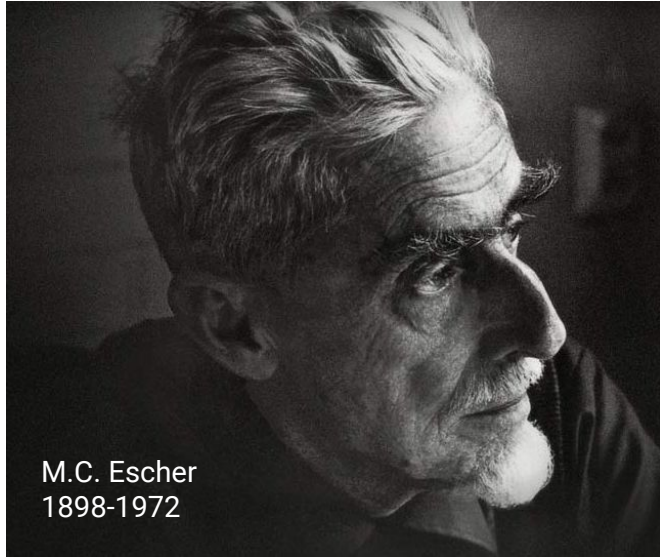




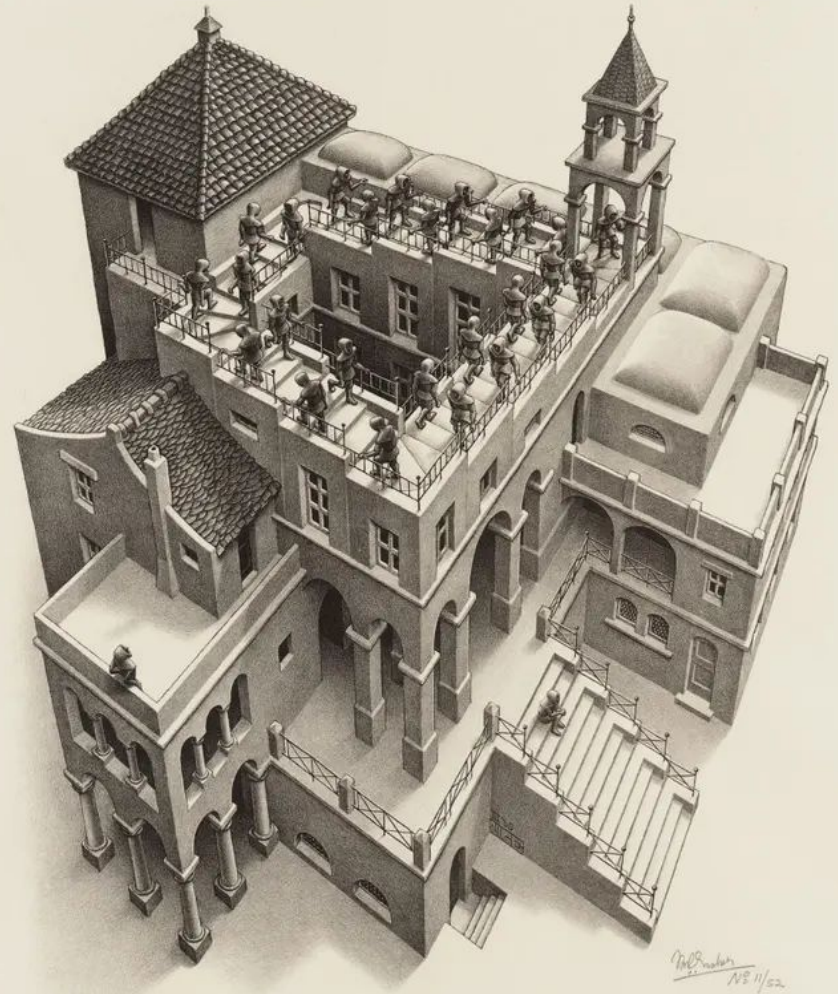






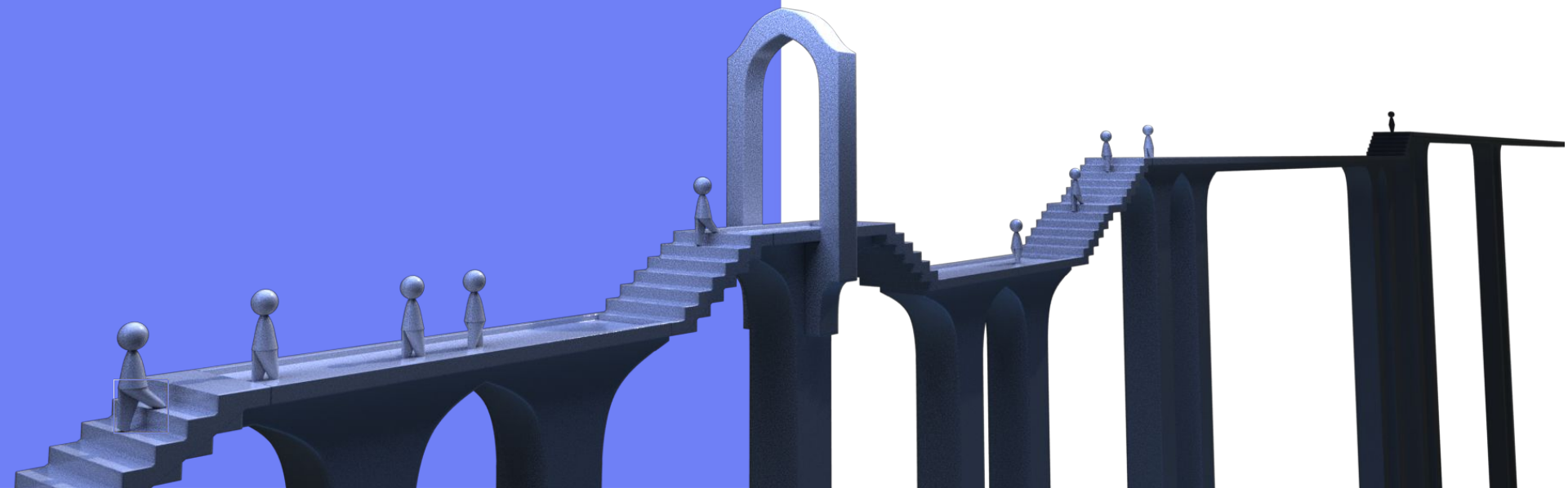


M.C. Escher  
1898-1972



GETTING INSIDE

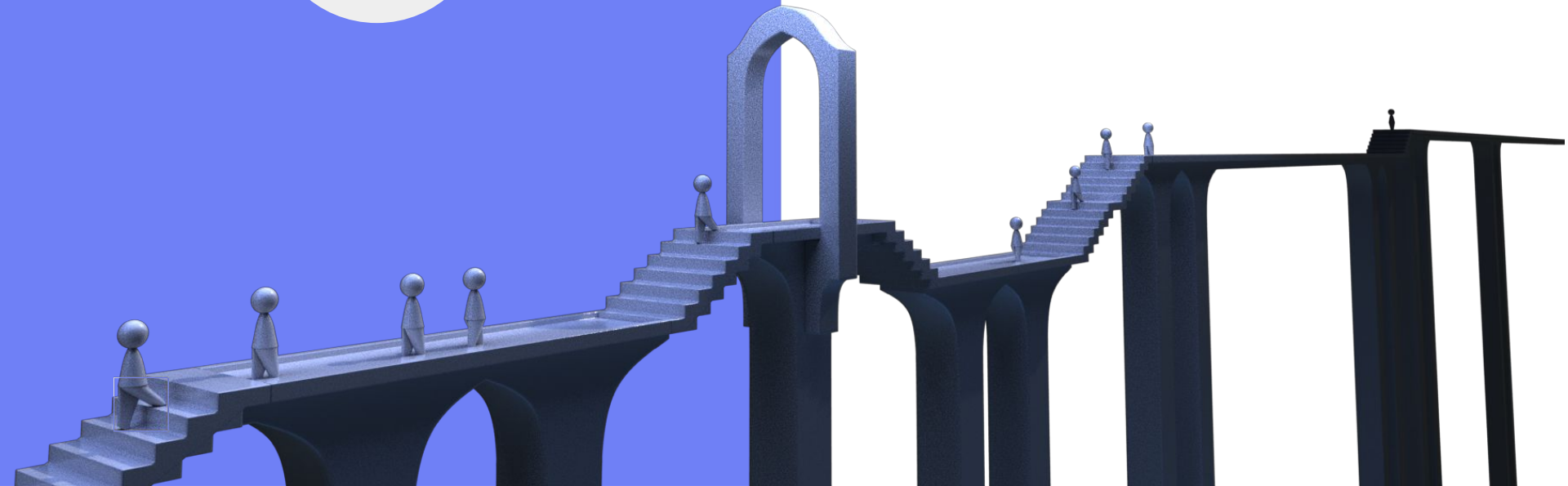
BEING INSIDE



GETTING INSIDE

1

BEING INSIDE



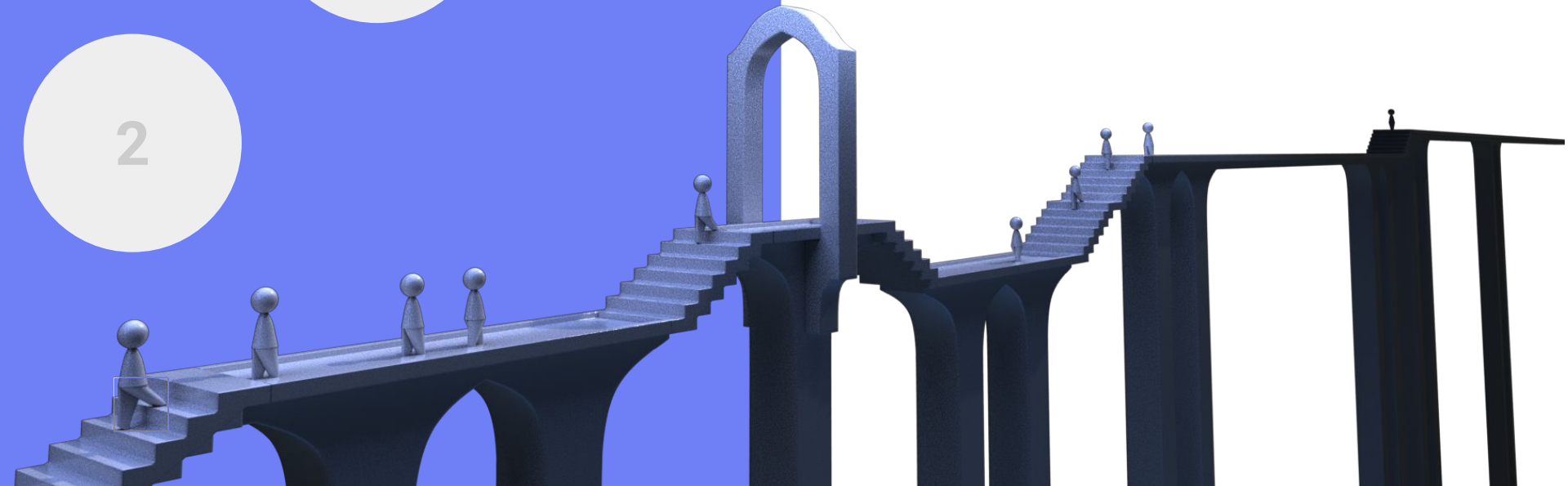


GETTING INSIDE

1

2

BEING INSIDE



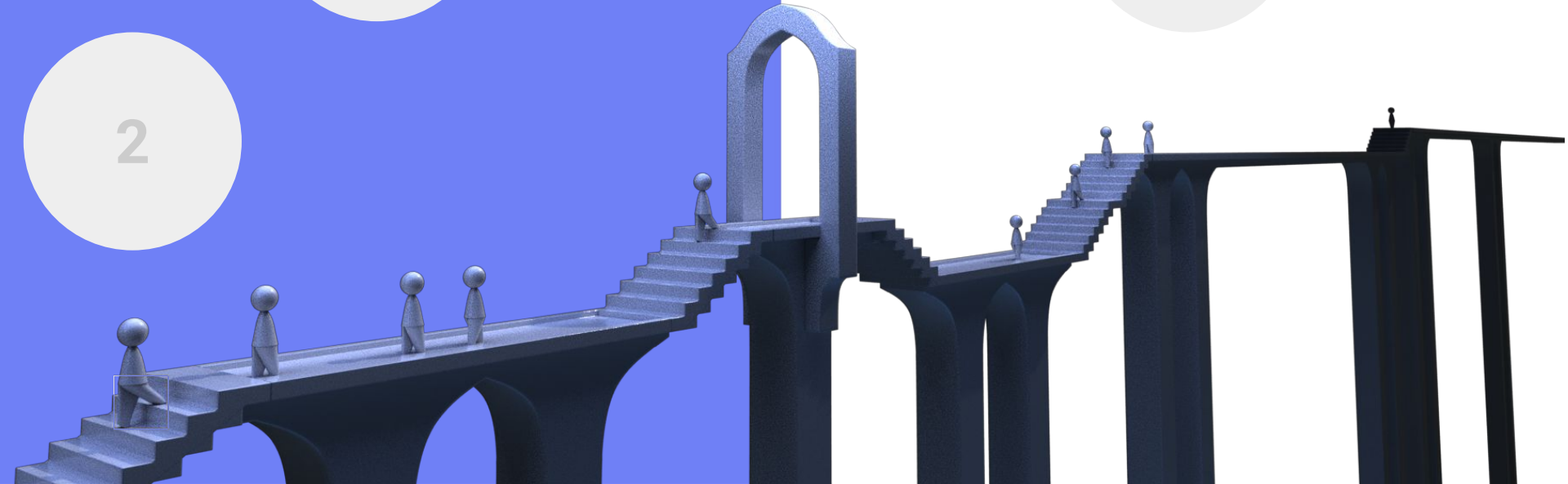
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1

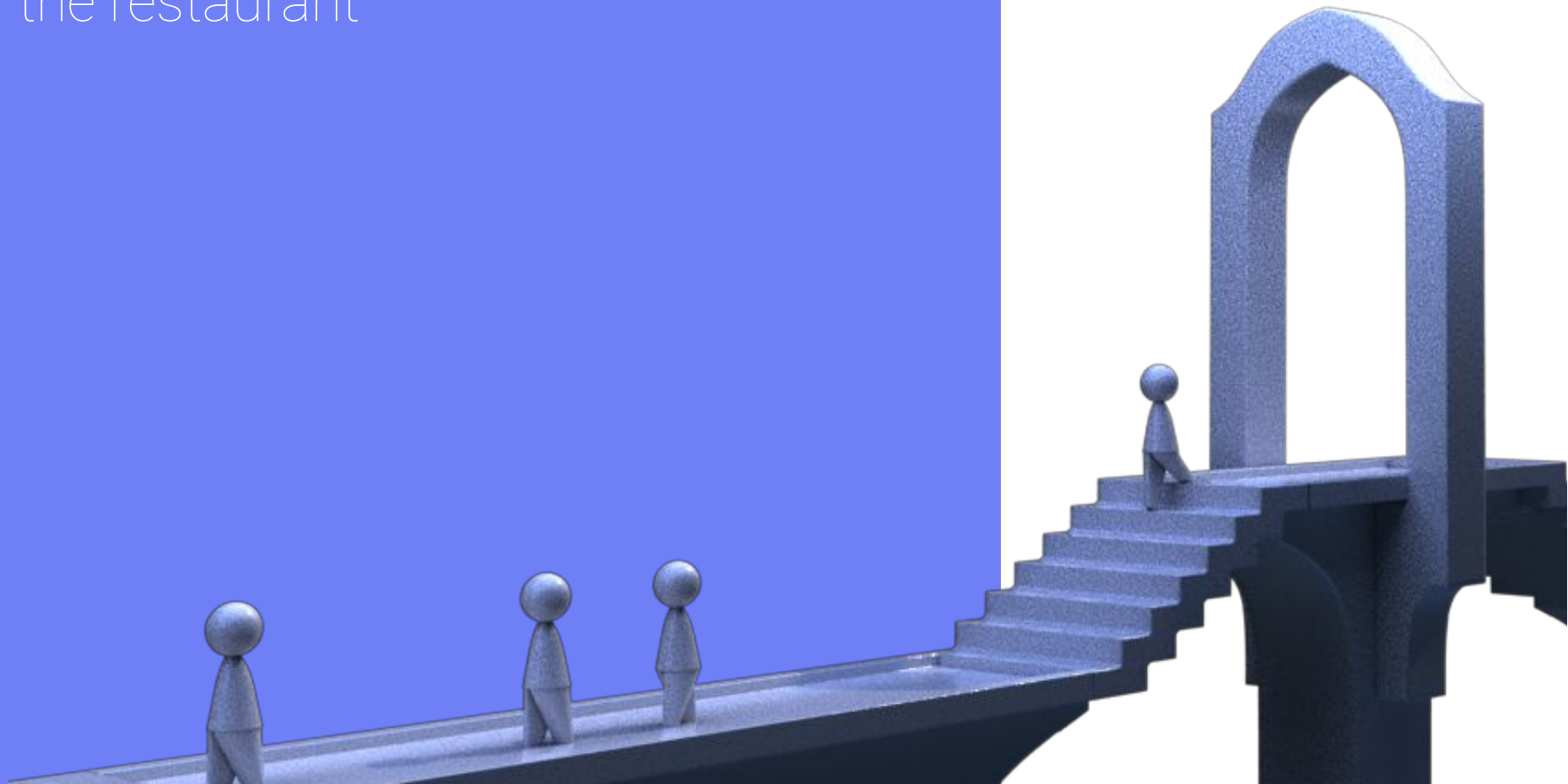
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## BEING INSIDE

3

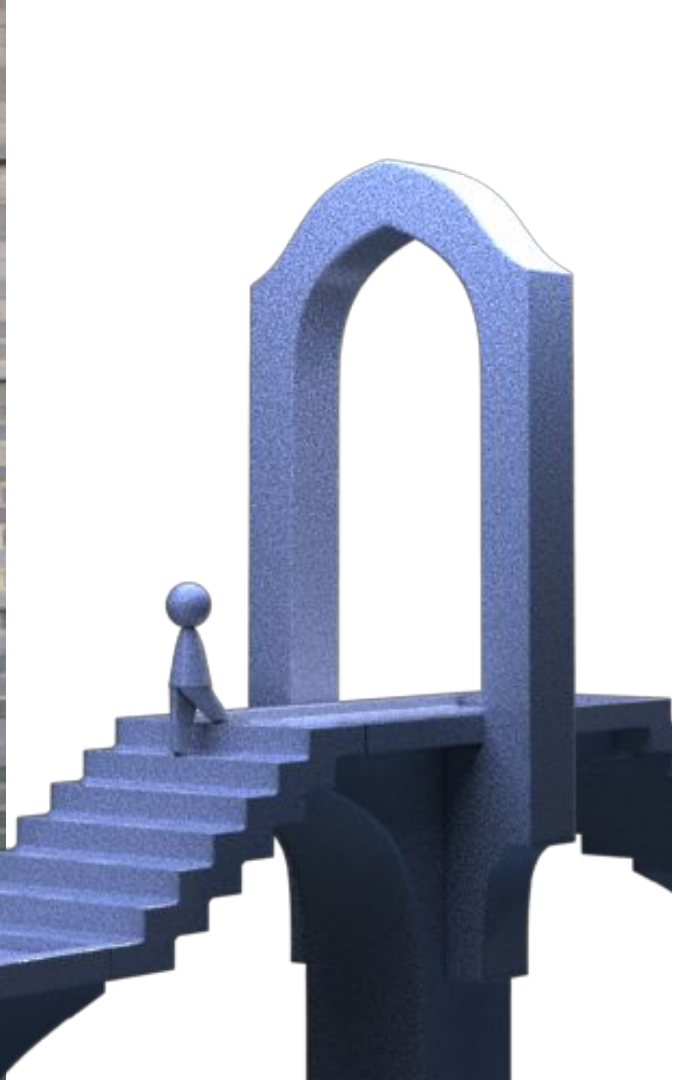


the restaurant

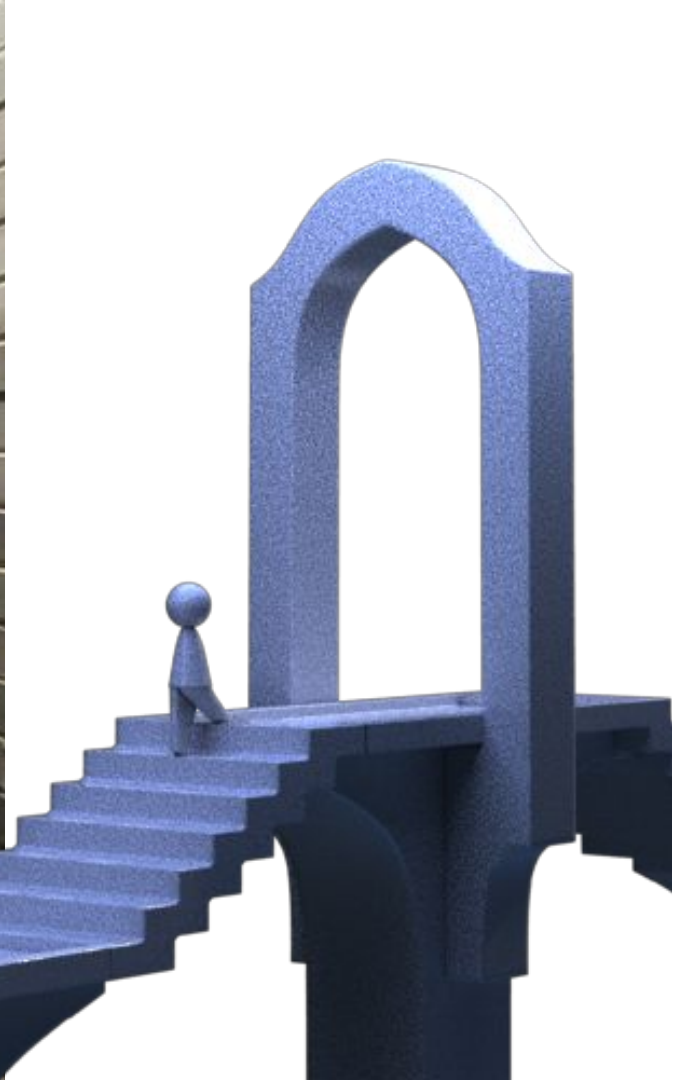




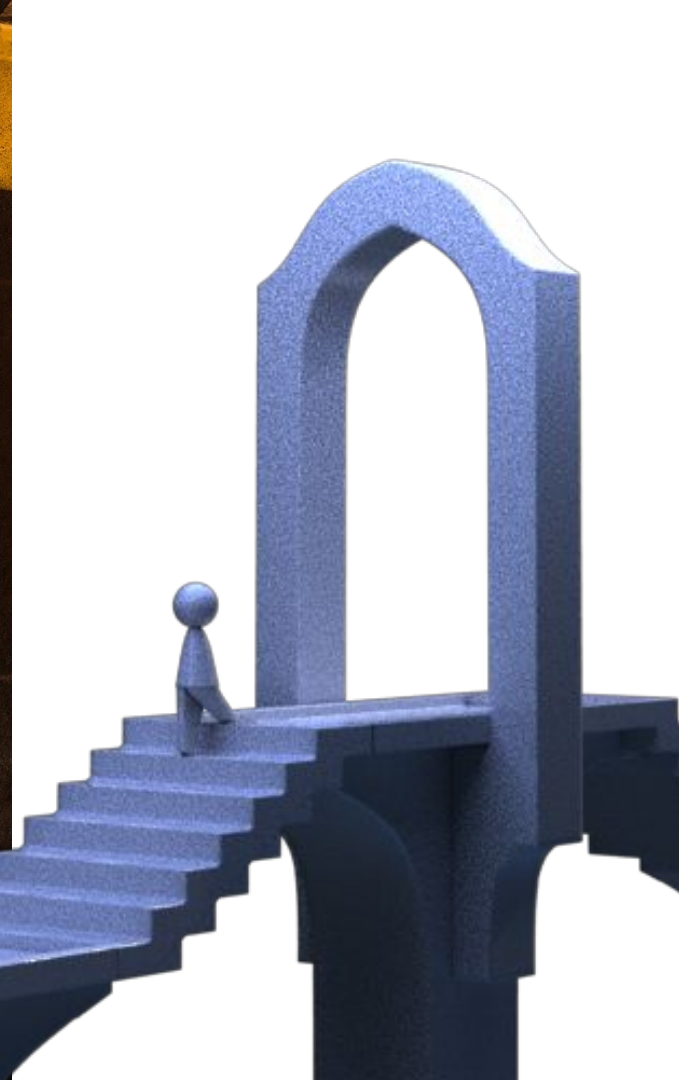


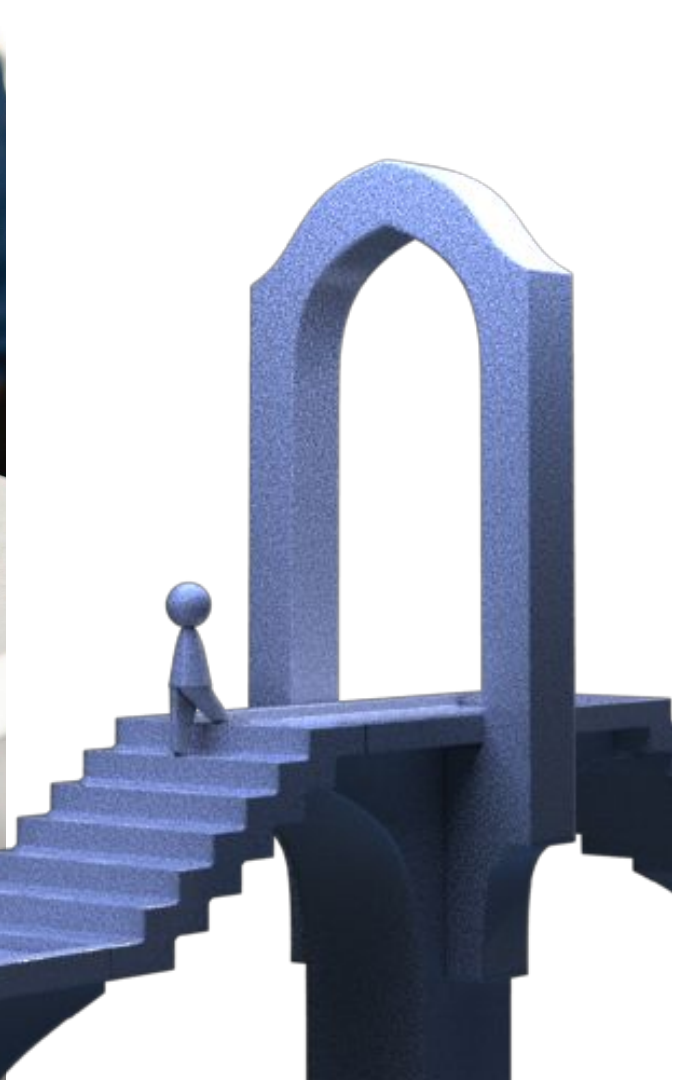




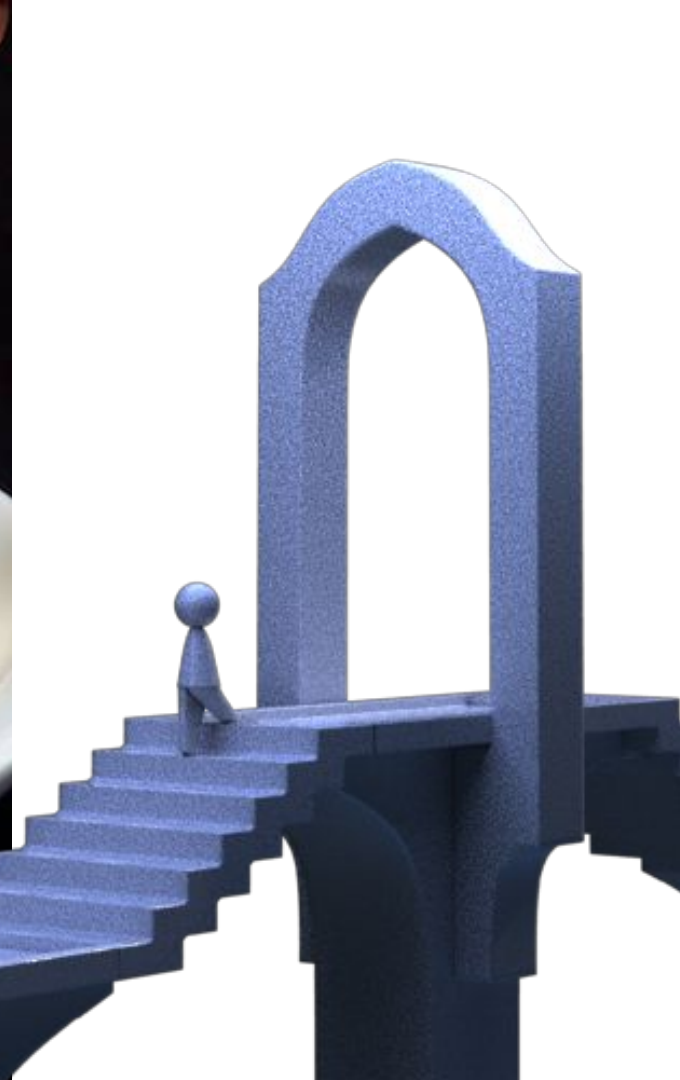






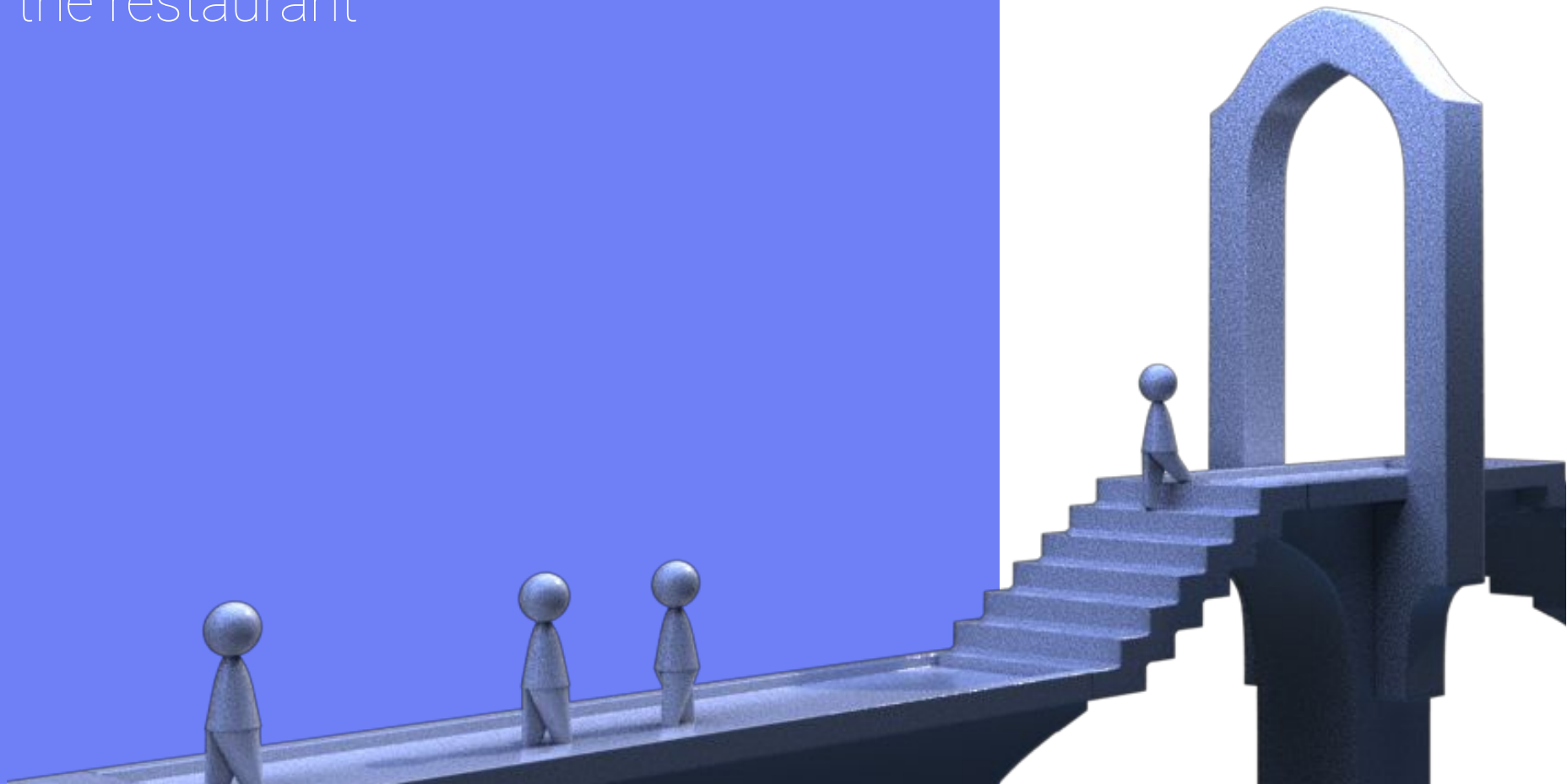




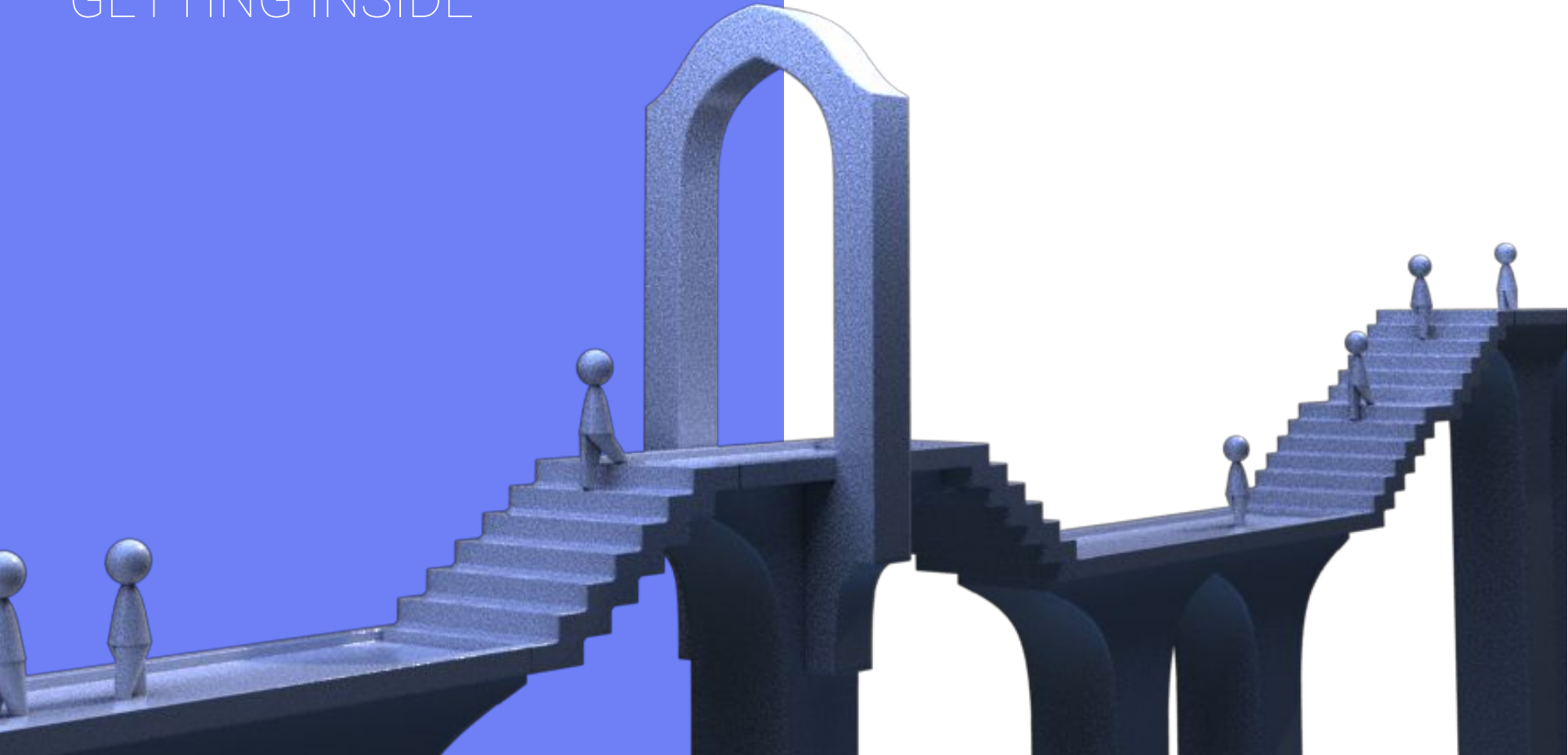




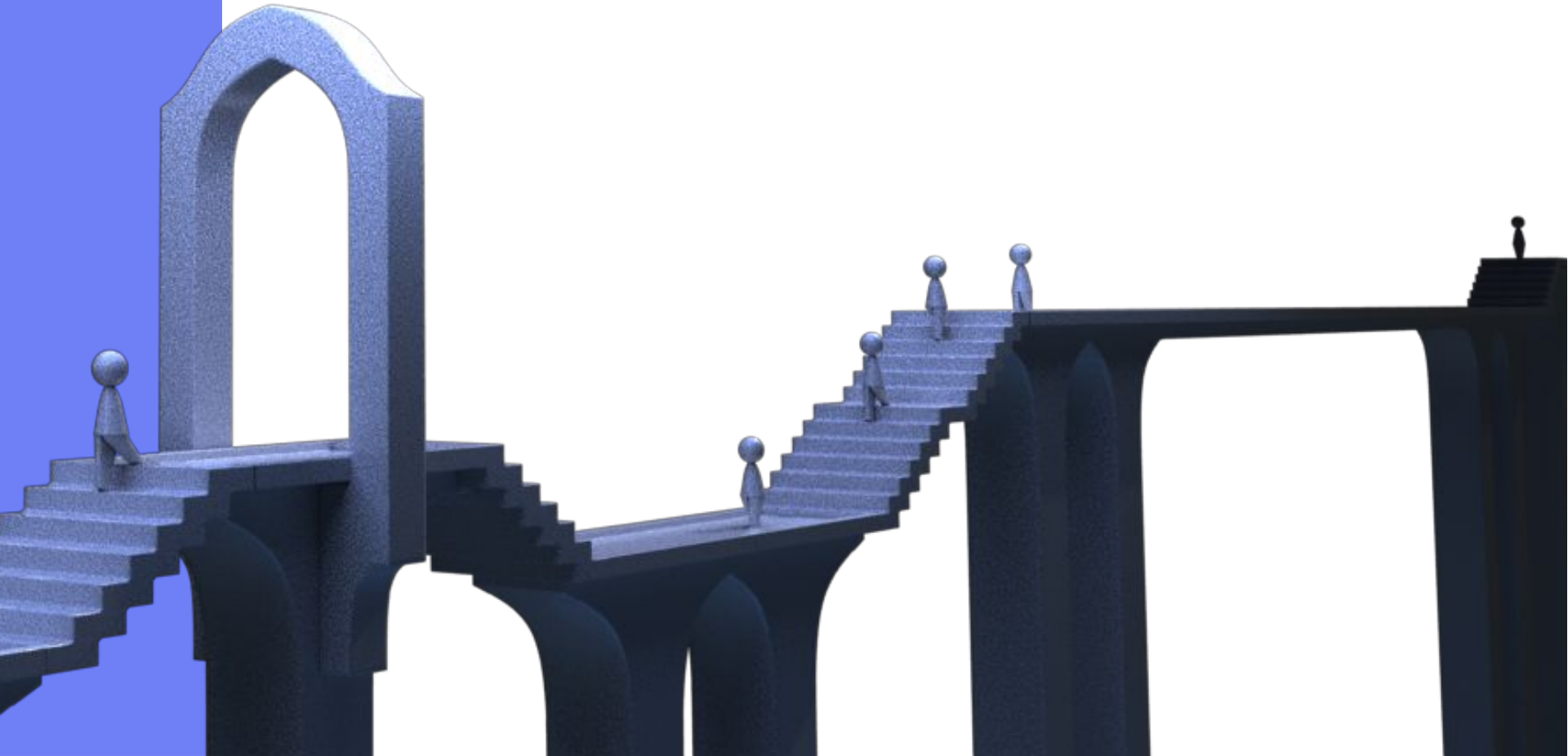
the restaurant



# GETTING INSIDE



# BEING INSIDE





GETTING INSIDE

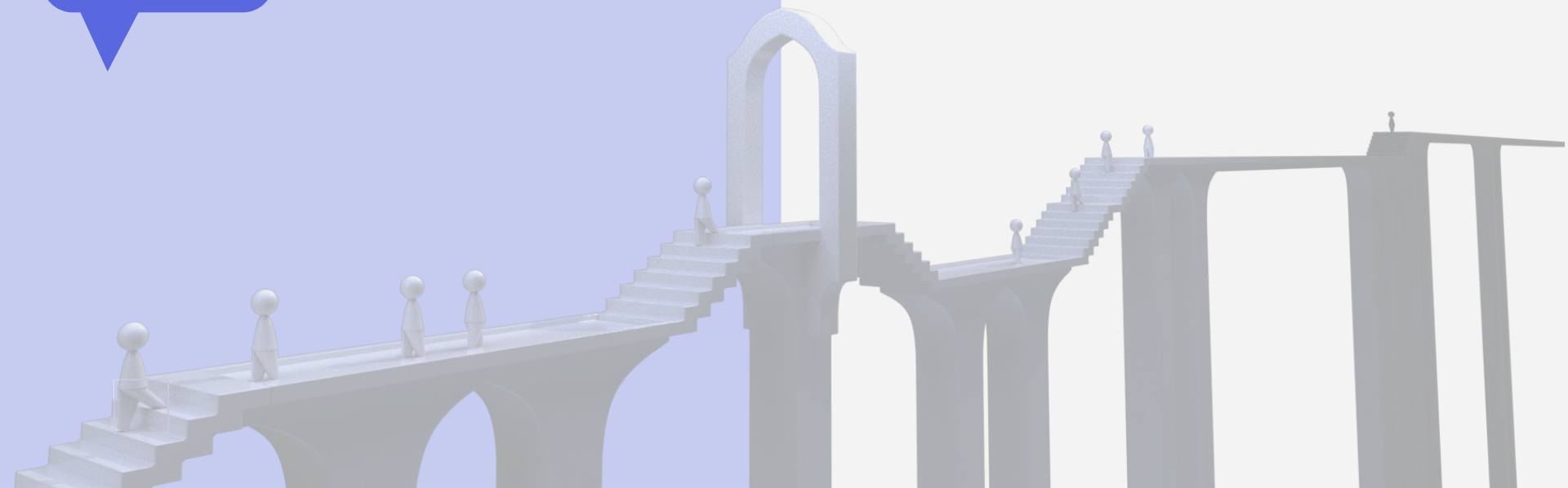
BEING INSIDE



## GETTING INSIDE

“A friend  
invited me to  
this thing...”

## BEING INSIDE



## GETTING INSIDE

"A friend  
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"I've already been  
doing this...  
I didn't know there  
were words for this."

## BEING INSIDE





## GETTING INSIDE

"A friend  
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"I need my  
stamp...I  
need to  
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right words."

## BEING INSIDE



## GETTING INSIDE

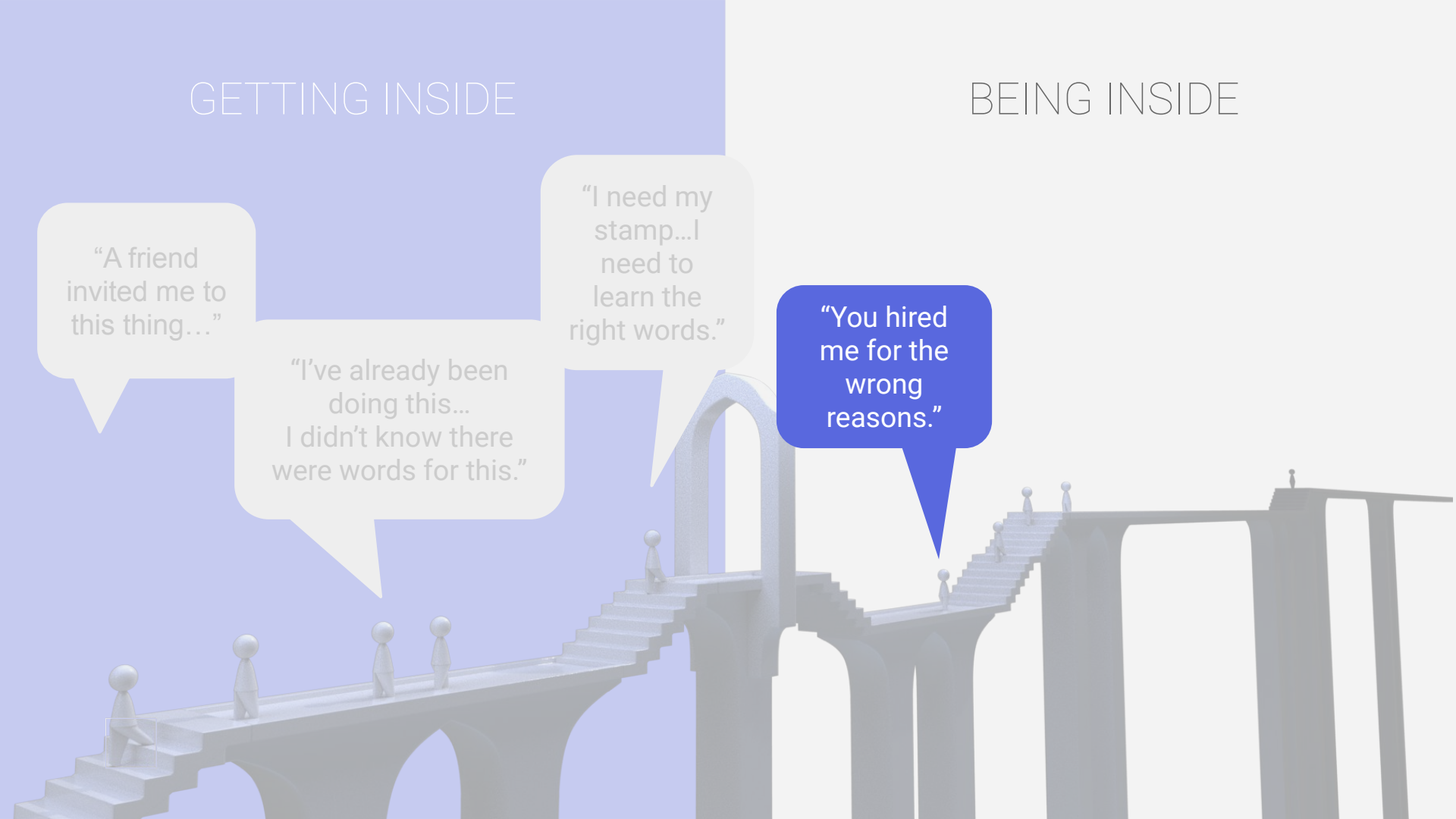
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## BEING INSIDE

"You hired  
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## GETTING INSIDE

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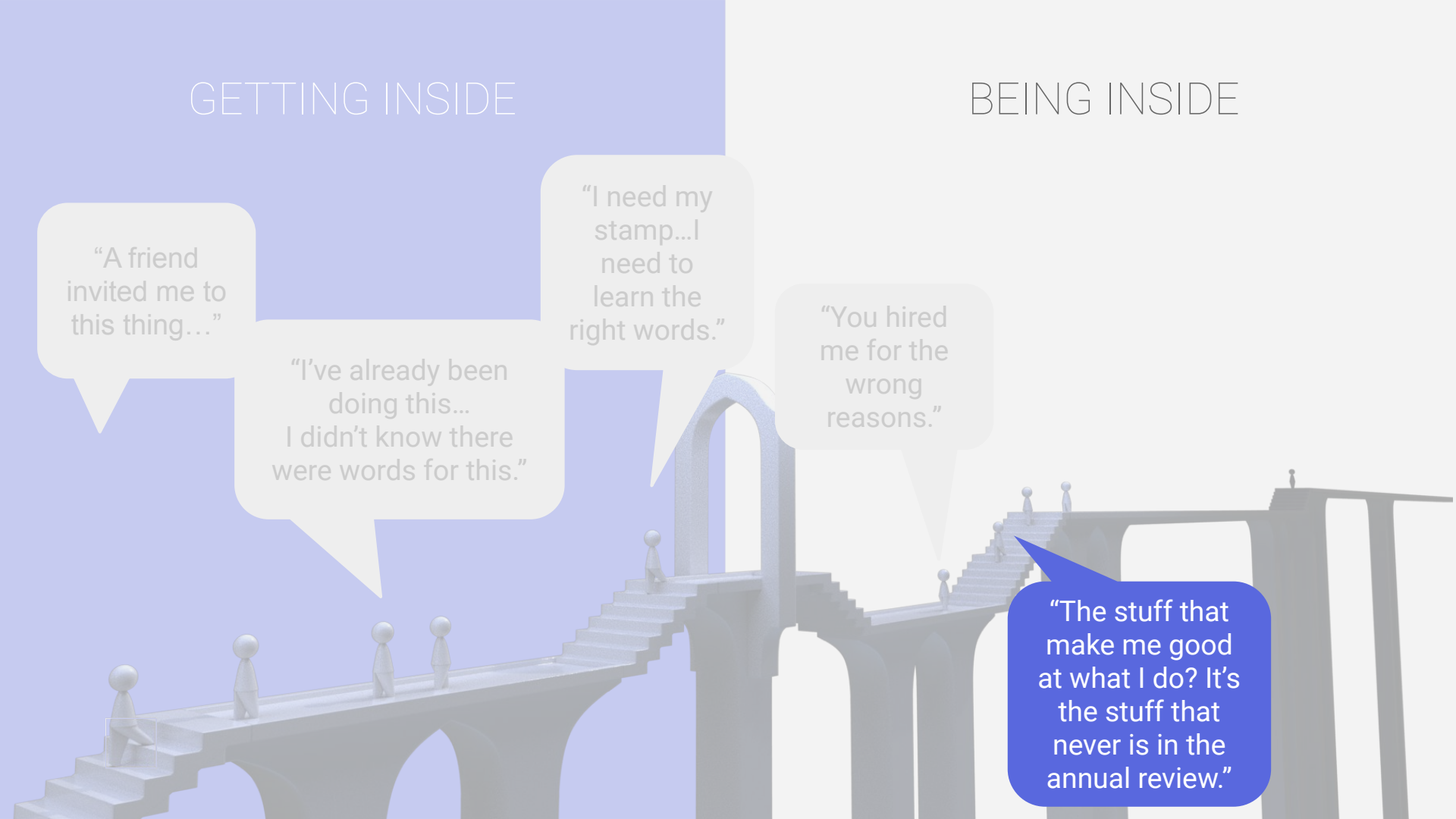
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## BEING INSIDE

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"The stuff that  
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## GETTING INSIDE

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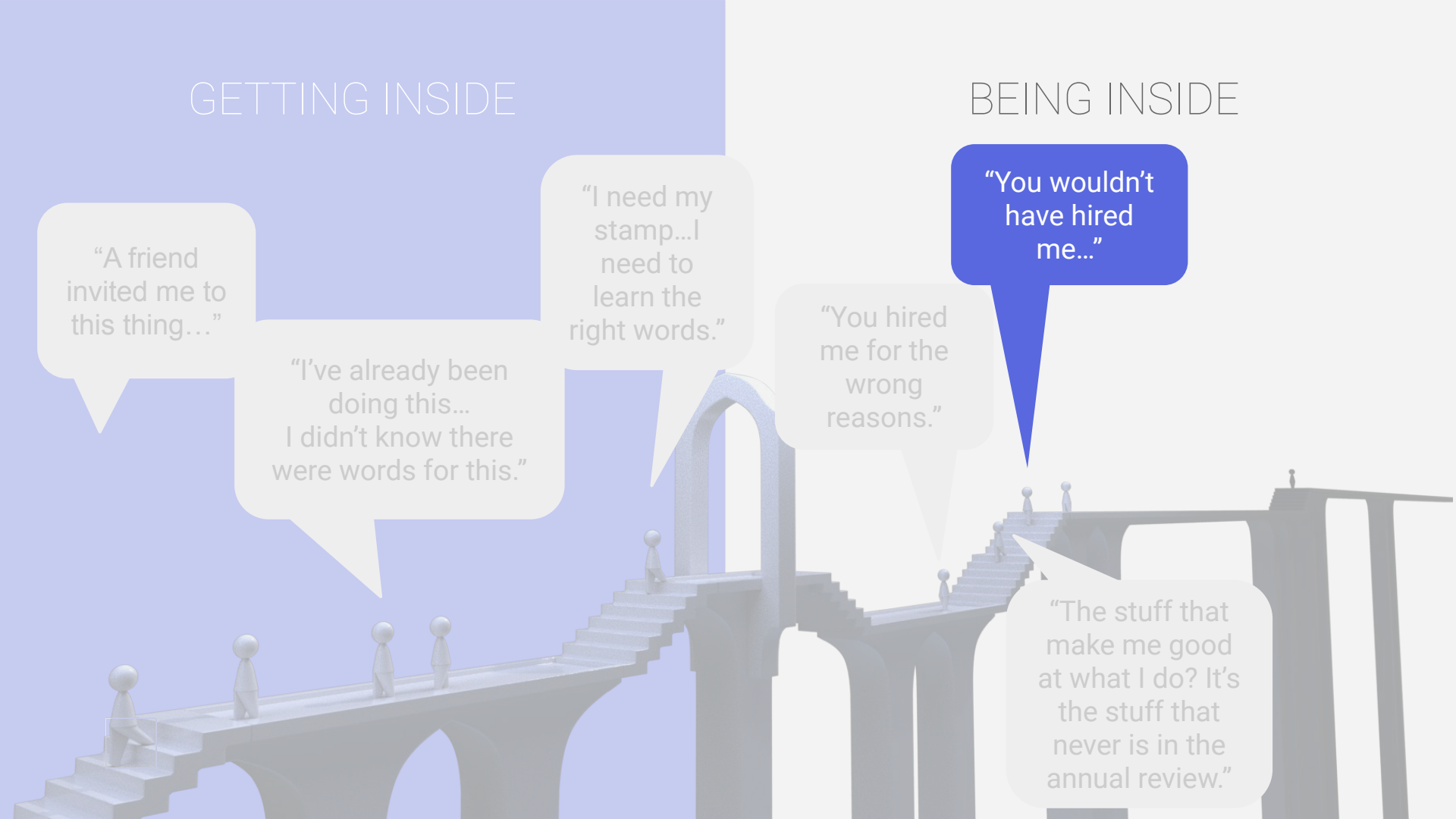
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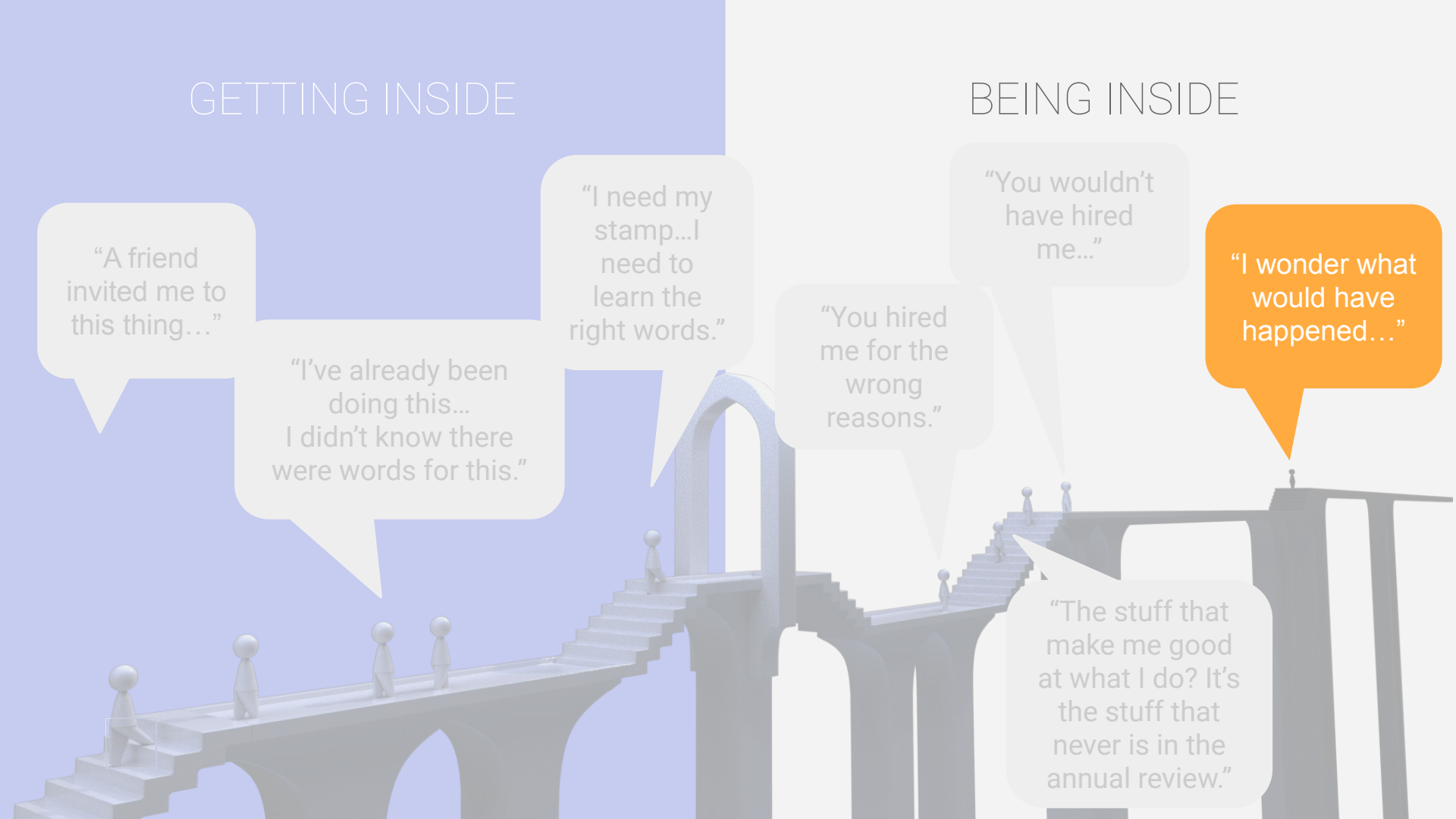
## BEING INSIDE

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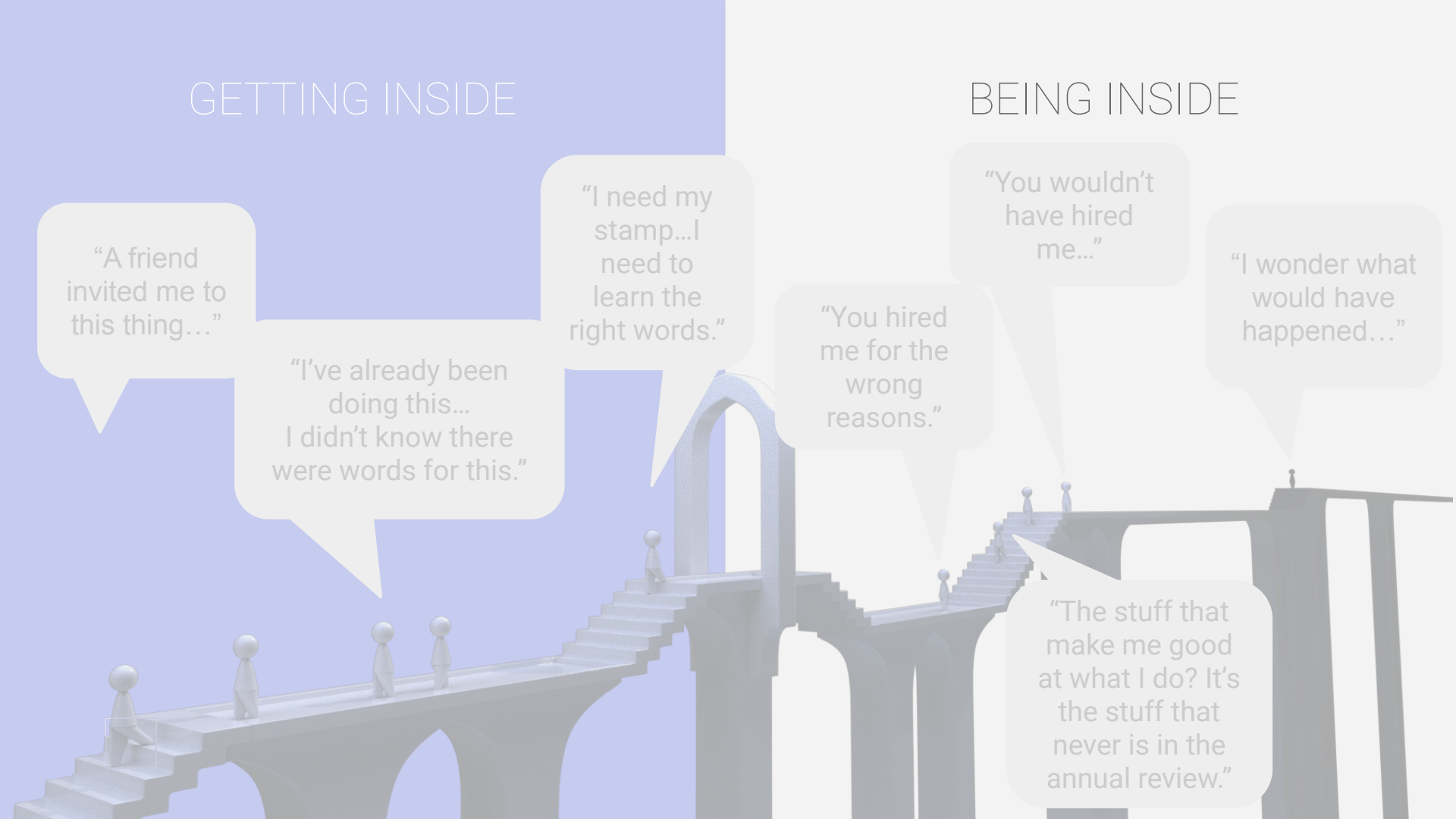
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“In the past, I have made no secret of my disdain for Chef Gusteau’s famous motto: **Anyone can cook**. But I realize, only now do I truly understand what he meant. Not everyone can become a great artist, but **a great artist can come from anywhere.**”

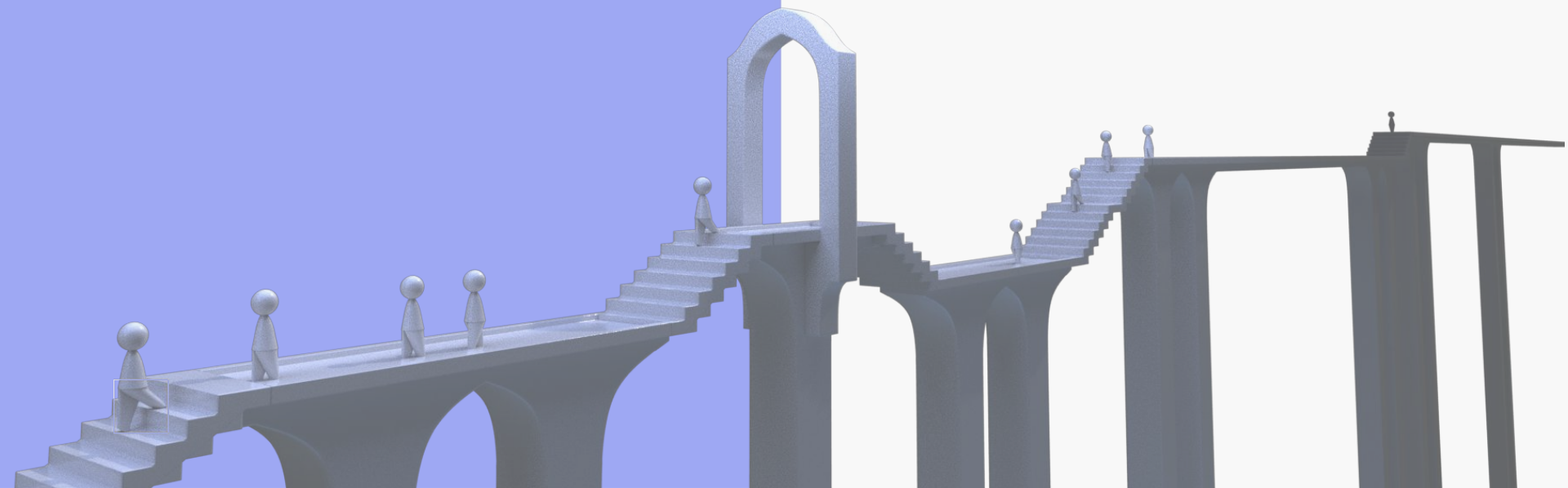
A conceptual illustration divided into two vertical panels. The left panel has a solid blue background and is titled 'GETTING INSIDE' in white, uppercase letters. The right panel has a solid white background and is titled 'BEING INSIDE' in grey, uppercase letters. A grey, 3D architectural structure spans both panels. It begins on the left with a set of stairs leading up to a platform. Several small, grey, stylized human figures are positioned along this path. The structure continues as a bridge with arches, passing through a large, grey, arched frame. It then descends into a series of steps leading down to a lower platform, where more figures are visible. The structure ends on the right with a long, horizontal bridge that extends into the distance, with a single figure at its far end. The overall composition suggests a journey or process of entering a space.

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GETTING INSIDE

**How might we...**

BEING INSIDE

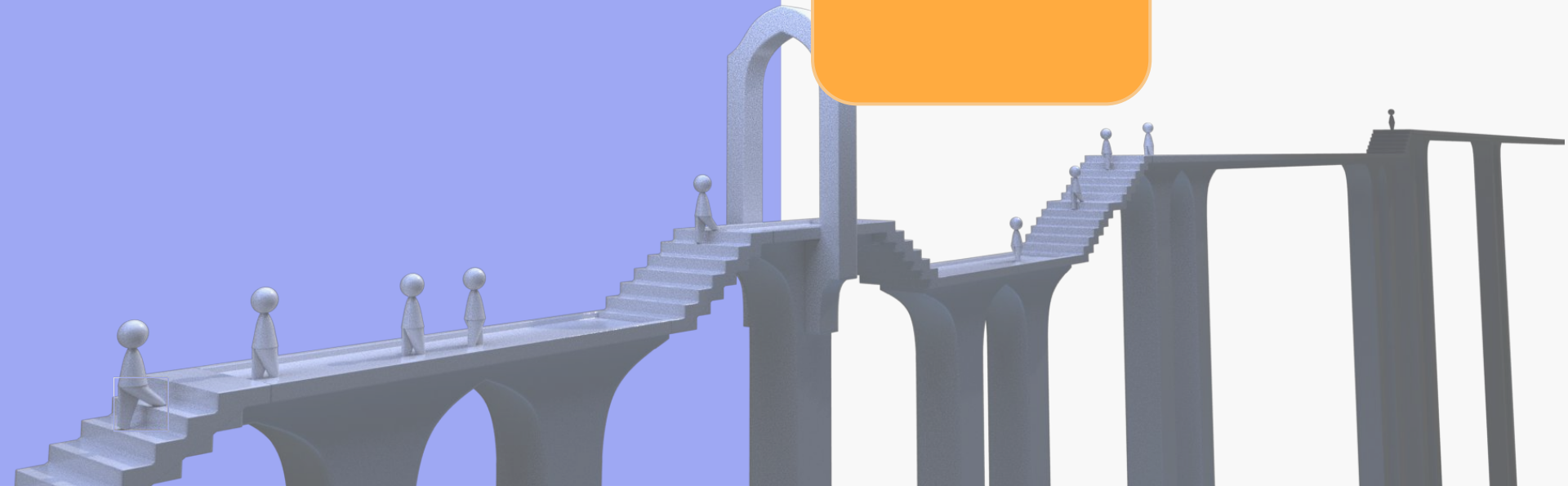


GETTING INSIDE

**How might we...**

BEING INSIDE

...get real about  
what success is?





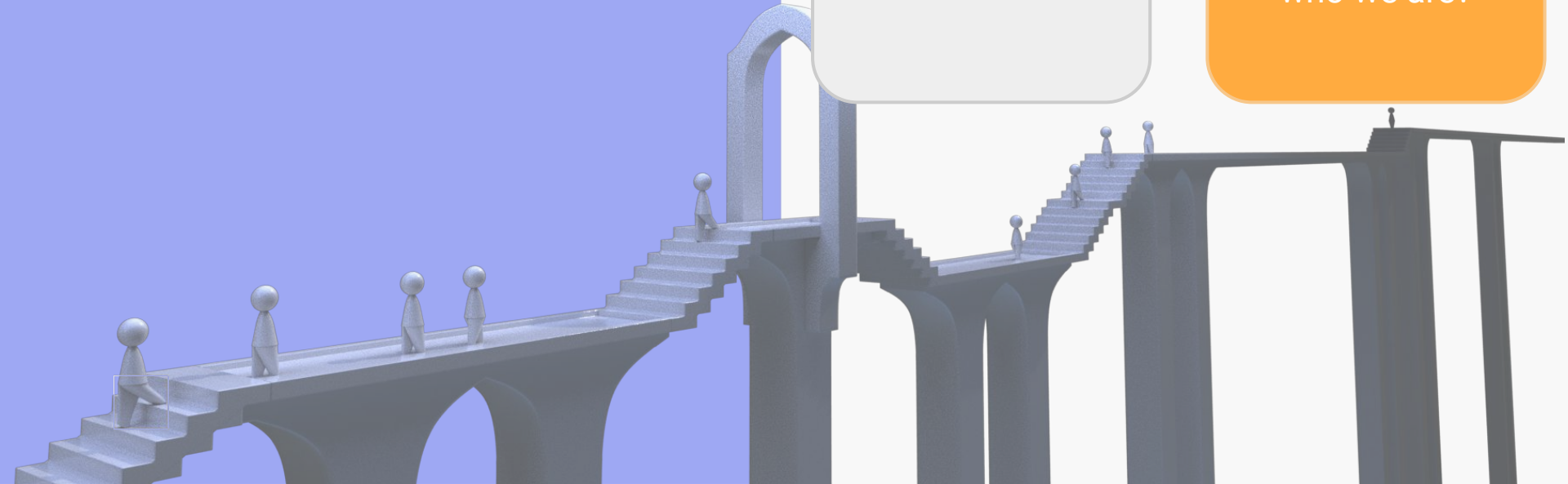
GETTING INSIDE

**How might we...**

BEING INSIDE

...get real about  
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...get real about  
who we are?



GETTING INSIDE

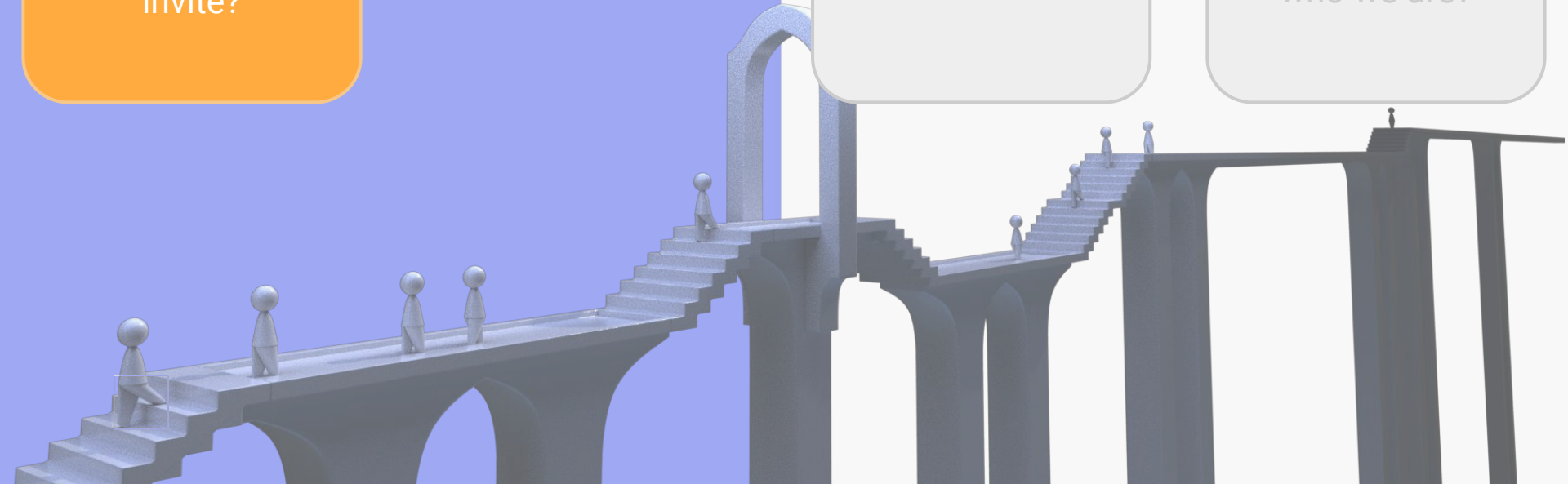
**How might we...**

BEING INSIDE

...build better  
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GETTING INSIDE

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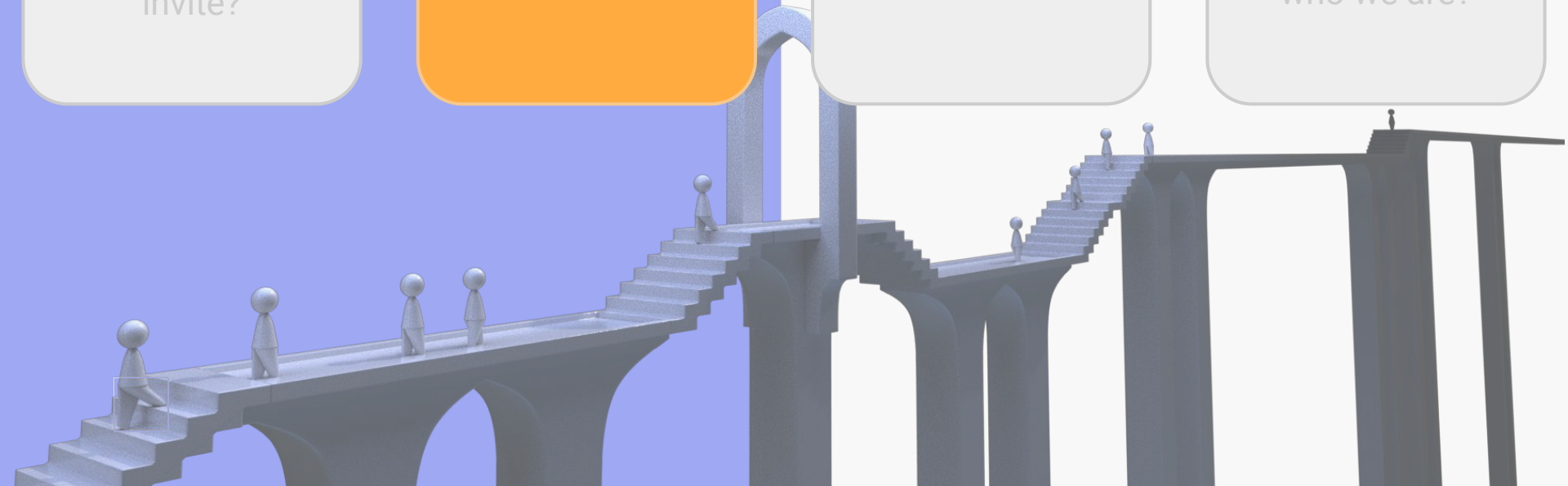
BEING INSIDE

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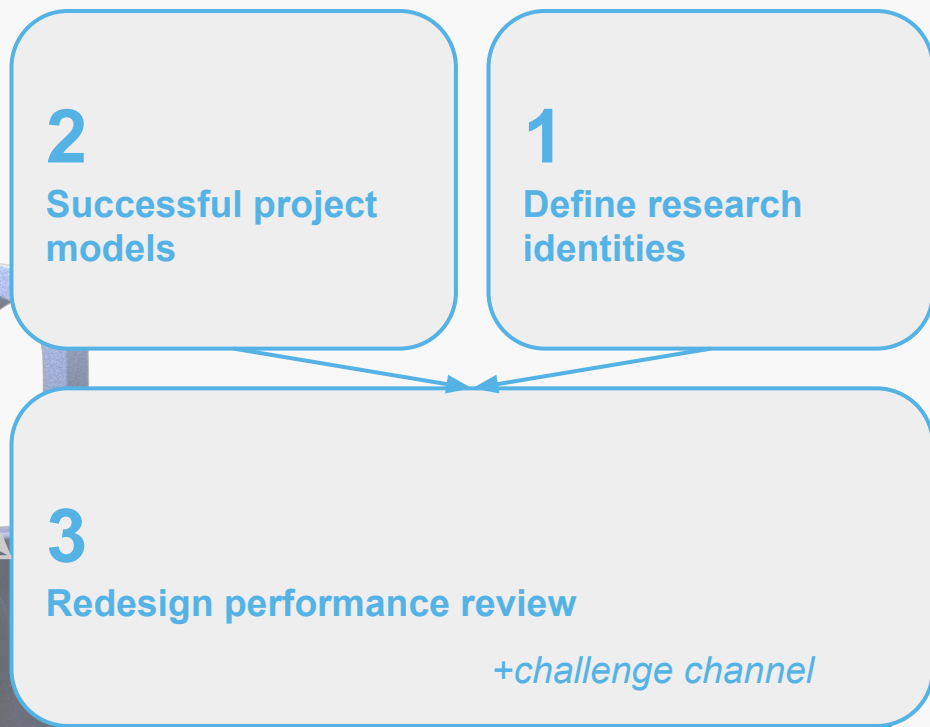
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## GETTING INSIDE



## BEING INSIDE



# 1

## Define research identities

- ❑ Make space and time to get to know your team, host an offsite

ING INSIDE

# 1

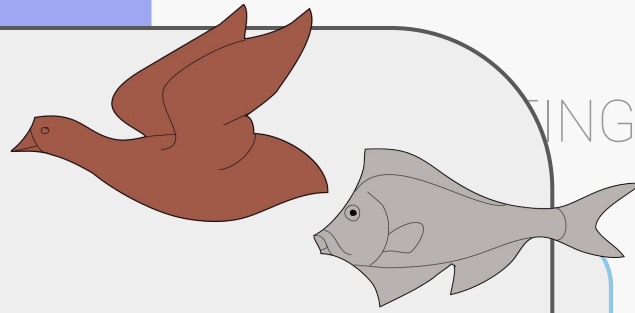
Define research  
identities

nce review

# 1

## Define research identities

- ❑ Make space and time to get to know your team, host an offsite
- ❑ **Individual researcher identity exercise:** what are your skills, the experiences that informed them, where did you learn them (inside, outside), how do you define success, what makes you successful, what are your researcher superpowers? Be creative. Write. Collage. Draw. Then share.



ING INSIDE

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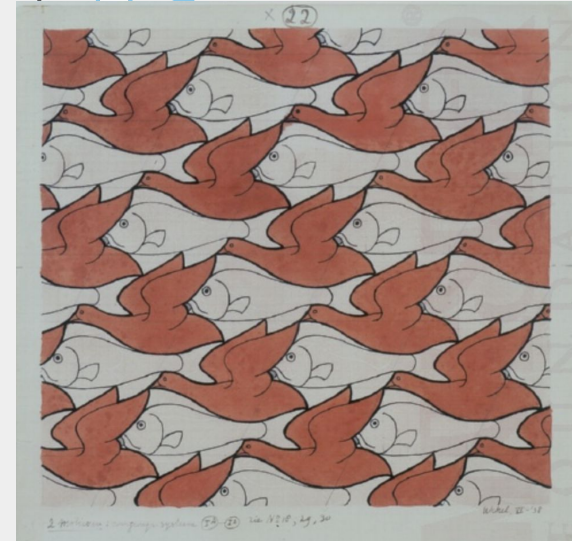
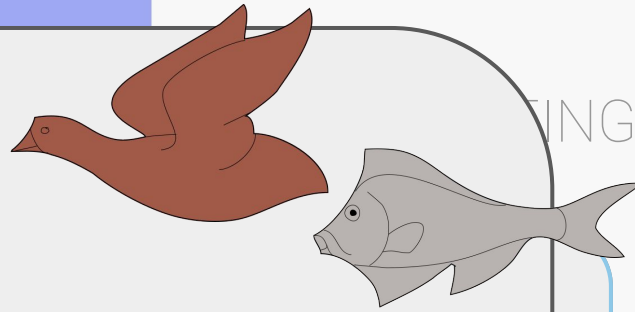
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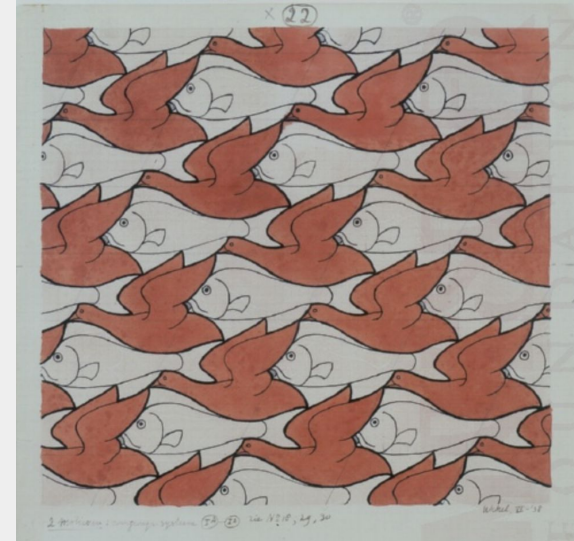
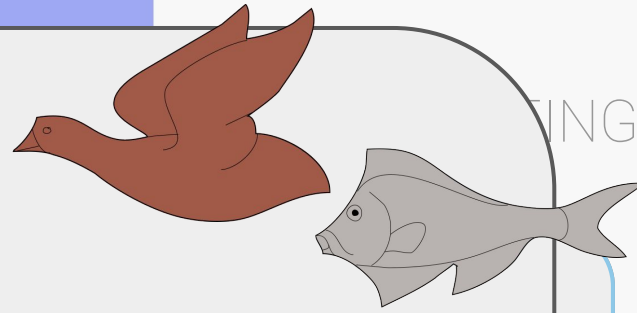
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- ❑ Note: the resulting artifacts should be able to be referenced and used

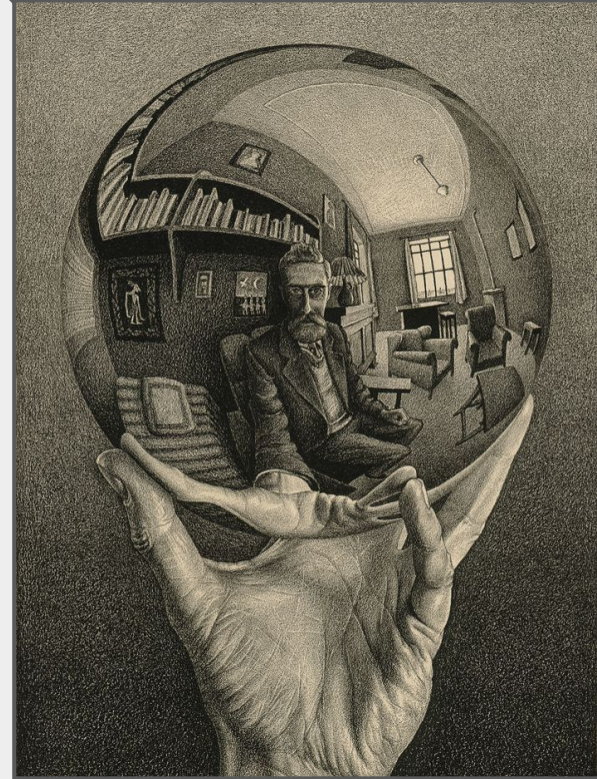


ING INSIDE

## 2

### Successful project models

- ❑ Nominate, review, and examine the most successful research projects to date.
- ❑ Analyze, pinpoint, discuss, argue.
- ❑ Honest story of the process; don't exclude struggles.
- ❑ Create an abstracted definition and model.
- ❑ Not a standardization.
- ❑ Greatest value in the exercise: making definition of success explicit co-owned and ways to be successful modeled and visible.
- ❑ Update with new ways to be successful.



# 3

## Redesign performance review

- ❑ Bring individual researcher identities, team research identity, and the successful project models into performance reviews
- ❑ Draw a through line better who we are and what we know makes us successful through how we define, measure, and recognize success
- ❑ **Must:** build a channel for challenging how things are done
- ❑ Experiment. Be humble. Continuously learn and improve.

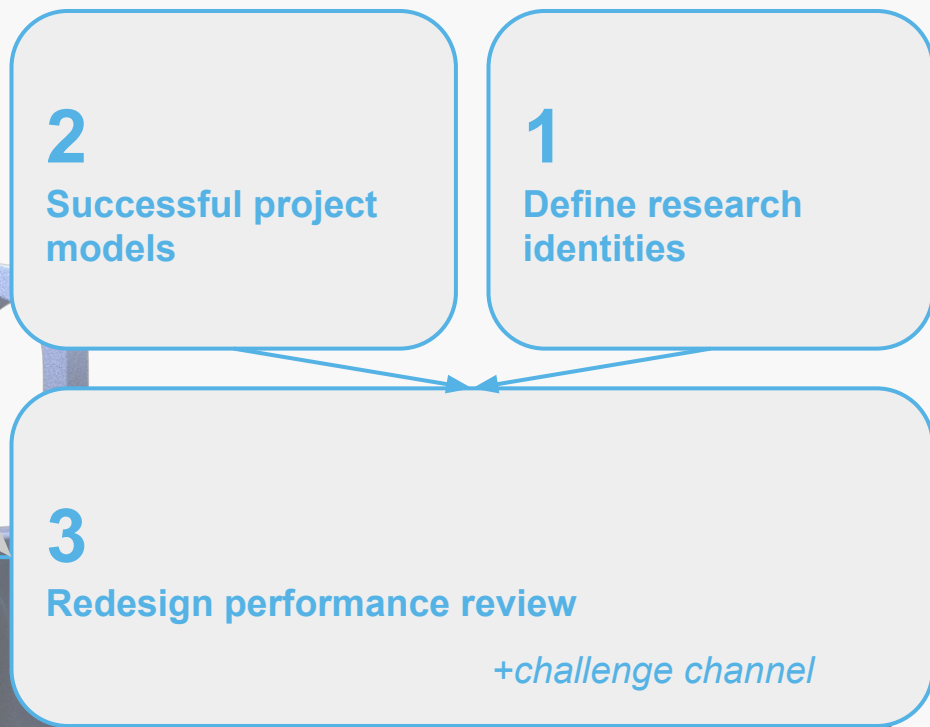


ING INSIDE

## GETTING INSIDE



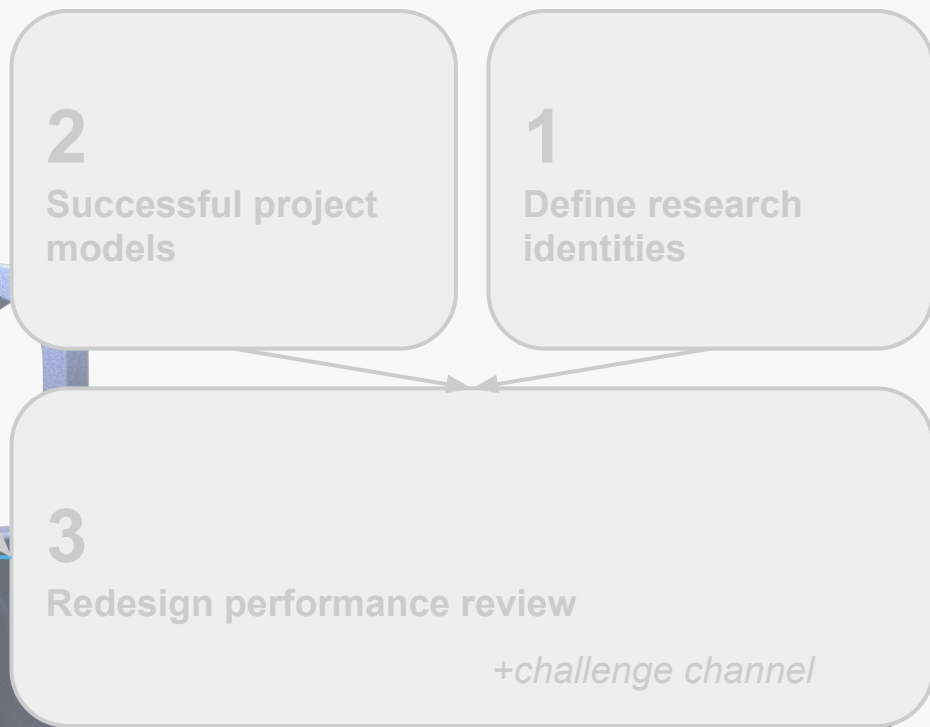
## BEING INSIDE



## GETTING INSIDE



## BEING INSIDE





## GETTING INSIDE

5

Find and invite

6

Support and value

4

Identify hiring needs

4

### Identify hiring needs

- ❑ Use individual researcher identities and our team research identity to discover our hiring needs
- ❑ Consider what we should share vs. where we must diversify
- ❑ Be intentional and creative with requirements.
- ❑ Be generous with what we share about ourselves.

## GETTING INSIDE

5

Find and invite

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Support and value

4

Identify hiring needs

5

### Find and invite

- ❑ Partner with recruiting team.
- ❑ Identify non-traditional spaces to look in.
- ❑ Deconstruct requirements and do work to translate requirements to find and invite newly and differently.
- ❑ Support translation in application and interview process. Share more of ourselves (team identity, model projects, translated requirements).

## GETTING INSIDE

5

Find and invite

6

Support and value

4

Identify hiring needs

6

### Support and value

- ❑ Support continued translation.
- ❑ Encourage and recognize transferable skills and experience.
- ❑ Merge people in appropriately based on holistic experiences and skills.
- ❑ Avoid “single track, start over” model.
- ❑ Explore apprenticeship model.
- ❑ Plan for onboarding and supporting our future leaders.

## GETTING INSIDE

### Skills-based hiring & apprenticeships

- [Skills based hiring is on the rise](#) (HBR)
- [The emerging degree reset](#) (Burning Glass Institute)
- [Google creates \\$100M fund for skills training program](#) (NYT)
- [Amazon User Experience Research and Design Apprenticeship](#)
- [LinkedIn REACH technical apprenticeship program](#)
- [Facebook Research Associate Program](#)
- [White House State of the Union Expanding skills-based hiring and increasing access to registered apprenticeships and training.](#)

## 6

### Support and value

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## GETTING INSIDE

## BEING INSIDE

**5**

**Find and invite**

**6**

**Support and value**

**4**

**Identify hiring needs**

**2**

**Successful project  
models**

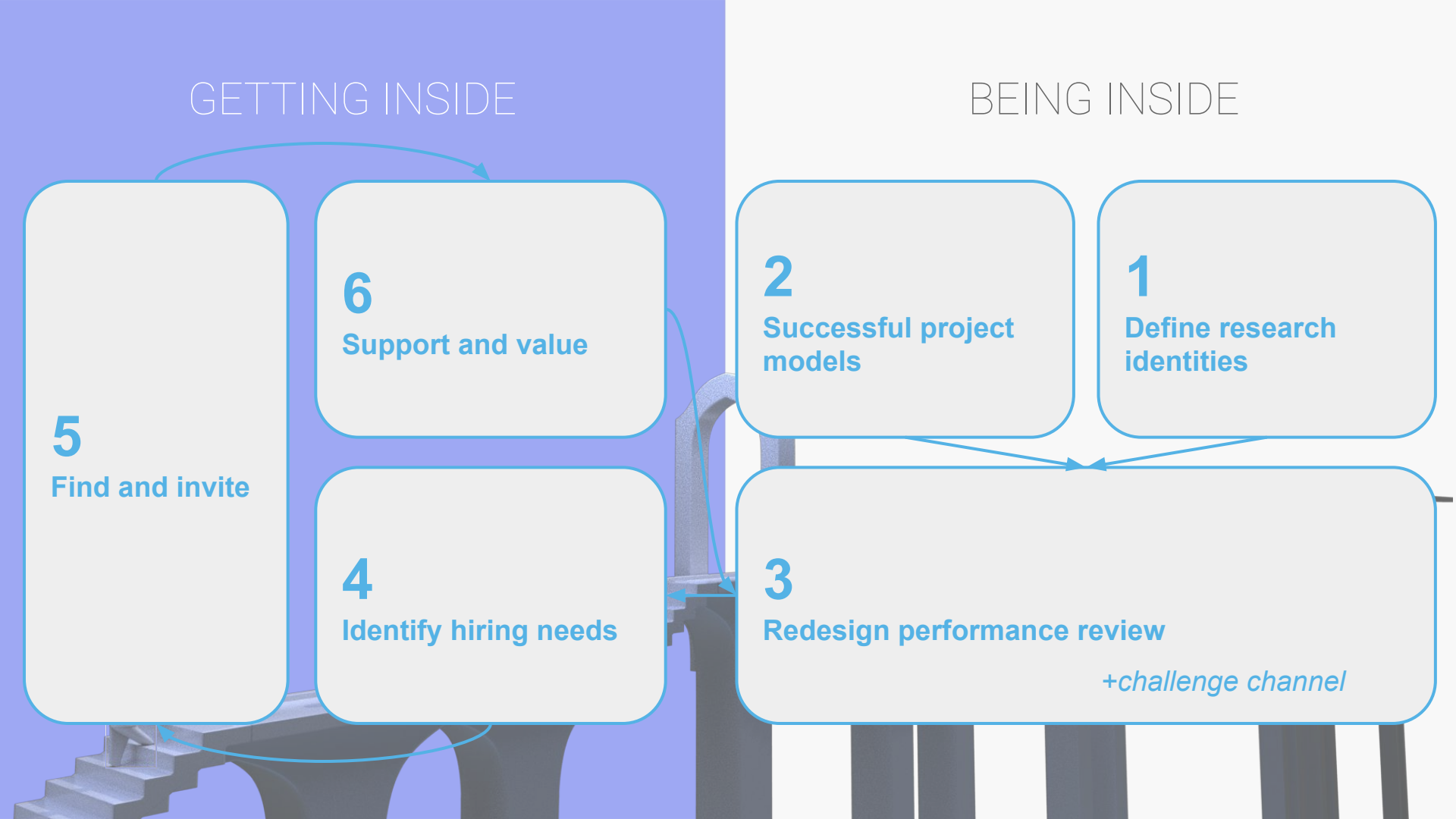
**1**

**Define research  
identities**

**3**

**Redesign performance review**

*+challenge channel*











Bianca Jackson

Leslie Forman

Renee Albrecht-Mallinger

Sam Ladner

Shanice  
Alyster

Victor Udoewa

# Thank you

to everyone who helped me look at our world in a different way

Jackie Hilmes

Marylee Guinon

Amanda Rosenberg

Tony Piedra

Patricia Wang

Chris Geison

Anna  
Sumner