Navigating Your Career At Any Age and Stage

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What's next for you?

ALICE: Which road do I take?
CHESHIRE CAT: Where do you want to go?
ALICE: I don't know.
CHESHIRE CAT: Then it doesn't matter.
Getting started

Make Two Lists

Your Needs and Preferences

Your Strengths and Skills
Ground yourself first

Your Needs and Preferences

Your Strengths and Skills

Opportunities in the Market

Potential for greatest impact/contribution
Reflection on Strengths

Review your past and current roles - how have you solved problems, added value, contributed?
- Technical, functional, managerial or leadership skills

From this list of accomplishments, distill your skills and curate a list of 5 - 8 core competencies.
- Create concise, compelling stories to illustrate
Questions to Ask Yourself

What I am known for?

How have I been successful in the past?

How am I adding value in my current role?

What kinds of problems do I/ have I solve(d)?

How have I/ do I demonstrate impact?

What are my greatest professional achievements?
<table>
<thead>
<tr>
<th>Accomplishment</th>
<th>Strength(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Raised $250K in grant proposal at XYZ</td>
<td>• Story telling of a vision&lt;br&gt;• Communicating complex scientific ideas</td>
</tr>
<tr>
<td>Started $70M annual event by writing business plan</td>
<td>• Story telling (compelling business case)</td>
</tr>
<tr>
<td>Launched Monthly Payments at 123 Company</td>
<td>• Multi-disciplinary (Finance, IT, Marketing)&lt;br&gt;• Change management / innovation</td>
</tr>
<tr>
<td>Established Marketing Data Mart</td>
<td>• Building products</td>
</tr>
<tr>
<td>Launched FlexPay at ABC Company</td>
<td>• Multi-disciplinary</td>
</tr>
<tr>
<td>Doubled AP revenue</td>
<td>• Meet market need&lt;br&gt;• Product innovation&lt;br&gt;• Seize opportunity</td>
</tr>
<tr>
<td>Established CRM and Data Science/Analytics departments</td>
<td>• Intrapreneurial&lt;br&gt;• Problem solver</td>
</tr>
<tr>
<td>Created dashboards in Domo</td>
<td>• Innovator&lt;br&gt;• Change process</td>
</tr>
<tr>
<td>Awarded 6 promotions, 5 employee of quarter, and 3 employee of year awards</td>
<td>• Mentor&lt;br&gt;• Coach</td>
</tr>
<tr>
<td>Misc</td>
<td>• Analytical / quantitative&lt;br&gt;• Link projects to business value</td>
</tr>
<tr>
<td><strong>Strength</strong></td>
<td><strong>Story</strong></td>
</tr>
<tr>
<td>---------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Multi-disciplinary</td>
<td>Launched new FlexPay plan at ABC Company. Needed someone in Marketing who understood Financial implications and IT project management. Wrote pro forma and user stories to gain presidential approval and technical requirements, enabling on-time launch. Currently 75% of sales use this payment method.</td>
</tr>
<tr>
<td>Mentoring</td>
<td>Listened to disgruntled worker who wanted to be promoted. Gave opportunity for her to step up when shorthanded. Believed in her to give promotion when opportunity arose. Eventually rewarded with Employee of the Quarter.</td>
</tr>
<tr>
<td>Intrapreneurial</td>
<td>As a marketer of a subscription product, I understood the importance of building relationships to keep customers renewing. I was shocked to discover our email marketing was run by offshore IT resources and Marketing interns. I convinced my President and CMO to let me establish a dedicated CRM department to incorporate best practices and grow my product line sales.</td>
</tr>
</tbody>
</table>
Require & Desire List

Location
Commute
Compensation
Benefits
Company culture/mission/values
Company size
Team/colleagues
Level of Autonomy
Flexible work schedule

YOUR NEEDS AND PREFERENCES

Your Strengths and Skills

The Market

Travel
Lifestyle considerations
Career Trajectory
### Core Competency Set

- Building new functions and aligning teams to drive revenue, retention, value and profitability
- Tackling and troubleshooting difficult business and technical problems analytically
- Driving collaboration between silo'ed functions to solve problems (and teach them to do it if needed)
- Translating business value into financial outcomes, and translating financial targets to business decisions

### Needs / Preferences Set

<table>
<thead>
<tr>
<th>Needs / Preferences Set</th>
<th>Priority</th>
<th>Preference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>***</td>
<td>Boston area</td>
</tr>
<tr>
<td>Compensation</td>
<td>***</td>
<td>$225-275k base + bonus/equity</td>
</tr>
<tr>
<td>Commute</td>
<td>***</td>
<td>Walking or easy public transport (i.e. Cambridge, Boston, Somerville)</td>
</tr>
<tr>
<td>Autonomy</td>
<td>***</td>
<td>Critical in importance, esp in hiring a team and operating with independence</td>
</tr>
<tr>
<td>Flexibility</td>
<td>***</td>
<td>I'm too senior now to not have flex work sched, and we work too hard for the team I lead to not have a flex work schedule</td>
</tr>
<tr>
<td>Culture</td>
<td>**</td>
<td>Good people, fun, good values; work-life appreciation</td>
</tr>
<tr>
<td>Role</td>
<td>**</td>
<td>Growth opportunity. Open to a variety of roles building a biz</td>
</tr>
<tr>
<td>Level of Influence</td>
<td>**</td>
<td>This could be pretty important depending on role; reporting structure is more important than title</td>
</tr>
<tr>
<td>Size</td>
<td>*</td>
<td>Small to midsized &quot;feel&quot;. Don't want &quot;big co feel&quot; but does not have to be a startup.</td>
</tr>
<tr>
<td>Industry / Org</td>
<td>*</td>
<td>SaaS / emerging technology / impact. Organization should be aligned for impact.</td>
</tr>
<tr>
<td>Travel</td>
<td>*</td>
<td>&lt;50%? Planning to start a family in the near term -- want to have some control</td>
</tr>
</tbody>
</table>
Foundation for Your Career Narrative

Your Needs and Preferences

Your Strengths and Skills
CAREER NARRATIVE
What’s Your Story?

To position yourself effectively, answer these questions:

1. Who am I (as a professional)?
2. What do I do well or what are my leading strengths?
3. How have I added value to my work?

a. Share specific example(s) so your value is tangible to the reader.

4. What do I want to do next and why?

5. Why am I interested in ______ role at ______ company and how will I make an impact?

6. Some of my target companies are ... (or) some of the organizations I’m interested in are...
David Stagney • 1st
Senior Director, APU Programs at Pratt & Whitney Military Engines
Pratt & Whitney • Massachusetts Institute of Technology - Sloan School of Management
Richmond, Virginia Area • 270 🅆️

For 15 years, I've delivered substantial improvements in operational performance in both the Financial Services and Aerospace Industries.

I'm an innovative and effective Operations Executive trained by MIT's Leaders for Global Operations Program who has demonstrated the ability to enter a new business, rapidly diagnose problems, and then implement sustainable solutions. I engage my teams by listening to their ideas, inspiring creative problem-solving, then applying disciplined process management and time-tested lean practices.

Here's just one example that illustrates my ability to dive into a new business and tackle challenging problems head-on: When my previous employer won a new contract that required production costs to be cut nearly in half, I designed and successfully built an entirely new manufacturing system for them. This achievement included optimizing the global supply chain, the construction of two new factories, installation of over $100M in equipment, then hiring and training of almost 300 machinists and technicians.

I lead by example, I'm a great listener, and I believe that creating a culture of honesty, integrity and teamwork is not only the right thing to do, but it's essential to delivering sustainable business results.
I've successfully helped high-growth B2B and mobile commerce companies build their marketing function from scratch, with a focus on new product positioning and data-driven marketing. My work transforms technical product features into concrete sales strategy that results in direct revenue.

At RadiumOne and Criteo, my teams built demand gen programs supporting $20M+ revenue targets based on mobile and social consumer insight data, resulting in 4x ROI. I also rebranded and repositioned the companies / products as Consumer-Powered MarketingTM and Universal MatchTM.

As an engineer at heart, I'm at my best when I am driving revenues for innovative, technical products. I hold a B.S. in Computer Science and Engineering from UCLA and an MBA from MIT Sloan School of Business.
Michael Donohue • 1st
Data-driven insights for a lower-carbon future
National Grid • Massachusetts Institute of Technology - Sloan School of Management
Greater Boston Area • 500+ pp

Having "grown up" in startups, I have had the chance to play in every technical functional area: from product development, to manufacturing, to purchasing. But the work I have found most professionally satisfying has "lived" at the nexus of people, process, and data. I think the capability to consistently improve is the critical factor that separates top companies from "also-rans", and I am excited that I get to work in this area every day.

I bring a deep technical, quantitative, and business background to my work, but I don't use numbers or data to beat anyone up. It took me the better part of a decade to understand that culture change is about respect for people, and the best analysis is useless if there isn't buy-in.

I enjoy combining the challenge of identifying business-relevant insights and leading data-driven culture change in highly technical and regulated industries. If it isn't difficult, why bother?
Using Your Career Narrative

Help others understand your strengths and how you can add value

Have consistent, positive messaging throughout your process/networked job search

Practice...test and get feedback...revise
Navigating Your Career with Purpose

- **Self-Reflection**
  - Core Competencies
  - Needs/Preferences
  - Values/Priorities

- **Career Narrative**
  - Verbal - Pitch
  - Written - LinkedIn Summary

- **Position Yourself**
  - Resume & LinkedIn
  - Use content from Self-Reflection and Career Narrative

- **Intelligent Networking**
  - Close Contacts
  - 2<sup>nd</sup> Degree Contacts
  - Target Companies
Engage with the CDO: Access Career Resources

Check out the Alumni Career Resources Website on MySloan

Stay tuned for Career Webinars
Information posted on CDO MySloan or Sloan Alumni Online Website

Career Advising
careers.mitsloan@mit.edu
Engage with the CDO: Connect with Sloan talent!

- **Post a Job**
- **Participate in Career Events**
  Networking Nights, Industry Panels, Career Fairs
- **Search for Candidates**
  Resume Books
- **Call us to schedule Presentations, Coffee Chats, and Interviews**

More Opportunities:
- **Host Treks & Study Tours**
- **Connect with Student Clubs & Conferences**

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Director, Employer Relations & Recruiting Services
THANK YOU