

# Dirt Road and Jungle Interviewing Strategies Workshop



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# MARK HARDIE - PROFILE

## Director

Entrepreneur Innovation Center  
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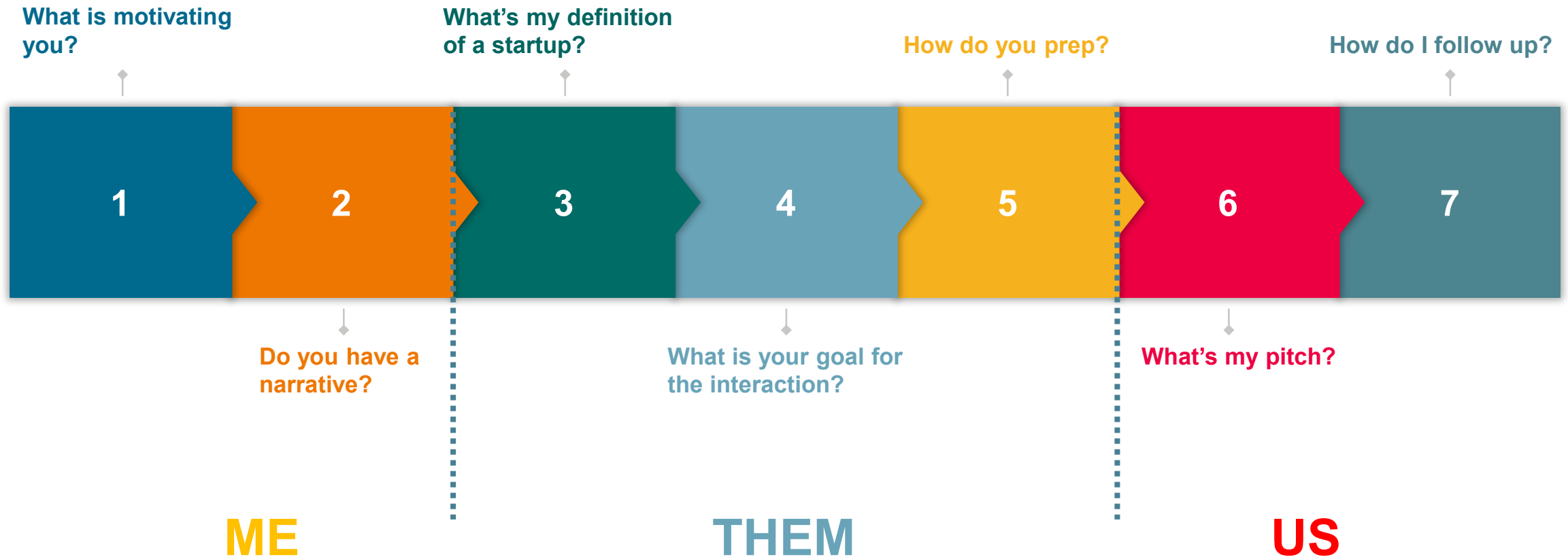
MIT Sloan School of Management  
Harvard Business School  
Harvard Business Analytics Program  
Harvard Advanced Leadership Initiative

## Head of Capital Markets Research (*startup*)

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# YOUR THOUGHT PROCESS



# WHAT IS YOUR MOTIVATION?

- Work experience prior to Sloan? Lay out the steps that got you here!
- Not sure about what is right for you? Are you testing a theory?
- Are you taking advantage of a once-in-a-lifetime opportunity?
- Started a company at Sloan and want to continue entrepreneurial path?
- Pivoting? Psst...don't use this term to refer to your career plans!!!
- Interested in joining before starting your own company?

# ELEMENTS OF CAREER MANAGEMENT

## Identity

- WRITE ONE SENTENCE ABOUT A ROLE THAT IS MEANINGFUL FOR YOU - **DECLARATIVE**
- WHAT ARE YOU KNOWN FOR DOING EXCEPTIONALLY WELL? - **NARRATIVE**
- WHAT IS THE ESSENCE OF YOUR TALENT? - **SKILLS**.

## Community

WRITE NAMES AND ADJECTIVES THAT DESCRIBE THE TEAM, OR A SET OF INDIVIDUALS THAT COME TO MIND

1. ... talented colleague with similar skills
2. ... a patient yet fair boss
3. ... younger workers on my team
4. ... someone with an opposite skill set

## Necessity

- WHAT DO I NEED FROM A COMPANY BESIDES A PAYCHECK?
- WHAT ARE MY MOST PRESSING OBLIGATIONS RIGHT NOW?
- WHAT IS REQUIRED IN A WORK EXPERIENCE FOR YOU TO FEEL WHOLE AND COMPLETELY ALIVE?

## Horizon

- WHERE DO I SEE MYSELF AT THE APEX OF MY CAREER?
- WHAT COMPANY OR ROLE OR WORK SITUATION COMES TO MIND THAT SYMBOLIZES CAREER SUCCESS OR FULLNESS?
- WHAT IS MY NEXT STEP OR STEPS I CAN TAKE TOWARD A CAREER IN ITS FULLEST?

*Professor Timothy Butler, Harvard Business School*

# DIRT ROAD vs JUNGLE

What do these terms mean to you? What's your definition?

Meeting the founder. I would be a single digit hire (jungle startup)

Meeting with a co-founder and other members of the leadership team (jungle startup)

Not sure who I'm meeting with, role undefined – founder is really busy. (jungle startup)

Saw a posting. Talking to HR person next. Expect to meet with leadership team. (dirt road)

Got a referral to speak to a C-suite executive about their open Chief of Staff role (dirt road)

Networked into company. Talking to a VP or Director. Possible internship. (dirt road)

What's my ideal company? What's my ideal role?

# WHAT IS MY GOAL?

- ▶ Is it to get an interview or to have a coffee chat? Something else?
- ▶ Bring structure to the meeting. Stick to an agenda, even a simple one.
- ▶ Keep the conversation forward looking. What's ahead for the company?
- ▶ Find out milestones, needs, current challenges, organizational plans
- ▶ How do these align with my skills and interests? Is there a fit?

# HOW DO I PREPARE?

Know who you will meet, their backgrounds, any shared history or experiences

Size of the current team? Organizational structure? Age of the company? Amount raised?

What industry, what sector, what space, what niche, what problem or opportunity

Know your value. What can you do to contribute immediately?

What is their timing? A priority project? An ongoing challenge?

What can I offer them? What can I do over what timeframe for what compensation?

*... These can also take the form of questions you will ask*



# WHAT DO I SAY? MY PITCH...

- ▶ **Be prepared to drive the conversation**
  - ▶ Learn as much as you can about the company
- ▶ **It may not always be clear who you'll be talking to or for how long.**
  - ▶ Expect different levels of interview skills
  - ▶ Watch for conversational tone.
  - ▶ Go with the flow but maintain control.
- ▶ **This is a different kind of pitch, less sales more consultative**
  - ▶ Focus on how you can immediately add value
  - ▶ More about ops and execution, less about strategy
- ▶ **Listen ... listen ... listen !!!**
  - ▶ Were needs mentioned?
  - ▶ What other names were brought up?
  - ▶ What's next for the company

# THE FOLLOW-UP

- ▶ Always propose 'a next step' when sending a Thank You
- ▶ Take the time to review what you experienced and heard
- ▶ Reference key points or people from the interview in your follow up
- ▶ Keep follow up succinct. A few sentences and few bullet points
- ▶ Set a date for the next step. Avoid appointment ping-pong.

# Feedback Survey

- Before you leave, please scan the QR code to complete our short feedback survey.
- **THANK YOU!**

