MARK HARDIE - PROFILE

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YOUR THOUGHT PROCESS

What is motivating you?

What's my definition of a startup?

How do you prep?

How do I follow up?

Do you have a narrative?

What is your goal for the interaction?

What's my pitch?

ME

THEM

US
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!