EMBA CLASS OF 2028

CDO-ECDT KICK-OFF | OCTOBER 28, 2026

GET READY TO TRANSFORM!

MIT MANAGEMENT
CAREER DEVELOPMENT OFFICE

EXECUTIVE CAREER DEVELOPMENT TEAM (ECDT)

Gayle Grader
Senior Director, ECDT

James Morrison
Executive Career Coach
Programming Lead

Silvia Bajo
Executive Career Coach

?

Executive Career Coach

Shauna LaFauci Barry
Executive Career Coach - Alumni

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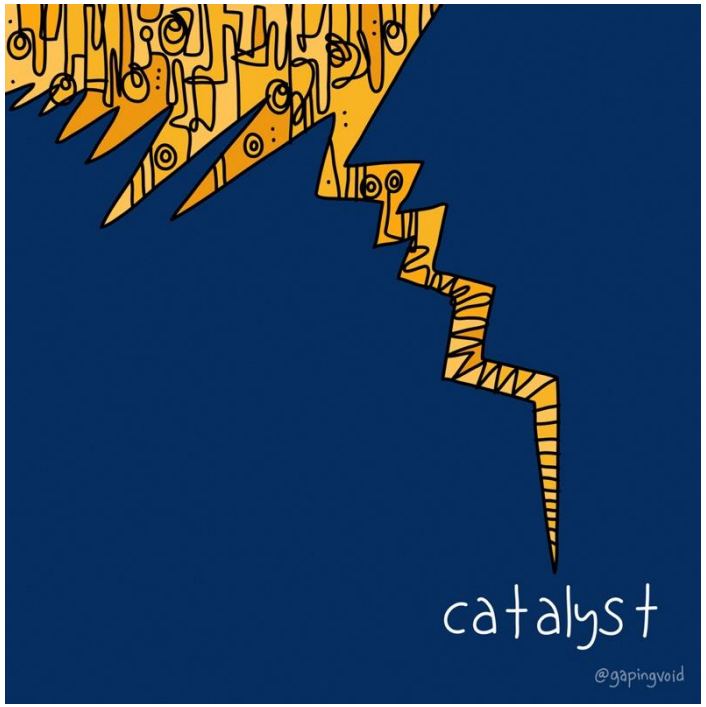
GOALS OF THIS SESSION



- Understand the difference between career coaching and leadership coaching
- Create awareness of our guiding principles and our model of career support
- Get to know each other

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CAREER COACHING

Executive Career Development Team (ECDT)

Focus:

- Aspirational paths & career transitions
- Market navigation & network building
- Career optimization
- Industry/role specific

Access:

- Unlimited # of meetings
- Lifetime coaching access

Vision of Self
Narrative/Story
Values

LEADERSHIP COACHING

MIT Leadership Center (MLC)

Focus:

- Leadership effectiveness
- Behavioral change
- Connected to Leadership & Integrative Management 15.700

Access:

- POD and Individual Coaching throughout EMBA 20 month program

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CAREER REFLECTIONS

- Love what you are doing today
- Feel that your current role is no longer aligned to what you want
- Surprised where your career has taken you
- Worked for a company that was a culture mismatch
- Took a job because of title and money
- AI has impacted your career

CONTEXT SETTING - RAPIDLY CHANGING TIMES

Role	Legacy Mandate		2026 Mandate
CEO	Set strategy, allocate capital	▶	Redesign how decisions get made and how authority is distributed
CHRO / CPO	HR operations, talent stewardship	▶	Architect of enterprise capability; advises on strategy, tech, governance, capital allocation
CIO / CTO	Run infrastructure, keep lights on	▶	Direct P&L influence; govern AI agents; prove ROI fast
CFO	Steward capital, report results	▶	Co-owns AI investment discipline; partners with CTO on technical + financial gates
COO	Execute the plan	▶	Given authority to change how work is done; primary CEO-successor seat
CMO	Brand + demand generation	▶	Broader commercial/strategic remit
CAIO (new)	—	▶	Owns AI strategy, governance, ROI; reports to CEO or board, not into IT

WHAT CAREER PERSONA/S RESONATE WITH YOU?

Discuss with the person next to you…

EXISTENTIALIST

You have a yearning to do something bigger with more impact and/or legacy

SWITCHER

You have a desire to change functional role and/or industry to have greater responsibility, leverage new capabilities, and join more cutting edge/high growth industries/companies

ADVANCER

Your goal is to get to the next level of leadership/have expanded scope; oftentimes a desire to own the strategic direction and P&L

ENTREPRENEUR

You want to take an idea and launch a start-up, or find a peer with an idea and bring synergies/become a co-founder, or stay the course as an entrepreneur

OPPORTUNIST

You have an openness to seeing what comes from being in the MIT ecosystem – not necessarily focused on specific career paths or goals, but rather finding interesting opportunities

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OUR MODEL IS BUILT ON CERTAIN PRINCIPLES

- **You** and your career are **unique – opt in when you are ready**
  - Career support will vary based on your needs
- **All of you will experience** some kind of **career transformation**
- The **market sees you** based on **your current role**
  - Not your EMBA status – different from fulltime students
- **Graduation** is **a false milestone**
- **EMBAs** want to **connect and learn from each other**

Our model prioritizes one-on-one coaching and supports all personas

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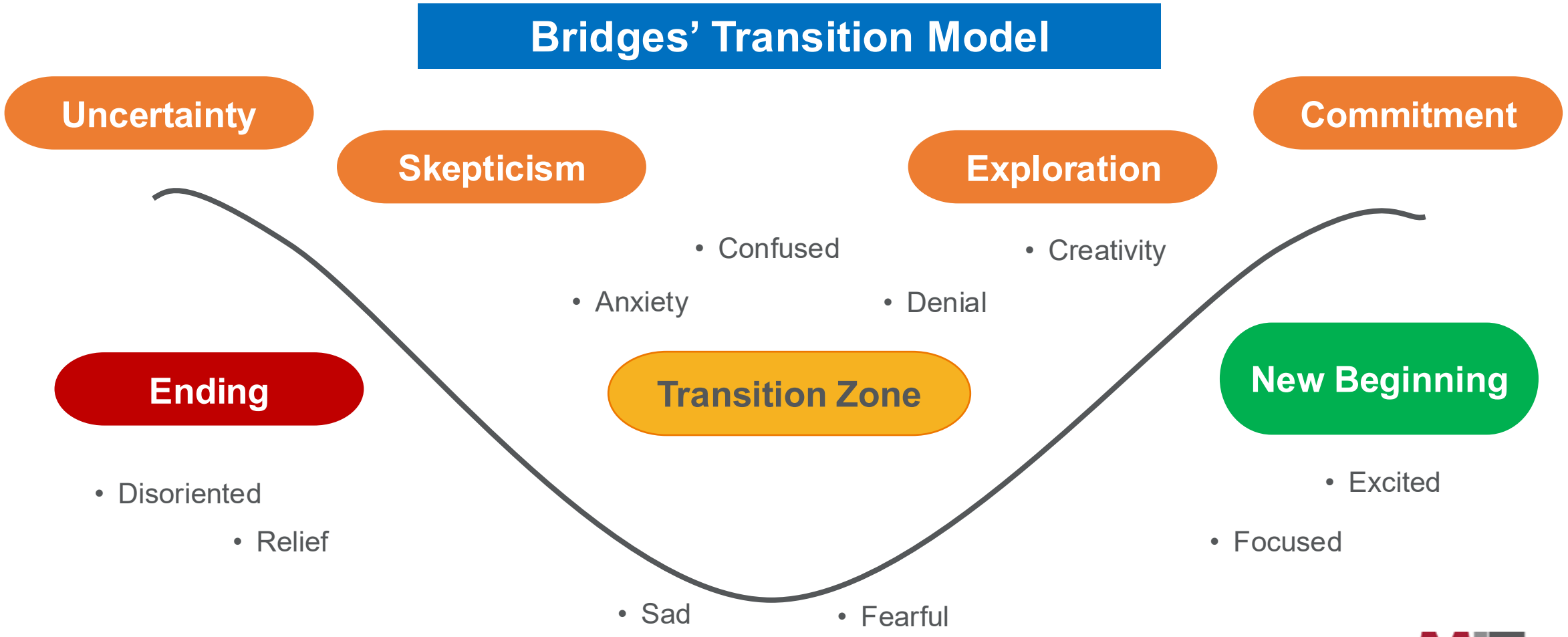
ANY CAREER CHANGE HAS A TYPICAL CYCLE



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YOUR DEVELOPMENT @ SLOAN HAS MANY DIMENSIONS

Self-awareness - past/present
Career visioning - future
Navigating inflection points

Storytelling & brand
Targeting & outreach
Interviewing & negotiation

Industry & role intelligence
Trend awareness
Decision-making under uncertainty

Leading self and others
Navigating ambiguity (VUCA)
Making strategic career decisions

Relationship building / Networking
Alumni engagement
Sponsorship & advocacy

Technical & leadership skills
Problem-solving
Value articulation

Projects, action learning, past roles
Translating experience into narrative
Reflective learning

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TIME TO BUILD YOUR CAREER DECISION TREE

- Based on who you are today/ your **values**
- Consider all your **options**
- Incorporate a **longer-term view**
- Identify the **benefits/costs** of options
- Enable go/no go **decision points**

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DECISION-MAKING IN YOUR CAREER

SMALL GROUP DISCUSSION

- When was the last time you made a difficult decision about your career?
- How did you go about making the decision?
- How did this influence the trajectory of your career?

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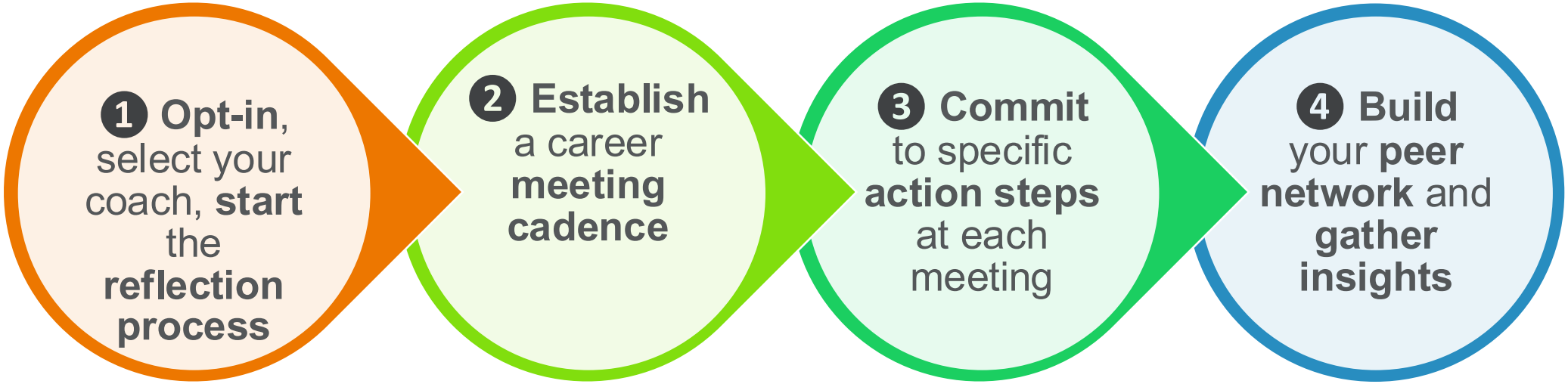
WE ARE YOUR ACCOUNTABILITY PARTNERS



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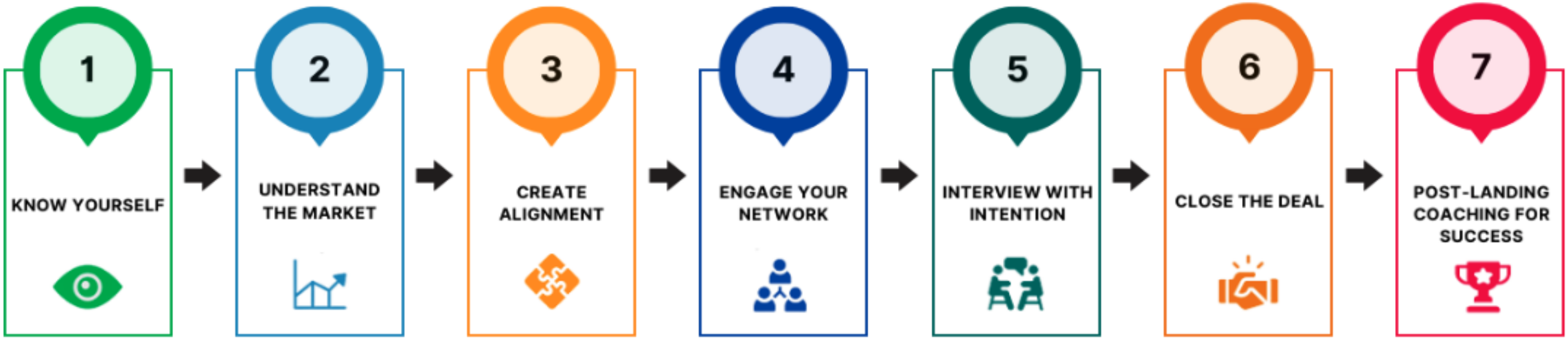
YOUR JOURNEY STARTS HERE

https://cdo.mit.edu/resources/executive-career-journey-resource-portal/ 7 self-paced modules



YOUR CDO

cdo.mit.edu

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INFORMATIONAL INTERVIEWING SERIES

- 4 sessions; 5:30pm - 7:00pm, Zoom
  - #1 – 3: **Wednesday11/4, Tuesdays 11/17 & 12/1**
  - #4 **Bonus Session -** EMBA Alums **Tuesday 12/15**

Scan to sign-up

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EMBA ALUMNI INDUSTRY PERSPECTIVES - PROGRAMMING AND POLL

Help us co-design what you want!

Join the Industry Panel Poll –
Select your topic preferences

Stay tuned for dates

Scan to join

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NEXT STEPS

Career Central

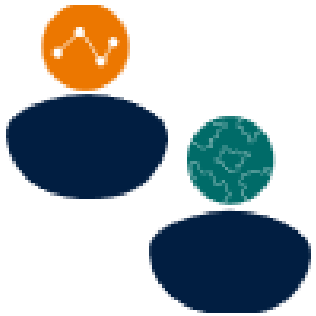
[Create an account on Career Central]

Join the CDO EMBA WhatsApp Channel

Read the Quarterly Newsletters

Explore the Executive Career Journey Portal

Action Item: Review Module 1 Content – "Know Yourself"



Know your Points of Contact:

Gayle Grader

Shauna LaFauci Barry

Silvia Bajo

James Morrison

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THANK YOU!

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