



# Designing a Career

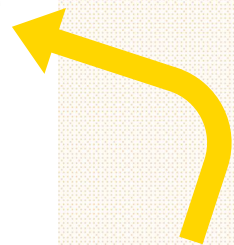


It's nice to see you SND!

@yurivictor

*It's me!*





I live in  
New York



*Meet  
Rosie*

some places. Done things.  
some  
Been

The New York Times



The Washington Post



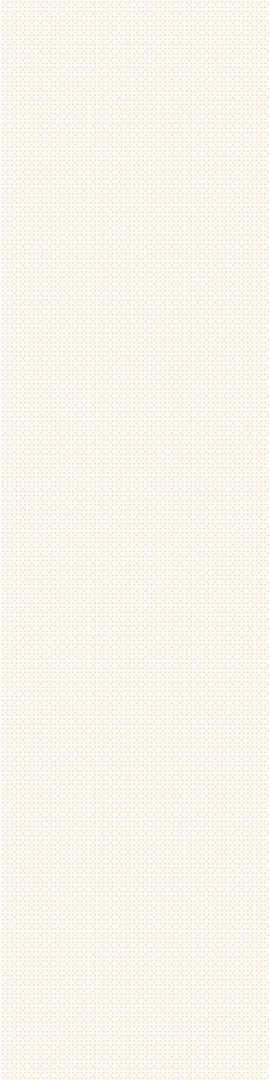
Los Angeles Times





**What this talk is**

A framework to help you  
have meaningful discussions  
about your own growth



What this talk is not

A checklist

RANDOM THOUGHTS

GROWTH IS PERSONAL,  
CHANGES OVER TIME, AND  
IS NEVER A STRAIGHT LINE





# ORGANIZATION CHART

of

## THE TABULATING MACHINE CO.

### BOARD OF DIRECTORS - C-T-R-CO.

Alfred DeBuys  
George W. Fairchild  
Charles R. Flint  
A. Ward Ford  
Oscar L. Gubelman  
Samuel M. Hastings  
John W. Herbert  
Joel S. Coffin

Clarence P. King  
Stacy C. Richmond  
Joseph E. Rogers  
Christopher D. Smithers  
Thomas J. Watson  
George I. Wilber  
Rollin S. Woodruff

### OFFICERS-C-T-R-CO.

Thomas J. Watson - Pres. & Genl. Mgr  
George W. Fairchild - Vice-President  
James S. Ogsbury - Secy & Treasurer

COMPUTING-TABULATING-RECORDING Co.  
Offices - 50 Broad St. - New York City

### THE TABULATING MACHINE CO.

General Offices - 50 Broad St.  
New York City

#### DIRECTORS

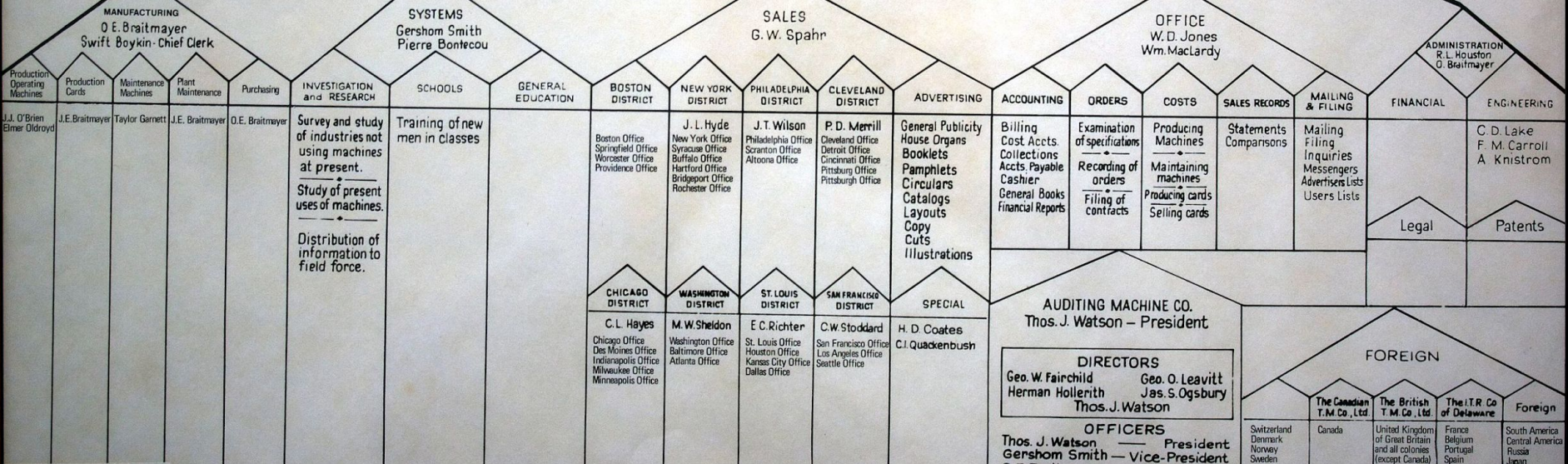
George M. Bond James S. Ogsbury  
George W. Fairchild Gershon Smith  
Thomas J. Watson

FACTORIES - WASHINGTON, D.C.  
- ENDICOTT, N.Y.  
- DAYTON, O.

THOMAS J. WATSON *President*  
R. L. Houston *General Manager*

#### OFFICERS

Thomas J. Watson - President  
Gershon Smith - Vice-President  
R. L. Houston - Treasurer  
W. D. Jones - Asst. Treasurer  
James S. Ogsbury - Secretary  
O. E. Braitmayer - Asst. Secretary



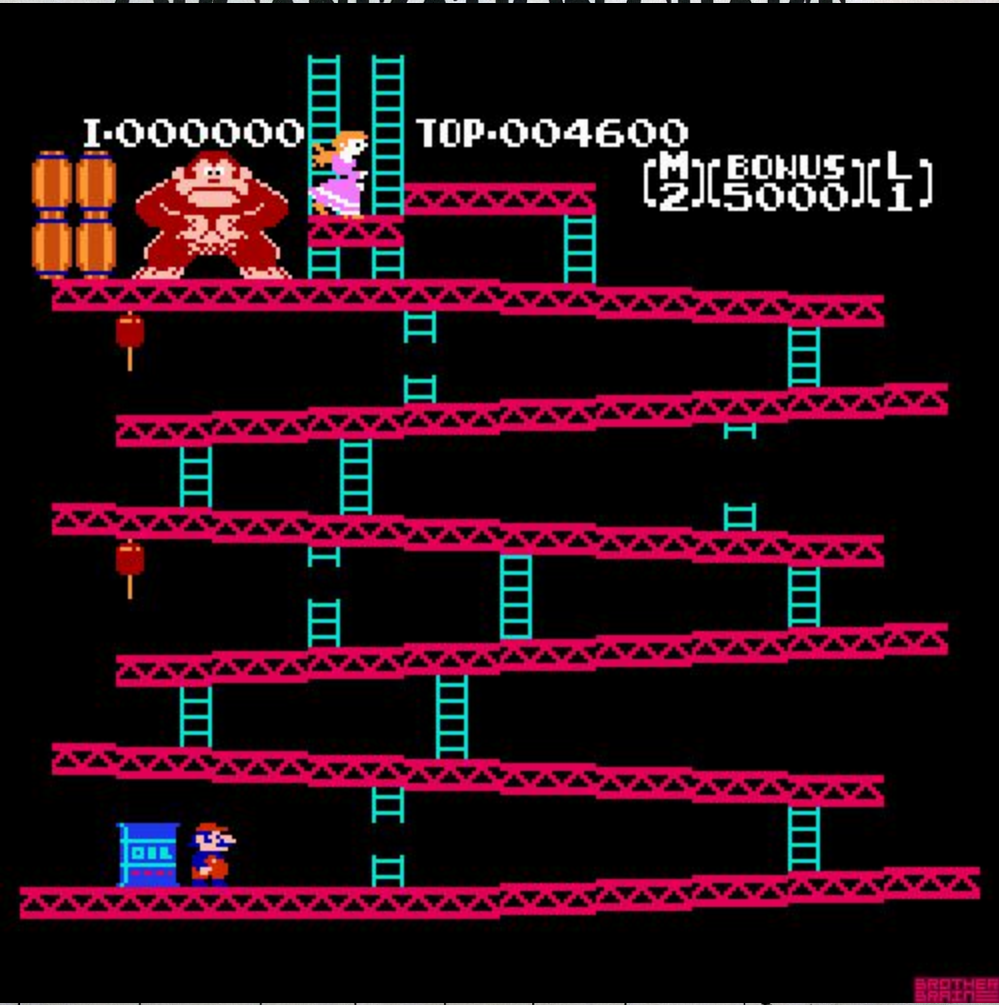
# ORGANIZATION CHART

**BOARD OF DIRECTORS - C-T-R**

Alfred DeBuys	Clarence P.
George W. Fairchild	Stacy C. Ric
Charles R. Flint	Joseph E. R
A. Ward Ford	Christopher D.
Oscar L. Gubelman	Thomas J. V
Samuel M. Hastings	George I. V
John W. Herbert	Rollin S. W
Joel S. Coffin	

**ERS-C-T-R-CO.**

son - Pres. & Genl. Mgr
child - Vice-President
bury - Secy & Treasurer



**MANUFACTURING**  
O. E. Braitmayer  
Swift Boykin - Chief Clerk

Production Operating Machines	Production Cards	Maintenance Machines	Plant Maintenance	Purchasing	INVESTIGATION and RESEARCH
J.J. O'Brien Elmer Oldroyd	J.E. Braitmayer	Taylor Garnett	J.E. Braitmayer	O.E. Braitmayer	Survey and stu of industries using machin at present.  Study of pres uses of machin  Distribution information field force.

**ADMINISTRATION**  
R. L. Houston  
O. Braitmayer

SALES RECORDS	MAILING & FILING	FINANCIAL	ENGINEERING
Statements Compansons	Mailing Filing Inquiries Messengers Advertisers Lists Users Lists	Legal	C. D. Lake F. M. Carroll A. Knistrom  Patents
<b>FOREIGN</b>			
The Canadian T.M. Co., Ltd.	The British T.M. Co., Ltd.	The I.T.R. Co of Delaware	Foreign
Switzerland Denmark Norway Sweden	Canada	United Kingdom of Great Britain and all colonies (except Canada)	France Belgium Portugal Spain Japan Russia Central America

**BROTHER**  
Ihos. J. Watson — President  
Gershom Smith — Vice-President  
O.E. Braitmayer





RANDOM THOUGHTS

Never DESIGN UNTIL  
YOU UNDERSTAND  
THE GOALS



## **EXERCISE**

1. **5 minutes:** Write down everything you want in a job
  2. Group together themes
  3. Pick the top 3-5
-

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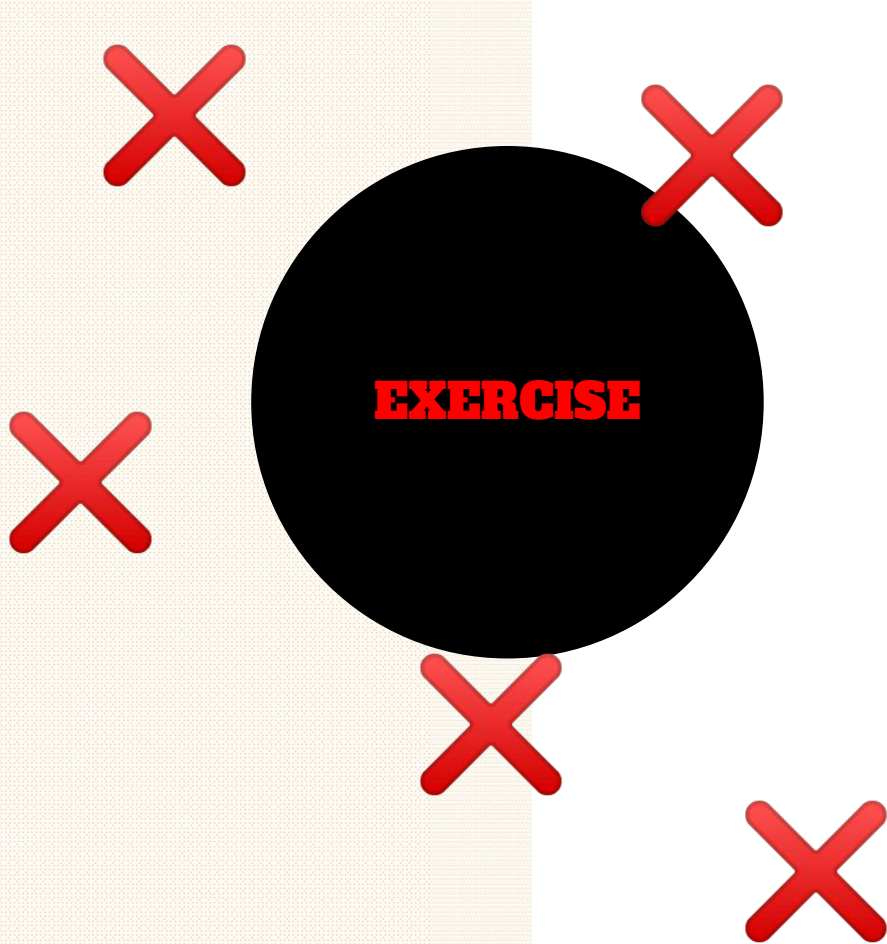
*This is what you want!*



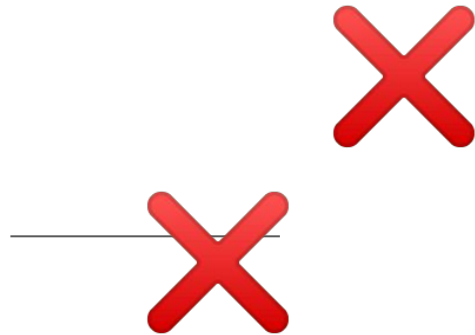


**EXERCISE**

- *Collaboration*
  - *Holistic approaches*
  - *Life/work balance*
-



- *Consistency*
- *Working in silos*
- *Specialization*







## **EXERCISE**

- *run a team at a smaller company*
  - *work on innovation at a larger company*
  - *teach?*
-



RANDOM THOUGHTS

# FOCUS on maximizing YOUR LIKES

HOW?



RANDOM THOUGHTS

FOCUS ON WHAT YOU  
CAN CONTROL



## **Yourself**

Experience, knowledge,  
and expertise



## **Systems**

Level of ownership  
and engagement



## **People**

Relationships  
with others

- ❑ Easy
- ❑ Cheap
- ❑ Takes time



- ❑ Quick, long
- ❑ Cheap, expensive
- ❑ Taxing

❑ Impossible

❑ Cheap

❑ Important





RANDOM THOUGHTS

move from Learning  
and FOLLOWING TO  
Teaching and  
Leading

- ❑ **Adopts** the technology and tools of the organization
- ❑ **Specializes** in the skills of the job and takes initiative to learn new ones
- ❑ **Evangelizes** for their profession and introduces new skills to peers
- ❑ **Masters** their craft and identifies opportunities and threats from trends and tides
- ❑ **Edifies** others with deep knowledge and is seen as a thoughtful contributor to their industry



- ❑ **Understands** the organizational processes and systems
- ❑ **Enforces** organizational ideals, understanding the benefits and tradeoffs
- ❑ **Challenges** decisions while identifying methods for improvement
- ❑ **Evolves** the organization, listening to feedback, and guiding people through change
- ❑ **Leads** and defines the excellence of the systems





RANDOM THOUGHTS

IF YOU CAN'T CONTROL  
SOMETHING, START  
A DOCUMENT



RANDOM THOUGHTSSSSS

DOCUMENTS make THINGS OFFICIAL  
DOCUMENTS make THINGS ACTIONABLE  
DOCUMENTS make THINGS TRACKABLE  
DOCUMENTS make you ACCOUNTABLE  
DOCUMENTS can be SHARED  
DOCUMENTS can be REVISED  
DOCUMENTS LEAD TO GROWTH  
DOCUMENTS WILL CHANGE your career



- ❑ **Learns** from others and steps up when needed
- ❑ **Supports** others and helps them be successful
- ❑ **Mentors** others, creating discussion, and providing feedback
- ❑ **Coordinates** others through committees, direct ownership of projects, or setting strategy
- ❑ **Manages** career, expectations, performance, and levels of happiness



## QUESTIONS (STRAT)

1. How well are you able to **define** requirements?
  2. Can you be **trusted** to take on complex projects?
  3. Can you grasp **complex** topics?
  4. Can you solve problems that might be **systematic** in nature?
  5. Can you **contribute** new ideas that are helpful?
-



## QUESTIONS (COMMS)

1. Do you clearly **communicate**?
  2. Do you **share** work regularly?
  3. Do people **enjoy** working with you?
  4. Are you **empathetic** and reasonable during conflicts?
  5. Do you take **feedback** constructively?
-





## QUESTIONS (INFLUENCE)

1. Have you **improved** the quality of your team?
  2. Have you **offered** guidance to others?
  3. Have you **taught** others in the company?
  4. Have you **recruited** people on to the team?
-



RANDOM THOUGHTS

only you can  
CONTROL your GOALS



# **EXERCISE**

Break your goals down

1. Research
  2. Learn
  3. Develop
-

## Wrap party

- Understand your goals
- Focus on what you can control
- Understand where you are
- Track your progress
- Set goals

LAST THOUGHTS

Take care of  
yourself



*Thank you.*

And I hope you have a great  
rest of your career.

