

Your Career Toolkit: Essential Skills for Success (That No One Taught You)

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The Association of
Accountants and
Financial Professionals
in Business

Featured Presenter

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The Career Toolkit



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About Presenter's Organization



The CAREER TOOLKIT



Brain Bump

-
- Education (MIT x 3)
 - Executive, Consultant (CTO/CPO/COO)
 - Startups to Fortune 500s
 - Educator (MIT)

Essential professional skills left out of formal education.

Based on decades of work and teaching.

Free resources on website.

Free learning tool to retain information from this talk and others.

Agenda



Introduction



Depth vs. Breadth



Career Skills



Leadership & Management



Interpersonal Dynamics



Skill Development



Conclusion

Introduction

I & T Development



I Development

- Deep knowledge
- Specialist
- Often skills but could be industry
- Pushing limits
- Have an advantage in that they can understand complex problems

T Development

- Some depth crossed with breadth
- Generalist
- Often skills but could be industry
- Seeing problems from a new angle
- Have an advantage in that they can bring in outside knowledge and experience

I versus T



Q. Which is the better, being deep in one area, or less deep but breath in other areas ?



I versus T



Q. Which better: I, T, Π, M — ?



Poll Question 1:

Which option?

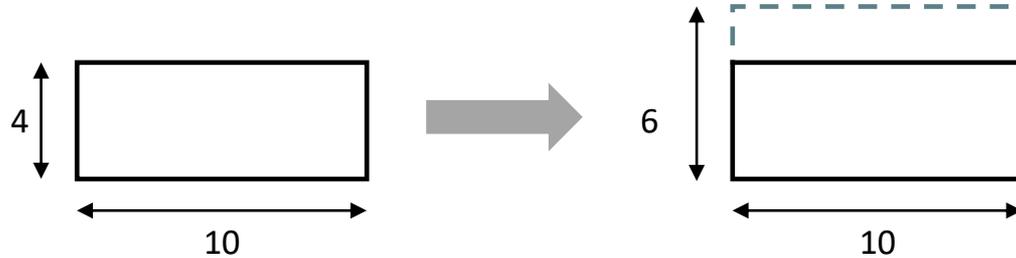
- a. I
- b. T
- c. Π
- d. M
- e. —

Poll Question 1 Results: (Placeholder)

Short versus Long



Add 2 units to a side to maximize the area. Which side do you increase?



I versus T

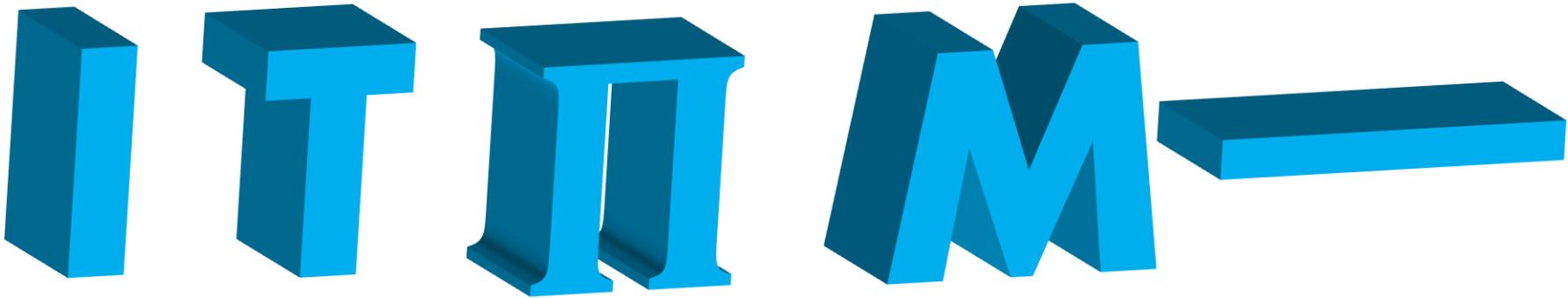
Q. Which better: I, T, Π, M — ?



I versus T



A. Wrong question; we're not two dimensional. Maximize your impact by developing firm skills.



By focusing on our short sides we improve our overall area (capabilities).

Firm Skills



Career Skills



Career Planning



Working Effectively



Interviewing

Poll Question 2:

Have you ever actively made a career plan looking at least five years out?

- a. Yes
- b. No

Poll Question 2 Results: (Placeholder)

1. Career Plan



- “Chance favors only the prepared mind.” —Louis Pasteur
- Planning is both a skill and regular activity
- Companies should support employees in their development; companies that don't, risk losing employees

Why: Without a clear plan, you have less of a chance of reaching your goals

2. Working Effectively



- Subtle but critical skills like managing your manager and understanding corporate culture
- Learning the ecosystem in which you work
- Dealing with office politics

Why: Having the right answer only helps if you ask the right questions

Poll Question 3:

Q. Have you had any training in how to hire (not counting mechanics of process or legal issues)?

- a. Yes
- b. No

Poll Question 3 Results: (Placeholder)

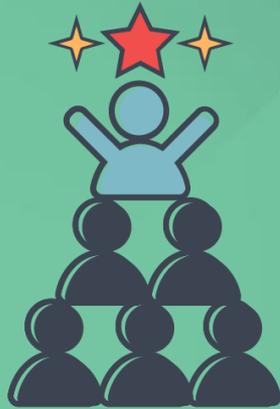
3. Hiring



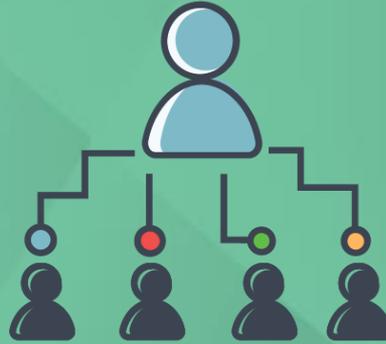
- College, the internet, and other resources provide lots of guidance for candidates
- Far fewer resources and training for interviewers
- Hiring is a critical skill for any manager and team

Why: Hiring the wrong people negatively impacts you and your team

Leadership & Management



Leadership



Management: People



Management: Process

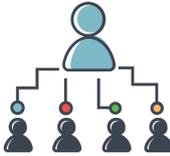
4. Leadership



- Many people define leadership as ***positional*** leadership; misses opportunities to develop and provide leadership earlier in their careers
- Leadership is not atomic
- Leadership skills make you more effective even as a follower

Why: Leadership can and should be done by every person, no matter the role

5. Management: People



- Managers will tell you the hardest part of their job is the people
- There's no-one-size-fits-all management; to customize we first need to evaluate
- We may not all have people reporting to us, but we all need to “manage” other people

Why: Understanding motivations and how we interact makes you more effective

6. Management: Process



- Process books are very common at their core
- Focus on information flow
- There are some universal tools (e.g., measurement, feedback, learning)

Why: Understanding the fundamentals lets you optimize any process, including your own

Interpersonal Dynamics



Communication



Networking



Negotiating



Ethics

7. Communication



- Communication is a broad topic
- We all have different ways of thinking and communicating
- Understanding how we differ lets us communicate more effectively

Why: To be effective, the right answer must be communicated in the right way

Poll Question 4:

Have you had any formal training in networking?

- a. Yes
- b. No

Poll Question 4 Results: (Placeholder)

8. Networking



- External networks improve career opportunities and current performance
- Internal networks help the company's internal operations
- Your network is an extension of yourself

Why: Our networks provide resources far beyond our next job search

9. Negotiations



- What would happen to the bottom line if every negotiation was 1% better?
- Negotiation skills help with both internal and external opportunities
- Employees who are stronger negotiators do not harm the company; good negotiators enlarge the pie before dividing it

Why: Good negotiators create more opportunity and gains for themselves and others

10. Ethics



- Organizations want ethical employees, but no one creates them
- Many employees want to be part of ethical organizations
- Employees are lost when facing ethical issues
- Companies themselves often stumble into ethical issues with little experience to address them

Why: We are less likely to do the right thing under pressure if we haven't prepared ourselves

Skill Development

Lectures & Books



- How most of us were taught
- 1:N broadcast
- Use
 - Knowledge transfer
 - Scaling efficiently



Experiential



- Allows for fast feedback
- Requires some supervision
- Can supplement lectures & books
- Use
 - Good for physical activities (e.g., music, sports)
 - Activities where feedback helps

Peer Learning



- Used at business schools
- N:N learning
- Rarely used at corporations
- Use
 - Skills that are complex
 - Skills that are best learned by experience and multiple points of view
 - Skills that are situational

Corporate Reading Groups



- Create peer reading and discussion groups
- This can be done in large group or small group format
- Details on website:

www.thecareertoolkitbook.com/resources

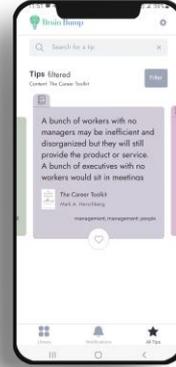
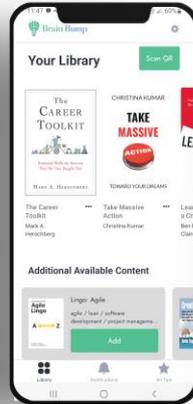
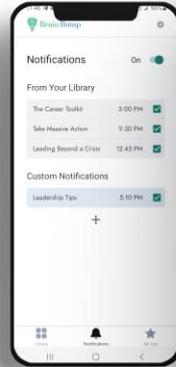
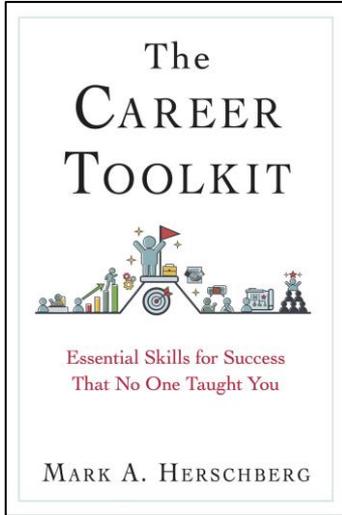


Take Away



- Firm skills are multiplicative to domain skills
- You often get the best ROI learning firm skills
- Peer learning is effective and fast for learning firm skills (as opposed to lectures)
- Firm skills help both individuals and companies

Next Steps / Q&A



Brain Bump

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<http://thecareertoolkitbook.com/>

Questions and Answers

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Thank you!



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