Getting to the Top
From Technical Roles

UCLA Anderson School of Management

May 29, 2014
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Today you will learn:

- How a career strategy guides you to success
- Career path pivot points
- Engineer/MBA primary research on career paths
- Leadership skills at the top
- Next steps for career advancement
A career strategy guides your career advancement just like a business plan does for your business.

Career Path Pivot Points

- Promotion
- New Function
- New Company
- New Industry

Now  Next Career Moves  ???

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Groundbreaking research on Career Path Categories help students and alumni understand strategies in a function.

VP Product/Brand Management

- Craft: 30%
- Strategic/Analytic: 22%
- Engineering: 21%
- Sales & Mktg: 14%
- Domain Expert: 13%
Findings on VP Business Development career paths highlight various definitions of the function.

### Career Path Categories
#### VP Business Development

<table>
<thead>
<tr>
<th>Category</th>
<th>NEW Sales</th>
<th>Strategic Alliances</th>
<th>Corporate Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales &amp; Marketing</td>
<td>36%</td>
<td>57%</td>
<td>neglig</td>
</tr>
<tr>
<td>Craft</td>
<td>9%</td>
<td>16%</td>
<td>6%</td>
</tr>
<tr>
<td>Prod Mgmt &amp; Engineer</td>
<td>18%</td>
<td>9%</td>
<td>6%</td>
</tr>
<tr>
<td>Domain Expert</td>
<td>9%</td>
<td>9%</td>
<td>17%</td>
</tr>
<tr>
<td>Strategic/Analytic</td>
<td>18%</td>
<td>6%</td>
<td>48%</td>
</tr>
<tr>
<td>Finance &amp; Accounting</td>
<td>neglig</td>
<td>neglig</td>
<td>9%</td>
</tr>
<tr>
<td>Attorney</td>
<td>neglig</td>
<td>neglig</td>
<td>9%</td>
</tr>
</tbody>
</table>

*negl = negligible*
New primary research on Engineer/MBAs who have reached VP levels highlights many career alternatives.

**Engineer/ MBA**

<table>
<thead>
<tr>
<th>Position</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Management</td>
<td>18%</td>
</tr>
<tr>
<td>VP Sales &amp; Mktg</td>
<td>30%</td>
</tr>
<tr>
<td>VP Prod Dev/Tech</td>
<td>10%</td>
</tr>
<tr>
<td>VP Operations</td>
<td>9%</td>
</tr>
<tr>
<td>VP Services/Support</td>
<td>5%</td>
</tr>
<tr>
<td>VP IT</td>
<td>4%</td>
</tr>
<tr>
<td>VP Program Mgmt</td>
<td>3%</td>
</tr>
<tr>
<td>VP Strategy</td>
<td>3%</td>
</tr>
<tr>
<td>VP Finance</td>
<td>3%</td>
</tr>
<tr>
<td>Consulting</td>
<td>7%</td>
</tr>
<tr>
<td>Banking</td>
<td>3%</td>
</tr>
<tr>
<td>Small Business</td>
<td>3%</td>
</tr>
</tbody>
</table>

n=286
VP Sales & Marketing

- VP Sales: 40%
- VP Marketing: 37%
- VP Product Management: 14%
- VP Alliances/Strategy: 9%

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Technical Roles

- VP Operations/Supply Chain
- VP Product Development
- CTO / VP Technology
- CIO / VP IT
- VP Program/Process Improvement
- CISO
Services Roles

VP Services

- Customer Support/Services
- Technical Support
- Field Services
- Professional/Consulting Services
- Education Services
- Pre-Sales Engineering
**Services Roles**

### Career Path Categories

<table>
<thead>
<tr>
<th>Top VP Services</th>
<th>VP Customer Service</th>
<th>VP Professional Svcs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Craft</td>
<td>Craft 45%</td>
<td>Craft neglig</td>
</tr>
<tr>
<td>Cross-functional</td>
<td>Cross-functional 14%</td>
<td>Cross-functional 19%</td>
</tr>
<tr>
<td>Consulting</td>
<td>Consulting 11%</td>
<td>Consulting 19%</td>
</tr>
<tr>
<td>Engineering</td>
<td>Engineering 24%</td>
<td>Engineering &amp; IT 39%</td>
</tr>
<tr>
<td>Sales &amp; Mktg</td>
<td>Sales &amp; Mktg neglig</td>
<td>Sales &amp; Mktg 13%</td>
</tr>
<tr>
<td>Other</td>
<td>Other neglig</td>
<td>Other neglig</td>
</tr>
</tbody>
</table>

n = 58
n = 38
n = 31

Data not statistically significant
Senior executives in the Getting to the Top® programs shared the skills needed for career success.

Career Pyramid of Skills at the Top

- Strategic Vision
- Customer Perspective
- Communications
- Team Leadership
- Distinguishing
Developing skills and experiences starts with understanding what and then taking action.

### Career Action Plan

| Experience                  | • Special assignment or project  
|                            | • Lateral move, overseas role
|                            | • Non-profit volunteering       |
| Exposure                   | • Networking inside/outside company
|                            | • Alumni groups, professional associations
|                            | • Mentors, role models          |
| Education                  | • Job training, webinars
|                            | • Certification programs, advanced degrees
|                            | • Career coaches                |
Questions?

**Getting to the Top:**
*Strategies for Career Success*

Book/Kindle available at Amazon.com