

Some of the things I know, I learned after kindergarten

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# Thoughts from a personal journey

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- > Where I come from
- > How I got to where I am
- > Lessons learned (from Kindergarten)
- > Lessons learned (beyond Kindergarten)
- > Where am I?
- > Shameless plug
- > Some unsolicited advice
- > Random thoughts



# Where I come from

- > Born in Chile, lived in Israel, Canada and the US
- > Worked in the Israeli Defense Industry, Technion, Carnegie Mellon University and IBM
- > Education: All CS, but with a healthy dosage of CE
- > Worked on Computer Architecture, Compilers, Digital Testing, Systems, and Deep Blue (most with one company!)
- > Managed an organization to foster academia-industry (development) research collaboration



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# How (I think) I got where I am

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- > Always have a plan... which I keep changing!
- > Have encountered great teachers along the way
  - § some not so good
  - § I learned from both!
- > No longer agonize over a “bad” manager
- > I (try to) work for my team and manage my managers
- > Said “no” to the wrong (?) opportunities
  - § would have had a different career?
  - § made more money?
  - § had more fun?



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# Lessons learned (from kindergarten)

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## > Look for mentoring opportunities

- § I have had mentors all along
- § different mentors for different things
- § I can be a mentor too (and learn from my protégé)



## > Always stick to ethical behavior

- § I say I don't know
  - § I speak up
  - § I build things to last, as if my life depended on them
- ## > My work is as good as (or better than) other's; they are just better at "selling" it

# Lessons learned (after kindergarten)

## > Work for my team

- § give them the resources to do their jobs
- § be honest and forthcoming
- § celebrate success

## > Manage my manager

- § she may not be as knowledgeable as I am, but she's my manager
- § present facts as facts, ideas as ideas
- § try to put facts/ideas in context
- § keep an eye on the bottom line
- § perfect your "elevator pitch"



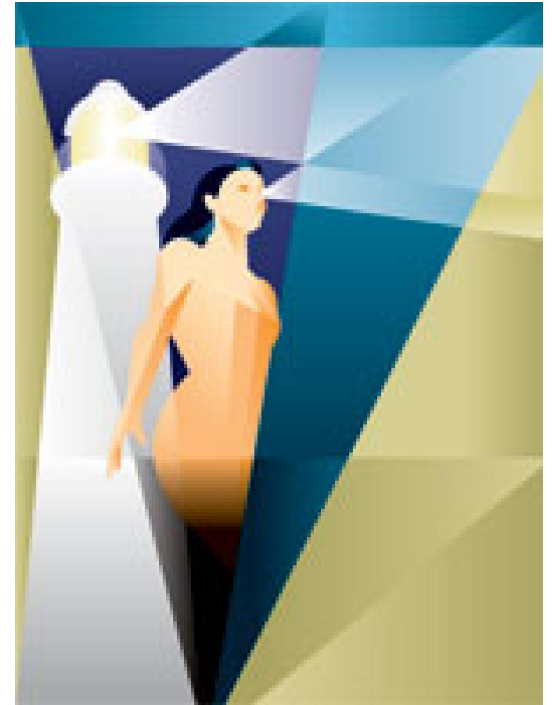
# Assumptions are just that

## > I used to think...

- § ok to ignore my origin (Latino)
- § everyone understands the “obvious” in the same way
- § all help is useful

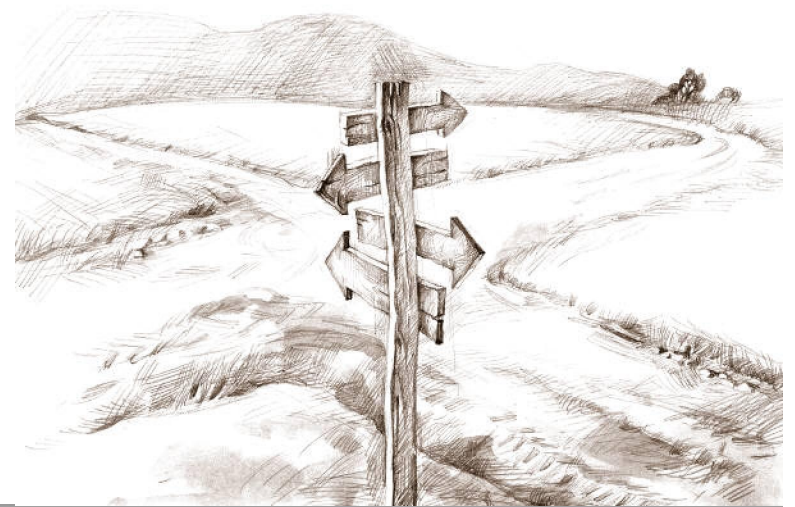
## > But then I run into people...

- § passionate about diversity
- § active in the profession
- § questioning assumptions
- § making a difference



# Where am I?

- > I have a plan!
- > I can ask smart questions, but may not know the answers
- > I have gotten better at “selling” what I do
- > People ask me for advice... and they remember it!!
- > I can motivate people around me
- > I have had a lot of fun at work!
- > I am not very good at work-life balance, but keep trying



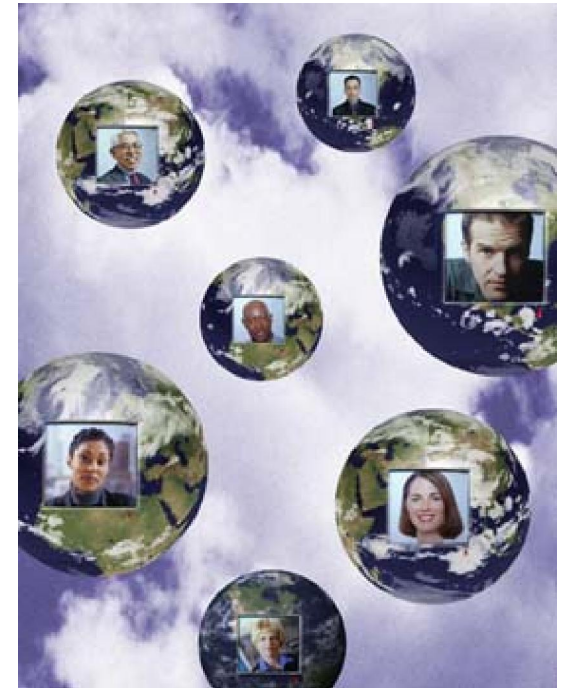
# CA today

- > Focus on IT management software
- > Fiscal year 2007 revenue of \$3.9 billion
- > Over 16,000 employees in more than 45 countries
- > Development centers in Australia, China, Czech Republic, France, Germany, India, Israel, Japan, United Kingdom and United States
- > Serves 99% of the Fortune 1000



# CA Labs

- > Perform advanced research in enterprise information technology management topics
- > Partner with universities and other organizations to further innovation in enterprise IT management
- > A staff of fully dedicated researchers at worldwide locations, working to:
  - § Help product lines with new research
  - § Facilitate collaborative research with academic partners and customers
  - § Carry out their own research



# Position yourself for growth

## > Take credit for your work

- § do not belittle your contribution
- § it is ok to brag
- § infect others with your enthusiasm

## > Be ready for change; sometimes you want it, sometimes you are forced to

- § build and maintain your **network**
- § never eat alone
- § take advantage of learning opportunities
- § upgrade your skills
- § reach out across organizational boundaries
- § help others; it costs little and may have big payoff



# Be proactive

- > Once you get the hang of your current job, prepare for your next one
  - § intrapreneurship is key
  - § good organizations help you chart your career
  - § discuss your aspirations with your manager
  - § visibility is as important as ability
  - § share your success
  
- > To be (a manager) or not to be (a manager)
  - § executive vs. technical career paths?
  - § what makes you tick?
  - § are you able to delegate?



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# Random thoughts

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## > You will have many careers

- § most likely with more than one company
- § keep an eye out for opportunities, for yourself and others
- § Be ready to help. If nothing else, the satisfaction of doing so will be your reward

If you don't exceed your authority at least once a week, you're probably not doing a good job

We can run out of fossil fuels, but if we run out of cacao beans we are in real trouble



} Thank You

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