

OCS

**JOB SEARCHING:
AN ENTREPRENEURIAL
APPROACH**

Undergraduate Resource Series

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The Start-Up of You*

Some of the characteristics of a successful job search are very similar to the components of launching a successful new business or venture. Both require taking initiative and being proactive, finding ways to stand out and differentiate yourself from the pack, being resilient and adaptable if your first plan doesn't work, and making professional connections that will help you through each step of the process. It is not enough to send applications and then sit back expecting your Harvard credentials to do the work. The job search is a very active process that involves meeting and interacting with many professionals, which is why OCS often refers to the job search as a "contact sport."

Do you know the new career rules?

- Gone is the "escalator" model where you start at the entry level and ride to the top.
- Organizations are less likely to invest in training and professional development.
- The amount of time you spend at one job is shrinking.
- Globalization and technology have changed the world of work.
- Competition, markets and the problems that need to be solved are changing.
- You need an entrepreneurial mindset to work in any organizational setting, whether a start-up, multinational corporation, nonprofit or government agency.

Are you prepared for the future?

Many of the possible jobs in your future haven't been invented yet—your ability to learn, adapt, and develop additional skills will quickly become more important than your current "technical" skills:

- Are you able to adapt, be flexible, pivot and iterate and view failure as a learning opportunity?
- Can you operate in "permanent beta" mode—not finished and ready for improvement?
- Are you prepared to learn more, do more, grow more, and know that you have the power to improve yourself and the world around you?

What is your competitive advantage?

Knowing this can help you answer...

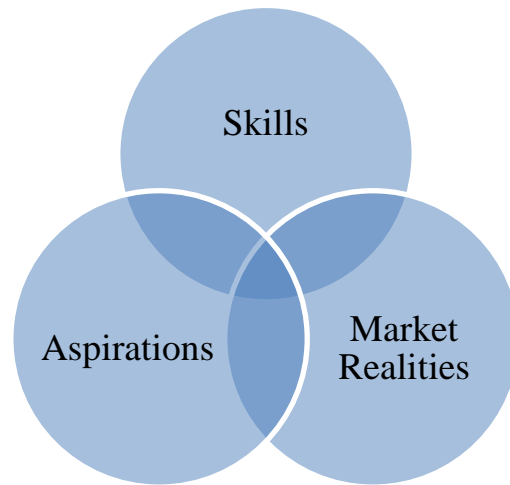
- What should I be doing with my life?
- Which opportunities should I pursue?
- How should I invest in myself?

The best way to learn about these things is by doing.

- Your identity isn't found—it emerges.
- You remake yourself as you grow and change.
- Your skills and experiences are constantly developing.
- Accept the uncertainty of where you are headed when starting out and your career will unfold over time.

*This handout is summarized from the book The Start-up of You by Reid Hoffman, the co-founder and Chairman of LinkedIn, and Ben Casnocha. To learn more see www.startupofyou.com.

Three forces affect the future: your SKILLS, ASPIRATIONS, and MARKET REALITIES.



- **Skills & Assets**

Take stock of your skills and assets since success often builds on these:

- Knowledge and information
- Your strengths (things that come easily to you)
- Skills and abilities
- Professional connections and people with whom you have a track record of success
- Your reputation and brand—What would people say about your work? Your role on a team? Your ability to meet deadlines?
- Financial resources, savings, and housing options
- Equipment (i.e. laptop, smart phone, furniture, car)
- How might you strengthen your assets by investing in yourself?
 - What might you add to your knowledge and skills to make you more competitive?
 - What are you willing to expend energy on, show enthusiasm for, and work and hustle to learn?

- **Aspirations and Values**

- Ideas, goals, and vision of the future—dream big! Where do you see yourself in 5-10 years and what are your goals?
- Core values—What is important to you in life (i.e. knowledge, autonomy, money, integrity, power, family)? What drives you forward?

- **Market Realities**

- Where is there growth or hiring in areas you are interested in? Who might be willing to pay you for what you want to do? What is available and possible right now with your skills and experience? Are there any waves to catch? (OCS can help you with market realities.)

Putting the Three Forces Together

Career plans should leverage your skills, set you in the direction of your aspirations and account for market realities. Building a successful career involves reflecting on these three forces each time you make a decision or turn in a new direction. Since the world is changing, the best you can do is have a hypothesis and test this theory in the workplace through trial and error. Practical knowledge is best developed by doing, not just thinking or planning, and you will not know what the best plan is until you have experimented with different options. It is going to take years to develop a “career”; think of it as a journey rather than a destination. Your first job out of college is your “next step” along that journey.

Follow These Steps Forward

- Strengthen and diversify your skill set by learning new things.
- Prioritize options that offer the best chance at learning about yourself and the world.
- Find a location or environment where you can shine brighter than others.
- Differentiate yourself by building expertise.
- Build a portfolio of accomplishments and relationships with others.

THE START-UP OF YOU: A, B, Z PLAN

- **Plan A**
 - Choose an option to start out that allows you to meet interesting people and acquire new knowledge and skills. As you learn, make adjustments and iterate regularly.
- **Plan B**
 - This is what you pivot to when you need to change your goal or the route for getting there. It may involve a new job or graduate school.
 - Plan B often is in the same ball park as Plan A. You might pivot because you have discovered a new opportunity, because in Plan A you are not learning and growing as much as you would like, or because you feel you need future education to advance.
 - You want to give thought to Plan B but you can’t predict what it will be since Plan B will be based on what you learned in Plan A.
 - Once you pivot to Plan B, stick with it; it becomes your new Plan A.
- **Plan Z**
 - You should also have a Plan C, D, etc, but Plan Z is a lifeboat. Have a reliable alternative if career plans fall apart or you want a major life change. Plan Z allows you to take on uncertainty and risk.
 - Occasional missteps are to be expected but errors are not permanent. Plans can be stopped, reversed or morphed. Iterate bit by bit. Start with a trial period. Keep your day job if you want to experiment with something completely new.
 - Think and plan two steps ahead and do not focus on immediate gratification. A goal that can be achieved in a single step is probably not very meaningful or ambitious.
 - If you are unsure starting out, pick a first step that might lead to a broad range of possible next options.
 - Establish an identity independent of your employer, city, and industry so that you have a professional identity you can take with you when you move or change jobs.

It Takes a Network

World-class professionals build networks to help them navigate the world. Invest in your professional network to grow the start-up that is your career. People you connect to are a source of resources, opportunities and information. People are also gatekeepers who can exert gravitational pull from within an organization to help you get that meeting or interview that might get you the job. Relationships matter because they shape who you are and who you will become. Are you taking full advantage of the Harvard network? OCS advisers can help you learn how to do this.

Finding Opportunities

Use your network to find and develop professional opportunities that will extend your competitive advantage and grow your Plan A or Plan B. Look for breakout projects, connections, experiences and luck that lead to career growth. Develop habits of behavior that increase your likelihood of being in the right place at the right time. Being curious about industries, people, and jobs will alert you to professional opportunities. Hanging out with curious people can lead to new discoveries. Even if you are happily employed, keep up your professional network to build opportunity and muscle memory. “When you do something, you stir the pot and introduce the possibility that seemingly random ideas, people, and places will collide and form new combinations and opportunities.” When Jack Dorsey, founder of Twitter and Square, spoke at Harvard he said he walks a different way to work each day to foster new ideas and observations. When you are looking for an opportunity, you are really looking for people. An organization doesn’t offer you a job—people do.

Final Words of Wisdom

Build a professional network, invest in skill development, keep learning, be curious, take intelligent risks, pursue breakout opportunities, and begin forging your own differentiated career path. Evolve and adapt, and as the world changes, enjoy knowing how to function in permanent beta to make a continuing impact in your field of interest. Let OCS advisers help coach and advise you as you explore next steps.