Takeaway Journal

12 December 2017 / INFO 386

**Objectives:**

1. Learn professional people skills
2. What is expected and how to make professional level work
3. Gain soft skills in school that’ll help me in the workplace

# Themes and Takeaways:

While the things I have learned in this class can be sorted and grouped in any number of different ways, for the sake of this journal I have identified four themes through which I sorted the takeaways- 1) Higher quality work is essential in a professional environment, 2) Other people are essential to building and sustaining a career, 3) My career is influenced by more than just the quality of my work and 4) Always be aware of who I am talking to. Within these themes I have sorted these takeaways into smaller groups and have given a summary of the things I have learned in the class.

**Theme: Higher quality of work is essential in a professional environment**

One of the most important things I learned from this class was the difference in the quality of work expected in school and in the workplace. In school, especially in presentations, I tend to work on things until they are of decent quality because that is what is expected. In school the result of a presentation is a small portion of our grade, not the difference between getting funding or not. There is a lot more riding on professional work, and therefore, the expectations for professional work are a lot higher. In this class, we learned not only what was expected in these high quality pieces of works, but also how to create this high quality work.

## Planning

Perhaps one of the most important things I learned in this class was the importance of planning. I tend to lean towards the nitty gritty details and because of this, I tend to jump right into a project and I figure it out as I go. I have realized that is a poor way to structure a project. Planning is a type of investment. Planning helps the project come together better and more efficiently. For me, that means that I have to resist the instinct to get sucked into the details. If I plan well, then I have more time to devote to other tasks like editing and testing and planning gives me the mental space to spend on the details, rather than the larger picture. This leads to a more detailed, more well thought-out project. In te end, I have to remember that in many ways, planning is just as important if not more important in impacting the final project than building the project itself.

How to organize planning (takeaways in appendix I)

Throughout this class, I learned that it is essential to have a consensus on a clear objective, especially when working in a team. A clear objective gives the team a target and a scope. After that, it is just a matter of deciding how to get there with strategies and tactics, and using goals to measure progress. I have also learned that the brainstorming process and creativity is essential in planning. Planning is when creative ideas should come forward. I need to remember when I jumped right into the project, I tend to come up with common and rather dull ideas, rather than unique ones.

**Presentations**

Before this class, presentations were almost like an afterthought. After creating a good project, I would make the presentation the night before and have some vague idea about what I was going to say the next day. However, while this rushed presentation might work out in an academic context, I learned that it will not work out in the professional world. A presentation is the one chance I have to show what I have working on. If the presentation is poor, then no one will bother to look at my other materials. In school, someone has to look at my other materials, regardless of the quality of the presentation which means that they see more than the presentation. This means, that in a professional context, a presentation is nearly as important as the project itself.

Purpose (takeaways in appendix II)

The purpose of a presentation is not to inform, but to get something done. The purpose of the project could be to get approval or funding. Either way, in order for my presentation to be effective, it must be shaped by its purpose.

Format (takeaways in appendix III)

Likewise, the format of the presentation must also be shaped by the objective. The purpose of the presentation must act as the foundation for the presentation. It must also allow the reader to get a general idea of the presentation easily, by presenting an outline in the introduction of a presentation. A smart idea is to circle back to the introduction in a presentations, because it brings a sense of closure.

Content (takeaways in appendix IV)

Finally, content is essential to a presentation. Content needs to be shaped by the purpose, the audience, and the format. The content needs to be well thought out and insightful. This means that I cannot make good content last minute. Good content or content that makes sense, comes from good planning and lots of practice. The scope of the content must make sense and the audience needs to know what the purpose of the presentation from the beginning so they know what to pay attention to.

Presentation Skills (takeaways in appendix V)

I also learned presentations are more than the audience, content, and format. The quality of a presentation is also hugely shaped by the presenter. The presenter can also act in a way that helps promote the objective of the presentation. Movement, including hand motions, can be distracting and detract from the objective of the presentation. The presenter must also have the skills to adapt. Presentations are never perfect, audiences do not have the reaction we expect them to, technical problems occur, and mess-ups happen. A presenter must be able to handle these occurrences. The presenter must also be dedicated to the presentation and seriously practice the presentation to develop the content and reduce the chance of serious mess-ups.

Q&As (takeaways in appendix VI)

Before this class, I had never truly considered Q&As. I had always assumed that if I had done the project, the answers to these questions should be easy to answer. However, this is not the case. Audiences can often have a different take on a project or see things that I do not see. No matter how well I know a presentation, there can always be questions I am not prepared for. I need to prepare for questions two or three levels deep, have back-up slides, and spend more time on preparing for questions than time on the presentation. I need to memorize my numbers, names, and details in order to have a solid presentation.

**Writing (takeaways in appendix VII)**

Writing in the professional world is much different than the academic world. In the professional world, people want to read quickly, easily, and do not necessarily have to read my material, while in the academic world, people are usually obligated to read my material and accessibility of the text is less of an issue. Therefore, in the professional world, the format should be such that people actually want to read my material. There should be headings, the text should be single-spaced, and the writing should be concise.

**Interviews (takeaways in appendix VIII)**

In order to get more information about a potential project, interviews are necessary. In interviews, I should create an environment where people feel comfortable opening up and make them feel appreciated. I can do this by not recording the interview, writing thank you notes, and asking open-ended questions. I should also use the chance to interview someone to keep the door open so I can contact them later on.

**Theme: Other people are essential to building and sustaining a career**

No matter how hard I try to deny it, meeting new people is an important part of the professional world. I am an introvert and while I would like to think that one’s success only depends on the quality of my work, I know that this is not completely true. People know of opportunities including jobs and they also have knowledge to spread. The more people I know and talk to, the more likely I will find new opportunities and gain the knowledge I need to succeed in the world. Therefore, it is important that I keep trying to meet new people and follow up with them.

**Meeting New People (takeaways in appendix IX)**

Meeting people for the first time is always stress-inducing for me. However, it is important to make the effort to meet new people because people are a some sort of investment, and particularly important investments are people with a wide network and people in competing firms. People do not usually turn down the chance to network, especially if there is some purpose or goal. I have learned that meeting new people always tends to get easier as time goes on and if the interaction is more of a conversation rather than a Q&A. I have also learned that I should try to meet people that I think are better than me or have certain characteristics that I want because that will help me be a better person. It is important that I make a positive memorable first impression because first impressions mean a lot. I need to come in knowing what I want or what my goal is. People love to give advice and have some backup questions and I should also have some information about the person that I can refer to. I particularly need to remember to get the person’s information and follow-up with them after meeting them.

**Growing already established professional relationships (takeaways in appendix X)**

One thing I particularly need to work on is growing already established relationships. It takes effort to keep up with people, especially people I do not see everyday. I need to make the effort to spend an hour or two a week to email, congratulate, and send holidays cards to people. I also learned that connecting two or more people can be a good way to contact more than one person at a time and that networking with a company is essential to navigating the business world. But I should also be aware of what people I am choosing to keep in my life. I should know what type of friend they are and what type of influence they have on me.

**Reputation and Brand (takeaways in appendix XI)**

I also learned that it is possible for an individual person to have a ‘brand.’ I had never thought of anything smaller than a large company having a brand before, but I realized that no matter the size or popularity of a company or person, each person has a reputation or in other words, brand. I need to be intentional with my brand and what kind of message that I put out, because that is going to shape my interactions with people and the types of opportunities that are given to me.

**Help the team do better (takeaways in appendix XIV)**

While important to do well myself, it is also important that my team does well. In order to do that I have to be aware of how different people will impact the team. MVPs will hurt the teams, so go for collaborative team members rather than high performers. I need to remember to have enough people to get the job done, but not too many that it will slow down the process, and know that teaming people who have worked together well before is important. The team should be focused on coming up with solutions to problems, not just pointing out problems. I also have to be aware of how to get each person to do their best within the team context. Some people need to bounce off other people’s ideas, while other people need time to think on their own. There should be space for both types of people. There also needs to be room for diverse people- it is important to invite different people from different backgrounds, skill sets, races, genders, and any number of different traits, and honestly including them in the team and giving them the power to contribute will make the team better. This does not necessarily make the team function more easily, but makes the overall project better than it would have better otherwise.

**Do my best work in a team setting (takeaways in appendix XV)**

Teamwork is so highly valued, that I often feel that I have to do my best work in a group setting. But I have learned through this class that some people, including myself, do not do their best work in a group setting. Rather, I do my best when I have time to think by myself and bring my work to a group setting. I have also learned that I have a tendency to point out problems but are reluctant to provide a solution to those problems. In order to be my best, I need to provide solutions to problems. I also recognized that my strength may not be leadership. I can take up a leadership role when needed, but leadership does not come naturally to me.

**Written and spoken communication**

Written and spoken communication is essential in a job setting because without communication a project would never be completed. I need to be able to communicate in a way that people understand what I am saying. I have learned that good communication does not just contain information, but it is formed in such a way to complete some objective, is shaped for the specific audience of the communication, the medium is chosen carefully, and the content is well thought out.

Objective (takeaways in appendix XVI)

Every piece of communication needs to have a clear and solid objective because an objective is essential to keeping everyone on the same page. I have also learned that when a consensus is reached, that the consensus needs to be reiterated and made clear to everyone involved to keep everyone on the same page. Good communication also makes my ideas clearer and therefore more likely that my ideas are the ones chosen or understood best.

Audience (takeaways in appendix XVII)

The audience, like in the section below, is essential to having ideas accepted and understood. I have to understand all the nuances of an audience, including their motivations, backgrounds, and goals. I need to know what is important to each person so I can make my communication relevant to them. The more I know about the audience, the better my communication can be. I need to remember that I control the communication, so I control my readers experience.

Medium (takeaways in appendix XVIII)

A medium used to communicate is something I had not seriously thought about until this class. There are a variety of ways to communicate with someone, like email, talking in-person, and phone. The method that I choose should depend on the person, how quickly I want a response, whether or not I want a record of the communication, and the formality of the communication. I also learned that handwritten notes are surprisingly powerful.

Content (takeaways in appendix XIX)

The content of communication is also important. It’s important that messages are well thought out and shaped for the audience. I should look at other communication in the organization to figure out what is expected in terms of length and formatting. When creating a piece of communication, I should make the outline clear to the audience from the start, for example by saying, “I have three points I want to make” because people do not tend to read past the first few sentences. It’s also important to be aware that emails spread easily, so don’t say anything that I wouldn’t want everyone to see.

**Hard conversations- negotiation and conflicts (takeaways in appendix XIII)**

One of my biggest weaknesses is my extreme reluctance to have hard conversations. In order to have hard conversations, I need to pick-and-choose conversations carefully, especially conversations surrounding conflict. I need to know both sides of a disagreement before adding my own input and whether or not my own input will add any meaning to the disagreement. I need to understand the people involved, what they respond to, and have an argument created for them. I also need to know when to say no. An important thing I have learned during this quarter, this that I do not necessarily have to say no, but rather steer people in the direction I want them to go. But sometimes I do have to say no, like when ethics within the company go downhill or when someone is taking advantage of me. In other hard conversations, like negotiations, I have learned that it is also important to not be the first person to say a number, make people negotiate on my terms, know my range, and go into the negotiation expecting that whatever I want is not going to happen.

**Theme: My career is influence by more than just the quality of my work**

I had always assumed that the success of my career depended solely on the quality of my work. However, this is not entirely true. It certainly helps if the quality of my work is solid, but my career decisions, like job choices, also have a significant impact on my career. This is important to consider when choosing when to take or leave a job.

**When to Choose a Job (takeaways in appendix XX)**

Not all jobs are the same, which is good because there is some variety in the world but difficult because it makes choosing jobs much harder. There are a lot of factors that go into choosing a job and it’s important that we consider these factors carefully. For instance, my interest in the subject can play a huge role in quality of work and time spent at that job. Therefore when we follow our interests we tend to be happy and find more success. Additionally, I should not necessarily follow parental pressures, because that can hurt me more than help me. In order to find my interests I should write down the highlights of my day and look for patterns, because it's those highlights that will probably be my interests. I can also find my passions by keeping track of tasks where I completely lose track of time because those are tasks I probably truly enjoy. It’s also important to know myself and my strengths so I can find a workplace culture that fits those traits. The company’s mission also plays a huge part in determining whether or not I enjoy my job. I also want to be proud of where I work.

**How to Continue to Have a Job (takeaways in appendix XXI)**

I always thought that getting a job was the difficult part. While getting a job is difficult, it’s not the end of the story. Once I get the job I have to keep working because there’s someone out there who wants my job. The industry is always changing and if I just coast then I won’t be competitive in a couple years. I have to be uncomfortable in a job because that means I am growing. In order to keep my job I also have to do my job well. That means communicating well, knowing my part in a larger organization, and creating creative and effective solutions to problems. I’m have to know my strengths, play to those strengths, and make those strengths stronger and use those strengths to add value to the company.

**When To Leave a Job (takeaways in appendix XXII)**

Leaving a job is always hard but sometimes it is necessary. Sometimes I should leave because of conflict that cannot be overcome, like a difference in ethics. Other times I should leave because the company or my boss is not paying me fairly, because if they are not compensating me fairly, then they are probably taking advantage of me in other ways. However, sometimes the decision is more ambiguous. It’s always important to think of myself as a contract employee and look at my company, my job, and myself every three to six months and decide if I want to keep working the same job. On the other hand, it is important to think of the company as looking at me every few months and deciding whether or not it wants to keep me.

**Theme: Always be aware of who you are talking to (takeaways in appendix XXIII)**

I made audience its own section because it is a thread that goes through various other topics. When planning, creating presentations, communicating, it is important to keep the audience in mind. In class, I found it tempting to just address different requirements of the assignment in presentations and communicating, but the audience does not care about the project requirements. They care about their own values and what impacts them. The best communication is when the project, communication, or whatever it is shaped for the audience, not by some other thing.

I learned just how easy it is to create a presentation, communication, for the wrong audience. I had always assumed that shaping a project for the audience was always a rather simple task, and had never put much thought into it. However, the best presentations are made for the audience. They do all the work, address all their concerns, smooth emotions, and have credibility in the eyes of the audience. This means that I have to know the details of the audience and account for those details in my project, and not take broad ideas and figure it is alright.

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# Statement About My Professional Self

Through this class I learned a lot about different versions of myself, particularly my professional self. This class focused on developing professional branding, quality of work in a professional context, and how to work with a larger group whether that group be a company or a team, and networking. All of these things helped me learn more about me. Below I have listed characteristics I learned about my professional self and some plans to improve my professional self.

**Characteristics of my professional self:**

* **Detailed:** I get drawn into the nitty gritty details of a project very easily, which is useful because I do not usually miss small mistakes. However, I also tend to jump right pass the big stuff like clarifying objectives and making sure everyone is on the same page.
* **Workhorse:** I am not usually the person who comes up with the best ideas or the person who acts as the bonding agent for the team. Instead I am the person who likes to get projects done well and done quickly and I will work hard to make that happen.
* **Motivated by people:** By connecting my experiences in class with my experiences outside the classroom I learned that I tend to be motivated by people, including teammates and my boss. When I do not respect or enjoy being around my teammates, my desire to do my job greatly diminishes.

**Plan for professional self:**

* **Plan, plan, plan:** I need to remember the importance of planning when starting a new project because I do tend to get sucked into the smaller details and want to get started right away. In the future, I should double check that the plan is in place and solid before jumping into the project because that will save time and effort in the long run.
* **Put more effort into relationships:** As a quieter person, especially around new people, I need to put more effort into establishing new relationships and growing already established relationships because people have knowledge that can help both of parties in the long run. I need to remember that meeting new people is not as hard as I think it is and that people are usually open to meeting, especially if I have some purpose for meeting. Also, keeping in contact does not need to require a lot of work- thank you cards, holiday cards, and a simple email can do the job as well.
* **Look at the bigger picture:** As a person who gets sucked into the details, I need to remember to look up every once in awhile to see the bigger picture. I need to remember that a job is bigger than the tasks that I am doing. Rather, a company is more like a chessboard, with different parties and motivations and the work is only a small part of the game. Also, I need to remember to look at the even larger picture of my career, and form strategies to get to where I want to be in my career, which includes some hard conversations like quitting jobs when I am no longer growing.
* **Become an expert:** Right now I feel like I know a bit about a bunch of technical fields, like UX, software design, and project management. I want to find something that I enjoy and focus in on that and work and become really good at that job.

# Objective Assessment

**Whether or not course met my objectives:**

* Objective 1: Learn professional people skills

The course certainly met this objective because we learned about networking skills, teamwork, and a variety of other people skills. But I think I learned a lot about the strategies behind social interactions, rather than how to get through social interactions alive, which is what I think I was going for when I wrote down this objective. During the course, I came to look at social interactions within a business as a chess game because there is so much strategy involved. I learned that social interactions are more than a sometimes stressful byproduct of working in a company, but social interactions are also essential to building my career and getting projects and tasks done in the company quickly.

* Objective 2: What is expected in professional level work and how to create professional level work

The course also met this objective because we learned about how to develop good presentations, how to write good project plans and the importance of planning in creating professional level work. But I learned that a huge part of creating professional level work is not the technical quality level of work per say, but integrating the larger things, like audience and point of views into the work. When I wrote the objective, I think I was referring to more of the technical components of professional work rather than the larger ideas, but I think it’s the larger ideas that really make the difference between schoolwork and professional work. Additionally, I learned that professional level work is a lot more developed than typical schoolwork because a lot more is riding on it than typical school work.

* Objective 3: Gain soft skills in school that’ll help me in the workplace

Looking back, I realize that this is a rather vague objective, but I do think that this course fulfilled it. I learned soft skills like how to communicate within a team and within a larger context of a company. I also learned my own strengths and weaknesses and how they tend to fit into teams by critiquing and complimenting each other. I learned how to presentation and leadership skills. I also learned the importance of reading the environment when using soft skills. The soft skills you use in one environment will not be the same skills you need to succeed in another environment. Things change and you cannot look at soft skills in a mechanical way, but rather as something that flows and changes throughout time.

# Appendixes

**Appendix I**

* Don’t worry about imperfections- just do it (9/28)
* Objective is the outcome I want to have (10/5)
* Objective is the thing that that will automatically guaranteed to make things better (10/5)
* Strategy is what I do to get to the objectives (10/5)
* Always have a backup plan for every possible risk (10/10)
* Half of the time is always spent on testing (10/10)
* Be clear on objective-don’t confuse objective and strategy- ask why/what the problem is (10/10)
* Be very clear on goals- know exactly what I need to achieve (10/12)
* Know the scope- job, problem, etc. (10/17)
* Objective- ask myself, if we get there, are we happy? (10/24)
* Brainstorming- start with let’s all write down our ideas and put them up in a common space- like a whiteboard (10/24)
* Always give myself lots of time to edit (10/26)
* Don’t undervalue creativity (11/7)
* Pay attention to the details (12/7)
* Be very clear with objectives, goals, strategies, because they can save me a lot of time in the long run (12/7)
* Planning and thinking about how to do something is just as if not more important than actually doing the thing (12/7)

**Appendix II**

* Presentations- objective is not to inform, objective is to enact change/get something done (if I want people to leave along- say things to put mind at ease, if I need help - tell them) (10/19)
* No such thing as a perfect presentation (10/31)
* Presentations are about getting people to do something (10/31)

**Appendix III**

* Circle back around at end of presentation (10/5)
* Use circles in presentation (10/26)
* I need to have a solid ground in the presentation - how do I get there (11/16)

**Appendix IV**

* Don’t be clique in presentations (10/5)
* Don’t state obvious facts in presentations (10/5)
* Make presentation insightful (10/5)
* Manage the scope of presentations- know exactly what’s I am going for (10/5)
* Presentations should only include stuff from the document, but the presentation doesn’t have to include everything from the document (10/24)
* Make sure people know where they’re going to presentations (10/26)
* Make sure my presentation need to have a call to action (10/26)
* Where I start and where I end is the most important part of a presentation (10/26)
* I gonna make a bad presentation good if I have nothing good to talk about (10/31)
* Don’t just use PowerPoint- other softwares are better (11/30)
* Presentations are not something I do late minute (12/7)

**Appendix V**

* Don’t move too much during presentations- distracting (10/26)
* Always read the room and have a plan B and adapt (10/31)
* If I am worried with something about presentation, sometimes it’s best to just address it (10/31)
* Preparation solves majority of presentation problems- always prepare a lot (10/31)
* Don’t be afraid of a pause in a presentation (10/31)
* Address mess-ups and weird stuff so the audience doesn't keep thinking about it (11/16)
* Get feedback before presenting- see things that I don’t see (11/30)

**Appendix VI**

* Prepare for Q&A- know everything two or three levels deep (10/31)
* Make backup slides for Q&A- for budget and more information- figure out what the questions are going to be (11/2)
* Know my sales, manufacturing process, sale price, profit margin, how to clean, sales process, cost of manufacturing, know what my market is going to be and how big it is, know all my numbers (11/14)
* Prepare for Q&A- all of information I cut for presentation, use in Q&A, information is still useful (11/16)
* Make backup slides- add to end of presentation, so I can forward to it if needed in the Q&A (11/16)
* Always prepare for Q and A- even when I am very confident on the subject (11/28)
* Have back-up slides for presentation (11/30)
* PREPARE FOR Q&As (11/30)
* Only a small portion of what I know should be in presentation- everything else is for Q&A (11/30)
* Q&A is hard- prepare for it (12/7)

**Appendix VII**

* In the professional world, no one wants to read four sentence when they can read one (10/3)
* Double space is for school. Single space is professional (10/10)
* Dense material never gets read. Long thing never get read- section headers get read. Structure and simple material gets read. Short material gets read (10/10)
* Professional communication needs to be short and simple (10/10)
* Format is the key to getting my stuff read (10/10)
* Careful of including risks that look like we don’t know what we’re doing (11/7)
* Be able to get the gist of a paper at arm’s length (skimming)- subsections, headers, etc. (11/21)
* Make as many subtitles as possible- break it down as much as possible (12/5)
* Try it to make as easy as possible to read (12/5)
* Watch my page breaks- make the page break easy to read (12/5)
* There’s a big difference between philosophical writing and this class writing- no paragraphs, easy to read (12/5)
* Academic writing is very different than professional writing- make professional writing easy to read (12/7)

**Appendix VIII**

* When interviewing people, ask more general questions and then drill down on their answers (11/2)
* Always write a thank YOU note within 24 hours (11/7)
* Always end an informational interview with ‘anything I want to add/anything I should have asked’ (11/7)
* During interview get a sense of how much time I have (11/7)
* Recording interviews will cause interviewees to not really open up (11/7)
* Write specific thank YOU notes (11/7)
* In thank YOU notes always leave the door open in case I want to talk to them again (11/7)

**Appendix IX**

* First impressions mean a lot- take the time make them good (9/28)
* Every interaction creates an impression- either unmemorable, good, bad- make them good (10/19)
* When meeting new people, ask ‘what’s the best way to reach you?’ so I can communicate quickly (10/24)
* People don't usually turn you down if you want to network (11/30)
* Network with people at competing firms (11/30)
* Networking is an investment (11/30)
* Elevator pitch: area, year, interest, ask question relevant to the person I am meeting (12/5)
* When people talk more than I then things are probably going well (12/5)
* Ask questions so I don’t have to do the talking (12/5)
* Always can ask ‘tell me about my first professional job’ in a punch (12/5)
* Know what I want to learn about/do when I go to networking. Internships? Learn more about data analytics? Meet 5 people (12/5)
* People don’t have time to just talk, have a purpose (12/5)
* People love giving advice- that could be a purpose to networking, (I like talking about my problems- use that to connect with other people) (12/5)
* Look at how people sign their name and use to address (12/5)
* Be careful with networking decisions (12/5)
* Networking gets easier once I am doing it (12/7)
* Make a networking event a conversation, not a question/answer session (12/7)
* Doing something small that really helps someone out will make them remember I (12/7)
* Put myself out there- it makes I feel better (12/7)
* Become an active part of my world- not a passive one (12/7)

**Appendix X**

* It’s important to have different types of friends- ‘yes’ friends, ‘voice of reason’ friend (11/14)
* Congratulating someone when something good happens to them is a good way to stay in touch (11/30)
* Lots of people spend about an hour a week keeping in touch with people (11/30)
* Associate with people who are better than I (11/30)
* Networking within own department is essential to getting people to like I (11/30)
* Study other people and see what I admire and implement that in my own life (11/30)
* Email someone every six months or so to network (12/5)
* Take a risk and email someone, good if it has a purpose (12/5)
* Know who are the people that I want to keep in my life- connection (12/5)
* Find characteristics that I admire in people and take them, and tell them (12/5)
* Hang around people who are better than I (12/5)
* My version of networking- put effort into relationships with people I already know, take a little and make it bigger- takes effort (12/5)
* Thanks yous and holiday cards are a good way to network (12/5)
* Connect two different people- keeps network going for two people- efficient, (12/5)
* Mentors come organically- ask for questions and advice and thanks yous (12/5)

**Appendix XI**

* my brand is what people say about I when I am not in the room (10/3)
* By very intentional with personal brand (10/3)
* Brand starts with the person (11/14)

**Appendix XII**

* I play my position- but I have to see the whole board- see beyond my job (10/3)
* Underpromise, overdeliver (10/5)
* Listen- be coachable (10/12)
* Good leaders listen, respect, knowledge about topic, balance between knowing what’s going on and controlling (10/12)
* Credibility is situational- be aware of my credibility in different situations (10/24)
* Make my boss’ life easier (10/24)
* Know what other people are hearing and respond to that (10/24)
* Food is the great equalizer (11/9)
* As a leader, I need to look at the project from everyone else’s POV- is their task clear? And what can I do as a leader to make that better? (11/28)
* Pay attention to the nuances and take some notes (12/5)
* What’s the culture of the organization? (especially for writings) (12/5)
* Make people feel a part of the team- show how what they do connects to mission (12/5)
* Be very aware of people’s views, strengths, weaknesses, needs, motivations, etc. when coming into a situation (12/7)
* Working well and smartly with other people can reap big benefits (12/7)
* Balance my future, present, and past thinking (9/28)

**Appendix XIII**

* I don’t know when something is the last straw for someone (9/28)
* Good people will unknowingly do bad things (10/12)
* Unintentional bad behaviors have the same impact as intentional bad behaviors (10/12)
* Know people and how they take criticism and adjust accordingly (10/17)
* Choose fights carefully (10/17)
* Always understand both sides before causing a fuss (10/17)
* Hard ass vs. disrespectful is important to note (10/17)
* Sometimes I have to be a whistleblower (10/19)
* Don’t be the first person to say a number, because they lose (11/14)
* Make people negotiate on my terms- assume I am just going to walk away and see where it goes (11/14)
* Know my numbers and my negotiating range and stick to it (11/14)
* Go with the flow- but lead the flow, don’t fight against it (11/21)
* When I want to say no or can say no, don’t say no- say ‘I’m happy to do that’, just tell them what it costs (12/5)
* Don’t say no, but steer people in the direction that I want them to go (12/7)

**Appendix XIV**

* Help the people who need help- don’t sit on the sidelines (9/28)
* Making things perfect can sometime hurt discussion because it look perfect (10/3)
* Don’t know just enough to be dangerous- respect other people’s knowledge (10/3)
* Adding people can actually slow the process (10/10)
* Lead so everyone's always together and look out for each other- no one leaves until everyone leaves and help each other with project (10/12)
* Don’t hog power. Distribute it. (10/10)
* MVPs harm team's, collaborative team members over high performers (10/12)
* Give people credit for the work/ideas (10/19)
* Don’t just point out problem-come up with solutions (10/19)
* Use food to bring teams together- potluck lunch (11/9)
* What we logically know in our heads in hard to override what we know in our heart (11/9)
* I shouldn’t assume that everyone has a shared experience, even though it’s a common experience for I (11/9)
* Homogeneous groups are easier- but not better, compared to heterogeneous (11/9)
* Diversity isn’t easy but it’s worth it (11/9)
* Chance to work with the same group over and over again is a gift- for the people and a manager (11/28)
* Read out documents as group before turning them in (11/28)
* There’s two types of thinkers- people who think best by themselves and people who think best with other people, make a space for both types. (11/28)
* Diversity is inviting someone to the party. Inclusion is being asked to dance. (12/7)
* Communicate better about what others need to do - be clear (11/28)

**Appendix XV**

* Never present a problem w/o a solution- don’t be the person that points out a problem and dump them on people, solve them (10/3)
* I always have a choice- own my choices (10/5)
* I don’t have to be a leader (10/12)
* What do I know vs. What do I think i know (10/17)
* Make the objective really really solid→ make sure it’s clear for teammate, audience, etc.
* Make room for the introverts in the work space, classroom, etc. (11/21)
* Lead, follow, or get out of the way (12/7)

**Appendix XVI**

* Professional communication does not equal information, professional communication equals getting stuff done (10/19)
* When discussing something in a group- make sure everyone knows what the conclusion is, discuss and then say ‘what did we decide’ (11/16)
* Communication is important- more likely that my ideas going to be the one, avoid miscommunication, don’t get as nervous (10/19)

**Appendix XVII**

* Understand all the nuances of audience- motivations, emotions, background, relationships, benefits/drawbacks for each person's’ situation (10/19)
* Understand what’s important to each person (10/19)
* Don’t tell the audience what they already know (10/24)
* The more I know about the people I am talking to, the better I can craft my argument (10/24)
* Know what my audience wants and give it to them (11/14)
* Listen and follow the line of the thought of the audience but also find a way to get to my points only if they’re essential (11/16)
* Manage my reader’s experience (11/21)
* Good communicator- understand nuances, good listeners and good talker, watches and understands (10/19)

**Appendix XVIII**

* Handwritten notes are powerful- use them (10/3)
* Be deliberate with what form of communication I use- formal vs. informal, speed, immediate response, keep a record, etc. (10/24)

**Appendix XIX**

* Don’t count on anything being private (9/28)
* When coming into a new environment look at other documents and match length and formatting (10/10)
* Organize thoughts and nuances before speaking, writing, etc. (10/19)
* Recognize that people only read the first few sentences of communication- make sure they get all the information - example: in beginning of communication “I have three questions for you” (10/24)
* When communicating- less is more (10/24)
* Use format to make reading communications easier (10/24)
* Assume my emails are going to get forwarded to people (10/26)
* Emails spread easily (10/26)
* Three different conversations- discussion for possibilities, discussion for actions, recreational whining- don’t mix them (10/26)
* Use bullets and mini headers in emails (11/2)
* Make my answers are clear- I have three reasons, 1, 2, and 3, people are more patient with a long explanation if they know how long they’re going to have to listen (11/16)

**Appendix XX**

* Working on something I am not passionate about isn't sustainable (9/28)
* Don’t necessarily give into parental pressures (9/28)
* Are I a perfectionist or a through-put person? - find that out and find that in a work culture (10/3)
* Write down highlights of each day to find passions (10/17)
* One important part of a rewarding job is the company’s mission (11/30)
* I want a job where I lose track of time (11/30)
* Don’t follow the money- if I am good at what I do (expert) then hopefully the money will follow I (12/5)
* When someone asks I where I work, I want to be proud of where I work (12/5)
* Build a technical foundation (12/7)
* Side projects are many time more important than school- for happiness and job search (12/7)

**Appendix XXI**

* Making it is just the beginning- I have to keep working (9/28)
* Don’t coast when I get job offer- someone wants my job (9/28)
* What makes someone successful 3 years ago won’t make someone successful 3 years from now- keep growing, don’t get catch in the past (10/12)
* Being uncomfortable means growth (10/12)
* When I make the team is when I have to work the hardest (10/17)
* Practice good communication (10/19)
* Take time in the morning when insecure/not going great, and how going to respond and present these things (10/31)
* Cool technology may be cool, but make sure it actually solves a business problem (11/2)
* Reserve the right to wake up smarter tomorrow (11/21)
* Is there really a problem and do I have a creative solution? (11/21)
* Know my role in the business- being different isn’t always bad, just make sure people my side (11/21)
* I want to be valued for the things I am good at (11/21)
* Work outside our comfortable zone to grow skills/know context (11/28)
* In project plans, I tend to go towards the nitty gritty details rather than the overall structure/group planning (11/28)
* Make the company best at what it does (11/30)
* Become an expert at something (11/30)
* It takes thousands of hours of effort to become an expert at something (11/30)
* Always be looking for ways to add value to company→ don’t wait for them to come to I (12/5)
* The technical skills are a small part of many tech jobs (12/7)
* The little things matter (12/7)
* Be prepared for conversations and questions about my projects/work at any time (12/7)

**Appendix XXII**

* Sometimes when ethics get bad, I just have to leave (10/19)
* Always think of myself as a contract employee- know that my company would want to renew my contract for another 3 months, do I want to keep working here for another 6 months? (12/5)
* Don’t be miserable for the sake of money (12/5)
* Don’t work with someone who doesn’t pay I fairly- cause then they’re probably taking advantage of I in other ways (12/5)
* When someone asks I where I work, I want to be proud of where I work (12/5)

**Appendix XXIII**

* Be aware of the audience’s emotions and what they want when I do a presentation or plan (10/24)
* When I am struggling with context and content of the a document/presentation, be super clear on who the audience is- draw the face on the plate and put it somewhere where I can see it (10/24)
* Do the hard work so my audience doesn’t have to (10/24)
* Pre-work for presentation/writing- audience, credibility (10/26)
* Know my audience, what they want, what they know → tailor my presentation/plan to that (11/21)
* Presentations- figure out what they want and tell them, don’t just summarize (10/19)
* Presentation-interesting, creative, able to envision (10/19)
* Presentations - people remember stories, not list of facts (10/10)
* Remember who I am talking to in presentations- classmates or ford execs? (11/2)

**Random**

* Short people hate tall centerpieces (9/28)