

# Transitions

	Year	Age	Personal Transitions	Professional Transitions
			Personal & Professional Transition	
Stage 0	1962	18	Home to College	High School to Engineering Civil Eng to Elec Eng
	1966	22		Engineering School to Grad Bus School
			Personal & Professional Transition	
Stage 1	1968	24	College to Work	ARAC (40) to IBM (300,000 people)
	1968	24	MidWest to LA	Technical (ARAC/Eng) to Sales
			Personal & Professional Transition	
	1975	31	US/LA to Europe/Amsterdam	Branch Office/Customers to HQ/Countries
	1975	31	Single to Being Married	
	1975	31	Without Kids to Step Father	
	1978	34	Europe/Paris to US/NY-Connecticut	Sales/Marketing to Finance/Pricing
	1981	37		Professional to Manager
	1982	38	Married to Divorced/Single-Dating	
			Personal & Professional Transition	
Stage 2	1983	39	Moving Around to Having a Home	IBM (300,000) to Silicon Valley (20 people) CFO to CEO
	1985	41		
	1987	43	Single to Being Married	President to fired to rehired as CEO
	1988	44		Employed to Unemployed (1st time)
	1989	45		Employee to Consultant
	1991	47	Without Kids to Father	
	1992	48		Private Comp CFO to Public Comp CFO
	1993	49		CEO to CFO (going backwards)
	1995	51	A Girl to a Girl & a Boy	Work for companies to Start/Run a company
Stage 3	2004	60		Silicon Valley to Academia (Porras Article)
	2005	61	Married/Kids to Widower/Single Parent	
	2006	62	Not dating for 22 years to Dating	Academia to Academia/Business (Hanson)
	2007	63	My Family/Hse to Combined Family/Her Hse	Academia/Integrity to Career/Workshop
	2008	64		

# Major Transitions

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Stage 0			Personal & Professional Transition	
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	1975	31	Single to Being Married	
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	1981	37		Professional to Manager
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Stage 2			Personal & Professional Transition	
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	1985	41		CFO to CEO
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# Transition Insights

- **Have had a lot of Major Transitions**
- **Most of them have been initiated by me**
- **Some of the biggest ones were both Personal & Professional, e.g.**

US to Europe: Location, Branch to HQ, Single to Married, No kids to Step-Father

IBM to Silicon Valley: 300,000 to 17 people, Profitable to Cash Strapped, Middle Mgr to Sr Exec

Still changing jobs every two years: but instead of moving, staying in same house for 20+ years

- **Good at making successful Transitions**
- **Secret is one foot on what you know & one foot on what's new**

IBM Sales to Prod Pricing: Know (Products) to New (Pricing)

IBM to SV: Know (Hi Tech/Sftw/Sale/Fin) to New (Early Stage)

- **Some times transitions happen to you, but I am resilient**

Married to Divorced

Wife & Kids to Widower/Single Parent & Kids