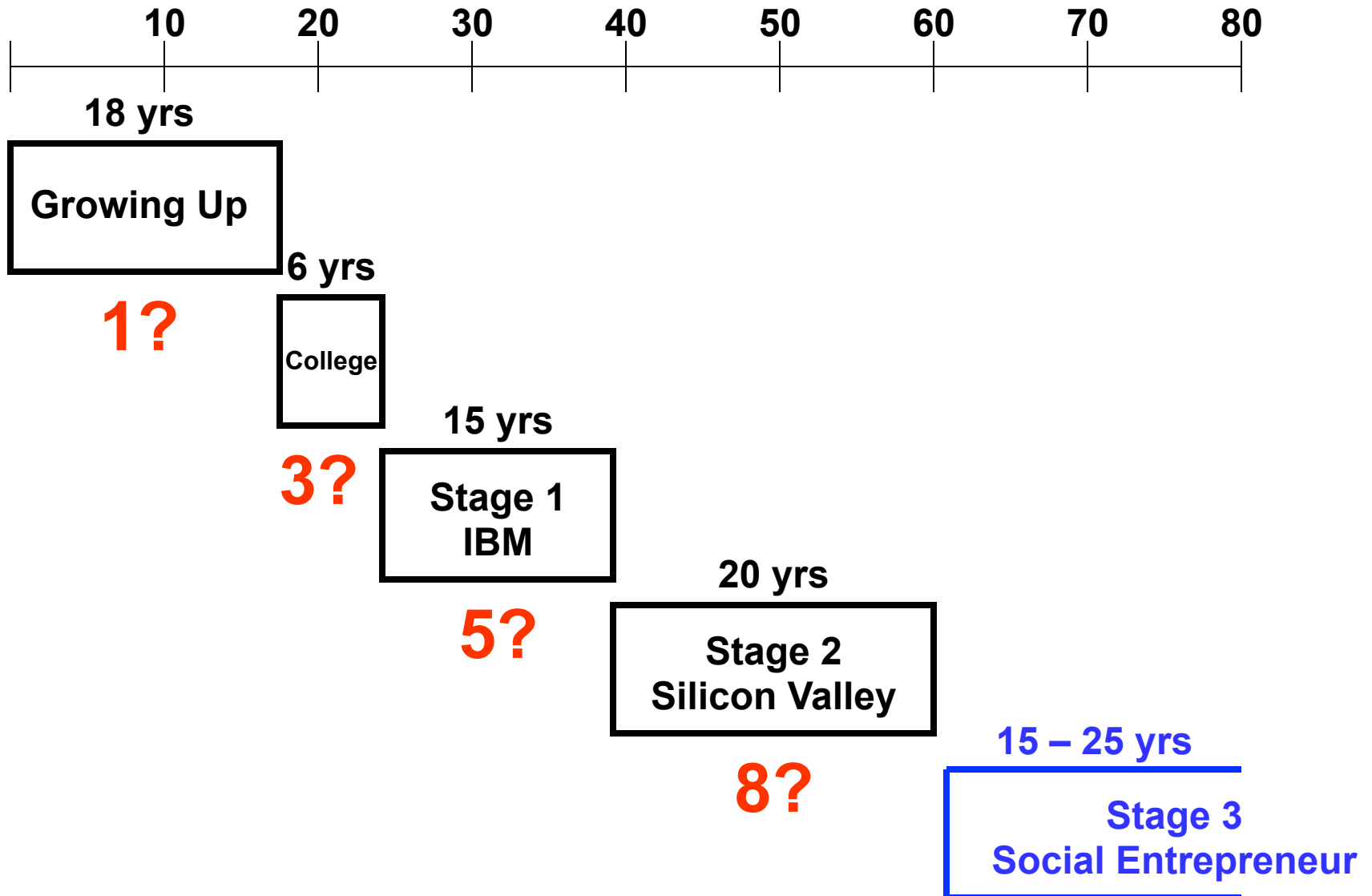


# Career Decisions



# All Career Decisions

## Age Decision

0

- 18 Engineering Degree vs. Air Force Academy
  - 19 Electrical Engineering vs. Civil Engineering
  - 23 MBA vs. Work (or Law Degree)
  - 25 IBM Sales Rep vs. XYZ Management Dev Program
- 

1

- 31 IBM Europe Sys Mktg vs. Western Region Staff
  - 35 IBM Finance/Product Pricing vs. Sales Career Path
  - 36 IBM San Jose Pricing Manager vs. Product Group Staff
  - 37 IBM Santa Teresa Lab Controller vs. Division Planning Manager
  - 40 MSI CFO (Silicon Valley) vs. IBM Finance Fast Track
- 

2

- 42 MSI CEO vs. Leave MSI
- 44 Leave MSI vs. Stay as CEO
- 45 CFO Small Software Companies vs. CEO & Small/Private vs. Medium/Public
- 45 EDA CFO
- 46 Frame CFO
- 48 Frame COO vs. Stay CFO
- 51 Start Kairos
- 54 Blue Pumpkin CFO
- 56 Docent CFO
- 60 Stage 3 – Stanford University

# Major Career Decisions

## Stage

### Age Decision

0

- 18 Engineering Degree vs. Air Force Academy
  - 19 Electrical Engineering vs. Civil Engineering
  - 23 MBA vs. Work (or Law Degree)
  - 25 IBM Sales Rep vs. XYZ Management Dev Program
- 

1

- 31 IBM Europe Sys Mktg vs. Western Region Staff
  - 35 IBM Finance/Product Pricing vs. Sales Career Path
  - 36 IBM San Jose Pricing Manager vs. Product Group Staff
  - 37 IBM Santa Teresa Lab Controller vs. Division Planning Manager
  - 40 MSI CFO (Silicon Valley) vs. IBM Finance Fast Track
- 

2

- 42 MSI CEO vs. Leave MSI
  - 44 Leave MSI vs. Stay as CEO
  - 45 CFO Small Software Companies vs. CEO & Small/Private vs. Medium/Public
  - 45 EDA CFO
  - 46 Frame CFO
  - 48 Frame COO vs. Stay CFO
  - 51 Start Kairos
  - 54 Blue Pumpkin CFO
  - 56 Docent CFO
  - 60 Stage 3 – Stanford University
-

# Really Major Decisions

## Age Decision

18 Engineer vs. ???

3 of 4  
75%

23 MBA vs. Work as Engineer

25 IBM Sales Rep vs. XYZ Mgmt Dev Program

---

31 IBM Europe Sys Mktg vs. Western Region Sales

3 of 5  
60%

35 IBM Finance/Pricing vs. IBM Sales Path

40 MSI CFO (Silicon Valley) vs. IBM Finance Path

---

45 CFO vs. CEO & Small/Pre-Pub vs. Med/Public

3 of 10  
30%

51 Start Kairos Software

60 Stage 3 vs. CFO job or Valley Consulting

# College - Alternatives

1962	1963	1964	1965	1966	1967	1968	1969
18	19	20	21	22	23	24	25
Rose Poly - Eng							
1							
Air Force Academy - Pilot							
		Elec Eng					
		2					
	Civil Eng		Civil Eng				
					MBA - IU		
					3	Law School	
					Work as Eng		

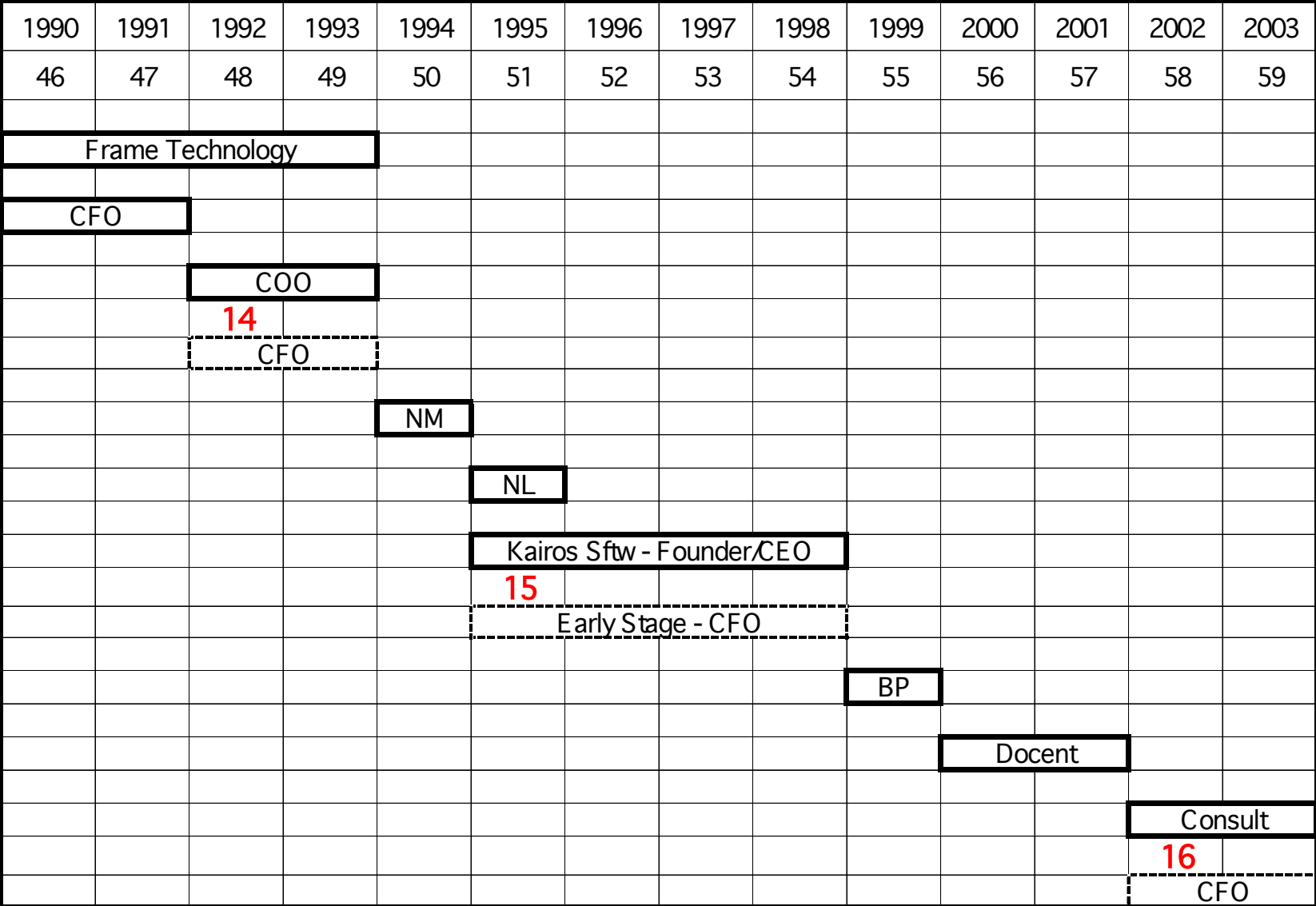
# Stage 1 – IBM Alternatives

1969	1970	1971	1972	1973	1974	1975	1976	1977	1978	1979	1980	1981	1982	1983	1984
25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40
Sales & Marketing															
LA - Sales Rep															
4	XYZ - Mgmt Dev Pgm														
						Europe - Sys Mktg									
						5	West Reg								
										Finance					
										NY - Pricer					
										6	Sales Mgr				
											SJ - Pr Mgr				
											7	HQ - Staff			
												SJ - Pr Mgr			
												8	2nd Line Pr		
													SJ Lab - Ctr		
													9	Plant - Ctr	

# Stage 2A - Silicon Valley Alternatives

1984	1985	1986	1987	1988	1989
40	41	42	43	44	45
McCue Systems					
MSI - CFO - Silicon Valley					
10					
IBM - HQ - New York					
			MSI - CEO		
			11		
			Leave		
				MSI - CEO	
				12	
				Leave	
				ATRO	
					CFO
			Plus Pre Public vs Public		13
					CEO
					EDA

# Stage 2B - Silicon Valley Alternatives



Q1/2011

Bud Career Decisions



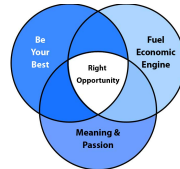
# Stage 3 - Alternatives

2004	2005	2006	2007	2008	2009
60	61	62	63	64	65
17	Which Passions				
18	School of Eng CFO				
Academia					
Stanford University & or Santa Clara University					
Sch of Eng CFO					
	19				
Jerry Porras - SOX					
		20			
		Santa Clara - Ctr Applied Ethics			
		Kirk Hanson - Culture of Integrity Eval			
			21		
			Startup		
			Success BTL - Career Workshop		
				Plan B Program	

# Alternative Comparison

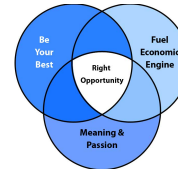
Stage 1

24



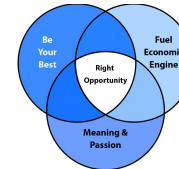
IBM vs. XYZ

31



Europe vs. US

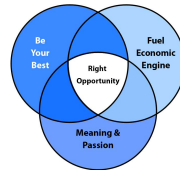
35



Finance vs. Sales

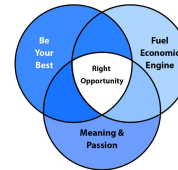
Stage 2

39



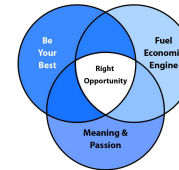
SV vs. IBM

44



Pre Pub vs. Pub  
CFO vs. CEO

51



Start vs. CFO

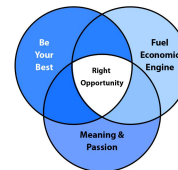
Stage 3

59



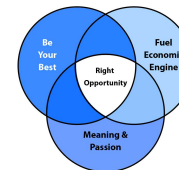
Stage 3 vs. Valley

???



??? vs. ???

???



??? vs. ???

# **IBM vs. Early Stage Company #1**

## **- CHOICES**

- Stay with IBM & stay on finance fast track**
- Leave IBM for a Silicon Valley early stage company**

## **- DECISION PROCESS**

### **- Career Opportunity**

- Short Term – favored staying with IBM since I liked it, was well regarded & could continue to progress**
- Long Term favored an early stage company moving me toward my goals**
  - Be part of senior management team running a real business**
  - Get the equity rewards of an early stage company**
  - Stay in the Bay Area – no more I've Been Moved (IBM)**

### **- Job Itself**

- IBM jobs seemed like they were getting more limiting**
- CFO for an early stage or Director of Fin Planning for a medium offered growth**

### **- Below the Neck**

- Small company felt like “home”**
- It was exciting to do this**

# IBM vs. Early Stage Company #2

## **- FINAL DECISION**

- Leave IBM for MSI – 17 person consulting company trying to become a software company**
- Become their first CFO and #2 person in company**

## **- DECISION RESULT**

### **- Short Term**

#### **- Good**

- Getting back to actually doing financial analysis, etc**
- Being a CFO, dealing with all issues & a Board member**

#### **- Bad**

- Always almost running out of cash & never feeling very secure**
- Feeling MSI was a loser & I would be seen as one, but reluctant to leave because I felt sense of loyalty**

### **- Long Term**

- Realized that being in a small company is a natural for me**
- Became CEO, as well as CFO**
- Learned the ropes of an early stage company as CFO & CEO**
- Leveraged this experience into a better jobs**

# IBM vs. Early Stage Company #3

## - WHAT IF I HAD STAYED AT IBM

- Best Case – Continued on Hi Potential Path - Maybe like Jerry Ridley
  - Great Career – ended up working for CFO on Fin Mafia careers
  - Retirement @60, extensive travel
  - Cancer at 65 – would I be sorry I didn't follow my heart
- Worst Case – Caught up in IBM melt down
  - Stayed & it got ugly
  - Took an early out

# Major Career Mistakes

- **MBA:** not looking at MBA programs other than Indiana University
- **MSI:** Jumped to 1st early stage company whose VC wanted me w/o looking around enough due to pressure of IBM moving me back East
- **Frame:**
  - Giving up CFO job to take COO job, knowing CEO's personality
  - Not informing Board I was not involved in decision to book Ingram order
  - Selling my stock after leaving (Adobe bought them)
- **Kairos Software:** Not replacing Michael as VP Development sooner
- **Blue Pumpkin:** not leaving after 1st two weeks (knew it was wrong fit)
- **Docent:** not selling my stock after leaving (it cratered)
- **Stanford University:** not recognizing they were so theoretical nothing would happen

# Career Decision Insights

- **Made a lot of career decisions (17)**
- **Many of them have been major (9 of 17)**
- **Five of them have involved taking a risk and changing my life (5 of 9)**
  - US Branch Office to Europe HQ (led me to next decision)
  - Sales/Marketing to Prod Pricing/Finance (led me to next decision)
  - IBM/Middle Mgr to Silicon Valley/Early Stage Executive (led to next)
  - CFO to CEO (above decision and this decision probably led to next)
  - Found/Run own company
- **All the really major career changes involved both “Above the Neck” and “Below the Neck” aspects (next page)**

# Career Decision Insights

- **Computer industry because I loved working with computers, and because IBM was best in the industry**
- **Europe Sys Mktg because I fell in love with Europe and it was time to move on from my branch office sales rep job**
- **Pricing because I knew I needed to use my analytical & business side, even though it mean starting over in a new function and because the financial mafia meant a good career.**
- **MSI CFO because my heart said you need to run a business & you can't at IBM, so take a chance & leave. Plus chance for equity rewards.**
- **Stayed with early stage software companies because I felt at home in that size & CFO vs. CEO because being a CFO used skills I loved. Plus after Network General getting to an IPO became doable.**
- **Started Kairos because I have always loved helping people with careers and wanted to find an automated way to do that. I also wanted to build a company with a special culture. Plus founding a company gave you the largest equity return.**