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Matt gray (B): seeds of doubt

Matt Gray wrote this case under the supervision of [Mary Crossan](https://iveypubs.my.salesforce.com/003A000001CqbJq) solely to provide material for class discussion. The authors do not intend to illustrate either effective or ineffective handling of a managerial situation. The authors may have disguised certain names and other identifying information to protect confidentiality.

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Driving back to London, Ontario, after final-round interviews with a leading Canadian investment bank, and with a signed offer in hand, Matt felt relieved. He had done it! He had proven to himself that he could compete for one of the most competitive job openings and be successful. He also felt a sense of pride that he was one of a handful of classmates to have a full-time job offer, and he had validated his decision to pursue an MBA (a master’s degree in business administration). This sense of relief would not last long, as Matt’s doubts about his career decision started almost as soon as he arrived back in London.

He told a few classmates about his job offer, and they seemed to be more excited about the news than he was. He knew he was lucky to have received a job offer, but he wondered why he did not share the same level of excitement for the opportunity as his classmates had. As the year at Ivey Business School (Ivey) progressed, Matt felt more and more uncertain about his decision. It felt awkward to describe his new role as a great learning experience when it was a job that would involve a lot of sacrifice and be something that he would do only for a short period of time.

Matt wondered whether he had made a mistake and, more importantly, if he had, how could he fix it? It was almost impossible to think about not keeping his commitment to take the investment banking job he had accepted. He would have to admit not only to himself but also to classmates and other members of the Ivey community that he had made a mistake, which he felt would have a huge impact on his professional career.

Matt’s uneasiness with his career choice was also shared by his wife. When he and his wife spoke about his new job, they were transparent about the sacrifice that would be required but justified the role based on both the financial compensation of the position and the opportunities that it would lead to professionally. They did not discuss how this job would impact their relationship and whether the new job aligned with either their personal or collective values.

As the MBA program came to an end, Matt wondered whether his uneasiness was just nerves about launching a new career or whether there was a deeper reason for this feeling.