



Career Blueprint

February 22, 2025

Tony Parham
MIT '80, MIT Sloan '90

Disclaimers...



Note that the comments in this presentation are my views alone, and do not purport to represent the views of any past or current organization with which I may be, or have been affiliated.





Topics...

➤ My career

- Keys to "success"
- MIT Sloan:
 - What it taught me (*most helpful things*)
 - What it did NOT teach me (*which would have been helpful*)
- What is "success"?
- Closing comments...



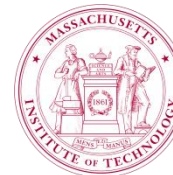
A BETTER CHANCE



Hi-Gain Hi-Fi



QUANTUM ASSOCIATES



TKG Management Consulting



ADDAX



- Newspaper carrier
- Golf caddy
- Retail hardware sales associate
- Short order cook
- Library clerk
- Manufacturing technician
- Software Engineer
- Member of the Technical Staff
- College Recruiter
- Technical Marketing Support Engineer
- Resident Director
- Executive Administrator
- Management Consultant
- Personnel Manager
- Marketing Manager
- Software Development Project Manager
- Senior Software Engineer
- Product Manager

- Group Product Manager
- Senior Product Marketing Manager
- Director, Marketing and Business Partners
- Director, e-business Strategies
- Director, e-business Marketing
- Program Director, e-business Strategy
- Program Director, Global e-business Transformation (GeT) Strategy
- Entrepreneur
- Pastor
- Chief Technology Officer (CTO)
- Executive Director, Social Media
- Managing Director, Founder; Technical/Strategy Consultant
- Government Innovation Officer (GIO)
- VP, Innovation & Strategy
- SVP, Head of Sales Innovation & Enablement
- SVP, Head of Core Sales Optimization



Topics...

- My career

➤ Keys to "success"

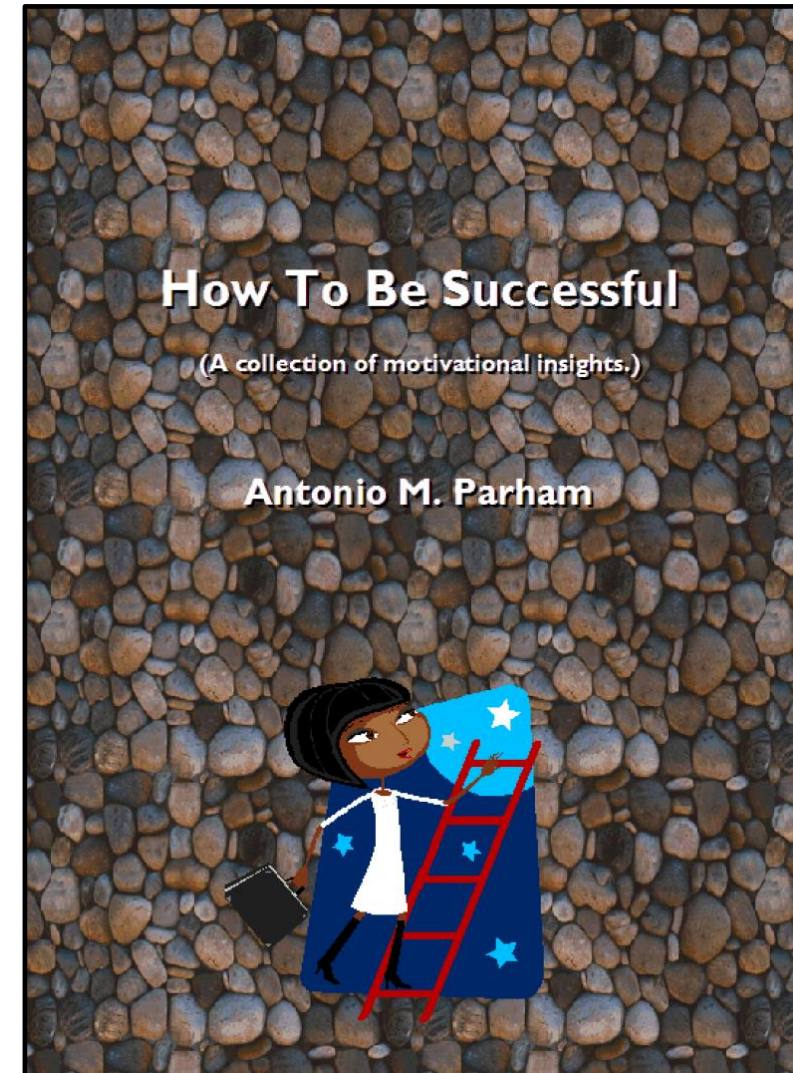
- MIT Sloan:
 - What it taught me (*most helpful things*)
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- Closing comments...



"How to be Successful" (Booklet, 2005)

Successful people are just like you. If they can do it, you can, too.

1. **Have a vision, have a dream.**
2. **Get appropriate training.**
3. **Be willing to work.**
4. **Recognize the importance of relationships.**
5. **Change is the only constant.**
6. **Be a leader.**
7. **Be persistent.**
8. **Guard your reputation.**
(Be a person of integrity.)
9. **Life is unfair. Deal with it.**
10. **Give back to others.**
11. **Have fun and a sense of humor.**
12. **Remember God!**
13. **Be the best!**
14. **Balance is the key to life!**





HAVE A VISION; HAVE A DREAM

- *"If you don't know where you are going, you'll never get there."*
- Be sure it is **your** vision.
 - *"To thine own self be true."*
 - Shakespeare
- Identify **your** unique talents.
- Don't limit yourself. Aim high.
 - *"Shoot for the moon, and, even if you miss, you'll land among the stars."*
 - Marilyn Hughes Gaston, M.D, Assistant U.S. Surgeon General
 - *"Only he who attempts the absurd is capable of achieving the impossible."*
 - Miguel de Unamuno, Spanish Philosopher





CHANGE IS THE ONLY CONSTANT!

"The secret of my success is that I do not concern myself with where the puck is.

I concern myself with where the puck WILL be, and I make sure I am where the puck will be."

- Wayne Gretzky, hockey superstar





Several dimensions of change...

The MARKET changes

- Mastery of a topic or a skill may be good for a given point in time, but as a market evolves, skills knowledge strategies must be updated accordingly.

YOU change!

- As you age and mature (physically, emotionally and spiritually) your priorities will change.
- Reevaluating goals from time to time is essential.

Result: **You will probably have several careers.**



And the cycle never ends!

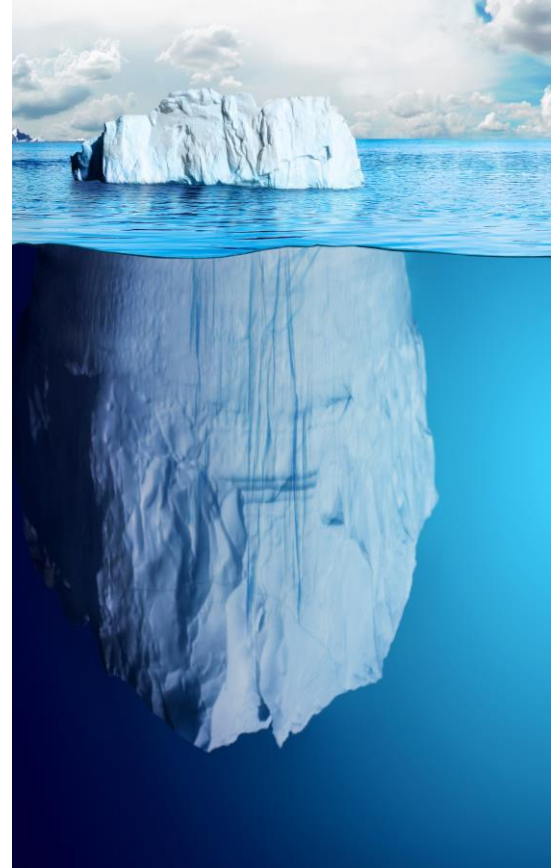
...we never "arrive."

➤ **“The more you know,
the more you know you *don't* know.”**

- often attributed to Aristotle

➤ **“If you think you know everything,
you don't know much.”**

- Tony Parham's Corollary





Recognize the Importance of Relationships

**Relationships
often
make the
difference!**





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MIT Sloan: What it taught me (most helpful things)

- **Concentrations:**
 - Corporate Strategy (*N. Venkat Venkatraman*)
 - Marketing (*Bill Qualls: Industrial Marketing*)
 - Entrepreneurship (*Ed Roberts; esp. how to create business cases*)
- **Courses:**
 - Communications
 - *Great leaders are great communicators / storytellers / vision-casters*
 - HR, Organizational Dynamics
 - Managing the Legal Function (*Dan Nyhart*)
 - “Special Seminar in Management”
 - *Maurice Segall: Executive at Zayre, TJX, BJ's Wholesale Club...
Board Member at: American Airlines, Shawmut National Corporation, Beth Israel Hospital, Massachusetts General Hospital, Boston Museum of Fine Arts...*
- **Unwritten curriculum:**
 - “The art of *Selective Neglect*”



MIT Sloan:
What it did *not* teach me...
(or what **I** did not learn?)



- **Concentrations:**

- Corporate Strategy (*N. Venkat Venkatram*)
- Marketing (*Bill Qualls: Industrial Marketing*)
- Entrepreneurship (*Ed Roberts; esp. how to*)

- **Courses:**

- Communications
 - *Great leaders are great communicators / storytellers*
- HR, Organizational Dynamics
- Managing the Legal Function (*D*)
- "Special Seminar in Management"
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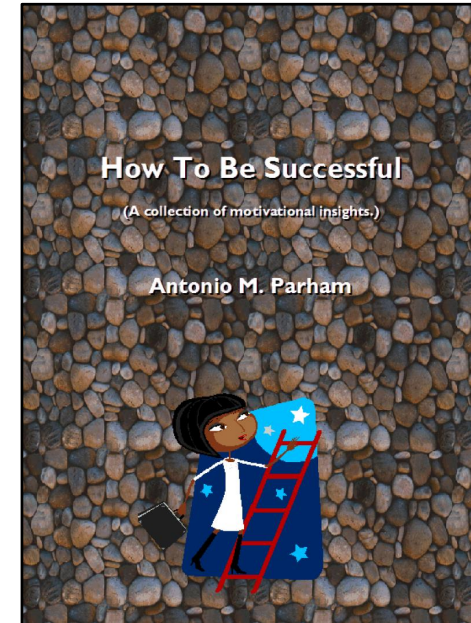
- **"The art of *Selective Neglect*"**



"How to be Successful" (Booklet, 2005)

Successful people are just like you. If they can do it, you can, too.

1. Have a vision, have a dream.
2. Get appropriate training.
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5. Change is the only constant.
6. Be a leader.
7. Be persistent.
8. Guard your reputation.
(*Be a person of integrity.*)
9. Life is unfair. Deal with it.
10. Give back to others.
11. Have fun and a sense of humor.
12. Remember God!
13. Be the best!
14. Balance is the key to life!



BALANCE IS THE KEY TO LIFE!

It is relatively easy to excel in any one particular dimension. The challenge (and the imperative!) is to ensure that all facets of our lives are superlative (including finances, career, education, community responsibilities, friendships, family, relationships, spirituality, physical health/nutrition/exercise, rest, recreation, etc.).

The “13Ds” of effective time management:

1. **Delegate** – Keep for yourself only the most critical, un-delegatable tasks. *“Only do what only YOU can do.”*
(This includes “outsourcing,” or hiring someone to do the task.)
2. **Delete** – Eliminate unnecessary and lower-priority tasks.
3. **Delay** – Which task(s) can be done at a later time?
4. **Do it now!** – Do not procrastinate. When possible, do not create a stack of things to do “later.” When possible, only touch an item once and determine immediately if you will Do, Delegate, or Delete. (Try not to choose “Delay.”)
5. **Disguise** – “Morph” (change) a task into something else, such that something you are already doing can cover it.
6. **Double-Up** - Do several things simultaneously.
7. **Digitize** – Automate the execution of repetitive tasks.
8. **Dissect** - Identify the core subset that is really required.
9. **Diagnose:**
 - a) Do the correct planning and preparation.
 - b) Determine, prepare and use the correct tools.
 - “If your only tool is a hammer, every problem looks like a nail,” Abraham Maslow
 - Abe Lincoln said, “If I had six hours to chop down a tree, I’d spend the first four hours sharpening the axe.”
10. **Design** - Proactively design procedures and systems which will allow you to regularly monitor and maintain key areas.
 - a) Multiple topics can be covered time-effectively in crisp, regularly scheduled update meetings.
 - b) People won’t feel the need to interact with you immediately regarding a non-urgent topic if they know a regularly occurring meeting is happening soon where this can be addressed.
 - c) Staying on top of situations (preventive maintenance) avoids the creation of bigger (time- and resource-demanding) problems down the road.
 - d) Helps you to make wiser and more informed decisions.
(Today’s problems and time-drains are often caused by poor solutions to yesterday’s problems.)
11. **Dial in to the divine** (i.e. “Pray!”)
 - a) Obtain direction. (GUIDE) Getting direction helps you to prioritize correctly.
(“You become effective by being selective.” - Rick Warren, “The Purpose Driven Life”)
 - b) Move the hand of God on your behalf. (PROVIDE)
12. **Discipline** - Knowing what to do (re: the above items) is inadequate. You must also do it -- consistently.
Discipline is doing what needs to be done, when it needs to be done, whether you feel like it or not.
13. **Determine the correct prioritization** - Proper **prioritization** is a key prerequisite to effective use of these techniques.
For example: Differentiate “important” (= “high priority”) vs. “urgent” (= “time sensitive,” but may not be important.)
 - 80/20 rule: 20% of tasks are typically most important/strategic. Spend 50% of your time addressing those.
 - 80% of tasks are typically tactical or mundane. Keep these to 50% of your time.
 - “No” is a “success word”!



Listening Tour...

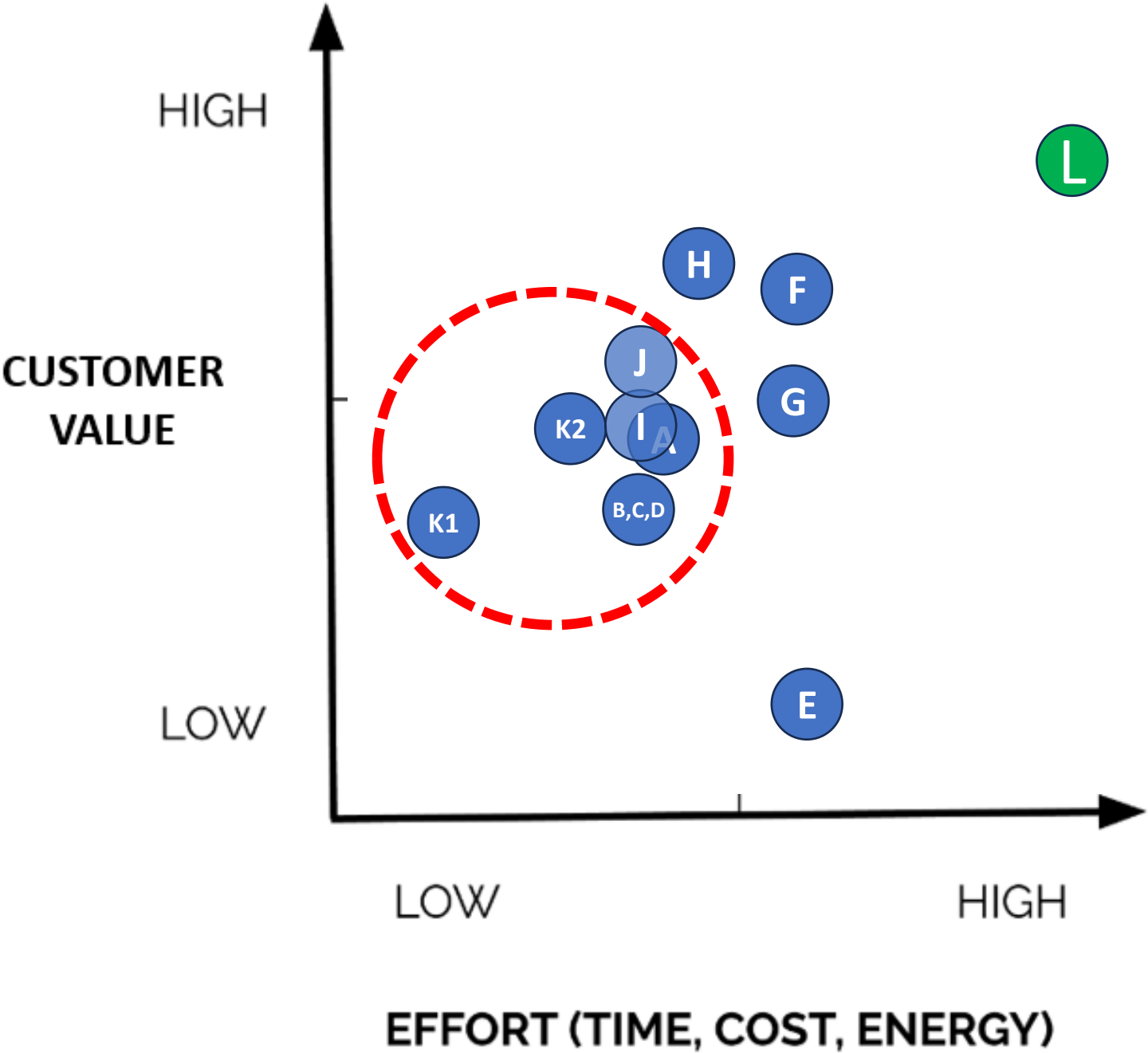


Select key interviewees:

- What's your role?
- Who are your customers / audience?
- What's working/not?
- Where are opportunities for improvement?
- **“How might we?”**

Workstream Prioritization

Workstream	
TACTICAL	
A	Lorem ipsum dolor sit amet, consectetur
B	Vivamus tempus efficitur libero, in posuere
C	Class aptent taciti sociosqu ad litora torquent
D	Proin quis pellentesque quam
E	Nam lacinia quam sapien
F	In tristique neque auctor vitae
G	Curabitur dui leo
H	Interdum id auctor id
I	Pretium quis enim
J	Praesent mattis sed
K1	Lorem vitae cursus
K2	Curabitur venenatis
STRATEGIC	
L.	Per inceptos himenaeos





Don't confuse "MANAGEMENT" with "LEADERSHIP"

- **MANAGEMENT:** "*Control mechanisms* to compare system behavior with the plan and take action when a deviation is detected."
- **LEADERSHIP:** "Achieving grand visions. *Motivation and inspiration* to energize people, not by pushing them in the right direction as control mechanisms do, but by satisfying basic human needs for achievement, a sense of belonging, recognition, self-esteem, a feeling of control over one's life, and the ability to live up to one's ideals. Such feelings touch us deeply and elicit a powerful response."



– John P. Kotter,
Emeritus Professor of
organizational behavior at the
Harvard Business School,



Don't confuse "MANAGEMENT" with "LEADERSHIP"

"LEADERSHIP is the *art* of accomplishing more than the *science* of MANAGEMENT says is possible."



– General Colin Powell



The soft stuff is the hard stuff!

- **Leadership** is about more than *just* having technical proficiency in various quantitative analytical methodologies and paradigms (the "hard" skills).
 - Those are important and necessary.
- But **leadership** is also about motivating and guiding *people*, and therefore involves relational, emotional and organizational dynamics (the "soft" skills).





**Success & Failure
are two sides of the same coin!**



Innovation ⇔ Experimentation ⇔ Failure



“If you already know it's going to work, it's not an experiment, and only through experimentation can you get real invention.

The most important inventions come from trial and error with lots of failure, and the failure is critical (and it's also embarrassing).”

– Jeff Bezos, CEO of Amazon



Failure often precedes success!

- ❑ Walt Disney's first animation company went bankrupt, and he endured numerous subsequent failures
- ❑ Rovio produced 51 other games before hitting it big with Angry Birds
- ❑ Harmonix had 9 failed games before succeeding with Guitar Hero
- ❑ WD40 had 39 formulations which didn't work
- ❑ Formula 409 had 408 formulations which didn't work
- ❑ James Dyson needed 5,127 prototypes and 15 years of failure to launch his vacuums (now a \$2B+ business)
- ❑ Steve Jobs had innovative successes, but numerous product failures... and was fired from Apple – his own company! (He later returned to re-invent the company...)
- ❑ Roger Federer: Won 80% of his matches but **won only 54% of the points.**
- ❑ Morgan Stanley CIO Mike Wilson:
"Failing is a fact of life in banking... Every rung is harder."



Failure often precedes success!

- ❑ Walt Disney's first animation company went bankrupt and he endured numerous failures before he created Mickey Mouse
- ❑ Rovio failed 10 times before they created the hit game Angry Birds
- ❑ Harm failed 10 times before they created the hit game Farm Hero
- ❑ WD40 failed 10 times before they created the hit product WD40
- ❑ Form failed 10 times before they created the hit product Form
- ❑ James Cameron failed 10 times before he created the hit movie Titanic
- ❑ Steve Jobs failed 10 times before he created the hit product iPhone
- ❑ and v... (He la...)
- ❑ Roger Federer failed 10 times before he became the world's best tennis player
- ❑ Morgan Stanley failed 10 times before they became the world's largest investment bank

Success is usually bumpy



% of the points.

"Failing is a fact of life in banking... Every rung is harder."



Failure often precedes success!

Success is usually bumpy

Grit, Perseverance!

Fail fast and pivot!

% of the points.

"Failing is a fact of life in banking... Every rung is harder."



US Social progress is NOT linear: Has **ups** and **downs**!

- **Chinese Exclusion Act** (1882): *First major U.S. law restricting immigration based on race.*
- **Jim Crow Laws Enacted** (1890s): *Legalized racial segregation in the South.*
- **Redlining Begins** (1930s): *Institutionalized by the Home Owners' Loan Corporation, denying loans to minority communities*
- **Japanese American Internment** (1942): *Over 120,000 Japanese Americans were forcibly relocated to internment camps during WWII.*
- **Executive Order 9981** (1948): *President Truman desegregated the armed forces*
- **Brown v. Board of Education** (1954): *Supreme Court ruled school segregation unconstitutional*
- **Montgomery Bus Boycott** (1955-1956): *Sparked by Rosa Parks' arrest, leading to the Supreme Court ruling bus segregation unconstitutional*
- **Civil Rights Act of 1964**: *Prohibited discrimination based on race, color, religion, sex, or national origin*
- **Voting Rights Act of 1965**: *Banned discriminatory voting practices like literacy tests*
- **Fair Housing Act** (1968): *Outlawed redlining and other forms of housing discrimination.*
- **Community Reinvestment Act (CRA)** (1977): *Required banks to lend in underserved communities to combat redlining's effects.*
- **"War on Drugs" Era Begins** (1980s): *Policies disproportionately targeted communities of color, fueling mass incarceration.*
- **Civil Rights Restoration Act** (1987): *Expanded non-discrimination laws to all programs of institutions receiving federal funds, strengthening civil rights protections.*
- **Americans with Disabilities Act** (1990): *Guaranteed equal access to public spaces, employment, and government services for individuals with disabilities.*
- **Civil Rights Act of 1991**: *Strengthened protections against employment discrimination and made it easier for plaintiffs to prove intentional discrimination*
- **Federal Telecommunications Act** (1996): *Required telecommunication devices to be accessible to individuals with disabilities*
- **Section 508 Amendment to the Rehabilitation Act** (1998): *Mandated federal agencies provide accessible electronic technology for individuals with disabilities.*
- **Election of Barack Obama** (2008): *First African American president marked a milestone in racial progress.*
- **Rise of the Tea Party Movement** (2009): *Conservative backlash to Obama's presidency and policies, emphasizing anti-government rhetoric*
- **Shelby County v. Holder Decision** (2013): *Supreme Court invalidated key provision of Voting Rights Act, weakening federal oversight of voting laws.*
- **Brnovich v. Democratic National Committee Decision** (2021): *Further weakened Voting Rights Act, harder to challenge discriminatory voting practices.*
- **CRA Modernization Final Rule Issued** (2023): *Federal regulators strengthened and modernized the CRA*



US Social progress is NOT linear: Has **ups** and **downs**!

- Chinese Exclusion Act (1882): First major U.S. law restricting immigration based on race.
- Jim Crow Laws Enacted (1875-1890s): System of racial segregation and discrimination against African Americans.
- Redlining Begins (1930s): Institutionalized by the Home Owners' Loan Corporation, denying loans to minority communities.
- Japanese American Internment (1942): Forced relocation of Japanese Americans to internment camps during WWII.
- Executive Order 9811 (1948): President Truman desegregated the armed forces.
- Brown v. Board of Education (1954): Supreme Court ruling that racial segregation in public schools is unconstitutional.
- Montgomery Bus Boycott (1955-1956): Sparked by Rosa Parks' arrest, leading to the Supreme Court ruling bus segregation unconstitutional.

*"The arc of the moral universe is long,
but it bends toward justice."
- Dr. Martin Luther King Jr.*

- Civil Rights Act of 1964: Prohibited discrimination based on race, color, religion, sex, or national origin.
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*"The arc of the moral universe may
bend towards justice,
but it doesn't bend on its own."
- President Barack Obama*

- Election of Barack Obama (2008): First African American president marked a milestone in racial progress.
- Rise of the Tea Party Movement (2009): Conservative backlash to Obama's presidency and policies, emphasizing anti-government rhetoric.
- Shelby County v. Holder Decision (2013): Supreme Court invalidated key provision of Voting Rights Act, weakening federal oversight of voting laws.
- Brnovich v. Democratic National Committee Decision (2021): Further weakened Voting Rights Act, leading to challenge discriminatory voting practices.
- CRA Modernization Final Rule Issued (2023): Federal regulators strengthened and modernized the CRA.

*No-one can do everything,
But everyone can do something!*



Topics...

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 - What it taught me (*most helpful things*)
 - What it did NOT teach me (*which would have been helpful*)

➤ What is "success"?

- Closing comments...



Success

Be careful of **comparisons...**

- It's a big mistake to compare someone else's "Life Chapter 20" with your "Life Chapter 2."
- It's also a big mistake to compare *someone else's* "Life Chapter 20" with *your* "Life Chapter 20."





"Success"

A poem by Ralph Waldo Emerson

"To laugh often and much;
To win the respect of intelligent people
and the affection of children;
To earn the appreciation of honest critics
and endure the betrayal of false friends;
To appreciate beauty, to find the best in others;
To leave the world a bit better, whether by a healthy child,
a garden patch or a redeemed social condition;
To know even one life has breathed easier because you have lived.
This is to have succeeded."





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➤ **Closing comments...**

Example of Organizational Change:

MIT Sloan M.S. Thesis Requirement...

PRODIGY BUSINESS SERVICES:
AN "INSTRUCTIONAL CASE" STUDY
OF MARKETING TACTICS
FOR A COMPUTERIZED
ELECTRONIC INFORMATION SERVICE

by

ANTONIO M. PARHAM

B.S., Computer Science, Massachusetts Institute of Technology
(1980)
M.S. Computer Science, University of Southern California
(1981)

Submitted to the Department of
Management in Partial Fulfillment of
the Requirements for the
Degree of

MASTER OF SCIENCE
in Management

at the

Prodigy Business Services

Exhibit 11
Metropolitan Areas Served by
Prodigy Network
as of May, 1990

California

Anaheim
Los Angeles
Sacramento
Santa Barbara

Colorado

Boulder
Ft Collins

Connecticut

Fairfield County
Hartford

Delaware

Newark

District of Columbia

Florida

Boca Raton
Ft. Lauderdale
Miami
W. Palm Beach

Georgia

Atlanta

Illinois

Chicago
Joliet

Indiana

Indianapolis

Maryland

Annapolis
Baltimore
Silver Springs

Massachusetts

Boston
Worcester

Michigan

Detroit

Missouri

Kansas City
New Hampshire
Manchester

New Jersey

Mt. Holly
Princeton

New York

Bronx
Dover
Edison
New York City
(all burroughs)

Rochester

White Plains

Ohio

Cincinnati
Columbus
Dayton

Pennsylvania

Philadelphia

Virginia

Everett
Fairfax

Washington

Seattle
Tacoma

Wisconsin

Milwaukee



MIT Sloan School of Management

Prodigy Business Services

In January 1990, Judith Blackwell, Marketing Manager, was evaluating her experiences marketing Prodigy Business Services (PBS), and was wondering how she should proceed from this point.

PBS was a spinoff from the "retail" oriented Prodigy Services Company (PSC) — a joint venture between IBM and Sears. PBS' mission was to increase the utilization of the extensive computer network that PSC had developed. Whereas PSC's focus was to reach individual users, PBS sought to market to businesses, customizing the system to meet their needs. PBS had successfully attracted several firms, which used it to facilitate marketing and communications. However, it was proving difficult to attract additional commercial customers.

Since PBS' "parents" had "deep pockets," PBS could operate (even at a loss) for quite a while. However, top management would not allow this to go on forever. At some point, PBS would have to pull its own weight.

Up to now, PBS' marketing tactics had focused on direct sales and "PR" (public relations) efforts. Judith wondered what strategies (if any) would be more effective. A group of consultants were investigating some new potential markets, but she was unsure if they would be able to come up with anything significant.

In any case, the onus for PBS' success was on Judith and her staff.

*This case was prepared by
Antonio M. Parham,
second year Master's
Degree student, under the
supervision of Professor
William J. Qualls, as a
basis for class discussion,
rather than to illustrate
either effective or
ineffective handling of a
management situation.
Data was obtained from
both primary and
secondary sources.*

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Exhibit 2

PRODIGY Business Services
Marketing & Sales Applications

**Electronic
Order Entry**

- Order blank
- Inventory status
- Confirmation
- Shipping information
- Order status
- Add-on & trade ups
- Catalog fulfillment

**Product or
Service
Information**

- Features
- Functions
- Prices
- Promotions
- Q&A

Communications

- Announcements
- General business &
industry news

Exhibit 10

Direct Mail Cover Letter (draft) & Collateral Material

Prodigy Business Services
Post Office Box 791
White Plains, NY 10601-9917

<Date>
<Name/Title>
<Company Name>
<Address>

Dear <Name>:

You're faced with the increasingly urgent need to harness your rising cost of selling goods and providing services...

... at the same time you work to increase sales and gain new customers.

Sound familiar? It's not an easy problem to solve. That's why IBM and Sears joined together and developed a revolutionary new personalized selling system. It can increase your sales dramatically, improve the level of service you provide, and help you cut costs throughout your sales, marketing and service operations.

The system is called PRODIGY Business Services... the personalized selling system of the 1990's.

PRODIGY Business Services links your computer to our customers' personal computers in a very sophisticated yet remarkably simple, easy-to-use system that far surpasses in efficiency and productivity any selling system of the past.

PRODIGY Business Services lets your customer be instantly and continuously in touch with your company, 18 hours a day in every time zone. Every day.

Whenever they want to see your product line, it's on their computer.

Whenever they want to order, they can do so immediately, using their computer. They do the work and they love it because it's easy and fun.

Whenever you have a new product to announce, or special values to offer, you can let them know on their computer.



Paul Asquith

**Teacher of the Year
1990**

Year	Teacher of the Year
1990	Paul Asquith
1991	Arnie Barnett , Rob Freund
1992	Fred Kofman, Andrew Lo
1993	Paul Asquith , Steve Eppinger
1994	Robert Pindyck
1995	Arnie Barnett , Pete Wilson
1996	Kevin Rock
1997	Rob Freund , Tom Luehram
1998	Jeremy Stein
1999	Roberto Rigobon , Kevin Rock
2000	Rob Freund , Larry Weiss
2001	Kristin Forbes , Rebecca Henderson
2002	Richard Frankel , Roberto Rigobon
2003	Kevin Rock
2004	Roberto Rigobon , Kevin Rock
2005	Richard Frankel , Dirk Jenter
2006	Andres Almazan, Jesper Sorensen
2007	Robert Pindyck , Joe Weber

Year	Teacher of the Year
2007	Robert Pindyck , Joe Weber
2008	Arnie Barnett , Terry Heagney
2009	Kristin Forbes , Mark (v) Ritson
2010	Randy Cohen
2011	Adrien Verdelhan
2012	Andrew Lo
2013	Catherine Tucker
2014	Leigh Hafrey, Catherine (Cat) Turco
2015	Anna Costello, Rodrigo Verdi
2016	Christopher Noe
2017	Georgia Perakis
2018	Adrien Verdelhan
2019	Roberto Rigobon , Rodrigo Verdi
2020	Adrien Verdelhan , Miro Kazakoff
2021	Nick Pudar , Rodrigo Verdi
2022	Arathi Mehrota, Roberto Rigobon
2023	Kara Blackburn
2024	Mohammad Fazel Zarandi





Nick Pudar and his wife, Pam, were Sloan classmates of mine. Very smart folks and wonderful people! 😊
Nick went back to Sloan to teach after retiring from GM. Unfortunately, he passed away in 2022 from an aggressive brain cancer. 😞

2021 Sloan Announcement:

“Rodrigo Verdi and **Nick Pudar** (System Dynamics) were named co-winners of the **MIT Sloan School Teacher of the Year** for the **2020-2021** academic year. Each year, students nominate instructors for these teaching awards and the final recipients are chosen based on the quantity and quality of their nominations. **Deputy Dean Michael Cusumano** thanked the winners of this year's teaching awards for "exemplifying the **dedication to pedagogical excellence** that is so central to our mission at MIT Sloan."





***Pam Pudar remarks** at 3/4/22 memorial service for Nick:*

“Upon his retirement, [Nick] was asked to become a senior lecturer in the Executive MBA program. It was a 'dream come true' for him to teach at MIT Sloan. Nick was honored to be chosen as **MIT Sloan's 2020-2021 Outstanding Teacher of the Year.**

Even though Nick was awarded numerous patents, and received a wide range of awards over the years, **this was the one [award] that meant the most to him.”**



“One of the great things about MIT is that we ***differentiate [between] success and fulfillment...*** Many... people [who] were incredibly successful by the standards of money, power, influence... had not achieved fulfillment at all. They were still searching...

[But] ***everyone that had achieved fulfillment in some form, felt that they were also successful.***

We [at MIT] emphasize ***fulfillment.***

**Do something that is meaningful,
do something that is important,
do something that is for somebody else.”**



MIT Sloan Professor
Roberto Rigobon
5-Time Teacher of the Year
(1999, 2002, 2004, 2019, 2022)





Announcing! **The Parham Scholar Prize**

The Parham Scholar Prize will be awarded annually to a Sloan student who has a demonstrated record of:

- Academic excellence,
- Effective leadership,
- Bridging cultural divides,
- Fostering mutual understanding, and
- Building a more inclusive environment.





MLK: "What's Your Life's **Blueprint?**"

Barratt Junior High School, Philadelphia, PA, October 26, 1967.

1. Be somebody.

Be uniquely YOU!

**2. Determine to
achieve excellence.**

Be the BEST!

**3. Commit to
eternal principles.**

Make the world a just and better place!



Thank you!

Career Blueprint

February 22, 2025

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Presentation files:
TKGweb.com/blacksummit.html

