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***Non-academic career paths:  
AT&T Labs***

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Kathleen Fisher, AT&T

***Questions to think about***

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- How is success measured?
  - Balance of internal and external contributions
- How does one get feedback?
  - Annual performance review
- How does one start a research project?
  - Just start doing it...
- What kind of collaborations are possible?
  - No limits

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2

***More questions...***

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- How are resources obtained/allocated?
  - Informal process of asking management; results depend on individual standing
- What happens when times get tough?
  - Restricted travel, older machines, limited hiring, layoffs, demotions... ☹
- Particular challenges?
  - Getting understandable feedback can be very difficult
- Particular strengths?
  - Great freedom to define one's own agenda

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3

***Strategies for success***

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- Develop a good relationship with manager.
- Find a mentor
- Maintain external visibility
  - Publish papers
  - Perform "community service"

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4