

Starting your job and planning your career in Industry

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CRA Graduate Cohort 2006

Spr 1996: Interviewed for research positions.

May 1996: Accepted job at AT&T Labs Research.

Sum 1996: Hiring director left AT&T.

Aug 1996: Graduated with Ph.D. from Stanford in theory of object-oriented programming languages.

Sep 1996: Started at AT&T

Win 1997: Discovered neither department head nor director understood why I was at AT&T.

Spr 1997: Started Hancock project with Anne Rogers

Spr 1998: Received bad review

Spr 1999-2001: Received “okay” reviews

Aut 2002: Started PADS project with Robert Gruber

Spr 2002 - present: Good to really strong reviews

Starting your job

How do I fit in this organization?

Requires understanding two different things...

“this organization”

- Research labs differ from universities
 - no teaching, students only in the summer, little fund raising, corporate objectives,...
- And vary quite a bit...
 - almost academic to almost development

Questions to ask

- What does my institution value?
- What am I expected to do?
- What are other people doing?
- How are projects started?
 - Am I supposed to join a project or start one?
- What resources are available?
 - students, machines, travel, support programmers
- How are resources allocated?
- How am I going to be evaluated?
- Who around me is highly valued?
 - Who has resources? How did they get them?

How to find answers...

- Talk to your department head
 - likely invested in your success
 - get him/her to help you
- Talk to your colleagues
 - you have a good excuse
 - good networking
- Find a mentor
 - doesn't have to be formally assigned
- Watch what goes on around you

Understanding “I”

- What do you want to do?
- Do you want to change areas?
- Do you want to write papers? Build systems that lots of people use?
- Who do you want to work with?
- Do you want to mostly impact your company? your research community?
- How much do you want to work?
- What other things do you want to do?

In the mean time...

- Finish writing the papers from your thesis
- Network within your institution
- Look for a mentor
- Go to conferences
- Ask questions
- Ask for resources if you need them
- Be patient
- Believe in yourself