Embracing Career Change

John Davitt / Korn Ferry
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John Davitt

John is a Senior Client Partner and co-leader of Korn Ferry’s Global Supply Chain & Operations Center of Expertise. He is based in the firm’s New York office.

With more than 20 years of executive search experience, Mr. Davitt has established himself as a leading search consultant in the manufacturing and services sector, and brings strong functional expertise in procurement, operations and supply chain management.

John’s supply chain expertise spans global sourcing/procurement, materials management/planning, integrated supply chain, manufacturing, lean/operational excellence, warehousing, logistics and distribution across all industry sectors, with a significant concentration in life sciences, technology, consumer and industrial.

Prior to rejoining Korn Ferry in 2015, he was a Partner with another large executive search firm for seven years. Earlier, he was a Client Partner with Korn Ferry and helped establish the firm’s Global Supply Chain COE. Over the course of his search career, he has completed over 250 senior level supply chain and operations searches.

John is a graduate of Boston College and earned an MBA from Fordham University. He is active in several professional and non-profit organizations, most notably the Institute for Supply Management, the Council of Supply Chain Professionals, and the National Eagle Scout Association.
Korn Ferry

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Korn Ferry has been ranked as the No. 1 executive search firm worldwide since 1990, when industry tracking firm HSZ Media started monitoring the industry.

8,480

In fiscal 2015, we executed 8,480 executive recruiting assignments around the globe.

Every 3.5 minutes we place a professional in a new job.

*Based on 2,000 hour work year across Korn Ferry Search and Futurestep placements.

8x

Companies that used Korn Ferry’s assessment tool during the executive recruitment process were eight times more likely to hire an executive who will be promoted within three years - compared to new hires where Korn Ferry’s assessment tool was not used in the recruitment process.

*Korn Ferry Institute study, 2012
Our service offerings

The power to transform.
How we deliver client impact.

7,000 colleagues

Management data in over
114 countries

118 years of combined experience

Assessment and compensation data on
20M+ professionals

Organization and Work
The strategic alignment and structure to inform

- Purpose, business intent and top team strategy
- Organizational design and workforce planning
- Work measurement and job design
- Rewards and benefits

Culture and engagement
Development and succession
Assessment and people fit
Recruitment process outsourcing
Board, executive and professional search

People
Capturing the hearts and minds of all to transform
Supply Chain Center of Expertise

Korn Ferry’s Global Supply Chain COE has performed more than 1,500 supply chain searches in the last 5 years across a wide range of industries and markets. Globally, we are completing over 300 searches annually; over 4 per week on average, across the following industries and functional areas:

- Financial Services
- Retail / Consumer
- Life Sciences
- Industrial
- Technology
Career Change... The new normal.
According to a 2015 study conducted by the Bureau of Labor Statistics on “young baby boomers,” people change jobs an average of 11.7 times during their career.
The demand for supply chain talent has been on the rise across industries and all types of supply chain positions. According to the U.S. Bureau of Labor Statistics, jobs in logistics and supply chain management are estimated to grow by 26 percent between 2010 and 2020, an average growth rate that is nearly twice as fast as 14 percent of all occupations.

Demand for supply chain professionals is estimated to exceed supply by a ratio of six to one, according to R.J. Bowman, author of The Secret Society of Supply Chain Management.
“Your work is going to fill a large part of your life, and the only way to be truly satisfied is to do what you believe is great work. And the only way to do great work is to love what you do. If you haven’t found it yet, keep looking. Don’t settle. As with all matters of the heart, you’ll know when you find it.”

Steve Jobs
1955-2011
Reasons for changing jobs

- Greater compensation
- Geographic preference or mandated location change
- Career advancement or promotion
- Superior long-term career platform
- Greater opportunity for impact
- Reducing stress or level of travel
- Escaping a poor boss or culture
- Reorganization or layoff
- Greater alignment between personal goals/values and organizational priorities
- More interesting work, products or industry
- Better fit with skills and/or abilities
- Lack of recognition for accomplishments or contributions
- Work-life balance
Take ownership of your career today

• Set and communicate clear career goals
• Seek feedback and make efforts to address development areas
• Focus on accomplishments (think NEAR: Numbers, Examples, Achievements, Results)
• Be an expert – stay aware of trends, tools and innovations
• Volunteer, get involved, seek and assume new challenges
• Be a relationship-builder and master collaborator
• Offer solutions versus criticisms
• Don’t be afraid of recommending new ideas – maintaining the status quo rarely leads to a promotion
• Know your market value – evaluate external opportunities along with internal ones
Rules for career-minded SCM executives

- Be bold, take initiative but be prudent with managing your career
- Beware of “left turns”
- Avoid changing employers too often
- Never assume your job or company is secure or that you will be offered a promotion
- Learn to read the “writing on the wall” and listen to signs from your boss
- Avoid quitting your job without a new one
- Take recruiter calls and build a network of relevant recruiters
- Make time to interview
- Try not to be overly restricted geographically
- Do not change jobs just for more money
- Develop strategy versus only implementing someone else’s
Rules for career-minded SCM executives (cont.)

- Examine opportunity costs and do not overestimate the value of an advanced degree
- Do not overthink a job interview
- Do not place too much emphasis on title
- Identify and leverage a mentor
- Avoid getting comfortable or staying in one role too long
- Seek out strategic roles and opportunities to manage a team
- Build and cultivate your professional network
- Beware of companies with a lot of churn and think that you’ll be the exception
- Never stop innovating, learning and striving to advance and make an impact
- Do not underestimate the value of change management, agility and soft skills
- Stay focused on expanding your responsibilities and attaining your career goal
Top 12 things employers look for in SCM talent

1. Track record of successful execution and **impact** (i.e. cost savings)
2. Poise, intelligence, **self-awareness**, natural leadership and change management skills
3. Stakeholder engagement and ability to **communicate cross-functionally** – value-add relationship builder and collaborative solution provider
4. **Analytical horsepower** and business acumen
5. Readiness and willingness to make **tough decisions**
6. Career stability and **history of promotion**
7. Ability to build, develop and **manage strong teams**
8. Energy, **resourcefulness**, initiative, confidence and collaboration
9. Proven ability to negotiate superior contracts, develop **creative strategies**, and utilize intelligence and analytics to manage categories and drive cost savings
10. Existing playbook of **best practices** and commitment to continuous improvement
11. Ability to **navigate complexity** and ambiguity
12. Multicultural sensitivity and **global experience / expertise**
Rules for interviewing — Be in it to win it!

- Always prepare and do your homework on the company and people you’re meeting
- Be early
- Always wear professional attire (unless instructed otherwise)
- Poise is critical – be yourself and be relaxed
- Avoid talking too much or overselling – be succinct
- Do not get stuck on a question or say you don’t know
- Treat all meetings as peer-to-peer
- Do not take over the discussion – be sure to allow the interviewer to manage the discussion
- Always have compelling reasons why you’re interested in the company and role
- Do not lose energy or enthusiasm throughout the day
- Do not refer to people at your current company like the interviewer knows them
- Always treat each person with equal importance
- Never use inappropriate language or colloquialisms
- Do not volunteer your weaknesses or gaps or make self-deprecating comments
- Project leadership and confidence without bordering on arrogance
Rules for interviewing — Be in it to win it! (cont.)

• Avoid overemphasizing that you already have a job and that you’re not looking
• Maximize direct eye contact
• Never look at your resume or job description during an interview
• Be purposeful when describing previous job changes
• Avoid canned or textbook answers — always draw from real experiences
• Never disparage another company or personnel — no ‘sour grapes’
• Prepare great questions and avoid trite ones
• Never read from your notes or use props
• Turn a recognized gap into a positive if necessary
• Never mention the words “vacation” or “work life balance”
• Reserve compensation for a later discussion (unless the interviewer brings it up first)
• Try not to be guarded with data, facts or figures
• Always cite metrics and quantify your impact
• Convey interest and enthusiasm
• Promptly email individual and well-written thank you notes
Q&A

THANK YOU!

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YOUR FEEDBACK IS IMPORTANT

Please take a few minutes to complete this brief survey.

Survey link:
www.instituteforsupplymanagement.org/ZA17
or Scan the QR code on your smartphone.