

MIT EXECUTIVE MBA

Negotiating Sponsorship



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5 Things to Know About the MIT EMBA

1. **E** should not = easy (or electronic)
2. Do it for the **education**
3. **Apply** what you learn immediately
4. Your **classmates** should impress you
5. You're "already successful": a **good sign**



An EMBA On A Mission

Mission of MIT

- “To advance knowledge and educate students in science, technology and other areas of scholarship that will **best serve the nation and the world** in the 21st century”

Mission of MIT Sloan

- “To develop principled, innovative leaders who **improve the world**”

Mission of the MIT Executive MBA

- “To equip **principled, innovative, senior leaders** with the skills, perspectives and habits necessary to **transform the world’s important organizations and institutions.**”



MIT EMBA at a Glance

- **October 2018 through May 2020**
- **MBA Degree** from MIT
- **Course requirements are equivalent to other MIT Sloan MBA Programs**
- **15-20 hours/week** of coursework beyond class

20 months

Mid-career MBA

26 weekends

Classes every third week
on Friday/Saturday

**4 one-week
modules**

Week-long module
every 6 months

**1 week-long
international
project trip**

March 14-21 2020



Education Philosophy

- Science of management
- **Action Learning**
 - Grounds students in theory
 - Integrates real world practice
- Address **unstructured problems**
- Produce **systemic change**
- **Principled** leaders



See Yourself Among Our Leaders

Key Facts: Class of 2019

126 global executives	82% director-level and above	40 average age	17 average years of work experience
62% non-local (outside of MA)	44% international origin	52% advanced degrees	100% employed full-time



Key Facts: Geography

56% Northeast

5% Mid-Atlantic

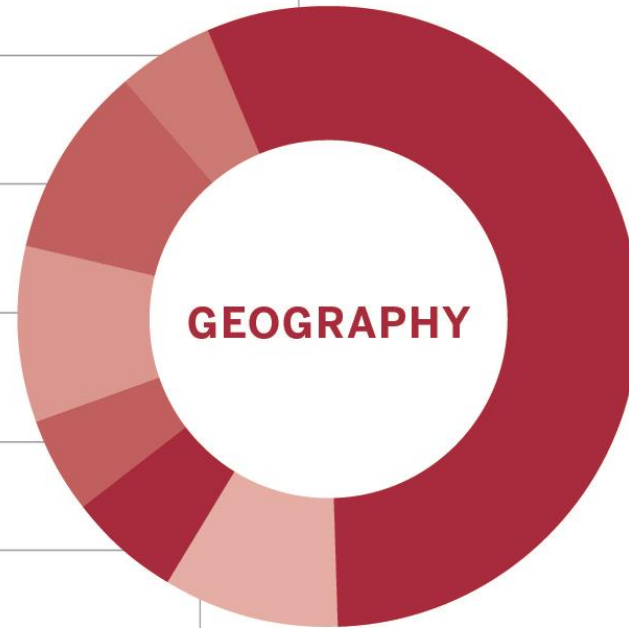
10% West

9% Southwest

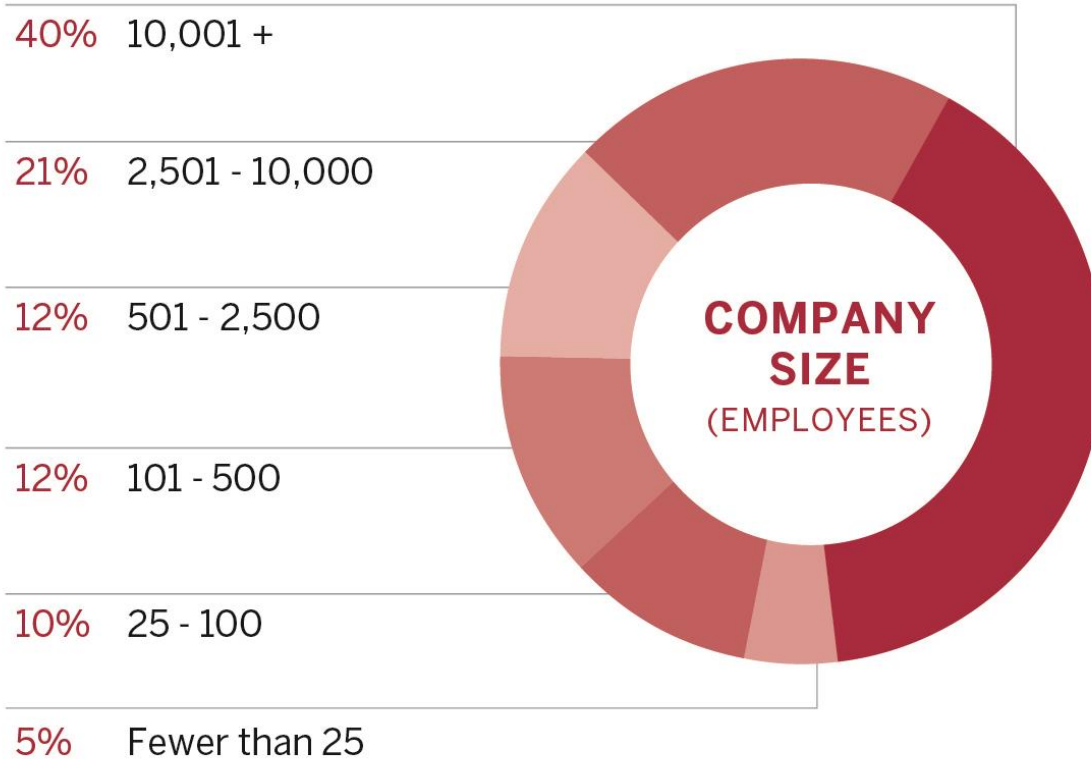
5% Midwest

6% South

9% International



Key Facts: Organization Size



Key Facts: Industry Areas

Broad spectrum of **industries**:

- **Healthcare**: 18%
- **Bio/Pharma**: 12%
- **Software / Technology**: 24%
- **Financial Services**: 13%
- **Education / Not-for-Profit**: 6%
- **Other Industries**: 27%
 - Food / Hospitality
 - Government / Military
 - Transportation
 - And **more**



Agenda

1. The MIT Executive MBA **at a Glance**
2. **Navigating** the **Sponsorship Landscape**
3. Putting it All Together: **Tips & Resources**
4. Your **Questions** – use the **Q&A** function



Sponsorship

TIME

- Time away from the office*
- Apply new learning
- Delegate/develop staff
- Keep key stakeholders interested & engaged
- Preserve your PTO

**Letter of recommendation from boss, business partner, Board of Directors*

MONEY

- Financial Sponsorship NOT needed for admission
- Formal company program
- Candidate-driven program selection
- Negotiate unique sponsorship package
- Employment contract



Key Facts: Funding

Source	% of Class of 2019
Self-Funded	36%
Sponsored	64%
<i>Sponsorship: 100% of tuition</i>	24%
<i>Sponsorship: 50-99% of tuition</i>	8%
<i>Sponsorship: 10-49% of tuition</i>	32%
Loans	Estimate 45%
Sloan Leadership Fellowships	20%

About 1/3 of candidates are unsure of funding at time of application.

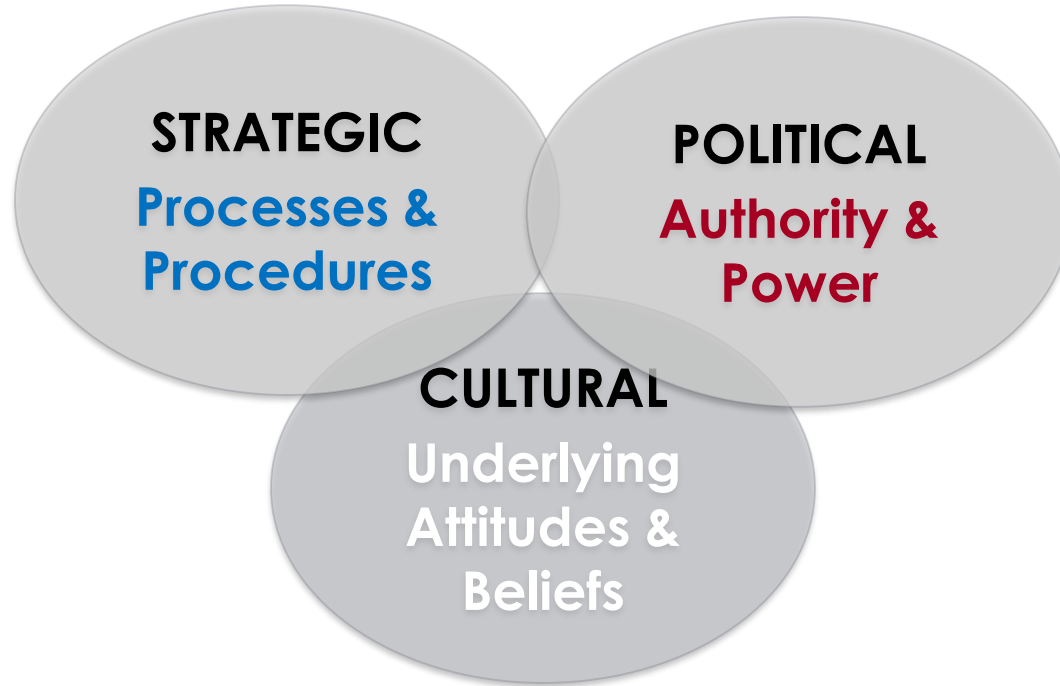


Sponsorship Avenues

- Formal enterprise-wide leadership development or succession process
- Formal LD program, candidate-driven program selection, corporate or business unit level
- Candidate negotiates unique sponsorship package outside of a formal program
- Prepare for this conversation
- **ROI:** Your sponsor will want to ensure ROI on their investment in you. Financial sponsorship may include an employment contract



3 Lenses Framework



Strategic Lens

STRATEGIC
Goals
Strategy
Responsibilities
Rational and
Analytical
**Processes &
Procedures**

What are the **organization's goals**?

What are my boss's priorities?

Does my organization have a **formal** MBA/EMBA financial sponsorship process? Or, on a **case-by-case basis**?

What processes/procedures should I note, **align** with, work around and/or **leverage**?

When should I make my proposal?



Political Lens

Who are my **key stakeholders**?

What is important to them?

How do I frame this request as a win/win?

Who has the decision-making **power**? What **alliances/relationships** exist? What can I leverage?

Are there leadership changes on the horizon? What is the likely impact on my request? Who may resist or support my request?

POLITICAL

Stakeholders

Underlying Interests

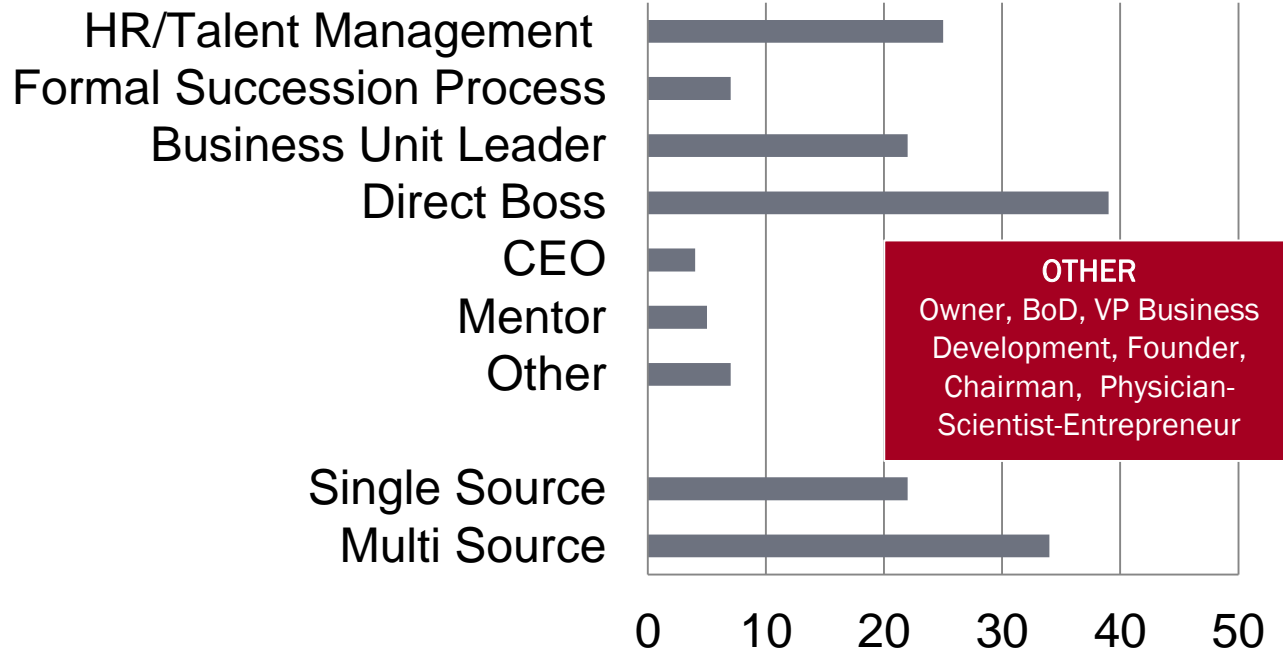
Threat/opportunity to
power

Align stakeholder
interests

Authority & Power



Key Stakeholders

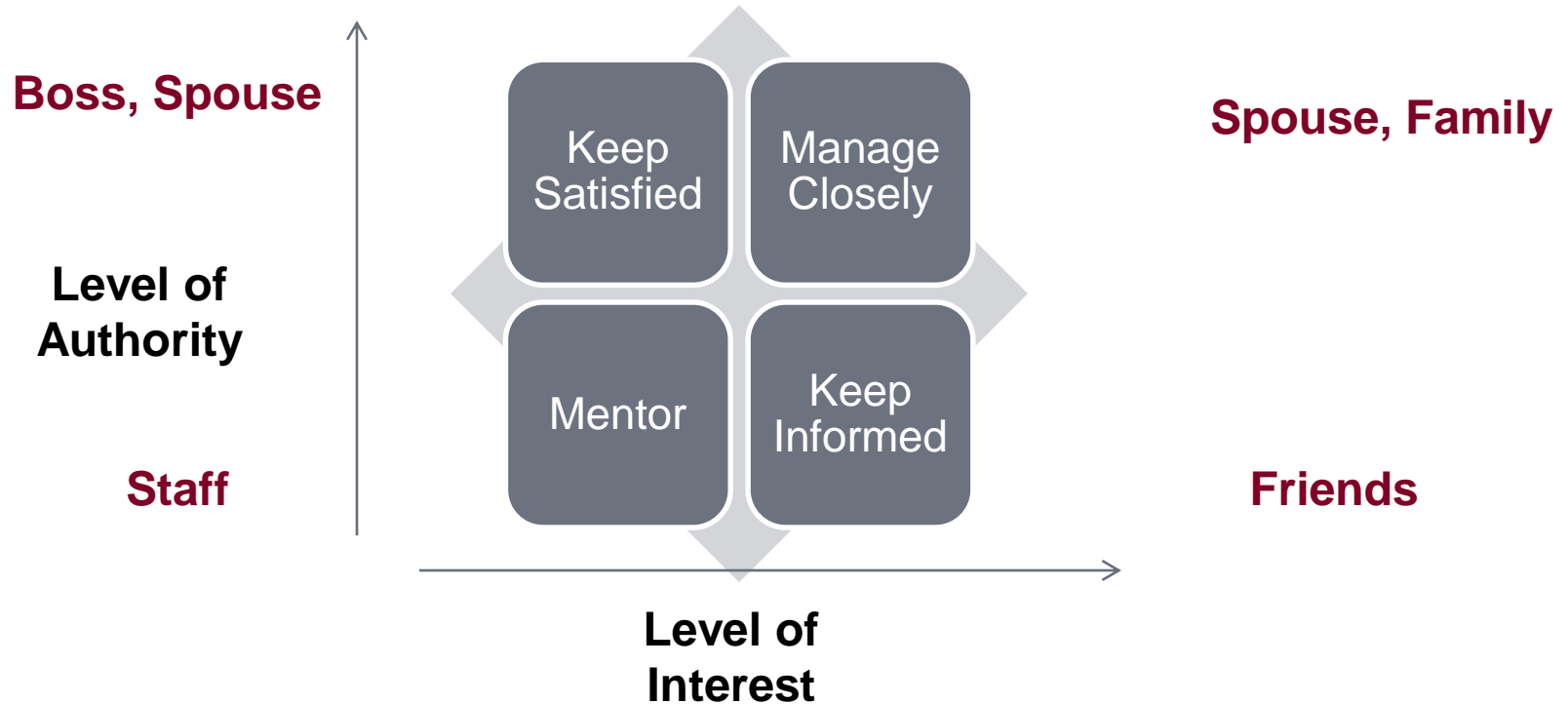


Tool: Stakeholder Analysis

Stakeholders	Time	Money	Support
Boss	X	X	X
Staff/Co-workers	X		X
C-Level Executive		X	
HR/Talent Management	X	X	X
Business Unit Executive	X		
Business Partner	X		X
Family/Significant Other	X	X	X



Tool: Authority/Interest Grid



Cultural Lens

What is my **organization's culture**?

- Competitive or collaborative?
- Secretive or open?
- Values innovation and independent thinking?

Does my organization **value professional development** on an enterprise-wide level? Or are employees encouraged to **take ownership** for their own development?

Do we prefer to **develop or hire** talent?

Has a sponsorship precedent been set? Are there heroes or villains?

CULTURAL
Shared Practices
Customs & Rules
Heroes & Villains
**Underlying
Attitudes & Beliefs**

Understand this is a process which can take time.



Course Impact

Frame Your Request to Leverage Courses & Projects that will directly impact your organization.

15.717 Organizational Processes (First Fall Term)

15.714 Competitive Strategy (First Spring Term)

15.736 Introduction to System Dynamics (Summer Term)

15.734 Introduction to Operations Management (Summer Term)

15.705 **Organizations Lab** (Second Fall Term)

15.s17 Analytics Edge (Elective in Second Spring Term)



Financial Considerations

Class of 2020 Tuition Payment Schedule

Semester	Payment Due	Amount
Fall 18	10/1/18	\$28,000
Spring '19	1/1/19	\$38,000
Summer '19	7/1/19	\$22,000
Fall '19	8/1/19	\$33,000
Spring '20	1/1/20	\$38,000
Total		\$169,000*



Calculating Personal ROI

$$\text{ROI} = \frac{\textit{Gain from Investment} - \textit{Cost of Investment}}{\textit{Cost of Investment}}$$



Key Factors to Consider

What **level of sponsorship** do you want to negotiate?

What **precedents** exist? How do you **align your needs** with the **priorities** of your key stakeholders?

What leverage points, **enablers or de-railers** does your 3 Lenses analysis reveal? How does this affect your **strategy/approach**?

Who are your key stakeholders at each **level of interest** and **authority**?

Create **action plans** to strengthen your support network.

Keep yourself **whole and healthy** as well.



Negotiating Sponsorship: Top 5 Tips

5. Start Early

4. Make Your Case

3. Sell Benefits, Not Features

2. Frame Your Financial Request

1. Be Persistent & Follow Through



The MIT EMBA: In Brief

CHALLENGE

BROADEN

IMPACT



MIT
MANAGEMENT
EXECUTIVE MBA