



## Gorick Ng

### AUTHOR

Most early-career attrition is not a pay problem or a purpose problem. It is a translation problem. New hires, managers of new hires, and first-generation professionals all operate inside a set of unwritten rules that nobody is taught and few are willing to spell out, and the cost of that gap shows up in engagement scores, ERG complaints, manager escalations, and lost talent before the second promotion.

Gorick Ng is a Harvard career adviser and Wall Street Journal bestselling author who helps organisations close the gap between what employees are told about how careers advance and what actually determines who progresses.

## Gorick Ng's 2026 Biography

### Why organisations work with Gorick Ng

- He turns two recurring HR problems, the disengagement of capable early-career hires and the quiet stagnation of mid-career professionals in pyramid-structured firms, into a single teachable framework drawn from 500-plus structured interviews and used by Harvard Business School with every MBA cohort.
- His work bridges three conversations that most organisations run separately: new-hire onboarding, frontline manager development, and DEI for first-generation and underrepresented professionals. One body of content, three internal audiences.
- *The Unspoken Rules* sits on the Thinkers50 Best New Management Books list for 2022 and is published by Harvard Business Review Press, which gives the content institutional credibility that motivational early-career speakers cannot match.
- He speaks the language of large professional-services and corporate buyers because he has been on the buy-side of it: Boston Consulting Group, Credit Suisse, and Harvard Business School's Managing the Future of Work research project.
- Sessions are designed as practical training, not inspiration. Manager toolkits, ERG curricula, and onboarding modules can be built directly off the talk.

### Biography highlights

- Wall Street Journal bestselling author of *The Unspoken Rules: Secrets to Starting Your Career Off Right* (Harvard Business Review Press).
- Named to Thinkers50's 30 Thinkers to Watch in 2022; book selected for Thinkers50's Best New Management Books of 2022.
- Career adviser at Harvard College and faculty member at the University

### AVAILABLE FOR

- Advertising Campaign
- After Dinner Engagement
- Boardroom Advisory
- Guest Appearance
- Influencer Campaign
- Masterclass
- Moderating and Emcee
- Online Courses
- Organisational Development Programme
- Panel Participation
- Speaking
- Training and Workshops
- TV and Media

### GORICK'S SPEAKING THEMES

- Diversity, Equity & Inclusion
- Employee Engagement
- Executive Development
- Future of Work
- Inclusive Leadership
- Multigenerational Workplace
- Talent Retention Strategies

**LANGUAGES: English**

## Ideal for

- CHROs, heads of talent, and learning and development leads designing onboarding or manager training at scale.
- Heads of DEI and ERG sponsors building substantive programming for first-generation and underrepresented professionals.
- Professional-services and corporate firms with large early-career intakes (consulting, banking, law, accounting, technology).
- Talent leaders addressing mid-career stagnation among senior associates, senior managers, and VPs in firms where the path to the top narrows sharply.
- University and graduate-school audiences at convocation, orientation, and career-readiness events.

## Audience outcomes

- A shared vocabulary across managers and new hires for the behaviours that quietly determine early-career progression.
- Specific manager actions that reduce avoidable attrition in the first two years, drawn from named patterns in the research.
- A practical lens for ERG and DEI work that translates inclusion into observable workplace behaviours, not slogans.
- Onboarding content that addresses what first-generation and underrepresented hires need to hear that their peers already know.
- Confidence among early-career employees that career progression is learnable, not a matter of background.

## Gorick Ng's 2026 talks & topics

### The Unspoken Rules of Career Advancement

A talk for senior associates, senior managers, and vice presidents on how to keep progressing once the structured promotion ladder ends and most career movement becomes lateral and self-directed.

#### Key takeaways:

- Why most mid-career disengagement is a navigation problem in disguise.
- How to audit your own strengths, assets, and goals against an organisation that can no longer promote everyone.
- The behaviours that distinguish people who keep moving from those who plateau in the middle ranks.

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### The Unspoken Rules of Finishing Strong

A talk for interns, co-op participants, and rotational programme cohorts in the final weeks of an assignment, on what to do in the closing stretch to land a return offer and build the relationships that matter later.

#### Key takeaways:

- What managers actually remember about an intern or rotational hire after the placement ends.
  - The practical hand-off behaviours that distinguish people who get return offers from those who do not.
  - How to turn a short placement into the kind of references and relationships that matter five years later.
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### **The Ten Year Rule: The Unspoken Rules of Progressing in Your Legal Career**

A talk on what separates the early-career professionals who reach senior roles in legal and professional-services firms from those who plateau, drawn from Gorick's interview research.

#### **Key takeaways:**

- The behaviours that compound over a decade and the ones that look productive but do not.
  - What partners and senior managers actually look for when they sponsor people.
  - How firms can teach these behaviours rather than leaving them to chance.
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### **Whispers From the Front Lines: What Firms Need to Know About Engaging the AI-Native Generation**

A session for HR, talent leaders, and senior management on how AI-native early-career employees are actually doing the work. The gap between leadership's assumptions and the reality on the ground has quietly become a retention question.

#### **Key takeaways:**

- How AI-native juniors actually do their work, and where managers misread what they are seeing.
  - The hidden cost of mistaking faster output for stronger engagement.
  - What firms can do to turn AI-native hires into long-term high performers.
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### **Think Like an Outsider**

A talk for senior leaders and founders on how incumbents can recognise the patterns of disruption early and respond before they are forced to. Built from Gorick's research into how organisations behave when faced with talent and technological change.

#### **Key takeaways:**

- The behaviours that distinguish companies that anticipate disruption from those that react to it.
  - Where established players consistently misread what new entrants are actually doing.
  - Practical questions a leadership team can use to test its own assumptions about the business it is in.
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### **How to Manage Up, Down, and All Around**

A talk for people leaders on the basics of managing up, down, and across. These are the management instincts most managers are expected to develop on the job, drawn from Gorick's research into the

frustrations on both sides.

### **Key takeaways:**

- The recurring frustrations managers report about their teams, and the mirror-image frustrations team members report about their managers.
  - Specific small adjustments managers can make in how they communicate, delegate, and give feedback.
  - How to coach a team member toward self-sufficiency instead of solving every problem for them.
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### **How to Reach 'Level 7 Ownership'**

A talk on the ownership behaviours that distinguish the people who get promoted from the people who do their jobs well, designed for early-career and high-potential cohorts.

### **Key takeaways:**

- A scale for thinking about ownership beyond “doing what you’re told”.
  - What ownership looks like in practice for individual contributors.
  - How managers can recognise and reward the behaviour without over-rewarding noise.
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### **How to Succeed in a New Internship or Job**

A workshop for students, interns, and early-career professionals on the specific behaviours in the first day, first week, first month, and first year that determine whether someone is seen as a strong performer.

### **Key takeaways:**

- Why hard skills get people hired but soft signals decide who progresses.
  - The specific actions to take in the first 90 days that shape a manager’s view of a hire.
  - The hidden mistakes new hires make in their first year, and how to avoid them.
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### **How to Take Control Of Your Career**

A talk for individual contributors on how to push a career forward when no one else is doing it for them. Drawn from Gorick’s research into what separates people who progress from those who plateau.

### **Key takeaways:**

- How to identify and ask for what you actually want at work, instead of hoping it appears.
  - The behaviours that signal high-potential to senior leaders watching from a distance.
  - How to create opportunities that do not yet exist in your current role.
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### **What I Wish Someone Had Told Me Sooner: Reflections From a First-Generation Professional**

A session for ERGs and first-generation professionals on the unspoken career rules that white-collar households teach their children without realising, and that first-generation employees are left to work out on their own.

**Key takeaways:**

- The tacit career knowledge most managers assume their team already has.
- Specific behaviours first-generation professionals can adopt to close the gap, without losing what makes them distinct.
- What managers, sponsors, and ERG leaders can do to make this knowledge available to everyone.

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**How to Make the Most of Higher Education**

A session for first-generation, low-income, and non-traditional university students on the unspoken rules of campus life and the career decisions made within it, drawn from Gorick's own experience as a first-generation college student and Harvard MBA.

**Key takeaways:**

- The on-campus behaviours that compound into stronger graduate outcomes for first-generation students.
- How to access the mentors and opportunities that traditional students take for granted.
- Practical advice on choosing internships, classes, and networks that match where a student wants to be in five years.

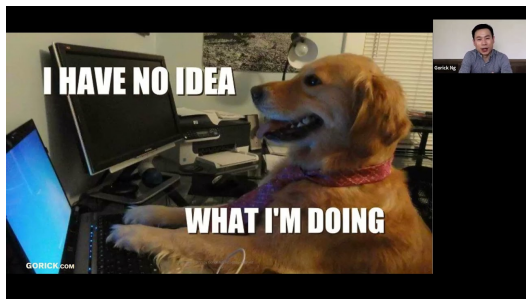
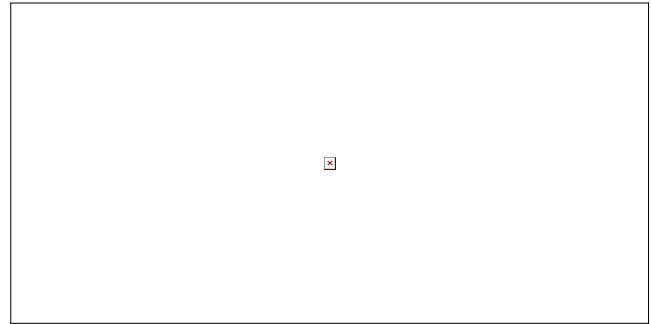
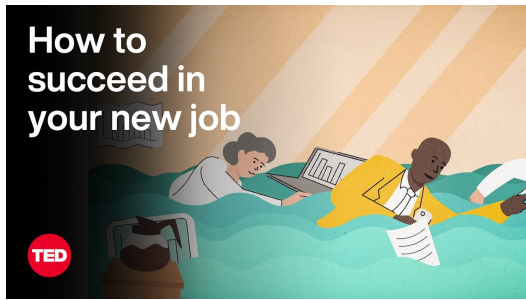
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**From Mindshare to Market Share**

A talk for founders, CEOs, and marketing leaders on what has changed in how brands and ideas earn attention, now that SEO, traditional PR, and paid media are working less reliably. Drawn from Gorick's experience launching a Wall Street Journal bestseller and a successful Kickstarter campaign, and from his ongoing research into how authors and challenger founders build audiences in the AI search era.

**Key takeaways:**

- Why mindshare now precedes market share, and what that changes about marketing spend.
- How AEO and GEO work in practice, and what they require that traditional SEO does not.
- The specific tactics bestselling authors and challenger founders use to build audiences from a standing start.



## What Gorick Ng's clients say

What an incredible start to our LaunchPoint Signature event! ??

Day one kicked off with an inspiring keynote from Gorick Ng, author of "The Unspoken Rules: Secrets to Starting Your Career Off Right." Gorick's insights and energy were the perfect way to launch our two-day event for Fifth Third Bank's year one and year two leadership participants. A huge thank you to Gorick for joining us this morning and sharing your wisdom—we couldn't have asked for a better speaker to get us thinking like CEOs!

**Deanna Heiden Gambrell**  
Leadership Program Manager, Fifth Third Bank

Absolutely loved today's session by Gorick Ng on "Managing your career: The Unspoken Rules". Thank you to the Co-hosts involved for sharing their incredible insights and experiences!

The session was focused towards changing perspectives - by acquiring feedback from employees and managers from phenomenal companies globally AND based on that, what daily habits/actions you can change starting now. Out of the many takeaways from the session, two major ones were:

1. Leading wherever possible.
2. Reframing my role and the impact I bring.

**Maissam Mustafa**

*Supply Chain Manager, Nike*

Thank you to Gorick Ng for delivering today's insightful keynote presentation, "How to Take Control of Your Career," as part of Best Buy's Career Month programming.

Attendees were inspired by Gorick's story and gained practical tips to empower their career journeys. Personally, I've been a fan of Gorick since his book, "The Unspoken Rules," was released in 2021. His book offers valuable guidance, strategic approaches, and practical wisdom that may be obvious to some, but remain unfamiliar to many, particularly those in the early stages of their careers and those coming from marginalized communities. Having personally acquired many of these essential skills through my personal lived experiences, mentors and self-education, I am passionate about equipping everyone with the necessary tools for success. Gorick's book serves as a solid foundation to empower individuals on their professional journeys.

It was an honor to collaborate with Gorick and bring this presentation to our employees, on behalf of the Young Professionals PDG. I will put the link for Gorick's book and a note about the session recording in the comments.

**Leah Spielman**

*Technology Transformation Manager, Best Buy*

Gorick's advice and strategies were well received by our students! They were empowered to build their professional network and now feel more comfortable putting themselves "out there" and taking the next steps into their careers.

*Career and Alumni Services Dept., Leadership Enterprise for a Diverse America (LEDA)*

Gorick's workshop on management skills was a hit with our MIT students and postdocs, and it was a pleasure to work with him to develop the event. He is knowledgeable, personable, and a thoughtful educator. He delivered a lively workshop that was full of concrete tips and tools, and closely tailored to our students' needs. I am grateful that Gorick is filling this critical skill gap for young professionals, and warmly recommend his work.

**Dr. Diana Chien**

*Director, MIT School of Engineering*

One student said: 'I learned more from Gorick than from the entire Career Advancement Office at my school.' In addition to graciously staying on for an extra 30 minutes to answer questions, he made the presentation especially personal and it resonated with our students and alums, many of whom are first-generation college students/grads.

**Grace Sun**

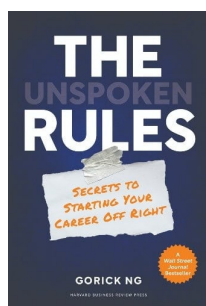
*Director, Alumni Programs, QuestBridge*

He managed to engage 230 attendees across Google as part of our Asian Googler's Network (AGN). Attendees stayed 20 minutes afterwards (and would have stayed longer) to ask their questions.

**Lynn Xie**

*YouTube Product Partnerships, Google*

## GORICK'S LATEST BOOKS



**The Unspoken Rules: Secrets to Starting Your Career Off Right**