

# Career Planning Workbook

Based on article by Linda Pololi, PhD. Career development for academic medicine - a nine step strategy. BMJ careers Jan 28: 38 - 39.

ATS Core Training Webinar  
November 20, 2019

Robb Glenny, MD



Division of Pulmonary, Critical Care  
& Sleep Medicine  
University of Washington

## Goals of Workbook

- Motivate you to take stock of where you are and where you want to go.
- Provide some guidance for this self-assessment.
- Offer some tools to create your 5- and 10-year plan.
- Empower you to understand the rules for promotion to the next level.
- Encourage you to continually revisit and revise your plan.

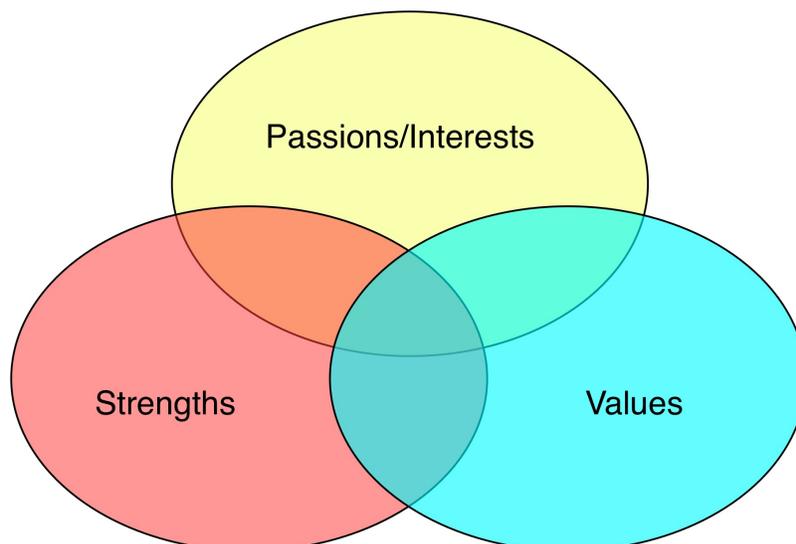
## Motivation

- We chose Academic Medicine because we value the perceived rewards from working in this environment
  - there are numerous types of rewards and, as individuals, we value them differently
  - ultimately we chose academic medicine because we thought this would be the most fulfilling career
- Academic Medicine, and we as individuals, change with time
  - need to reassess and ensure that our jobs remain fulfilling
- One of the rewards from working in academic medicine is autonomy - the freedom to create one's own career path
  - reinforces sense of self-worth and satisfaction with accomplishments
  - comes with many responsibilities - one of which is determining your own happiness

- Career Planning is an active process
  - you need to be engaged and committed to the fulfillment of your own career goals
  - it requires quiet and reflective time
  - you need help from others to provide reality checks
  - you need to constantly revisit, reassess, and refine your plan
- Managing Yourself by Peter F. Drucker [Drucker, PF. Managing Yourself. Harvard Business Review. Jan. 2005, 1 - 11.]
  - We live in an age of unprecedented opportunity.
  - With opportunity comes responsibility.
  - It is up to you to carve out your place, to know when to change course, and to keep yourself engaged and productive during a work life that may span some 50 years.
  - To do those things well, you need to cultivate a deep understanding of yourself.

### Meaningful Work

“Realization of one’s potential and purpose - the point at which a person’s passions, strengths, and core values interact synergistically in his or her work.” S. J. Lieff, MD, Acad. Med. 2009



## Ten Step Method

1. Clarify your personal values
2. Prioritize your values
3. Identify your strengths
4. Set 10 year goals
5. Identify intermediate goals
6. Determine skills needed to achieve goals
7. Write learning contract with yourself
8. Engage supervisor and mentors
9. Repeat 5, 6 and 7 for intermediate goals
10. Commit effort and time to reassessment and refinement



Circle your top ten personal values

## Personal Values

- Authenticity
- Achievement
- Adventure
- Authority
- Autonomy
- Balance
- Beauty
- Boldness
- Compassion
- Challenge
- Citizenship
- Community
- Competency
- Contribution
- Creativity
- Curiosity
- Determination
- Fairness
- Faith
- Fame
- Friendships
- Fun
- Growth
- Happiness
- Honesty
- Humor
- Influence
- Inner Harmony
- Justice
- Kindness
- Knowledge
- Leadership
- Learning
- Love
- Loyalty
- Meaningful Work
- Openness
- Optimism
- Peace
- Pleasure
- Poise
- Popularity
- Recognition
- Religion
- Reputation
- Respect
- Responsibility
- Security
- Self-Respect
- Service
- Spirituality
- Stability
- Success
- Status
- Trustworthiness
- Wealth
- Wisdom



Identify the 5 most important personal values and write bullet points clarifying each

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

5. \_\_\_\_\_

A light blue circle with a thin dark blue outline, containing the text "Step 3".

### Step 3

List your talents and strengths (what got you where you are now):

A light blue circle with a thin dark blue outline, containing the text "Step 4".

### Step 4

Where and what do you want to be 10 years from now?

- Think big but be practical and honest with yourself.
- What do you want to be remembered for?

## Step 5

### Determine intermediate goals

- Avoid “opportunities” that distract you from reaching goals.

5-year goals:

3-year goals:

1-year goals:

## Step 6

What skills will you need to achieve your goals for the next 1 - 3 years?

- Get advice from senior mentors
- Determine what the University of Washington offers to teach these skills.

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

5. \_\_\_\_\_

6. \_\_\_\_\_

## Step 7

Create a learning contract with yourself.

- learning objectives
- target dates to accomplish objectives
- action steps and target dates
- needed resources
- state how you will evaluate success in accomplishing objectives

## Step 8

### Engage Supervisors and Mentors

- separate from performance reviews
- inform them of your passions and goals
- get them engaged and excited about what you want to do
- determine how your goals are aligned with promotion and the greater community

Determine rules of promotion in your department

Feedback is an invaluable gift

Cultivate honest and caring feedback

Use as reality checks for ultimate and short-term goals

Confirm that your meaningful work is aligned with greater community

## Step 9

Repeat steps 6 and 7 for 3- and 5-year plans

## Step 10

Commit effort and time to reassessment and refinement

- Maintaining and revising your career plans is an active process
- Life and your job will change with time.
- Make a pact with yourself to set time aside for reflection annually.
- Revise your learning objectives to support your goals as they evolve
- If you are honest with yourself when setting initial goals, these will likely not change drastically over time.

## Reading Materials

- Lieff, S. J. (2009). Perspective: The missing link in academic career planning and development: pursuit of meaningful and aligned work. *Academic medicine : Journal of the Association of American Medical Colleges* 84(10): 1383-1388.
- Pololi, L (2006). Career development for academic medicine - a nine step strategy. *BMJ careers* Jan 28: 38 - 39. <http://careers.bmj.com/careers/advice/view-article.html?id=1446>
- Brucker, PF. *Managing Yourself*. Harvard Business Review. Jan. 2005, 1 - 11.