

Keys to a Successful Career in Industry: Building on Early Career Achievements

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Disclosures

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Know Yourself

- What is your dream?
 - Personal
 - Professional
 - Family
- What drives you?
 - Money
 - Power
 - Fame
 - Affiliation
- How do you construct your plans to fit your goals and motivations?

Natasha Richardson, the famous actress who tragically died of a subdural hematoma, was remembered as someone more interested in being an actress than in being a star.

Keys to Career Success

Define your mission

Example: To translate the latest scientific discoveries into breast cancer therapies that provide a long-term survival benefit for breast cancer patients

Deploy habits and tools to accomplish your mission

- Self Management
- Persistence
- Focus
- Attention to Detail
- Adaptability
- Mentorship Network

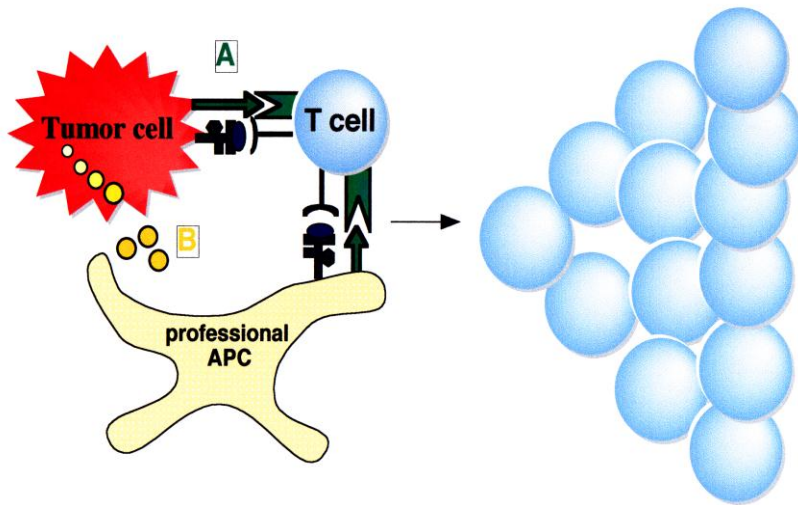
How I Stumbled into My Career

- High school—liberal arts
- College
 - UCSB—marine biology (physics for poets)
 - UCSD—Revelle College, biochem/cell biology
 - medical microbiology
- Volunteered at LJCRF (now the Burnham)
 - Worked in cancer research lab purifying PLAP
- Worked at Hybritech 2 years (protein biochemistry)
- MSTP program Baylor College of Medicine
 - PhD Immunology-----Cell Biology

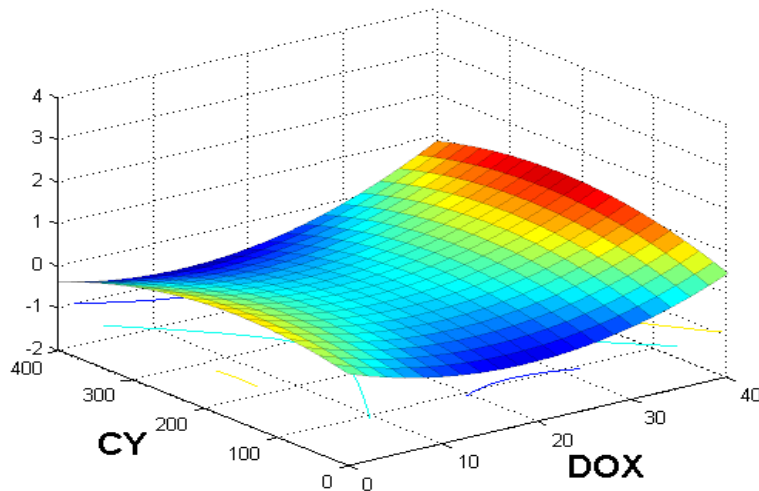
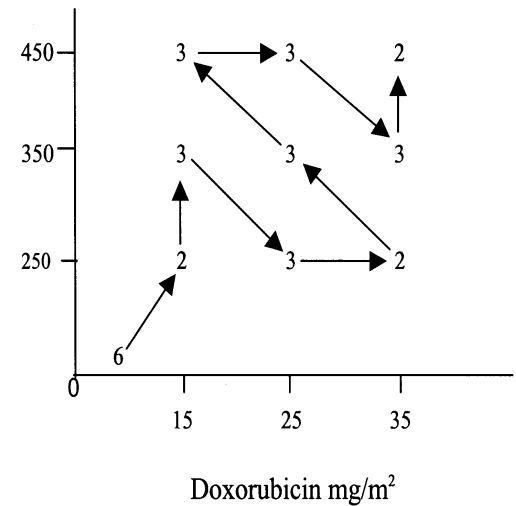
How I Stumbled into My Career

- Residency UTSW (Parkland Hospital)
- Fellowship in Hematology/Medical Oncology
Johns Hopkins
 - Career Goal: apply advances in basic science to important clinical problems in oncology—focus on cancer immunotherapy
- Faculty Johns Hopkins since 11/2001

A Phase I Factorial Clinical Trial of Chemotherapy-Modulated Vaccination with Allogeneic GM-CSF-secreting Breast Tumor Cells in Metastatic Breast Cancer



Cyclophosphamide
mg/m²



Why persist?

1. Important scientific question that remained relevant
2. Unique trial design
3. Lots invested—maybe not the best reason

Emens et al, 2009, JCO 27: 5911.

Develop Your Professional Reputation

- Your reputation *will* precede you.
- Develop a reputation for expertise in your area: local--regional—national—international.
- Be meticulous in your work—the design and planning, execution, record-keeping, data analysis, interpretation, and presentation
- Be a good citizen: meet deadlines, be organized, be proactive, communicate clearly

Remember: The devil is in the details

Little Things Do Make a Difference

**If you think they don't, try going to bed
with a mosquito in your sheets.**

» Deborah Myerson

Learn to Work Through Other People

- Cross-functional team-building
- Management—have to work with all types of people with different personalities and work styles, cultural backgrounds
- Leadership
- Delegation (a way to say “no” while saying “yes”!)
- Engendering motivation: three principles
 - Competence—flow, “the zone”
 - Autonomy—continuum from micromanagement to neglect
 - Social Connectedness: belonging to and contributing to the group

Demonstrate appreciation.

Personalize your interactions with your mentors and staff.

Be generous!

Give credit for support and work well done.

Know Your Environment— Organizational Structure

- Power structure, formal and informal
 - Division
 - Department
 - Company
 - Scientific community
- Criteria for success and promotion
- Alignment with team and organizational priorities
- Competing agendas
- Adaptability to organizational structure shifts and power shifts, changes in project priority

Don't Be Reactive
Things Frequently Aren't What They Seem

Women, Work, and the Will to Lead

Lean In—Sheryl Sandberg

- 2011 Kinsey report: Men are promoted based on potential, whereas women are promoted based on past accomplishments. What to lean in to?
 - Ambition
 - Confidence
 - Fear
 - Discomfort
 - Criticism (external messaging)
 - Learning new things
 - Leadership and helping other people up

Arianna Huffington “Redefining Success: The Third Metric”

- 3 pillars of success
 - money
 - power
 - well-being, wisdom, wonder, empathy, compassion, giving back
- Time famine—how to combat it
- Work-life balance vs. Work-life disequilibrium
- Unplug in order to re-charge

“Being connected in a shallow way to the entire world can prevent us from being connected to what is most important.”

Leadership

“Leadership is about making others better as a result of your presence, and making sure the impact lasts in your absence.”

--Harvard Business School

Academia vs Biotech vs Large Pharma

- Scale--small vs. large vs. global
- Innovation vs. implementation vs. delivery
- Potential for expanding resources—get things done faster and better
- Potential for impact widens
- “Ivory tower” vs. science/medicine for profit