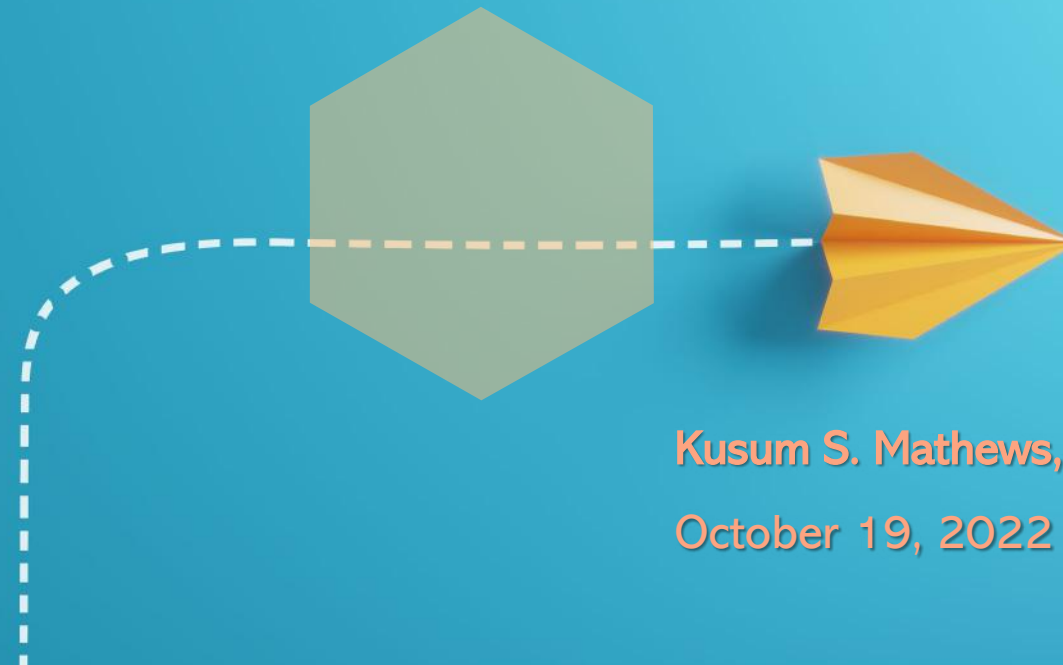




“The Devil You Know...”:
**A decision analysis for
transitioning from
academics to industry**

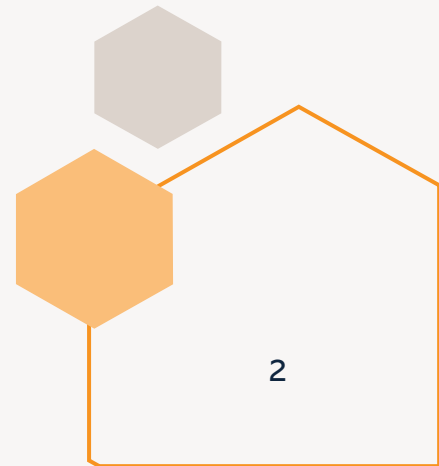


Kusum S. Mathews, MD, MPH, MSCR

October 19, 2022

Disclosures

The views and opinions expressed in this presentation are those of my own and do not reflect the standards or practices at my employer, (Chiesi USA, Inc.). This presentation is for informational purposes and should not be taken as legal or regulatory advice or opinion.





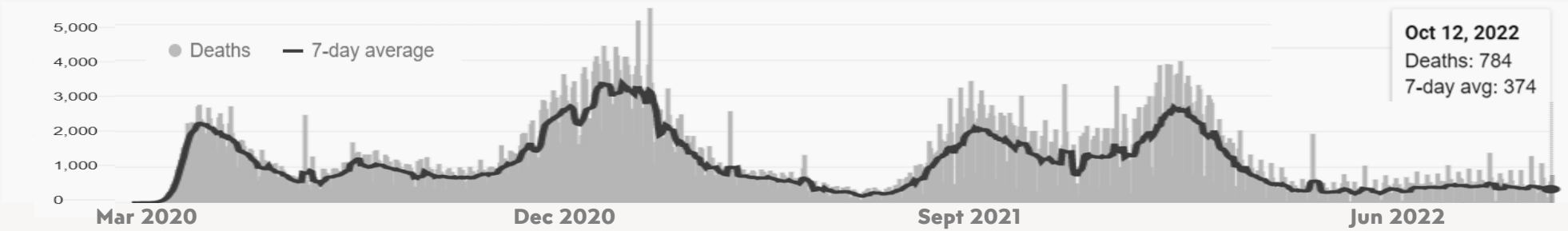
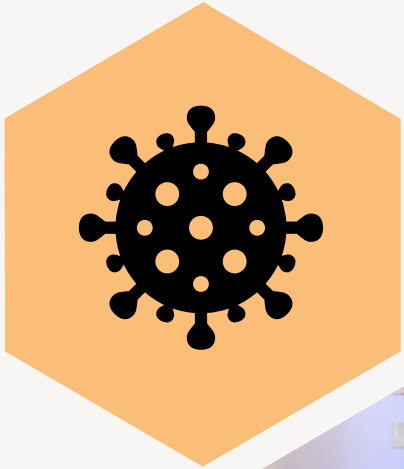
Outline



My “Right Turn”

Changing direction for something different and... better





What changed?

Work

- Clinical environment
- Diminishing resilience
- “Value” generation and justification

Life

- Family needs → “Sandwich” Generation
- Personal health
- Life purpose

Reflection Time: What is academia to me?



- Life calling?
- Challenge & Achievement?
- Internal vs. external expectations?
- Programming?
- Addiction?



“Better the devil you know,
than the devil you don’t know”
- R Taverner, Irish proverb, 1539

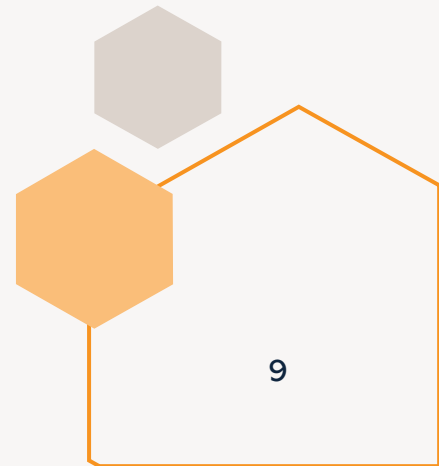


“Change before you have to...”

– Jack Welch, General Electric CEO

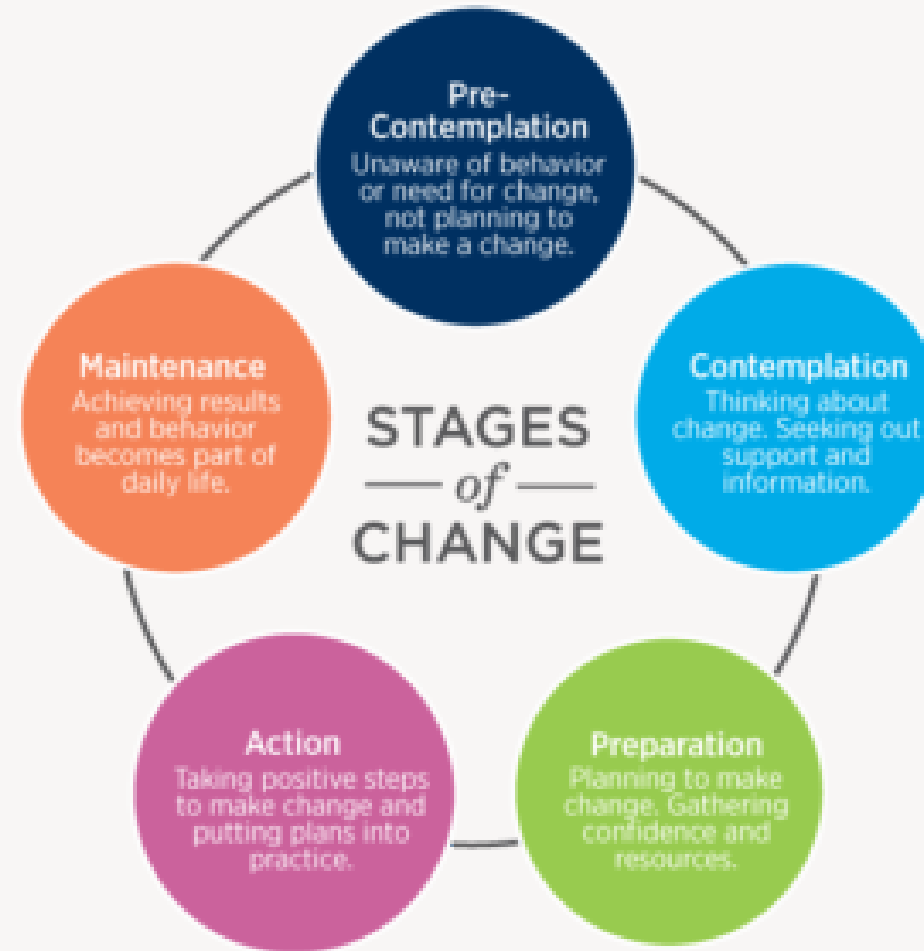
REFLECTION TIME:

- Is a career change needed in your life?
- When would it be a good idea to look?
- Is it even possible?



Transtheoretical Model: Stages of Change

- **Prochaska & Norcross (2011)**
 - Health psychology
 - Problem behaviors
- **Broader application**
 - Personal change
 - Cognitively- or psychologically-based change



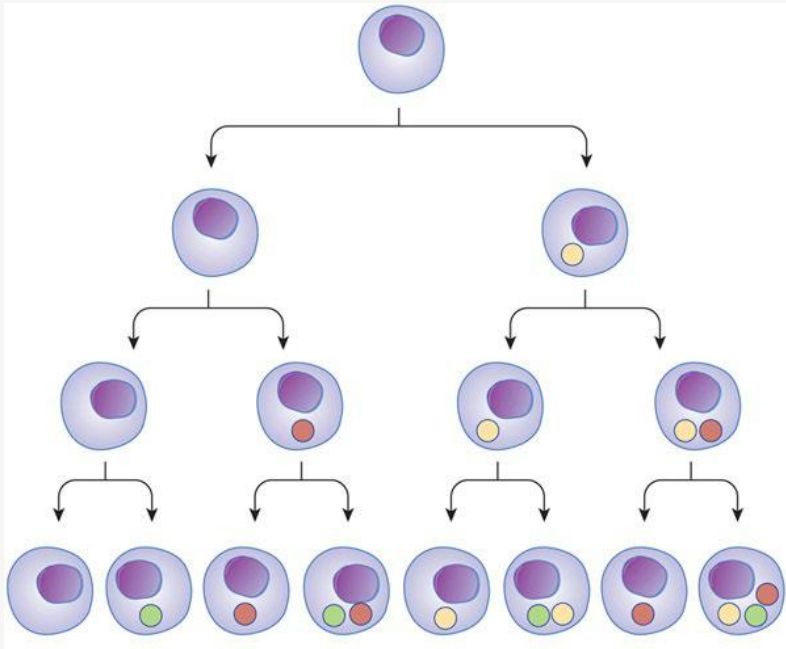
Staying in “your” lane

PRE-CONTEMPLATION

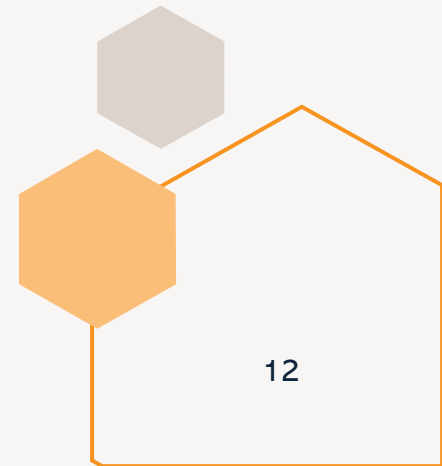
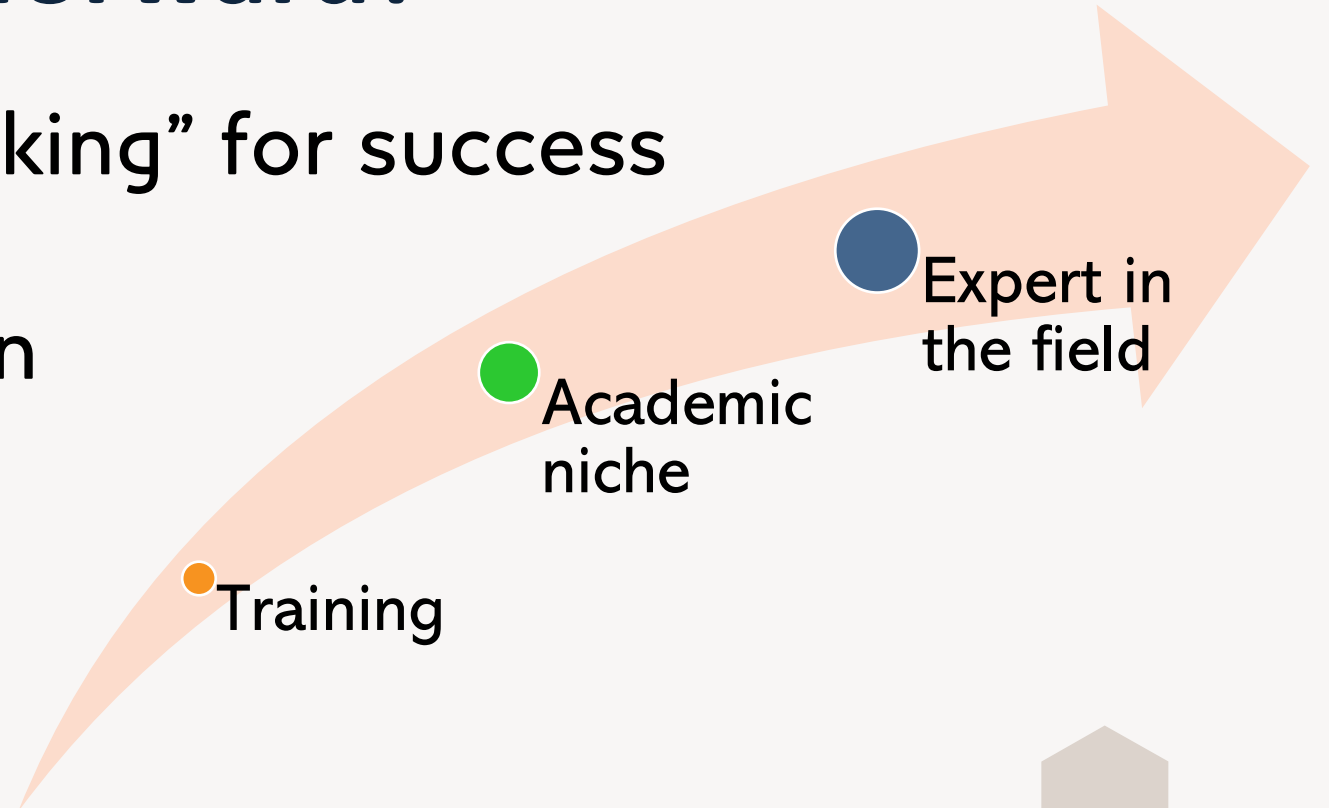


Clearly defined path forward?

- Career mapping → “Tracking” for success
- “Super”-subspecialization



- Pluripotent
- Multipotent
- **Unipotent?**

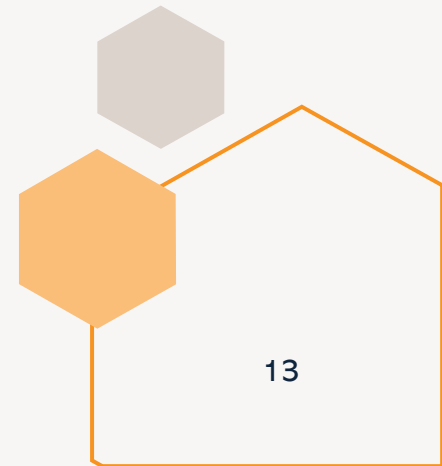


REFLECTION TIME: Is staying the course **STILL** the right option?

“The great enemy of any attempt to change men’s habits is inertia. Civilisation is limited by inertia.”
– Edward L. Bernays, *Propaganda* 1928



- 20+ year training commitment
- Job security of sorts
- “Game of Life” career



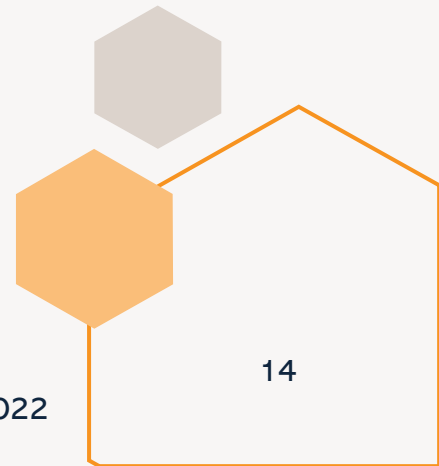
Facilitating a broader view of your situation



That one friend that always says they are fine even when they clearly aren't

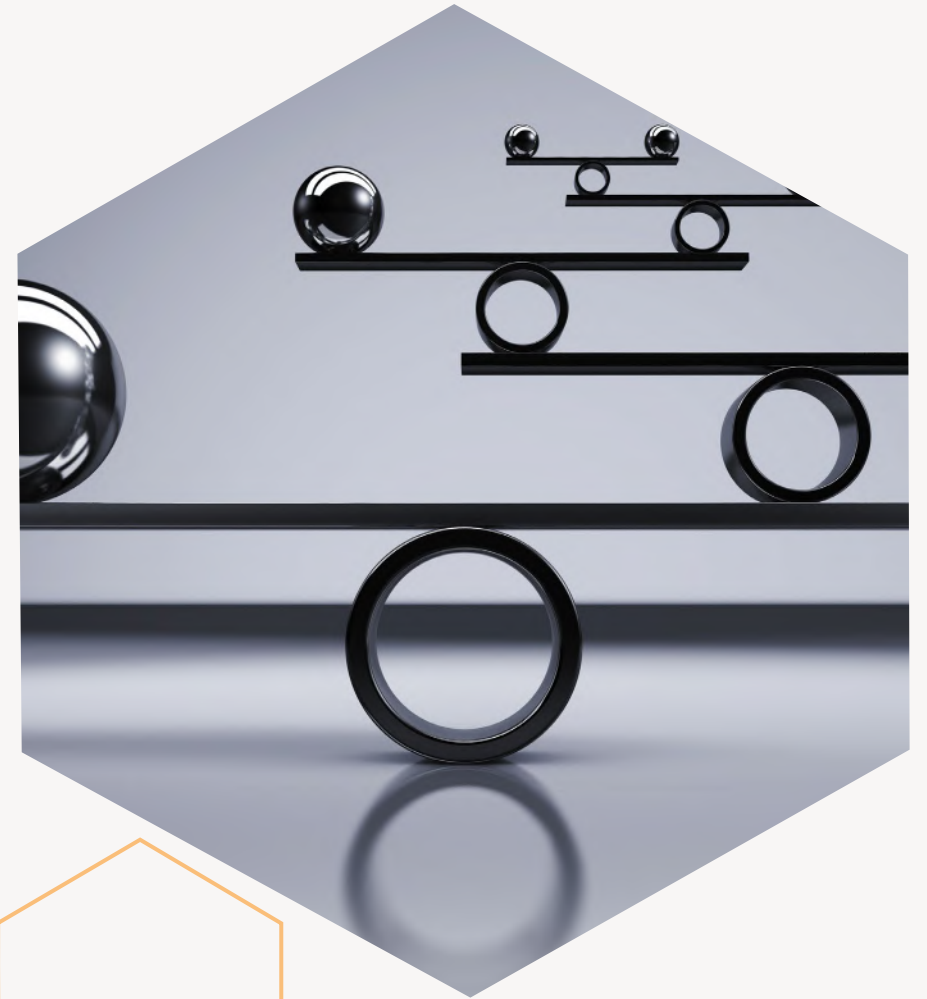
 classical_art_memes_official

- **Advice from others in your position**
 - “This is the same everywhere...”
 - “This is the best we can expect...”
 - “It’s a privilege to work here...”
- **Consciousness-raising therapy**
 - Awareness activities
 - Transparency around possibilities
 - “Six degrees of separation”
 - Mentors, sponsors, facilitators, coaches, etc.
 - RAISE-ECHO



Situational Awareness

CONTEMPLATION



Reassessing pluripotency



Needs/Goals Assessment: School interview



Career

- **SMART Goals:** Specific, Measurable, Attainable, Realistic, Timely
- **Timeframe:** 10-year, 5-year, 1-year, 6-month?
- Choose needs that are important and particular to you/your life
- Choose goals within your control

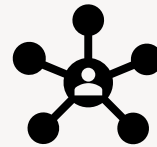
Needs/Goals Assessment: Expand the list!



Career



Family



Social



Physical



Leisure

Other categories: Personal Growth; Skills Development

Prepping for Change

*PREPARATION &
DETERMINATION*



Researching your options



Crowdsourcing

LinkedIn, Doximity

Social Media & FB Groups



Networking

Zoom chats

Conference coffees



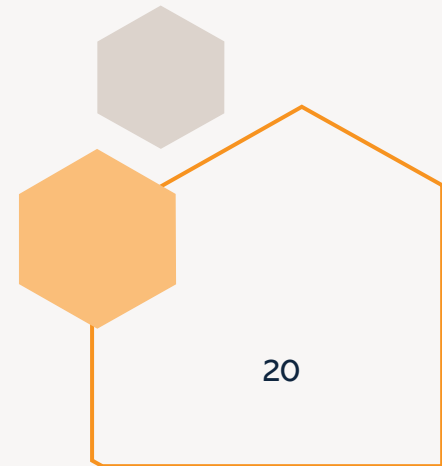
Coaching

Within & outside your field

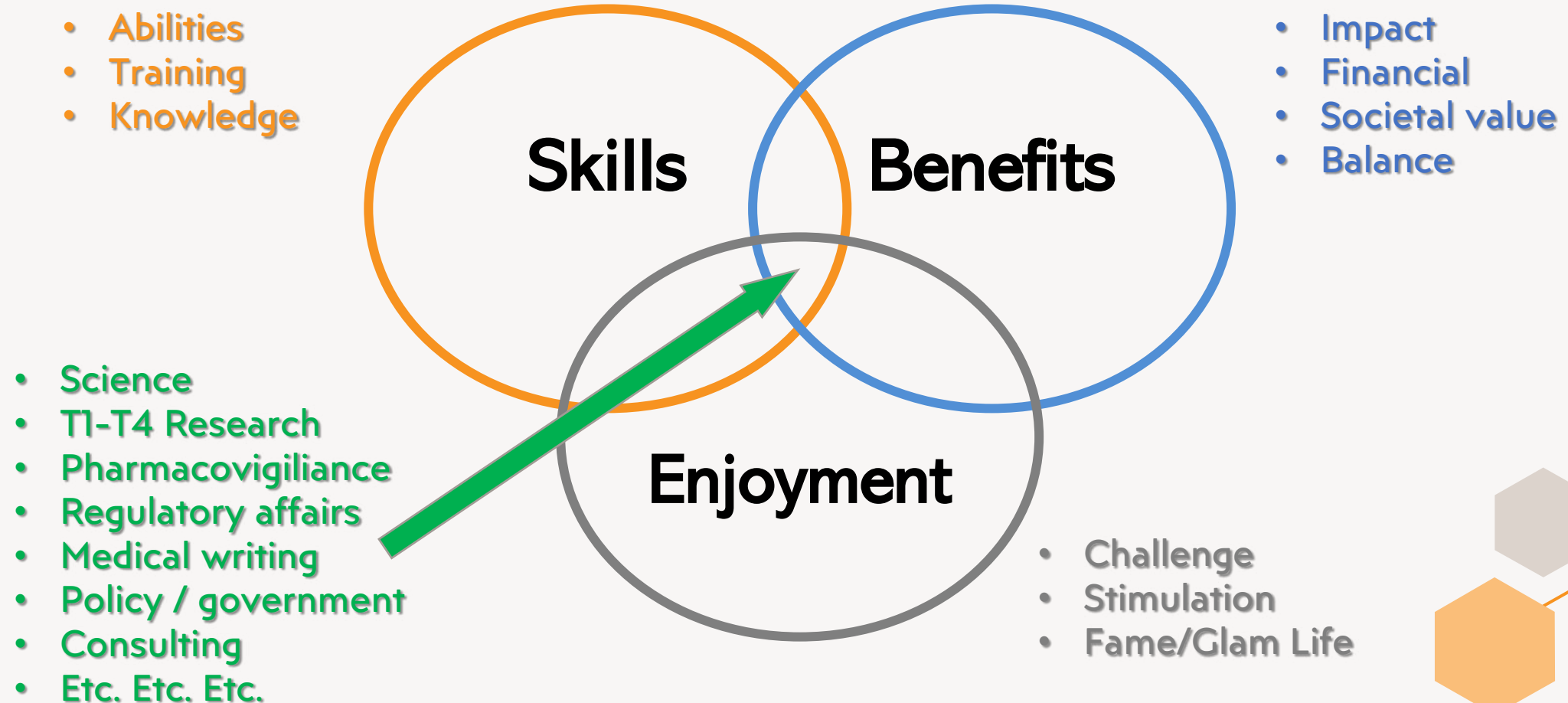
Group vs. individual



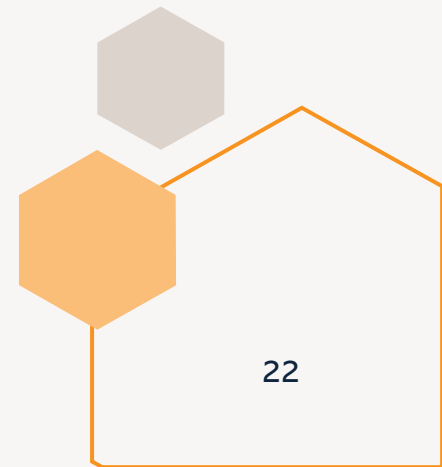
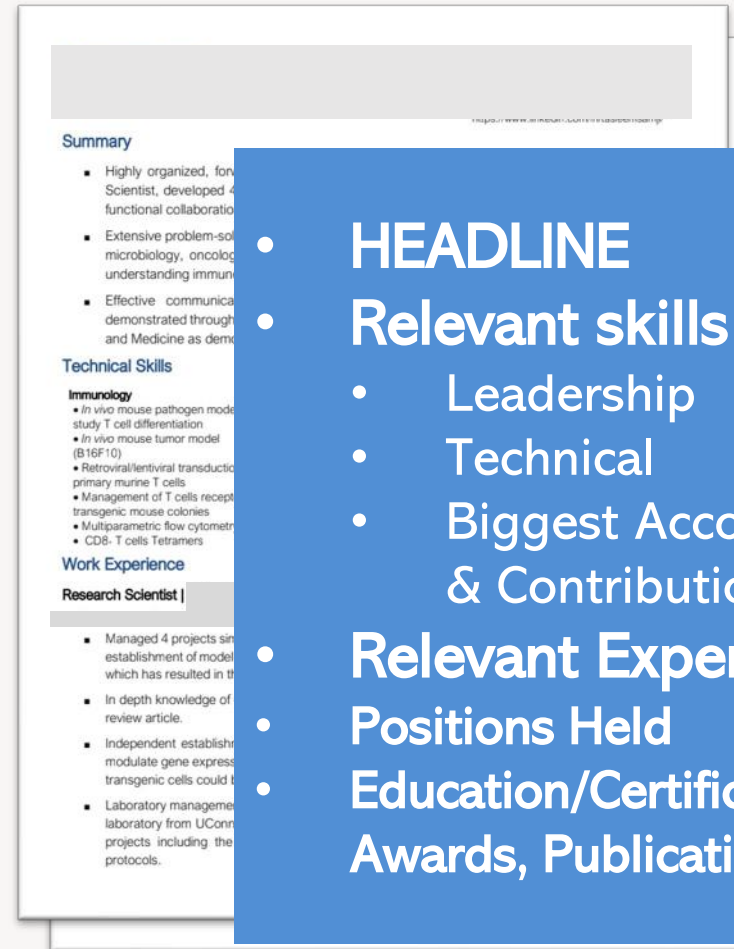
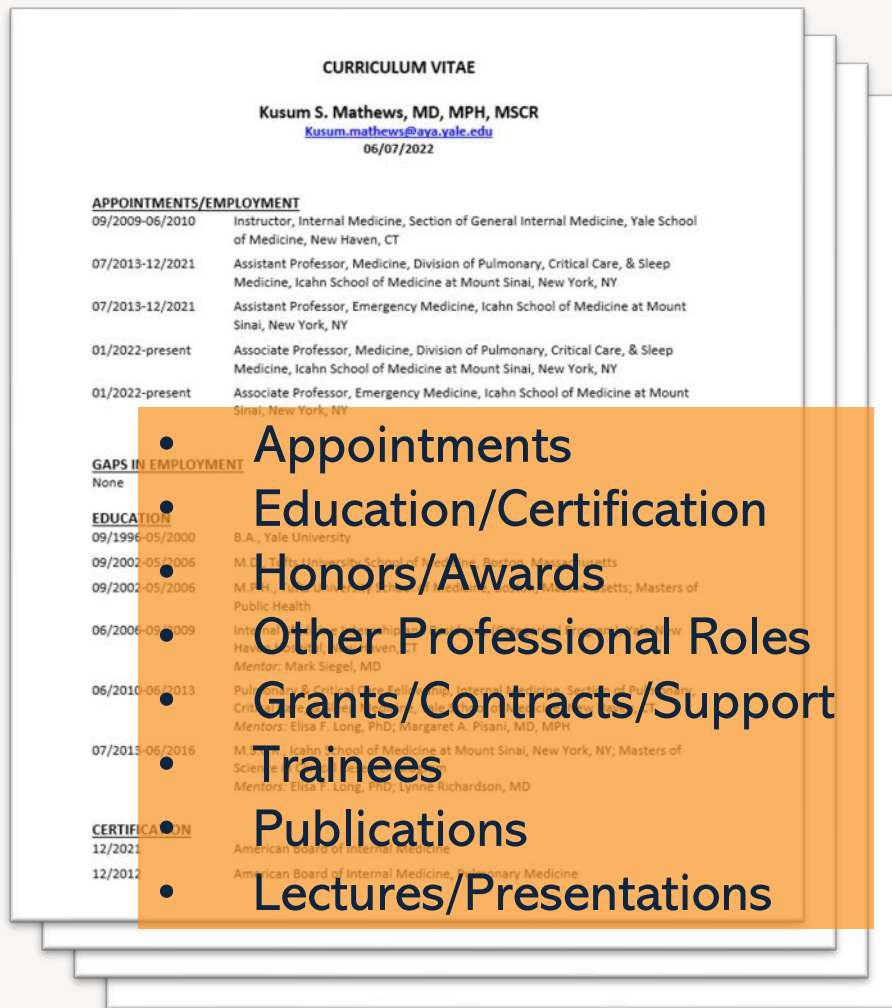
Hint... **LEVERAGE** your groups/networks to both explore options and to potentially find an **advocate** for you during the hiring process



Sweet spot: Targeting your next move

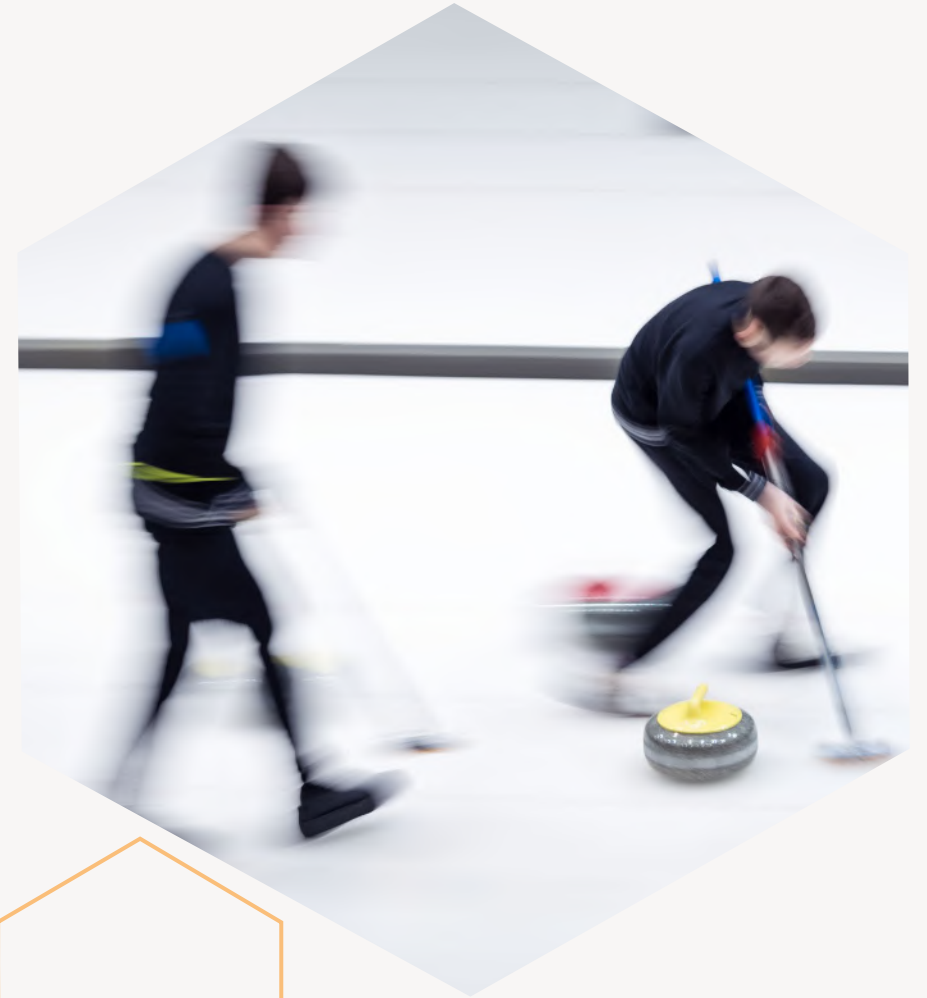


Flipping your CV: Going from 22 to 2 pages

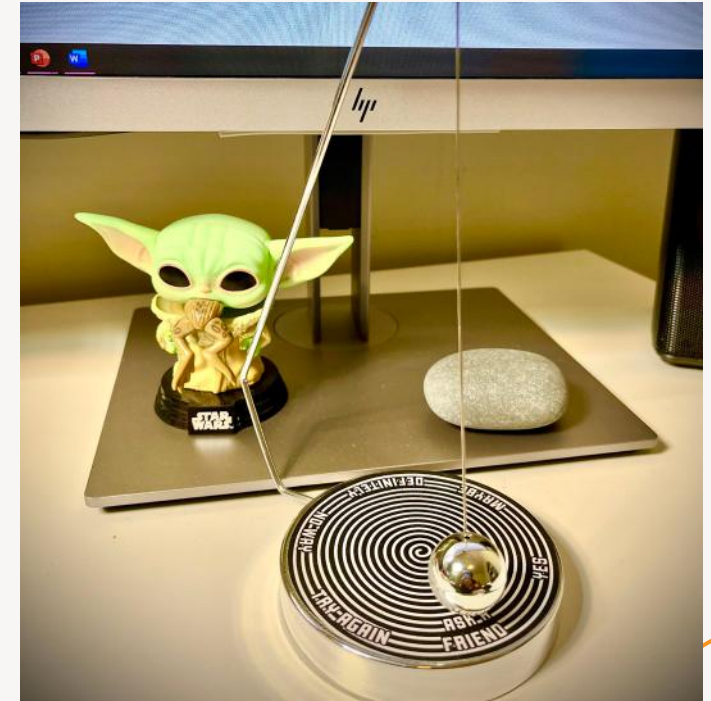
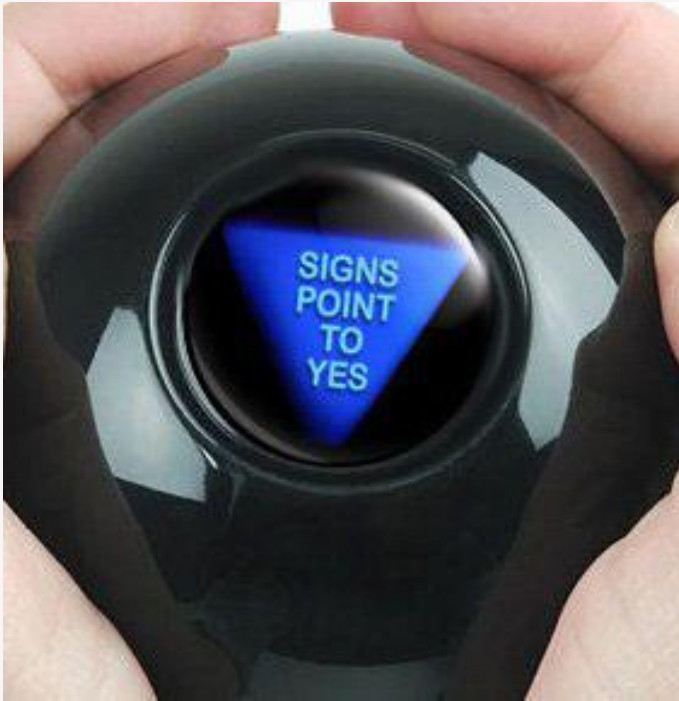


Action & Maintenance

WILLPOWER



Decision making: Approaches



Decision analysis: Evaluation criteria

Financial	Clinical environment	Research environment	Personal satisfaction	Work-life balance
<ul style="list-style-type: none">• Salary/benefits• Discretionary funds• Dedicated resources	<ul style="list-style-type: none">• FTE• Clinical responsibilities• Supervisory role• Backup pool	<ul style="list-style-type: none">• Dept/division productivity• Collaborative approach• Shared resources	<ul style="list-style-type: none">• Intellectually stimulating• Mentoring opportunities• Skill/Career development opportunities	<ul style="list-style-type: none">• Commute• Ability to work from home• Schedule flexibility• Family-friendly

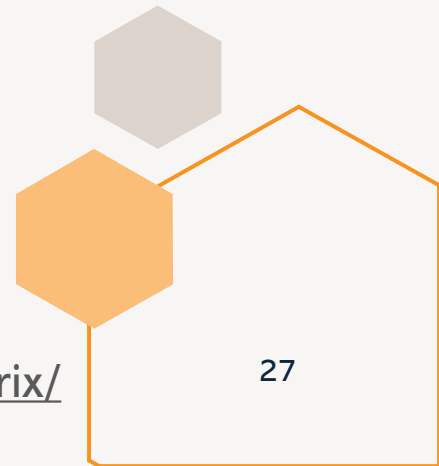
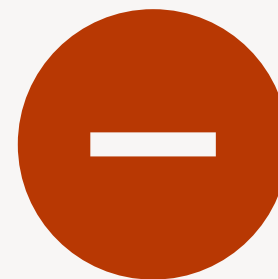
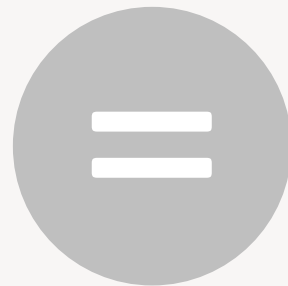
Evaluation criteria: Importance



Financial	Clinical environment	Research environment	Personal satisfaction	Work-life balance
2	1	3	5	4

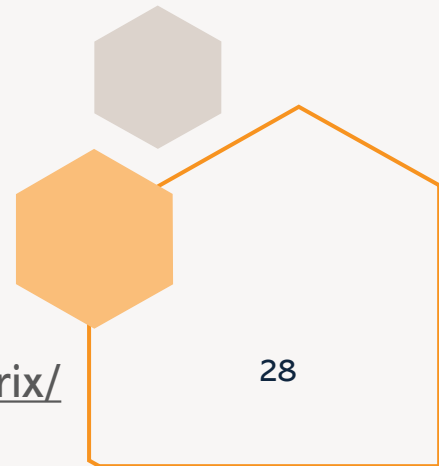
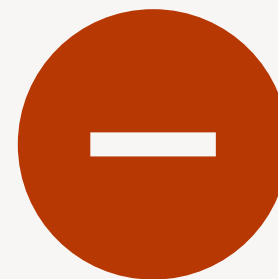
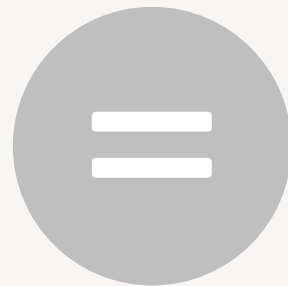
Pugh matrix: Comparing options

	Financial	Clinical environment	Research environment	Personal satisfaction	Work-life balance
<i>Current job</i>	0	0	0	0	0
<i>Job option 1</i>					
<i>Job option 2</i>					
<i>Job option 3</i>					



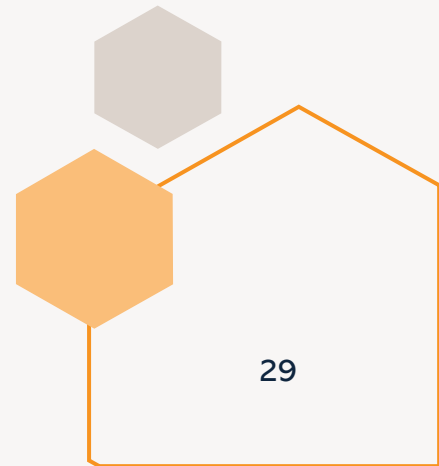
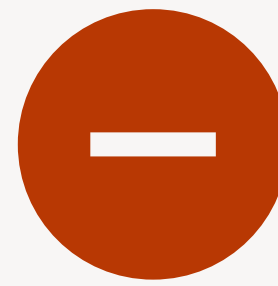
Pugh matrix: Comparing options

	Financial	Clinical environment	Research environment	Personal satisfaction	Work-life balance
<i>Current job</i>	0	0	0	0	0
<i>Job option 1</i>	(=)	(-)	(+++)	(+)	(+++)
<i>Job option 2</i>					
<i>Job option 3</i>					



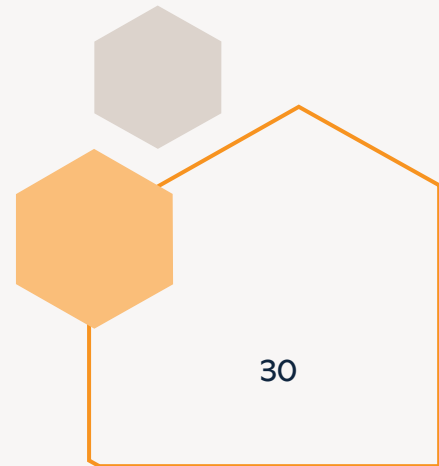
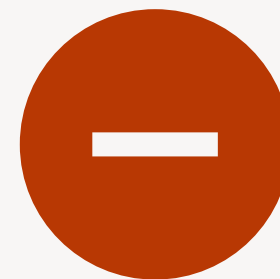
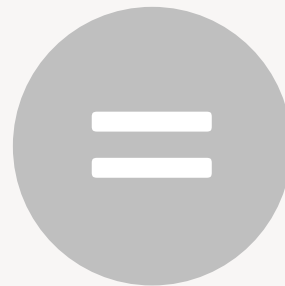
Pugh matrix: Comparing options

	Financial	Clinical environment	Research environment	Personal satisfaction	Work-life balance
<i>Current job</i>	0	0	0	0	0
<i>Job option 1</i>	(=)	(-)	(+++)	(+)	(+++)
<i>Job option 2</i>	(-)	(+)	(+)	(-)	(=)
<i>Job option 3</i>	(+++)	(++)	(++)	(+)	(+)



Pugh matrix: Comparing options

	Financial (2)	Clinical environment (1)	Research environment (3)	Personal satisfaction (5)	Work-life balance (4)	
<i>Current job</i>	0	0	0	0	0	
<i>Job option 1</i>	(=) 0	(-) -1	(+++) 9	(+) 5	(+++) 12	
<i>Job option 2</i>						
<i>Job option 3</i>						



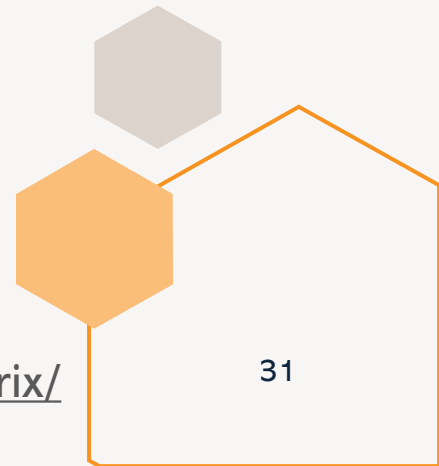
Pugh matrix: Comparing options

	Financial (2)	Clinical environment (1)	Research environment (3)	Personal satisfaction (5)	Work-life balance (4)	WEIGHTED TOTALS
<i>Current job</i>	0	0	0	0	0	0
<i>Job option 1</i>	(=) 0	(-) -1	(+++) 9	(+) 5	(+++) 12	25
<i>Job option 2</i>	(-) -2	(+) 1	(+) 3	(-) -5	(-) 0	1
<i>Job option 3</i>	(+++) 6	(++) 2	(++) 6	(+) 5	(+) 4	23



Hint... Use the table DYNAMICALLY.

What would it take to go from (-) to (+)? Or (+) to (++++)?



Action steps

- **Timelines:** Pace yourself and understand your constraints
- Prep for a **non-linear** journey
- **Early phase:**
 - Introductory convos
 - Information gathering
 - Insider knowledge
- **Late phase:**
 - Targeted interviews (multiple rounds)
 - Job talks
 - Negotiation



Resilience to handle “reactions”

- Anger
- Shaming
- Blaming
- Guilt
- Disappointment
- Excuses for your decision
- Bargaining
- Complete disregard
- Jealousy



Maintenance, Reflection, Reassessment

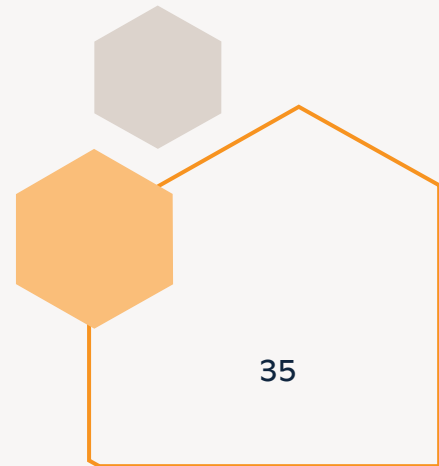
- **Knowing your worth**
 - Negotiation/Offer refinement
 - Needs & goals, short- & long-term
- **In-vivo career development**
 - Skill acquisition and application
 - Tangible & intangible products
- **Periodic reassessment**
 - Reexamination of priorities (new & existing)
 - Revisiting your Pugh Matrix





Final thoughts

- No **SINGLE** right path exists
- You are **NOT** stuck, and your path is **NOT** fixed
- Be open to even the **UNEXPECTED**
- Have confidence in **YOUR** decision-making process





Thank you!

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