What I Wish I Knew, Way Back When

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Jose S. Perez: A Day in the Hospital

Five Things to Remember

- Make a career roadmap; find and use mentors to help
Good to Great: Your Career

What you are deeply passionate about
What you can be best in the world at doing
What drives your economic engine

Where your energy and focus should be

Roadmap: The Ladder vs. the Jungle Gym

• You cannot map out an entire career when just starting (the ladder vs. the jungle gym).
• “Mark Zuckerberg was only seven years old when I graduated from college.” [Sheryl Sandberg]
The Ladder vs. the Jungle Gym

- Careers are a jungle gym, not a ladder.
- Ladders are limiting: people can only move up or down, on or off.
- On a ladder, most climbers are stuck staring at the butt of the person above.

Pattie Sellers, quoted in Lean In

The Ladder vs. the Jungle Gym

- Jungle gyms offer more creative exploration.
- There are many ways to get to the top of a jungle gym.
- The ability to forge a unique path provides great views for many people, not just those at the top.

Pattie Sellers, quoted in Lean In
Finding a Mentor

- Mentors select protégés based on performance and potential.
- Asking a (relative) stranger to be a mentor rarely works; approaching that person with a pointed, well thought-out inquiry can yield results.
- Follow up to offer thanks, and then use that opportunity to ask for more guidance.
- The relationship is more important than the label.

Sheryl Sandberg, Lean In
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Leadership Skills Can Be Learned

- Get more training
- Excellent reading:
  - Jim Collins, *Good to Great*
  - Sheryl Sandberg, *Lean In*
  - Daniel H. Pink, *Drive*
  - Roger Fisher, et al, *Getting to Yes*
  - David Allen, *Getting Things Done*
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• Toot your own horn – and Lean In

Taking Chances: The Tiara Syndrome

• The “Tiara Syndrome”: women expect that if they keep doing their job well, someone will notice them and place a tiara on their head.
• Don’t assume that if you work hard and be a team player, career progression will just happen
• Hard work and results should be recognized by others, but when they aren’t, advocating for oneself becomes necessary.

Carol Frohlinger and Deborah Kolb
Sit at the Table!

“The subject of tonight’s discussion is: Why are there no women on this panel?”

The New Yorker

Sheryl Sandberg, Lean In
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- No missed opportunities – take a chance!

Taking Chances

- Do not wait for power to be offered. Like that tiara, it might never materialize.
- And anyway, who wears a tiara on a jungle gym?
- Take a chance and ask:
  - When do you think I will be ready for promotion?
  - What leadership opportunities are there for me?
How to Apply for a Job/Opportunity

• “I want to apply to work with you at Facebook”, a friend said.
• “So I thought about calling you and telling you all the things I’m good at, and all the things I like to do. Then I figured that everyone was doing that.
• “So instead, I want to ask you: What is your biggest problem, and how can I help solve it?”

Sheryl Sandberg, Lean In

Life begins AT THE END of your COMFORT ZONE

Neale Donald Walsch
The Comfort Zone

- The comfort zone is a behavioural state within which a person operates in an anxiety-neutral condition . . . usually without a sense of risk.
- Highly successful persons may routinely step outside their comfort zones, to accomplish what they wish.

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- No missed opportunities – take a chance!
- Take control and drive the bus
Take Control and Drive the Bus

An effective team needs the right number of seats on the bus, and the right people in the right seats

Jim Collins

Useful Skills to Learn

- Learn everything about your job and organization
- The art of negotiation
- Understanding others’ priorities, and seeking common ground
- Time management
- How to run a meeting (and diplomatically redirect one that is wasting your time)
- Difficult conversations
The Time Quadrant

S. Covey, The 7 Habits of Highly Effective People

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<td>Not Important</td>
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Effective people stay out of Quadrants III and IV because, urgent or not, they are not important. They shrink Quadrant I down to size by spending more time in Quadrant II.
The Anderson Corollary to the Time Quadrant

- To move up the priority of Quadrant II items:
  - Put at the top of your “to do” list
  - Create internal (fake) deadlines
  - No matter what the source, a deadline is a deadline, and will help you prioritize the important stuff!

The Passion Thermometer

- Is it LOW on the thermometer? Say NO, in 3 parts:
  - Reply: “I’m honored to be asked; I need a day or 2 to consider whether I can give it the effort that you and I would want.”
  - Reflect
  - Respond: “Much as I would like to do it, I cannot give it the time to produce the quality you and I would want. So I must say no, but I would like to suggest [names of those who could use it to help their careers].”
- Is it MODERATE on the thermometer? Say NO! These are the hard ones. But if you say yes, you are locked in when an opportunity in your high passion area comes up.
- Is it HIGH on the thermometer? Say YES, and then qualify it by requesting more help, collaboration, co-chair effort, etc.

Thanks to Page Morahan, ELAM
The Backpack

We each carry around a backpack full of commitments/things to do.

Each time you add something to the backpack, you should remove something else – or it will become too heavy.

Once a year, go through the entire backpack, and discard items that no longer provide benefit or satisfaction.

Thanks to Janet Bickel.