

SOM/OCTRI Career Perspectives Series
Getting the Most from Your Annual Review
October 14, 2009
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Annual Review Components

Content:

Review of performance & progress towards promotion:

- a. Scholarship
- b. Teaching
- c. Service

Discussion of career goals and satisfaction

Documentation:

Preparation for the meeting

Summary of the meeting

Preparing For Your Meeting

Concepts

- Be prepared to **present your accomplishments** in Scholarship, Teaching and Service; gather appropriate documentation
- Be prepared to **articulate your goals**
- Be prepared to **listen**
 - What is your Chair/Supervisor's point of view?
 - What are the "big picture" concerns?

Know the P & T Guidelines

<https://ozone.ohsu.edu/som/faculty/docs/pandt/pandt.pdf>

Self Assess your Values, Strengths and Skills

- Values = the criteria you use to make decisions about your work and personal life
 - Clarify these factors in your own mind
 - Communicate them to others
 - Match them with available opportunities
- Strengths
- Skills in Scholarship, Teaching, Service

A Good read: Lieff SJ. The Missing Link in Academic Career Planning and Development: Pursuit of Meaningful and Aligned Work. Acad Med 2009;84(10):1383-1388

Consider these Self-Reflection Questions

- Looking at last year: What are you proudest of? And what would you have done differently?
- What do you want to accomplish in the next 1-2 yrs? 5-10 yrs? What measures of success will you use?
- What relationships outside your discipline and institution do you want to build?
- What if anything is holding you back from reaching your potential?
- What areas of personal and professional growth do you most want to work on now?

During the Meeting

Supervisory Dialogue

- Requires:
 - humility (as opposed to arrogance)
 - faith (as opposed to cynicism)
 - hope (as opposed to despair)
 - critical thinking (as opposed to naïve thinking)
- In Dialogue each individual internalizes the perspectives of the other, creating understanding and new meaning.

Work on Managing “Up”

- Develop a pattern of interaction with your boss that produces the best results
 - Let your boss know about your work
 - Seek to understand your boss:
 - “Big picture” ie, goals, priorities, pressures
 - Limitations and blind spots
 - Preferences re communications
- NB: You don't need to like your boss*

Negotiation

- Negotiation is a communication process aimed at achieving agreement when there are both divergent and convergent interests, while also strengthening the relationship.
- Negotiation skills include:
 - identifying common interests
 - analytic and intuitive listening
 - persuasion
 - staying open to new information
- In Negotiations, women tend to:
 - underestimate their worth
 - too rule-oriented
 - take disagreements personally, need to be liked
 - fold too readily

- talk too much and under-use SILENCE (silence can be *Golden*)
- give in to bullies and “ambushes”
- Effective negotiators identify common interests:
 - Generate a WIIFT (What’s In It For Them)
 - Uncover shared interests:
 - role reversal
 - search for confirmation of assumptions or to uncover new concerns
 - How will you use dialogue and questions to get more information?
 - How can you help them see it’s in their interest to promote yours?
- Effective negotiators prepare:
 - What is their bargaining style?
 - What persuasion style is best?
 - How much leverage do you have?
 - Are any of their beliefs, barriers?
 - Research your “market value”
 - Brainstorm all alternatives that could satisfy your needs
 - Get help from your network
- During Negotiations
 - Address their interests
 - Ask questions to:
 - surface agendas
 - gather higher-quality information
 - demonstrate that you’re working with them to find solutions
 - slow down the negotiation
 - Stay open to new information
 - Never underestimate the human need for self-esteem and sense of importance
 - Identify/invent options for mutual gain, i.e. what would help the other side say “yes”?
 - Establish decision criteria
 - When you encounter resistance, keep the focus on shared interests
 - If you’re up against a steamroller, anticipate their arguments
 - Watch out for assumptions stated as facts
 - *How can you leave the relationship stronger?*

Strategic Career Management

Get over the Commotion over Self-Promotion

- Don’t assume your work speaks for itself
- Timidity is not productive – like waiting to be asked out on a date
- Articulate how your career success benefits the department/OHSU
- Be ready to speak about your goals and accomplishments

Build Your Executive Mentoring Team

- Seek Mentors/Advisors who provide:
 - Assessment (data and insights)
 - Challenge (push you beyond comfort zone)
 - Support (respect, inspiration)
 - Advocacy (open doors)

Obtaining Mentoring

- Develop a mind-set that allows you to learn from everyone
- Don't limit your mentors to people who look like you
- Mentoring is especially needed during times of career consolidation, career expansion or career advancement

Look for "Thinking Partners"

- See many sides of complex issues
- Listen closely for what's said and ask great questions
- Offer new lines of sight
- Curious and empathic
- Free from conflict of interest

Enhance Your Networks

- Introduce yourself to speakers (tell them what their work means to you)
- Look for ways to acknowledge the contributions of others
- Even if you're an introvert, socialize and discuss your work

Increase Your Visibility

- Become more active in professional organizations & national committees
- Present at least a poster at national meetings
- Choose local committees carefully
 - those you can contribute the most to
 - **make sure you protect scholarly time**

Avoid Career Derailers

- Avoiding risks, staying in comfort zone
- Isolation
- Overdependence on one mentor
- Overdependence on a single skill
- Political naivete'
- Ignoring feedback
- Not reflecting on what drives you
- Expecting to always feel secure and comfortable

Adapted with permission from Janet Bickel, Career and Leadership Development Coach and Consultant, 7407 Venice St, Falls Church, VA 22043 www.janetbickel.com

Tips for a Successful Curriculum Vitae

Standard SOM CV format found at: <http://www.ohsu.edu/xd/education/schools/school-of-medicine/faculty/faculty-affairs/promotion-tenure.cfm>

1. Customize for the Intended Purpose

Is this your documentation for Promotion and Tenure?

Is this for a job search?

Is this for a speaking engagement for introductory purposes?

Customize the categories you include and the order of those categories. Make the CV work for you. For example, if the SOM format doesn't have a category for research awards and you have received awards – be sure to add such a category.

2. Attend to the details – All of them!

Maintain consistency in font size and style in headings and text.

Maintain consistency in chronology throughout.

Maintain consistency in the way you list publications and grants.

Use your Spellchecker. Get rid of acronyms or define them.

Have it proof-read by others before sending it out.

3. Don't make the reviewer hunt for the key elements.

The reviewer should have a very good sense of who you are and what you do in the first few pages.

For job searches, put the most relevant aspects for the new job at the forefront of the CV.

4. Present information on publications and presentations in the appropriate category.

Because "invited presentations" are used to determine national reputation, list these separately from other talks.

Electronic publications many need more annotation

- Often need more explanation for reviewers to understand true nature of publication
 - can add annotation on CV or explain in personal statement
- Is it peer-reviewed?

- How does e-publication process compare to peer-review process for journals?
- Include web location or link

5. Choose an appropriate amount to include – avoid exhausting the reviewer.

Presentations: Reviewers will care most about “invited” presentations. You do not need to include every student or resident lecture you have given.

Teaching Activity: Summarize for ongoing teaching activities, e.g. Anatomy Course Lectures (4hrs/year); ward attending 6 weeks/year; resident lectures 10/year

6. Don’t leave any holes in your chronological education/employment history.

7. Update your CV regularly.

It’s more time consuming to try to re-construct several years of teaching or service just prior to going up for promotion.

Add items in all categories as you add new activities.

Instruct an admin staff person to automatically record publications, presentations and grants in a standard format.

Send yourself reminders to update your CV.

8. OHSU Educator’s Portfolio

Purpose is to assist faculty in preparing their material for promotion and tenure

Not all sections will apply to you

Consider it a guide to presenting your work as an educator in the most effective way

Include Quantity, Quality and evidence of Engagement with the Education Community:

- a scholarly approach (i.e. learning from relevant education literature and best practices)
- scholarship (i.e. creating a product that is reviewed by peers for quality and disseminated)