Life After Fellowship
Ideas On How To Reach Your Goals

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I was once a fellow....

- Graduated from University of Iowa
- Currently an Assistant Professor in Tenure Track at UI
  - Clinical: 1 d/wk of outpatient clinic/procedure, 2 mo/yr inpatient service, 1/3 weekend calls
  - Teaching: supervision of residents, fellows, students; core curriculum lectures, etc.
  - Research: intestinal heme-iron transport, role of HO-1 in colon inflammation and cancer, active lab, grants, etc.
  - Administration: Fellowship PD, committee work at UI, NASPGHAN
  - Other: Reviewing abstracts, manuscripts, grants, etc.
  - Family: Married, 17 month old daughter
Tenure vs....

"Behind one door is tenure - behind the other is flipping burgers at McDonald's."

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Balancing Act

Clinic/research/teaching

Family
Patient Care-Teaching-Research-Family
Keys To Success In Life After Fellowship

1. Manage your time
2. Choose the right mentor
3. Choose the right support staff
4. Choose the right companion
1-Manage your time

Your time is your life: it is always your choice!
Time is money

Einstein discovers that time is actually money.
Time Management

- **Strategic planning**
  - Defining goals
  - Making choices
- **Manage your time day to day**
  - Finding extra time
  - Making most use of your time
  - Focusing
  - Setting priorities
  - Home/work
Define your goals

• **Long-term goals (3-5 years):** where do you want to be in 5 yrs? These goals define who you are (promotions, research niche, physician-educator track, skilled endoscopist, family goals)

• **Intermediate-term goals (6 mo-1 yr):** often composed of many short-term objectives (planning experiments for your next paper, gathering data for grant, starting a new clinic, building endoscopic sedation/recovery services, putting together a conference)

• **Short-term goals (days-<1mo):** what is written on your daily-weekly calendar (preparing figures for your paper, e-mails, patient phone calls, deadlines)

  Beware: small, concrete, finite tasks can eat up your time
### Set priorities

<table>
<thead>
<tr>
<th>Quadrant 1: Important/urgent</th>
<th>Quadrant 2: Important/not urgent</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Crisis</td>
<td>• New opportunities</td>
</tr>
<tr>
<td>• Pressing problems</td>
<td>• Planning</td>
</tr>
<tr>
<td>• Grant deadline next week</td>
<td>• Long term projects</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Quadrant 3: Urgent/not important</th>
<th>Quadrant 4: Not urgent/not important</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Popular activities</td>
<td>• Trivia</td>
</tr>
<tr>
<td>• Interruptions</td>
<td>• Most e-mail</td>
</tr>
<tr>
<td>• Ringing telephone</td>
<td>• Busy work</td>
</tr>
<tr>
<td>• Proximate pressing matters</td>
<td>• Phone calls</td>
</tr>
</tbody>
</table>

Emphasize Q1 and Q2 activities!
Making choices

- You can’t do everything, please everyone, be available for everyone and still be an ideal teacher, clinician and scholar
- Focus on doing an outstanding job in what is truly important to you
- Take time to think before you accept or reject a task
- Say yes judiciously
- And learn to say no...
Three Steps to Saying No

Open Mouth

Say No

Close Mouth
Creating time-Increasing efficiency

- Create environment that is conducive to productivity
  - Close door, or turn back to traffic flow
  - Clean desk, only computer, printer, telephone, in/out basket, coffee cup and current task/project should be on your desk
- Know your most productive times in the day
- Focus, do not allow interruptions during your protected time
- Eliminate unnecessary tasks
- Avoid procrastination, start early
- Delegate work
Let Others Work for You

- Secretarial support
- Nurses
- House staff/fellows
- Research assistants
- Spouse, kids
- Housekeeping
- Dry cleaning
- Personal chef/ready meals
Personal Schedule

• **Block in overall schedule for the year**
  – Inpatient service
  – Conferences/presentations
  – Vacation
  – Deadlines (grants, abstracts, etc.)

• **Block your weekly schedule**
  – Does it match your priorities?
Daily Schedule
(a.k.a. the black hole that sucks all my time)

• Set aside time for housekeeping
  – answering e-mail
  – Dictations
  – Follow-up labs
  – Phone calls

• Minimize fragmentation when possible
  – Batch phone calls
  – E-mail - check once a day, use filters, use a filing system
  – “Do it now”

• Set aside time to think

• Do one thing a day that is important to you
E-mail addiction: How you handle your inbox says a lot about you

- You keep your inbox full rather than empty: your life is cluttered in other ways
- You obsessively clean your inbox every 10 min: you may miss opportunities and miss nuances. This obsession may be sapping your energy from other endeavors
- You feel obliged to participate in ping pong conversations: you are too polite
- You are quick to respond with offers of help: you are the type who can’t say no. Do not turn their crisis into your emergency
Lists: Keeping Track of What You Do

• Overall To Do List
• Use a single master calendar
• Make a folder for every project
• Update your CV
Keep track of what you do
2-Choose the right mentor

Mentors’ influence last a lifetime (both good and bad mentors)
Choosing The Right Mentor

- Choose a career direction
  - What is fun?
  - What are you good at?
  - Who do you admire?
  - Is there a future in the field?
- Know the traits of a good mentor
- Know responsibilities as mentee
- Take your time, ask others
Traits of a good mentor

- **Accessibility**: open door policy
- **Empathy**: insight into what trainee is experiencing
- **Open-mindedness**: each trainee is an individual with styles and goals different than your own
- **Consistency**: reliable and acts on principles
- **Patience**: everybody make mistakes and mature at their own rate
- **Honesty**: ability to communicate “hard truth” and trainee’s chances
- **Savvy**: attention to pragmatic aspects of career development
How to be mentored well

- **Foresight**: Start early to think about your future
- **Proactivity**: Don’t expect to be taken care of
- **Probing**: Ask tough questions, ask other mentees
- **Respect**: Respect his/her time
- **Gratitude**: Everyone likes a “thank you”
- **Reciprocation**: Repay your mentor by helping others
- **Humility**: Be open to accept critical feedback
Know several categories of mentors

• Early career collaborator
• Middle career
• Advanced senior
Early career collaborator

- Junior faculty
- Concerned with own advancement
- Active in lab
- Least money
Middle career mentor

- Lab starting to grow
- Can permit higher risk projects
- More patient
Advanced senior mentor

- Most experienced
- Least time for interaction
- High quality but unpredictable interactions
- Can help with independence
- Needs people to run the lab
Mentorship in mosquito world

"Pull out, Betty! Pull out! ... You've hit an artery!"
3-Choose the right support staff

These people can make or break you!
How to select the right support staff?

- Know what you want
- Make sure job ad reflects what you want
- Find out the level of expertise in the skill you are looking for
- Appearance and first impressions are important
- Previous job record and references
- Prior projects
- Quiz
Interviews:
appearances and first impressions are important

It was a mistake for Eric to wear a t-shirt to his job interview, and it was a bigger mistake to wear that particular t-shirt.
Personal references—what questions to ask?

- Technical abilities
- Quality of work
- Productivity
- Organizational skills
- Troubleshooting skills
- Work hours
- Ability to work independently
- Strengths, weaknesses
- Scale 1-10
4-Choose the right companion

Your career choices will have to fit the needs of the family
As young professionals, can you have it all?

Yes, if you set your priorities and choose the right people.