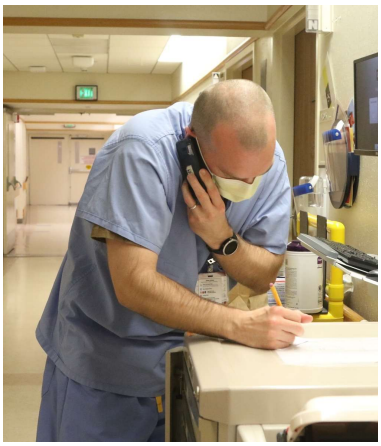
Journey Mapping and Career Conversations (in 7 steps)

Paneez Khoury MD, MHSc

NIH National Institute of Allergy and Infectious Diseases

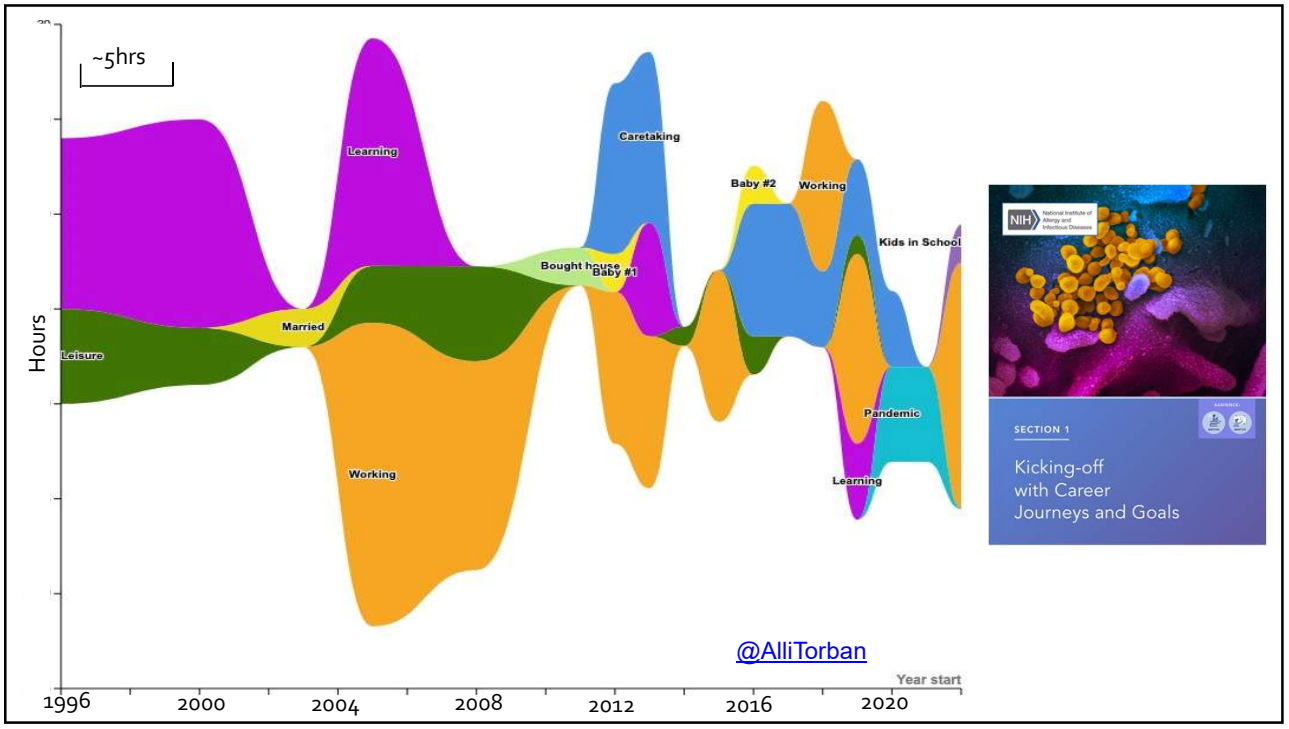
Learning Objectives

1) Understand tools and written approaches for career planning
2) Recognize utility of journey mapping for trainees
3) Incorporate a strategy for career mentoring for success



BUY

"Across cultures and contexts, people judge other individuals on two criteria: warmth and competence" Cornell West

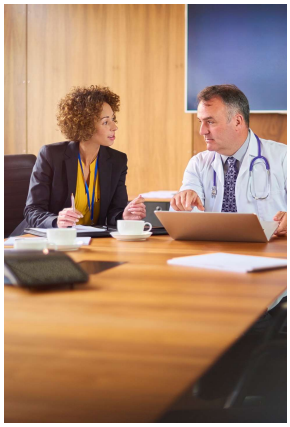


Power of Mentorship

- Many studies show that writing down goals makes individuals more likely to achieve them
- Sharing these goals (e.g. with a mentor) increases the rate of achievement
- Most of those who are well-mentored, go on to become mentors themselves thereby improving the culture of mentorship

Start with Self-Awareness

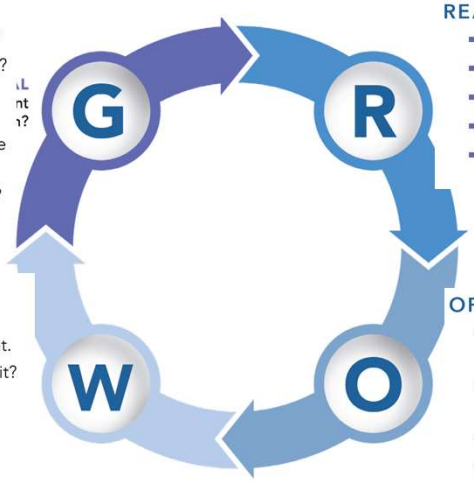
1



GROWth requires inquiry from Coaches

GOAL

- What would you like to focus on today?
- What's important to you at the moment?
- What new skills do you want to learn or develop?
- What would make you feel that this time has been well spent?
- What are you currently working toward?



REALITY

- Where are you in relation to your goal?
- What is happening now? What's the effect?
- What is working well right now?
- What did you learn from _____?
- What have you already tried?

WAY FORWARD

- What do you think you need to do right now? Tell me how you're going to do that.
- How will you know when you have done it?
- What obstacles are getting in the way of success?
- What resources can help you?
- What one small step will you take now?
- What do you need from me/others to help you achieve this?

OPTIONS

- If anything was possible, what would you do?
- What do you think you need to do to get closer to your goal?
- Who might be able to help?
- What has worked for you already? How could you do more of that?
- Which option do you feel ready to act on?

User Story of a Fellow

As a
_____

I want
_____

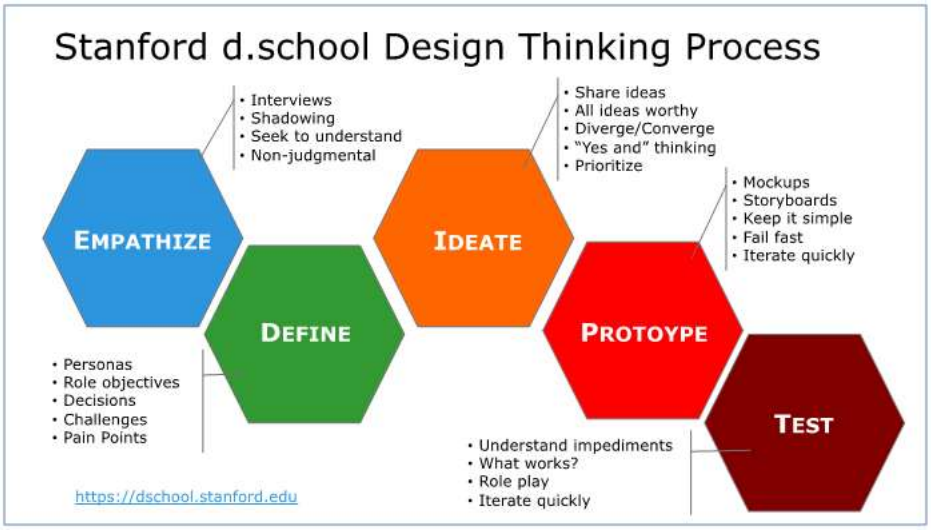
so that _____
_____
_____
_____

Elle is a 1st year fellow in your program. They have fallen in love with primary immunodeficiencies.

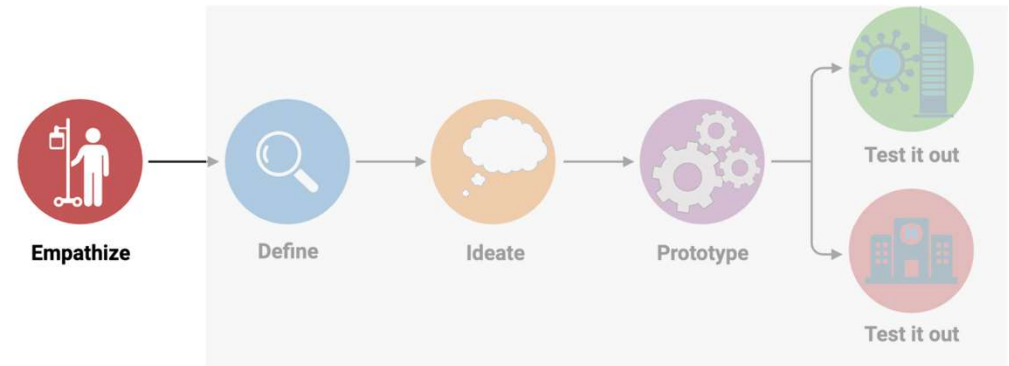
Elle wants to stay in academia. She says "**As a** person with a rare disease myself, I **want to** work in an underserved area for IEI **so that** I can provide the best care for this population of patients"

In order for Elle to achieve their goals, what must they do?

Design Thinking for Careers



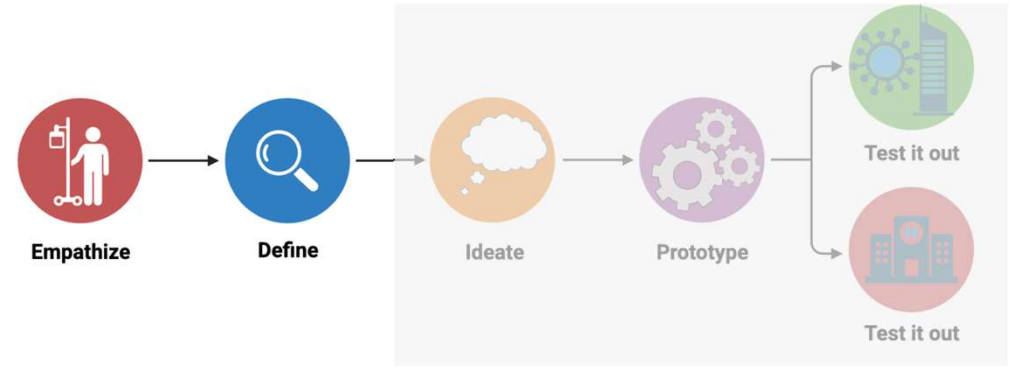
Breaking it down



Healthcare professionals career design

• Seek to understand varied roles • Talk to folks • Shadowing	• Pain points • Whats the pay? • Building clinics • Future options	• Talk to mentors, others that know them • Share options • "What if"	• Mockups • Storyboards • Real comparisons	• Evaluate actual job prospects • Visit!

Breaking it down



Healthcare professionals career design

- Seek to understand varied roles
- Talk to folks
- Shadowing

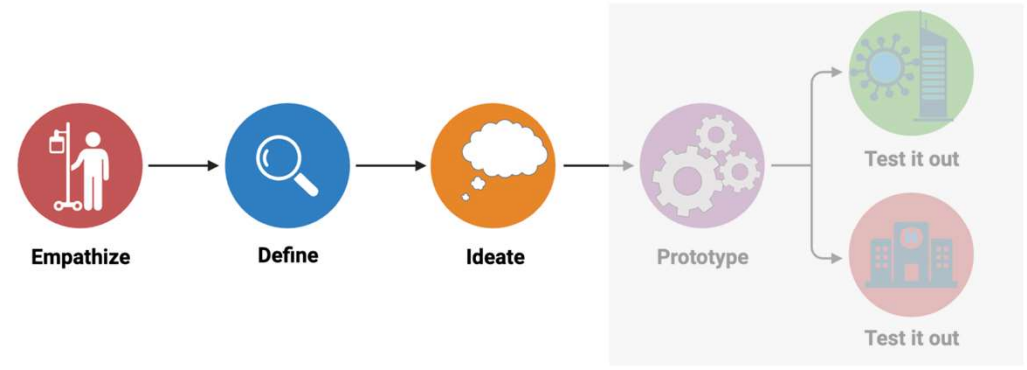
- Pain points
- Whats the pay?
- Building clinics
- Future options

- Talk to mentors, others that know them
- Share options
- "What if"

- Mockups
- Storyboards
- Real comparisons

- Evaluate actual job prospects
- Visit!

Breaking it down



Healthcare professionals career design

- Seek to understand varied roles
- Talk to folks
- Shadowing

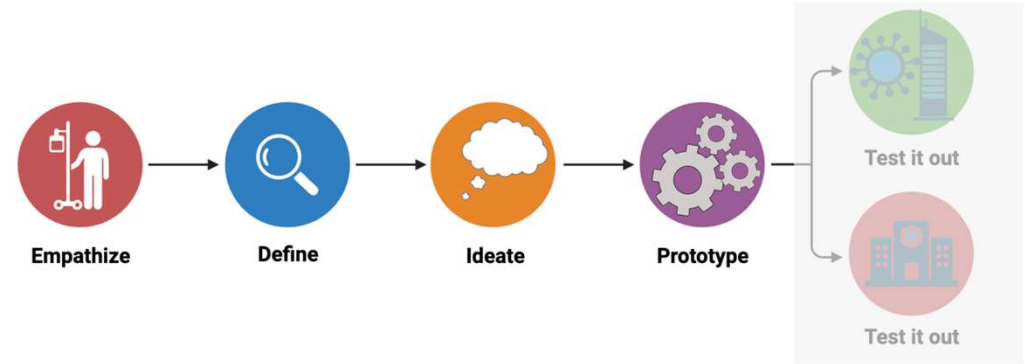
- Pain points
- Whats the pay?
- Building clinics
- Future options

- Talk to mentors, others that know them
- Share options
- "What if"

- Mockups
- Storyboards
- Real comparisons

- Evaluate actual job prospects
- Visit!

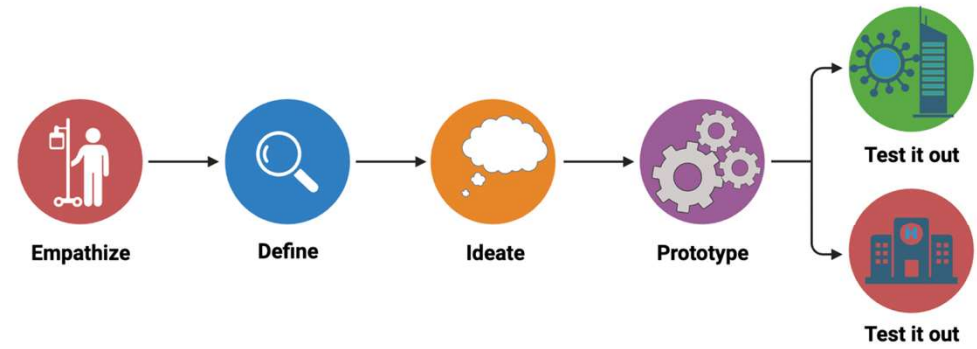
Breaking it down



Healthcare professionals career design

Empathize	Define	Ideate	Prototype	Test it out
• Seek to understand varied roles • Talk to folks • Shadowing	• Pain points • Whats the pay? • Building clinics • Future options	• Talk to mentors, others that know them • Share options • "What if"	• Mockups • Storyboards • Real comparisons	• Evaluate actual job prospects • Visit!

Breaking it down

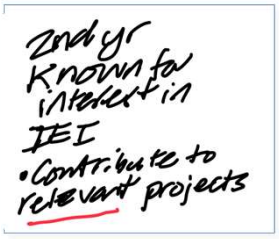


Healthcare professionals career design

Empathize	Define	Ideate	Prototype	Test it out
• Seek to understand varied roles • Talk to folks • Shadowing	• Pain points • Whats the pay? • Building clinics • Future options	• Talk to mentors, others that know them • Share options • "What if"	• Mockups • Storyboards • Real comparisons	• Evaluate actual job prospects • Visit!

From awareness to putting pen to paper

JOURNEY MAPPING GUIDING QUESTIONS/TEMPLATE

FROM	TO
Where are you now?	What is your next big destination?
	

EXPERIENCES I NEED

What do I need to do to move towards my next destination?
Who/What should I leverage to accomplish this?

1. Meet with Dr. Emma Unologist—potential mentor?
2. Inquire about attending genomic lectures
3. Attend in-patient transplant rounds
4. Join CIS!
5. _____

Write down key desires and constraints

2

Location

Work flexibility

Impact

Pay

Create a Prioritization Matrix

	Skills	Environment	The Horizon	Role	Compensation
Must Have					
Nice to Have					
No Way					

Most Important → *Least Important*

Least Important ↓ *Most Important*

Create a Prioritization Matrix

	Skills	Environment	The Horizon	Role	Compensation
Must Have	Gain new skills Opportunity for clinical trials	Feedback culture Dynamic Collaborative PIDTC consortium	Able to pivot to industry Upward growth	Independent	
Nice to Have	Experience in leadership	Large teams			
No Way					

Most Important → *Least Important*

Least Important ↓ *Most Important*

Create a Prioritization Matrix

	Skills	Environment	The Horizon	Role	Compensation
Must Have	Gain new skills Opportunity for clinical trials	Feedback culture Dynamic Collaborative PIDTC consortium	Able to pivot to industry Upward growth	Independent	
Nice to Have	Experience in leadership	Large teams			
No Way	Budgets and finance	Cutthroat culture		Purely clinical	

Most Important ← → *Least Important*

Least Important ↑ ↓ *Most Important*

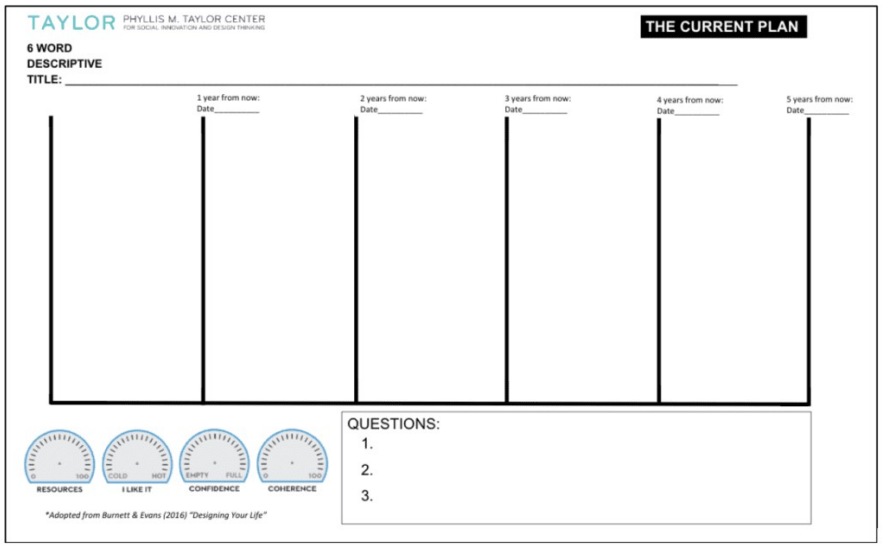
Create a Prioritization Matrix

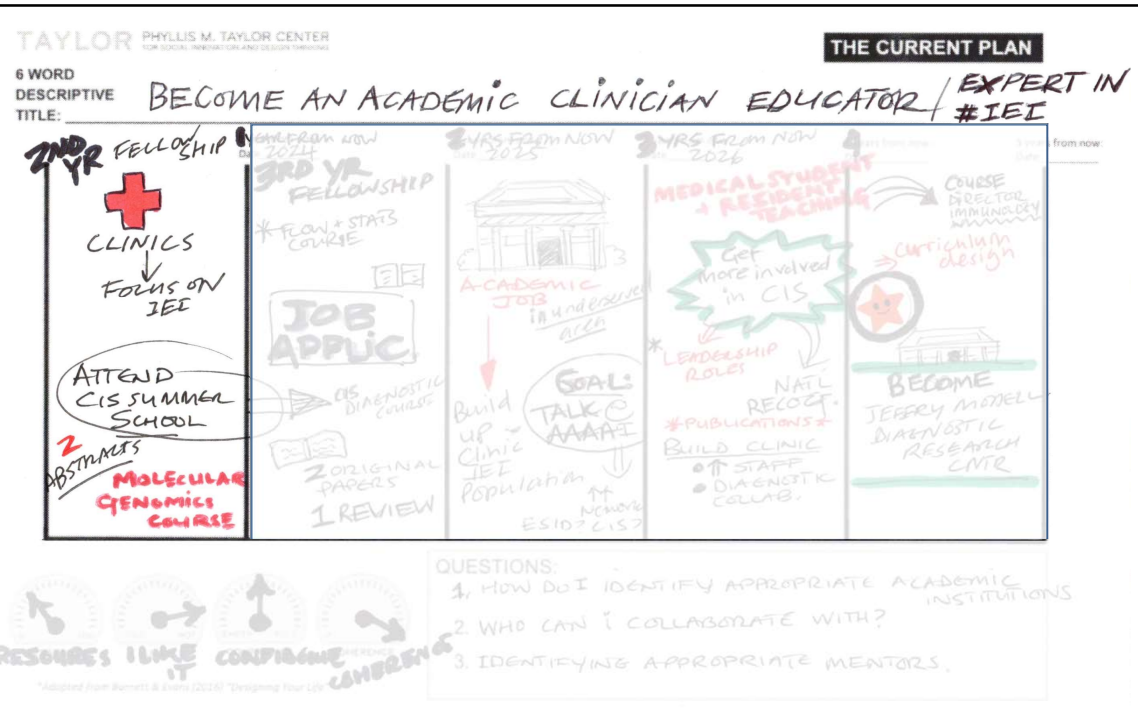
	Skills	Environment	The Horizon	Role	Compensation
Must Have	Gain new skills Opportunity for clinical trials	Feedback culture Dynamic Collaborative PIDTC consortium	Able to pivot to industry Upward growth	Independent Cross-functional teams	
Nice to Have	Experience in leadership Speaking opportunities	Large teams Access to Mentors	Continuous education programs		Median for region
No Way	Budgets and finance	Cutthroat culture		Purely clinical	

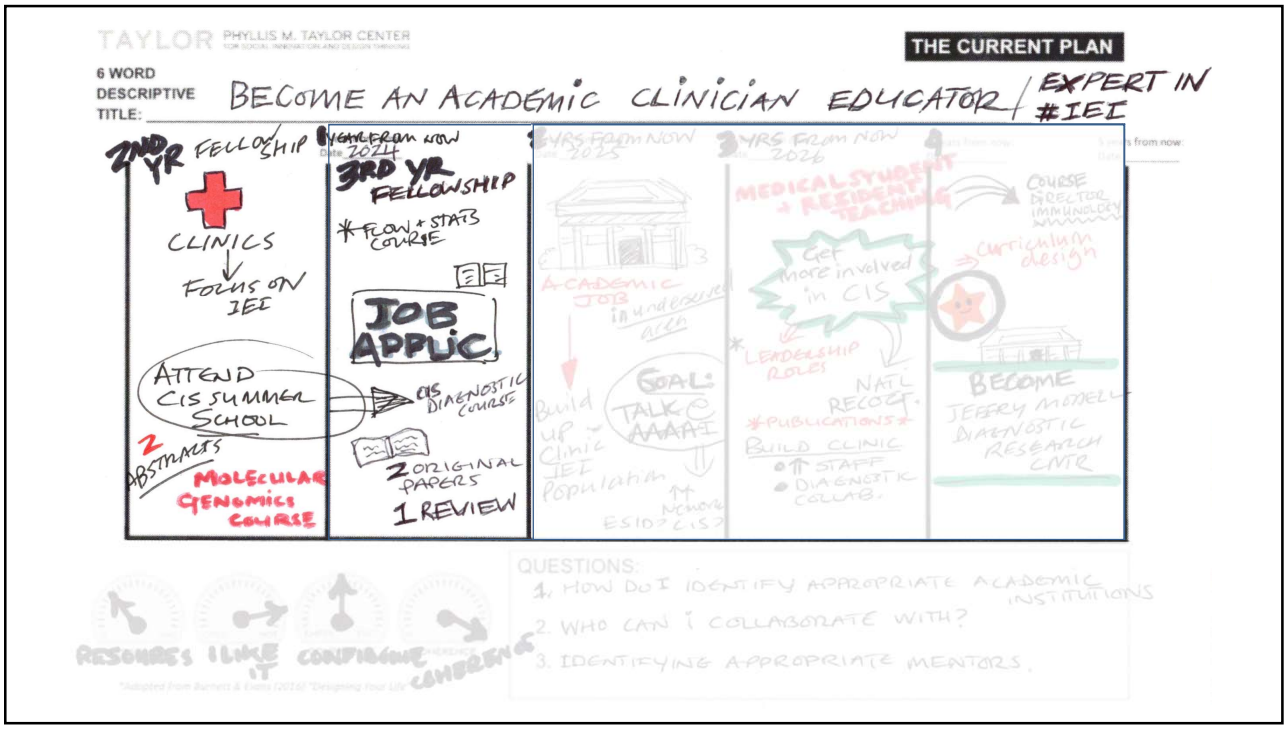
Most Important ← → *Least Important*

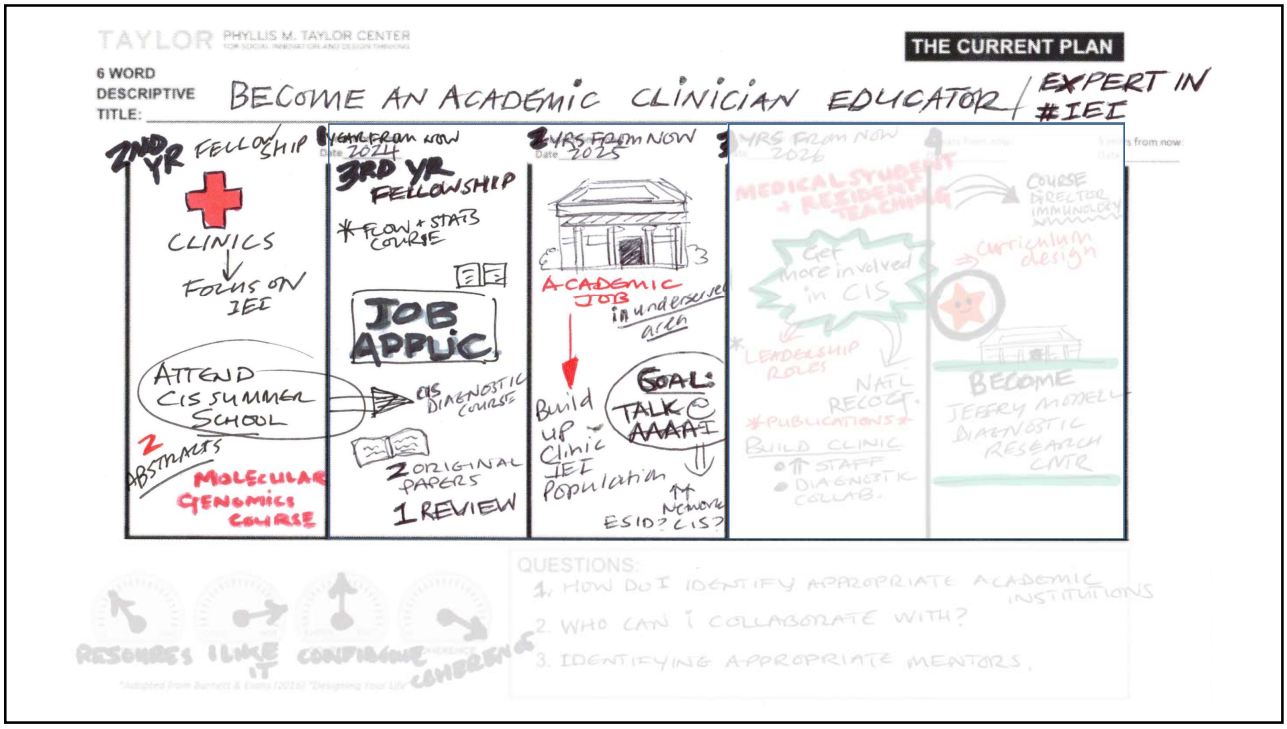
Least Important ↑ ↓ *Most Important*

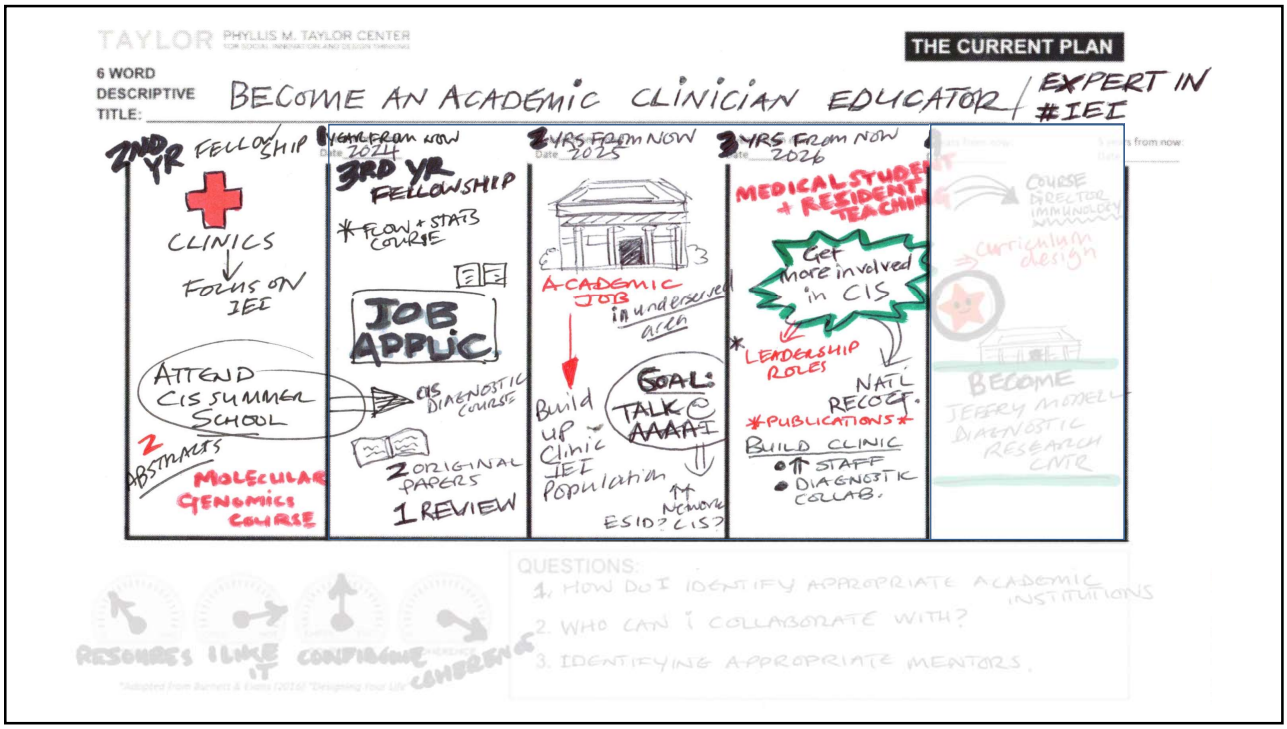
Fill out an Odyssey Plan (more mapping)

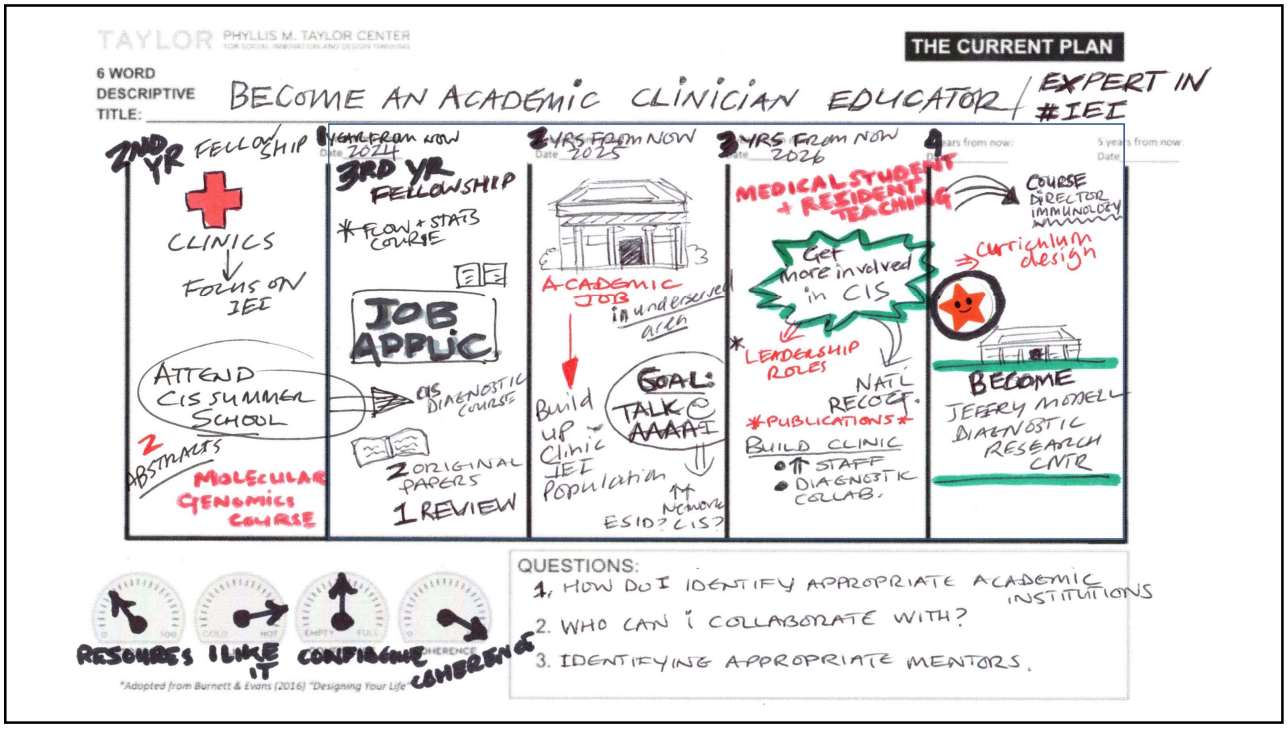





PHYLLIS M. TAYLOR CENTER
THE CURRENT PLAN
6 WORD DESCRIPTIVE TITLE:
BECOME AN ACADEMIC CLINICIAN EDUCATOR / EXPERT IN #IEI
2ND YR FELLOWSHIP
CLINICS
FOCUS ON IEI
ATTEND CIS SUMMER SCHOOL
2 ABSTRACTS
MOLECULAR GENOMICS COURSE
1 YEAR FROM NOW
Date 2024
3RD YR FELLOWSHIP
* FLOW + STATS COURSE
JOB APPLIC
CIS DIAGNOSTIC COURSE
2 ORIGINAL PAPERS
1 REVIEW
2 YRS FROM NOW
Date 2025
ACADEMIC JOB in underserved area
Build up Clinic IEI Population
GOAL: TALK @ AAAAI
Network
ESID? CIS?
3 YRS FROM NOW
Date 2026
MEDICAL STUDENT + RESIDENT TEACHING
Get more involved in CIS
LEADERSHIP ROLES
NATL RECOGT.
#PUBLICATIONS#
BUILD CLINIC
STAFF
DIAGNOSTIC COLLAB.
COURSE DIRECTOR IMMUNOLOGY
curriculum design
BECOME JEFFREY MODELL DIAGNOSTIC RESEARCH CNTR
QUESTIONS:
1. HOW DO I IDENTIFY APPROPRIATE ACADEMIC INSTITUTIONS
2. WHO CAN I COLLABORATE WITH?
3. IDENTIFYING APPROPRIATE MENTORS.
RESOURCES
I LIKE IT
CONFIDENCE
CAREER


PHYLLIS M. TAYLOR CENTER
THE CURRENT PLAN
6 WORD DESCRIPTIVE TITLE:
BECOME AN ACADEMIC CLINICIAN EDUCATOR / EXPERT IN #IEI
2ND YR FELLOWSHIP
CLINICS
FOCUS ON IEI
ATTEND CIS SUMMER SCHOOL
2 ABSTRACTS
MOLECULAR GENOMICS COURSE
1 YEAR FROM NOW
Date 2024
3RD YR FELLOWSHIP
* FLOW + STATS COURSE
JOB APPLIC
CIS DIAGNOSTIC COURSE
2 ORIGINAL PAPERS
1 REVIEW
2 YRS FROM NOW
Date 2025
ACADEMIC JOB in underserved area
Build up Clinic IEI Population
GOAL: TALK @ AAAAI
Network
ESID? CIS?
3 YRS FROM NOW
Date 2026
MEDICAL STUDENT + RESIDENT TEACHING
Get more involved in CIS
LEADERSHIP ROLES
NATL RECOGT.
#PUBLICATIONS#
BUILD CLINIC
STAFF
DIAGNOSTIC COLLAB.
COURSE DIRECTOR IMMUNOLOGY
curriculum design
BECOME JEFFREY MODELL DIAGNOSTIC RESEARCH CNTR
QUESTIONS:
1. HOW DO I IDENTIFY APPROPRIATE ACADEMIC INSTITUTIONS
2. WHO CAN I COLLABORATE WITH?
3. IDENTIFYING APPROPRIATE MENTORS.
RESOURCES
I LIKE IT
CONFIDENCE
CAREER


TAYLOR PHYLLIS M. TAYLOR CENTER
THE CURRENT PLAN
6 WORD DESCRIPTIVE TITLE:
BECOME AN ACADEMIC CLINICIAN EDUCATOR / EXPERT IN #IEI
2ND YR FELLOWSHIP
CLINICS
FOCUS ON IEI
ATTEND CIS SUMMER SCHOOL
2 ABSTRACTS
MOLECULAR GENOMICS COURSE
CIS DIAGNOSTIC COURSE
2 ORIGINAL PAPERS
1 REVIEW
1 YEAR FROM NOW
Date 2024
3RD YR FELLOWSHIP
* FLOW + STATS COURSE
JOB APPLIC
2 YRS FROM NOW
Date 2025
ACADEMIC JOB in underserved area
Build up Clinic IEI Population
GOAL: TALK @ AAAAI
Network
ESID? CIS?
3 YRS FROM NOW
Date 2026
MEDICAL STUDENT + RESIDENT TEACHING
Get more involved in CIS
* LEADERSHIP ROLES
NATL RECOGT.
PUBLICATIONS
BUILD CLINIC
STAFF
DIAGNOSTIC COLLAB.
COURSE DIRECTOR IMMUNOLOGY
curriculum design
BECOME JEFFREY MODELL DIAGNOSTIC RESEARCH CNTR
QUESTIONS:
1. HOW DO I IDENTIFY APPROPRIATE ACADEMIC INSTITUTIONS
2. WHO CAN I COLLABORATE WITH?
3. IDENTIFYING APPROPRIATE MENTORS.
RESOURCES
I LIKE IT
CONFIDENCE
COHERENCE
*Adopted from Burnett & Evans (2016) "Designing Your Life"


TAYLOR PHYLLIS M. TAYLOR CENTER
THE CURRENT PLAN
6 WORD DESCRIPTIVE TITLE:
BECOME AN ACADEMIC CLINICIAN EDUCATOR / EXPERT IN #IEI
2ND YR FELLOWSHIP
CLINICS
FOCUS ON IEI
ATTEND CIS SUMMER SCHOOL
2 ABSTRACTS
MOLECULAR GENOMICS COURSE
CIS DIAGNOSTIC COURSE
2 ORIGINAL PAPERS
1 REVIEW
1 YEAR FROM NOW
Date 2024
3RD YR FELLOWSHIP
* FLOW + STATS COURSE
JOB APPLIC
2 YRS FROM NOW
Date 2025
ACADEMIC JOB in underserved area
Build up Clinic IEI Population
GOAL: TALK @ AAAAI
Network
ESID? CIS?
3 YRS FROM NOW
Date 2026
MEDICAL STUDENT + RESIDENT TEACHING
Get more involved in CIS
* LEADERSHIP ROLES
NATL RECOGT.
PUBLICATIONS
BUILD CLINIC
STAFF
DIAGNOSTIC COLLAB.
COURSE DIRECTOR IMMUNOLOGY
curriculum design
BECOME JEFFREY MODELL DIAGNOSTIC RESEARCH CNTR
QUESTIONS:
1. HOW DO I IDENTIFY APPROPRIATE ACADEMIC INSTITUTIONS
2. WHO CAN I COLLABORATE WITH?
3. IDENTIFYING APPROPRIATE MENTORS.
RESOURCES
I LIKE IT
CONFIDENCE
COHERENCE
*Adopted from Burnett & Evans (2016) "Designing Your Life"

Brainstorm examples to model

3

Campus News • November 16, 2022

Catherine Lucey Is New UCSF Executive Vice Chancellor and Provost

A National Leader in Education Who Seeks Innovation to Address Complex Problems

By Laura Kurtzman

4

Step 1: Patient contact and schedules

Step 2: Leadership Potential

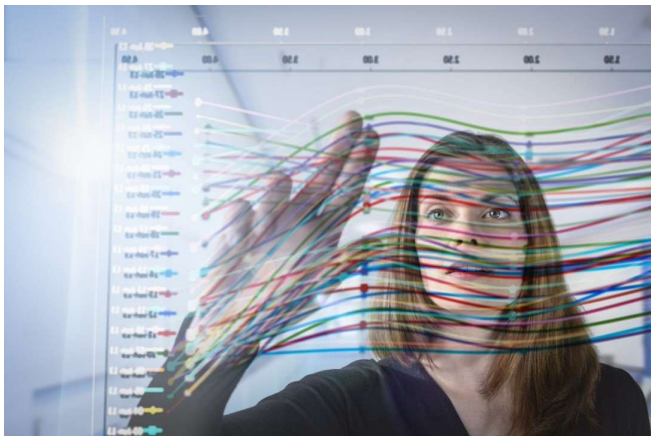
Study workflow scenarios

Step 3: Grants and Publishing

Step 4: Growth Potential

Diagnose network gaps and expand reach

5



"Social and professional networks shrunk by roughly 16% during the pandemic"

Kovacs B Socius 1/2021

General cold-email format

1. Short
2. General info about you
3. Why them?
4. Don't ask for anything!
5. Identify how you'll follow up

Build and Document Assets

6

Skills

Products

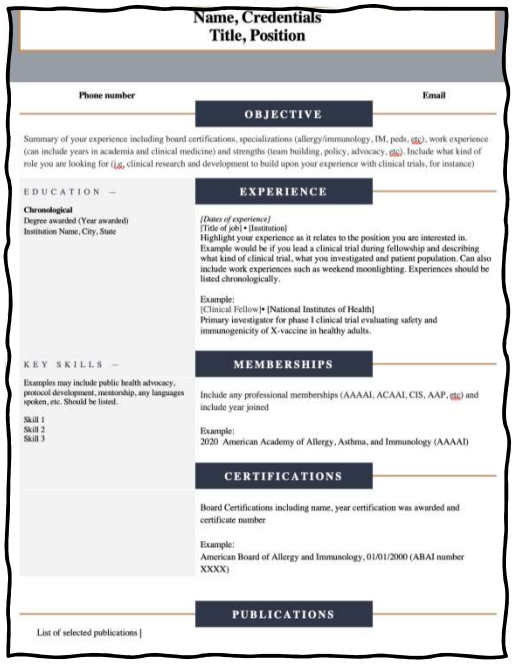
Conversations

Skills

- Cognitive
- Experiential
- Technical

Products

- Publications
- Curricula/Courses
- Evidence of mentorship
- The CV!!



Name, Credentials
Title, Position

Phone number | **Email**

OBJECTIVE

Summary of your experience including board certifications, specializations (allergy/immunology, IM, peds, etc), work experience (can include years in academia and clinical medicine) and strengths (team building, policy, advocacy, etc). Include what kind of role you are looking for (i.e. clinical research and development to build upon your experience with clinical trials, for instance)

EDUCATION –

Chronological
Degree awarded (Year awarded)
Institution Name, City, State

KEY SKILLS –

Examples may include public health advocacy, protocol development, mentorship, any languages spoken, etc. Should be listed.

Skill 1
Skill 2
Skill 3

EXPERIENCE

[Dates of experience]
[Title of job] • [Institution]
Highlight your experience as it relates to the position you are interested in. Example would be if you lead a clinical trial during fellowship and describing what kind of clinical trial, what you investigated and patient population. Can also include work experiences such as weekend moonlighting. Experiences should be listed chronologically.

Example:
[Clinical Fellow] • [National Institutes of Health]
Primary investigator for phase I clinical trial evaluating safety and immunogenicity of X-vaccine in healthy adults.

MEMBERSHIPS

Include any professional memberships (AAAAI, ACAAI, CIS, AAP, etc) and include year joined

Example:
2020 American Academy of Allergy, Asthma, and Immunology (AAAAI)

CERTIFICATIONS

Board Certifications including name, year certification was awarded and certificate number

Example:
American Board of Allergy and Immunology, 01/01/2000 (ABAI number XXXX)

PUBLICATIONS

List of selected publications |

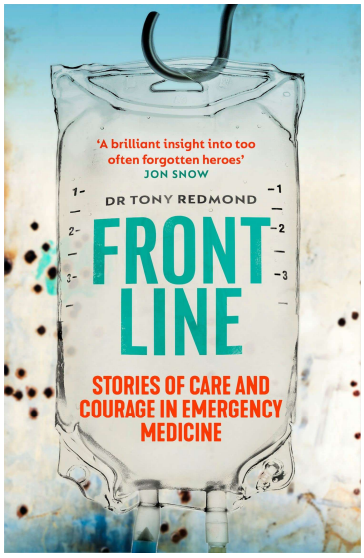
Perfect the pitch

Incorporate flexible strategic thinking

POSSIBLE OBSTACLES	POSSIBLE SOLUTIONS TO OVERCOME OBSTACLES
What challenges might I face?	What can I do when they happen? Who/What should I work with to move beyond them?
Can't find right job! (own R)	• addl post-doc training? • Cold calls to places. • Leverage network • Industry ??

Encourage courage

7



Seek feedback

Pivot if necessary

1. Start with Self-Awareness
2. Identify key desires and constraints
3. Brainstorm examples to model
4. Study Workflows
5. Diagnose network gaps and expand reach
6. Build and Document Assets
7. Encourage courage

Acknowledgments

National Institute of Allergy and Infectious Diseases

NIAID OWER Project Managers
Jamie Cheman and Alicia Simmons

The Clearing Staff