

**GETTING TO KNOW YOU:
Career Planning Basics**

**Presented as part of a Faculty Development SIG Pre-Conference Workshop
APPD Annual Meeting
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By

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INTRODUCTION	1
SELF-MANAGEMENT QUESTIONNAIRE	1
A BLANK SHEET OF PAPER.....	2
GETTING TO KNOW YOU	3
Worksheet One - Values.....	3
VALUES: THE 1 ST STEP TO DEFINING YOUR MISSION/ROLE IN LIFE.....	3
GETTING TO KNOW YOU	4
Worksheet Two - Mission and Vision.....	4
STEP 1	4
Personal Mission Statement	4
STEP 2.....	4
Rewritten Personal Mission Statement	4
STEP 3.....	4
Revised Personal Mission Statement	4
STEP 4.....	4
ANOTHER BLANK SHEET OF PAPER.....	5
GETTING TO KNOW YOU	6
Worksheet Three - Tasks.....	6
TABLE 1	6
TABLE 2.....	6
TABLE 3.....	6
REFERENCES.....	7
SLIDES	8

INTRODUCTION

Leadership begins with you. The mountain of literature on developing leadership skills can be reduced to some really simple concepts and one of those concepts is that a leader is very self-aware. Self-awareness comes only with honest reflection on your values, your vision for your future, and an action plan that serves as a road map to future success¹. Empirical research shows that a mission statement can have tremendous power in driving and guiding for-profit as well as not-for-profit organizations to new heights of success^{2,3,4}. There is nothing in the peer reviewed medical literature about how a personal mission statement impacts a professional career.

There are many other components to being an effective leader that we may touch on in this session, but the purpose of today's workshop is to create a sense of personal purpose and direction, then to work on understanding your personal career orientation, and then work on developing some goals as well as strategies for achieving those goals. Along the way, we will be talking about managing yourself through organizing yourself and managing your time more effectively.

This will be a highly interactive session and will require a great deal of concentration on your part. Your attention is appreciated and I hope that you will take away some really new ideas about personal career planning. Many of these ideas I use every day in my work.

Objectives for This Session

- Identify the values that motivate you
- Create or refine a personal mission statement
- Compare and contrast your values and mission with your organization's values and mission
- Assess your current activities in light of your mission and values

SELF-MANAGEMENT QUESTIONNAIRE

	Often	Sometimes	Never
1. I am not really clear about my main goals in life.			
2. In terms of making big improvements in my life, I feel like I am getting nowhere.			
3. Important things in my life have to be postponed, because there's so much that's absolutely urgent.			
4. Thinking about the work that I have to do makes me feel "snowed under".			
5. People pile an unfair amount of work on me.			
6. It's hard to concentrate because I get interrupted so many times.			
7. I feel frustrated because there isn't enough time for the things I most want to do.			
8. With tasks I don't like, I put them off until the last minute.			
9. Big projects can overwhelm me.			
10. I tend to run late.			

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A BLANK SHEET OF PAPER

GETTING TO KNOW YOU Worksheet One - Values

VALUES: THE 1ST STEP TO DEFINING YOUR MISSION/ROLE IN LIFE

List below the three to five values that you try to live by in your professional life. These are values that are not affected by your current position, the person(s) you work with or for, or what task you have to accomplish in the very near future. They are the values that you hope others will remember about you and the values you hope that those with whom you work also hold as important in their lives.

CORE VALUES

- 1.
- 2.
- 3.
- 4.
- 5.

List those things that you do in your current position that you cannot imagine giving up any time in the foreseeable future, or ever. These are your passions. These could be something you really want to do but have not been able to accomplish because of your other circumstances.

- 1.
- 2.
- 3.

GETTING TO KNOW YOU

Worksheet Two - Mission and Vision

STEP 1

Building on the values and passions you listed on the “Values” worksheet, write a one-sentence mission statement (your core purpose) in the space below. Try to describe what you will do, for whom, and to what end. (HINT: *A mission statement should be easily understood by a twelve-year old and be short enough to be recited “at the point of a gun”.*)

Personal Mission Statement

STEP 2

Think about what you have written. Does it capture your passions? If it does not, rewrite it in the space below.

Rewritten Personal Mission Statement

STEP 3

Discuss your mission statement with a colleague. Answer his/her questions *honestly* about why this is your mission. Revise your personal mission statement, if needed, in the space below after this discussion.

Revised Personal Mission Statement

STEP 4

Building on your values and mission statement, describe your vision for the future in the space below (you may also write on the back of this page). Include a bold and daring goal as well as a description of what the future will be.

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ANOTHER BLANK SHEET OF PAPER

GETTING TO KNOW YOU

Worksheet Three - Tasks

TABLE 1

List the projects you are **actively** working on.

	YOU			ORGANIZATION		
	H	M	L	H	M	L
1.						
2.						
3.						
4.						
5.						
6.						
7.						
8.						

TABLE 2

List the projects you **need** to work on. These are the things that are “sitting in a pile for when you have time”.

	YOU			ORGANIZATION		
	H	M	L	H	M	L
1.						
2.						
3.						
4.						
5.						
6.						
7.						
8.						

TABLE 3

List the projects you **wish** you were actively working on, but have not found the time to start.

	YOU			ORGANIZATION		
	H	M	L	H	M	L
1.						
2.						
3.						
4.						
5.						
6.						
7.						
8.						

REFERENCES

1. McCurdy FA, Marcdante K. Setting a personal career direction. *J Cardiovasc Management* 2003; March/April: 18-21.
2. Bart CK, Bontis N, Taggar S. A model of the impact of mission statements on firm performance. *Management Decision* 2001; 39(1): 19-35.
3. Bart CK. Mission statement rationales and organizational alignment in the not-for-profit health care sector. *Health Care Manage Rev* 1998; 23(4):54-69.
4. Bart CK. Mission statements in Canadian not-for-profit hospitals: does process matter. *Health Care Manage Rev* 2000; 25(2): 45-63.

SLIDES

Slide 1

Getting To Know You:
Career Planning Basics
Fred A. McCurdy, MD, PhD, MBA
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(Adapted from materials created by Karen Marcdante, MD at the Medical College of Wisconsin.)

Slide 2


Objectives for This Session

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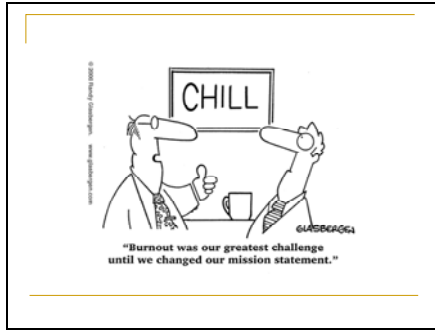
Slide 3

Organizational Mission, Vision, and Values

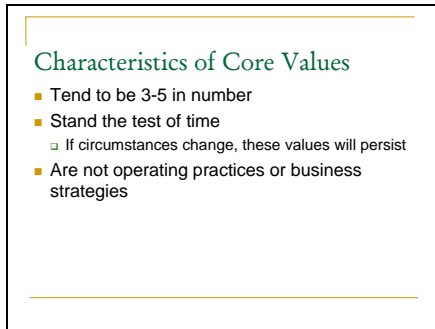
- Successful organizations
 - have core values that hold the organization together over time
 - have a core purpose that remains fixed despite the need to change strategies



Slide 4



Slide 5




Slide 6



Slide 7

Examples of Values

- Nordstrom:
 - Service to the customer above all else
 - Hard work and individual productivity
 - Never being satisfied
 - Excellence in reputation



Slide 8

A Mission is a Core Purpose

- Core Purpose
 - Is the reason for being
 - Captures the soul of an organization
 - Survives time and changes in the environment
 - Can never be completed

Slide 9

Examples of Missions

- 3M: To solve unsolved problems innovatively
- Merck: To preserve and improve life
- Nike: To experience the emotion of competition, winning and crushing competitors

Slide 10

Vision

- Vision incorporates core values and mission into the future
 - audacious goals
 - description of what it will be like to achieve goals

Slide 11

Examples of Audacious Goals

- Ford: Democratize the automobile
- Nike: Crush Adidas
- Wal-Mart: Become a \$125 billion dollar company by the year 2000
- Sony: Become the company most known for changing the worldwide poor-quality image of Japanese products

Slide 12

From Organizations
to
Individuals

Slide 13

Does this sound like you?

"My life is hectic! I'm running all day - meetings, phone calls, appointments. I push myself to the limit, fall into bed exhausted and get up early the next morning to do it all again. I'm getting a lot done. But I get this feeling of 'so what?' What am I doing that really counts?"

Covey SR. First Things First, Simon & Schuster, 1994.

Slide 14

What are your core values?


- On a blank sheet of paper (page 2) write about a "red letter day"
 - What events would occur on the best day you can think of?
- What values emerge from your day?

A+

Slide 15

What difference will you make?


- Still on page 2:
 - Write down what difference you will make in your life? For whom?
- What does this goal tell you about your values? List your core values on the "Values" Worksheet (Worksheet One – page 3).



Slide 16

Values and Passion

- Continuing on the "Values" Worksheet (page 3), list your passions
 - What activities would you refuse to give up, no matter what?
 - What drives you to do what you do?



Slide 17


Creating a Personal Mission Statement

- Reflect on your values and passions
- On the "Mission" Worksheet (Worksheet Two, page 4) complete Step One. Write 1 brief sentence that identifies your mission
 - what you will do
 - for/to whom
 - to what end

Slide 18

Having Trouble?

- See Step Two (on page 4)
- What do you really care about?
- What difference do you want to make?
- Why are you in your current job?



Slide 19

Time to share

- Now, go to Step Three (still on page 4!)
- Working with the person next to you read your mission statement
- Your partner will ask you questions (Like the "2 year old consultant" that s/he is! "Why? Why? Why? Why? Why?")
- Revise your statement as needed

Slide 20


**Vision:
Putting your Mission to Work**

- Go to Step Four (still on page 4!)
- Building on values and personal mission statement
 - Write down your vision for your career
 - Be simple - but keep your passions at the forefront
 - A vision should say something that helps clarify your direction

Slide 21

Comparing Values


- What are the values of your organization?
 - On "Another Blank Sheet of Paper" – page 5), write down what you believe are your organizations core values
 - Avoid assuming stated values are core values



Slide 22

Comparing Values


- How well do your values match those of your organization?
- Are there any differences that are intolerable?



Slide 23

Discussion

- Are there any surprises?
- You may be asking, so what?
 - Moving to the day-to-day level



Slide 24

**The Functional Level:
Matching Priorities**

- On the "Tasks Worksheet" (Worksheet Three – page 6)
 - In Table 1, list the projects you are **actively** working on
 - In Table 2, list the projects you are **"sitting on"**
 - In Table 3, list the projects you **would like to be** working on but "don't have time for"

Slide 25

Tasks Worksheet

- In the column labeled "You"
 - Identify your priority for the project (High, Medium, Low)
- In the column labeled "Organization"
 - Identify your supervisors' priorities
- In the first column (numbers)
 - Place a next to projects congruent with **YOUR** mission and values

Slide 26


Discussion

- Are there any surprises?
- Are the projects you are currently working on a high priority for you?
- Mismatches?
- Where are the things that are most consistent with your personal mission and values?
- Mismatches?

Slide 27

When Words and Actions Don't Match

- Investigate - Dig to the Core
 - Meet with the "bosses"
 - Immediate supervisor
 - Department Head
- Ask specific questions
 - Why do we exist?
 - What would you never change?



Slide 28

Summary

- Your organization and you should have
 - A set of core values
 - A well defined mission (core purpose)
 - A vision of the future

Slide 29


Summary

- Your projects and activities should ideally:
 - Be congruent with your mission and values, pursuing your vision
 - Be congruent with the organization mission and values



Slide 30

Questions?



A THIRD BLANK SHEET OF PAPER

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QUESTION	RATING (1=poor to 5=excellent) Circle your choice
1. Rate the overall quality of this presentation	1 2 3 4 5
2. Material was clear and organized	1 2 3 4 5
3. Presenter provided sufficient time for interaction	1 2 3 4 5
4. Presentation was applicable to my career	1 2 3 4 5
5. Audiovisual materials supported my learning	1 2 3 4 5
6. The degree to which I understand how mission, vision and values impact my professional career development now is:	1 2 3 4 5
7. The degree to which I now know my own personal mission is:	1 2 3 4 5
8. The degree to which I now have a vision for my professional career development is:	1 2 3 4 5

WRITTEN COMMENTS:

IMPACT: Please identify how this workshop will change what you do.

COMMENTS: Please provide feedback for these speakers as well as any additional comments