

# Career Transitions

**Negotiating the journey**

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# Outline

- 🌐 *Academic training*
- 🌐 *Finding my first job*
- 🌐 *Career path*
- 🌐 *Roles and responsibilities:  
What attracted me?*
- 🌐 *Academia or Pharma*
- 🌐 *Advantages to this career*
- 🌐 *Work-Life balance*
- 🌐 *Tips for navigating your  
career*
- 🌐 *Transferable PhD skills*
- 🌐 *Supervisor, Mentor, Advocate*

# Academic Training



1982 – 1983

*B.S., Medical Technology  
Howard University*



1983 – 1986

*B.Sc., (Hons) Human Sciences with Neuroscience  
University College, London*



1986 – 1987

*M.Sc., Neurological Science*



1987 – 1991

*Ph.D., Neurobiology*



1991 – 1993

*Postdoctoral Fellowship (1)*



1993 – 1995

*Postdoctoral Fellowship (2)*



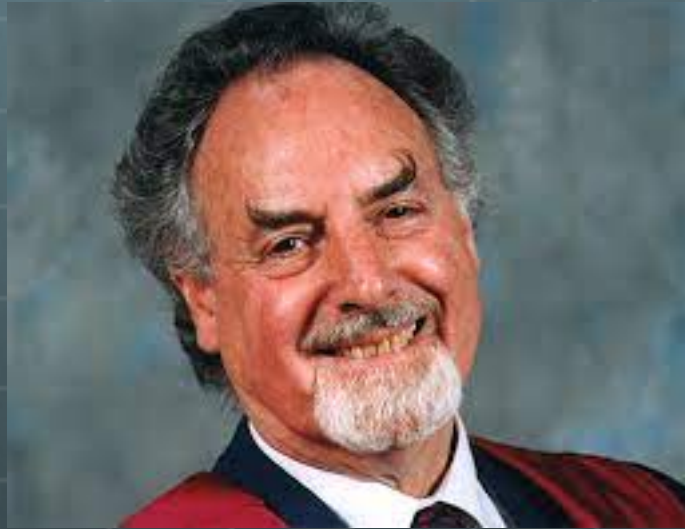
# Finding My First Job

Consistent hard work

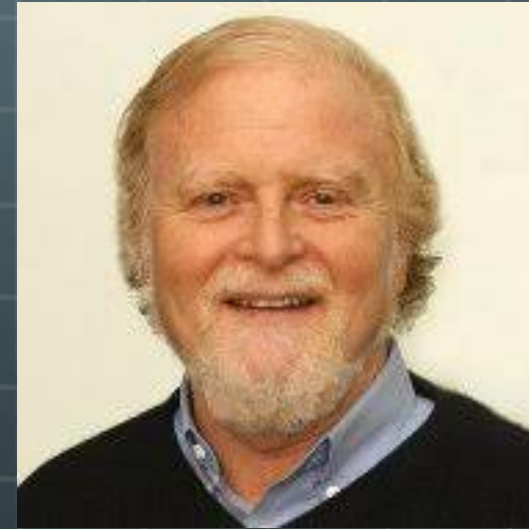
*50 letters*

&

*a walk in the park*



Geoffrey Burnstock, PhD, FRS



Michael A. Moskowitz, MD

# Career path 1

## Career progression in academia

- 🌐 1996 – Instructor, MGH/HMS
  - ❖ *R21 grant application review and path to faculty*
- 🌐 1998 – Asst. Prof., MGH/HMS
  - ❖ *AHA-MSDA grant application and path to promotion*
- 🌐 2000 – 2002 Transition from academia to pharma
  - ❖ *Use your leverage to negotiate your position*
    - ✧ *Consultant in Neurosurgery, MGH/Lecturer, HMS (Part-time)*





# Career path 2

## Transitions in pharma



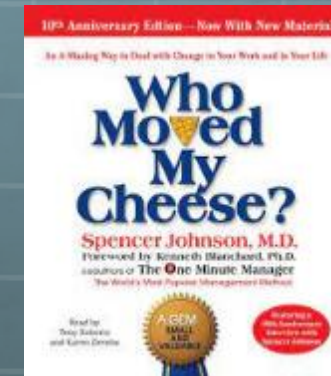
- 2000 – 2002 **Section Head, Cerebrovascular Disorders, Aventis Pharma**
  - ❖ **Companies make business decisions**
- 2002 - 2004 **Principal Scientist, CNS Discovery, Aventis Pharma**
  - ❖ **Be willing to adapt, learn and grow**
- 2005 – 2009 **Project Director, Project Direction, Neurology, sanofi-aventis**
  - ❖ **Challenge yourself; Lead teams**
- 2010 – 2014 **Global Head, External Innovation, TSU Aging, Sanofi**
  - ❖ **People see you; Seek opportunities to stretch and grow**
  - ❖ **Learn when to move on**



# Career path 3

## Transformation

### Who Moved My Cheese?



- 2014 – 2015    **Global Program Leader, CNS Therapeutic Area Unit, Takeda**
  - ❖ **Where is your passion?      Play to your strengths**
- 2016 – 2017    **Portfolio Strategy & Externalization, CNS Therapeutic Area Unit**
  - ❖ **Adapting and listening to feedback from advisors**
- 2017 – 2019    **Head, PV Compliance, Standards & Training and Business Partner Relations, Global Pharmacovigilance**
  - ❖ **Be opportunistic**
- 2019 –            **Global Project Management, Pharmacovigilance Affiliate Relations, Global Patient Safety & Evaluation**
  - ❖ **Agility, Putting your skills to work & Making a contribution**

# Roles and Responsibilities (1)

## What Attracted Me?

- Principal scientist/Section Head/Group Leader versus Assistant Professor
  - ❖ *Increased responsibility for more than one drug discovery project*
  - ❖ *Managing people*
  - ❖ *Learning about and Impacting drug discovery strategy*
  - ❖ *Focus on science, not on publishing, funding or teaching responsibilities*
- Project Director or Leader/Global Program Leader/Life Cycle Leader
  - ❖ *Comprehensive understanding of CNS drug research and development (R&D)*
  - ❖ *Drive asset strategy – responsible for drug development strategy*
  - ❖ *Career advancement*
    - ❖ *Leadership training opportunities*
    - ❖ *Exposure to top management of the company*
- Global Head, External Innovation
  - ❖ *Setting the scope, accountability and bringing value to a new unit and the company*
  - ❖ *Building a small global team (hiring, managing across cultures, creating job profiles ...)*
  - ❖ *Global travel*



# Roles and Responsibilities (2)

## What Attracted Me?

- 🌐 Portfolio Strategy and External Innovation
  - ❖ *Managing a portfolio to create value for an R&D unit*
  - ❖ *Working with cross-functional senior management to develop a new, forward-looking CNS R&D strategy*
- 🌐 PV Compliance, Standards & Training and Business Partners Relations, GPV
  - ❖ *Applying strategic planning skills to a completely new area*
  - ❖ *Managing multiple teams*
  - ❖ *Learning about a new area bordering R&D and Commercial boundaries*
  - ❖ *Putting coaching and leadership skills to work*
- 🌐 Pharmacovigilance Affiliates Relations
  - ❖ *Introducing a new out-sourcing operating model*
  - ❖ *Working virtually across many countries and cultures*
  - ❖ *Opportunity to work alongside and add value to a trusted colleague, now manager*

# Advantages to this career path

## Options and Opportunities

- 🌐 **Bench to bedside**
  - ❖ *Research is geared towards a product rather than knowledge itself*
  - ❖ *See your research improve the quality of people's lives (Doctor versus Drug)*
- 🌐 **Resources**
  - ❖ *Access to top-caliber scientists (in-house, collaborators, consultants)*
  - ❖ *Tools, databases, cutting-edge and unique science*
- 🌐 **Working in teams**
  - ❖ *To be an expert in part of a large group; team spirit*
- 🌐 **No grants (in big pharma, but may be different for start-ups, biotechs)**
  - ❖ *Be willing to adapt*
- 🌐 **A whole new world of career options**
  - ❖ *Bench scientist, clinical scientist, group leader, scientific/medical writing, management, marketing/market access, regulatory, outcomes research, patent, translational medicine, medical science liaison ...*
- 🌐 **Benefits (traditional and additional)**
  - ❖ *Financial (Salary, bonuses [hiring and annual] and long-term incentives, 401K matching, voluntary tax free savings, life insurance coverage, dependent care, "Benny" card, relocation packages), career enrichment/recognition incentives, health screens, opportunities for your kids (bring your kids to work, scholarships, cultural exposure), personal care (security, protective wear, cafeteria, coffee/tea/water), career development (regular performance reviews, individual development plan include promotion strategies), work/life balance*

# Work/Life balance

- 🌐 Achieve retention, reduce the absenteeism, enhance morale, improve performance, productivity and efficiency, enhance the company image in society
  - ❖ **Environment: continuous work, hazardous, complex, high-risk,**
- 🌐 **Flexible working conditions**
  - ❖ **Work from home, normal/flexible working hours, work rotation, recent hire packages (relocation plans & community acclimatization)**
- 🌐 **Time-off**
  - ❖ **Encouraged, vacation (increases based on loyalty), company culture (EU vs US, community volunteer), maternity/paternity, bereavement ...**
- 🌐 **Health benefits**
  - ❖ **Company contributions (health plan, health savings account, fit-bits ... ), counseling (advice or providing information pertaining to work and family matters such as medical or financial advice save the employees time and reduce the chaos and tension of employees), on-site access (full service gyms, health center, free drugs (drug-store) ...**
- 🌐 **Personal benefits**
  - ❖ **Nursery/day-care/dependent-care (on-site, nearby, subsidized), ...**

# Transferable PhD Skills

<https://careercenter.umich.edu/article/phd-transferable-skills>



## Analysis & Problem-Solving

- ❖ Define a problem and identify possible causes;  
Comprehend large amounts of information; Design an experiment, plan, or model that defines a problem, tests potential resolutions and implements a solution;  
Form and defend independent conclusions



## Interpersonal & Leadership Skills

- ❖ Facilitate group discussions or conduct meetings,  
Motivate others to complete projects (group or individual), Respond appropriately to positive or negative feedback, Effectively mentor subordinates and/or peers, Collaborate on projects, Teach skills or concepts to others, Navigate complex bureaucratic environments

# Transferable PhD Skills (cont'd)

<https://careercenter.umich.edu/article/phd-transferable-skills>

- 🌐 **Project Management & Organization**
  - ❖ Manage a project or projects from beginning to end, Identify goals and/or tasks to be accomplished and a realistic timeline for completion, Prioritize tasks while anticipating potential problems, Maintain flexibility in the face of changing circumstances
  
- 🌐 **Research & Information Management**
  - ❖ Identify sources of information applicable to a given problem, Understand and synthesize large quantities of data, Design and analyze surveys, Develop organizing principles to effectively sort and evaluate data

# Transferable PhD Skills (cont'd)

<https://careercenter.umich.edu/article/phd-transferable-skills>

## Self-Management & Work Habits

- ❖ Work effectively under pressure and to meet deadlines,  
Comprehend new material and subject matter quickly,  
Work effectively with limited supervision

## Written & Oral Communication

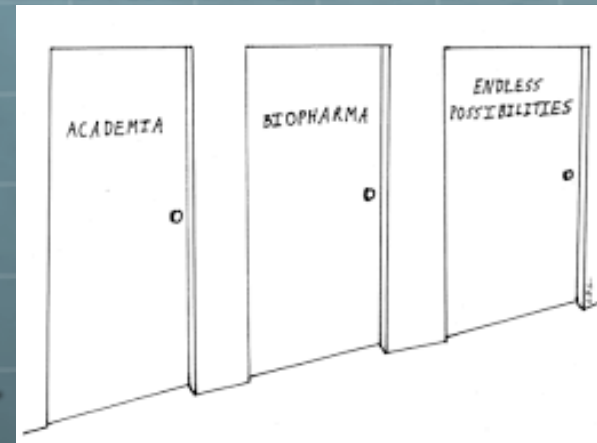
- ❖ Prepare concise and logically-written materials,  
Organize and communicate ideas effectively in oral presentations to small and large groups, Write at all levels — brief abstract to book-length manuscript, Debate issues in a collegial manner and participate in group discussions, Use logical argument to persuade others, Explain complex or difficult concepts in basic terms and language, Write effective grant proposals

# Supervisor, Mentor, Advocate

## What's the difference?

- 🌐 *Supervisor (Principal Investigator)*
- 🌐 *Mentor(s)*
  - ❖ *Helps with education, awareness raising and building skills and career progression*
    - ✧ *how to gain this information for yourself*
    - ✧ *how to position yourself*
  - ❖ *Advising, based on their experience*
- 🌐 *Advocate/Sponsor*
  - ❖ *Someone who is all of the above, PLUS*
    - ✧ *Close enough to you to know your career path & personal goals*
    - ✧ *Willing and able to influence your opportunities. They put their reputation on the line for you*

# Academia or Pharma?



- ❶ Wrong question
  - ❖ *Be strategic and intentional about your career*
  - ❖ *Passion and personality*
- ❷ Timing is important: transition depending on the desired role
  - ❖ *Section Head/Group Leader*
  - ❖ *Department Head*
  - ❖ *Unit Head*
- ❸ Women achieve higher positions faster in many industries except academia
  - ❖ *Mary Barra, GM; Sheryl Sandberg, Facebook; Emma Walmsley, GSK; Belén Garijo, Merck; Marissa Mayer – Yahoo; Marilyn Hewson, Lockheed Martin; Meg Whitman, Hewlett-Packard; Abigail Johnson, FMR (Fidelity Investment’s Parent Company); Ursula Burns - Xerox; Irene Rosenfeld, Mondelēz International; Carol M. Meyrowitz, TJX Companies; Patricia Woertz, ADM; Oprah Winfrey, OWN; Jane Fraser, Citigroup; Adena Friedman, Nasdaq; Stacey Cunningham, NYSE; Graca Foster, Petrobas; Carol Tome, UPS; Karen Lynch, CVS Healthcare; Rochelle Walensky, CDC*
  - ❖ *Angela Merkel (Germany), Christine Lagarde (IMF, EU Central Bank), Kamal Harris, Melinda Gates, Ursula von der Leyen (EU Commision), Nancy Pelosi, Mette Frederiksen (Denmark), Sanna Marin (Finland), Zuzana Caputova (Slovakia)*



# 5 Tips for Navigating Your Career

## Employment & Advancement

1. Determine what is important to you
  - ❖ *What do you want to contribute?*
  - ❖ *What impact do you wish to have?*
  - ❖ *What legacy do you wish to leave?*
2. Set a career direction, not a career destination
3. Be willing to do the side projects, take the fishing trips; embrace opportunities to grow & stretch
4. Commit to continuous learning/improvement
  - ❖ *Evaluate your progression (short/long-term goals)*
  - ❖ *You cannot improve what you do not measure*
5. Pay it forward

