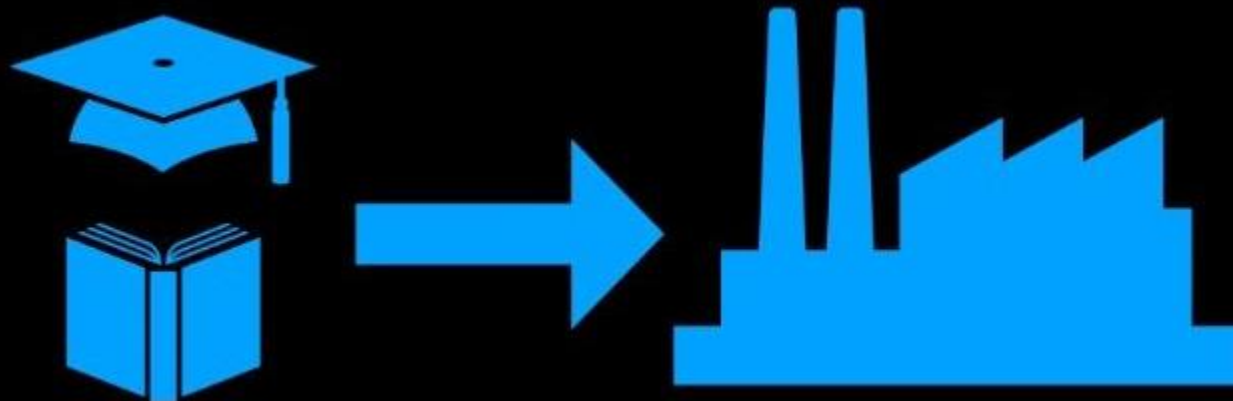


From Bench to Ops: How Strategic Personal Branding gets You in the Door

Cortney Miller

<https://www.linkedin.com/in/cortney-millerphd/>

Sept 20, 2024



Before we get started

- My experience and opinion is my own
- In my experience, nobody in industry cares about:
 - Your PhD (unless you are applying for a scientist role)
 - How long it took you to finish your PhD
 - Your publications*
 - Your grants*

** We'll discuss this more*

Who I am

Finished PhD. In Neurobiology

Was convinced I was going to be an Academic Professor. Tweed jacket, elbow patches etc

APR
2016

OCT 2016

First industry role as Associate Project Manager for 3rd party vendor

Started Post Doc

Realized quickly this was not for me

MAY
2016

Explored options, the dreaded 'job hop'

Boston Medical Center
Boston University
Eurofins (lab testing, diagnostics)

2017 - 2022

Today

Dyne Therapeutics

Started as Senior CTM, promoted to AD Clin ops after 9 months

Broad experience at Halloran Consulting

A good way to do a little bit of everything, network, and have no one you know be able to explain your job.

2022 - 2023

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Finished PhD. In Neurobiology

Was convinced I was going to be an Academic Professor. Tweed jacket, elbow patches etc

APR 2016

All within a year

OCT 2016

First industry role as Associate Project Manager for 3rd party vendor

Started Post Doc

Realized quickly this was not for me

MAY 2016

Existential crisis- what am I doing with my life?

Managed and mentored a lot of people

Explored options, the dreaded 'job hop'

Boston Medical Center
Boston University
Eurofins (lab testing, diagnostics)

Building a brand

Making Friends
Learning how to manage, be managed

2017 - 2022

Getting promoted from within can be impossible moving up in pay and responsibility often means hopping

Today

Broad experience at Halloran Consulting

A good way to do a little bit of everything, network, and have no one you know be able to explain your job

2022 - 2023

Gained exposure to a lot of life sciences companies, 'figure it out' mentality

2nd existential crisis- Got laid off, and immediately hired by a long-term client

Dyne Therapeutics

Started as Senior CTM, promoted to AD Clin ops after 9 months

Why Scientists are a Good Fit for Ops/PM Roles

- Attention to detail
- Fast paced learning
- Organized/methodical
- Risk identification
- Curiosity



What is Project Management?

- Ensures that Cost, Time and Scope of a project are balanced to maintain quality deliverables
- A project can be anything that has an 'end date'



What is Project Management?

Answering and leading teams in-

- What do we need to get this done?
- Who needs to be involved?
- What are the feasible timelines?
- How much does it cost to do it well?
- How are we defining 'good'?



Where are PMs in Biotech and Pharma

Clinical 3rd party vendors (CROS)

PPD[®]
Part of Thermo Fisher Scientific

 Worldwide
Clinical Trials

parexel^{sa}

PRECISION
for medicine

Syneos[®]
Health

 **IQVIA**

ICON

Other vendors

CLARIO.

 **MEDIDATA**

Veeva

 **TRIALINTERACTIVE**

 **OpenClinica**

 **SUVODA**

Sponsor side

- Data Management
- Process Improvement
- Sample Management
- Bus Ops and Dev

Roles in PM

Vendor Side

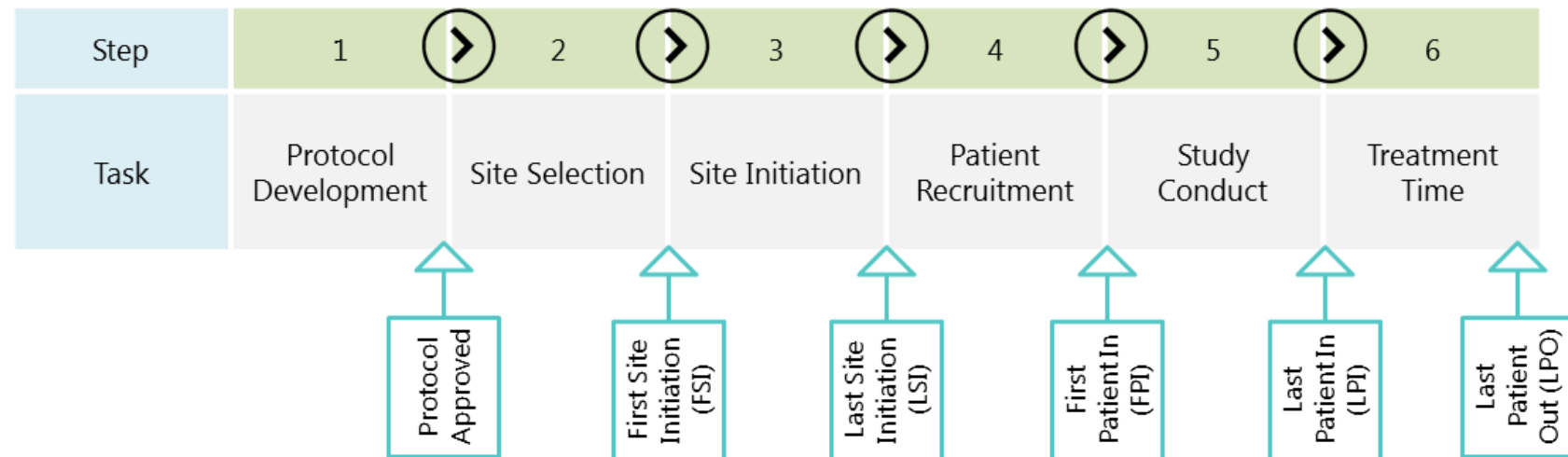
- Account Manager
- Project Manager/Lead
- Client Success Manager
- Contracts/BD Ops manager

Sponsor Side

- Clinical Data Manager
- Lab ops Manager
- Biomarker Manager
- Supply Chain Manager
- Business Operations
- *Clinical Operations

What is Clinical Operations?

- Planning, implementing, managing, and executing clinical trials from start to finish. ClinOps teams are responsible for ensuring that trials are conducted in compliance with regulations and ethical guidelines, and that they produce high-quality data
- **Really just Project Management**



Roles in Clinical Operations

Clinical Site Side

- Clinical Research Coordinator
- Clinical Trial Associate
- Research Manager

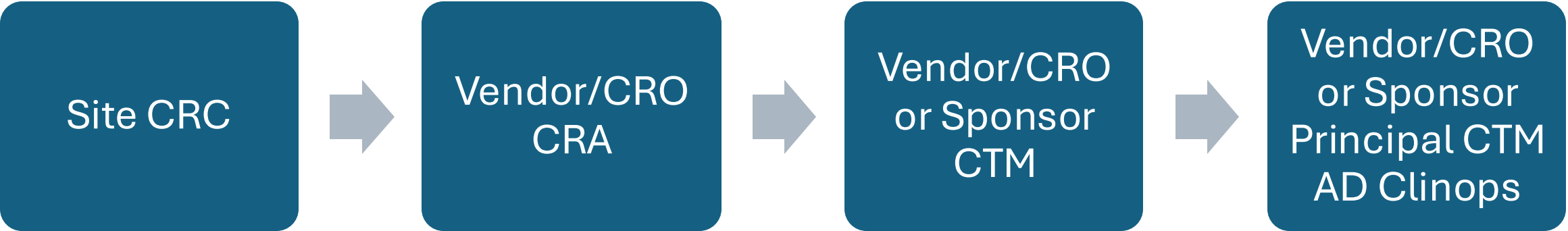
Vendor Side

- Clinical Research Associate
- Clinical Trial Manager
- Clinical Business Operations
- Clinical/Ops Consultant
- Study Start up Manager

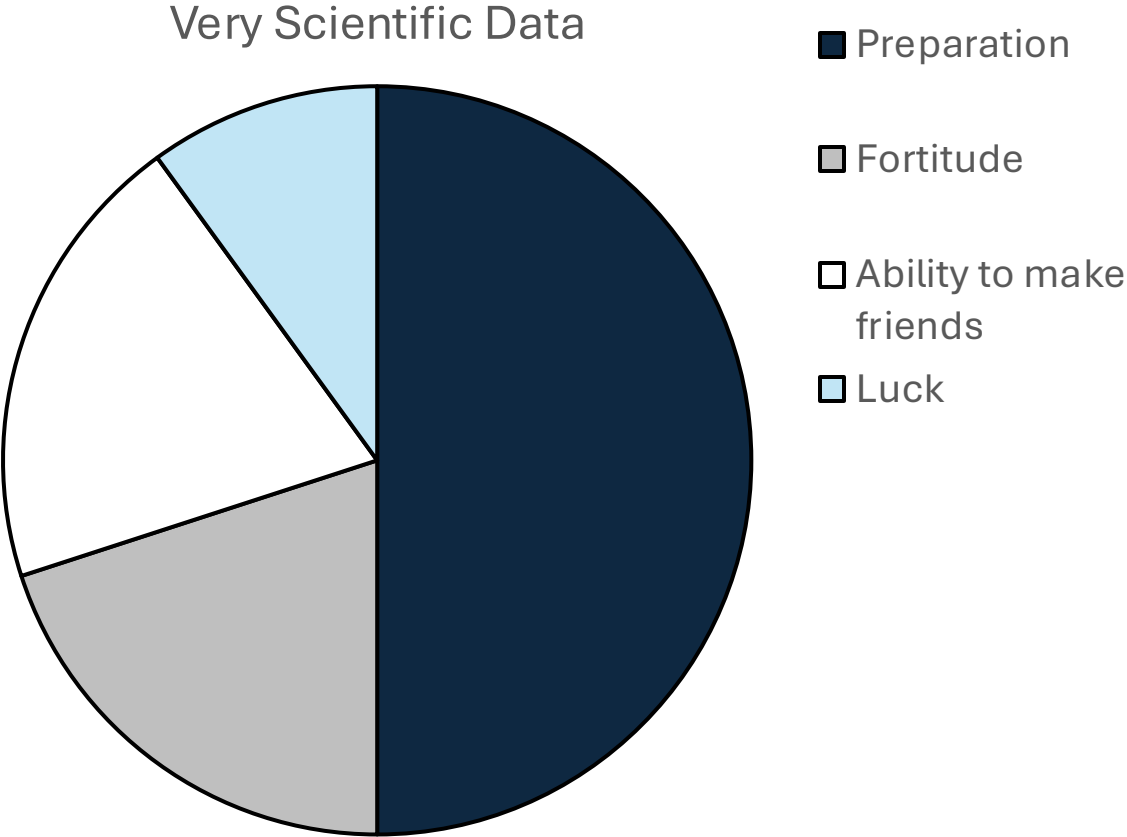
Sponsor Side

- Clinical Research Coordinator
- Clinical Research Associate
- Clinical Trial Manager
- Clinical Study Lead

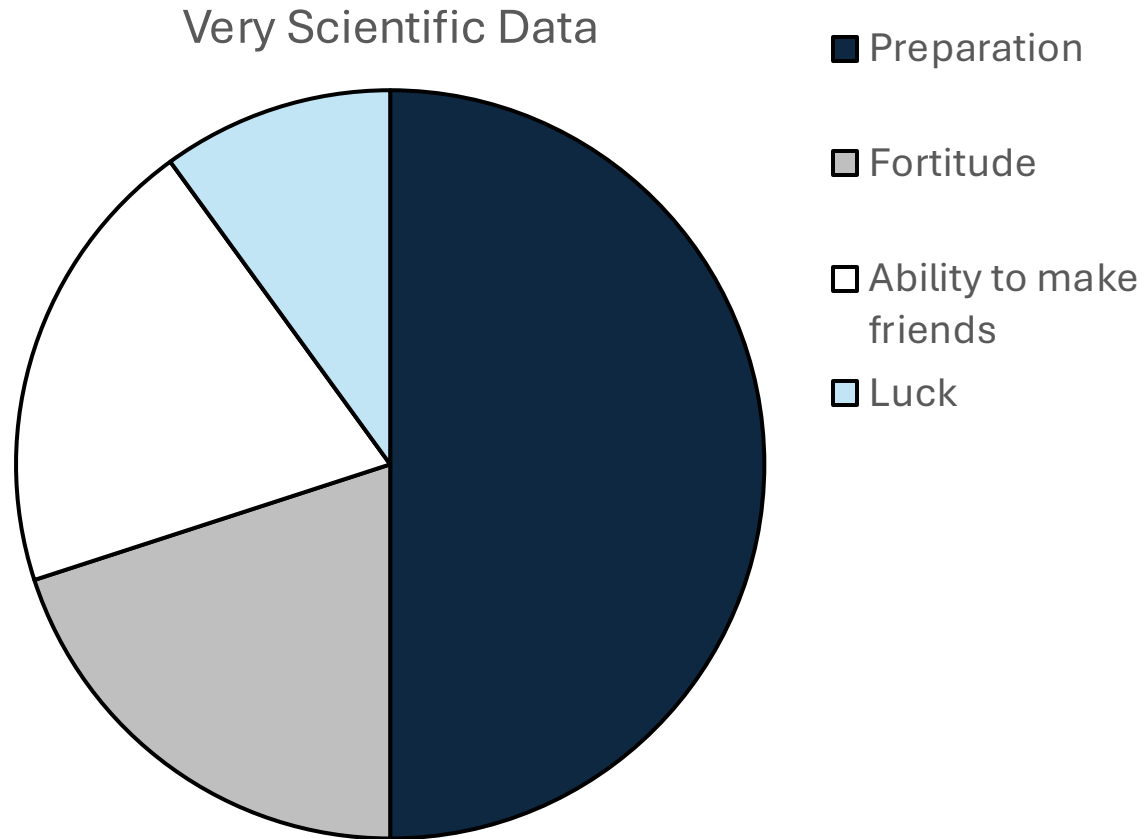
Typical Progression of a Clin Ops Career



What it takes to get hired into PM/Ops roles



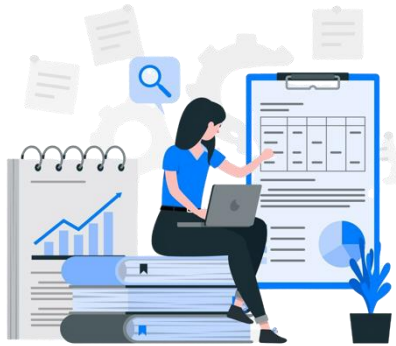
What it takes to get hired into PM/Ops roles



Transitioning to an industry role is:

- 50% Preparation
- 20% Fortitude
- 20% Ability to make friends
- 10% Luck

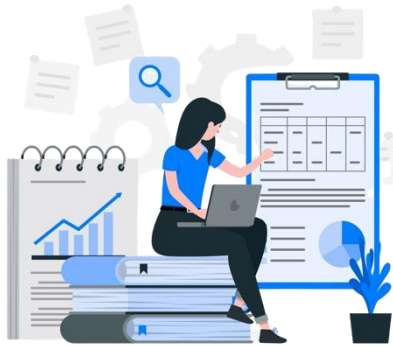
Fuel the 50%- What does preparation look like?



Do your research

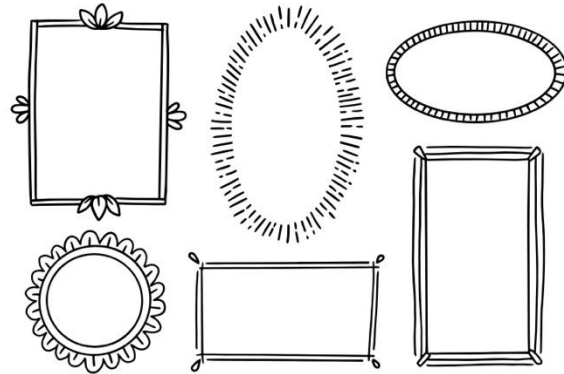
- Know what jobs are out there
- Familiarize yourself with companies of interest
- Read A LOT of job posts
- Set news alert and job alerts and review them
- Talk to people in the field

Fuel the 50%- What does preparation look like?



Do your research

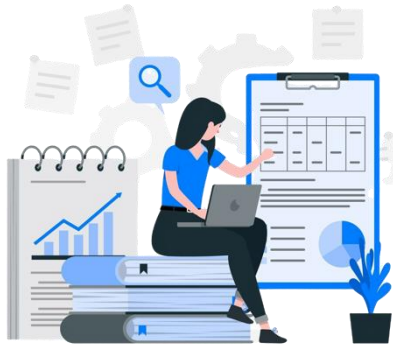
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Reframe your experience

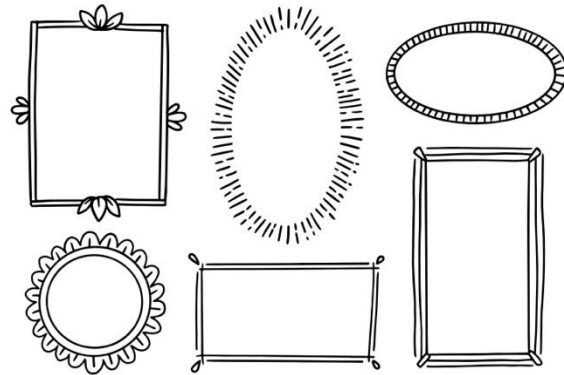
- Consider the words you see in job descriptions and put your experience in those terms
- Practice using your past experience to respond to interview questions
- Start incorporating the jargon (yeah, I know)

Fuel the 50%- What does preparation look like?



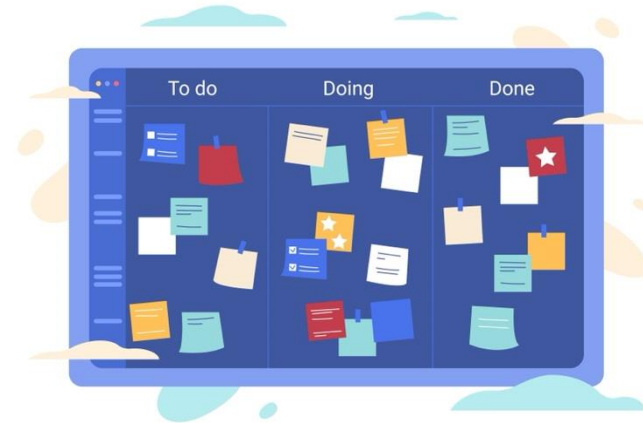
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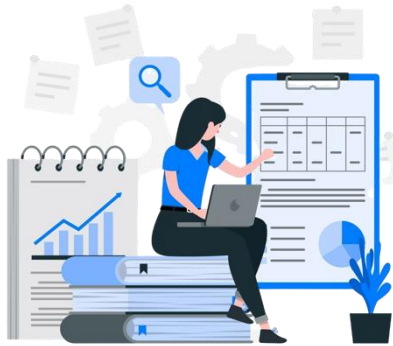
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Get organized

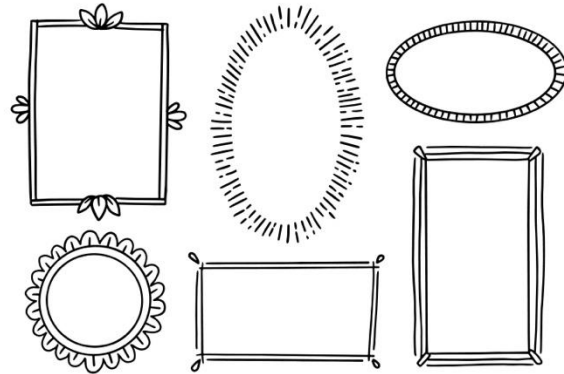
- Spreadsheets or kanban boards are your friend
- Track the companies you like, the jobs you apply for, the questions you get asked/how you answer

Fuel the 50%- What does preparation look like?



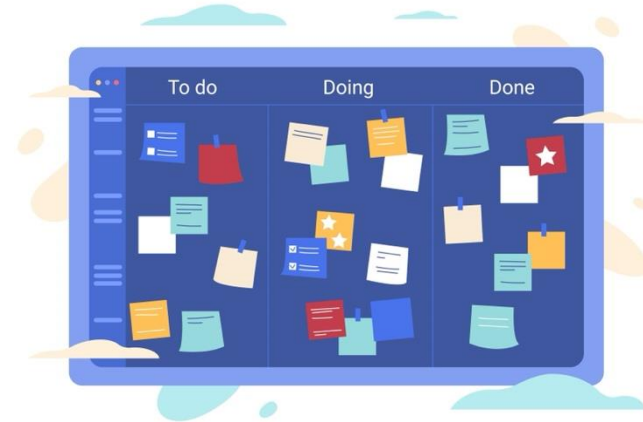
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Job Description: Site Clinical Research Coordinator

Job Summary

Manages daily operations of a biomedical &/or social-behavioral research study involving multidisciplinary teams of colleagues, sponsors & other external project stakeholders. Monitors study performance, analyzes & review results, & supervises development & implementation of new protocols. Assigns work & supervises study staff & reviews technical operations ensuring that all processes, protocols & procedures are quality controlled & functioning up to standards. May co-author scientific papers for presentation & publication & coordinates writing, submission & administration of grants. Ensures that all study activities are completed by strictly following Good Clinical Practices (GCP) & all current local, state, & federal laws, regulations, guidance, policy & procedure developed by the NU Institutional Review Board (IRB), Food & Drug Administration (FDA) Code of Federal Regulations (CFR), & the International Conference on Harmonization (ICH).

Administration

- Manages project, collaborating and partnering with all internal/external staff including sponsoring agencies, organizations &/or other research &/or educational institutions to ensure project objectives and timelines are attained. Advises project staff on enhancements and changes to processes, practices, and procedures to ensure compliance with protocols and to increase effectiveness and efficiency of project.
- Manages day-to-day project operational & business functions; implements existing policy & ensures the effective, compliant, & efficient completion of daily administrative operations.
- Ensures appropriate and timely compliance with associated local, state, & federal regulatory guidelines, requirements, & laws; & research protocols.

Specific Responsibilities

Technical

- Leads execution & control of a biomedical &/or social science project or research study.
- Manages and ensures completion of study activities per protocol. Collaborating with nursing staff and Principal Investigator (PI) ascertains pretreatment & eligibility requirements; interviews participants & obtains social & medical histories; based on results determines & registers participants with appropriate sponsors; completes informed consent; determines & organizes patient's treatment and test schedules.
- Manages conduct of experimental tests & procedures. Closely monitors & documents patient's adverse events; partners with nursing staff in modifying dosages, tests & treatment schedule.

Data

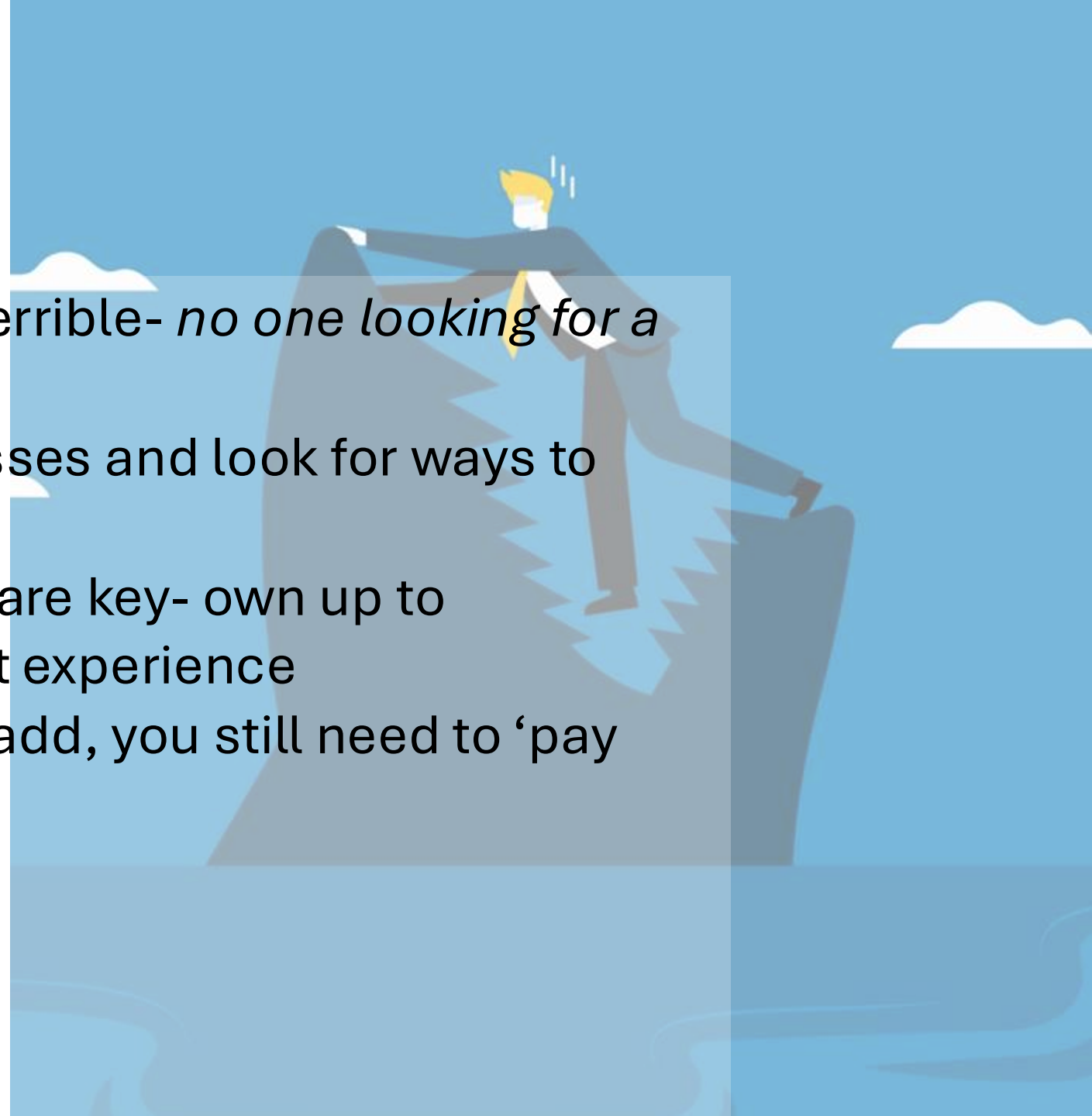
- Manages project data including processing, accuracy, analysis & evaluation of data ensuring that results meet project information and deliverable objectives. Partners with internal/external project and IT staff to create, review, analyze, interpret, summarize and prepare progress & final reports.
- Provides consultation to internal/external project staff on appropriate data management, methodological issues and analysis of data.

Minimum Qualifications

- Successful completion of a full 4-year course of study in an accredited college or university leading to a bachelor's or higher degree in a major such as social or health science or related; OR appropriate combination of education and experience and 2 years' research study or other relevant experience required; OR
- Successful completion of a full course of study in an accredited college or university leading to a master's or higher degree in a major such as social or health science or related; OR appropriate combination of education and experience and 1 year research study or other relevant experience.
- Must complete NU's IRB CITI training before interacting with any participants & must re-certify every 3 years

20% Fortitude

- Accept that the process is terrible- *no one looking for a job is having a good time*
- Acknowledge your weaknesses and look for ways to compensate
- Accountability and honesty are key- own up to challenges, be honest about experience
- While a PhD can be a value add, you still need to 'pay your dues'



20% Making Friends

Live by 70/30- Ask about the other person 70% of the time



20% Making Friends

A person is silhouetted against a bright sunset sky, standing on a jagged, rocky mountain peak. Below the peak, a vast sea of white clouds fills the valley, illuminated by the warm light of the setting sun. The sky transitions from a pale blue at the top to a vibrant orange and yellow near the horizon.

Live by 70/30- Ask about the other person 70% of the time

Be genuinely interested in people-
Remember facts about them (write it down if you must)

20% Making Friends

A person is silhouetted against a bright sunset sky, standing on a jagged, rocky mountain peak. Below the peak, a vast sea of white clouds fills the valley, illuminated by the warm light of the setting sun. The sky transitions from a deep orange near the horizon to a soft purple and blue at the top.

When interviewing make sure to get the emails of the interviewers and send personal thank yous

Live by 70/30- Ask about the other person 70% of the time

Be genuinely interested in people- Remember facts about them (write it down if you must)

20% Making Friends

A person is standing on a rocky mountain peak at sunset. The sky is a mix of orange, pink, and blue. In the background, another person is visible on a higher peak, silhouetted against the bright sun. The overall scene is one of achievement and accomplishment.

Reach out to people who have already transitioned and ask for an informational interview

Live by 70/30- Ask about the other person 70% of the time

When interviewing make sure to get the emails of the interviewers and send personal thank yous

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20% Making Friends



Practice meeting people, making friends

Reach out to people who have already transitioned and ask for an informational interview

Live by 70/30- Ask about the other person 70% of the time

When interviewing make sure to get the emails of the interviewers and send personal thank yous

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10% Luck

- Applying at the right time makes a difference
- Who you know matters
- Volume



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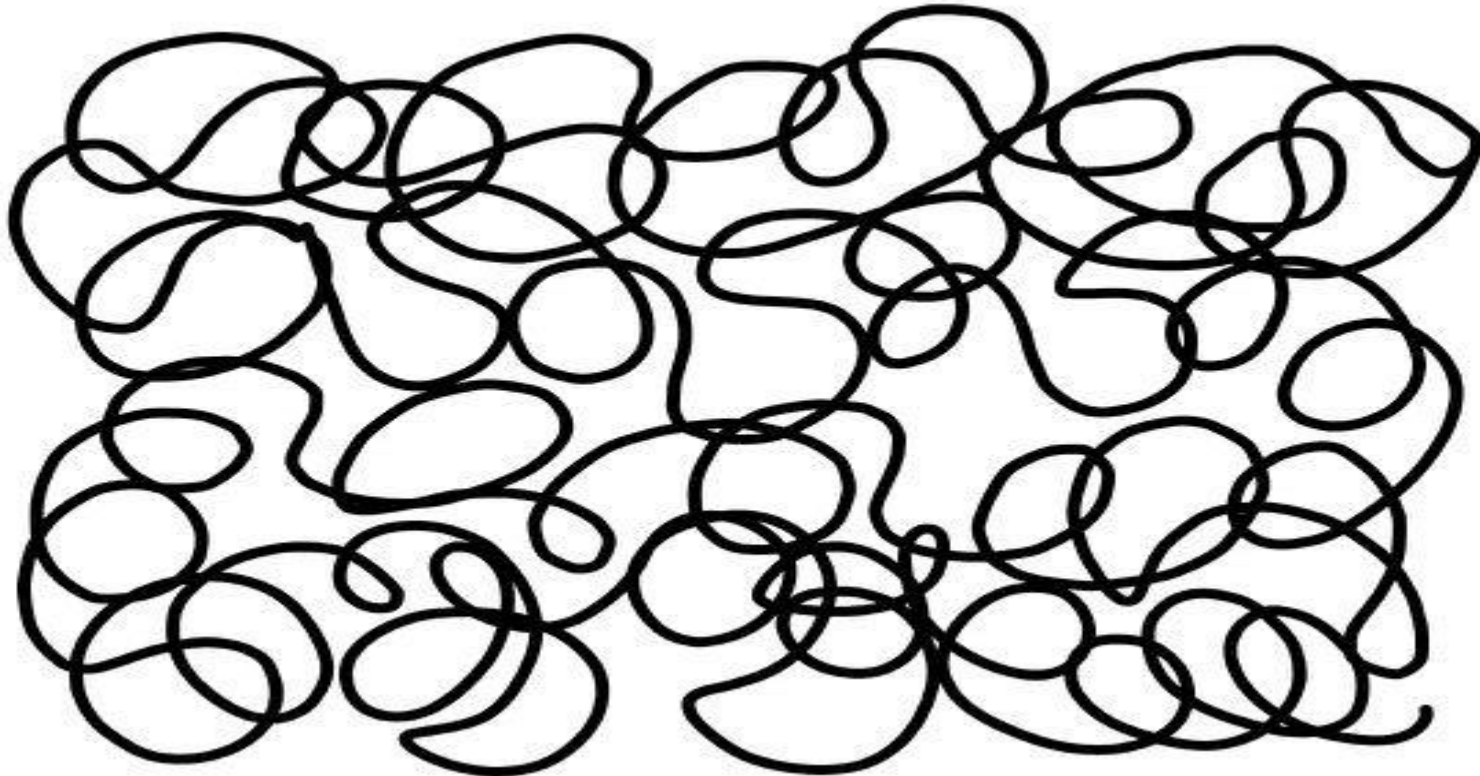
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2022 - 2023

A Career Path Is Not A Straight Line



A Career Path Is Not A Straight Line



**But Personal Branding
Can Be Grounding**

Your Personal Brand

What do you do well?

Your Personal Brand

What do you like?

Your Personal Brand

How do you want to be perceived?

My Personal Brand

DO	LIKE	SEE
Collect information and make good decisions	Mentoring early career people	Hard worker
Get a team to collaborate and compromise	Making friends	Helper
Solve puzzles, identify solutions	Learning new things	Humorous

Personal Branding Exercise #1: DO, LIKE, SEE

What do you do well?

Pick 3 things you do well

What do you like?

Pick 3 things you enjoy or find interesting

How do you want to be perceived?

How you like others to see you in the workplace

Personal Branding Exercise #2: The Elevator Pitch

- Be clear and concise - your statement should be easy to understand and remember
- Focus on your unique value proposition - what sets you apart from others in your field?
- Be authentic - make sure your statement reflects your true self
- Tailor your statement to your target audience - what are they looking for in a professional like you?
- Communicate who you are, what you do, and how you make a difference
- Pick 3 words that represent you as a professional and build out 2-3 sentences
- Pick 3 things you do well and incorporate them
- Use what you already have and build on it- don't try to be something you're not
- Who are you trying to convince? Are they Biotech, Data, Pharma, other? Use their language when possible
- Why choose you? What do you bring to the table?

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I leverage my **energetic** and **collaborative** nature to **build strong coalitions** and **drive progress across multiple complex projects**. My **decisive** approach ensures **swift problem-solving and the development of risk-averse solutions** that keep projects on track. With a focus on maintaining momentum and fostering team synergy, I excel at delivering successful clinical outcomes and advancing innovation.

Using Your Brand

- Focus your application and interview content
- Build trust and your reputation
- Identify opportunities that will be best fit
- Structure your career goals and plans

Q and A



Extra Resource Slides

General Advice for Resumes

1. Do not submit a CV. Distill your info down to no more than 3 pages
2. You can use Chat GPT to reframe things but make sure to 'humanize'
3. Use numbers wherever possible, ie 'received grant funding for \$150,000 over 3 years', 'collaborated in teams of 5+ researchers'

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2. You can use Chat GPT to reframe things but make sure to 'humanize'
3. Use numbers wherever possible, ie 'received grant funding for \$150,000 over 3 years', 'collaborated in teams of 5+ researchers'
4. No more than 5 **concise** bullets per position
5. Use the buzz words
6. You DO HAVE applicable experience I promise
7. Education goes at the bottom

General Advice for Applications/Interviews

1. Keep a 'copy from' google doc
2. Apply for jobs within the week they are posted
3. Track the questions you are asked during screens
4. Send personal thank yous when feasible
5. Interviewers can become your network
6. Show personality but dress appropriately



General Advice for Social Media

1. The first thing I'm doing is googling you
2. LinkedIn can be very useful if used correctly
3. Profile picture matters
4. If you express political or religious beliefs on social media, don't (or set to private)



References and resources

- <https://hbr.org/2023/05/a-new-approach-to-building-your-personal-brand>
- <https://www.forbes.com/sites/goldiechan/2018/11/08/10-golden-rules-personal-branding/>
- <https://graduate.northeastern.edu/resources/tips-for-building-your-personal-brand/>
- https://www.ted.com/talks/sarah_ellis_and_helen_tupper_the_best_career_path_isn_t_always_a_straight_line
- https://www.ted.com/talks/emilie_wapnick_why_some_of_us_dont_have_one_true_calling