



Beth Israel Deaconess
Medical Center



HARVARD MEDICAL SCHOOL
TEACHING HOSPITAL

Individual Career Development Plan

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Committed to outstanding surgical care, research, and education

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I. OBJECTIVES:

The Individual Career Development Plan:

- Provides a structured approach to short and long-term goal setting.
- Organizes your professional career development.
- Helps to optimize individual performance and growth.
- Allows you to achieve greater professional fulfillment.

The Individual Career Development Plan is a resource to help organize and focus your efforts in professional and personal development. Its primary purpose is to serve as a structure approach to reaching short- and long-term career goals and achieving greater professional fulfillment.

A personal professional development plan provides a roadmap and specific action steps for junior faculty to guide your academic career progression. Completing the guide sequentially will allow you to characterize your core values, identify professional competencies you want to develop, as well as direct activities and resources necessary to reach your goals.

Please feel free to contact Ted James, Vice Chair of Academic Affairs, for any questions about using this guide. As an extension of this guide, one-on-one career development coaching is also available upon request.

II. Personal Mission Statement Worksheet

The 1st step in your career plan is to create a personal mission statement. A personal mission statement serves as a roadmap to success and professional fulfillment. It can help you to set goals, guide decisions, and ensure your professional career path remains aligned with your personal values. The following questions will guide you through a framework of priority-setting and self-reflection. Be honest and thoughtful in your answers. This is for personal use only and does not need to be shared. You may benefit from revisiting these questions at least once a year. As you evolve and achieve your goals, your personal mission statement is bound to change.

1. What are 1-3 items that reflect my greatest priorities in life (i.e. what do you value, what matters most to you, what is your passion)?

- _____
- _____
- _____

2. What kind of legacy do I want to leave in life? (Years from now, what does the impact you've left behind look like)?

3. What would I like my life to look like in 10 years?

4. How am I allocating my time? (Assess your current personal and professional time commitments). Is my allocation of time aligned with my stated priorities?

5. If I could relive the past year, what would I spend more time doing? What would I spend less time doing? What changes do I need to make to help this happen this year?

6. What are my overarching lifetime goals? (You can select from any of the following: Clinical, Research, Teaching, Administrative, Service, Personal life).

7. What are my benchmarks? (Identify the knowledge, skills, behaviors, and milestones needed to accomplish your professional and personal goals)

Personal Mission Statement Templates:

A personal mission statement is meant to be simple, concise, yet depict all that you wish to achieve from your life and career. The templates and examples given below will help you further in writing your own mission statement.

- **To [what you want to do] by [how you'll do it] so that [what impact you hope to make].**
- **I value [one or multiple things you value] because [why it matters to you]. To do this, I will [how your professional path will align with these values].**
- **To use my [skills or expertise] to inspire/lead [group of people] so that [ultimate goal].**

Examples:

“To improve the lives of my patients by helping them face a difficult diagnosis with enthusiasm and courage”

"I want to serve the people. And I want every girl, every child to be educated" -- Malala Yousafzai, Nobel Prize laureate and activist

Your Personal Mission Statement:

Recommended Reading

- Using Your Personal Mission Statement to INSPIRE and Achieve
Success: [https://www.academicpedsjnl.net/article/S1876-2859\(16\)30500-9/fulltext](https://www.academicpedsjnl.net/article/S1876-2859(16)30500-9/fulltext)
- Success That Lasts: <https://hbr.org/2004/02/success-that-lasts>

III. Goal Setting

Once you have developed your Personal Mission Statement, the next step is to prioritize your professional goals in context with the core values illustrated in your mission statement. Determining your career priorities provides direction and motivation. Follow these steps:

1. Indicate which career category below is high, medium, or low in priority based on your mission statement (**note: have no more than 3 high-priority categories**).
2. List your lifetime goal for each category (note: low priority categories do not have to have lofty goals; however, **aim high with high-priority categories**).
3. Set 3-5-year and then 1-year goals for each category. These goals should be important milestones for accomplishing your lifetime goal for the category (note: you may have the same goal for more than one time frame; however, for high-priority items, you should have separate goals for each time frame).

Career Category	Priority Level (H M L)	Lifetime goal	3-5 year goal	1-year goal
Clinical				
Research				
Teaching				
Service				
Administrative/ Leadership				
Personal Development				

Recommended reading

- Academic Goals in Surgery: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3835482/>
- From Purpose to Impact: <https://hbr.org/2014/05/from-purpose-to-impact>
- Putting first things first: <https://www.franklincovey.com/the-7-habits/habit-3.html>

IV. Action Steps

Goals are only as effective as the action steps put into place to accomplish them.

- Using the 1-3 **high-priority lifetime career goals** determined in the preceding section, list the resources needed to achieve your goal(s) (e.g. mentorship, training, equipment, etc.).
- Identify any obstacles standing in your way (e.g. limited time, lack of funding, lack of experience, etc.).
- Finally, list the critical next steps required for reaching your goal(s). Next steps should focus on actions needed to accomplish your 1-year, 3-5-year, and lifetime goals - in that order.

Revisit and update your action steps as you progress towards your key goals. Goals may evolve and change overtime throughout your career. Remember, the most powerful goals are SMART: (Specific / Measurable / Achievable / Relevant / Time-Based).

Priority Career Goal(s) 1. _____ 2. _____ 3. _____	
Resources:	
Obstacles:	
Next Steps:	

V. Mentorship

Receiving guidance and feedback is a critical aspect of professional development. Seek to identify mentors who can help you to reach your high-priority, lifetime career goals. Mentors can play key roles as advisors, counselors, coaches, and sponsors – which are all important for personal growth and career success. It often requires more than one person to serve in these roles. Creating a mentoring network that taps into the perspectives, experiences and insight of colleagues who have fulfilled one or more of the roles mentioned can provide you with a vital professional resource. Your mentoring network, or career advisory board, should include people you trust, and who can inspire and encourage you to accomplish great things.

Notes on building a mentoring network:

- One person may fill more than one role (but certainly not all the roles)
- You may seek colleagues from beyond your department or institution
- At different stages of your career your professional team will vary based on need
- Remember to pay it forward by mentoring others

List the people you consider candidates for these individual roles. Consider inviting them, one at a time, for coffee. Ask if they are willing to touch base with you periodically about professional interests, or serve as a sounding board. Decide together how often to meet. In preparation for these meetings, review the following questions ahead of time and be prepared to discuss your responses with your mentor:

1. What are my key career goals at this time?
2. What success have I made toward my goals?
3. What challenges remain obstacles to achieving my goals?
4. What do I need from my mentor to help me make progress?

Recommended Reading

- Mentoring Surgeons in Private and Academic Surgery: <https://jamanetwork.com/journals/jamasurgery/fullarticle/508661>
- Coaching and Mentoring Modern Surgeons: <http://bulletin.facs.org/2014/08/coaching-and-mentoring-modern-surgeons/>

VI. Summary:

Ten Tips for Getting Started in Your Academic Surgery Career

1. Within 3-months of your appointment to the faculty position review expectations with your chief. Be sure your expectations and those of your chief are reasonably aligned.
2. Develop an overarching Personal Mission Statement (see guide provided).
3. Develop annual goals and 3-5-year career goals related to any of the following areas: clinical, research, teaching, administration, service, or personal development.
4. Set SMART objectives— specific, measureable, achievable, relevant and time-specific. Be sure to identify appropriate metrics and benchmarks for each of your goals.
5. Create a professional development plan with your chief. Lifelong learning and growth are vital.
6. Identify mentors – this can be more than one person (i.e. different mentors for different professional goals).
7. Be prepared to complete the department of surgery annual faculty survey summarizing your progress. This document should be shared with your chief during your annual review and with your mentor(s).
8. Take the opportunity to solicit feedback and act on the feedback received.
9. Acknowledge changes in expectations and goals by you and/or your Chief.
10. Be familiar with departmental resources in Academic Affairs as well as the Harvard Medical School criteria for promotion.

Please regard these ten tips as an invitation to partner with your department chair, vice chairs, chief and mentors on the development of your career. Let us know your thoughts and questions!

VII. Resource Page

- Association for Academic Surgery: <https://www.aasurg.org/>
- ACS Resources for Young Fellows: <https://www.facs.org/member-services/yfa/resources>
- American College of Surgeons' Young Fellows Association: <https://www.facs.org/member-services/yfa>
- BIDMC Surgery Academic Affairs: <https://www.bidmcacadsurg.com/>
- FIRST Program: <http://www.bidmcfirst.com/>
- Clinical Scholarship Program (CSP) <http://bidmcfirst.com/csp/>
- RAS ACS Grand Rounds Webinar Series: <https://www.facs.org/member-services/ras/webinars>
- BIDMC Academy: <https://www.bidmc.org/medical-education/professional-development-in-medical-education/bidmc-academy>
- Technology Ventures Office (TVO): <http://tvo.bidmc.org/>
- The Faculty of Medicine Governance, Appointment and Promotion Handbook: <https://fa.hms.harvard.edu/FoMhandbook>