Career Planning with Individual Development Plan

Po-Tsan Ku, PhD, MBA
Career Development Specialist for Graduate Students and Postdocs
September 10, 2019
Employment Outcomes for CNS Grad Students & Postdocs
Think Like a Designer

• **Curiosity**
  • Generate lots of ideas and explore options

• **Bias to action**
  • Prototype experiences and conversation

• **Reframing**
  • Step back, examine biases and move toward a solution

• **Radical collaboration**
  • Build a mentoring team
My IDP – Self-Assessment

You have put a lot of time and effort into pursuing your PhD degree. Now it’s time to focus on how to leverage your expertise into a satisfying and productive career. An individual development plan (IDP) helps you explore career possibilities and set goals to follow the career path that fits you best.

myIDP provides:
- Exercises to help you examine your skills, interests, and values
- A list of 20 scientific career paths with a prediction of which ones best fit your skills and interests
- A tool for setting strategic goals for the coming year, with optional reminders to keep you on track
- Articles and resources to guide you through the process

There is no charge to use this site and we encourage you to return as often as you wish. To learn more about the value of IDPs for scientists, read the first article in our myIDP series.

Click below to get started.

First Time Here?  Returning User

Authoried by:
Cynthia N. Fuhrmann, Ph.D. (UCSF)  Jennifer A. Hobi, Ph.D. (FASEB)
Bill Lindstaedt, M.S. (UCSF)  Philip S. Clifford, Ph.D. (MCW)

Explore career path matching your interests, skills, and values
My IDP – Consider Career Fit

Explore a number of different careers that you might not have known about previously.
Welcome, Po-Tsan Ku. The Versatile PhD site recognizes you as affiliated with UT Austin. If that affiliation is not correct, kindly email webmaster@versatilephd.com. Be sure to check out the PhD Career Finder and our other career resources!

Access to Versatile PhD - http://gradschool.utexas.edu/services-and-resources/career-resources/versatile-phd

Perspectives and candid information about various career paths
Versatile PhD – General Information

What it is

“Policy” means laws, regulations and priorities that collectively define how national issues are addressed by government and society. Science policy can be understood in two ways: science for policy (the use of scientific data to inform laws and regulations) and policy for science (the rules, regulations and priorities that guide research funding decisions, and those that affect the ultimate impact of scientific discoveries). Science policy professionals do secondary research on diverse scientific subjects relevant to current policy and present their findings in written and oral reports. Policy work is done in a wide variety of organizations such as nonprofits, think tanks, government agencies, even corporations.

Starting points

A superb starting point is the AAAS Science and Technology Policy Fellowship; similar fellowships also offered by some state governments. But with the right background, one may simply apply for policy analyst jobs.

Advancement

From a policy analyst position, one can progress in a multitude of directions, including into other types of organizations and up their respective management chains. One can even move out of policy into some other career, if desired. Policy analysis experience is very versatile.

Disciplines

All STEM disciplines are valued in the field of science policy.

Personality and outlook

This occupation is more scholarly and text-centered than most, making it an appealing choice for someone who is deeply interested in ideas and their implications and who likes to approach these ideas through reading, writing and conversation. It is helpful to feel comfortable in the backstage role of providing information to decision-makers rather than being the decision-maker.

Preparation

Pick a policy issue you care about and read about it daily. Blog, tweet and comment about it to slowly establish yourself as an informed and trustworthy public voice on that topic. Identify organizations related to your issue. Conduct informational interviews with policy analysts and AAAS fellows.
Versatile PhD – Real-Life Examples

Real-Life Examples

Archived Q&As with PhDs in great careers

PhDs in Nonprofits
PhDs in Consulting
PhDs in Writing & Editing
PhDs in Science Policy
LinkedIn: Company Page

LinkedIn industry search codes:  
http://www.patrickomalley.com/linkedin-industry-list-advanced-search.html

Showing 228,236 results

AOL
Internet
10,001+ employees

Comcast
Media Production
10,001+ employees

Intel Corporation
Semiconductors
10,001+ employees

Trabajo desde mi casa por Internet
Internet
Myself Only

Amazon
Internet
10,001+ employees

Cisco
Computer Networking
10,001+ employees

Google
Internet
10,001+ employees

Parker Hannifin
Mechanical or Industrial Engineering
10,001+ employees

eBay
Internet
10,001+ employees

Qualcomm

Overview

Follow

Follow

Follow

Follow

Follow

About us

Google’s mission is to organize the world’s information and make it universally accessible and useful.

Since our founding in 1998, Google has grown by leaps and bounds. From offering search in a single language we now offer dozens of products and services—including various forms of advertising and web applications for all kinds of tasks—in scores of languages. And starting from two computer science students in a university dorm room, we now have thousands of employees and offices around the world. A lot has changed since the first Google search engine appeared. But some things haven’t changed: our dedication to our users and our belief in the possibilities of the Internet itself.

Company details

Website
http://www.google.com

Headquarters
Mountain View, CA

Year founded
1998

Company type
Public Company

Company size
10,001+ employees

Specialties
search, ads, mobile, android, online video, apps, machine learning, and virtual reality

Recent update

International Women’s Day summit

Attend one of 16 global summit

2,546 Likes • 51 Comments

Jobs
Po-Tsan Ku
Career Development in the College of Business Administration at Google

View job openings at Google

Stock snapshot

G O O G
NASDAQ
Up to 20 minute delay.

$1,164.08
Open $1,170.57
High $1,173.00
Low $1,159.20

Data from Morningstar • Disclaimer

Google
Product Manager, Mountain View, CA, US

People also viewed:

Amazon
Internet
10,001+ employees

Apple
Consumer Electronics

Career Services
College of Natural Sciences
On-Campus Job Search Tool – Career Fairs

- Engineering EXPO
- Technology and Science Career Fair
- Communication Job & Internship Fair
- Liberal Arts Career & Internship Fair
- Bioscience and Biotechnology Career Fair

*Great Career Exploration and Networking Opportunity*
On-Campus Job Search Tool - Handshake

<table>
<thead>
<tr>
<th>Job ID</th>
<th>Job Name</th>
<th>Applicants</th>
<th>Job Type</th>
<th>Employment Type</th>
<th>Employer</th>
<th>Interviewing On Campus</th>
<th>Date Posted</th>
<th>Expires</th>
</tr>
</thead>
<tbody>
<tr>
<td>292656</td>
<td>Systems Engineering Intern (Guidance, Navigation &amp; Control) for Summer 2016</td>
<td>1</td>
<td>Internship</td>
<td>Full-Time</td>
<td>General Atomics Aeronautical Systems</td>
<td>No</td>
<td>2 months ago</td>
<td>April 19th</td>
</tr>
<tr>
<td>282218</td>
<td>Entry Level Electrical Engineer</td>
<td>0</td>
<td>Job</td>
<td>Full-Time</td>
<td>University Corporation for Atmospheric Research</td>
<td>No</td>
<td>2 months ago</td>
<td>April 19th</td>
</tr>
<tr>
<td>209888</td>
<td>Manager, DSRIP Programs</td>
<td>0</td>
<td>Job</td>
<td>Full-Time</td>
<td>Maimonides Medical Center - Population Health</td>
<td>No</td>
<td>2 months ago</td>
<td>April 19th</td>
</tr>
<tr>
<td>293746</td>
<td>Urban Teachers Resident</td>
<td>0</td>
<td>Job</td>
<td>Full-Time</td>
<td>Urban Teachers</td>
<td>No</td>
<td>2 months ago</td>
<td>April 19th</td>
</tr>
<tr>
<td>293749</td>
<td>Urban Teachers Resident</td>
<td>0</td>
<td>Job</td>
<td>Full-Time</td>
<td>Urban Teachers</td>
<td>No</td>
<td>2 months ago</td>
<td>April 19th</td>
</tr>
<tr>
<td>236058</td>
<td>Seeking PT tutors for GMAT, ACT, SAT, GRE, MOAT, LSAT, CPA / 35hr</td>
<td>0</td>
<td>Job</td>
<td>Part-Time</td>
<td>Tutor the People</td>
<td>Yes</td>
<td>2 months ago</td>
<td>April 19th</td>
</tr>
<tr>
<td>239636</td>
<td>Business Development Representative</td>
<td>0</td>
<td>Job</td>
<td>Full-Time</td>
<td>Ultra Corporation</td>
<td>Yes</td>
<td>2 months ago</td>
<td>April 19th</td>
</tr>
<tr>
<td>239654</td>
<td>Founding School Leader</td>
<td>0</td>
<td>Job</td>
<td>Full-Time</td>
<td>Compass Talent Group</td>
<td>Yes</td>
<td>2 months ago</td>
<td>April 19th</td>
</tr>
<tr>
<td>293608</td>
<td>Multiple Positions- US Dept of Energy's Pacific Northwest National Laboratory</td>
<td>2</td>
<td>Job</td>
<td>Full-Time</td>
<td>Pacific Northwest National Laboratory</td>
<td>No</td>
<td>2 months ago</td>
<td>April 19th</td>
</tr>
<tr>
<td>293748</td>
<td>Urban Teachers Resident</td>
<td>1</td>
<td>Job</td>
<td>Full-Time</td>
<td>Urban Teachers</td>
<td>No</td>
<td>2 months ago</td>
<td>April 19th</td>
</tr>
<tr>
<td>236332</td>
<td>Business Consultant</td>
<td>0</td>
<td>Job</td>
<td>Full-Time</td>
<td>Ultra Corporation</td>
<td>Yes</td>
<td>2 months ago</td>
<td>April 19th</td>
</tr>
<tr>
<td>313912</td>
<td>Performance Analyst</td>
<td>0</td>
<td>Job</td>
<td>Full-Time</td>
<td>Office of the Inspector General City of Chicago</td>
<td>No</td>
<td>a month ago</td>
<td>April 19th</td>
</tr>
</tbody>
</table>
Tenure-Track Academic Career

- Obtaining and negotiating a faculty position
- Understanding university structure and planning for tenure
- Laboratory leadership in science
- Staffing your laboratory
- Mentoring and being mentored
- Time management
- Project management
- Data management and laboratory notebooks
- Getting funded
- Getting published and increasing your visibility
- Setting up collaboration
- Understanding technology transfer
- Teaching and course design
Career and Professional Development Opportunities

• Career exploration and professional development for non-academic careers
  – Panel discussions with PhDs in a variety of careers
  – Seminars focused on: job search strategies; resume and cover letter guidance; interview preparation
  – Networking and recruitment events

• Grant-writing workshops: utilizing the expertise in the Vice-President for Research Office
  – NSF-GRFP, NIH NRSA Awards, K99/R00 Awards

• Academic careers workshops: helping students prepare for the academic job market

• Training programs
  – Concentration in Teaching and Mentoring, 3-seminar series offered through TIDES (the Texas Institute for Discovery Education in Science)
  – Texas Venture Labs, a business/entrepreneurship training program offered through the McCombs School of Business
  – Partnering with both McCombs School of Business and Moody College of Communication to develop Concentration in Leadership and Project Management and Concentration in Communicating Science, respectively

• Responsible conduct of research training
  – Core sessions to include: research misconduct; publication/authorship; peer review; conflict of interest & financial management/collaboration
Individual Consultations Available

• Career exploration
• Job/internship search strategies for non-academic jobs
• Academic job search (faculty and postdoc positions)
  – CV, cover letter, research statement and teaching statement
• Identifying the skills that transfer to non-academic jobs
• Converting CV to resume
• Resume and cover letter review and editing
• Interview preparation
• Networking
• Offer evaluation and salary negotiation

Po-Tsan Ku, Career Development Specialist for Graduate Students and Postdocs

Make an appointment in two ways:
• Email: po-tsan.ku@austin.utexas.edu
• Schedule online: https://utcns.joinhandshake.com/login
Summary of Resources for IDP

- MyIDP from AAAS
- Versatile PhD
- LinkedIn
- Career Fairs
- Handshake
- Making the Right Moves
- Career and Professional Development Opportunities
- Individual Consultations
SWOT Analysis for Career Planning

Adapted from Career reflections with SWOT analysis,
Prototyping Experiences in Career Planning

Career Exploration Methods

"Continuum of Career Engagement"

- Read about a career
- Read Career Profiles
- Career Panels
- One-on-one Mentoring Events
- Informational Interviews
- Courses/Training
- Career-related Professional Groups
- Short-term Immersives
- Internships
- Fellowships
- Full-time Job

Exploratory phase, Low risk

High engagement, High career clarity
Informational Interviews

• Purpose – to obtain information from people in different career
• Learn duties, qualifications, and personality traits of people in the target role
• Learn experience needed
• Learn trends in career field
• Ask for additional professional contacts
• Identify your connections – friends, relatives, fellow students, co-workers, neighbors, professional organizations, organizational directories, and LinkedIn
Set Skills Goals

Set goals to improve the skills that are necessary for your chosen career path

**Scientific Knowledge**

<table>
<thead>
<tr>
<th>Improve</th>
<th>Skill Area</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Broad based knowledge of science</td>
</tr>
<tr>
<td></td>
<td>Deep knowledge of my specific research area</td>
</tr>
<tr>
<td></td>
<td>Critical evaluation of scientific literature</td>
</tr>
</tbody>
</table>

**Research Skills**

<table>
<thead>
<tr>
<th>Improve</th>
<th>Skill Area</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Technical skills related to my specific research area</td>
</tr>
<tr>
<td></td>
<td>Experimental design</td>
</tr>
<tr>
<td></td>
<td>Statistical analysis</td>
</tr>
<tr>
<td></td>
<td>Interpretation of data</td>
</tr>
<tr>
<td></td>
<td>Creativity/innovative thinking</td>
</tr>
<tr>
<td></td>
<td>Navigating the peer review process</td>
</tr>
</tbody>
</table>

**Communication**

<table>
<thead>
<tr>
<th>Improve</th>
<th>Skill Area</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Basic writing and editing</td>
</tr>
<tr>
<td></td>
<td>Writing scientific publications</td>
</tr>
<tr>
<td></td>
<td>Writing grant proposals</td>
</tr>
<tr>
<td></td>
<td>Writing for nonscientists</td>
</tr>
<tr>
<td></td>
<td>Speaking clearly and effectively</td>
</tr>
<tr>
<td></td>
<td>Presenting research to scientists</td>
</tr>
<tr>
<td></td>
<td>Presenting to nonscientists</td>
</tr>
<tr>
<td></td>
<td>Teaching in a classroom setting</td>
</tr>
<tr>
<td></td>
<td>Training and mentoring individuals</td>
</tr>
<tr>
<td></td>
<td>Seeking advice from advisors and mentors</td>
</tr>
<tr>
<td></td>
<td>Negotiating difficult conversations</td>
</tr>
</tbody>
</table>
Mentoring Team

• Choose a mentoring team
  – Seek multiple mentors, each with a different perspective or expertise that fit your development needs.

• Build a mentoring relationship

• Review and revise your career plan
LinkedIn for Networking – Advanced People Search

Choose contacts: functional relevance > relative seniority > location
Professional Society Meetings for Networking
Why New Hires Fail

A three-year study compiling results from hiring managers found that 50 percent of newly hired employees failed before finishing their second year due to poor interpersonal skills, such as accepting feedback, conflict resolution, and managing emotions; and only 11% failed because they lacked the necessary technical skills.

Why New Hires Fail (Emotional Intelligence Vs. Skills):
Must Have Career Readiness Competencies

• Survey of employers nationwide has identified four “must have” career readiness competencies:
  – Critical thinking/problem solving
  – Conflict management
  – Team work/process management
  – Write and speak with clarity and ease

• For each of the four “must have” career readiness competencies:
  – What employers expect of you
  – How to develop this competency
  – How to demonstrate this competency

Job Outlook 2016 Spring Update, National Association of Colleges and Employers - See more at:
Roadmap to Achieve Long-Term Career Goal

- Choose a career path
- Identify and develop skills
- Build a supporting network

Keep your options open
Secret Mindset of a Meaningful Career and Life

Turning Pro is a mindset, a philosophy, and a practice. It refers to the day that you decide to quit procrastinating, quit making excuses, quit taking the easy way out, and simply do what needs to be done. You quit acting like an amateur in your life and instead act like a professional.
APPENDIX
What Got You Here Won’t Get You There

Po-Tsan Ku, PhD, MBA
Career Development Specialist for Graduate Students and Postdocs
June 14, 2016

What Got You Here Won't Get You There: How Successful People Become Even More Successful by Marshall Goldsmith
Luminex Sample Job Description – Senior Scientist

**JOB REQUIREMENTS**

**Competencies:**
- **Conflict Management**—settles disagreement and disputes equitably
- **Problem Solving**—identifies complex problems and reviews related information to develop and evaluate options and implement solutions
- **Process Management**—ability to simplify complex processes and to organize people and activities
- **Timely Decision Making**—decisions can be made quickly even under tight deadlines and pressure

**Required Education/Training:**
- PhD in Physics, Biophysics, Electrical Engineering, Materials Science, Biomedical Engineering, or related field. MS with equivalent experience.

**Required Certifications/License/Special Skills:**
- Experience developing instrumentation used for biological testing.
- Experience in the use of statistical methods in the interpretation of clinical/biological data.
- Entrepreneurial determination and ability to drive ideas through initial barriers.
- Ability to influence the way others look at problems.
- Demonstrated ability bringing highly complex systems from concept to market is a plus.
- Demonstrated ability to root cause failures in complex systems.
- Expertise in C++ programming, MATLAB, LabVIEW, R, Python, JMP and/or Perl highly desirable.
- Ability to work independently and with minimal supervision.
- Ability to handle the pressure of meeting tight deadlines.
- Highly organized with proven time management and prioritization skills.
- Enthusiastic and highly motivated.
Genentech Sample Job Description – Sr Scientific Researcher

**Who You Are**

**Technical skills:**

The successful candidate will have many of the following characteristics: a detailed knowledge of biochemistry and protein engineering, experience in the use of protein conjugation and protein purification techniques including affinity, ion exchange, size exclusion (SEC), hydrophobic interaction and reverse phase chromatography using HPLC and FPLC platforms. Detailed knowledge of protein characterization by techniques such as mass spectroscopy (LC/MS), SEC / Laser Light Scattering (MALLS), calorimetry, (DSC or ITC), SDS-PAGE, ELISA and immunoblot, as well as determination of ligand binding constants and enzyme kinetics using surface plasmon resonance (SPR), fluorogenic reagents and ligand assays. Knowledge of related techniques such as protein expression in mammalian cells and mammalian cell culture will be helpful.

**Education and Experience:**

A Masters of Science (M.S.) or Ph.D. in biochemistry, chemistry, molecular biology or related discipline and three or more years of technical experience in areas related to protein chemistry are required. Excellent communication and interpersonal skills are essential and demonstration of these skill will be an important component of the interview process. Expertise with standard text, graphic, and presentation software required and familiarity with database/data archival software systems is desired.
Key Qualifications

- 3+ years of C and/or C ++ programming experience. High level application development with Multithreaded programming experience. SW version control.
- Python/Perl and Unix scripting
- Understanding of computer architecture, hardware, firmware, operating systems, and user applications, and the interactions between them
- Familiarity with Mac hardware and software is preferred

Other desirable but not required qualifications:

- Experience developing SW drivers for Ethernet, UART and USB communication
- Experience to read Board-level schematics
- Experience using and automating test using Lab equipment (Multimeters, power supplies, oscilloscopes etc)

Soft Skills:

- Exceptional problem solving skills
- Independent, self-starter, with good interpersonal skills, and ability to lead.
Why New Hires Fail

A three-year study compiling results from hiring managers found that 50 percent of newly hired employees failed before finishing their second year due to poor interpersonal skills, such as accepting feedback, conflict resolution, and managing emotions; and only 11% failed because they lacked the necessary technical skills.

Why New Hires Fail (Emotional Intelligence Vs. Skills):
Must Have Career Readiness Competencies

• Survey of employers nationwide has identified four “must have” career readiness competencies:
  – Critical thinking/problem solving
  – Conflict management
  – Team work/process management
  – Write and speak with clarity and ease

• For each of the four “must have” career readiness competencies:
  – What employers expect of you
  – How to develop this competency
  – How to demonstrate this competency

CRITICAL THINKING/PROBLEM SOLVING
What Employers Expect of You

• Solve problems associated with your daily tasks to keep projects moving
• Deal with confusing or ambiguous situations and make timely decisions
• Identify and solve complex problems in a logical and rational manner across departmental groups boundaries
  – Identify and define problem
  – Gather facts/review related information (statistics, time factor, history, all parties involved)
  – Identify the root cause (personnel, process, procedure)
  – Brainstorm possible solutions (be creative)
  – Narrow list to the best solutions
  – Evaluate solutions (pros, cons, resources required)
  – Implement the final solution (who, detailed process, timeline, communication)
How to Develop This Competency

• Develop creative solutions to problems associated with your thesis projects
• Freelance scientific consulting
• Internship or short-term projects in industry
• Texas Venture Labs, McCombs School of Business
How to Demonstrate This Competency

• Describe a relevant experience in your resume
  – Ensure bullets show a specific task (what is the problem, issue, challenge), action (how do you accomplish the task), and quantifiable result/impact

• Behavioral interview questions
  – From time to time we all deal with confusing or ambiguous situations. Tell me about a recent work experience when you had to solve a problem without having all the necessary background information readily at hand.
  – Tell me about a difficult decision you have made in the past year in your work life.
  – Describe an instance when you had to think on your feet to extricate yourself from a difficult situation.
Use Vivid Examples to Respond to Behavioral Questions

**Problem or Situation**

**Action You Took**

**Result**

**Lesson Learned**
CONFLICT MANAGEMENT
What Employers Expect of You

- Settles disagreement and disputes equitably
- Build and sustain professionally significant and interdisciplinary relationships
  - Knowing how to relate well to people significantly contributes to organizational effectiveness
How to Develop This Competency

• Learn about and appreciate different cultures
• Learn about different personalities and how they approach various situations and how they would like to be treated
• Learn the techniques on how to hold crucial conversations (as these create significant shifts in attitude and behavior) in a positive space when surrounded by highly charged emotions
  – Start with the heart (i.e empathy and positive intent)
  – Stay in dialogue
  – Make it safe
  – Don’t get hooked by emotion (or hook them)
  – Agree a mutual purpose
  – Separate facts from story
  – Agree a clear action plan

Emotional Intelligence by Daniel Goleman
Crucial Conversations: Tools for Talking When Stakes Are High, Second Edition by Kerry Patterson
How to Demonstrate This Competency

• Describe a relevant experience in your resume
  – Ensure bullets show a specific task (what is the problem, issue, challenge), action (how do you accomplish the task), and quantifiable result/impact

• Behavioral interview questions
  – Tell me about a time when you had a conflict or difference of opinion with a colleague and how did you resolve the conflict.
  – Can you give me an example of a time when you had to give someone feedback/criticism and s/he did not respond well?
TEAM WORK/PROCESS MANAGEMENT
What Employers Expect of You

• Work well as part of a team across functional, business units locally, nationally, or globally (overcoming personality, language, cultural and time zone barrier)
• Function well both in-person or on-line
• Guidelines for successful team effort:
  – Set clear, unambiguous objective(s)
  – Follow responsibility assignment matrix, also known as RACI matrix for effective process management
    • Responsible: Those who do the work to achieve the task.
    • Accountable: The one who is ultimately answerable for the correct and thorough completion of the deliverable or task.
    • Consulted: Those whose opinions are sought, typically subject matter experts.
    • Informed: Those who are kept up-to-date on progress, often only on completion of the task or deliverable.
  – Clear, unambiguous, regular communication between team members
  – Resources readily available
  – Timeline
How to Develop This Competency

• Seek out opportunities to collaborate with other researchers locally, nationally, or globally
• Join student organizations on campus such as Graduate Student Assembly
• Volunteer in community services/organizations
• Work as a team on course projects
• Texas Venture Labs, McCombs School of Business
How to Demonstrate This Competency

• Describe a relevant experience in your resume
  – Ensure bullets show a specific task (what is the problem, issue, challenge), action (how do you accomplish the task), and quantifiable result/impact

• Behavioral interview questions
  – Can you give me an example of a time you had to work on a team and talk about both positive and negative aspects of that experience?
  – Describe a situation where you were able to motivate others to do a good job on a particular assignment.
  – Describe a situation where you had to arrive at a compromise or guide others to a compromise.
WRITE AND SPEAK WITH CLARITY AND EASE
What Employers Expect of You

• Communicate effectively within organizations and with outside audiences
  – Written: Written communication could apply to writing for the web, composing interoffice memos and correspondence or legal briefs, constructing employee handbooks or technical manuals or drafting performance appraisals
  – Listening: Employee is expected to be capable of communicating in a fluid, back-and-forth manner that engages other employees, managers, supervisors and executives alike
  – Verbal: Employee is expected to develop a rapport with your audience, whether they're rank-and-file employees, executives in the board room, irate customers or customers who are so satisfied they want to express their appreciation
  – Audience: Employee is expected to be capable of adjusting their communication style to suit the audience, detecting what their needs are and how best to deliver a message to them

• Go beyond the basics of good grammar, composition, and public speaking to include the ability to influence people from their view points to yours, or to that of your department or organization
  – The ability to communicate through persuasion and justification is highly valued
How to Develop This Competency

• Take every opportunity to hone and refine your writing and oral skills
  – Research papers and review papers
  – Journal club
  – Seminar
  – Poster sessions at academic conferences
  – Email communication
  – Especially grant proposals

• Consider joining toastmasters

• Develop the skill of selling
  – Attunement: Get out of your head and learn to see things from your customer's perspective.
  – Buoyancy: In sales, you face a lot of rejection--"not a pond, an ocean". Try to quickly get over it and move on.
  – Clarity: To convince someone to buy your service or product, identify the problem they're trying to solve then explain how you can help.

To Sell is Human: The Surprising Truth About Moving Others by Daniel Pink
How to Demonstrate This Competency

• Resume and cover letter
• Your publications
• Interview manner: listen attentively, speak calmly and confidently, and engage with the interviewer, making eye contact and asking questions where appropriate
• Behavioral interview questions
  – Tell me about a time when you had an idea and others didn’t agree with you. How did you go about convincing them to go along with you?
  – Describe a situation in which you were able to use persuasion to successfully convince someone to see things your way.
Resources on Professional Skills Development

• What Got You Here Won't Get You There: How Successful People Become Even More Successful by Marshall Goldsmith

• Emotional Intelligence by Daniel Goleman

• InternQube: Professional Skills for the Workplace by Michael True

• To Sell is Human: The Surprising Truth About Moving Others by Daniel Pink

• Crucial Conversations: Tools for Talking When Stakes Are High, Second Edition by Kerry Patterson
Professional Development & Career Support Available

- Career exploration
- Job/internship search strategies for non-academic jobs
- Academic job search (faculty and postdoc positions)
  - CV, cover letter, research statement and teaching statement
- Identifying the skills that transfer to non-academic jobs
- Converting CV to resume
- Resume and cover letter review and editing
- Interview preparation
- Networking
- Offer evaluation and salary negotiation

Po-Tsan Ku, Career Development Specialist for Graduate Students and Postdocs

Make an appointment in two ways:
- Call the Career Services at 512-471-6700
- Schedule online: https://utcns.joinhandshake.com/login