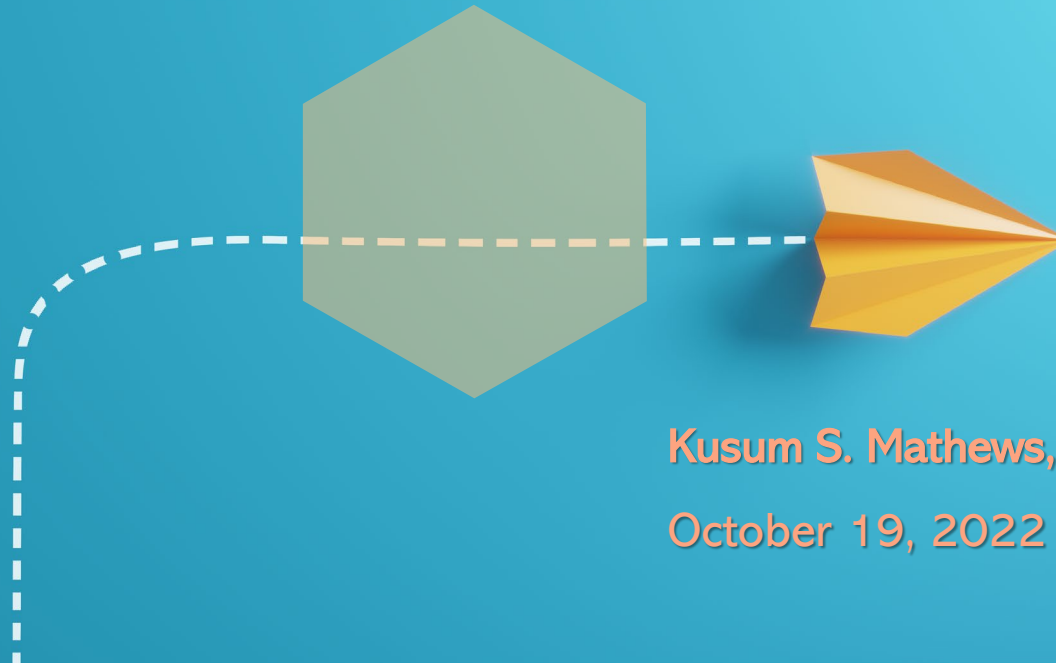
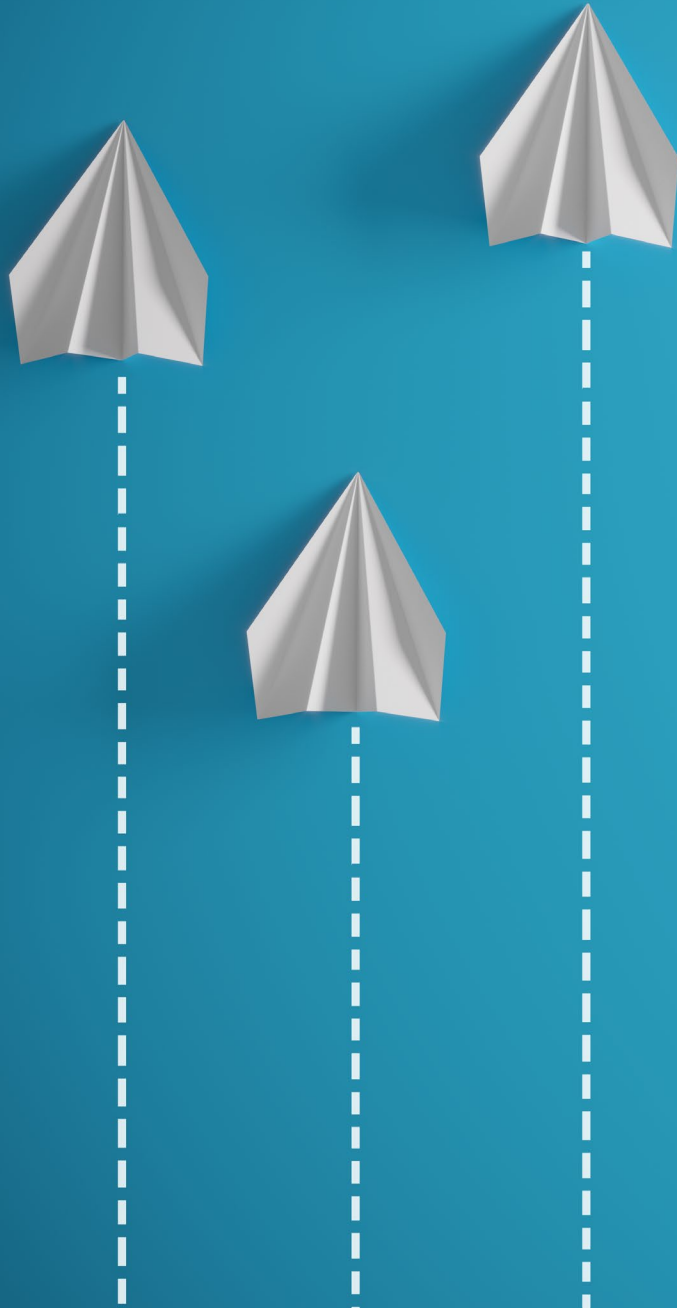


“The Devil You Know...”:
**A decision analysis for
transitioning from
academics to industry**

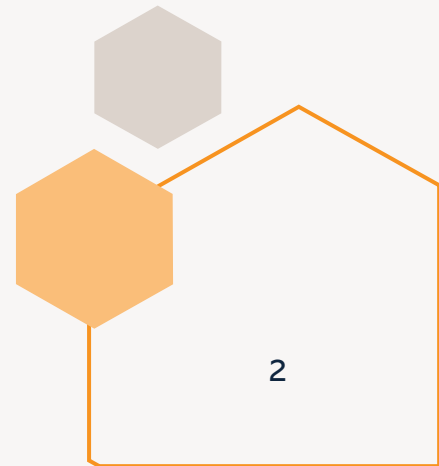


Kusum S. Mathews, MD, MPH, MSCR

October 19, 2022

Disclosures

The views and opinions expressed in this presentation are those of my own and do not reflect the standards or practices at my employer, (Chiesi USA, Inc.). This presentation is for informational purposes and should not be taken as legal or regulatory advice or opinion.





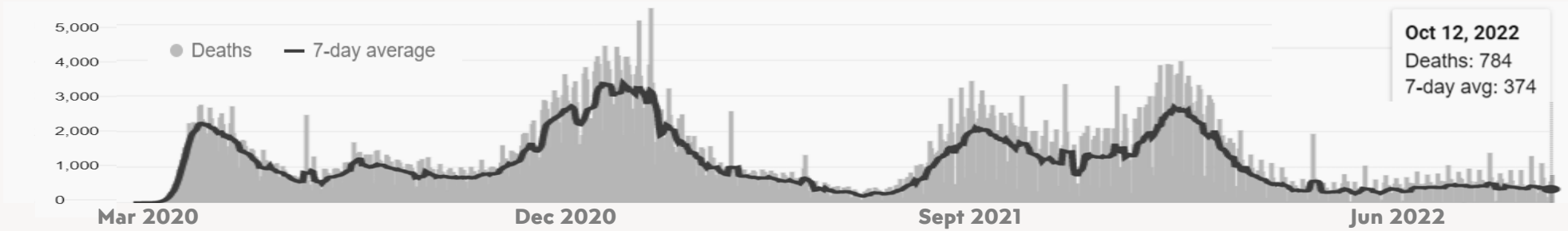
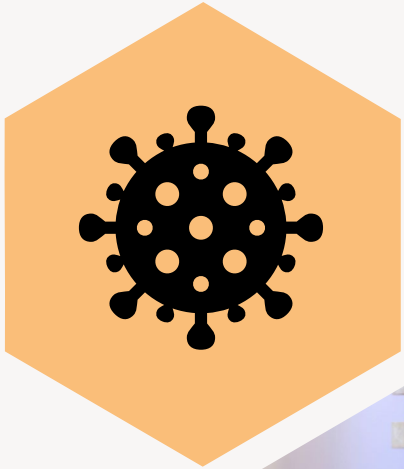
Outline



My “Right Turn”

Changing direction for something different and... better





What changed?

Work

- Clinical environment
- Diminishing resilience
- “Value” generation and justification

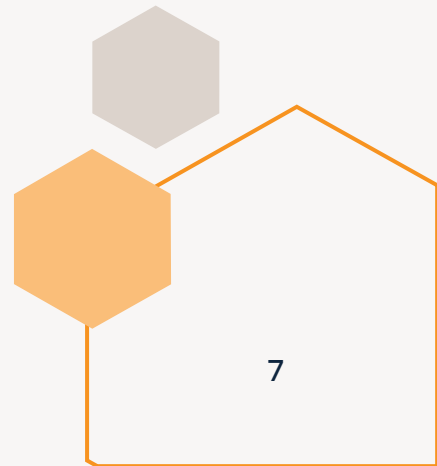
Life

- Family needs → “Sandwich” Generation
- Personal health
- Life purpose

Reflection Time: What is academia to me?



- Life calling?
- Challenge & Achievement?
- Internal vs. external expectations?
- Programming?
- Addiction?





“Better the devil you know,
than the devil you don’t know”
- R Taverner, Irish proverb, 1539

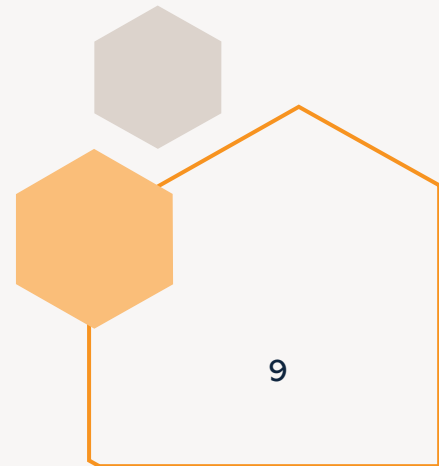


“Change before you have to...”

– Jack Welch, General Electric CEO

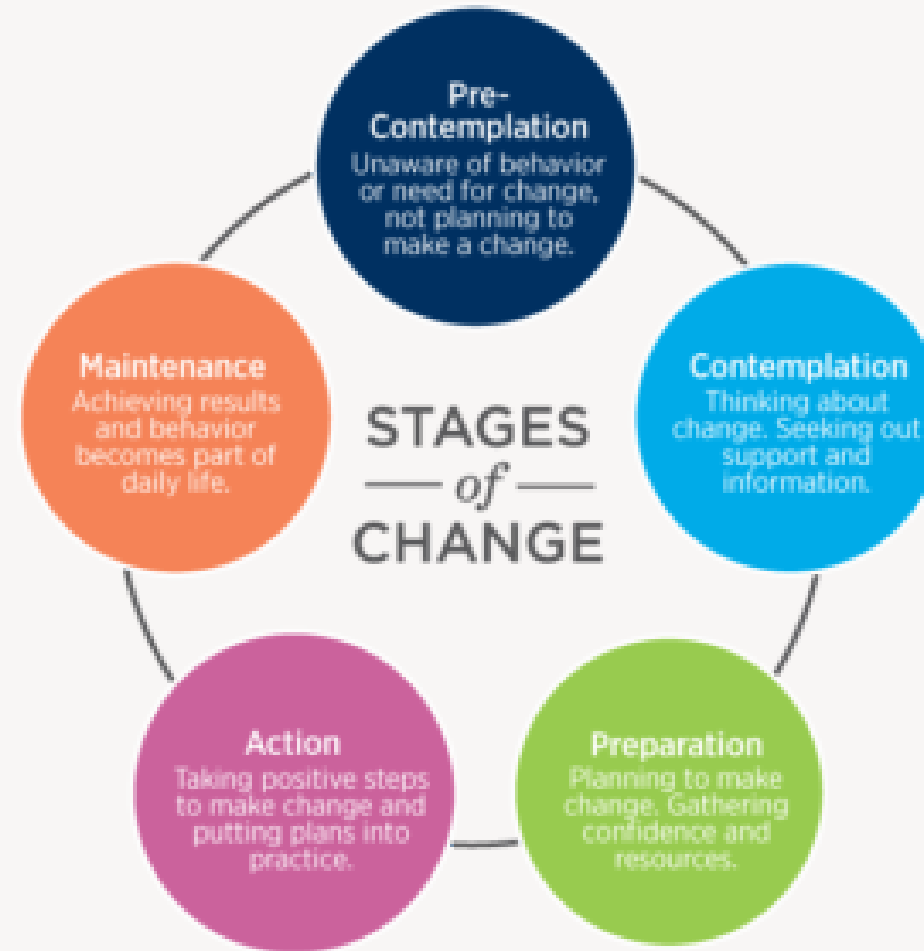
REFLECTION TIME:

- Is a career change needed in your life?
- When would it be a good idea to look?
- Is it even possible?



Transtheoretical Model: Stages of Change

- **Prochaska & Norcross (2011)**
 - Health psychology
 - Problem behaviors
- **Broader application**
 - Personal change
 - Cognitively- or psychologically-based change



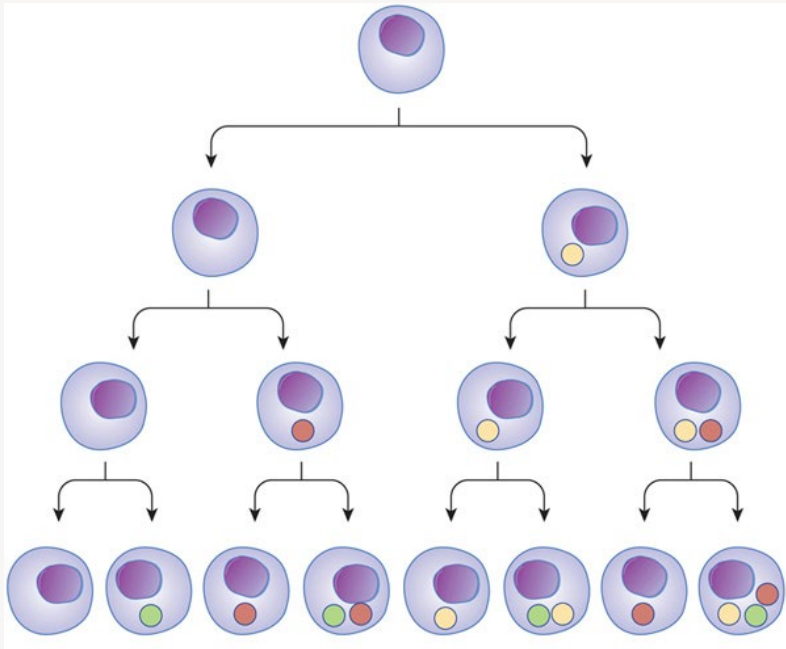
Staying in “your” lane

PRE-CONTEMPLATION

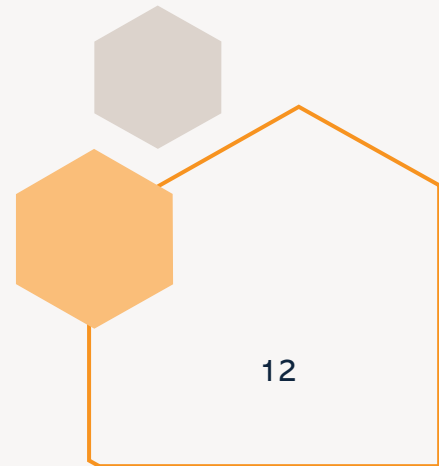
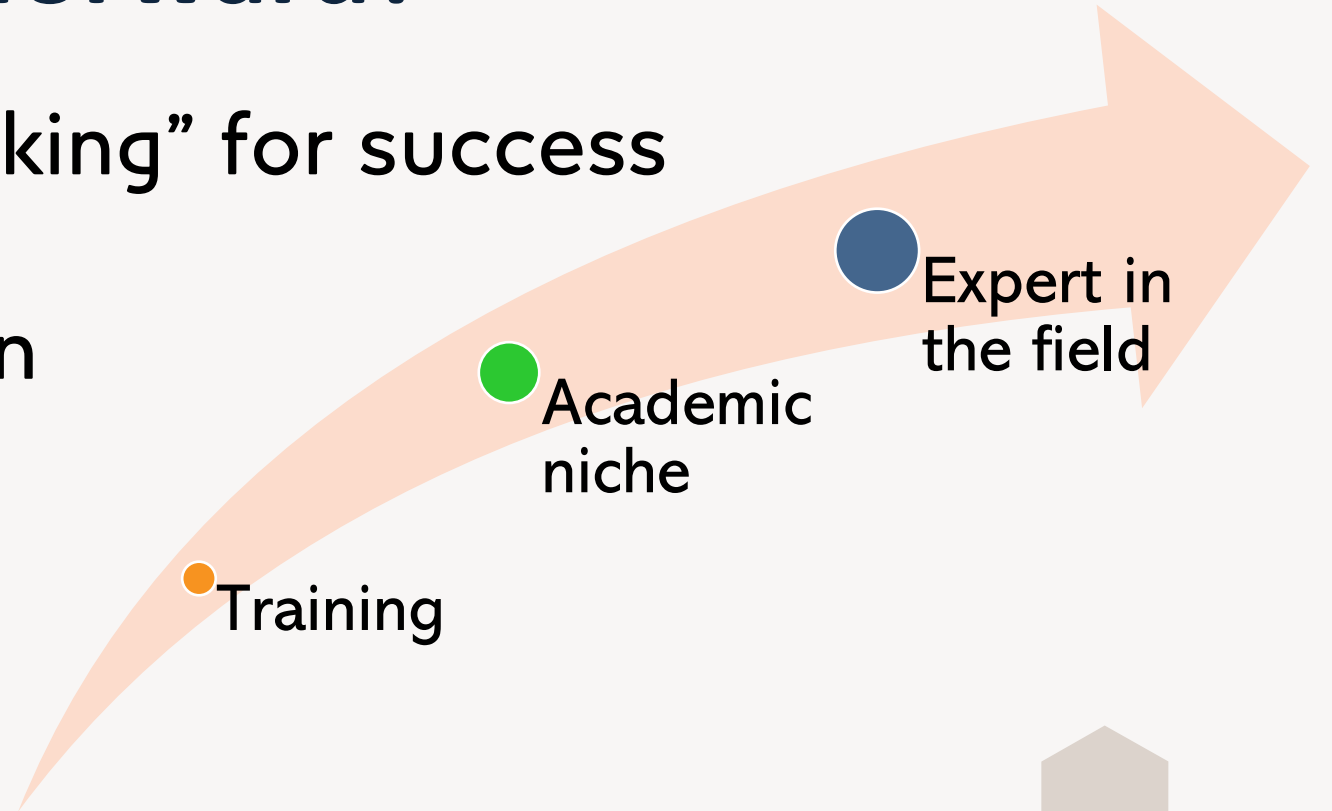


Clearly defined path forward?

- Career mapping → “Tracking” for success
- “Super”-subspecialization

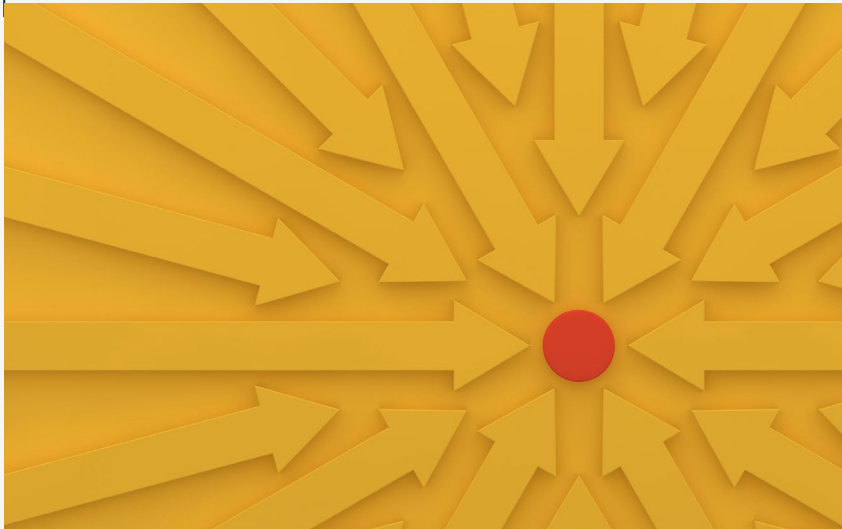


- Pluripotent
- Multipotent
- **Unipotent?**

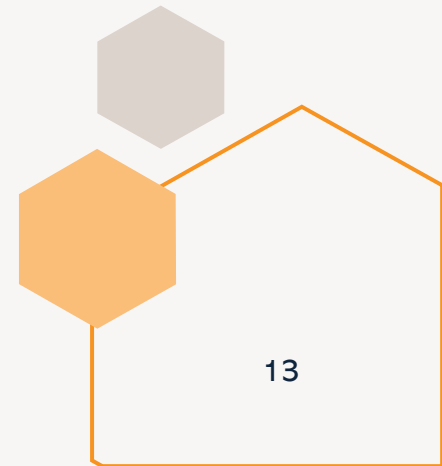


REFLECTION TIME: Is staying the course **STILL** the right option?

“The great enemy of any attempt to change men’s habits is inertia. Civilisation is limited by inertia.”
– Edward L. Bernays, *Propaganda* 1928



- 20+ year training commitment
- Job security of sorts
- “Game of Life” career



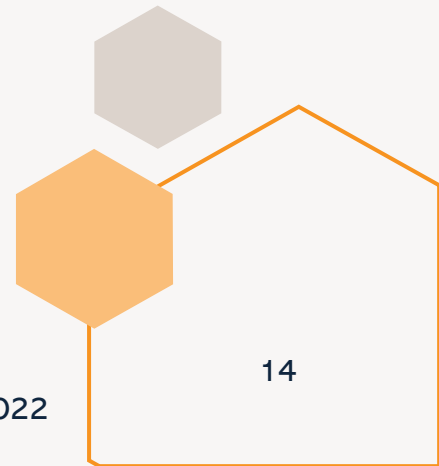
Facilitating a broader view of your situation



That one friend that always says they are fine even when they clearly aren't

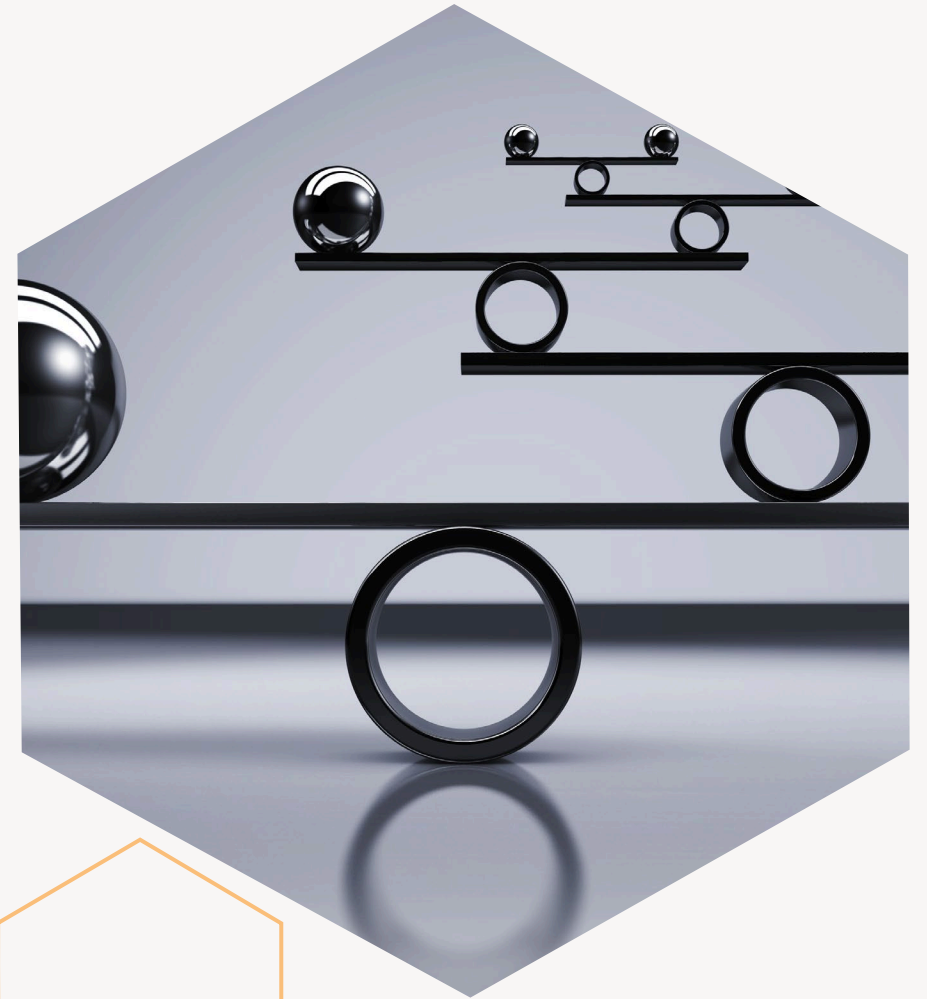
 classical_art_memes_official

- **Advice from others in your position**
 - “This is the same everywhere...”
 - “This is the best we can expect...”
 - “It’s a privilege to work here...”
- **Consciousness-raising therapy**
 - Awareness activities
 - Transparency around possibilities
 - “Six degrees of separation”
 - Mentors, sponsors, facilitators, coaches, etc.
 - RAISE-ECHO



Situational Awareness

CONTEMPLATION



Reassessing pluripotency



Needs/Goals Assessment: School interview



Career

- **SMART Goals:** Specific, Measurable, Attainable, Realistic, Timely
- **Timeframe:** 10-year, 5-year, 1-year, 6-month?
- Choose needs that are important and particular to you/your life
- Choose goals within your control

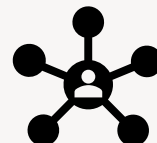
Needs/Goals Assessment: Expand the list!



Career



Family



Social



Physical



Leisure

Other categories: Personal Growth; Skills Development

Prepping for Change

*PREPARATION &
DETERMINATION*



Researching your options



Crowdsourcing

LinkedIn, Doximity

Social Media & FB Groups



Networking

Zoom chats

Conference coffees



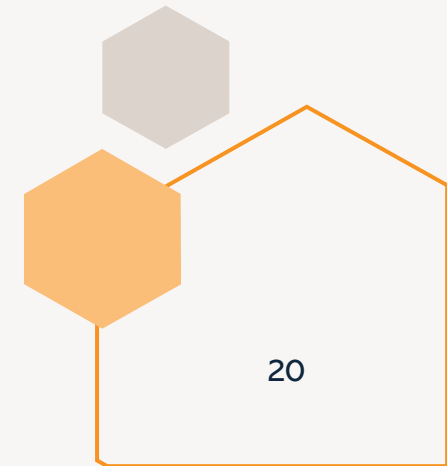
Coaching

Within & outside your field

Group vs. individual

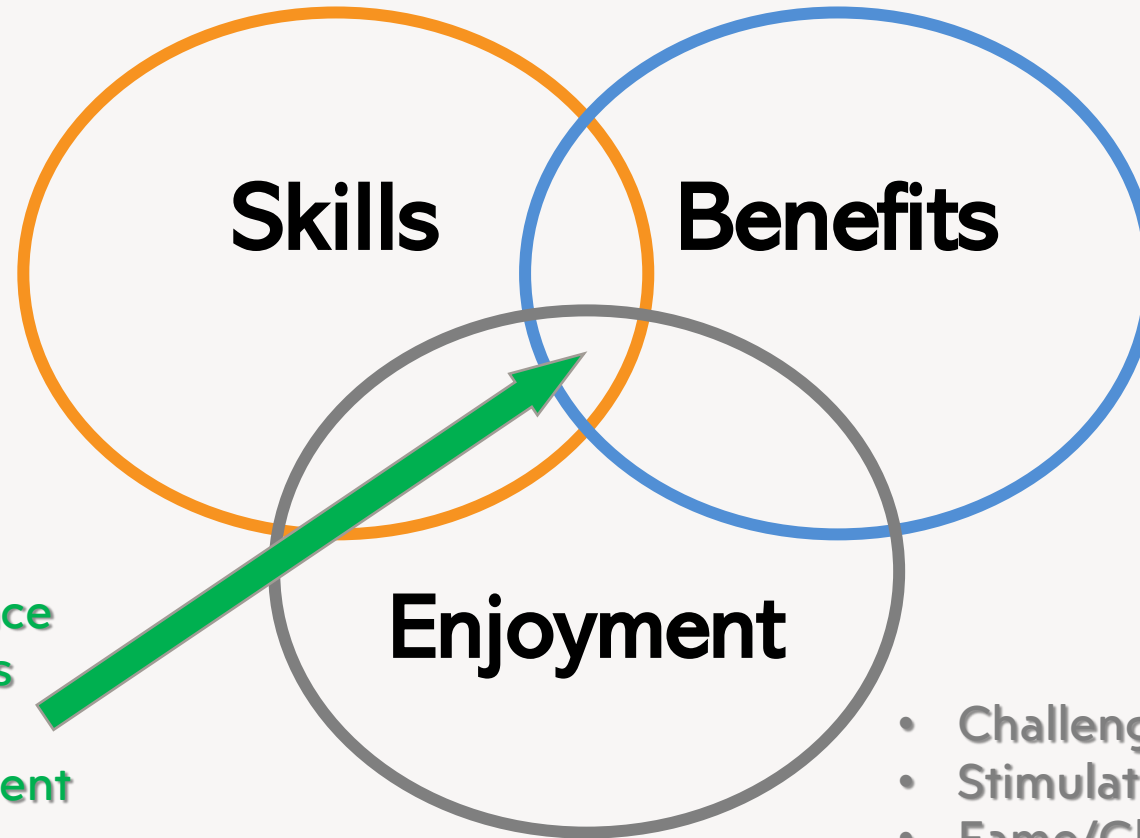


Hint... **LEVERAGE** your groups/networks to both explore options and to potentially find an **advocate** for you during the hiring process



Sweet spot: Targeting your next move

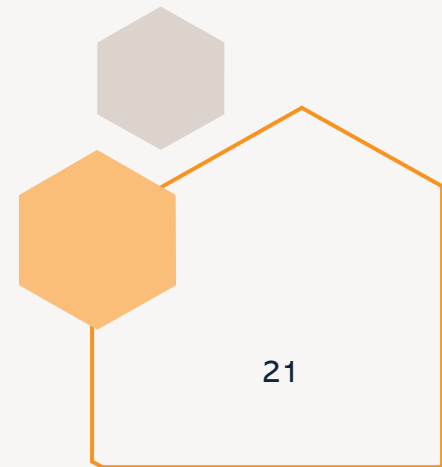
- Abilities
- Training
- Knowledge



- Impact
- Financial
- Societal value
- Balance

- Science
- T1-T4 Research
- Pharmacovigilance
- Regulatory affairs
- Medical writing
- Policy / government
- Consulting
- Etc. Etc. Etc.

- Challenge
- Stimulation
- Fame/Glam Life



Flipping your CV: Going from 22 to 2 pages

CURRICULUM VITAE

Kusum S. Mathews, MD, MPH, MSCR
Kusum.mathews@aya.yale.edu
06/07/2022

APPOINTMENTS/EMPLOYMENT

09/2009-06/2010	Instructor, Internal Medicine, Section of General Internal Medicine, Yale School of Medicine, New Haven, CT
07/2013-12/2021	Assistant Professor, Medicine, Division of Pulmonary, Critical Care, & Sleep Medicine, Icahn School of Medicine at Mount Sinai, New York, NY
07/2013-12/2021	Assistant Professor, Emergency Medicine, Icahn School of Medicine at Mount Sinai, New York, NY
01/2022-present	Associate Professor, Medicine, Division of Pulmonary, Critical Care, & Sleep Medicine, Icahn School of Medicine at Mount Sinai, New York, NY
01/2022-present	Associate Professor, Emergency Medicine, Icahn School of Medicine at Mount Sinai, New York, NY

GAPS IN EMPLOYMENT
None

EDUCATION

09/1996-05/2000	B.A., Yale University
09/2002-05/2006	M.D., Tufts University School of Medicine, Boston, Massachusetts
09/2002-05/2006	M.P.H., Boston University School of Public Health, Boston, Massachusetts; Masters of Public Health
06/2006-09/2009	Internal Medicine Residency, Harborview Medical Center, Seattle, WA Mentor: Mark Siegel, MD
06/2010-06/2013	Pulmonary & Critical Care Fellowship, Internal Medicine, Section of Pulmonary, Critical Care, & Sleep Medicine, Icahn School of Medicine at Mount Sinai, New York, NY Mentors: Elisa F. Long, PhD, Margaret A. Pisani, MD, MPH
07/2013-06/2016	M.D., Icahn School of Medicine at Mount Sinai, New York, NY; Masters of Science in Public Health Mentors: Elisa F. Long, PhD, Lynne Richardson, MD

CERTIFICATION

12/2021	American Board of Internal Medicine
12/2012	American Board of Internal Medicine, Pulmonary Medicine

- Appointments
- Education/Certification
- Honors/Awards
- Other Professional Roles
- Grants/Contracts/Support
- Trainees
- Publications
- Lectures/Presentations

Summary

- Highly organized, former Scientist, developed 4 functional collaborations
- Extensive problem-solving microbiology, oncology understanding immunology
- Effective communication demonstrated through and Medicine as demonstrated

Technical Skills

Immunology

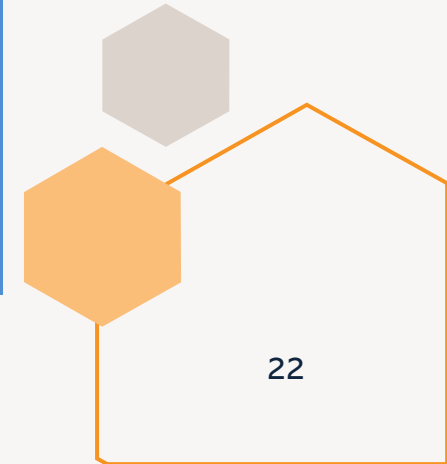
- *In vivo* mouse pathogen model study T cell differentiation
- *In vivo* mouse tumor model (B16F10)
- Retroviral/lentiviral transduction primary murine T cells
- Management of T cells receptor transgenic mouse colonies
- Multiparametric flow cytometry
- CD8+ T cells Tetramers

Work Experience

Research Scientist |

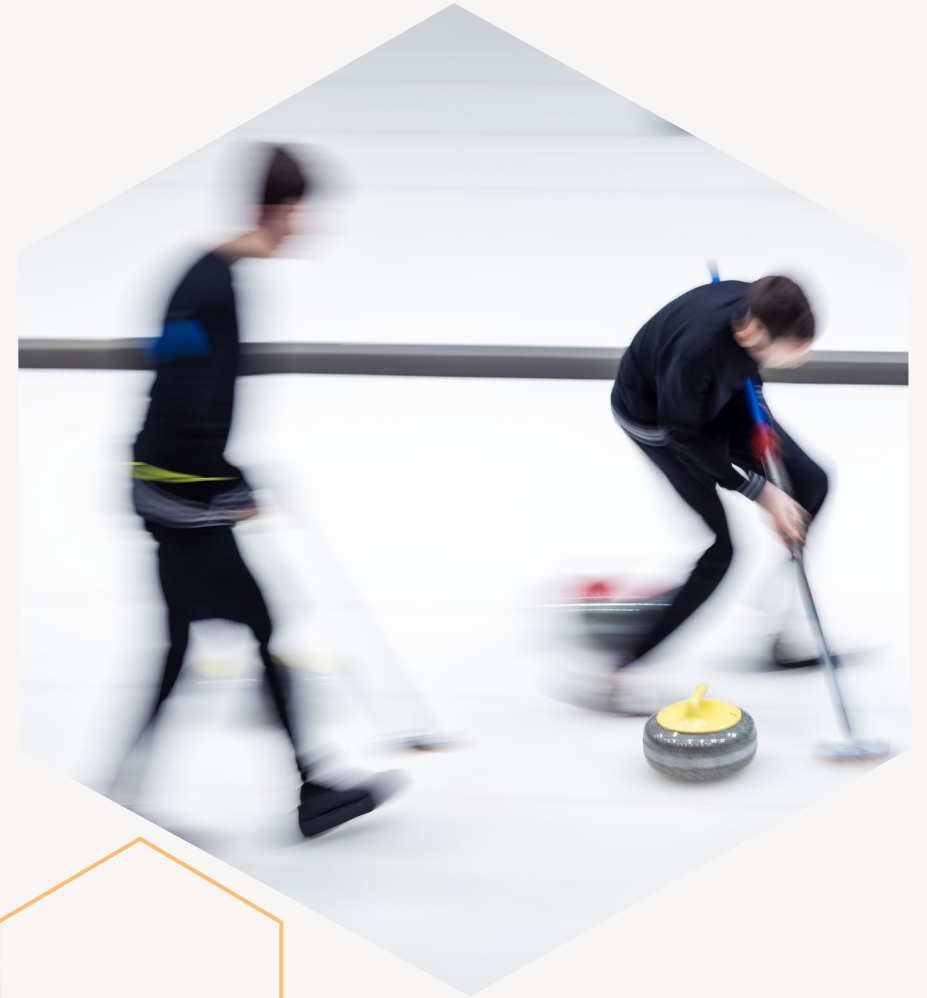
- Managed 4 projects since establishment of model which has resulted in the
- In depth knowledge of review article.
- Independent establishment modulate gene expression transgenic cells could be
- Laboratory management laboratory from UConn projects including the protocols.

- HEADLINE
- Relevant skills
 - Leadership
 - Technical
 - Biggest Accomplishments & Contributions
- Relevant Experience
- Positions Held
- Education/Certificates, Awards, Publications

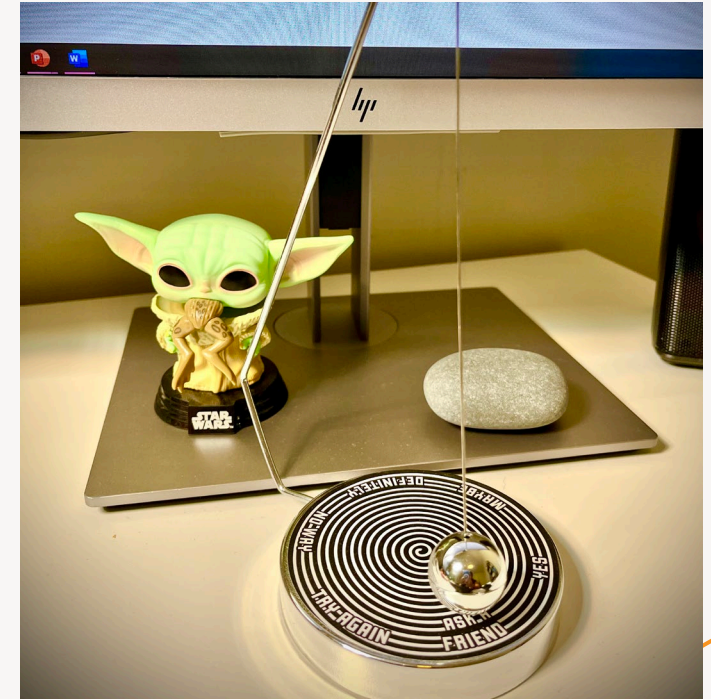


Action & Maintenance

WILLPOWER



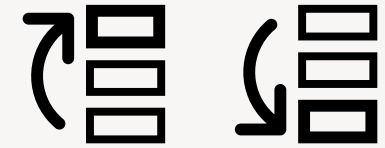
Decision making: Approaches



Decision analysis: Evaluation criteria

Financial	Clinical environment	Research environment	Personal satisfaction	Work-life balance
<ul style="list-style-type: none">• Salary/benefits• Discretionary funds• Dedicated resources	<ul style="list-style-type: none">• FTE• Clinical responsibilities• Supervisory role• Backup pool	<ul style="list-style-type: none">• Dept/division productivity• Collaborative approach• Shared resources	<ul style="list-style-type: none">• Intellectually stimulating• Mentoring opportunities• Skill/Career development opportunities	<ul style="list-style-type: none">• Commute• Ability to work from home• Schedule flexibility• Family-friendly

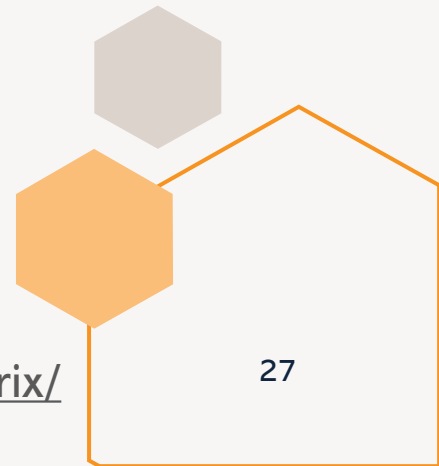
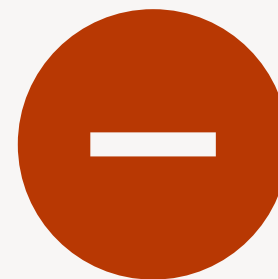
Evaluation criteria: Importance



Financial	Clinical environment	Research environment	Personal satisfaction	Work-life balance
2	1	3	5	4

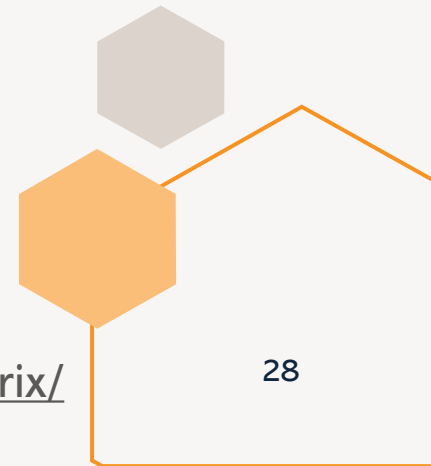
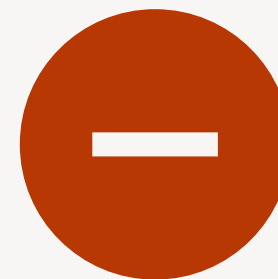
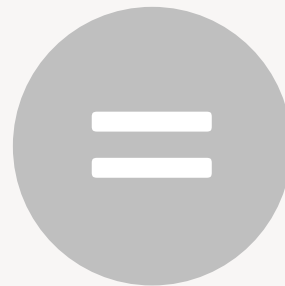
Pugh matrix: Comparing options

	Financial	Clinical environment	Research environment	Personal satisfaction	Work-life balance
<i>Current job</i>	0	0	0	0	0
<i>Job option 1</i>					
<i>Job option 2</i>					
<i>Job option 3</i>					



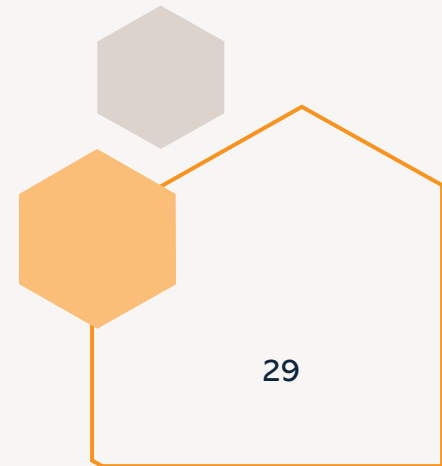
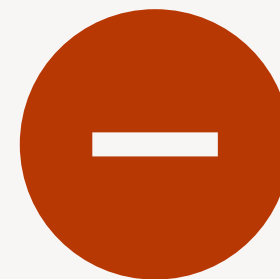
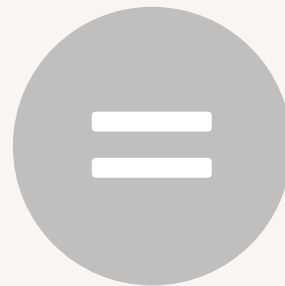
Pugh matrix: Comparing options

	Financial	Clinical environment	Research environment	Personal satisfaction	Work-life balance
<i>Current job</i>	0	0	0	0	0
<i>Job option 1</i>	(=)	(-)	(+++)	(+)	(+++)
<i>Job option 2</i>					
<i>Job option 3</i>					



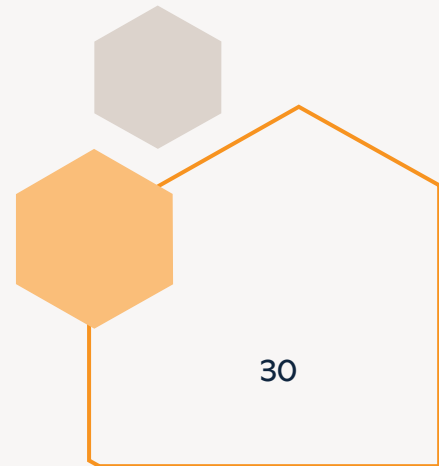
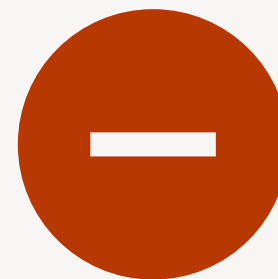
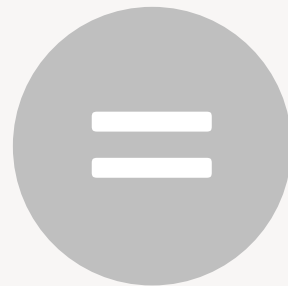
Pugh matrix: Comparing options

	Financial	Clinical environment	Research environment	Personal satisfaction	Work-life balance
<i>Current job</i>	0	0	0	0	0
<i>Job option 1</i>	(=)	(-)	(+++)	(+)	(+++)
<i>Job option 2</i>	(-)	(+)	(+)	(-)	(=)
<i>Job option 3</i>	(+++)	(++)	(++)	(+)	(+)



Pugh matrix: Comparing options

	Financial (2)	Clinical environment (1)	Research environment (3)	Personal satisfaction (5)	Work-life balance (4)	
<i>Current job</i>	0	0	0	0	0	
<i>Job option 1</i>	(=) 0	(-) -1	(+++) 9	(+) 5	(+++) 12	
<i>Job option 2</i>						
<i>Job option 3</i>						



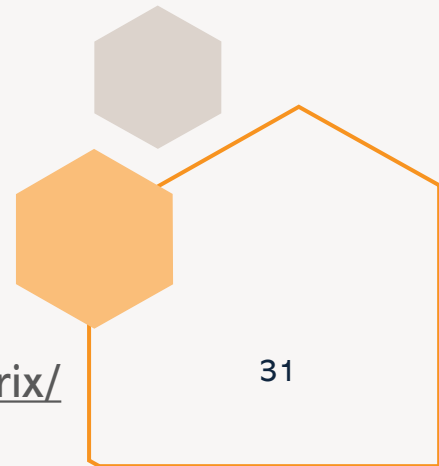
Pugh matrix: Comparing options

	Financial (2)	Clinical environment (1)	Research environment (3)	Personal satisfaction (5)	Work-life balance (4)	WEIGHTED TOTALS
<i>Current job</i>	0	0	0	0	0	0
<i>Job option 1</i>	(=) 0	(-) -1	(+++) 9	(+) 5	(+++) 12	25
<i>Job option 2</i>	(-) -2	(+) 1	(+) 3	(-) -5	(-) 0	1
<i>Job option 3</i>	(+++) 6	(++) 2	(++) 6	(+) 5	(+) 4	23



Hint... Use the table DYNAMICALLY.

What would it take to go from (-) to (+)? Or (+) to (++++)?



Action steps

- **Timelines:** Pace yourself and understand your constraints
- Prep for a **non-linear** journey
- **Early phase:**
 - Introductory convos
 - Information gathering
 - Insider knowledge
- **Late phase:**
 - Targeted interviews (multiple rounds)
 - Job talks
 - Negotiation



Resilience to handle “reactions”

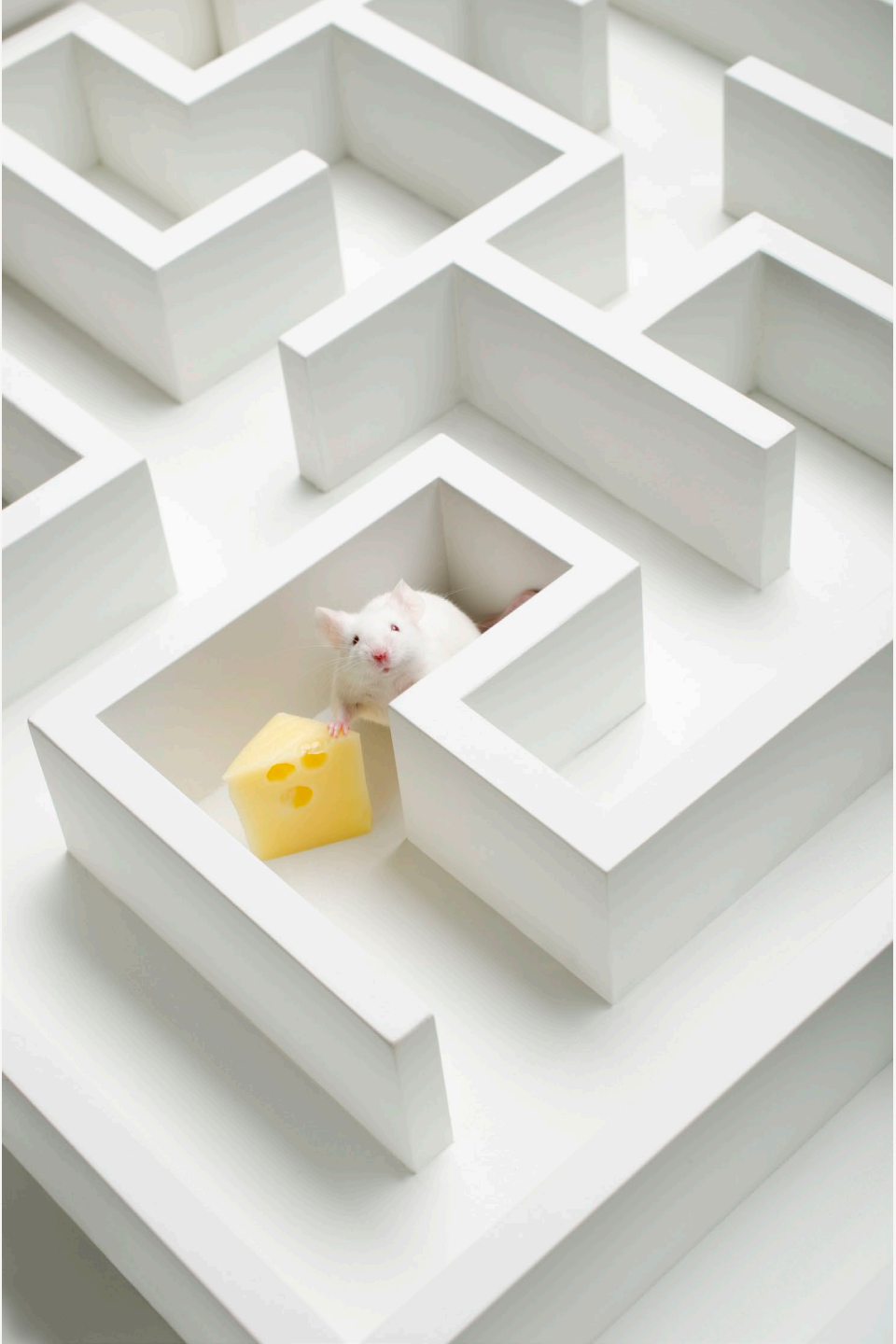
- Anger
- Shaming
- Blaming
- Guilt
- Disappointment
- Excuses for your decision
- Bargaining
- Complete disregard
- Jealousy



Maintenance, Reflection, Reassessment

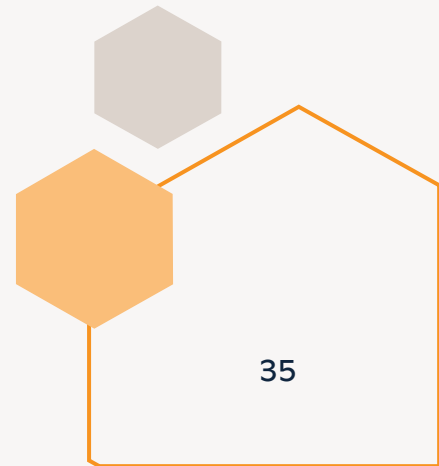
- **Knowing your worth**
 - Negotiation/Offer refinement
 - Needs & goals, short- & long-term
- **In-vivo career development**
 - Skill acquisition and application
 - Tangible & intangible products
- **Periodic reassessment**
 - Reexamination of priorities (new & existing)
 - Revisiting your Pugh Matrix





Final thoughts

- No **SINGLE** right path exists
- You are **NOT** stuck, and your path is **NOT** fixed
- Be open to even the **UNEXPECTED**
- Have confidence in **YOUR** decision-making process





Thank you!

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