

# Career Development Resources

Formal training in mentorship, career development and team science are critical to the successful transition from mentored training to independent research. The *MICHR Career Development Academy* is designed to enhance leadership, team building and career development for mentors and scholars in the KL2 and Postdoctoral Translational Scholars programs. Scholars accepted in one of MICHR education programs (KL2, PTSP, or Js) are required to attend two Career Development events each year while enrolled in their MICHR program. Below are examples of proven educational programs available at U-M related to leadership, work/life balance, and team science, however this is not an exhaustive list. Check with your department, school or college for other training offerings you may want to attend. There may be a cost associated with some of the training offerings. [Click each course title below for more information.](#)

## LEADERSHIP

### Improve Your Coaching Skills

This workshop is intended to expose faculty and senior level administrators to foundational concepts and applicable tools for one-on-one developmental coaching. Participants will learn to describe the differences between mentoring and coaching and define the Coaching Relationship and its key concepts.

### How to be Successful as a New Faculty Member

These quarterly sessions are intended as follow-ups to the monthly New Faculty Orientation. Various administrative offices will present and provide tips and tricks to allow faculty to become more efficient in their new roles at U-M. There will be specific focus on expectations for advancement and promotion.

### Essential Skills for Successful Leadership

This 1-day workshop is designed to assist faculty in developing the essential leadership and management skills necessary to run a lab, start a program, or manage a center or division. This workshop will highlight topics such as: Hiring, Leadership, Management, Diversity, Communication, Conflict resolution, Managing performance.

### Leadership Academy

This program is an accelerated 4-day immersive learning experience that draws on the participant's 360° assessment of leadership competencies and skills. Participants are selected through a nomination process.

### A3 Problem Solving for Clinical Leaders

A3 problem solving is an effective, flexible approach to analyzing a problem and developing countermeasures to close the gap. This two-session, hands-on workshop will introduce you to the elements of A3 thinking, and how an A3 can be used to close gaps in safety, quality, timeliness and efficiency.

### Advanced Problem Solving for Clinical Teams

Formerly titled "Scientific Problem Solving and Leading Improvement" this workshop includes 3 half-day sessions plus another half day working independently on your own. Plan to attend all 3 sessions. This highly interactive workshop will provide the structure you and your team need to work through a cycle of improvement, apply a problem solving process and essential QI tools to a problem you select. You will learn and practice the vital behaviors of an improvement leader.

## Leading Great Teams: A Strengths-Based Approach

This development opportunity is for leaders who value strengths-based philosophies and practices and want to continue their journey. This program combines cohort-based learning with self-exploration and personal coaching to deepen a leader's awareness to their innate talents and strengths, while maximizing their leadership ability.

## Implementing Business Processes: A Practical Approach (formerly Change Management: A Practical Approach to Implementing Business Processes)

Implementing new or revised work processes requires adopting a structured approach. Successful results can be attained once work processes are smoothly implemented, people buy into the change, and lasting benefits are achieved and sustainable. This workshop will teach how to 1) distinguish the main difference between change and transition, 2) apply a change management model that focuses on specific business results, 3) determine a unit's change readiness and effective employee coaching strategies to prepare them for it, and 4) Apply the tools and best practices needed to engage the people dimension of change.

# COMMERCIALIZATION & ENTREPRENEURSHIP

## Biotech Career Exploration Program

In this 4-week program graduate students, postdoctoral fellows, and early-career scientists from life science programs will engage in a series of workshops, seminars, and panel discussions to explore career options and prepare for an experiential learning opportunity with an on-campus unit, small business startup, large corporation, non-profit organization, governmental agency, law firm, or any additional non-academic entity.

## FFMI *fast*PACE

Formerly known as the Early Tech Development Course, FFMI *fast*PACE is a 4-week biomedical innovation and commercialization course designed for the busy medical academician with an early stage project. The *fast*PACE Course blends in-person and online education to help faculty researchers and clinicians prepare a successful business case for funding and development partnerships.

## FFMI *full*PACE

FFMI *full*PACE (Program Accelerating Commercialization Education) is 6-week life science technology commercialization education and project development program designed to teach major concepts of biomedical innovation and entrepreneurship through a mix of case studies, lectures and experiential learning in small project teams.

## Graduate Certificate in Innovation & Entrepreneurship

This 12-credit certificate in Innovation & Entrepreneurship is available to currently registered and degree-seeking UM students in Masters, PhD and professional degree programs. The certificate will compliment a UM degree with leadership, business, and innovation skills.

## **WORK-LIFE BALANCE**

### **Work-Life Balance Workshop**

The Work-Life Resource Center provides a one-hour workshop on work-life balance and resources for U-M faculty, staff, and students.

### **Time Management: Getting Things Done (GTD)**

Getting Things Done (GTD) Training is a one-day course that teaches individuals the skills to focus their attention on things that matter most, prioritize commitments, increase personal productivity, and create more mental space for innovation at work and at home.

### **YES Without Guilt. NO Without Fear. Assertiveness Skills**

In this course participants will learn how to express themselves with confidence and learn a step-by-step approach for increasing personal power.

### **Competing Values: Maximizing the Potential of Collaboration**

The Competing Values Framework (CVF) is a highly regarded and internationally valued tool that can help a team recognize and transform its culture by identifying the values, gifts and differences held by the individuals within.

### **Career Identity Beyond the Ivory Tower**

Making the decision to switch from a possible tenure-track path to pursue other career options may raise a variety of career and personal considerations. This program will offer you an opportunity to explore the often emotional move away from a tenure-track career and provide resources for taking a next step.

### **Start Smart: Negotiating Your Salary**

Start Smart is designed to teach you how to negotiate salaries for a new job. In this two-hour workshop you'll gain confidence in your negotiation style through facilitated discussion and role-play and learn how to identify and articulate your personal value; how to develop an arsenal of persuasive responses and other strategies to use when negotiating; how to conduct objective market research to benchmark a target salary and benefits; and about the wage gap, including its long-term consequences.

## **COMMUNICATION**

### **Crucial Conversations**

A crucial conversation is a discussion between two or more people where the stakes are high, opinions vary, and emotions run strong. These conversations—when handled poorly or ignored—lead to strained relationships and dismal results. In this workshop, participants will learn to improve dialogue and engagement, create behavior change, and build high-performance and culture.

### **Communicating the Value of Your Research to a Broad Audience**

This workshop will help you communicate the value of your research in forming partnerships. This workshop will teach the importance of value propositions and communicating research in a way that makes it compelling for every audience. Often referred to as the "elevator pitch," you will have the opportunity to create one for your research that can be used at any social gathering, departmental meeting, or professional conference.

## Preparing Effective Abstracts for Conferences and Publications

Whether you are submitting your work for publication in a biomedical journal or for presentation at a medical conference, the Abstract is often the only thing that editors and conference organizers use to make decisions about accepting your work. This workshop will inform attendees about formats, styles, what to include in an Abstract, and how to make the best use of the allowed word count.

## Effective Networking

Feeling like another networking event is not getting you anywhere? According to the U-M Alumni Association, 80% of successful job seekers' efforts were spent on networking. Join us to learn the best strategies to help make in-person networking effective in reaching your job searching, professional development and/or personal achievement goals. Attendees will discuss: establishing connections, how to use informational interviewing, and networking do's and don'ts.

## Successful Negotiation Skills and Strategies

Medical school faculty negotiate constantly, not just over issues like salary, but also for lab space, authorship on research papers, and resources. This day-long negotiation workshop will equip you with a framework and set of tools designed to help faculty prepare for, and conduct effective negotiations.

# DIVERSITY, EQUITY AND INCLUSION

## Diversity, Equity and Inclusion (DEI): The Basics

This online module provides an introductory look at the DEI initiative at U-M and helps clearly define what we mean by "diversity, equity and inclusion".

## Unconscious Bias in Everyday Life

This interactive session is designed to examine how unconscious bias can affect one's perceptions, decisions, and interactions.

## National Center for Faculty Development & Diversity (NCFDD)

The NCFDD is an independent center that offers a wide range of resources to support the professional development of faculty, postdoctoral scholars and doctoral students throughout their academic careers. You can sign up for a free U-M institutional sub-account for access to productivity tips and workshops, webinars, career center, discussion forum and more.

## Intercultural Awareness

This program addresses the many hidden ways in which culture influences behavior. The objectives are to provide a general framework for understanding culture, increase self-awareness and improve competency in both inter- and intra-cultural communications.