

*“Any road will get you there, if you don’t know where you are going.”* Lewis Carrol

*“The trouble with not having a goal is that you can spend your life running up and down the field and never score.”* Bill Copeland

*“There are three Things extremely hard: Steel, a Diamond, and to know one’s self.”* Benjamin Franklin, *Poor Richard’s Almanac*, 1750

## Intentional Career Development

**Usual Faculty Career Development**



**Quality Improvement (QI) Approach**



## QI-Guided Career Development

**Plan:** Write SMART Goals.

Strategically align with personal & professional career development plan, plus leadership support.

**Do:** Pursue goal achievement.

**Study:** Reflect & analyze goals & progression with leadership.

**Act:** Write new SMART Goals. Fine-tune with input. Commit.

## Steps to Transform Career Development

### 1. Build your organizational savvy:

- Understand career context.
- Understand academic culture.



### 2. ‘Start with the end in mind.’

- Devise personal strategic plan.
- Conduct own gap analysis.



### 3. Apply continuous QI concepts & tools:

- PDSA cycle. SMART Goals. Engage in mentoring, coaching, sponsorship. Periodic collaborative development & review of a dynamic plan & progress.

## Why Written Goals?

- **Written goals: 20-50% more often achieved.**
  - Forces clarity, focus – a ‘destination’ to discuss
  - Motivates action
  - Helps overcome resistance
  - Acts as filter for other opportunities
  - Makes progress visible
- **Written goals are ‘there for you.’** Those only ‘held mentally’ are more likely to be jumbled up with the other 1500 thoughts per minute that the average human being experiences.
- **Written goals indicate you are special!** Only 3% of adults write down their goals.

## Tips for Goal Writing

- Define 2 (or 3) timeframes:**
  - **Short-term:** 6 months – 2 years
  - **Longer term:** 2 – 5 years
    - Longer-range: future
- Stay completely SMART.** Not MAR, ART or SMT.
- Stay multi-contextually aligned:** Personal & institutional plan; compensation plan; evaluation plan; promotion &/or tenure plan.
- Share, negotiate, inform with expert advice.** Sharing with a ‘confidant’ raises the chances of achieving. SMART is SMARTER through Evaluation & Review.
- Change is a process. Your life is a work in progress!**

## S.M.A.R.T. GOALS

- S** • **Specific:** State exactly what you want to accomplish (Who, What, Where, Why)
- M** • **Measurable:** How will you demonstrate and evaluate the extent to which the goal has been met?
- A** • **Achievable:** stretch and challenging goals within ability to achieve outcome. What is the action-oriented verb?
- R** • **Relevant:** How does the goal tie into your key responsibilities? How is it aligned to objectives?
- T** • **Time-bound:** Set 1 or more target dates, the “by when” to guide your goal to successful and timely completion (include deadlines, dates and frequency)