

## FACULTY ORIENTATION | PRE-WORK ASSIGNMENTS

To make the most of our time together during the upcoming faculty orientation, we have prepared some pre-work for you to complete prior to attending the orientation. Please see below for details, and don't hesitate to reach out with any questions.

Please complete the following prior to attending the faculty orientation.  
(Total estimated time: 35 minutes)

1. **READ** – Why Carefully Chosen Career Goals Matter  
(Time estimate: 5 minutes)
2. **REVIEW AND BEGIN** – Individual Opportunity Plan Worksheet #1 | Setting Your Career Mission  
(Time estimate: 10 minutes)
3. **REVIEW AND BEGIN** - Individual Opportunity Plan Worksheet #2 | Personal SWOT Analysis  
(Time estimate: 10 minutes)
4. **REVIEW AND BEGIN** - Individual Opportunity Plan Worksheet #3 | Network Map  
(Time estimate: 10 minutes)

We are looking forward to getting to know you and welcoming you to the Carolina family in person!

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## FACULTY ORIENTATION | PRE-READ

### Why Carefully Chosen Career Goals Matter

(Time estimate: 10 minutes)

It should come as no surprise to you that goal setting is an important factor in organizational and individual achievement. At work, you've likely set financial goals, production goals, and other performance measures. In your private life you've no doubt set family or personal goals. Ideally, goals guide and motivate. They are objectives for change or improvement. But they don't always work out. People frequently forget or ignore their goals or allow them to become a cause of stress, frustration, and a sense of failure.

What gets in the way of reaching your goals? Through its research and work with thousands of executives, the Center for Creative Leadership has identified three main reasons why goals fail to inspire and motivate change:

1. The goal isn't valued – you haven't committed your mind *and* heart to the goal.
2. The goal isn't specific – your goal is too broad and overwhelming.
3. The goal isn't supported – you don't have someone to be your coach, cheerleader, or mentor.

On the contrary, you are likely to achieve goals that you align with your values and carefully develop, and that are supported by others. Over the next few days, you will learn to:

- Identify your values and align them with your career mission
- Set a SMART goal – one that is specific, measureable, achievable, realistic, and time-bound
- Consider your network and identify mentors
- Develop a plan to achieve your goals that includes action steps, a time frame, and a support structure for achieving your goals

Adapted from:

Sternbergh, B. and Weitzel, S.R. (2001). Why carefully chosen goals matter. In P. Scisco (Ed.), *Ideas into Action Guidebooks: Setting Your Development Goals*. (pp. 7 – 8). Greensboro, NC. Center for Creative Leadership.

## **INDIVIDUAL OPPORTUNITY PLAN | OVERVIEW**

The Individual Opportunity Plan (IOP) is a tool to support development of a personal career plan. It can be used by all faculty, regardless of rank, and consists of three steps:

1. Setting your career mission
2. Conducting a self-assessment
3. Planning your career

The following pages will walk you through these steps. Additional guidance will be offered at the faculty orientation.

## STEP 1: SETTING YOUR CAREER MISSION | WORKSHEET # 1

**PRE-WORK** | COMPLETE THIS SECTION PRIOR TO ORIENTATION

What do you want to achieve? Where do you want to go? How do you want to make a difference? Setting your career mission can help you achieve the results you desire.

Keep it brief (one sentence). Capture your passion!

**Career Mission Statement: Draft 1**

Why is this so important? Have you described *what* you want to do rather than *why*? If so, prepare another draft that addresses the why.

**Career Mission Statement: Draft 2**

Consider sharing your draft statement with a colleague or mentor. Ask them to critique your draft, then refine as needed.

**Career Mission Statement: Draft 3**

**Review your Career Mission Statement each year to track your progress.** If you find yourself getting off track, create a plan to improve. Set clear goals and priorities, focus on the tasks in front of you, and seek regular feedback from your supervisor, colleagues, and direct reports. In addition to feedback about progress, their support can help you problem solve and offer encouragement when challenges arise.

## STEP 2: SELF-ASSESSMENT: PERSONAL SWOT ANALYSIS | WORKSHEET # 2

PRE-WORK | REVIEW AND BEGIN THIS WORKSHEET PRIOR TO ORIENTATION

### My Strengths:

What **skills** do you do well? What are the **strengths** in your knowledge base? What positive **behaviors** or **attributes** do you exhibit? (*Highlight strengths that are relevant to your mission statement*)

- 1.
- 2.
- 3.
- 4.

### My Weaknesses:

What **skills, behaviors** or **attributes** do you wish to acquire or improve? What are the gaps in your **knowledge**? What **resources** or **connections** are you missing? (*Highlight weaknesses that are relevant to your mission statement*)

- 1.
- 2.
- 3.
- 4.

### Opportunities:

Where is the **growth** opportunity for you? What is **changing** in your field? What **funding** opportunities are available? What are the **gaps in knowledge**? Look for opportunities, openings, changes in your department, lab, school, community, nationally...

- 1.
- 2.
- 3.
- 4.

### Threats:

What **threats (barriers, obstacles)** are present or predicted in your department, the school or the external world that might hinder you accomplishing your mission? *What are the **political minefields**? Changes in **funding**?*

- 1.
- 2.
- 3.
- 4.

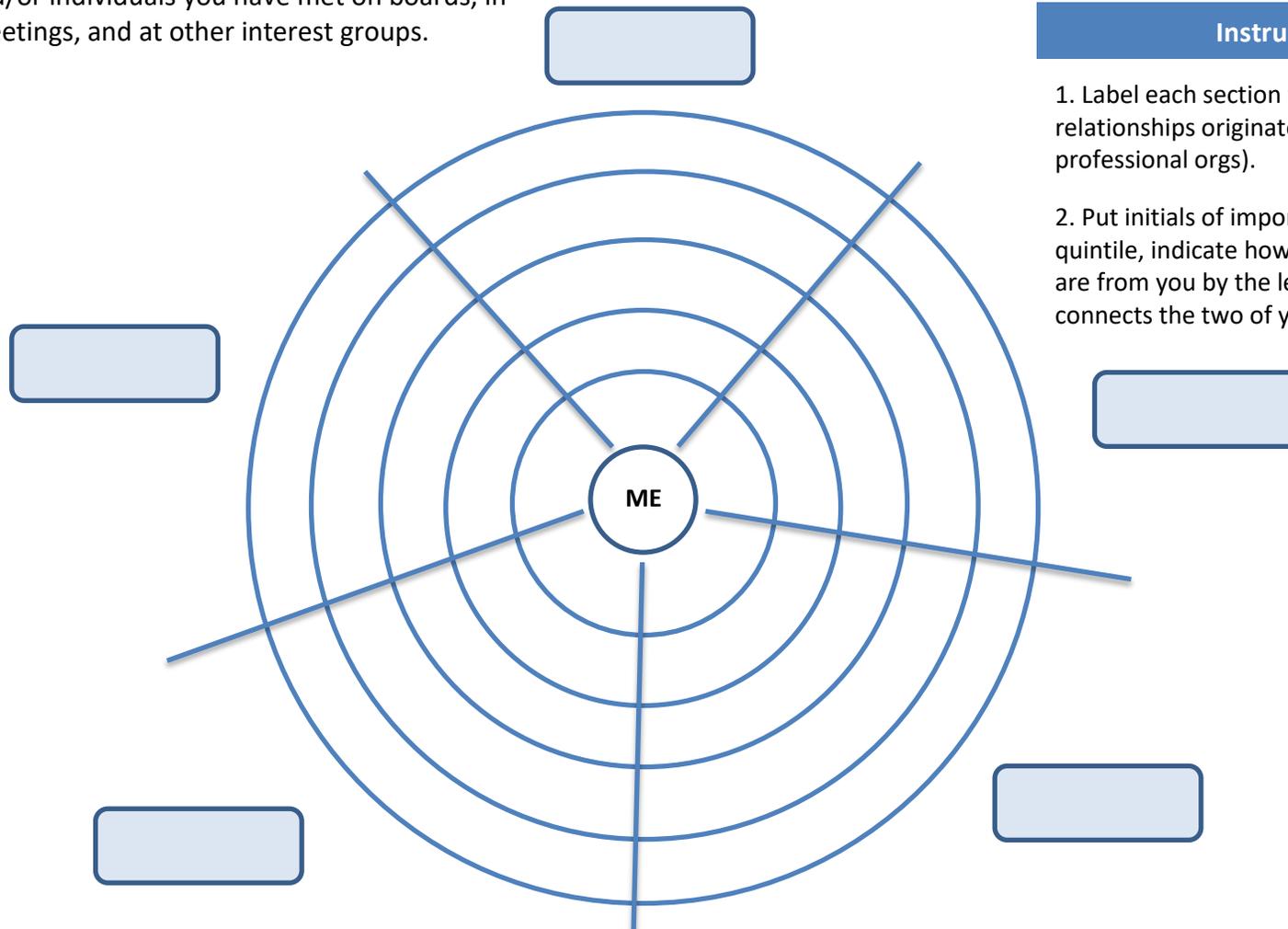
### STEP 2: NETWORK MAP | WORKSHEET # 3

Your developmental network is a relatively small set of relationships that helps you to get your work done, advance your career, and provide both personal and professional support. These may include relationships with colleagues (e.g., your boss, subordinates, peers), family members, members of your community, and/or individuals you have met on boards, in professional meetings, and at other interest groups.

The chart below helps you identify the people who assist you in different ways. It also allows you to map the strength of each relationship and indicate those relationships which may provide you access to power (i.e., those people whom you see as very well connected in your organization).

#### Instructions:

1. Label each section from which relationships originate (e.g., work, family, professional orgs).
2. Put initials of important people in each quintile, indicate how close or distant they are from you by the length of the line that connects the two of you.



### STEP 3: PLANNING YOUR CAREER | WORKSHEET # 4

#### **My career goals for the next 3–5 years:**

How will you achieve your **career mission**? What are your **goals** and immediate **objectives**? (*List in order of priority. Indicate when you expect to complete the goal.*)

- 1.
- 2.
- 3.
- 4.

#### **Objectives for the next year:**

Write an **objective** for a goal that you plan to advance **in the next year**. Use the S.M.A.R.T. approach to write objectives that are **Specific, Measurable, Achievable, Realistic, and Time-bound**. (*Duplicate this page for each of your objectives.*)

**Goal:**

**Objective:**

*What personal **strengths** does this objective build on?*

*What personal **weaknesses** are addressed by this objective?*

*What **opportunities** will you exploit to achieve this goal?*

*How will you address **threats** to achieving this goal?*

*What **resources** do you need to achieve this objective: time, money, space, expertise (mentoring), personnel, equipment, materials?*