Opportunity- Ji Yu

- Ji- chance
- Yu- to grasp
- So, how to prepare for seeing the chance, grasping it and succeeding?

Who is this man?



How did he develop his career?

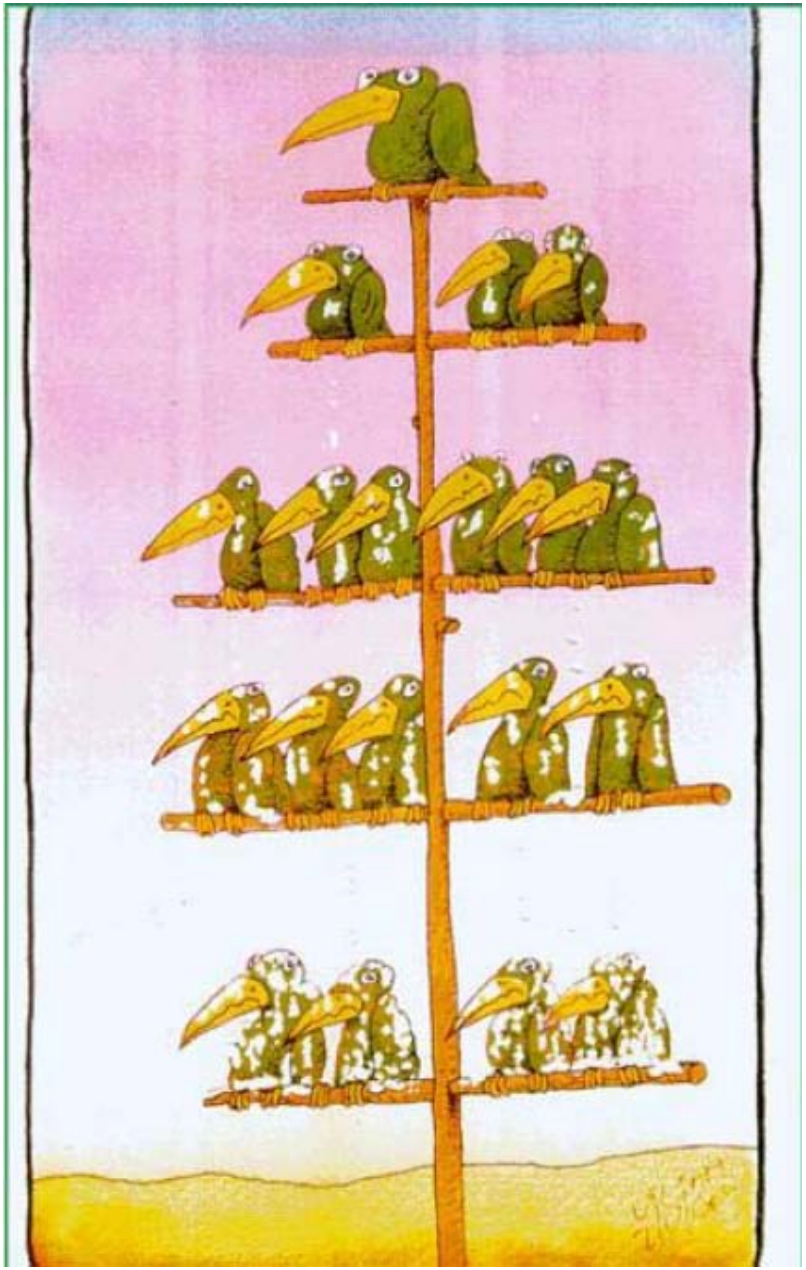
(reality vs myth)


Hollywood Bl
6300 W
Vine St
1700 N

“I’ll be discovered as a movie star sitting at a soda fountain by a famous producer… and I’ll live happily ever after”……..*NOT*



Are you in this hierarchy?



Career Development Principles and You/Me

Friday January 15, 2010

Bob Powell, PharmD

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Office 2670

Cell 136 7181 2320

Lecture Series

- **Career Development Principles**
- **Decisions.** Train Wrecks and Bad Drug Development and Regulatory Decisions. How decisions are made, Why bad decisions Occur, Implications and How to Get it Right.
- **A Modern Drug Development Paradigm.** Model based drug development. Implications for industry, government & academia
- **Information Systems Supporting Quantitative Decision Making.** Trends in Contemporary Pharmaceutical Informatics
- **How Might China Build the Most Productive Pharmaceutical R&D Machine.** What are the leverage points?

Invitation

- Your career is your responsibility, not your boss', your parents'…..only you
- Diversity of ideas and experiences is good
- If you wish to talk about your career plans and get new ideas, I am happy to talk with you….simply set a time

Some Questions

- **What is ‘meaningful life’**
- **What is Success**
- **What is Failure**
- **Are success and failure linked?**
- **Who owns your/my career development?**
- **What is Mastery**
- **What is your/my Mission**
- **Is there a good excuse for sustained failure? Victims?**
- **Who is/are your/my mentors?**

You/my Career in Context of the Company

Research & Development Mission

Finding innovative solutions for serious medical problems is what a healthcare company is about. Roche's research and development efforts aim to enable healthcare to be tailored more closely to patients' needs.

As both a diagnostic and pharmaceutical company Roche is ideally placed to contribute to progress towards more personalized healthcare, opening up new ways to prevent, diagnose and treat illness.

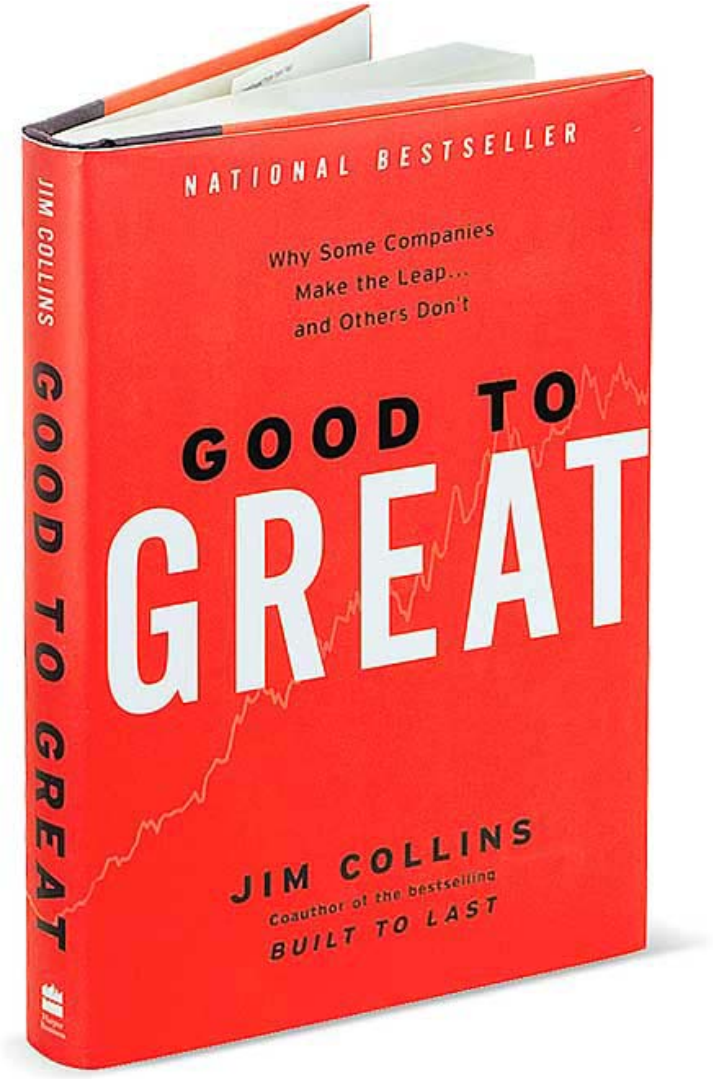
- ***How well do you line up with this mission?***
- ***Does the company define your/my mission or are they simply congruent?***
- ***What if the company made cigarettes, machine guns, or dumped outdated drugs in third world countries?***
- ***What if you are not aligned to the company?***

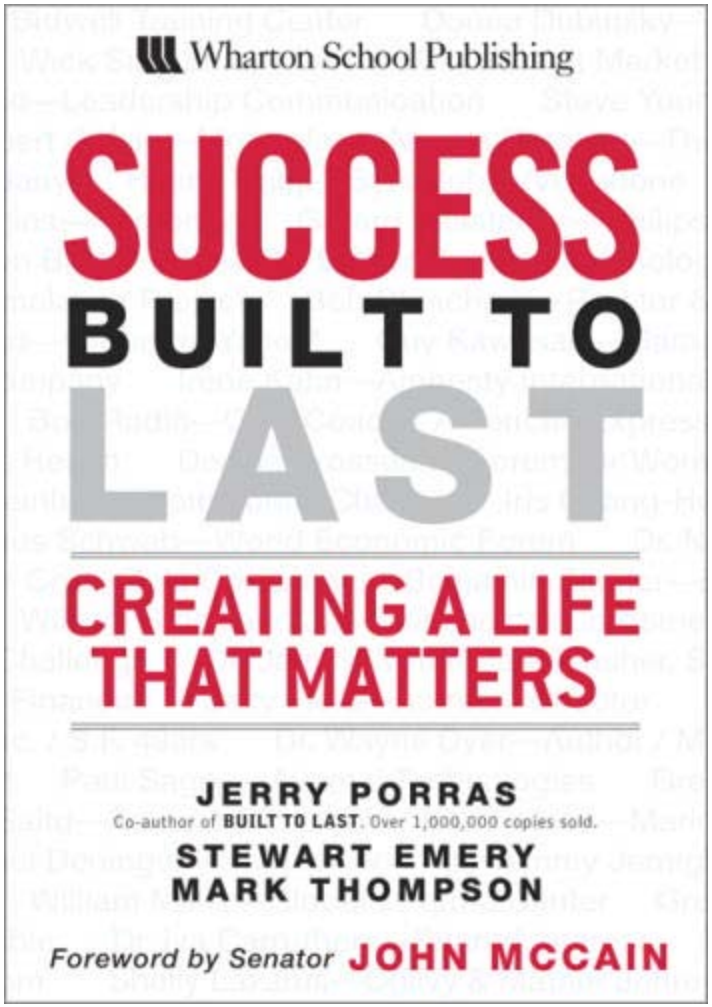
What I see

- Young, smart, ambitious people working in a rapidly expanding company/industry and in a country enjoying explosive growth and prosperity.
- Plenty of opportunity

What I think

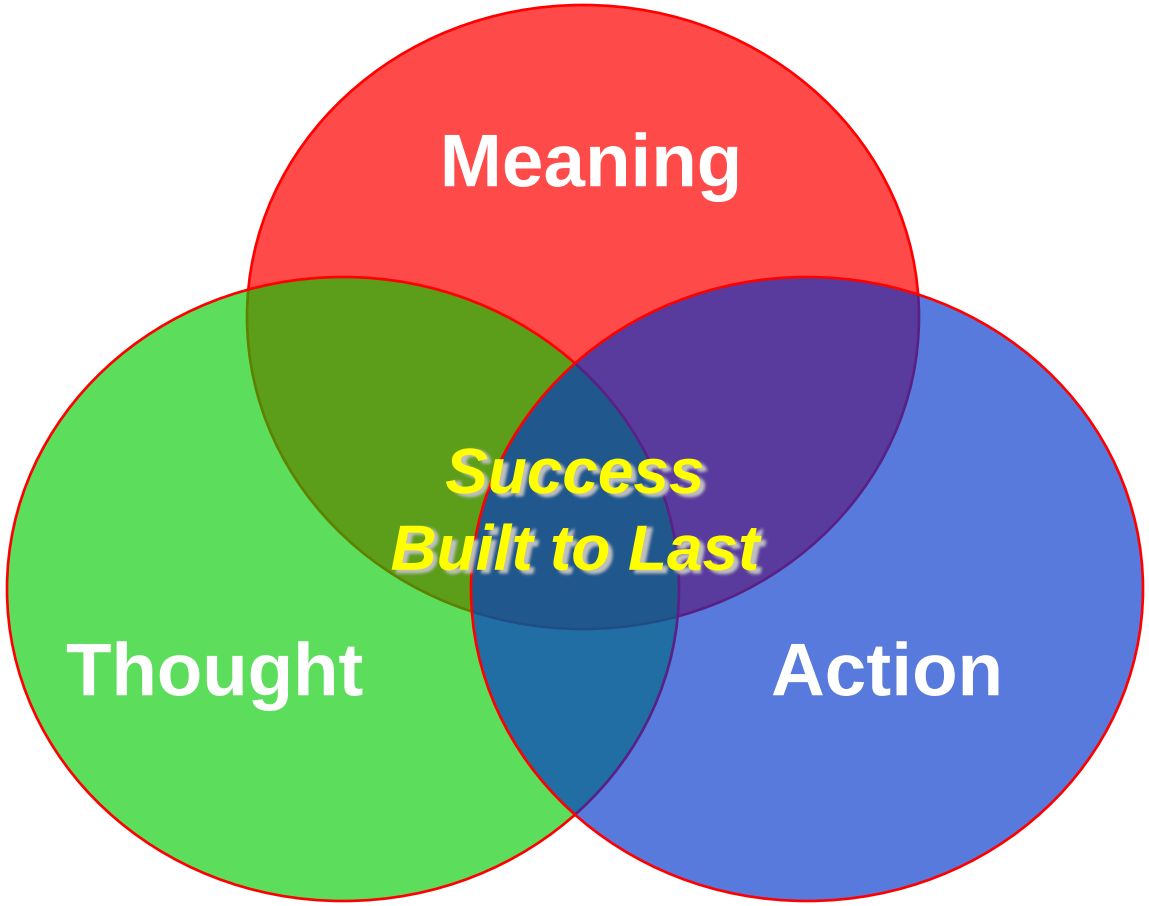
- It will not always be so
  - You/I change with age & experience
  - Roche changes…company evolving in competencies, geography, business model, ….
  - China changes
- How will you/I adapt to change and navigate your path?
- To be competitive
  - Roche needs to grow & provide career opportunities for you/I
  - You/I need to grow to continuously attract Roche to want you/I
- Career development is a life-long endeavor I believe is linked to 'mastery'


NATIONAL BESTSELLER
Why Some Companies Make the Leap... and Others Don't
GOOD TO GREAT
JIM COLLINS
Coauthor of the bestselling BUILT TO LAST
JIM COLLINS
GOOD TO GREAT

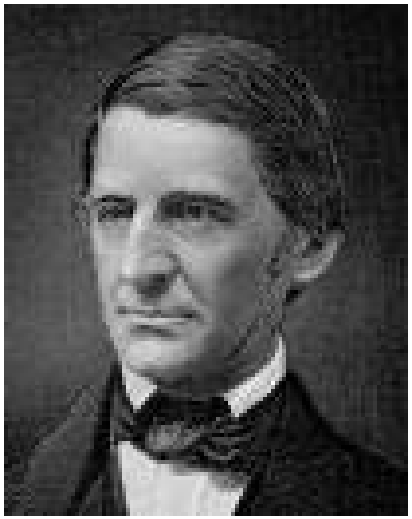

Wharton School Publishing
SUCCESS BUILT TO LAST
CREATING A LIFE THAT MATTERS
JERRY PORRAS
Co-author of BUILT TO LAST. Over 1,000,000 copies sold.
STEWART EMERY
MARK THOMPSON
Foreword by Senator JOHN MCCAIN

Become consciously aware of what matters to you and then rally your thought and action to support your definition of meaning.

Success Built to Last p. 27



The purpose of life is not to be happy. It is to be useful, to be honorable, to be compassionate, to have it make some difference that you have lived and lived well.



Ralph Waldo Emerson

on his career

- **"You know, they say that success is getting what you want and happiness is wanting what you get. Well, I don't know which one applies in this case. But I do know that I wouldn't be doing anything else. I always worry about people who say, 'You know, I'm going to do this for ten years. I really don't like it very well, but I'll do ten more years and….' To me, that's like saving up sex for your old age. Not a very good idea."**
- **"The reward for the doing must be the doing."**



Warren Buffet

What is your/my Mission?

- Worthwhile to prepare it
- Mental process helps focus where you wish to go and impact you wish to have
- Revise periodically
- ‘If you don’t know where you are going, don’t be surprised when you do not get there’

My Mission & Values

- **Mission:**
  - **26-50 years. to get the dose right to help people and not unnecessarily hurt them.**
  - **50-60 years. to develop safe and effective drugs by making high quality decisions so that patients benefit from high quality products**
  - **60+ years.**
    - **Help patients make better decisions based on quantitative information**
    - **Help Chinese people build more effective, productive drug R&D and learn about Chinese culture**
- **Values: I work to build and work in an environment where we share our knowledge and solve problems in a team-like manner, where we are expected to grow individually, learn from others and we teach one another and treat others with respect**

Mentoring

- You can choose a ‘mentor’ for any and multiple aspects of your life you wish to improve
  - Work (techical skills, management, interpersonal, communication (Mandarin))
  - Marriage & parenting
  - Personal (sports, exercise, diet)
- Driven by true personal need
- Link to understanding & behavioral change
- Request generally granted
- Relationship often transient, but can be life-long
- People don’t request this often because of ‘face’
  - Too humble
  - Too proud
- Who are your mentors beyond family?



Lewis B Sheiner, MD

Lewis & me

(the value of mentors)

09 China-Roche

03 FDA

01 Pharsight

He taught me to think

96 Parke Davis

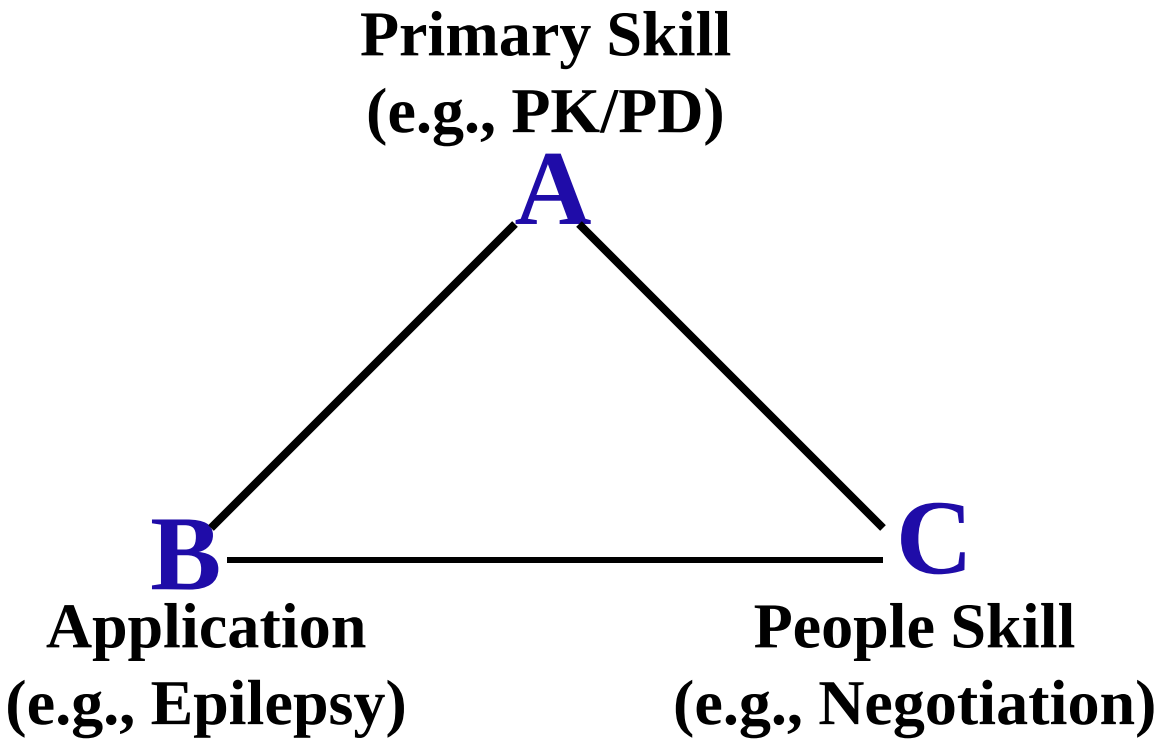
87 Glaxo

77-87 U of Az/UNC

73-7 UCSF

I gave him problems to think about

Personal Impact Triangle

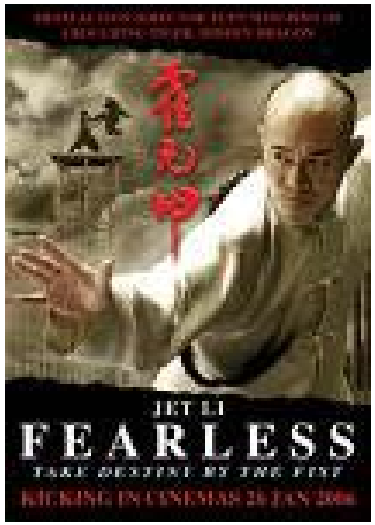


Skill		High		Low
A-B	→	Knowledge, Judgment	→	Effectiveness
A-C	→	Influence	→	Judgment
A-B-C	→	Wisdom, Influence, Effectiveness, Impact		

Change Formula

Change = (Dissatisfaction * Vision * Next Steps) > Resistance

Chinese people over-coming adversity





霍元甲 **Huo Yuanjia**

- Founded Chin Woo Athletic Association, Shanghai
- Chinese hero defeated foreign fighters
- humility & perserverence. Master
- Born 1868 weak, sick, asthma, juandice



Hua Yanjun, Blind Ah Bing,阿炳

- Famous erdu master who wrote Moon Reflected on Second Spring, *Erquan Yingyue* (二泉映月)
- Picture from Japanese occupation
- Born 1893. Difficult life. As adult was drug addicted, syphilis → blindness, homeless
- Wrote above piece, taught & performed as master after above difficulties



Hong Ze

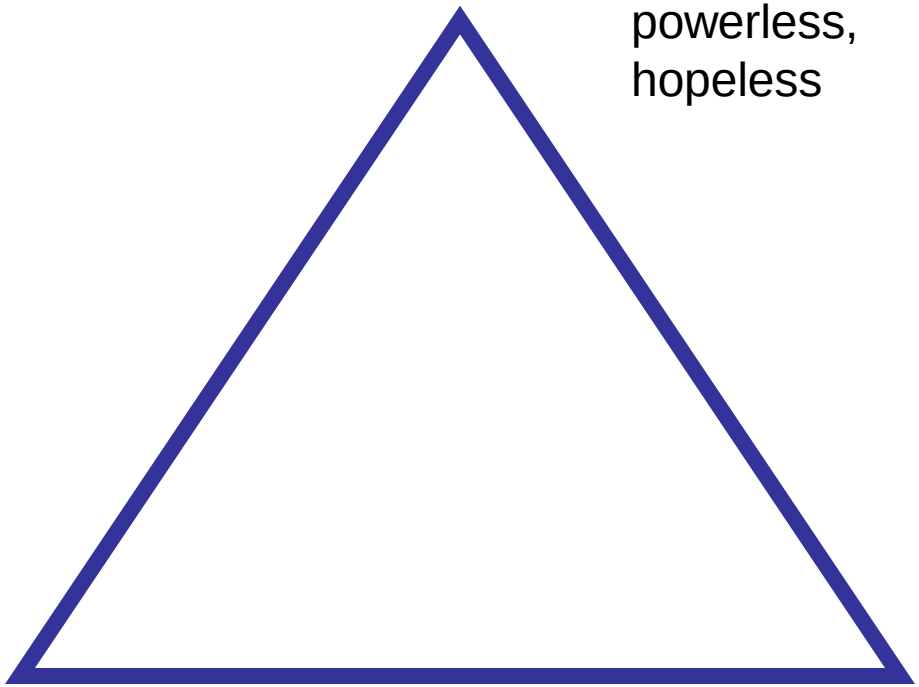
- Famous Shanghai glass artist
- Deaf from streptomycin at 3 months old, mother died when 13 yo
- Refused jobs in advertising in Shanghai
- Shanghai Dajie Glass Craft Ltd
    - started in production- hands bled from cuts
    - transferred to design……creativity….mastery



Adeline Yen Mah

- Successful physician
- Born to rich Hong Kong family
- Mother died at birth
- Stepmother treated her with extreme cruelty
- Now takes care of both parents

Drama Triangle



What to do when you recognize you are a victim

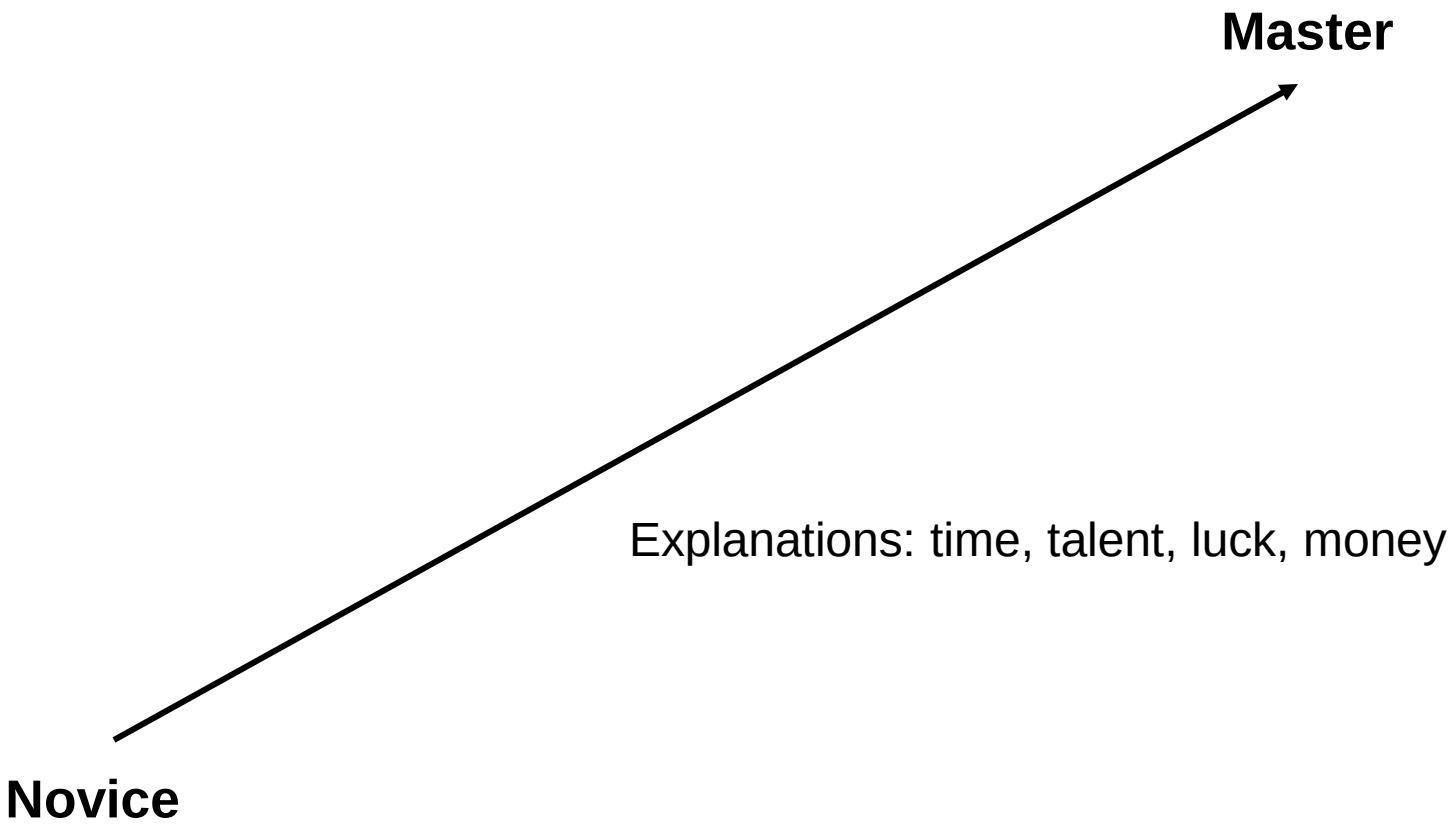
- Recognize the pattern….the solute
- Accept personal responsibility…only victim can change…self, relationships



Abraham Maslow

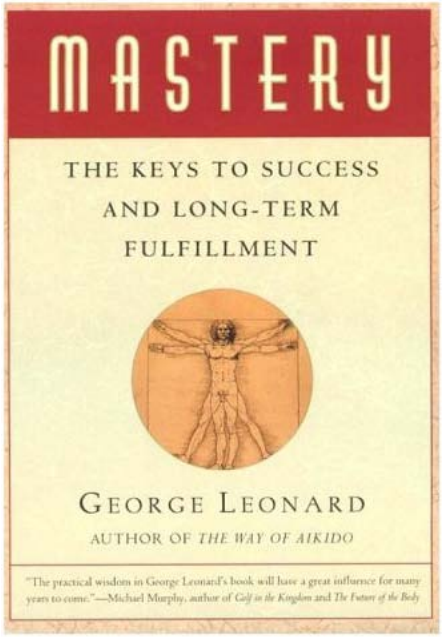
Think of life as a process of choices, one after another. At each point there is a progression choice and a regression choice. There may be movement towards defense, towards safety, towards being afraid; but over on the other side, there is the growth choice. To make the growth choice instead of the fear choice a dozen times a day is to move a dozen times a day towards self-actualization.

Naive Mastery Concept



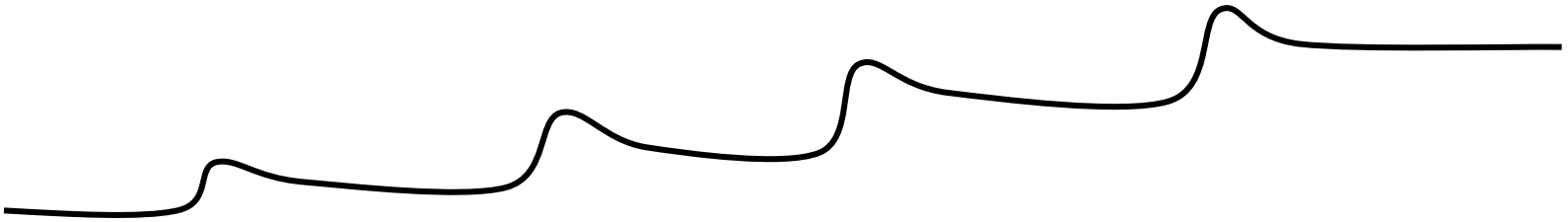
However, when a novice looks at a master, they may think this is the case until they go deeper into the masters journey….pick someone

Mastery



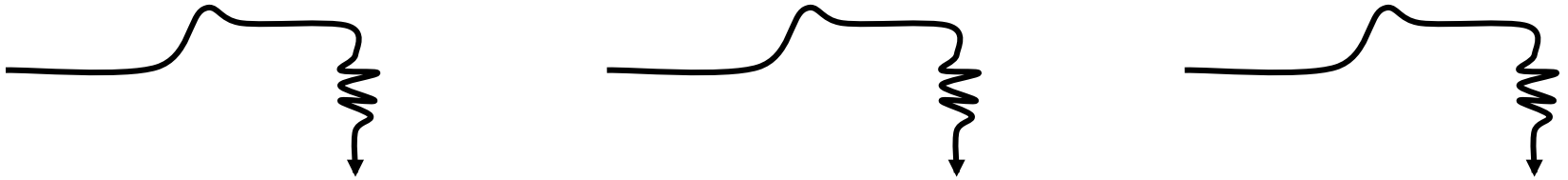
- **My favorite book on career development….for me**
- **20 books have been ordered for your use**
- **Examples**

Mastery Mental Model

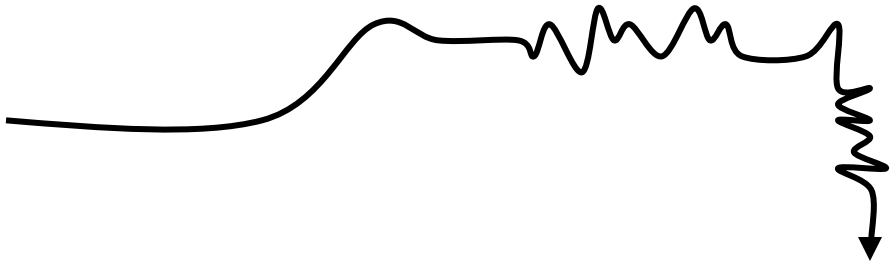


- Practice continuously and diligently (ging lao)
- Striving to increase skills and higher competence level
- New skills and ways of thinking become habitual
- Performance improvement in bursts followed by slight decline
- Irregular intervals in performance improvement
- Master enjoys living on the plateau & knows commitment is to lifetime
- Goal: to be a life-long student, not to be the ‘professor’ or ‘expert’
- Link to humility, openness for learning, tenacity to application-practice

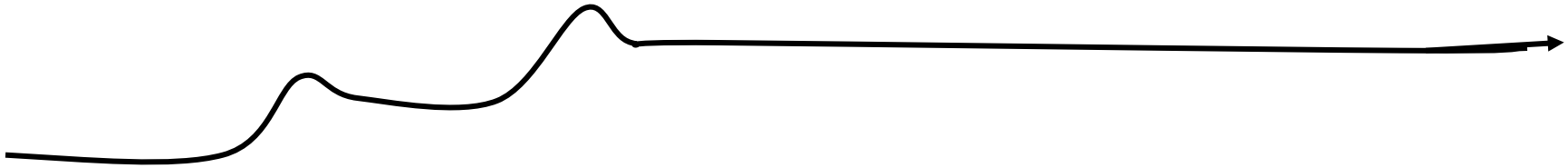
Other types



The Dabbler- enormous initial enthusiasm followed by changing direction or focus



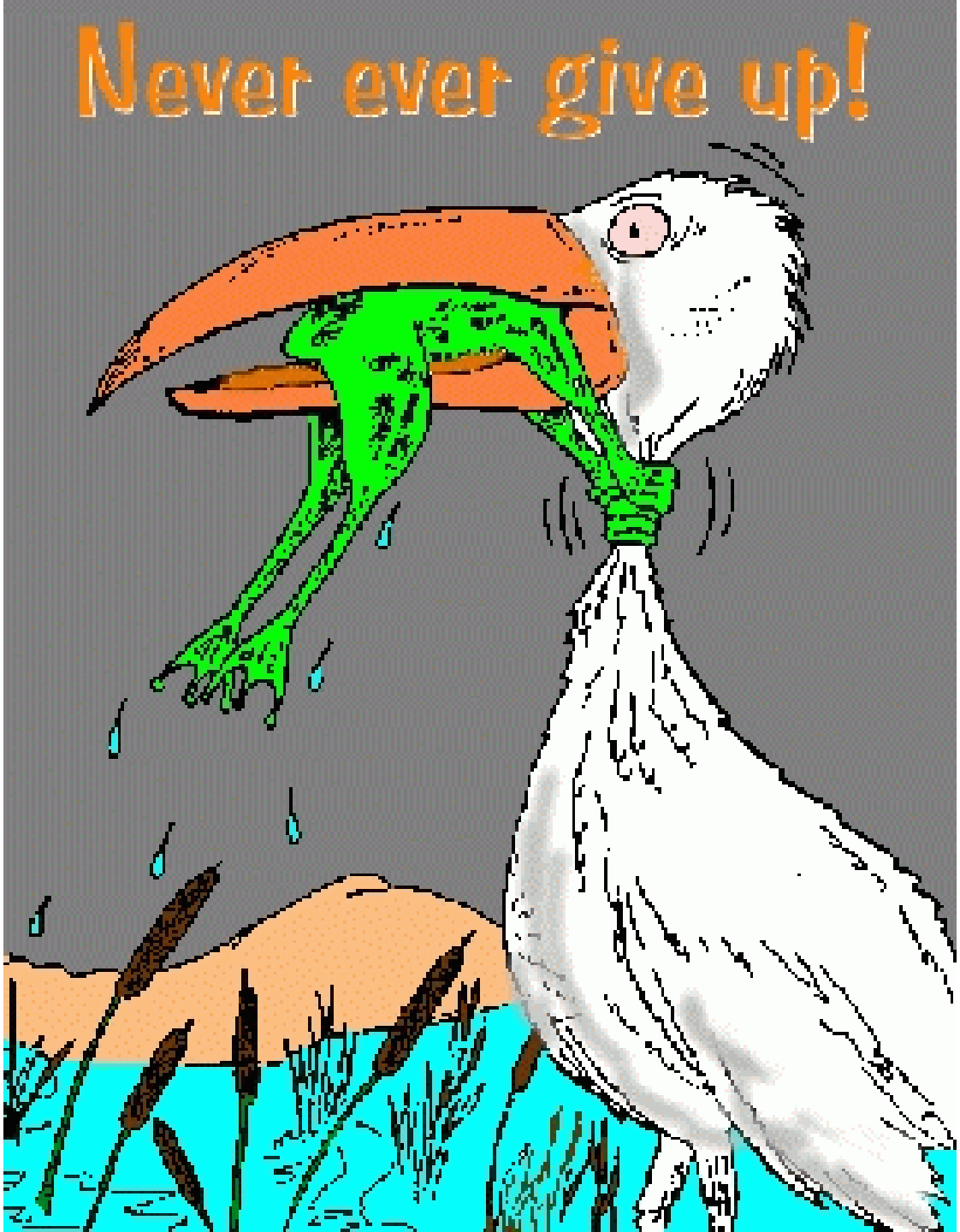
The Obsessive- often perfectionist who tries too hard without practicing. Too results oriented



The Hacker- after initial progress is satisfied to remain at plateau indefinitely. Works, but does not practice

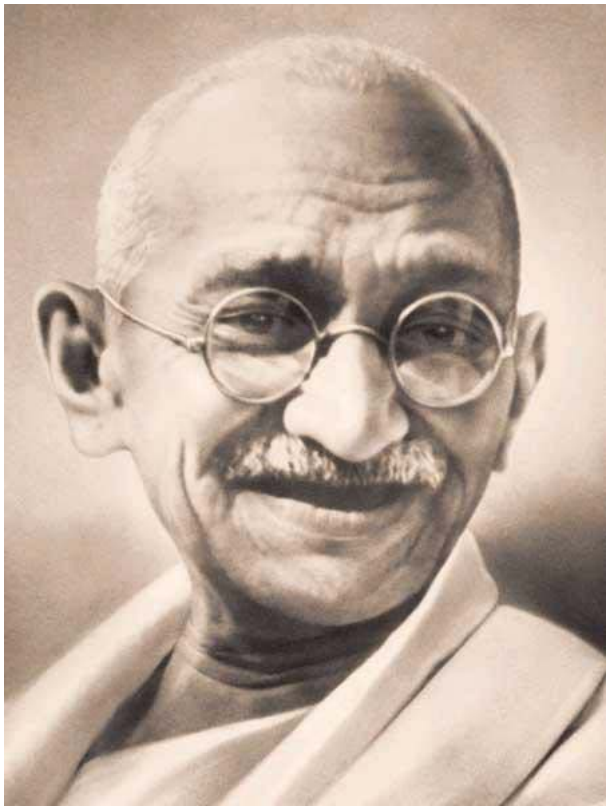
5 Steps to Mastery

1. **Instruction**-choosing first rate instruction. Fact based…developed other ‘masters’
2. **Practice**- life-long, not just college. ‘game’ is won in practice, not just on the field
3. **Surrender**- give one’s self over to the teacher and discipline
4. **Intentionality**- the mental game. Being in the present during practice and performance. Willpower, attitude, imaging
5. **The Edge-** willing to take risks to achieve a higher level of performance. Not satisfied with the present. Explore the edges of the envelope.


Never ever give up!

You must be the change you wish to see in the world

Mahatma Gandhi



To put the world in order, we must first put the nation in order; to put the nation in order, we must put the family in order, to put the family in order, we must cultivate our personal life and to cultivate our personal life, we must first set our hearts right.



孔子 ***Kǒng zǐ***

Confucius