

# Designing Your Career and Practice

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Disclosures

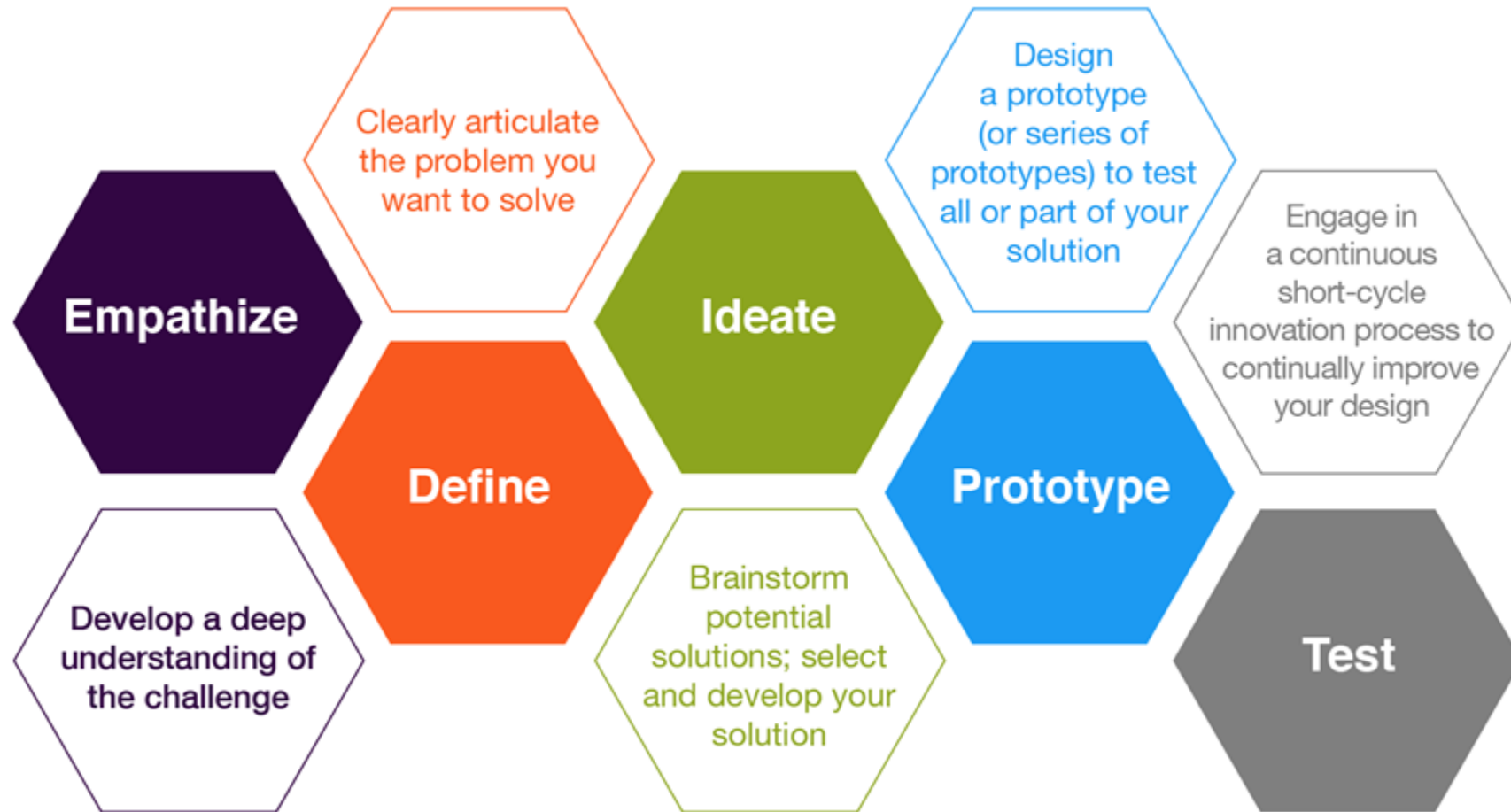
None



# Design Thinking



Let's add some "design thinking" problem solving methodology to design (or redesign) your career. Consider this through the lens of belonging, wellness and impact.



Dysfunctional Belief: If you are successful,  
you will be happy.

Reframe: True happiness comes from  
designing a life that works for you.



Ref: Burnett B, Evans D. Designing your life: How  
to build a well-lived, joyful life. Knopf; 2016.

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Dysfunctional Belief: It's too late.

Reframe: It's never too late to design a life you love.



Ref: Burnett B, Evans D. Designing your life: How to build a well-lived, joyful life. Knopf; 2016.

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“A well-designed life is a life that is generative—it is constantly creative, productive, changing, evolving, and there is always an element of surprise.”



Ref: Burnett B, Evans D. Designing your life: How to build a well-lived, joyful life. Knopf; 2016.

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## Start Where You Are

Building a Compass

Wayfinding

Getting Unstuck

Design Your Lives

Prototyping

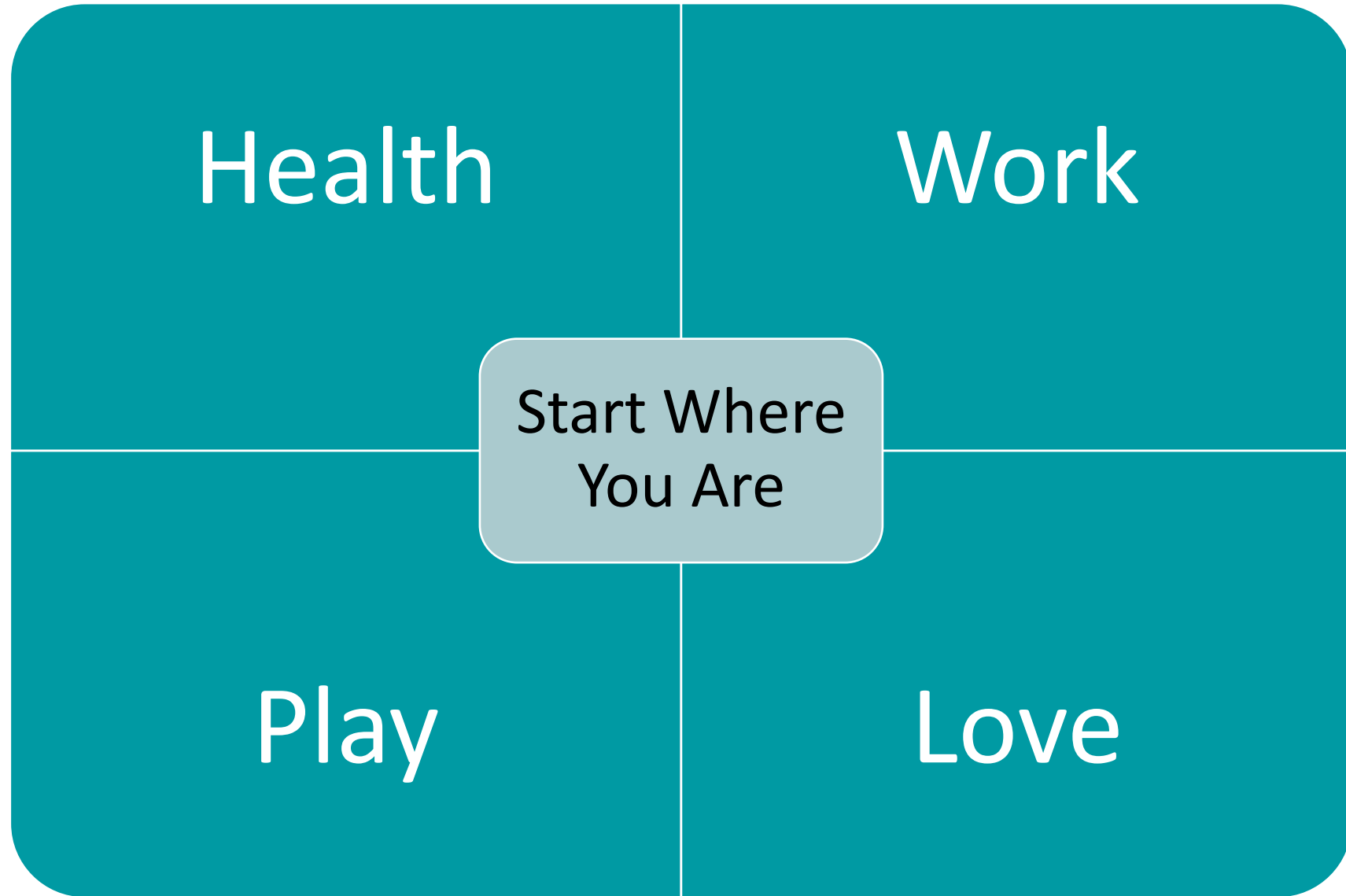
How Not to Get a Job

Designing Your Dream Job

Choosing Happiness

Failure Immunity

Building a Team



Rate each  
from 1-10



Ref: Burnett B, Evans D. Designing your life: How to build a well-lived, joyful life. Knopf; 2016.

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## **Strategy #1**

**Expand your box**  
and explore new  
things to do that  
are aligned with  
your interests and  
personal values.

Monica Verduzco-Gutierrez, MD  
@MVGutierrezMD

Proud to share my writing debut on being a Latina mama doc runner!  
#Physiatry @UTHPMR @UTHealth @McGovernMed #TIRRMh  
@USAMastersTrack

Kevin Pho, M.D. @kevinmd · Jul 28, 2017

Being Latina, a physician, a mother and a runner: by the numbers  
dlvr.it/PZ8F9x via @kevinmd

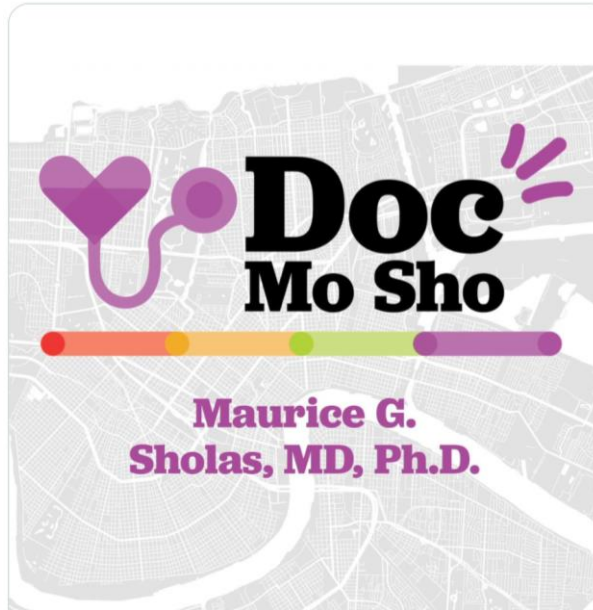


Dr. Maurice Sholas @docmosho · Feb 9  
"Allow me to re-introduce myself"  
- Jay-Z

[DocMoSho.com](http://DocMoSho.com)

Check me Out! Donate, share, connect, sponsor, elevate, join me in making  
a difference!

#MedTwitter #PedsPMR #rehabilitation #PedsTwitter #Rehabulous



MedStar Georgetown/NRH PM&R GME  
@MedStarNRHgmme

Our team featuring @mefarrellii and @EricWisotzkyMD had so much fun  
playing today at the #w2w tournament to raise money for adaptive  
sports! #Physiatry



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Start Where You Are

Building a Compass

Wayfinding

Getting Unstuck

Design Your Lives

Prototyping

How Not to Get a Job

Designing Your Dream Job

Choosing Happiness

Failure Immunity

**Building a Team**



Ref: Burnett B, Evans D. Designing your life: How to build a well-lived, joyful life. Knopf; 2016.

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## **Strategy #2**

**Extend your network**  
and aim to increase  
the number of  
connections as well  
as the strength of  
the connections.

# How Leaders Can Build Connection in a Disconnected Workplace

by Adam Smiley Poswolsky

January 21, 2022



“The antidote to workplace disconnection is promoting friendship and meaningful connection at work...A report by The Institute of Leadership and Management found that building close with colleagues was the most important factor in determining job satisfaction by 77% of respondents. Salary was 8th on the list.”

## Create Consistent Connection Rituals

- Gratitude Mondays
- Storytelling Fridays
- High, Low, Buffalo



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The “strength of weak ties” theory maintains that infrequent, arms-length relationships – known as weak ties – are more beneficial for employment opportunities, promotions, and wages than strong ties...based on the idea that weak ties allow people to access novel information that can lead to new opportunities, innovation, and increased productivity.





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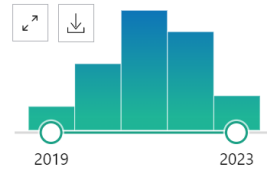
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Page 1 of 2

RESULTS BY YEAR



TEXT AVAILABILITY

- Abstract
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- Full text

ARTICLE ATTRIBUTE

- Associated data

ARTICLE TYPE

- Books and Documents
- Clinical Trial
- Meta-Analysis
- Randomized Controlled Trial
- Review
- Systematic Review

PUBLICATION DATE

- 1 year
- 5 years
- 10 years
- Custom Range

- 1 [Five Strategies Leaders in Academic Medicine Can Implement Now to Enhance Gender Equity.](#)  
Cite Allan JM, Brooks AK, Crusto C, Feld LD, Oxentenko AS, Spector ND, Verduzco-Gutierrez M, **Silver JK**. J Med Internet Res. 2023 Jun 13;25:e47933. doi: 10.2196/47933.  
Share PMID: 37310782 [Free PMC article.](#)
- 2 [Multidisciplinary collaborative consensus guidance statement on the assessment and treatment of neurologic sequelae in patients with post-acute sequelae of SARS-CoV-2 infection \(PASC\).](#)  
Cite Melamed E, Rydberg L, Ambrose AF, Bhavaraju-Sanka R, Fine JS, Fleming TK, Herman E, Phipps Johnson JL, Kucera JR, Longo M, Niehaus W, Oleson CV, Sampsel S, **Silver JK**, Smith MM, Verduzco-Gutierrez M. PM R. 2023 May;15(5):640-662. doi: 10.1002/pmrj.12976. Epub 2023 May 9.  
Share PMID: 36989078 No abstract available.
- 3 [Trends in gender, race, and ethnic diversity among prospective physical medicine and rehabilitation physicians.](#)  
Cite Dixon G, McGeary D, **Silver JK**, Washington M, Houle TT, Stampas A, Schappell J, Smith S, Verduzco-Gutierrez M.  
Share PM R. 2023 Mar 17. doi: 10.1002/pmrj.12970. Online ahead of print.  
PMID: 36930949
- 4 [Analysis of Physician Compensation Studies by Gender, Race, and Ethnicity.](#)  
Cite Larson AR, Englander MJ, Youmans QR, Verduzco-Gutierrez M, Stanford FC, Strong SA, Liu HY, **Silver JK**. Health Equity. 2022 Feb 1;6(1):59-71. doi: 10.1089/heq.2021.0098. eCollection 2022.  
Share PMID: 36186614 [Free PMC article.](#)
- 5 [Multi-disciplinary collaborative consensus guidance statement on the assessment and treatment of autonomic dysfunction in patients with post-acute sequelae of SARS-CoV-2 infection \(PASC\).](#)  
Cite Blitshteyn S, Whiteson JH, Abramoff B, Azola A, Bartels MN, Bhavaraju-Sanka R, Chung T, Fleming TK, Henning E, Miglis MG, Sampsel S, **Silver JK**, Tosto J, Verduzco-Gutierrez M, Putrino D. PM R. 2022 Oct;14(10):1270-1291. doi: 10.1002/pmrj.12894. Epub 2022 Oct 8.  
Share PMID: 36169154 [Free PMC article.](#) No abstract available.





**Dr. Verduzco-Gutierrez**

**Dr. Fleming**

**PM&R**  **WILEY**

Clinical Guidance | [Free Access](#)

### Multidisciplinary collaborative consensus guidance statement on the assessment and treatment of fatigue in postacute sequelae of SARS-CoV-2 infection (PASC) patients

Joseph E. Herrera DO, William N. Niehaus MD, Jonathan Whiteson MD, Alba Azola MD, John M. Baratta MD, MBA, Talya K. Fleming MD, Soo Yeon Kim MD, Huma Naqvi MD, Sarah Sampsel MPH, Julie K. Silver MD, Monica Verduzco Gutierrez MD, Jason Maley MD, Eric Herman MD, Benjamin Abramoff MD, MS



@JulieSilverMD

But still, like air, I'll rise.

Maya Angelou



**Valerie B**

@ValerieBresier Follows you

MS3 | First Gen 🇺🇸 | Aspiring Physiatrist | @AAPhysiatry\_MSC Diversity Rep |  
Passionate about advocacy and health equity | BLM | Opinions are my own.

[Achieving Equity in Academic Medicine: A Call for Allyship.](#)

1 **Bresier V**, Silver JK, Fleming TK.

Cite Acad Med. 2023 May 29. doi: 10.1097/ACM.0000000000005281. Online ahead of print.  
PMID: 37257027 No abstract available.

Share

[Letter to the Editor on "More than good seed: Cultivating investigators from underrepresented minority backgrounds in physiatric research".](#)

2 **Bresier V**.

Cite PM R. 2023 Jan;15(1):134-135. doi: 10.1002/pmrj.12911. Epub 2022 Nov 11.  
Share PMID: 36228101 No abstract available.

[Letter to the Editor on "Training Characteristics, Academic Accomplishments, and Motivation of Current Chairs in Physical Medicine and Rehabilitation".](#)

3 **Bresier V**, Silver JK, Fleming TK.

Cite Am J Phys Med Rehabil. 2023 Mar 1;102(3):e43-e45. doi: 10.1097/PHM.0000000000002083. Epub 2022  
Share Aug 9.



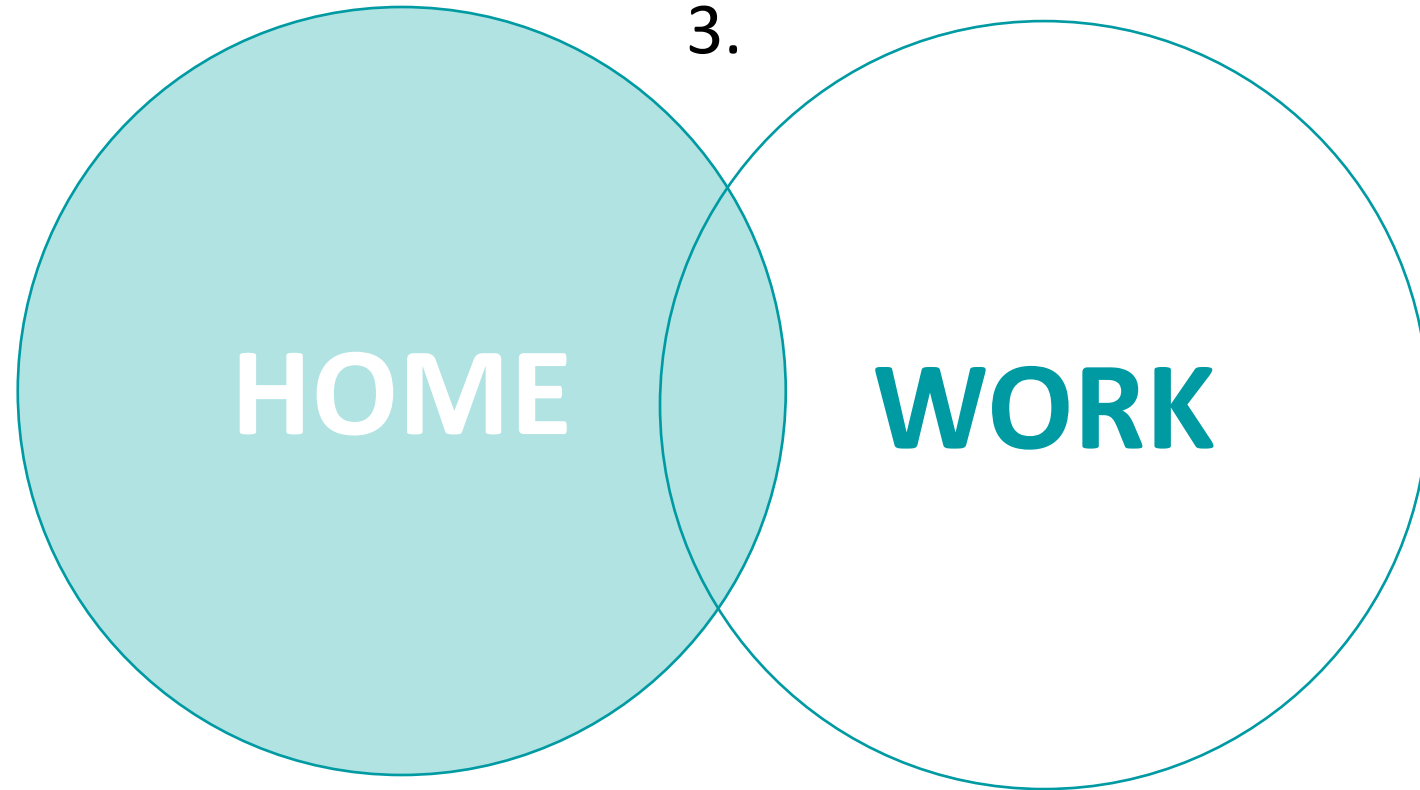
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# Building Your Identity Capital

Home/Personal

- 1.
- 2.
- 3.



Both

- 1.
- 2.
- 3.

Work

- 1.
- 2.
- 3.



Practice this strategy: List 3 things in each category that are current connections and 2 connections that you can consider in the future.

# DESIGN FOR BELONGING



You belong here

Your name belongs here



## DIMENSIONS OF BELONGING



"IN A LEGITIMATE DEMOCRACY, BELONGING MEANS THAT YOUR WELL-BEING IS CONSIDERED AND YOUR ABILITY TO HELP DESIGN AND GIVE MEANING TO ITS STRUCTURES AND INSTITUTIONS IS REALIZED."

john a powell

### INVITING

An intentional request to have an individual member or group join your community.

### WELCOMING

Active hospitality. An act or series of acts that honor participants' emotions and identities, allowing them to bring their full selves into an environment and not leave parts at the door.

### KNOWING & ACCEPTING

Embracing participants fully so they feel seen for who they are and known in your organization's culture. Not just whether a participant is known but **how** they are known.

### PARTICIPATING & CONTRIBUTING

Authentically engaging a member of a community in ways so they know their voice matters to the community and makes the community even better. Includes giving feedback and having difficult conversations.

### GROWING

When a participant knows their contribution to the community also fosters personal growth for them as an individual.

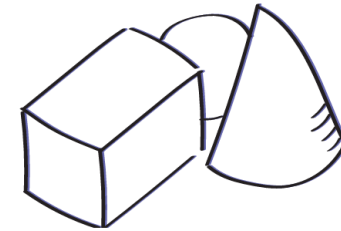
## LEVERS OF DESIGN



**COMMUNICATION**  
Language, methods, frequency



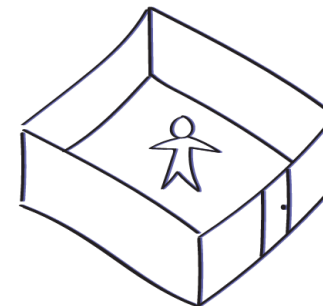
**RITUAL**  
Habits, relationships, protocols



**OBJECTS** Clothes, furniture, devices, art



**ROLE**  
Stakeholders, positions, power



**SPACE** Location, scale, images, sound

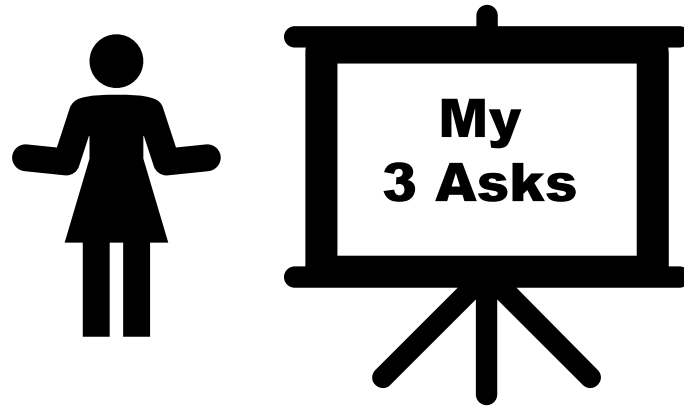


HASSO PLATTNER  
Institute of Design at Stanford



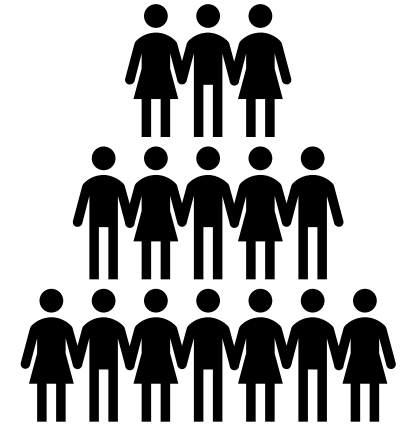
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# Sponsorship Party



**Person who needs sponsorship**

**2 Minutes**



**Party guests who can provide sponsorship**

**3 Minutes**



Ref: Silver JK. Six Practical Strategies to Mentor and Sponsor Women in Academic Medicine. J Med Internet Res. 2023 May 25;25:e47799.

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Viewpoint

# The Push-Pull Mentoring Model: Ensuring the Success of Mentors and Mentees

Julie K Silver<sup>1,2,3,4\*</sup>, MD; Nara Gavini<sup>1,2,5\*</sup>, PhD



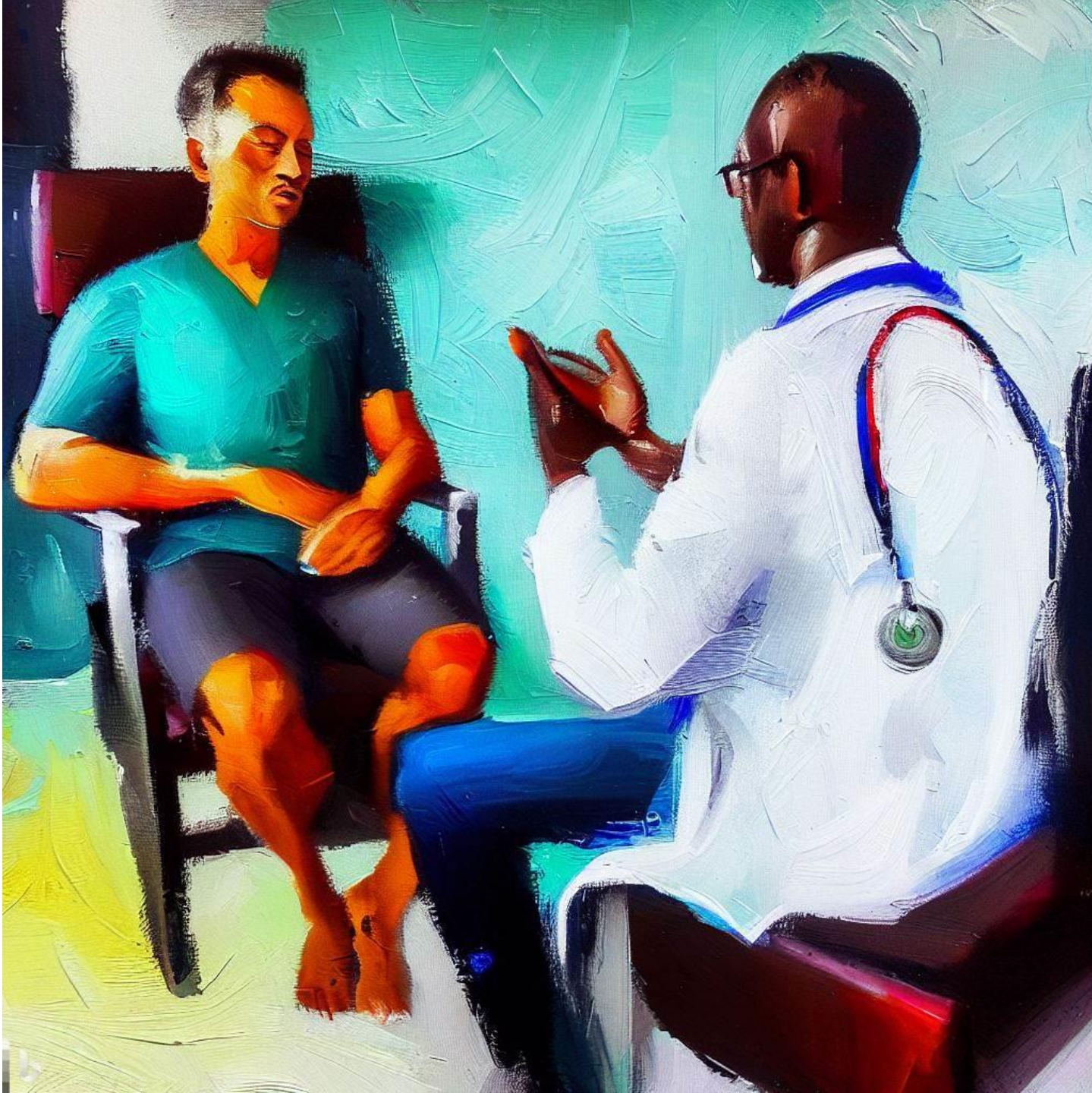
This model focuses on “shared responsibility for the mentor-mentee relationship that is mutually, though not necessarily equally, supportive of both individuals’ career goals with mentees pushing mentors up and facilitating opportunities in their realm of influence, including but not limited to sponsorship, while mentors are simultaneously pulling them up.”





## **Strategy #3**

**Find some time** to do things that will enhance your physical and/or psychological well-being.



- Create a list of 5 most important goals
- Write a 3-day log of activities



# Do the Math

Over a 10-year period if you save:

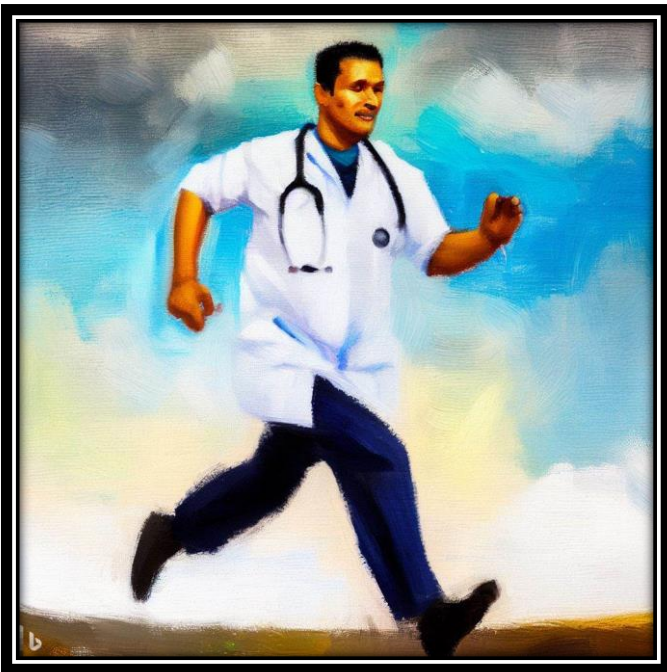
5 min/day = 300 hours = 8 weeks

20 min/day = 1200 hours = 30 weeks

60 min/day = 3600 hours = 90 weeks

\*Estimated based on 40-hour work week





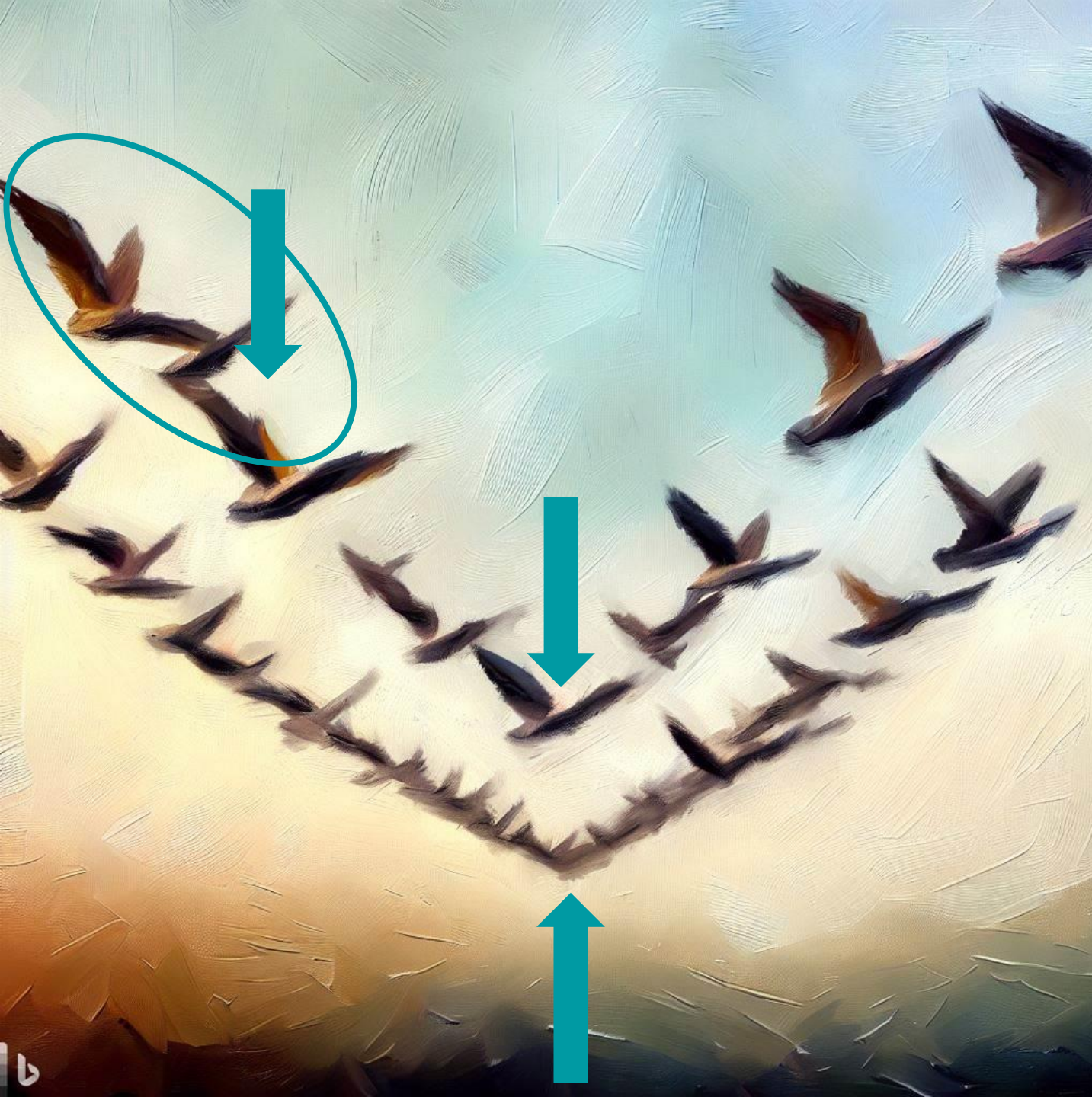
30 min total/5 min per topic





## **Strategy #4**

**Exercise** and if necessary, redefine what it means in order to fit this into your work and home life.



# Strategy #5

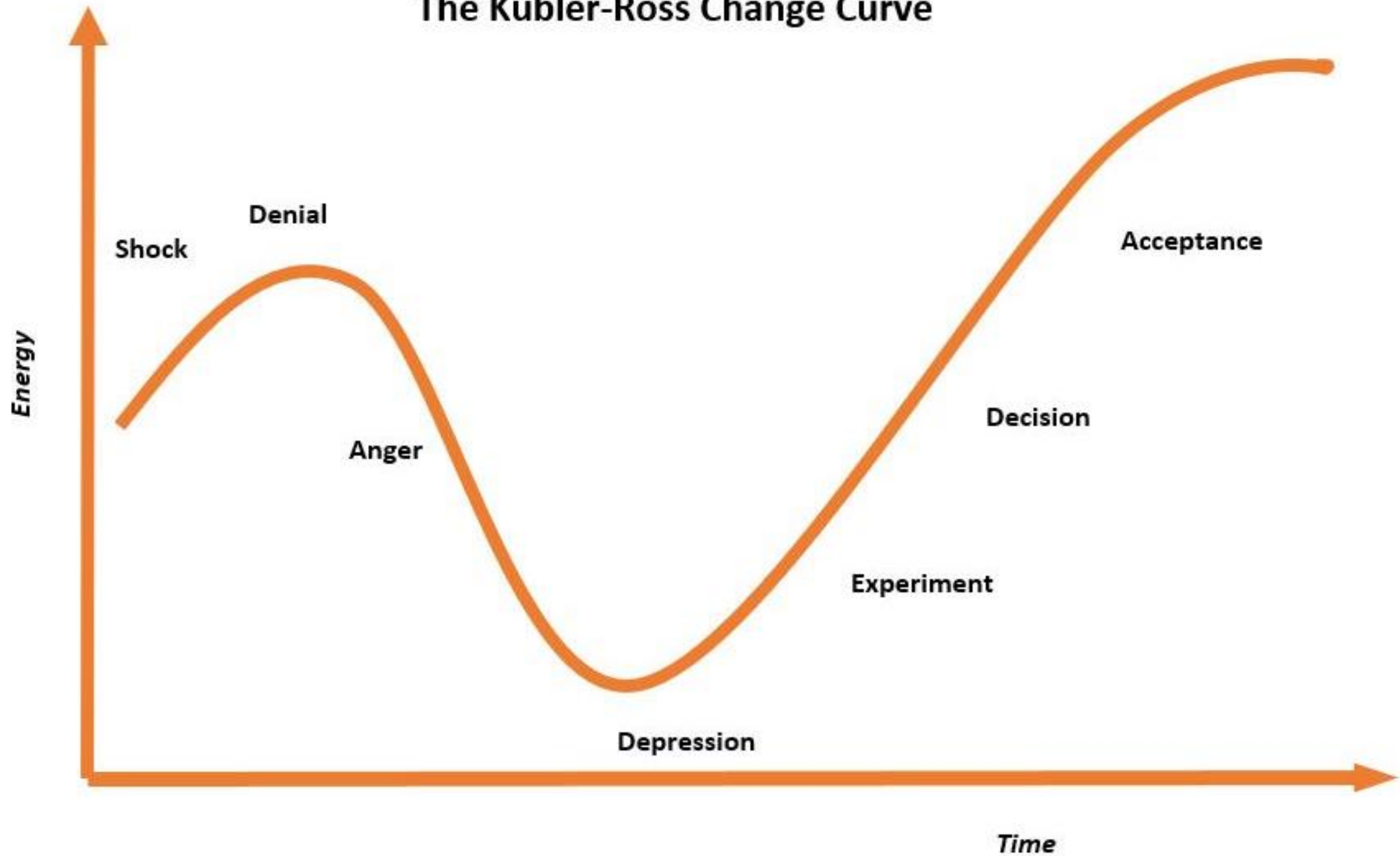
## Develop your leadership style and skills



**Strategy #6**  
Understand  
organizational  
change so that  
you can be  
strategic with  
your time and  
talent.

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# The Kubler-Ross Change Curve



**Innovators**

**Early  
Adopters**

**Early  
Majority**

**Late Majority**

**Laggards**



**CHASM**

**2.5%**

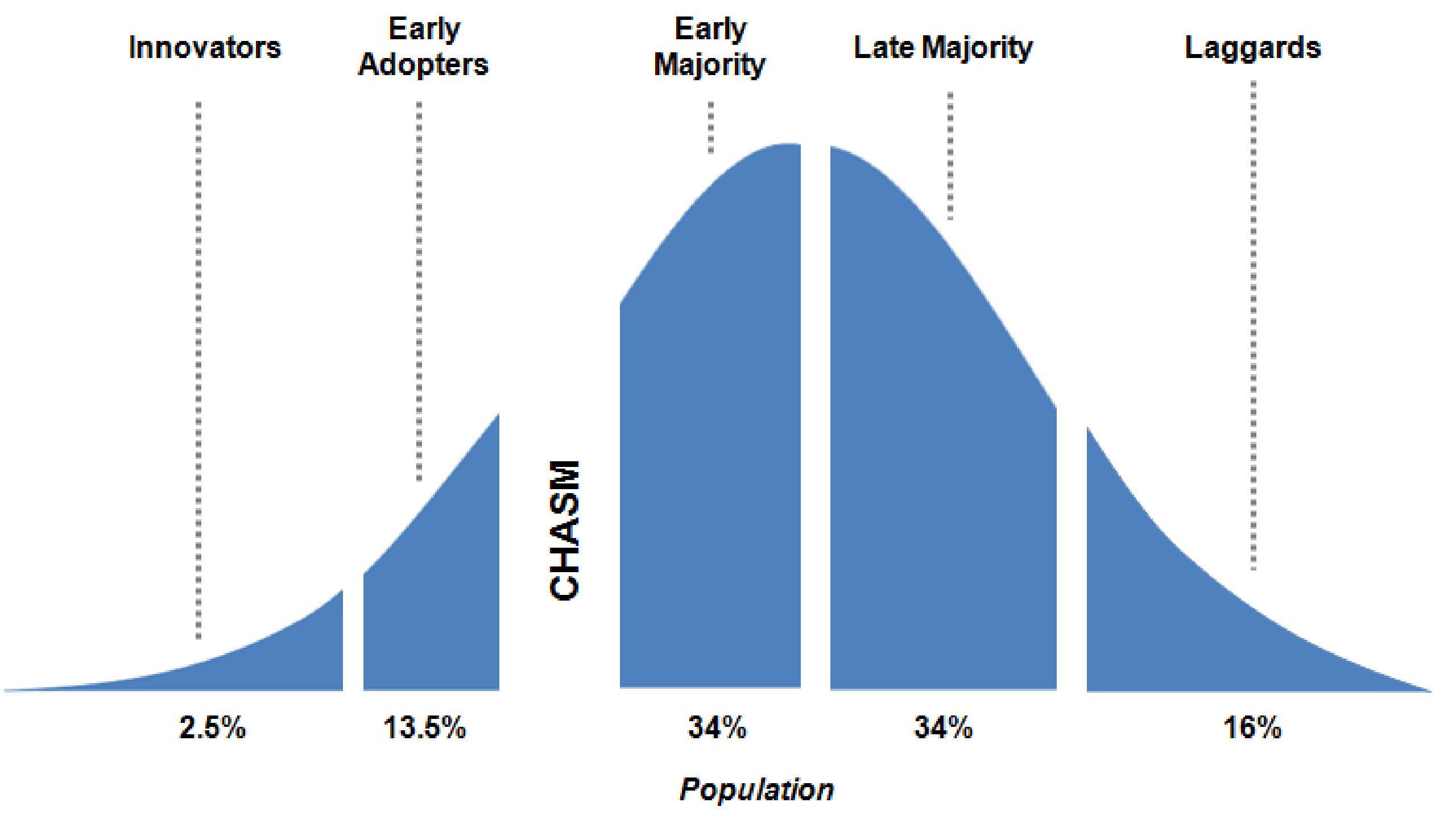
**13.5%**

**34%**

**34%**


**16%**

***Population***



HBR.ORG

# Harvard Business Review

 JULY-AUGUST 2013  
REPRINT R1307D

SPOTLIGHT ON INFLUENCE

## The Network Secrets of Great Change Agents

by Julie Battilana and Tiziana Casciaro

Formal authority may give an illusion of power, but informal networks always matter.

Always identify and cultivate fence sitters, but handle resistors based on divergent vs non-divergent change.



# Organizational Change Management



Non-Divergent  
Change

Divergent  
Change

|                      | Influential Endorsers | Influential Fence-Sitters | Influential Resisters |
|----------------------|-----------------------|---------------------------|-----------------------|
| Non-Divergent Change | =                     | +                         | +                     |
| Divergent Change     | =                     | +                         | -                     |





**Strategy #7** Create  
peace and joy in  
your career and  
home life through  
intentional  
changes, big or  
small.

*In summary...*



## Strategies:

1. Expand your box
2. Extend your network
3. Find some time
4. Exercise
5. Develop your leadership style and skills
6. Understand organizational change
7. Create peace and joy



## Images:

Consider using AI to save time & increase impact



“If you want to bring a fundamental change in people's belief and behavior...you need to create a community around them, where those new beliefs can be practiced and expressed and nurtured.”

— Malcom Gladwell, *The Tipping Point*

“Do the best you can until you know better. Then when you know better, do better.”

--Maya Angelou

“Fight for the things you care about, but do it in a way that will lead others to join you.”

— Ruth Bader Ginsberg

