'Hit the Ground Running: Successful Resumes, Interviewing Techniques, and Career Boosters'

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SAPA CT May 13th, 2018 With AAPS Ambassador's ACC Program



T. Heimbach, ACC, 051318

 Mark Zuckerberg: "I've adopted this hiring rule, which is that you should never hire someone to work for you unless you would work for them in an alternate universe"

Jun 12, 2017, www.businessinsider.com/markzuckerberg-hiring-rule-2017-6

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Outline – Hitting the ground running

- Some Basics on Resumes
- Basic Skills
- Phone Interviews
- Onsite Interviews
 - Interviewing Techniques: Behavioral Interviewing
- Managing the Interview
- After Job Acceptance
 - Practical Career management 101

Resume – Before you update/write

- Imagine your are the Hiring Manager
- Would you hire yourself?
- What do you want to get across in 10 s?
- You must tailor the resume to the position/company!



5

Resume – Recommendations (1)

- Contact Information, incl. Linkedin
- Contain job relevant information
- Contains "keywords" from open positions posting (Biomarker, modified release formulation, Python, Systems Biology, GLP/GMP)
- Clear layout
- No "I" sentences
- One page resumes are mainly for students with limited experience
- o No Half-Baked Resumes!

Resume – Recommendations (2)

- Describe Skills with Impact on Projects or Research Field
- Posters, Publications, Coursework!
- o Include Examples of:
 - Problem Solving
 - Mathematical, Statistical etc. Analysis
 - Initiative, Can-Do
 - Innovation
 - Working in Matrix Environment
 - Leadership (AAPS, TA ships, Volunteer work etc)

Contact Information is critical!

Tycho Heimbach, Ph.D.

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POSITION DESIRED Challenging position in Biopharmaceutics, Formulation Sciences in TRD contributing to Drug Development Strategies and Regulatory Filings with Global Project Teams

QUALIFICATIONS/EXPERIENCE

- Global Team Lead PBPK in PK Sciences (8-10 FTE's) conducting PBPK DDI, Food Effect, PB-IVIVC and human dose predictions
- Addressing of FDA, EMA health authority questions on BA/BE (e.g. Myfortic)
- Addressing of FDA EMA questions on pediatric and special population (e.g. RAD001)
- Addressing/negotiating regulatory questions on ADME, DDI, PPI for Novartis marketed drugs e.g. Kisgali Farydak and Zykadia

Finding Keywords – Check Job Postings in Your Research Field

http://jobs.aaps.org/

 https://www.novartis.com/careers/c areer-search/jobdetails?jobID=237256BR

Avoid "I" form, empty phrases

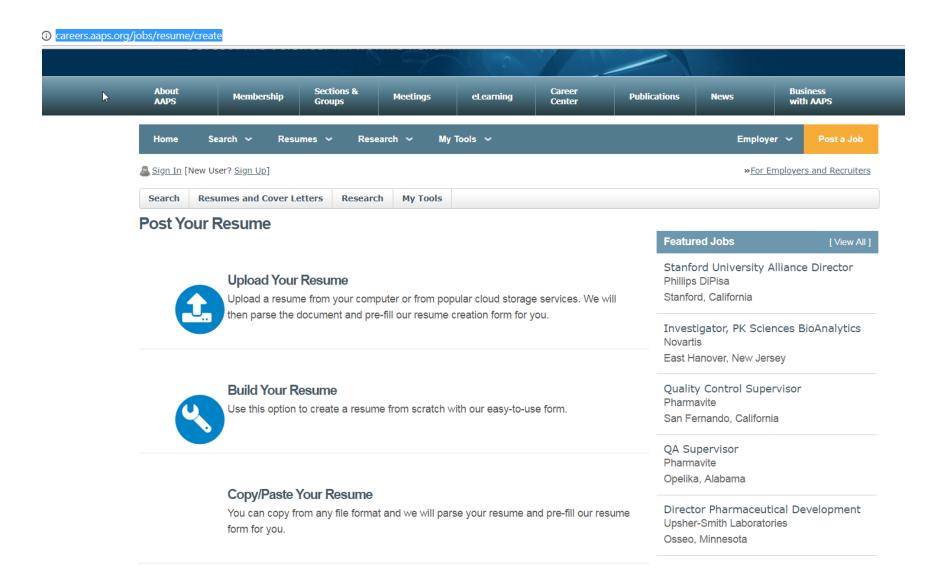
models seeking to work with innovative drugs benefiting cancer patients. I am a team worker, strong science communicator, and I effectively manage collaborative interactions with teams spanning diverse backgrounds.

Provide Specifics

Experimental Techniques:

Analytical/ Bio-analytical Skills:

- Spectroscopic Techniques-- FT-IR, UV/Visible, AAS, Mass Spec(MS), NMR
- Chromatographic Techniques— HPLC, GC, LC-MS
- Thermo-analytical techniques-- DSC and TGA
- X-ray Powder Diffractometry (PXRD)
- Go beyond Alphabet soup
- Provide detailed examples how you used a skill to solve a problem
- Critical thinking examples







http://jobs.aaps.org/

http://www.aaps.org/careers/

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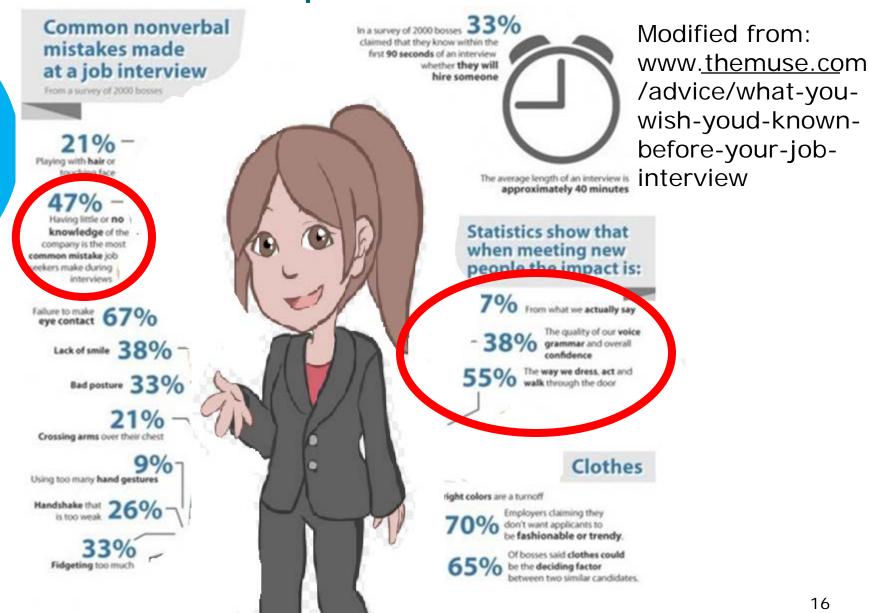
Career management 101

Basic Drug Development – Read NDA's

http://www.accessdata.fda.gov/scripts/cder/drugsatfda/index.cfm

http://www.accessdata.fda.gov/drugsatfda_docs/nda/2015/205353Orig1s000TOC.cfm

Basics: Perceptions are Real



Basics: Practice Public Speaking and Behavioral Interviewing

- "If you can't communicate, you will not be heard"
- Know/Read the audience, if possible
- Know when to stop
- Be ready for all interviews with prepared examples
- Be familiar with interviewing techniques

CORNER OFFICE | DAVID GELLES

The Secret to Adena Friedman's Success

What does it take to become Nasdaq's C.E.O.? Some good mentors and lots of aplomb.

IT CAN BE notoriously difficult for women to thrive on Wall Street. Adena Friedman says that hasn't been the case for her.

Ms. Friedman, the chief executive of Nasdaq, grew up around finance, and knew from an early age that she wanted to work in the industry. Joining Nasdaq in 1993, Ms. Friedman rose through the ranks, serving as head of corporate strategy and ultimately taking over as chief financial officer in 2009. She left to become the C.F.O. of the Carlyle Group, but returned to Nasdaq, becoming chief executive last year.

Today, Ms. Friedman is trying to make Nasdag's culture more collaborative, grapple with cryptocurrencies and create opportunities for more women to succeed in finance. She's also overseeing Nasdaq's continuing transformation from a stock exchange to a multifaceted company that provides technology to other exchanges.

This interview, which was condensed and edited for clarity, was conducted at Nasdag's MarketSite location in Times Square.

Tell me about your parents.

My father spent his entire career at T. Rowe Price and became the chief investment officer. I would go hang out down at the trading desk and draw on the walls.

My parents got married when they were still in college, so my mother did not graduate right away. She had kids, but then went back to college at Johns Hopkins. Then when I was 9, she decided to go to law school, and actually became the first woman partner in her law firm. So I got to see her really transform from being this awesome stay-at-home mom to being a combination of a great mom and a great career person, and my dad was really supportive of what she was doing. It was a formative thing for me, to see how she transformed herself.

You were in all-girls schools until college. How did that shape you?

It was a really important part of me growing up, being in an environment where being smart was celebrated.

I wanted to be an astronaut when I grew up, and our science teacher - who was a man - said: "O.K., well, let's work that out. Here are some things you can think about in terms of learning physics. Look at this great space camp you can go to." It was not at all like, "Oh, that's hard." It was more like, "Great, let's get you well positioned to be able to do that.

Did you always want to get into finance? I really wanted to do political science. I



Adena Friedman, the chief executive of Nasdaq. "My career has been frankly an exemplary example of how women can succeed in Wall Street," she said.

'No more mousy voice. Get in the room and speak at the same tone as everyone else, and I can assure you your voice will be heard." ADENA FRIEDMAN

CHIEF EXECUTIVE, NASDAQ

away saying, "Wo What drew you to \ I really liked pro

product manager. P's of marketing pricing and promo uct, it's like being tle company. I did that excited to do but I would love to nancial products.

ing experience re

made. You kind of

view of "Of course

ing to represent all

You joined Nasdaq being a woman on There were not a!

But the man I wor one who was an M me something to and I would do it v me feel at all diffe being a woman. I

ally pregnant. For him it was like: "Oh, that's fine. You'll be gone for three months, and you'll come back." He really just didn't even factor it into his decision making.

like they aren't receiving equal treatment? First of all, make sure you have a voice, I had this one woman that worked for me, and every time she had an idea she would

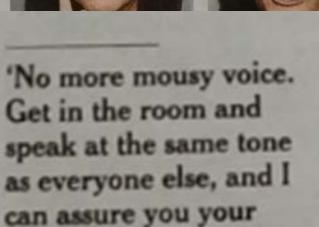
Most people know Nasdaq as the stock exchange where Facebook and Tesla trade, but that's a small part of the business. What is Nasdaq today?

voice will be heard.'

CHIEF EXECUTIVE, NASDAQ

ADENA FRIEDMAN

We are a great capital market ourselves. But we also provide technology to 96 other markets around the world. We are kind of the technology that powers the capital markets around the world today.





record of ownerwnership. is taking the right oncept of an I.C.O. ay, outside a regut's not something

call the light bulb en we're in a room ow, we say, "O.K., s." It's just an idea, e, but let's put it on ut it. But once we re's something that just go do, I just say,

the Parity Pledge. at least one qualinior executive role.

tuations, even really sadn't brought any ew process, and sudr like, "Whoa, she is

propably the best candidate for the job." So it actually really does make a difference.

Aaron Mays asks via Linkedin . . .

How has Wall Street changed for women in the past 10 or 15 years?

I've had three very important sponsors of my career, all men. And it's not like they sat there and had to do a lot to push, push, pu

When I got my f

What advice do you give to women who feel

Basics: Emotional Intelligence



Basics: Learning to write (incl. emails)

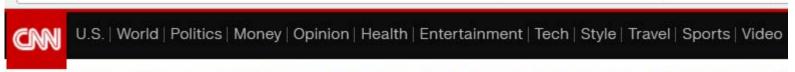
- When I was in college, one of my professors told me that those who succeed know how to write well.
- Why: Those who can write well successfully get their ideas across in a clear, accessible manner... without wasting everyone's time.
- Focus on the Reader
- The subtle shift has been a tremendous asset to me in my career. For those who think "writing" doesn't matter... well, I'll take anyone down on that point!
- <u>Diane Hessan</u>, Chairman, Communispace

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 T. Heimbach, ACC, 040218

Skype Interviews (~15-30 min)

www.cnn.com/videos/tv/2017/03/10/children-crash-a-live-tv-interview-orig-mobile-tc.cnn/video/playlists/atv-trending-v





 http://www.cnn.com/videos/tv/2017/03/10/ch ildren-crash-a-live-tv-interview-orig-mobiletc.cnn/video/playlists/atv-trending-videos/

Phone Interviews (~15-30 min)

- Identify suitable candidates for onsite interview
 - Candidate available and interested?
 - Minimum skill set fulfilled?

o Tips:

- Be reachable/available
- Prepare!
- Ensure good phone connection and quiet background
- Keep answers short
- Smile/be positive/show interest

If you fail to get an (on-site) Interview...

- Don't let negative thoughts derail you
- Follow-up (once) ...if someone really wants you, they'll figure out a way to get in touch

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Behavioral Interviewing: Past Behavior Predicts Future Performance

- Open questions collect examples illustrating past job performance
- o Candidate is asked for:
 - Situation, Task, Action, Result
- Optimizes limited time of interview
- Maximizes information content regarding performance expectations
- Flexibility, Decision Making, Customer Focus, Creativity, Persuasion, Team Work, Motivation, Integrity

Behavioral Interviewing Example (1)

http://www.kornferry.com/media/lominger_pdf/Sample_IA_Online_Template.pdf

Dealing with Ambiguity (2)			
Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; isn't upset when things are up in the air; doesn't have to finish things before moving on; can comfortably handle risk and uncertainty.			
MAIN INTERVIEW QUESTION: (Pick one.)	* OK for Campus		
Tell me about a time when you had to make a decision and the information available was totally inadequate.*			
Give me an example of how your work habits change when you don't know exactly what to do.			
SITUATION (Record main points to describe situation.)			
LEARNING PROBES:			
A. ACTIONS How did you approach it? How did you do it? (Listen for specific action steps.)			
B. THINKING Explain your thinking - why you selected that approach. Why did you choose to do it that way? (Listen for rationale and consideration of alternatives.)			
C. OUTCOME What was the result? What was the impact?			
D. LEARNINGS What did you take away from that experience? (Listen for principles or rules of thumb.)			
B. EEAININGS What did you take away from that experience: (Eistern for principles of Tues of thumb.)			
E. APPLICATION Describe a time when you used those lessons in different situations.			
E. AFF LIGATION Describe a time when you used those lessons in different situations.			
IDENTIFY THEMES FROM CANDIDATE'S RESPONSES: (Check all that you are hearing.)			
NEGATIVE THEMES TO WATCH OUT FOR:	POSITIVE THEMES TO LOOK FOR:		
Inflexible; doesn't make changes along the way	Gathers information and experiments		
High need for analysis and information before acting	Comfortable not having a complete picture before acting		
High need for structure and data	Willing to take chances; moves forward		
Strong need to finish everything before moving on	Flexible, adaptable; will shift gears		
High need to stay in comfort zone	Maintains calm in uncomfortable situations		
i. Heimbad	h ACC TO 402 18 pakes decisions without anough data		

Behavioral Interviewing Example (2)

http://www.kornferry.com/media/lominger_pdf/Sample_IA_Online_Template.pdf

Organizational Agility (38)				
Knowledgeable about how organizations work; knows how to get things done both through formal channels and the informal network; understands the origin and reasoning behind key policies, practices, and procedures; understands the cultures of organizations.				
MAIN INTERVIEW QUESTION: (Pick one.)			* OK for Campus	
☐ Tell me about a time when you needed information quickly and couldn't get it through formal channels.*				
☐ Tell me about a time you got a new or revised policy/practice/procedure approved.*				
SITUATION (Record main points to describe situation.)				
LEARNING PROBES:				
A. ACTIONS How did you approach it? How did you do it? (Listen for specific action steps.)				
B. THINKING Explain your thinking - why you selected that approach. Why did you choose to do it that way? (Listen for rationale and consideration of alternatives.)				
C. OUTCOME What was the result? What was the impact?				
D. LEARNINGS What did you take away from that experien	ce? (Listen for principles o	r rules of thumb.)		
E. APPLICATION Describe a time when you used those lessons in different situations.				
IDENTIFY THEMES FROM CANDIDATE'S RESPONSES: (Check all that you are hearing.)				
NEGATIVE THEMES TO WATCH OUT FOR:	POSITIVE THEMES TO LOOK FOR:			
Impatient	☐ Knows who the informal influencers or gatekeepers are			
Not assertive enough	Willing to bend the rules; understands organizational norms			
Poor networking skills or interest	Patience			
Poor negotiator or trader	Asks for help			
Only knows own area; doesn't care about other areas	e about other areas Good networking skills			
Overuse) Too political; manipulative				
OVERALL COMPETENCY RATING: Where would you rate this person on this competency?				
☐ Clearly misses ☐ Less than ☐ Meets	Exceeds	Far exceeds	Overuses	

Behavioral Interviewing Example (3)

https://www.themuse.com/advice/30-behavioral-interview-questions-you-should-be-ready-to-answer

Communication Skills

- Give me an example of a time when you were able to successfully persuade someone to see things your way at graduate school.
- Describe a time when you were the teaching a group of people. What did you do to make sure everyone was able to understand you?
- Tell me about a time when you had to rely on written communication to get your ideas across to your team.
- Give me an example of a time when you had to explain something fairly complex to a frustrated team member. How did you handle this delicate situation?
- Tell me about a successful presentation you gave and why you think it was a hit.

Behavioral Interviewing Example (4)

https://www.themuse.com/advice/30-behavioral-interview-questions-you-should-be-ready-to-answer

Motivation and Values

- Interviewers are interested in this!
- Tell me about your proudest professional accomplishment.
- Describe a time when you saw some problem and took the initiative to correct it rather than waiting for someone else to do it.
- Tell me about a time when you worked under close supervision or extremely loose supervision. How did you handle that?
- Give me an example of a time you were able to be creative with your work. What was exciting or difficult about it?
- Tell me about a time you were dissatisfied in your work.
 What could have been done to make it better?

Other Common Questions

- Q. Tell me about your research.
- A. The interviewer is looking for a short high level overview with key accomplishments
- Elevator Speech Time!
- Hit the highlights of your graduate research, thesis work, or summer/co-op experience. Provide sufficient detail so the interviewer can understand your personal contributions and results—where you had impact.
- Do NOT ramble!
- Bring a 1–2 page handout/poster to help get your points across quickly and leave with the interviewer for recalling the details.

Modified from ACS 2015

The Suboptimal Interview...

- Closed questions
 - "Have you finished your graduate degree?"
- Pointless speculation
 - "Where do you see yourself in 5 years?"
- Unfocused inquiry
 - "What are your strengths/weaknesses"
- The Tree, Fruits, Animal Question
 - "If you were a tree, what kind of tree would you be?" (Do not say "I would be an lemon tree because I like lemons".)

The Suboptimal Interview...Controlled

- When presented with the Closed,
 Pointless or Unfocused Question Answer with examples
 - Situation, Task, Action, Result
 - "During a negotiation for the company, I was asked to resolve a disagreement over study data interpretation..."
 - "I recently began applying what I've learned about Behavioral Interviewing to avoid bad interviews."

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Career Management 101

Who's Career is it anyway?

- Careers are not built by managers.
 Manage your own Development Plan
- Promotions take more time than you think they should
- Accept coaching with an open mind
- Job Descriptions are not Specification-Limits

Practical Leadership (1)

- Keep your Bosses Happy
- Avoid surprises especially bad ones
- Read body language
- Being there
- Step in, not on

Keep Bosses Happy, Jeffrey Pfeffer

 http://www.slideshare.net/johnnemo/power-byjeffrey-pfeffer-key-takeaways

Remember What Matters to Your Boss

- What matters to your boss may not be the same things that you think are important.
- Worry about your relationship with your boss at least as much (if not more) than you worry about your job performance.
- Don't guess! Make sure you ask those in power, on a regular basis, what aspects of the job they think are the most crucial and how they see what you ought to be doing.
- Asking for help and advice also creates a relationship with those in power
 that can be quite useful, and asking for assistance, in a way that still conveys
 your competence and command of the situation, is an effective way of
 flattering those with power over you. Having asked what matters to those
 with power over you, act on what they tell you.

Being there....

 "At the end of the day, it begins and ends with having the courage to navigate the next challenge and show up, consistently, no matter what."

(Caroline Ghosn, Levo League)

Practical Leadership (2)

- Be predictable
- Be present
- Be prepared
- Know when to end your presentation
- Know when the debate ends
- Avoid back delegation

Practical Leadership (3)

- Maintain Linked-in profile
- Picture

Thank you!

o Questions?

Tycho Heimbach email: Tycho.Heimbach@No Handan He email: Handan.He@Novartis.com

Wen Lin email: Wen.Lin@Novartis.com



O AAPS website:

- o http://jobs.aaps.org/
- o http://www.aaps.org/careers/





New Section & Focus Group Structure Starting in 2018

AAPS Communities



American Association of Pharmaceutical Scientists

- AAPS is a professional, scientific association of approximately 11,000 pharmaceutical scientists employed in industry, academia, government, and other research institutes worldwide.
- AAPS provides a dynamic international forum for the exchange of knowledge among scientists to enhance their contributions to health.
- We offer timely scientific programs, ongoing education, opportunities for networking, and professional development.



Why are We Making This Change?

Top 3 Reasons Members Join & Stay in AAPS

- 64% Keep current on industry information & trends
- 2. 60% Build a professional network
- 3. 48% Share knowledge and best practices

Community Advantages

- Access to knowledge & best practices
- Build your network
- Connect with people who can help you solve your problems, share the latest news with you, & keep you up-to-date on your profession
- Enhance your leadership skills by volunteering





Sept. 2017
EC announced new structure & the community

Oct. 31, 2017
All committees
are restructured;
populated by
skills & interests
of members

Sept. 2018
All focus
groups &
sections have
converted

Implementation Timeline

Dec. 2017

Sept. 2017
AAPS
Communities
launched with a
large, open
community

AAPS begins seeking focus groups & sections to convert & launch their online communities

Sept. 30, 2018
Close of
formal
sections &
focus groups



Student and Faculty Benefits

AAPS Offers:

- Visiting Scientists and Industry Tours
 - Provides colleges and faculty w/ access to expert industry scientists and insight into careers in Pharmaceutical Industry
- Mentoring Events
- Networking and Professional Development
- Student Chapters
- Awards and Travelships
- Student-initiated Program Funding
- Student Reps to Sections and Committees
- •K-12 outreach
- eLearning Courses and Monthly Webinars
- Annual meetings
- Online Career Center





How to get involved?

- Join a Section and/or Focus Group and offer to serve as the Student Section Representative
- Join a Regional Discussion Group
- Attend an AAPS meeting, workshop or e-learning
- Apply to the AAPS Foundation for funding (up to \$250) to support a K-12 outreach event in your community
- Write a post for the <u>AAPS Blog</u>. Share thoughts on a timely scientific or professional development topic
- Submit an article featuring your chapter for the Graduate Focus section of the AAPS Newsmagazine (400-500 words)
- Connect & contribute to AAPS social media Facebook, Twitter, LinkedIn
- Look for volunteer <u>openings</u> on the AAPS website.

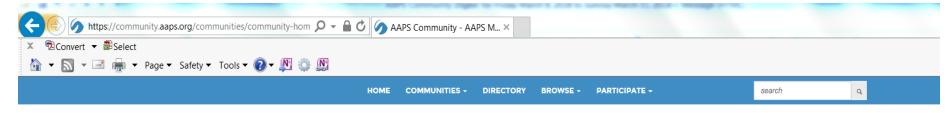




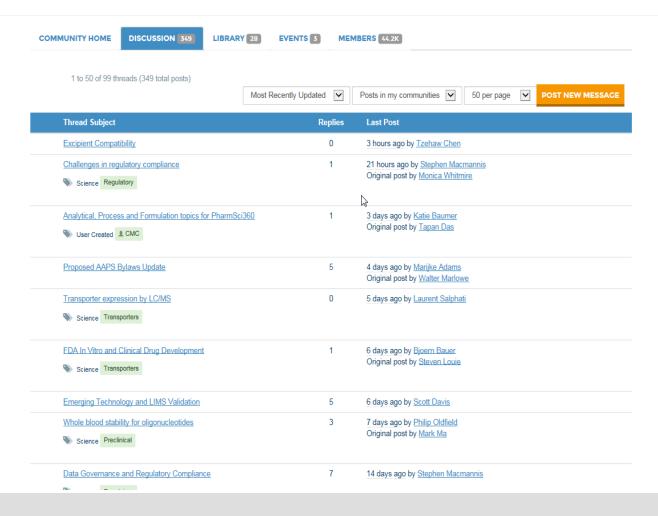
What can you do?

Update your profile & join the discussions at https://community.aaps.org/home





AAPS COMMUNITY *SETTINGS







AAPS Community

Post New Message

AAPS Community

Post New Message

Mar 16, 2018 - Mar 18, 2018

started 2 days ago, Murali Javvaji (0 replies)

Abuse-Deterrent Opioid Formulations &

1. Hi, I would like to know about Abuse... Murali Javvaji

started 2 days ago, Kevin Dykstra (0 replies)

Pharmacometrics and QSP/PBPK

2. Folks, I am curious about ways in which QSP and... Kevin Dykstra

started 6 days ago, Tzehaw Chen (8 replies)

Excipient Compatibility

- 3. Hi, In addition, i suggest open and close ... Murali Javvaji
- 4. Dear Dr. Tzehaw Chen, The opinions about... Veerababu Taduri





AAPS Community • Settings

Reply to a Discussion or Start a New One!



Discussion 37

Library 7

Events 1

Members 42.8K

Latest Discussion Posts



RE: Keeping up with information

By: Joleen T. White, Ph.D., 3 hours ago

Short answer? I don't. Long answer, I rely heavily on my colleagues to point out interesting information and I do the same in return. I don't pressure myself to try to read everything because no matter how fast I can read or absorb information, it ...

1 person recommends this.



RE: Pharmaceutical Engineering

By: Anthony Antic, 12 hours ago

Hi Doug, This is an interesting area and would like to give a perspective as a student who completed your proposed new course, but at an

Announcements Managements

AAPS Workshop towards Global Harmonization of Bioanalytical Method **Validation**

By: Katie Baumer, 13 days ago

Similar to previous Crystal City Bioanalytical Workshops, this workshop will provide an opportunity for bioanalytical practitioners and regulators to discuss where current global guidance are out of sync and in need for harmonization.

Dates: September 13-15, 2017

http://www.aaps.org/BioanalyticalGuidance/

AAPS' First Community is Live!





Did you know that AAPS communities provide comments on scientific guidances from FDA, EMA, WHO, and others?

Visit our <u>website</u> to see how our members are making an impact!



ACC Members (2016-18)

2018 Alan Watts, Chair **Bonnie Rup** Songyan Zheng **Amit Desai Tycho Heimbach** Beom-Jin Lee (2017) Reina Bendayan **Lily Lee** Oyenmwen Ize-iyamu **Parul Gupta Stacey May - Staff Kate Chutuape – Staff (2017)** Chuck Salvetti – Staff (2018) **Candace Crowell-Boyd (2018)**

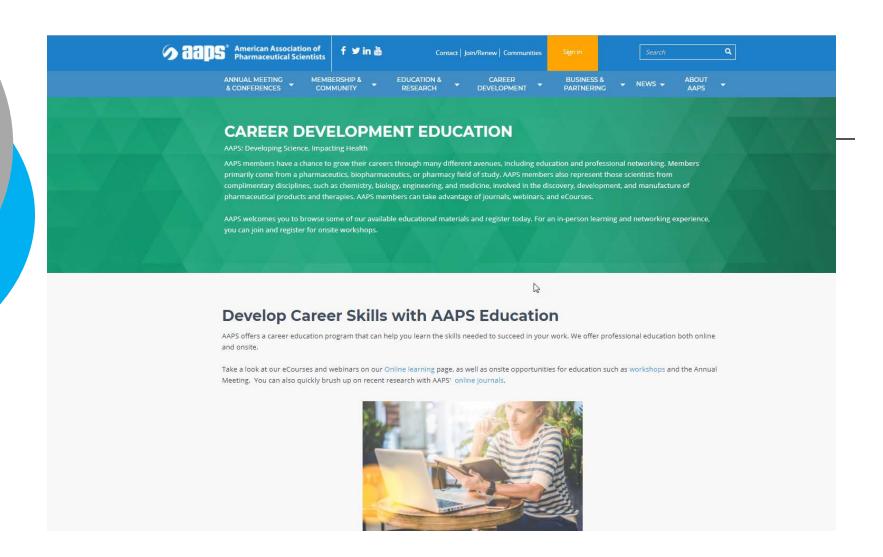
NEW – separate pics





"The best career advice to give to the young is, 'Find out what you like doing best and get someone to pay you for doing it.."

-Katherine Whitehorn, British Journalist



http://jobs.aaps.org/
https://www.aaps.org/careerdevelopment/career-developmenteducation

- Increase/maintain outreach with chapters with low numbers of members in an effort to strengthen chapter engagement
- Maintain relations with active chapters
- Insure information on students and faculty leaders is current
- Identify specific needs from AAPS sections
- Determine what chapters want to contribute to AAPS
- Encourage chapters to engage nontraditional departments in chapter activities