

#### Be pulled, not pushed, to do your work

- do things for love, not for your superego, your boss, your parents
- with your brains/drive you could be making a lot more money for a lot less work elsewhere
- make sure this path is right

#### Stretch out beyond your comfort zone

- only way you will do anything really new
- reach out to experts; read the paper; go to the talk you thought might be too far off the mark
- talk to people *outside* more than *inside* your field

# Find that niche

- place where you are more expert than anyone else
- comparative advantage
- this has to be something you love

#### Ideas

- *ideas are cheap; implement them or you have nothing*
- ideas are never spontaneous, require gestation, crystallization
  - this is why the same idea pops up in 2 places at the same time

#### Do things first, beg forgiveness later

- (within reason)
- follow your instincts, they may be better than those of your elders and betters
- question authority
  - you are at the cutting edge; none of us knows anything; you may know more

## Always have backup plans

- what you can show for yourself when your great ideas inevitably fail
- sometimes the best work comes out of what you initially thought was least important
- don't be afraid to fail, to be wrong

   listen to what your wrongness is saying it might be nature talking to you

# Learn your finances

- even if they are not technically 'yours' yet
- you are an academic/scientific entrepreneur
   what is your burn rate
  - how are you taxed
  - how does your clinical revenue stream work
  - nobody will catch you if you fall. don't fall.

# Delegate

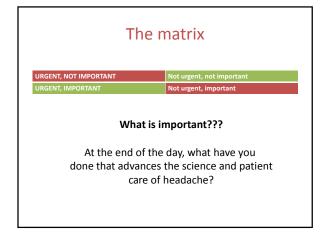
- this is the only way you will be able to move upward; you cannot do it all yourself
- delegation (like teaching) teaches you a lot about what you do and do not know
  - systematizing task sets is not easy, but essential
  - comparative rather than absolute advantage
- never be the rate limiting step
  - help others help you first, then do your stuff

# Make friends, not enemies

- but don't lose your integrity in the process
- collaborate!
  - -2+2=8
  - life is just more fun with collaboration

# Advocacy

- learn to explain your work to the public
  - start with your kids, your grandmother
  - interviews > grants > papers all are advocacy
  - practice practice practice





Good luck – we're all counting on you :>

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