



# **Boost your career and become a killer in licensing !**

## **The Happy and Successful TT Professional: An Impossible Dream?**

2<sup>nd</sup> Pan-European Young Members Event (Paris), Nov 14, 2014

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# Good News & Bad News: more and more PhDs yet fewer and fewer academic jobs

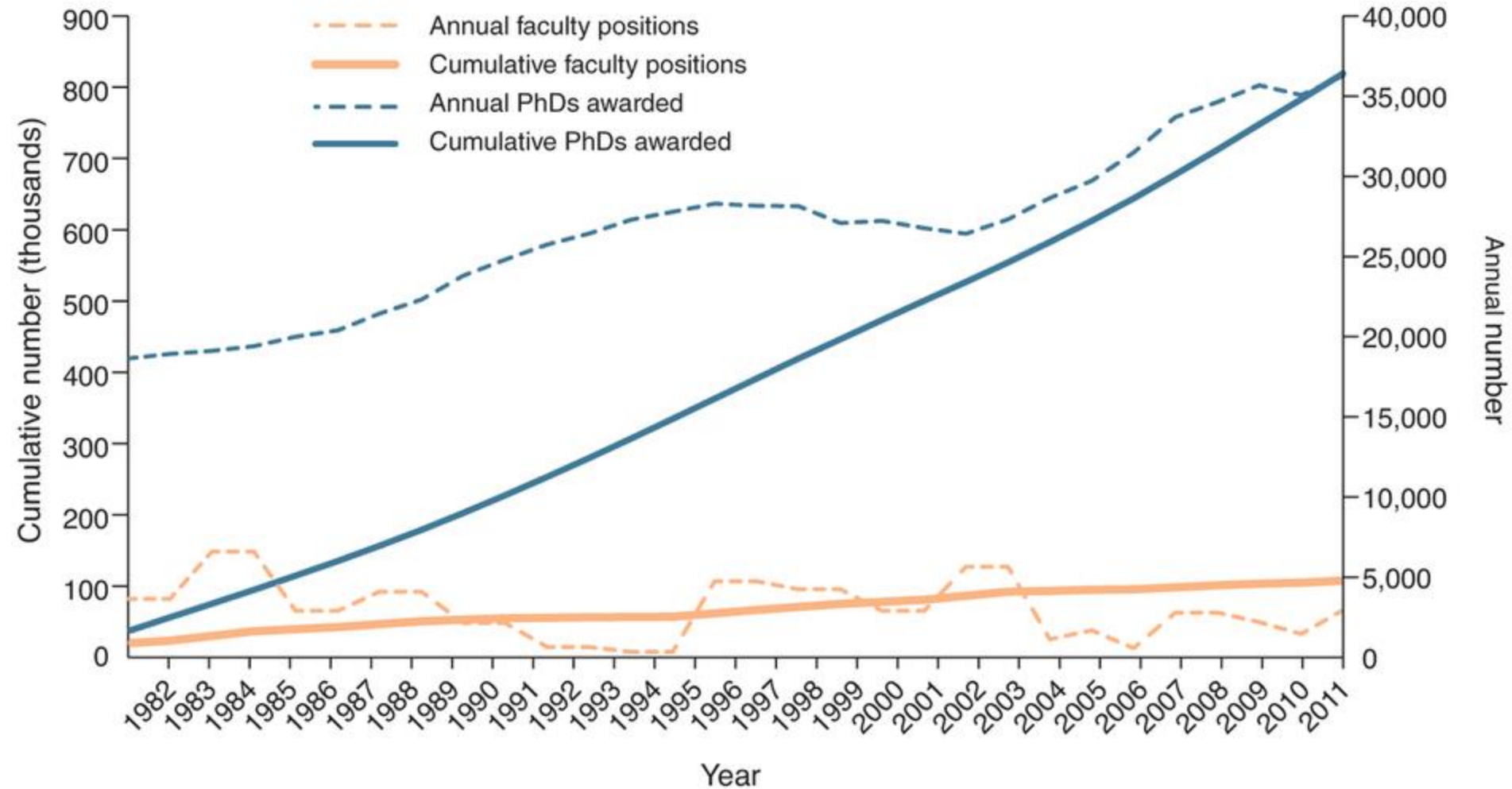


Figure 1: New faculty positions versus new PhDs.

Schillebeeckx et al. *Nature Biotechnology* 31, 938–941 (2013)

doi:10.1038/nbt.2706

# Formal Educational Credentials: The “Baseline”

- Science, Law & Business: pick 2
- Terminal degrees preferred: PhD, JD, MD
- “Best” credential is a PhD in a scientific field (can learn or be taught business & legal aspects)
- A graduate degree(s) is a must: MBA, MS, etc.
- Double grad degree-holders becoming more common: employers love PhD/JD, PhD/MBA candidates
- 2<sup>nd</sup> graduate degree is often in a specialized non-science business or legal field (MS-biotech commercialization, MS-Intellectual Property Law, etc.)
- READ & STUDY about Licensing: there is a lot of material available on licensing, IP management and technology transfer. Read it. Nothing substitutes for having a strong “base” of knowledge. Nothing.

# Non-academic Credentials/Continuous Education....

- Have a terminal degree or even 2 grad degrees?
  - Great! You still may have to go back school
  - What else have you got?
    - Other formal training in “soft skills”? Example: negotiation skills, conflict resolution, team building, effective communication, etc.
    - Certifications? RTTP, CLP, patent law, project management, etc.
    - AUTM & LES webinars and professional development courses; MOOCs
    - Internships (hands-on experience to go with those degrees)
    - Volunteer work
- Have you worked in at least 2 different sectors (academia, non-profit, for-profit and/or government)?
  - Small organization vs med-sized vs small
  - Entrepreneurial/start-up entity vs more established company
- Continuous education is a MUST.....competition for higher level jobs in the field is FIERCE (just as it is for entry level)



# CLP & RTTP



## Certified Licensing Professional

- Exam-based
  - Must be a licensing professional; do NOT need to be member of LES
  - Brainchild of LES
  - Administered by CLP, Inc. w/ board of volunteer licensing professionals
  - US \$995 (gets you 2 tries in 1yr)
  - Must recertify every 3 yrs
  - ~900 CLPs worldwide

## Registered Technology Transfer Professional

- Application-based
  - Must be a member of AUTM, ASTP, KCA, PraxisUnico SARIMA, Technologie Allianz, SNITTS or UNITT and be a licensing or technology transfer professional to apply
  - Brainchild of AUTM
  - Administered by Alliance of Technology Transfer Professionals (ATTP)
  - US \$250 application fee; 3 “routes” to gain certification
  - ~300 RTTPs worldwide

# Generalist vs. Specialist

## Worker Bee vs. Manager

- Generalists are needed in small orgs & small licensing offices
- Big orgs & big TTOs seek specialists; people with “niche” skills
- Not everyone can or should be a manager; not everyone can rise to become No. 1 (or even No. 2)
- Be a worker bee or a (even aspiring) manager but never aim to be a drone

\*A male bee (such as a honeybee) that is characteristically stingless, performs no work, and produces no honey. Its only function is to mate with the queen bee.

OK CLASS, THESE CAREER PATH SUGGESTIONS  
ARE BASED ON THE PERSONALITY ASSESSMENTS  
YOU ALL TOOK LAST WEEK...



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PILBURN

# Know Yourself & Know Thy Organization

- Personality & Personal traits; likes and dislikes
- Your KSAs: knowledge, skills and abilities
- Organizational fit
- Your Boss matters more than Co-workers but colleagues do matter too
- Cultural/Attitudinal fit
- Work-Life Balance expectations
- 4Cs: Culture, Commute, Colleagues and Compensation



# Soft Skills & EQ: Separating the Stars from the Middlings

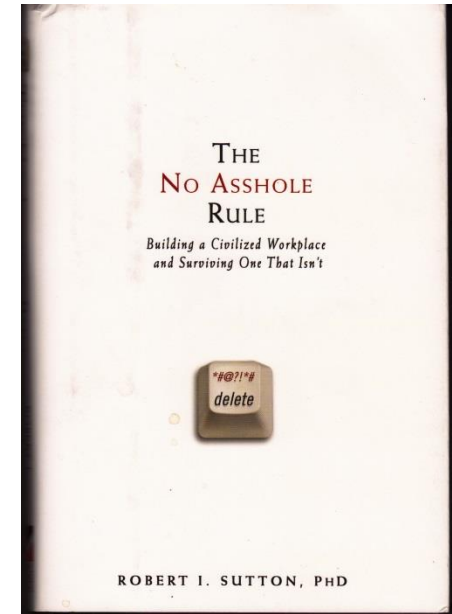
- IQ vs EQ (Emotional Intelligence)
  - IQ is over-rated (so are fancy degrees from prestigious universities but I digress....)
- Aptitude vs Attitude
- People people
- Resiliency
- “Grit” (stick-to-it-ness; conscientiousness)
- Jerks are not wanted no matter how smart and talented (see next slide “No Asshole Rule”)—don’t work for them; don’t hire them

# No Asshole Rule

## THE DIRTY DOZEN

### *Common Everyday Actions That Assholes Use*

1. Personal insults
2. Invading one's "personal territory"
3. Uninvited physical contact
4. Threats and intimidation, both verbal and nonverbal
5. "Sarcastic jokes" and "teasing" used as insult delivery systems
6. Withering e-mail flames
7. Status slaps intended to humiliate their victims
8. Public shaming or "status degradation" rituals
9. Rude interruptions
10. Two-faced attacks
11. Dirty looks
12. Treating people as if they are invisible



# Professional Organizations

- Which organizations do professionals you admire belong to and are actively involved with?
  - AUTM, LESI (& LES chapters), ASTP, PraxisUnico....
- Pick and choose—after some “sampling” narrow down your active involvement to ~2 groups
- Get involved
  - Volunteer for committees, take on (thankless) tasks & follow through (>50% of committee members do nothing)
  - Mentor others
  - Read the websites, email blasts, newsletters, journals of these organizations; attend events (TT is a contact sport)
  - Work your way up to leadership roles and/or speaking and writing roles

# LESI Young Members Congress (YMC)

- Started in 2011; created to meet the networking and professional needs of young licensing & TT professionals (<40 years old)
- Some of the leaders are here.....talk with them, volunteer to head up an activity or to organize an event in your region
  - See also <http://www.lesusacanada.org/docs/default-document-library/2011-2012-leadership-manual---10-11-11.pdf?sfvrsn=2>
- Recent YMC initiative: a web-based mentoring program
- YMC-organized events at most LES country chapter & LESI annual conferences

# Bosses, Mentors & Peers

- Choose carefully
  - Better to work for the “right” boss at a lower level than for a jerk but with a better title & salary
  - Working at a high prestige organization vs having more responsibility at lesser known entity (association with Google, MIT or NIH opens a lot of doors but work tasks may be lower level and/or dull)
- Listen to the “chatter”
  - Don’t dismiss whispers of incompetent management, tales of disgruntled workers, rumors of financial instability, etc.
  - Ask LES colleagues what they know about org/company and reputation of its licensing folks
- Low turn-over/Happy Peers = a Happy Work Environment
- Mentors are great but a circle of peers or a couple of supportive colleagues can suffice.....key is mutual reciprocity. You can’t just be a taker; you must have something to give as well.
- Consider a “lateral” move within current organization to learn new skills and meet potential mentors and peers

# Hiring Trends in TTOs

- Looking for “perfect” candidates—folks who can hit the ground running and won’t need much training or supervision (little time or money available for this)
- Academic TTOs want folks with industry experience
- Industry licensing offices want folks who understand the university environment
- All want those willing to take smart risks and who are able to wear many “hats”

# Example Academic TT/Licensing Job Advertisement

## Required

- Advanced degree in science
- 2-10 yrs experience in TT
- Invention identification & evaluation experience
- Knowledge of patent law
- Experience negotiating licensing & transactional agreements
- Familiarity with corporate/business law pertaining to start ups
- Excellent written and oral communication skills
- Self-starter; highly motivated; able to juggle many tasks & projects

## Preferred/Desired

- Plus a JD or MBA
- Experience in industry (e.g., product commercialization)
- Project management experience
- Experience leading cross-functional teams
- Familiarity accessing info from databases and accessing & analyzing market/company info
- Experience working with outside vendors (legal, marketing, etc.)
- Track record of bringing in seed, angel & venture capital funding

# Staying Put, Moving Up or Moving On?

- Keep Count: keep both qualitative and quantitative lists of deals & projects you completed; have an updated cv on hand
- Get out of the Office: visit scientists & colleagues in person; attend conferences; invite folks to coffee/lunch
- Read, read, read and write, speak and/or teach
- Get managerial experience even if just responsible for supervising a volunteer, an intern or student
- Set up a LinkedIn profile: a must (and post a professional photo); read your work/careers heroes' LinkedIn profiles
- Be nice to those looking for a job & to recruiters (even if you aren't interested in the job)
- Read job ads in your field (LES and AUTM job listings)
- Keep things in perspective: You are more than your work/career



# Reference Library

- Create a reference library of materials:
  - LES publications (newsletters, Les Nouvelles, the LES guide to Licensing Best Practices, etc.)
  - AUTM Education library (available to all members)
    - AUTM Technology Transfer Practice Manual 3<sup>rd</sup> edition
    - Free on-demand webinars, free access to conference session recordings, articles, example agreement templates, etc.
  - Technology Transfer Tactics (on-line newsletter/compilation of TT news & articles)
  - Reference books: Drafting Patent License Agreements; Intellectual Property in the Life Sciences
  - Keep a running list of favorite web sites (ex. There are many excellent “insider” expert blogs on topics such as biotech patent law)

# Favorite Videos

- So many TED talks to choose from....
  - Search using the names of well known authors (such as the ones listed on the next slide)
  - Shawn Achor “The Secret to Better Work” TED talk
  - Amy Cuddy “Power Posing” TED talk
  - Professional Networking: How to Add Value to Your Connections  
<http://www.youtube.com/watch?v=6M7ahzk0dGU>
  - How to Create a Killer LinkedIn Profile  
<http://www.youtube.com/watch?v=C5xtQKLvX4U>

# Favorite Books (yes books) & Authors\*

- Dan Pink
  - To Sell is Human
  - Drive
- Dan Ariely
  - Predictably Irrational
- Steven Johnson
  - Where Do Good Ideas Come from?
- Malcolm Gladwell
  - The Tipping Point
  - Outliers
- Alain de Botton
  - The Pleasures and Sorrows of Work
- Adam Grant
  - Give and Take
- Dan Goleman
  - Working with Emotional Intelligence
  - Focus
- Gretchen Rubin
  - The Happiness Project
- David Whyte
  - Crossing the Unknown Sea
- Carol Dweck
  - Mindset
- Chip & Dan Heath
  - Decisive

\*Note: I'll read pretty much any book that touches on the topics of behavioral economics or positive psychology

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