

Search Strategy

8

CHAPTER 8

*Focus with
precision and
timing*



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Ms. Austin is a graduate of Arizona State University and holds an Executive Master of Global Management from Thunderbird School of Management.

Vickie founded CHOICES Worldwide in 1997 to offer strategic planning to entrepreneurs, executives and individuals in career transition. Prior to establishing her firm, Vickie covered the health beat for a daily newspaper, worked for *Modern Healthcare* magazine and served in a variety of marketing roles for hospital systems including American Medical International (AMI), Scottsdale Memorial Health Systems, Inc., Humana, Inc. and Wheaton Franciscan Services, Inc. Her articles have appeared in the *National Business Employment Weekly*, *New Perspectives* and career sites of the *Wall Street Journal*.

She is the author of the book *Circles of Gold: Honoring Your Network for Business and Career Success*. When Vickie isn't writing, speaking or coaching, she loves to read, sing and spend time with family and friends.

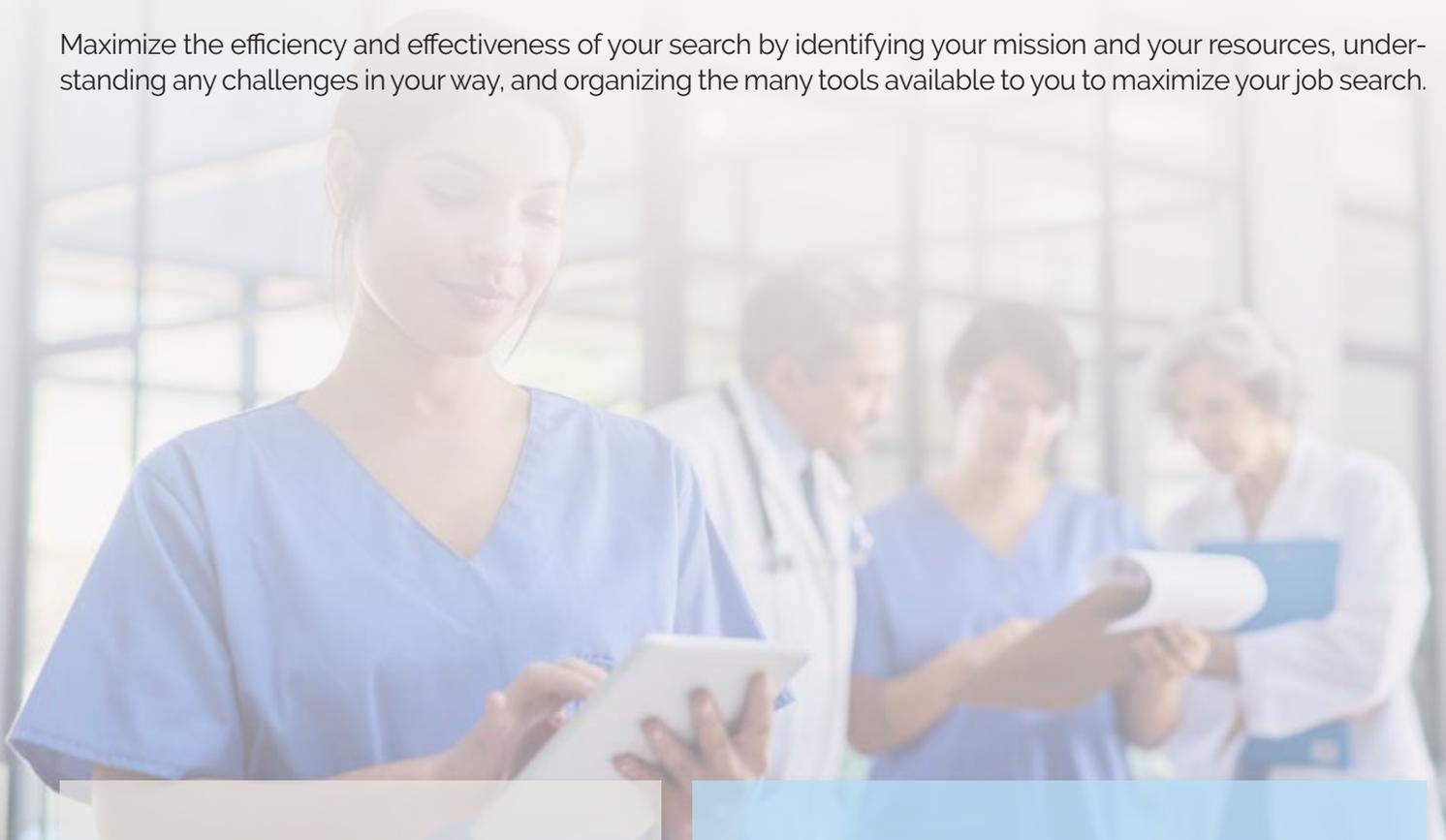
CHAPTER AUTHOR

If you can DREAM it, you can DO it."

– Walt Disney

In This Chapter

Maximize the efficiency and effectiveness of your search by identifying your mission and your resources, understanding any challenges in your way, and organizing the many tools available to you to maximize your job search.



OUTLINE

1. Validating Your Mission, Vision and Values
2. Search Method
 - a. Online resources
 - b. Career fairs
 - c. Alumni and medical associations
 - d. Personal and professional network
 - e. Common misconceptions of networking
3. In-house vs. Agency Recruiter
4. How To Leverage Your Circles Of Gold® --Your Network

GOALS

- Understand your mission, vision and values and how they impact your job search strategy.
- Integrate your understanding of job search resources and networks.
- Identify and leverage specific channels/networks for your job search.
- Differentiate between an in-house vs. agency recruiter.
- Build a foundation that incorporates your mission, vision, and values into your search.
- Create career opportunities using both traditional and non-traditional methods.
- Build relevant professional networks as a foundation for future advancement.

LET'S GET STARTED



**READ:**

Validating Your Mission, Vision and Values

At this point, you have laid out a road map (stage 1) to secure the right opportunity—having a better understanding of all the elements in a job search. You've studied and learned how today's landscape is changing and how physician practices and hospitals operate. You've assessed your professional competencies (stage 2), gauged how physicians within your specialty get paid by market (stage 3), and evaluated your **Mission, Vision and Values** to align your purpose with your work (stage 4).

Prior to embarking on the "Search" phase, we recommend asking yourself the following questions:

- How would I articulate my mission, my vision and my core values for my life and my work?
- What type of employer can help me grow professionally based on my professional competencies?
- What type of community do I want to live and practice in?
- Do the compensation packages within that territory meet my criteria?
- Do I have a broad understanding of how hospitals/groups operate?
- Can I define the types of practice settings where I would best thrive?
- Do I understand the pros and cons of each type of practice setting?
- Am I prepared to make concessions when choosing a position and if so, what would those concessions be?

Don't Worry, Be Happy

If you can't answer all these questions specifically, don't worry—you're not alone. After all, you have dedicated over a decade of your life to becoming a physician. Now, after many years, you emerge with all that training and you're required to make some choices about where your career will go from here. Remember that there is a big difference between acing your exams and applying the information you've learned into diagnosing your first few patients or performing surgery on your first few cases. The difference is that you've had teachers, professors, and seasoned physicians to help guide



you each step of the way. The good news is, you still have a lot of people to help you.

If you're still wondering about how to articulate your own purpose, here's an example of mission, vision, and values:

- **Mission:** "To make a difference in the world by offering my services as a physician to patients and families so they can live their best lives."
- **Vision:** "I'm the physician of choice for patients who are seeking my [and my partners'] expertise."
- **Values:** "Compassion, empathy, collaboration, excellence, and curiosity."

Why is it so important to understand your mission, vision, and values? These build a solid foundation for a career that will sustain you over time. You'll want to be able to articulate these with potential employers, partners, and colleagues. When your mission aligns with the mission of the organization for whom you work, there's a synergy and momentum that moves you forward. Your vision and values are touchpoints for your search. Use them to measure each opportunity and look for the closest fit. Fit is *everything* when it comes to job satisfaction.

FIELD NOTES

"Remember, your choice to become a doctor is meant to enable an extraordinary life. The key is always knowing your Ideal Practice Description and use it as the target for your job search. Know what would be ideal for you and your family, and don't settle for anything less."

– *Dike Drummond, MD*



READ:

Search Methods

There is no one right way to secure an opportunity; in fact, you will want to use a combination of methods to broaden and deepen your search. Whether you look online, respond to direct mail or a journal ad, activate your network, or contact a physician recruiting firm directly, the key is to leverage each search method so you can make the right decision for you and your family.



ONLINE RESOURCES

Job Boards and Postings

Nearly everyone is familiar with job-hunting sites like Indeed, Monster, Glassdoor, and CareerBuilder. Similarly, there is an overwhelming number of physician job boards to choose from. How do you know which sites will lead you to the type of position you are looking for?

The best online resource for finding the right fit is to connect with your specialty-specific medical association. For example, visit the website of the **American Academy of Family Physicians** if you're going into family medicine or the **American College of Physicians's** website if internal medicine is your specialty. There's an association for every specialty, and sometimes more than one! These associations represent the physicians in your medical specialty and limit access to job postings to members of the organization. Positions are posted by physicians looking for partners, by hospitals and medical groups offering employed positions, and by universities and residency programs filling academic positions. Many specialty associations also offer online journals that include a classified section where you will find job ads.

Caution: There may be organizations who post their opportunities on job boards and journal ads whose main purpose is to entice you to contact them (e.g., to build their database). These sites may post legitimate positions; however, jobs may be occasionally outdated and/or fictional. As you inquire about these positions, ask specific questions and listen carefully to their responses to avoid an unproductive job search path.

Social Media

No doubt you already know the many opportunities to build relationships via social media, whether it's on Facebook, LinkedIn, Twitter, Instagram, or others. Just as you're using those accounts to

make connections, remember that it works both ways. You're being Googled, tracked, and pursued by healthcare organizations and others vying for your personal information. Recruiters routinely Google candidates when they receive a CV, so it is important to keep an eye on what the internet says about you. One good way to "audit" your social media presence is to do a Google search with your name and see what comes up.

Use caution with social networking and always keep in mind that your potential employer may be reading your latest post. Some people choose to keep two social media personae: a private, personal profile and a second professional profile that allows potential employers to see the kind of physician in whom they would entrust their grandmother's care. However, those lines are increasingly becoming blurred. The best strategy is to be conservative about anything you post online and to remember that the internet is *forever*.

The internet is also a great research tool. Most healthcare organizations now have Facebook accounts designed to attract physicians and other providers. Hospitals include links to their websites, and they may post videos of current physicians and leadership. Consider social media a powerful tool to research the facility, to read about the physicians they employ, and to get an understanding of the culture they project. Compare these to your ideal practice and follow up accordingly.

CAREER FAIRS

Many physicians know career fairs as a great place to pick up freebies—gadgets, treats and gift cards given away by recruiters to entice physicians to their booths. However, career fairs are more than that. They provide job seekers with an opportunity to network with multiple employers within a short period of time and in a single location. Career fairs

are a place to gather information and to meet people who may help you in your search, even if you don't find your ideal position at that specific event.

There are downsides with career fairs, but if you understand the terrain, your visit can be productive. Recruiters are looking for candidates and you are looking for a position. They will have their selling points ready and you need to be ready, too. Come prepared with copies of your CV and your list of

priorities. Prepare questions in advance. Dress to impress because you may end up interviewing with a key player. And most importantly, be respectful. If you visit a booth, take a minute to talk with the recruiters—don't just grab the freebie and run. You may not be interested in their open position, but recruiters are experts at networking, and if their opportunity isn't right for you, many are happy to share your CV with their colleagues.

FIELD NOTES

"Although I do few recruiting fairs, I have built relationships by attending social events at the University of Kentucky College of Medicine. I once made prior arrangements to meet a potential candidate there among other medical student friends and spouses, which was within the candidate's comfort zone, and we ultimately signed him."

– *Melissa Grubbs, Physician Support Manager,
Ephraim McDowell Hospital*



ALUMNI AND MEDICAL ASSOCIATIONS

One of your richest resources is within the alumni of your own medical college and other *alma maters*, including undergraduate school and even high school. Your professors, faculty advisors, and residents from previous years are usually more than willing to talk with you about your search. If possible, speak with physicians you trust and who know you, building on relationships you already have. Alumni associations, the alumni office staff, and even university career centers are designed to provide you with access to meet people who can make a difference in your career. They live to serve you.

As mentioned earlier in this chapter, medical associations represent another opportunity to

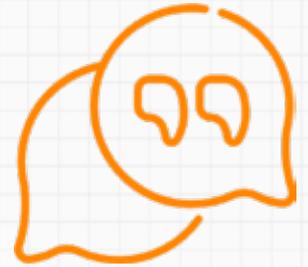
network with physicians with the same career and clinical focus. Associations are designed to help professionals connect with each other. These contacts often have knowledge about openings that aren't advertised or posted anywhere. Also, employers often post positions on the job boards of specialty associations. Associations host networking events and offer continuing education for professionals. The primary challenge with this resource is carving out time to meet people or attending association meetings and conventions. Associations provide an opportunity to be very targeted in your approach—the difference between fly-fishing and throwing out a net that just may catch anything and everything.

FIELD NOTES

I'll not soon forget the encounter with old Doc Robert. In truth, he instructed me in the art of fishing for employment. Many young physicians fish wildly, without strategy. The wise student will seek the old scout, with hooked hat and wrinkled eye, to instruct in the ways of fishing for employment. The resident, said he, must know his fish, read rock and stream and, placing bait to hook, work line through calm and eddy.

Prepare, young resident. The job you desire requires more than putrid worm.

– *Dr. Goodhook*



READ:

In-House vs. Agency Recruiter

There are two types of professional recruiters: Those that work for a health system, hospital, or medical group, known as in-house recruiters, and agency recruiters, or those that work for a placement firm. In some ways they are competitors in search of candidates. In spite of the competition, many in-house recruiters and agency recruiters work together to source quality physician candidates.

In-House Recruiters

In-house recruiters solely represent the physician recruitment needs of their organization. In-house recruiters work directly with their physicians and senior leadership and manage the entire recruitment process from candidate selection to contract signing. They are very knowledgeable about their physician practices, organization, and community and will provide you with the detailed information you need to evaluate an opportunity. Most in-house recruiters are also responsible for retention, so they work very hard to find the physician with the right fit

for a position. On the flip side, contract negotiation can be more difficult because there is no mediator to lead both parties to middle ground.

Agency Recruiters

Agency recruiters sometimes represent many different organizations at the same time. There are large, national organizations with hundreds of recruiters and clients based across the country, and there are small, one-person offices. Both will connect you with multiple opportunities and may offer valuable advice for gathering references, formatting CVs, coaching for interviews, and contract negotiation. Agencies, however, may have limited knowledge of the hospitals and communities they present. Agency recruiters are liaisons between you and the hiring organization who pays the agency a placement fee if you are hired. Remember that some may be motivated more by money than by your ultimate job satisfaction, so choose carefully.



How to Work With a Recruitment Firm

A recruitment firm can be a valuable tool if utilized properly:

- Before you entrust your CV and your reputation to a recruiter, determine how they will identify positions that meet your criteria and how they will help you during your search.
- Work with only one or two firms/recruiters. Working with multiple firms will not increase your chances of finding your ideal position; on the contrary, it may work against you. An employer who receives your CV from multiple recruiters may see you as a desperate candidate no one else wants.
- Give your recruiter a concise, up-to-date CV, three recent letters of reference, your list of priorities, and your “elevator speech.” This will allow the recruiter to represent you with detail and accuracy.
- Establish phone call guidelines with the recruiter including the best time to reach you, and a designated number. Return calls promptly and at least once per day.

- Make it clear to your recruiter that they must discuss a position with you before submitting your CV. Your CV should not be presented for a job in which you have no interest. If the employer is interested in you, the recruiter should tell you who will call and when, so you can be prepared to ask and answer questions.
- Consider your recruiter a coach who can provide valuable advice on interviewing, asking and responding to questions, identifying red-flag situations, and negotiating contracts.

In spite of the competition, many in-house recruiters and agency recruiters work together to source quality physician candidates.

 **READ:**

The Power of Networking: Your Circles of Gold®

Most professionals in any industry understand the concept of networking. Successful professionals develop their networks on a continual basis, expanding their contacts with each new person they meet. People network on the golf course, at chamber of commerce meetings, at their children's soccer games, at their church, synagogue or mosque, on a plane or even at the grocery store. They understand that each new contact may provide links to more new contacts, thereby expanding their contact base exponentially.

Physicians who have been buried in training for decades may or may not understand the art and science of networking. They may tend to think

only in terms of building a practice, but building a practice is networking. You see one patient, who then tells a friend, who tells a family member, and soon you'll have a full schedule. That's the power of word-of-mouth advertising, and it can help you find your ideal practice in addition to filling your waiting room.

The actual mechanics of networking often elude those in career transition, including many residents entering the job market for the first time. Unfortunately, networking carries a stigma and a host of misconceptions.

COMMON MISCONCEPTIONS OF NETWORKING

NETWORKING IS ONLY ABOUT...	FALSE
Using people	<input type="checkbox"/>
Attending a group event	<input type="checkbox"/>
Meeting only new people	<input type="checkbox"/>
Lots of hard work and time	<input type="checkbox"/>
Being an extrovert	<input type="checkbox"/>
Knowing a lot of people	<input type="checkbox"/>



Reflection + Activity

BONUS Question:

How many people could you potentially have in your Circles of Gold, multiplying 3 to the 10th power?

- a. 19,683 b. 59,049 c. 177,147

Write down three people you know who have inspired you in the past (teacher, friend, mentor, etc.).

Answer B Your Circles of Gold®

Networking on a professional level with people you see every day – program directors, attendings, nurses, hospital administrators, and even those in your own circle of friends – can help you create your “Circles of Gold.” Circles of Gold include anyone with whom you have shared a common time, space or experience. You operate in all kinds of circles or “communities”—work, friends, family, house of faith, your workout club, neighborhoods, schools—the list goes on. For the graduating resident looking for a first job, this is the first place to begin.

Your Circles of Gold are comprised of everyone you know. This collection of contacts is your most important tool, but you may be hesitant to use it. You may worry that people will think you are just using them, or you may believe that networking is a group dynamic to be done only at conferences or trade shows. However, networking is more about developing one-on-one relationships with others and honoring the people you already know.

FIELD NOTES

“One of the best recruiting tools is having a happy, employed provider share his or her views on the organization and encourages a friend or former colleague to join our team.”

– *Melissa Grubbs, Physician Support Manager,
Ephraim McDowell Hospital*



To create and grow your Circles of Gold, you must first understand **how** to network. Here are some guidelines to help you with your networking campaign:

1. Be yourself. Whether you are an introvert or an extrovert, reflective or outgoing, the most important skill for successful networking (as well as interviewing) is to be yourself. When you try to portray yourself as someone you're not, others will sense it and pull back. You must be authentic and comfortable, no matter what your personality type. When you can be yourself, engage in a conversation with someone and be interested in what they have to say, style ceases to be an issue. Substance is the key.

And for those of you who think that being an introvert puts you at a disadvantage, think again. Introverts are typically excellent listeners, and listening is the number one skill of a good networker.

2. Start your Circles of Gold with those you already know. $GR = 310$. This equation is the key to building your Circles of Gold. Think of the three people who wrote your letters of recommendation for residency application. They are already in your list of contacts. With a single conversation, each of those three contacts could connect you with three more contacts, and – well, you get the picture. By the time you add in fellow residents, colleagues, nurses, neighbors, and so on, your Circles of Gold expand.

3. Organize and store your contact information.

As a product of the technology age, you may not have used a Rolodex®—a physical collection of business cards or contact information, indexed alphabetically at your fingertips. These days there are all kinds of more technological ways to store that data. You can keep an Excel spreadsheet or even purchase software for a customer relationship database (CRM). Whatever you decide to use, it's important to have a reliable means of organizing your growing list of contacts. This can be your cell phone or an Outlook folder on your laptop. Your contact list needs to be updated continually and be easily accessible. Always remember to **back up your data**.

Ask your new contacts for their business cards or phone numbers, addresses, and email addresses if they don't have business cards. With their permission, you can store their contact information, and it's always a good idea to keep some private notes to include something you remember about each person. Perhaps a contact talked with you about a new project, or a new baby in the family. Maybe he or she shared a story with you about a first job or gave you an excellent recommendation for a restaurant. This tidbit will help you remember each contact and often will give you something to mention the next time you talk with him or her. People are surprised when you remember what they told you—they don't have to know it's because you kept careful notes and referred to those notes before talking to them. Listening and remembering is a vital skill in building relationships.

4. Create a 30-second “Elevator Speech.” There may be times during networking when you have only a small window of time to introduce yourself and make a good impression. That’s why it is important to have a prepared and rehearsed “elevator speech”. The best 30-second elevator speech presents the who, what, when, where, and why of your job search.

To draft your elevator speech, begin with the **PAST** (e.g., why you chose medicine), briefly note the **PRESENT** (where you are in training), describe your **DESIRED FUTURE** (you’re hoping to establish a traditional practice in the Midwest), and finish with a request of your new contact. Your first request is for their **time**, a precious and non-renewable resource. When people help you with your search, it’s a tremendous gift. Then, ask for their **ideas, opinions and recommendations (IOR)**. You may ask for their **ideas** about how to have a successful interview, **opinions** about your strategy or a **recommendation** of places to apply or other people to interview.

Past + Present + Desired Future + Request (Time + IOR) = Success

Examples:

“I received my medical degree from the University of Illinois and just finished my family medicine residency at the University of Iowa. I’m now in the process of looking for a position with a family medicine group or a clinic based here in the Midwest so I can continue to make a difference with families and their healthcare. I’d be interested in your opinion on how I can position myself for this transition...”

“My interest has always been in cardiology and I just completed a fellowship in cardiology at Northwestern Memorial Hospital in Chicago. I’m currently exploring opportunities to join a large group practice on the East Coast and looking for ideas on how to do that...”

The best 30-second elevator speech presents the who, what, when, where and why of your job search.





Recommended Tool

Creating and Using An Elevator Speech

Learn how to distinguish yourself in multiple environments and when every moment counts with an effective elevator speech.

<http://md.careers/E-18>

5. Take a research approach to networking.

The most successful networkers are naturally interested in other people and they also know that people love to talk about themselves. The desired outcome of networking is to build relationships. The task is much more effective if you give your contact your attention and a real interest in what he or she has to say. Ask permission to take notes and document everything they say. Think of yourself as a researcher instead of a nuisance and put both you and your contact at ease.

6. Develop your “Power Questions.” Your primary goal of networking at this stage of your career may be to gather data that can lead you to your ideal practice. After you and your contact are comfortable and past the “research” stage, you will need to ask questions that can open the door to other contacts or opportunities. The following “power questions” are effective because they honor and show respect to your contact and the answers may lead you to an opportunity you wouldn’t otherwise have:

- Tell me about your own career path. How did you get to where you are today?
- Now that you know my mission, do you have any ideas for me on how to proceed with my search?
- What do you think of my strategy? Is there anything else you would do if you were me?

- Are there any additional resources that I may not have identified yet that you think I might need to accomplish my mission?

- What would you do if you were in my shoes?

7. Request the privilege of someone’s time and expertise.

When you have your Circles of Gold ready, your elevator speech rehearsed, and your power questions prepared, you are ready to go after the big prize – a networking appointment. Make a call, send an email, or knock on a door, but remember to ask for the privilege of their time to discuss their ideas, opinions, and recommendations (IOR) for your job search. Be sure to share your life-purpose statement (Stage 4) that communicates your passion and vision which is much bigger than your desire just to get hired somewhere and make some money.

8. Conduct a Circles of Gold conversation. Once you have an appointment scheduled, keep the appointment and arrive on time. If meeting in person, dress professionally, as you would for an interview.

FIELD NOTES

"I was in a job that wasn't the ideal environment, and I wanted to make sure my next move was the right one for me. After interviewing at another hospital, I called someone in my network who worked there to ask about the people and the culture. That was so helpful to me and it turned out to be a great move."

– *Adriana Tobar, MD*



Here are some tips for conducting a Circles of Gold conversation:

- Begin with some type of acknowledgement. Thank them for their time, insights and/or expertise.
- Reference the context of your relationship. If you were introduced by a mutual acquaintance, reference that name and your appreciation for the introduction.
- Provide the contact with the reason you're calling or writing — your 30-second commercial.
- Make a request:
 - > You would like some time with them (face-to-face or on the phone).
 - > You would like their ideas, opinions and recommendations (IOR) about your mission and how you are conducting your search.
 - > Ultimately, you also would like referrals for people they know who could help you on your continued mission.
 - > Ask for permission to use their name if you are following up with the people they recommended. This may seem too formal but it's an important request to make because people's names are like currency and you're asking to use their name to open doors.

○ Follow up.

- > Keep track of the referrals and recommendations.
- > Make those contacts.
- > Let the person who made those introductions know that you made the connections.
- > Acknowledge him or her for the time spent and the contribution to your search.
- > Stay in touch.

g. Mind your networking manners.

Throughout the networking process and the interview process it's important to always exercise good manners and proper etiquette. This is simple common sense, but you would be amazed at how often this is forgotten. Return all phone calls and email promptly. Make formal introductions when meeting people. Don't fidget or talk with your mouth full. Ask for permission to use someone's name or reference. Always send a thank-you note after getting a referral or following a meeting. An e-mail thank-you is common, but a hand-written note sets you apart. The really expert networkers think of a way to give back.

FIELD NOTES

“The best way to prepare is to meet with a career counselor first, and then once equipped with a thorough understanding of one’s own internal and external goals and wishlists, approach one or all of your networks, depending on what your choices are.”

– *Dr. Wambui Waruingi, Neonatologist*



“Your network is the people who want to help you, and you want to help them, and that’s really powerful.”

– *Reid Hoffman*



Recommended Tool

Creating Your Golden Opportunity Targets

Develop your Circles of Gold by identifying five people (mentors, trusted agents) you can talk with for guidance and counsel before you begin the first round of telephone and on-site interviews.

<http://md.careers/E-19>



Reflection + Activity

EXERCISE: Golden Opportunity Targets

Identify five people in your Circles of Gold list to talk with before you begin the first round of phone and on-site interviews.

Target

Name:

Position:

When:



Recommended Tool

How To Build Your Search Strategy

This exercise will help you organize your search strategy by leveraging your networks and resources like job boards, career fairs, medical associations, professional recruiters, etc.

<http://md.careers/E-17>



Reflection + Activity

EXERCISE: Build Your Networking Strategy

Check off the resources you plan to use. Then identify your planned level of usage (from low to high). Finally, write out your action items for each resource you plan to use.

Resource	Use?	Level of Usage	Action Items
Online resources (job boards and postings, social networks)	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	
Career fairs	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	
Alumni and medical associations	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	
Professional recruiters	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	
Personal and professional network	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	



Chapter Tool Box

The **CHAPTER TOOL BOX** consists of **RECOMMENDED TOOLS** featured throughout the chapter, along with additional resources and recommended links.

These tools will help you gain valuable insight about **Search Strategy** to help ease your transition from training into your life and career.

HOW TO BUILD YOUR SEARCH STRATEGY

<http://md.careers/E-17>

SAMPLE PHYSICIAN ELEVATOR SPEECH

<http://md.careers/S-09>

CREATING AND USING AN ELEVATOR SPEECH

<http://md.careers/E-18>

CREATING YOUR GOLDEN OPPORTUNITY TARGETS

<http://md.careers/E-19>

SETTING YOU APART FROM OTHER CANDIDATES

<http://md.careers/E-20>

SEARCH STRATEGY

<http://md.careers/ST-05>

JOB BOARDS:

www.healthcareers.com

www.doccafe.com

www.practicelink.com

CAREER FAIR ORGANIZATIONS (FACILITATES CAREER FAIRS)

www.CareerMD.com

www.practicematch.com

www.healthcareers.com

PHYSICIAN RECRUITMENT FIRM: ARLINGTON HEALTHCARE

www.arlingtonhealthcare.com



Chapter Bibliography

This chapter is editorial in nature with anecdotal evidence based on the experience of healthcare professionals willing to share their personal experiences to support and inform the decision of those new to the field. Therefore, no specific research is referenced for this chapter.

Congratulations on reading Search Strategy!

NEXT STEP: Track your progress with THE TRACKER – an action plan for you to apply **Search Strategy** lessons learned.

This step-by-step action plan consisting of reading assignments, exercises, checklists, assessments and additional resources to help you transition from training into your work/life by making good sound decisions.

To access your Search Strategy TRACKER, go to md.careers/T8.



Choose a job you love, and you will never have to work a day in your life.

– Confucius