

# How to pursue a career and build a world class research team?

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# What we don't have...





What we have...

Together Everyone Achieve More





# Path to build a Career

- Build a team, and not a person
- Focus and then diversify
- Detach and then attach with industry
- Reflect on leadership

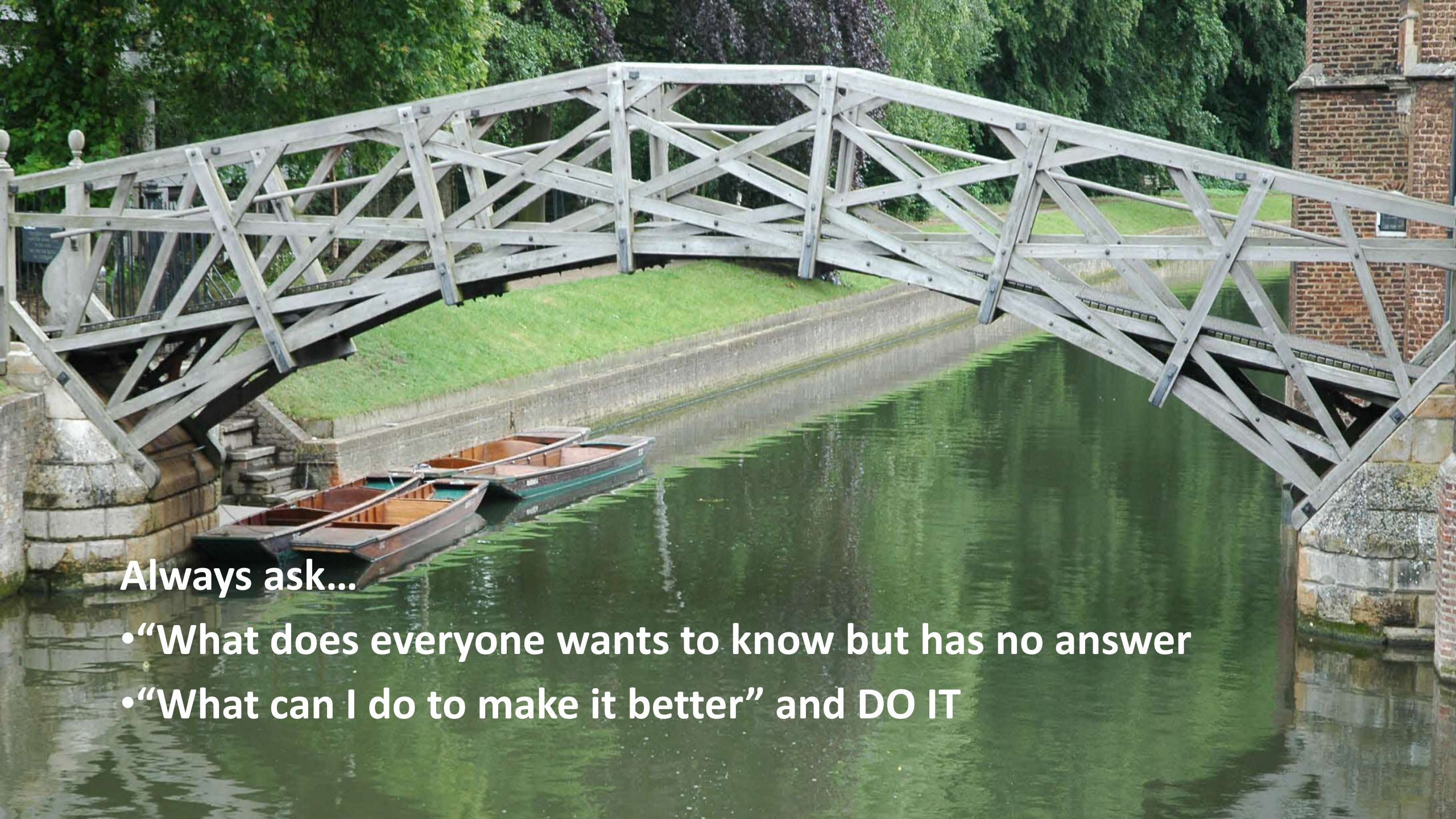


A photograph of a cluttered office space. In the foreground, a white toilet is visible. To the left, a brown jacket is draped over a chair. The background features a window with horizontal blinds. To the right, a wooden desk is covered with various items, including a computer monitor, keyboard, mouse, and numerous papers and folders. The overall scene suggests a workspace where professional duties and personal needs are intertwined.

**Get prepare before opportunities come...**

**Make your vocation and avocation as nearly the same things as possible**



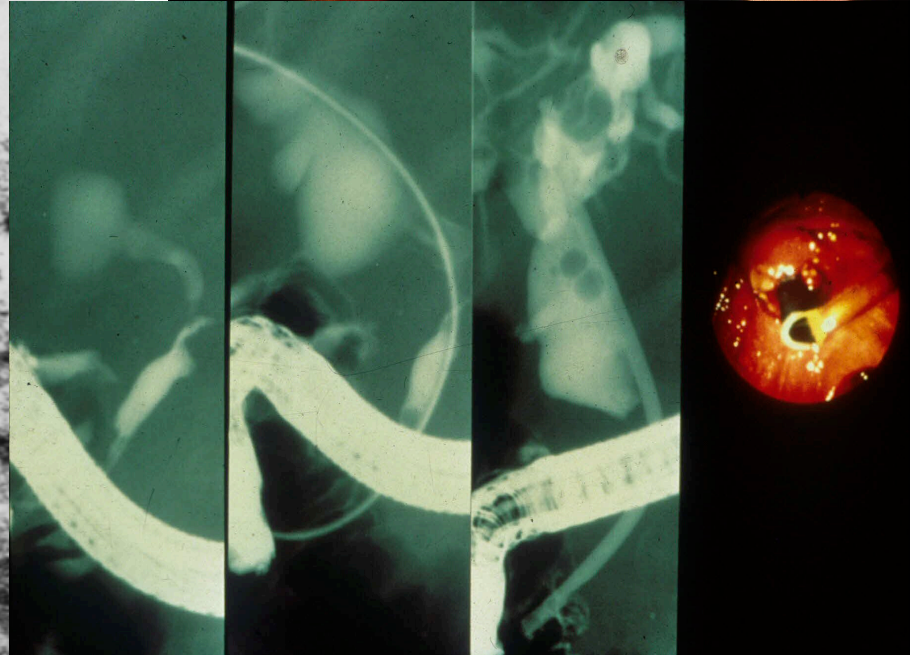
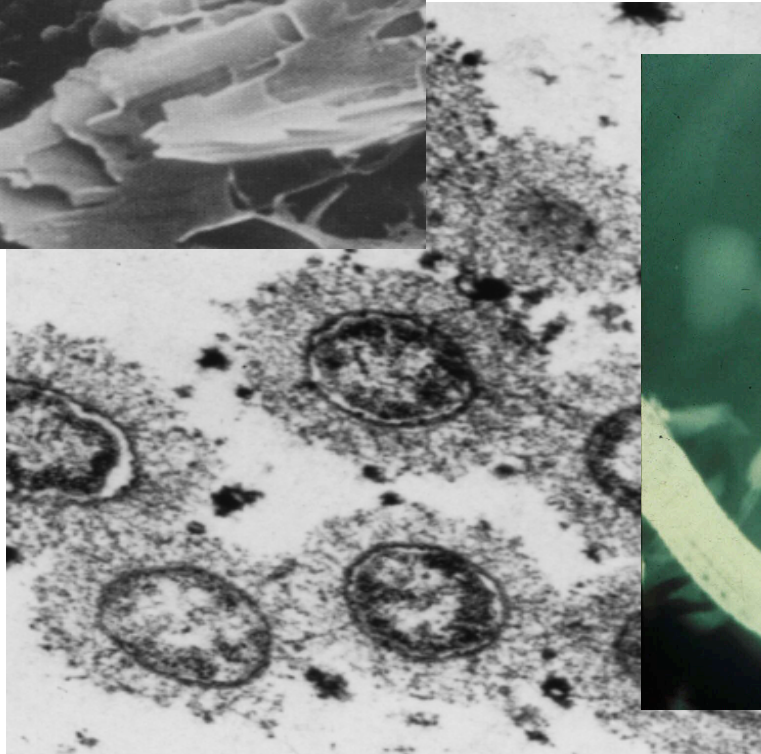
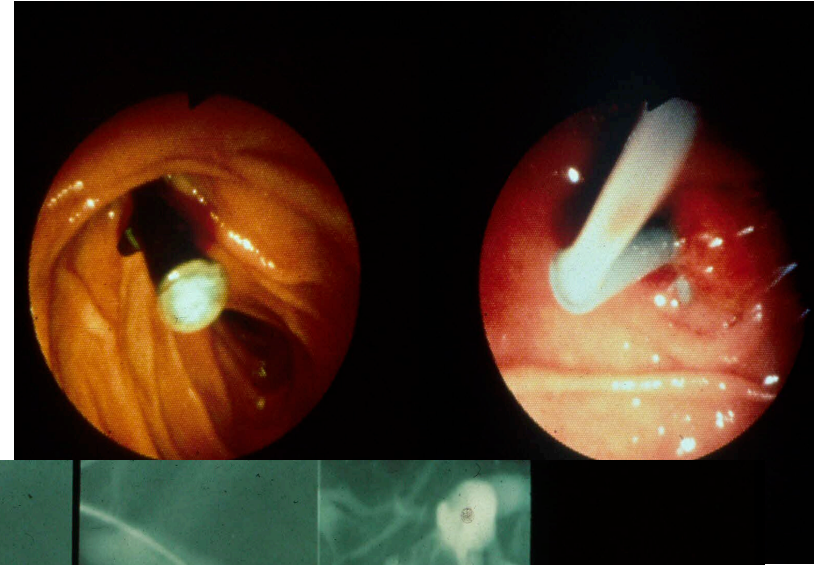
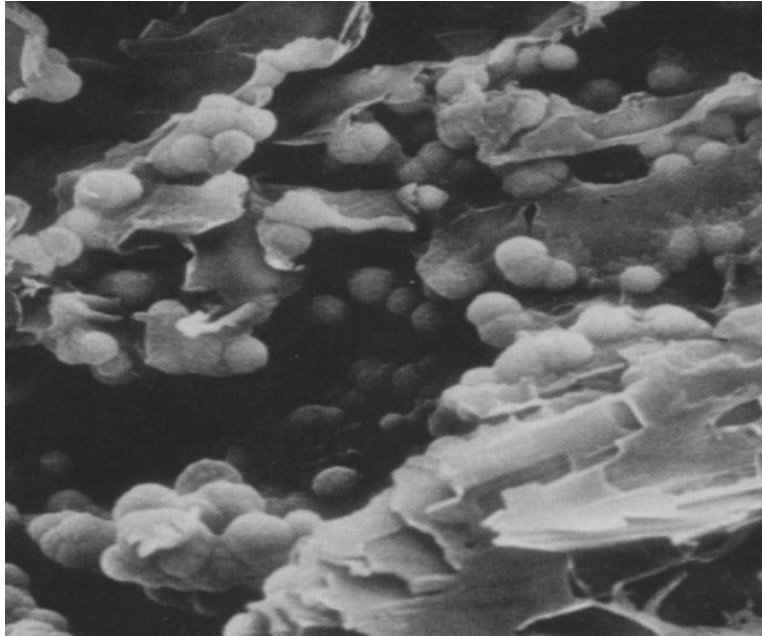


Always ask...

- “What does everyone wants to know but has no answer
- “What can I do to make it better” and DO IT



# My first love: bacterial biofilm



# *Helicobacter pylori*



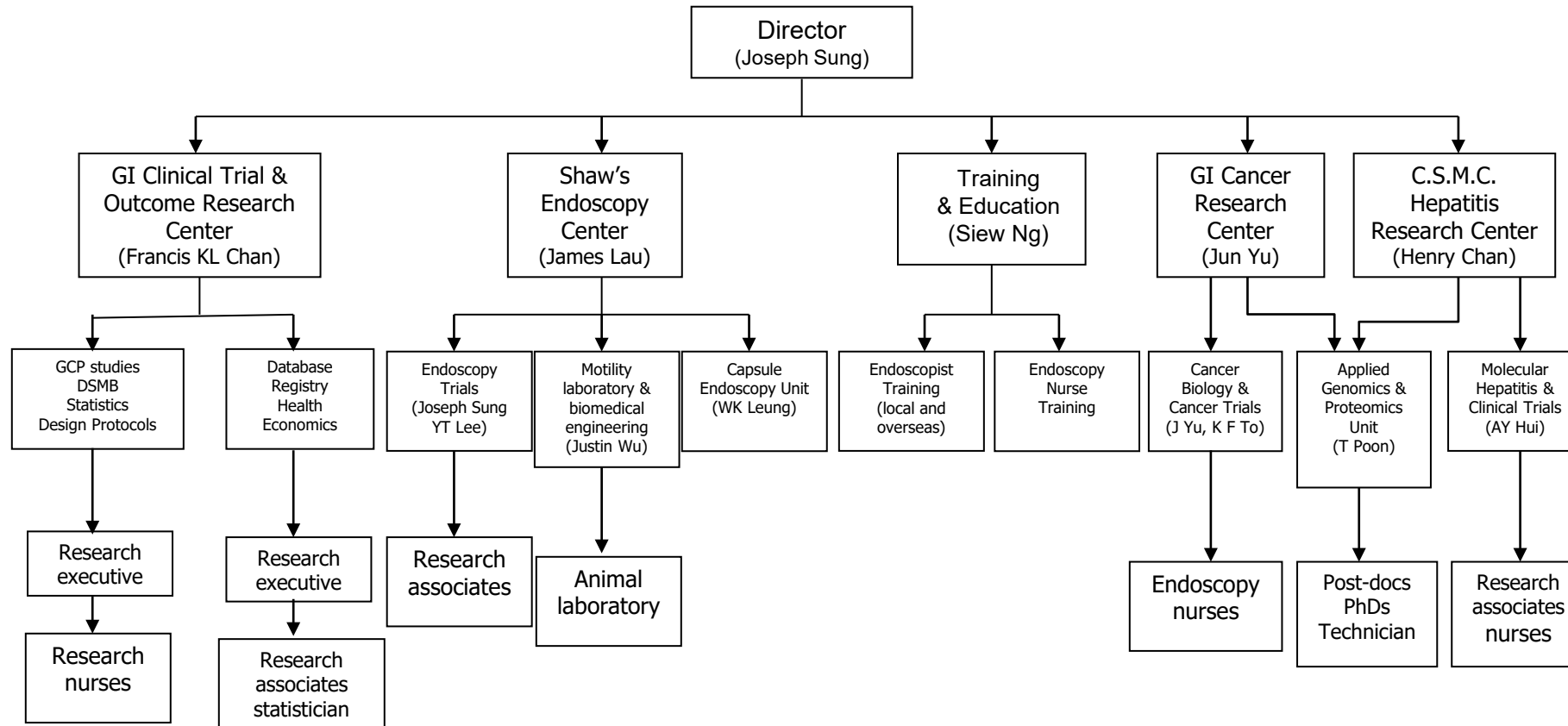
- Cure GU and DU without acid suppression  
Lancet 1993, NEJM 1995
- Reduce risk of NSAID-induced ulcer  
Lancet 1997, Lancet 2002
- Reduce risk of aspirin-induced ulcer



# Path to build a Center

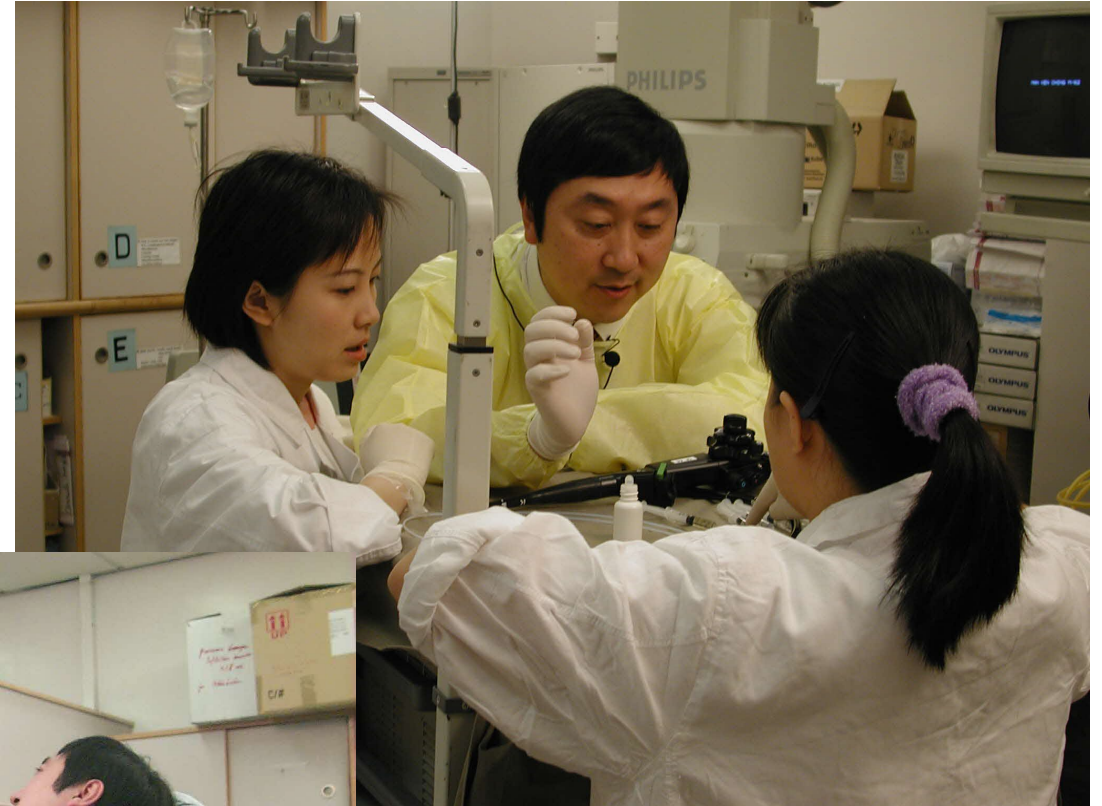
- Build a team, and not a person
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# Give everyone room to develop his/her expertise





# Don't forget your nurses and allied health



# Give them chance to establish themselves...





Give them the credit  
and due recognition...



Faculty of Medicine, The University of Hong Kong

11th Annual

第十一屆





# Give them fun to work with you



# When the time is right...

➤ **Let go...**



Jim Collins: Good to Great

# Find the right person... someone

- Who is smarter than you
- Who is keen to success
- Who is a honest person
- Who has a heart for patients and juniors





# We need friends, not enemies

- Be fair
- Be generous
- Be transparent

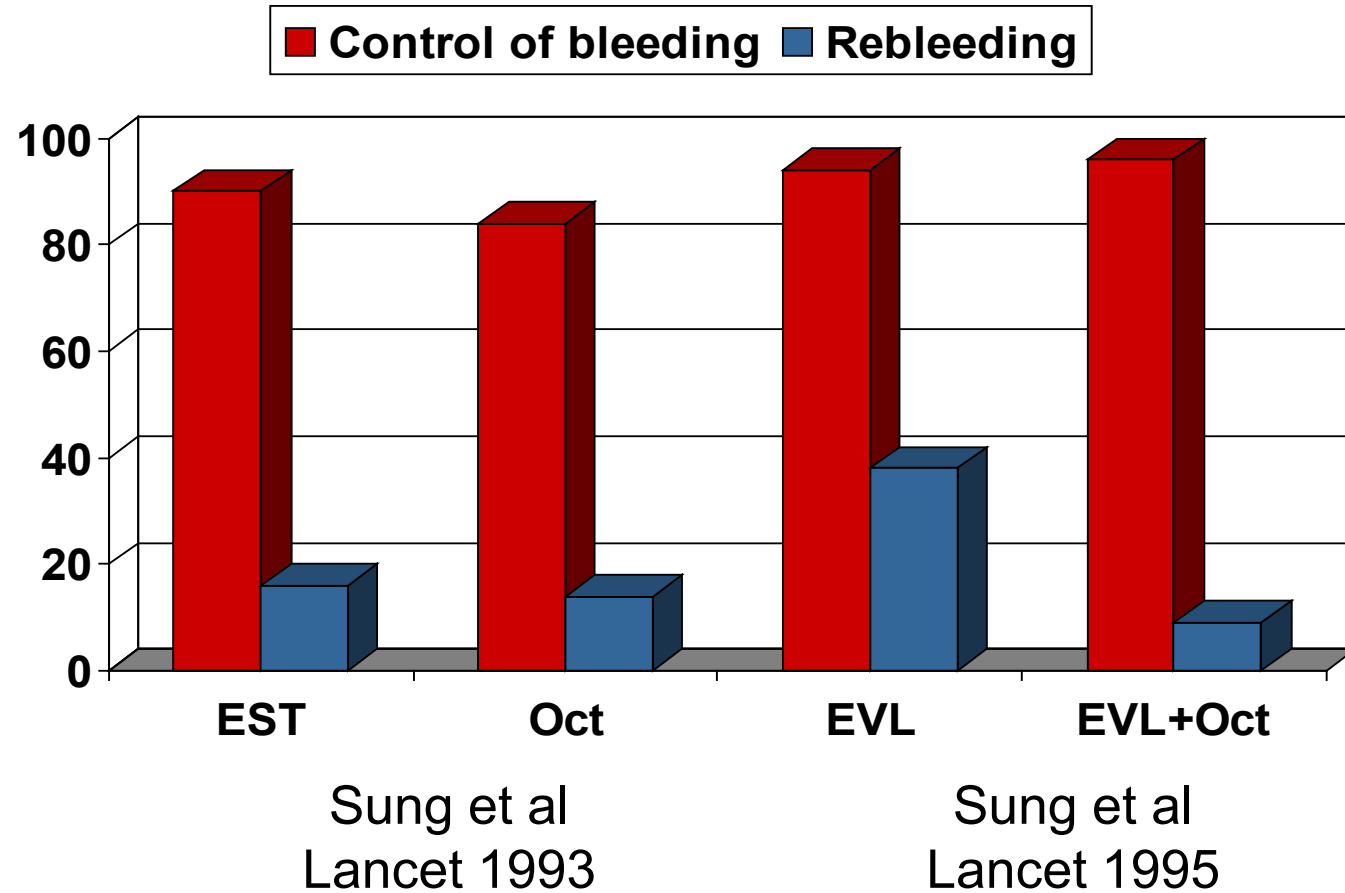


# Path to build a Center

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- **Focus and then diversify**
- Detach and then attach with industry
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# Somatostatin as a non-Endoscopic Rx



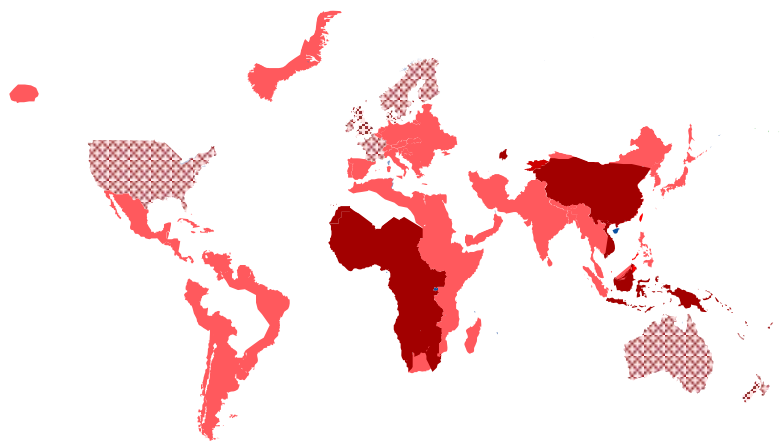




Asia-Pacific Consensus in Colorectal Cancer Screening Gut 2008







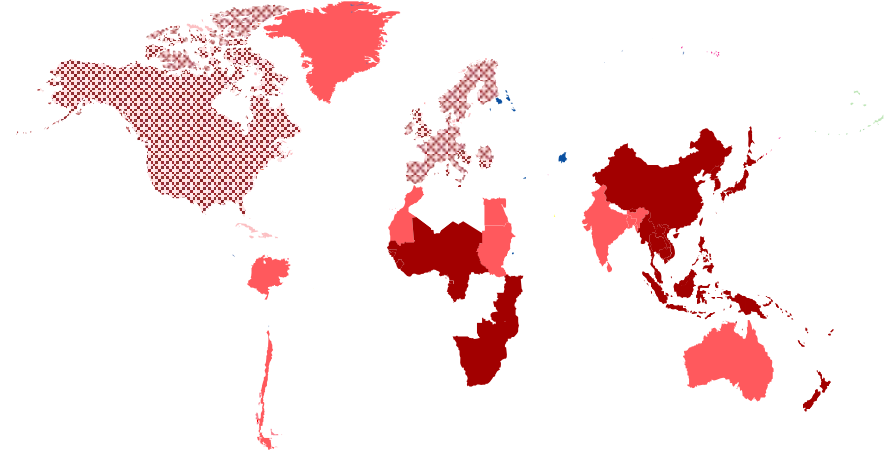
# Prevalence of HBV and Incidence of Hepatocellular Carcinoma (HCC)



World prevalence of HBV carriers





HBsAg carriers – prevalence

-  <2%
-  2–7%
-  >8%
-  Poorly documented



Annual incidence of primary HCC

Cases/100,000 population

-  1–3
-  3–10
-  10–150
-  Poorly documented

# Pros and Cons of Diversify?

- Pros

- Not putting all eggs in one basket
- Resources goes with new diseases, new investigation and new treatment
- Giving new room for your young colleagues
- Cross-fertilization of ideas

- Cons

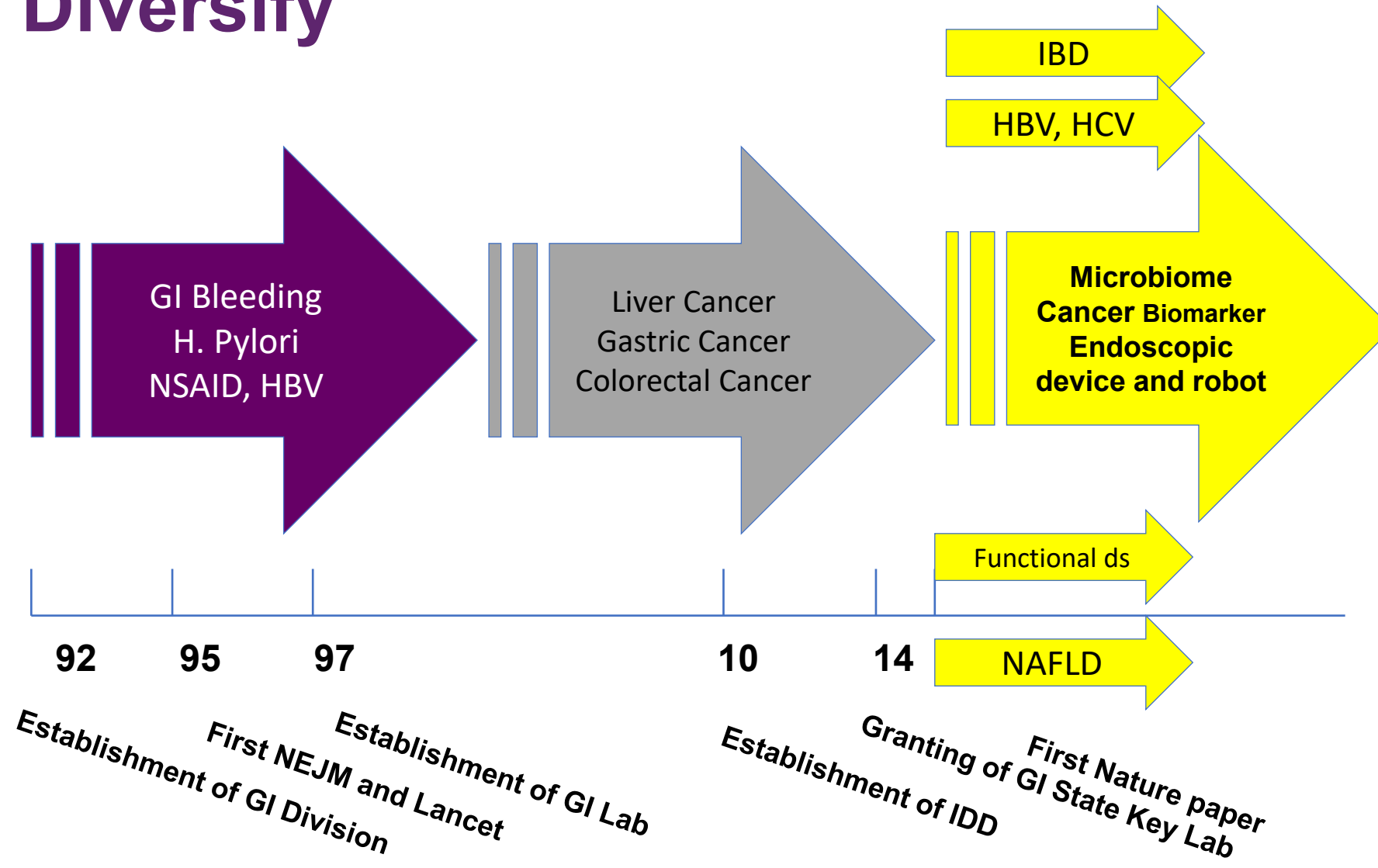
- Loss your focus and slow down your achievement
- Spreading too thin to achieve anything
- Loss your brand-name or icon
- Insufficient critical mass



# First focus, then diversify

- Not a problem
  - Already established a program running
  - One at a time, not too fast
  - Create more brand name for your center
  - New areas brings new resources
- Cons
  - Loss your focus and slow down progress
  - Spreading too thin to achieve anything
  - Loss your brand-name or icon
  - Insufficient critical mass

# Diversify





# As a clinician-scientist leader...



- You have to give direction
- You have to feel the pulse
- You have to know what is going on

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# Don't let your research dominated by industry

Vol. 332 No. 3

ANTIBACTERIAL TREATMENT OF GASTRIC ULCERS

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## ANTIBACTERIAL TREATMENT OF GASTRIC ULCERS ASSOCIATED WITH *HELICOBACTER PYLORI*

JOSEPH J.Y. SUNG, M.D., S.C. SYDNEY CHUNG, M.D., THOMAS K.W. LING, PH.D., MAN YEE YUNG, B.N.,  
VINCENT K.S. LEUNG, M.D., ENDERS K.W. NG, M.D., MICHAEL K.K. LI, M.D., AUGUSTINE F.B. CHENG, M.D.,  
AND ARTHUR K.C. LI, M.D.

**Abstract Background.** There is a strong association between infection with *Helicobacter pylori* and gastric ulcers that are unrelated to the use of nonsteroidal antiinflammatory medications. We studied the efficacy of antibacterial therapy without medication to suppress gastric acid for the treatment of patients with *H. pylori* infection and gastric ulcers unrelated to the use of nonsteroidal agents.

**Methods.** Patients with gastric ulcers seen on endoscopy and with *H. pylori* infection confirmed by smear or culture were randomly assigned to receive either a one-week course of antibacterial agents (120 mg of bismuth subcitrate, 500 mg of tetracycline, and 400 mg of metronidazole, each given orally four times a day) or a four-week course of omeprazole (20 mg orally per day). Follow-up endoscopies were performed after five and nine weeks. The patients and their physicians were aware of the treatment assignments, but the endosco-

confidence interval, 2.3 to 22.7;  $P < 0.001$ ). The gastric ulcers were healed in 38 of the patients treated with antibacterial drugs (84.4 percent; 95 percent confidence interval, 73.9 to 95.0) and in 29 of those treated with omeprazole (72.5 percent; 95 percent confidence interval, 58.6 to 86.4;  $P = 0.28$ ). At nine weeks, ulcer healing was confirmed in 43 of the patients receiving antibacterial therapy and in 37 of those receiving omeprazole ( $P = 1.0$ ). The mean ( $\pm$ SD) duration of pain during the first week of treatment was  $1.9 \pm 2.6$  days in the omeprazole group, as compared with  $5.6 \pm 3.0$  days in the antibacterial-treatment group ( $P = 0.001$ ). One year after treatment, recurrent gastric ulcers were detected in 1 of 22 patients (4.5 percent) in the antibacterial-treatment group and in 12 of 23 (52.2 percent) in the omeprazole group ( $P = 0.001$ ). *H. pylori* was detected in the 1 patient with a recurrent ulcer who had received antibacterial treatment and in 10 of the 12 patients with recurrent ul-

# Don't let your research dominated by Industry

## The New England Journal of Medicine

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VOLUME 343

AUGUST 3, 2000

NUMBER 5



### EFFECT OF INTRAVENOUS OMEPRAZOLE ON RECURRENT BLEEDING AFTER ENDOSCOPIC TREATMENT OF BLEEDING PEPTIC ULCERS

JAMES Y.W. LAU, M.B., B.S., JOSEPH J.Y. SUNG, M.D., KENNETH K.C. LEE, PH.D., MAN-YEE YUNG, B.N.,  
SIMON K.H. WONG, M.B., CH.B., JUSTIN C.Y. WU, M.B., CH.B., FRANCIS K.L. CHAN, M.D.,  
ENDERS K.W. NG, M.B., CH.B., JOYCE H.S. YOU, PHARM.D., C.W. LEE, M.PHIL., ANGUS C.W. CHAN, M.B., CH.B.,  
AND S.C. SYDNEY CHUNG, M.D.





PUB studies with 91 centers from 16 countries

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➤ Reflect on leadership





Leadership is the art of getting  
someone else to do something  
you want done...  
because he wants to do it

**Dwight D. Eisenhower**



A photograph of a colony of penguins on a sandy beach. In the foreground, a large, light-colored rock sits on the sand. Several penguins are visible: one stands prominently on the rock, looking towards the right. Two others stand on the sand to the left of the rock. In the background, a larger group of penguins is scattered across the beach, some sitting and some standing. The beach is sandy with some sparse vegetation and driftwood. The text "Leaders are first to see the need, envision the plan, and take action to achieve success" is overlaid in white, italicized font across the middle of the image.

*Leaders are first to see the need, envision the plan, and take action to achieve success*





# A Leader

A true leader has the confidence to stand alone, the courage to make tough decisions, and the compassion to listen to the needs of others. He does not set out to be a leader, but becomes one by the quality of his actions and the integrity of his intent.

**In the end, leaders are much like eagles...  
they don't flock, you find them one at a time.**

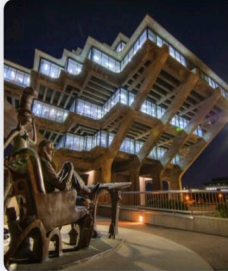










# What is a good leader...

- “The key to developing people is to catch them doing something right”,
- “Don’t wait until people do things exactly right before you praise them”,
- “None of us is as smart as all of us”,
- “It’s surprising how much you can accomplish if you don’t care who gets the credit”

Ken Blanchard





	<h2>University of California San Diego</h2> <p> <b>United States</b>   La Jolla</p> <p> <b>#1 in Best Universities for Gastroenterology and Hepatology</b>  <b>#20 in Best Global Universities</b></p> <p>The University of California—San Diego is a public institution that was established in 1960. It is located in the La... <a href="#">Read More »</a></p>	<p>Subject Score <b>100.0</b></p> <p>Global Score <b>83.3</b></p> <p>Enrollment <b>N/A</b></p>
	<h2>Harvard University</h2> <p> <b>United States</b>   Cambridge (U.S.)</p> <p> <b>#2 in Best Universities for Gastroenterology and Hepatology</b>  <b>#1 in Best Global Universities</b></p> <p>Founded in 1636, Harvard University is the oldest higher education institution in the U.S. The bulk of Harvard's... <a href="#">Read More »</a></p>	<p>Subject Score <b>97.3</b></p> <p>Global Score <b>100.0</b></p> <p>Enrollment <b>21,887</b></p>
	<h2>Chinese University of Hong Kong</h2> <p> <b>Hong Kong</b>   Shatin</p> <p> <b>#3 in Best Universities for Gastroenterology and Hepatology</b>  <b>#53 in Best Global Universities</b></p> <p><a href="#">Read More »</a></p>	<p>Subject Score <b>92.7</b></p> <p>Global Score <b>74.7</b></p> <p>Enrollment <b>18,468</b></p>
<div> <h2>Best Global Universities for Gastroenterology and Hepatology</h2> <p>Gastroenterology and hepatology focuses on the anatomy, physiology, biochemistry and pathology of the digestive system. Students in this field study the prognosis and treatment of digestive diseases; stomach ulcers; metabolic, genetic, infectious and chemically induced diseases of the liver; colitis; diseases of the pancreas and diseases of the rectum. These are the world's top universities for gastroenterology and hepatology. <a href="#">Read the methodology »</a></p> <p>To unlock more data and access tools to help you get into your dream school, sign up for the <a href="#">U.S. News College Compass!</a></p> </div> <div>  <p>POWERED BY </p> </div>		

*Excellence is the result of caring more than others think is wise, risking more than others think is safe, dreaming more than others think is practical, and expecting more than others think is possible.*