

A Few Things I Wish I Knew



RAISE ECHO 10-20-21

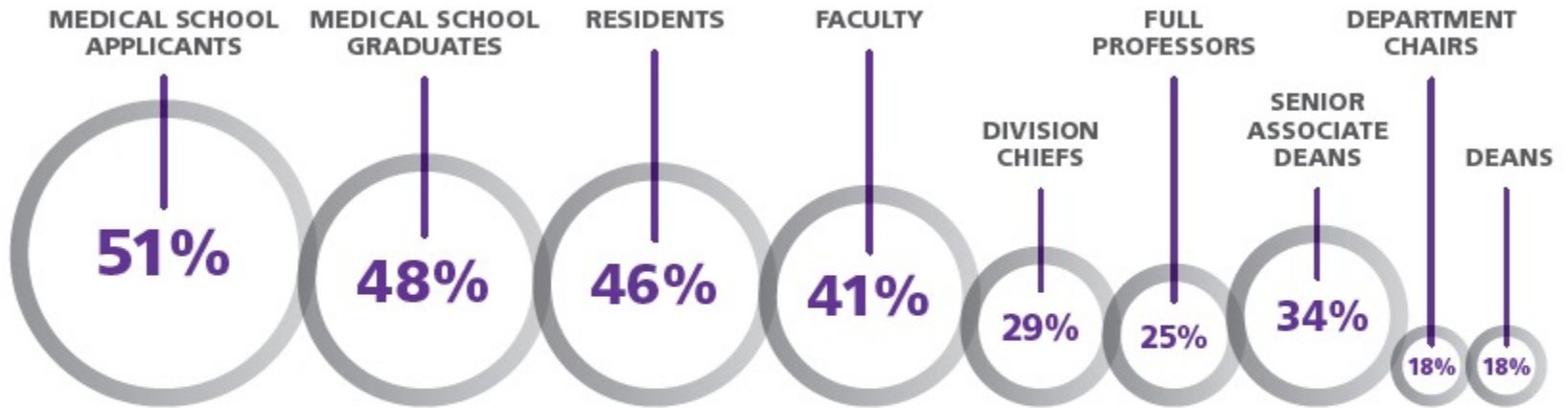
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The Pipeline

REPRESENTATION OF WOMEN IN ACADEMIC MEDICINE 2018-2019





Power in numbers & talent

Talent

“If you lose high performing women who make up half the new hires, you will have to go deeper down in the talent pool.”

--McCracken DM. Harvard Bus Rev. 2000; 78:6:159-167

**Smart
thing to
do**



Challenges remain

Stubborn challenges remain

- Leadership**
- Structural racism**
- IDE for all marginalized groups**
- Salary**
- Burnout**
 - » ? Sustainable careers**
 - » ? Moral injury**



A thousand pounds of feathers

- Unconscious bias
 - Devalues women
 - Devalues URiM groups
- Salary discrepancies
- Mentorship/Sponsorship
- Balancing work & life
- Culture





1. Clarify your vision for next 10 years

- Take the 4-way view
- What goals are most important to you in each domain?
- Look “back to your future”
- Put work goals in the context of your whole life
- Write a paragraph about your vision of your life



– Friedman S: Total Leadership; 2008



2. Ask for what you need

- **Don't wait in silence**
- **They can always say no**
 - **Discuss with trusted colleagues**
 - **Do your homework**
- **Asking is often an iterative process**





Embrace negotiation

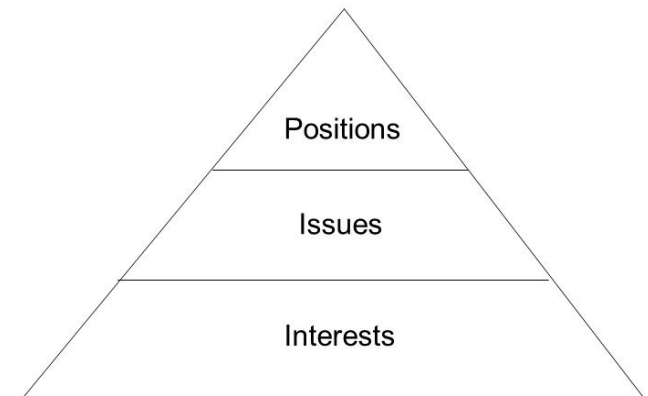




Negotiate: Salary, position, resources

1. Do your homework
 - AAMC, MGMA
 - Ask coworkers, alums, mentors
2. Role-play
3. Understand your value
4. **Understand the other's interests, and point of view – what lies below the “position”**

**LOOK
BENEATH
THE
SURFACE**





3. Manage up

- **Understand your boss and other mentors**
 - How do they like to communicate?
 - What are their highest priorities?
 - What are their pet peeves?
- **Keep her/him in the loop**
- **Bosses like to know what is going on**



“Work with the boss you have, not the boss you want”

- Managing up: how to move up, win at work and succeed with any type of boss
by M. Abbajay



4. Put yourself out there...but...

Not always easy



- Volunteer for talks/positions, ask for invitations through mentors, colleagues
 - **introverts** beware...balance public interactions with more solitude-driven activities
 - Quiet by Susan Cain
- Ask to be put up for an award or nominate yourself
 - **humble-types** beware...re-frame “self-promotion” to science-driven or team-driven
- Throw your hat in the ring for “reach” position



5. Utilize mentors and sponsors

Making the most of mentoring

■ Drive the bus

- schedule the meetings
- plan an agenda
- be prepared
- have multiple mentors
- respect, confidentiality, being prompt
- communicate what you need
- thank you



*A **mentor** is someone who has knowledge and will share it with you; a **sponsor** is someone who has power and will use it for you.*



Keep an eye out for potential sponsors

- Public support
- By a powerful, influential person
- For advancement of an individual with untapped or unappreciated leadership talent or potential



- sponsors do **not** appoint their protégés to positions
- they spotlight them; open doors

» Travis, Acad Med; 2013



6. Take advantage of leadership programs



**Early & Mid-Career Women
Faculty Leadership Development**



Specialty organizations

Ries A et al: Acad Med; 2012

Helitzer DL et al: Acad Med; 2014

■ Faculty Development & Leadership Training

Single sessions:

- Negotiation
- Creating your elevator pitch
- Proactive career mapping
- Balancing personal priorities and career
- Managing up
- Time management
- Delegation
- Addressing confidence: taming the imposter complex
- Leading teams
- Women and money

Cohort programs:

- FOCUS Envisioning the Later Stage of Career (4 sessions)
- FOCUS Envisioning Mid-Career (4 sessions)
- Time Management (2 sessions)
- Manuscript Writing Group (14 sessions)



7. Bias against assertiveness in women

- **The qualities required of leaders and those required of femininity are at odds**
- **Women are penalized for adopting a highly assertive style – incongruent with societal norms**
- **Narrow band of behavior is acceptable**
 - Butler & Geis (1990) *J Person & Social Psychol*
 - Carli, LaFleur & Loeber (1995) *J Person & Social Psychol*
 - Heilman et al (2004) *J Applied Psychol*
 - Phelan et al (2008) *Psych Women Quart*

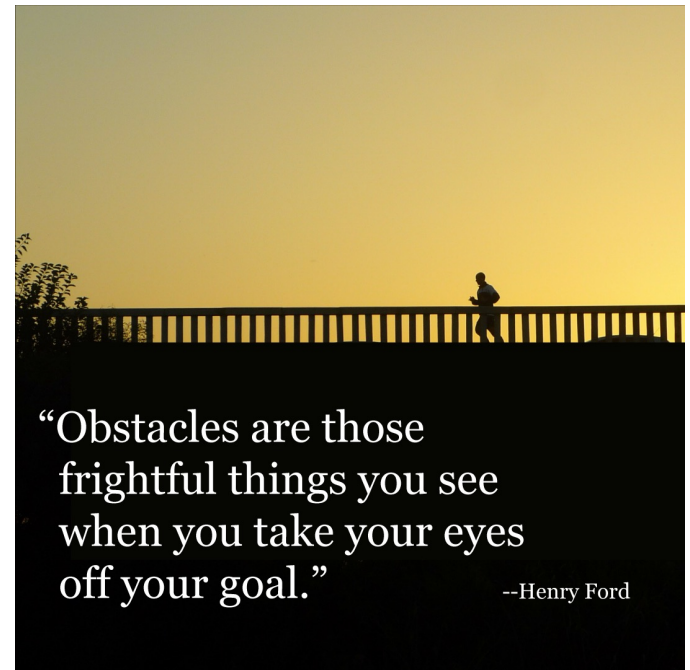




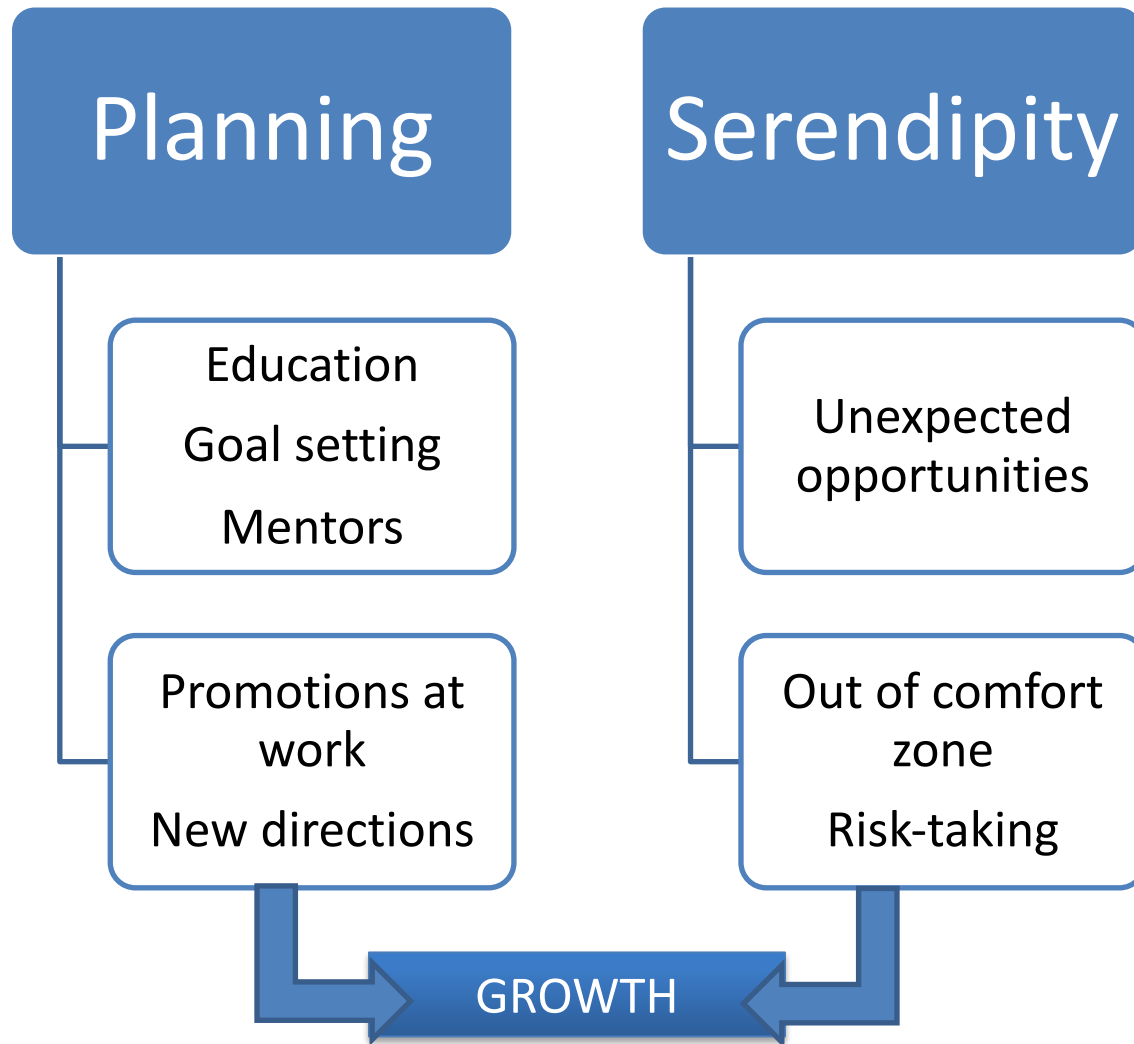
9. Be grounded in your larger purpose

- Managing the likability-competence trade-off can be exhausting and self-defeating
- Overinvestment in one's image can be depleting
- **Anchor in purpose**
 - Keep eyes on shared goal
 - Networking as a means to a larger purpose

– Ibarra, Ely, Kolb; HBR; 2013



9. It's not all goals and planning!





Thank you

www.focusprogram.org

Twitter @FOCUS_UPenn





Gender differences in salary

Jena AB et al; JAMA Internal Medicine: 2016

Original Investigation

Sex Differences in Physician Salary in US Public Medical Schools

Anupam B. Jena, MD, PhD; Andrew R. Olenski, BS; Daniel M. Blumenthal, MD, MBA



After adjusting for variables:

\$227K vs \$247K

8% or \$20K

Adjusted for:

- age
- years of experience
- specialty
- rank
- measures of research productivity
- payments by medicare





Mitigating unconscious bias

Harvard
Business
Review

GENDER

Training Programs and Reporting Systems Won't End Sexual Harassment. Promoting More Women Will

by Frank Dobbin and Alexandra Kalev

NOVEMBER 15, 2017

- short term educational interventions don't change people
- training can reinforce stereotypes
- training can make employees and managers complacent
- people react negatively to efforts to control them (mandatory participation!)



ENGAGE the decision makers in solving the problems themselves

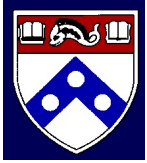


Mitigating unconscious bias

Empower the bystander

- Equip everyone with tools to stop harassment
 - Disrupt the situation
 - Ask questions, avoid accusations
 - Talk to targets of harassment
- Encourage civility
 - Praising work, refraining from interrupting; avoiding multi-tasking during conversations
- **Promote more women**
 - More women in management = less harassment

The logo for 'BYSTANDER REVOLUTION' is displayed on a black rectangular background. The word 'BYSTANDER' is written in a bold, white, sans-serif font, with the letter 'S' in red. Below it, the word 'REVOLUTION' is written in a similar bold, white, sans-serif font.



Mitigating unconscious bias

- Raise awareness with data
- Diversity on committees
- Diversity in the pool of applicants
 - when less than 1/4 of applicant pool, women judged less qualified

Heilman ME; Organ Behav & Human Perf; 1980

- Structured, objective interview process
- Assure ample time for interviews
- Remove certain language

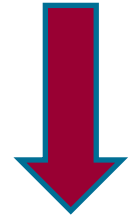




A dual approach

■ Top down: Leadership driven

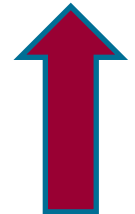
- A clear commitment and message
- Policies, procedures → FLEXIBILITY
 - Promotion & tenure, family friendly policies, term limits
- Search committees
- Salary equity
- Mentoring
- Administrative support
- Daycare
- Hold department chairs/division chiefs accountable



culture

■ Bottom up: Women attendings/trainees

- Career development: skill building, leadership programs
- Senior, peer and group mentoring
- Networking and COMMUNITY
- Foster change, suggest solutions, have a VOICE





Unconscious bias



■ Gender Schemas

- Deeply embedded generalizations
- Most people believe they are objective

■ ***Both men and women give lower ratings when work is thought to be a woman's***

- grant proposals, CVs, works of art

-- *Valian V. Why so slow: The advancement of women.*
Cambridge, MA:MIT Press, 1998

-- *Moss-Racusin, PNAS, 2012*



There is power in numbers

Women are changing medicine

Care by female physicians associated with:

- **lower readmission and mortality rates after hospital stays**
 - » Tsugawa et al: JAMA Int Med; 2017
 - **lower post-surgery mortality rates**
 - » Wallis CJD et al: Comparison of postoperative outcomes among patients treated by male and female surgeons; BMJ 2017
 - **more patient-centered communication**
 - » Roter DL et al: Physician gender effects in medical communication; JAMA 2002
 - **mixed gender composition changes interactions in the OR**
 - » Jones LK et al: Ethological observations of social behavior in the operating room; PNAS 2018
- **But...longer visits, less publications, increase rate of scaling back/part time**



Outline of talk

Data; glass half full (power in numbers, achievements); but challenges exist, advancing slowly, a problem of many causal factors that have been studied extensively; enjoy the confidence that comes with “power in numbers” and success in many areas, more women leaders than ever before. I will focus here “bottom up” stuff and not “top-down” which is a whole other set of initiatives (that are important AND Leadership driven).

- 10 thoughts on thriving and advancing:

- 1. Clarify your vision of your life and work**
- 2. Ask for what you need and/or deserve – embrace negotiation**
- 3. Manage up**
- 4. Put yourself out there**
- 5. Mentoring and sponsorship**
- 6. Take a new view on failure**
- 7. Manage the work-life challenge**
- 8. Consider leadership courses, AAMC, ELAM, specialty societies, FOCUS, Pathways, etc. (more for networking and sharing, than skills)**
- 9. Be grounded in your larger purpose**
- 10. Be open to serendipity**



Look beneath the surface

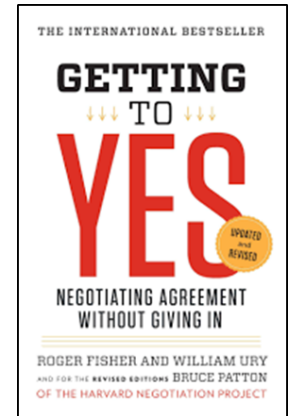
Can you help me understand WHY?

3 Principles:

1. Try on their point of view
2. Create options, invent win-win agreements
3. Insist on using objective criteria

About relationships!

Not necessarily a battle





5. Take a new view of “failure”

- **Missing truths on our CVs**
- **Risk averse approach leads to stagnation**
- **Perfectionism**
- **Failing and recovering may be the key to confidence**



A Career Leadership Program for STEM Assistant Professors

Curriculum

Year 1: 8 sessions

1. Inside Leadership
2. Total Leadership Part I
3. Total Leadership Part 2
4. Total Leadership Part 3
5. Promotion Strategies
6. Time Management
7. Effective Communication
8. Career Mapping



Year 2: 4 sessions

1. Team Management
2. Leadership Styles
3. Negotiation Strategies
4. Refreshing Career Map

GOALS

Leadership Skills: Personal/Professional
Build Cohort Community

Demographics

- 6 Schools
- Each cohort 18 faculty
- 9 years - 160 faculty total

