

Pearls from the AAMC Mid-Career Women Faculty Leadership Development Seminar



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Mid-Career Women Faculty Leadership Development Seminar

- ▶ 4-day seminar with multiple talks and workshops
 - ▶ Held annually at the Ritz-Carlton in New Orleans
 - ▶ Focus on women physicians and scientists at the Associate Professor level holding leadership roles in academic medicine
 - ▶ Intensive, very interactive
 - ▶ Great opportunity to get training in this area
- 



Seminar Objectives



1. Visualize potential paths to leadership and develop career plans to advance towards that vision.
2. Identify networks of mentors and colleagues in academic medicine.
3. Acquire tools and skills necessary for leading team towards improved organizational and individual performance.



Meet your colleagues!

Total number of attendees: 156

States: 34

Specialties: 37

Primary Focus: Research, Clinical, Administration, Medical Education/ curriculum and faculty development, Quality Improvement

Tenure in Academic Medicine/ Science:

- 5-9 years: 30
- 10-14 years: 98
- 15-19 years: 23
- More than 20 years: 5



Persuasive Communication

Key take-home messages from Yolanda Wimberly, Senior Associate
Dean of GME and Clinical Affairs, Morehouse School of Medicine

Learning Goals and Objectives

"Get Caught Trying" ~Hillary Rodham Clinton

#1

Understand how communication can affect collaboration, team spirit, and productivity

#2

Recognize and appreciate when others approach things differently

#3

Identify recurring patterns in behaviors which assist us in communicating with others

#4

Gain insight to get the best out of people and situations

THE PACE PALETTE® COLOR EXERCISE

WHAT IS YOUR COLOR?



Yellow



Red



Blue



Green

HAVE YOU EVER NOTICED THESE ASPECTS OF PEOPLES' COMMUNICATION?



Value Hierarchy & Tradition



Excitement that Permeates the Team



Friendly & Good Conversationalist



Logical & Loves to Solve Puzzles

Communication Styles

— ONE STYLE IS NOT BETTER THAN ANOTHER —

Identifying different style preferences:

- Helps us understand each other more clearly and interact with each other better
- Helps us determine which style is better suited for particular situations to achieve maximum effectiveness
- Allows us to use the most optimally appropriate style for each situation

What the Tool Does

1

Opens new channels of communication

2

Builds a higher level of collaboration and team spirit

3

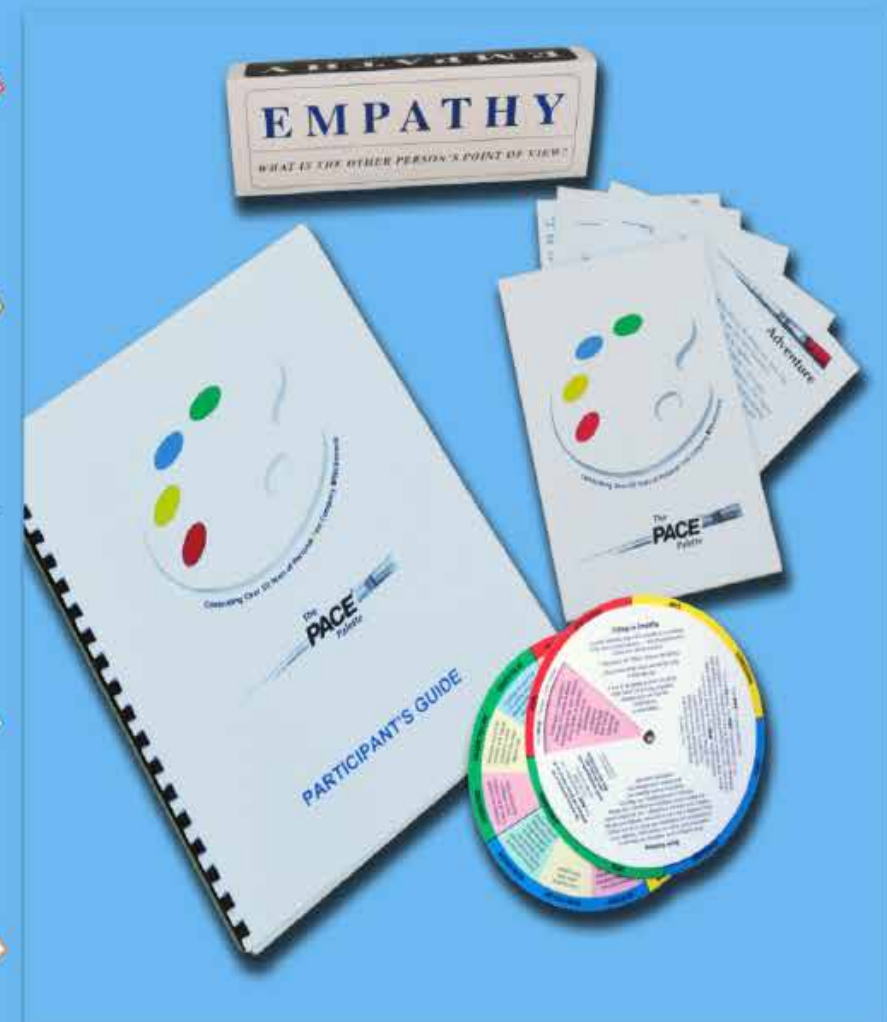
Helps identify recurring patterns in behaviors which increases effective communication

4

Increases clear communication with bosses, colleagues, families, and friends

5

Provides insight to get the best out of people and situations





Leadership Pearls of Wisdom

Key take-home messages from Lilly Marks, Vice President for Health Affairs, University of Colorado



Leadership



- Understanding and successfully navigating the organizational, cultural, political, and financial dynamics within your institution is fundamental to success.
- Be an institutional citizen not just a departmental soldier.
- Bring the same intellectual rigor to your management and financial decisions as to your academic pursuits.



Sphere of gravity

Sphere of influence

Sphere
of
Control



Resiliency and survival

❑ Stockdale Paradox

- ❑ "You must never confuse faith that you will prevail in the end — which you can never afford to lose — with the discipline to confront the most brutal facts of your current reality, whatever they might be." — James Stockdale
- ❑ Non-survivors were optimists but not realists and were relatively passive as they waited for salvation
- ❑ Survivors were realists who had faith they would get through but were also realistic and actively tried to manage threats

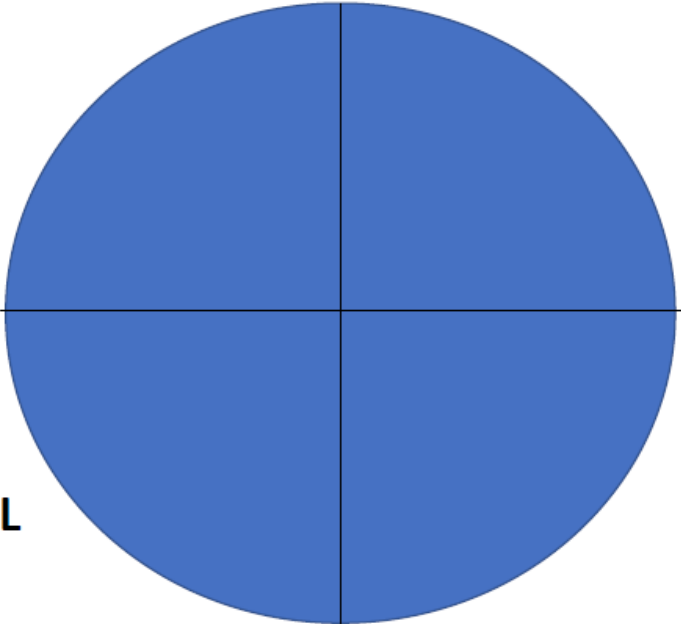
- "Between stimulus and response there is space. In that space is our power to choose our response. In our response lies our growth and our freedom."

— Victor Frankl, *Man's Search for Meaning*



Personal Energy Management: Establishing Habits That Strengthen Leadership

Key take-home messages from Jolene Bodily, Coordinator, Health Risk Reduction Services, University of Virginia

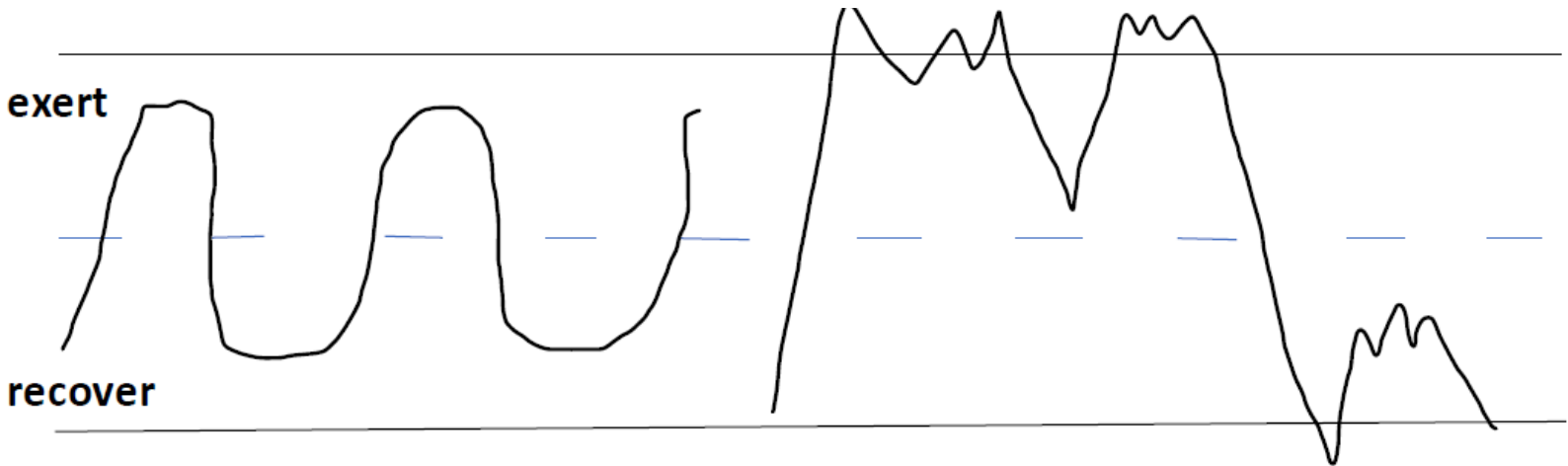


PHYSICAL

MENTAL

EMOTIONAL

SPIRITUAL



exert

recover

Energy Foundation: How Stable?



Physical

- I sleep 7-8 hours every night and wake up refreshed.
- I eat at least seven servings of fruits and vegetables daily.
- I exercise consistently (aerobic training at least three times per week and strength training at least once per week).
- I rejuvenate myself at work with multiple short breaks and lunch away from my desk.



Emotional

- I express appreciation to others, count my blessings, and celebrate accomplishments.
- I make time for the activities that bring me joy.
- I reserve regular time for my loved ones and am fully present when I'm with them.
- I am patient and even-keeled on the job, particularly when work is demanding.



Energy Foundation: How Stable?



Mental

- I end my workday at a reasonable hour and take work-free vacations.
- I focus on one thing at a time and actively manage distractions (such as email, etc.) at work.
- I take time for reflection, creative thinking, and strategic endeavors.
- I focus on activities with long-term value and higher leverage, rather than just reacting to immediate crises.



Spiritual

- I invest time and energy in making a positive difference to others.
- I allocate my time and energy in a way that is consistent with what is most important to me.
- I spend time doing what I do best at work.
- I have a clear sense of purpose which guides my decisions in work and life.





How Mindset Matters to Stress

Stress

- Against your will
- Out of your control
- Utterly devoid of meaning

Teams can fight burnout together!

Dis-abling response

- Avoid
- Procrastinate
- Imagine worst case scenarios

En-abling response

- Tackle the source
- Seek support
- Find meaning

Find a partner to help reinforce your goals!

Alia Crum, Stanford University



I Don't Do Politics and Other Career Killers

Key take-home messages from Allison Vaillancourt, Vice President of Business Affairs and Human Resources, University of Arizona

4 UNIVERSAL LAWS OF ORGANIZATIONAL POLITICS

You **IGNORE** the politics of your organization at your own peril

You **ENGAGE** in the politics of your organization at your own peril

ALL organizations are political

You need to **GET OVER #3**

Source: artpetty.com/2011/06/20/leadership-caffeine-4-ideas-for-navigating-organizational-politics



PERCEPTIONS OF ORGANIZATIONAL POLITICS



REACTIVE: destructive and manipulative



RELUCTANT: a necessary evil



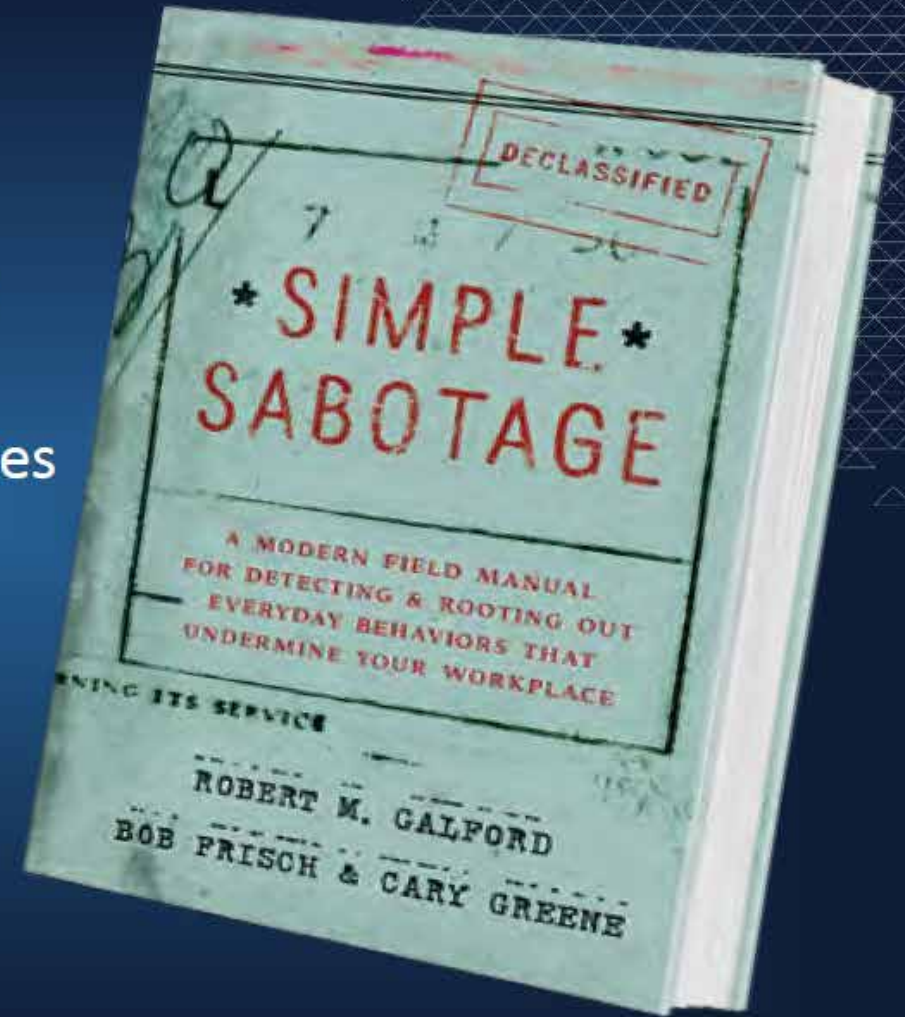
STRATEGIC: a way to get things done



INTEGRATED: central to organizational effectiveness

Landells, E. Albrecht, S. (2017). The positives and negatives of organizational politics. *Journal of Business Psychology*, 32:41-58.

1. Never permit short-cuts
2. Talk as frequently as possible and at great length
3. Refer all matters to committees
4. Bring up irrelevant issues
5. Haggle over wording
6. Re-open decisions



Political Strategy:

Encourage reciprocity

Make an introduction.

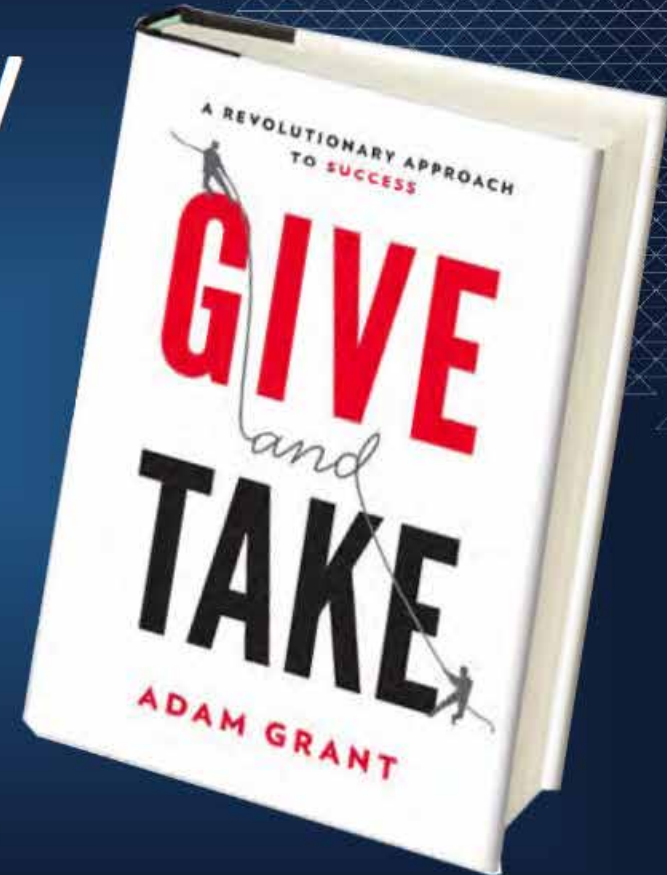
Offer a warning.

Provide feedback on a proposal.

Boast about a colleague in front of a powerful person.

Nominate a colleague for a job or award.

Say, "I like how you've built on Isabel's idea."





Let's Review:

- Don't be fooled by the org chart
- Ask for advice to build support
- Own the language
- Use inquiry over advocacy (at least at first)
- Use the language of people in power
- Invest to encourage reciprocity
- Seek to understand the motivations of others



Negotiation 101: How to Grow the Pie and Get Your Fair Share

Key take-home messages from Anees Chagpar, Professor of Surgery,
Yale University



Why don't we like to negotiate?

Takes time

Discomfort – feels adversarial; relationships

Not sure what to ask for/what's reasonable

Others?

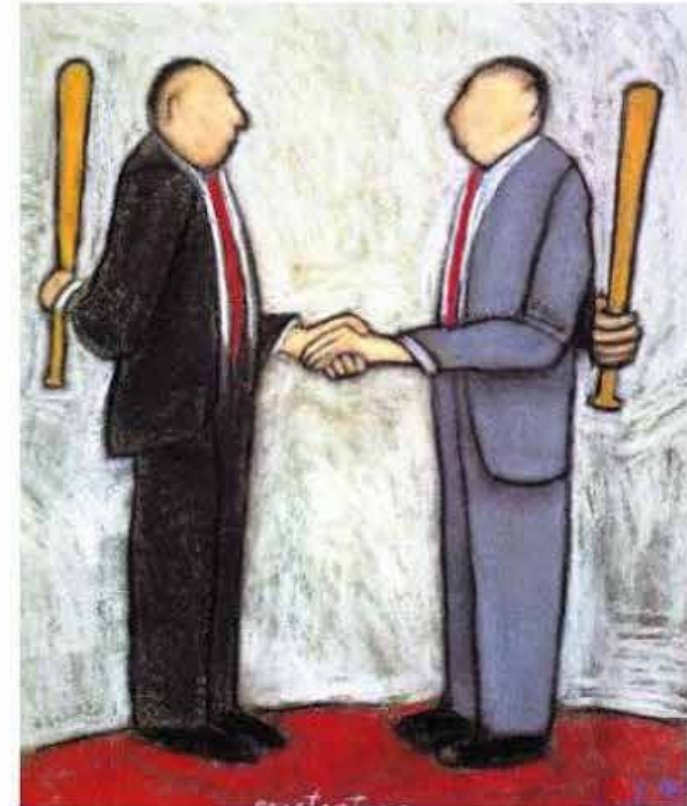


But is it different in academic medicine?

- Relationships....
 - If I ask my Chair/CEO for something, and they say no, how would this affect their view of me?
 - If I get something because I asked, but others don't have the same, what would my colleagues think?
- How (exactly) do I ask???

Stressful Situations

- The cause?
 - Don't know what you're getting into
 - Don't trust your counterpart
 - Feelings of insecurity
- The solution?
 - Preparation, preparation, preparation
 - Self actualization



Anchoring

JOURNAL OF APPLIED SOCIAL PSYCHOLOGY

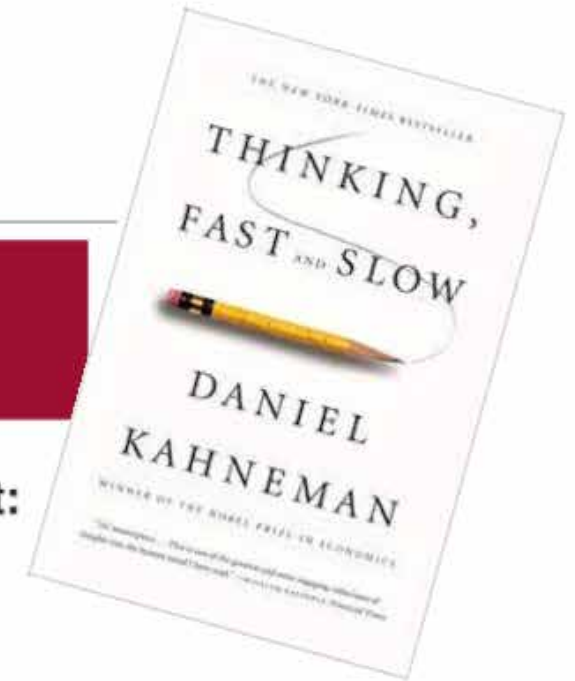
Initiating Salary Discussions With an Extreme Request: Anchoring Effects on Initial Salary Offers¹

TODD J. THORSTEINSON²

*Department of Psychology and Communication Studies
University of Idaho*

Two studies were conducted to examine the effects of implausible anchors on initial salary offers. Participants provided a salary offer to a candidate after receiving a relevant anchor and an implausible anchor. The results of Study 1 indicated that a high implausible anchor influenced salary offers, even in the presence of the relevant anchor. Study 2 examined whether a more extreme implausible anchor would also affect salary offers. The results indicated that both the high anchor and the extremely high anchor led to higher salary offers than did the control condition.

Thorsteinson, J Appl Soc Psychol 2011



Summary

Negotiate!

Why women don't negotiate:

- Takes time → it's worth it
- Discomfort – feels adversarial; relationships
 - Rejection therapy; why are you worth it
 - Problem-solving approach
 - Grow the pie
- Not sure what to ask for/what's reasonable
 - Preparation, preparation, preparation!



AAMC Leadership Development Opportunities

- Early Career Women Faculty
 - Mid-Career Women Faculty
 - Minority Faculty
 - Mid-Career Minority Faculty
 - Leadership and Management Foundations for Academic Medicine and Science
 - Organizational Leadership in Academic Medicine for New Associate Deans and Department Chairs
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