

3

00:00:02.750 --> 00:00:07.330

Nisha Bansal: The topic that we're discussing today is how to build and lead diverse teams.

4

00:00:07.350 --> 00:00:20.290

Nisha Bansal: My name is Nisha Bansal. I'm a professor in the division of nephrology in the Department of Medicine here at the University of Washington, and it's my real distinct honor and privilege to introduce Earth Speaker today.

5

00:00:20.360 --> 00:00:39.219

Nisha Bansal: Our speaker today is Dr. Benjamin Humphreys, who is currently the chief of the division of Anthropology and the Joseph Friedman, professor at Washington University in St. Louis. He's also the President-elect for the American Society of Clinical Investigation, which is a preeminent organization of physician scientists in the United States.

6

00:00:39.340 --> 00:00:48.029

Nisha Bansal: Dr. Humphreys started his career as a college student at Harvard, followed by an MD., Ph.D. at Case Western.

7

00:00:48.160 --> 00:01:01.139

Nisha Bansal: He then returned to Boston, where he was an intern resident and fellow at Mass General: a research fellow, and then on faculty before he was recruited to Wash U in St. Louis as their division chief.

8

00:01:01.390 --> 00:01:03.590

Nisha Bansal: Dr. Humphreys holds

9

00:01:03.710 --> 00:01:20.000

Nisha Bansal: numerous leadership positions, and is well versed to lead this discussion today. In addition to being the president-elect for the American Society of Clinical Investigation, he also is part of the Board of Scientific Counselors for the N. Idk. Which is part of the and Nih.

10

00:01:20.010 --> 00:01:39.549

Nisha Bansal: He's an internationally recognized investigator in kidney fibrosis organoids and regenerative medicine and a translational scientist, and on a personal note I would say that he has a reputation of being one of the most inclusive leaders in academic medicine. So it's a real privilege and honored. I welcome here today. Thank you, Ben.

11

00:01:39.960 --> 00:01:45.220

Ben Humphreys: Thank you so much, Dr. Buns all. It's a pleasure to be with you all, and

12

00:01:45.350 --> 00:01:51.970

Ben Humphreys: before I begin, please feel free to either interrupt or put your questions in the in the chat. If anything comes up.

13

00:01:56.720 --> 00:01:57.979

Ben Humphreys: picture this.

14

00:01:58.260 --> 00:02:02.720

Ben Humphreys: You've just moved halfway across the country for your new leadership

15

00:02:02.860 --> 00:02:03.789

Ben Humphreys: job.

16

00:02:04.350 --> 00:02:05.429

Ben Humphreys: and

17

00:02:05.450 --> 00:02:12.129

Ben Humphreys: as a first step to get to know your new faculty, you set up one on one faculty meetings.

18

00:02:12.220 --> 00:02:15.980

Ben Humphreys: really to get a sense of each individual's

19

00:02:16.150 --> 00:02:22.070

Ben Humphreys: idea of the strengths of the division and the opportunities for the future.

20

00:02:22.820 --> 00:02:25.200

Ben Humphreys: These meetings are generally

21

00:02:25.220 --> 00:02:28.040

Ben Humphreys: collegial and convivial, and even

22

00:02:28.270 --> 00:02:30.150

Ben Humphreys: mostly just social.

23

00:02:31.410 --> 00:02:36.940

Ben Humphreys: until you meet with 1 one junior faculty member.

24

00:02:37.810 --> 00:02:38.790

Ben Humphreys: and

25

00:02:39.790 --> 00:02:47.130

Ben Humphreys: she, you quickly perceive that she is unhappy and upset at the way that she's been treated

26

00:02:47.430 --> 00:02:48.760

Ben Humphreys: in the past.

27

00:02:49.240 --> 00:02:50.740

Ben Humphreys: She

28

00:02:51.080 --> 00:02:57.569

Ben Humphreys: makes accusations which you interpret sort of personally, and in a sense they are because you represent the division

29

00:02:58.720 --> 00:03:01.820

Ben Humphreys: that resources had not been

30

00:03:01.850 --> 00:03:03.180

Ben Humphreys: equitably

31

00:03:03.340 --> 00:03:06.490

Ben Humphreys: assigned to her compared to her male

32

00:03:06.710 --> 00:03:17.080

Ben Humphreys: peer faculty members. Now, the details of these resources are are not important. But think of all of the kinds of things that institutions can

33

00:03:17.320 --> 00:03:29.219

Ben Humphreys: give to faculty, whether it's access to clinical trials, administrative support, space access to fellows research funding, etc.

34

00:03:30.970 --> 00:03:39.120

Ben Humphreys: How how would you react in that moment as a new leader, with an unhappy faculty member essentially accusing

35

00:03:39.160 --> 00:03:45.420

Ben Humphreys: you and the division you represent of of unfair treatment, and take a moment if you would, and think

36

00:03:45.450 --> 00:03:47.559

Ben Humphreys: to yourself, or put it in the chat.

37

00:03:47.820 --> 00:03:49.660

Ben Humphreys: What what is your reaction

38

00:03:52.190 --> 00:03:53.839

Ben Humphreys: I'll share with you mine.

39

00:03:54.340 --> 00:03:55.360

Ben Humphreys: And

40

00:03:55.520 --> 00:03:57.230

Ben Humphreys: it was defensiveness.

41

00:03:57.750 --> 00:04:03.199

Ben Humphreys: And these are the kinds of thoughts that that went through my mind in in that instance.

42

00:04:04.020 --> 00:04:05.090

Ben Humphreys: How

43

00:04:05.140 --> 00:04:07.959

Ben Humphreys: How is this my fault?

44

00:04:08.180 --> 00:04:10.769

Ben Humphreys: You know this was the previous administration.

45

00:04:12.430 --> 00:04:21.699

Ben Humphreys: I came here, and I'm. I need to recruit, you know, new people and and not spend my time on on problems that pre-exist

46

00:04:21.750 --> 00:04:22.930

Ben Humphreys: pre-existed me.

47

00:04:23.700 --> 00:04:27.179

Ben Humphreys: Now this was over 7 years ago, and I I don't think that I

48

00:04:28.750 --> 00:04:45.369

Ben Humphreys: really knew the definition of gas lighting back then. But I mean those are the kinds of fuss that we're going through my head. I'm i'm sorry to admit it. I didn't say them, though, and and I pledged to investigate. I had no idea

49

00:04:45.380 --> 00:04:52.580

Ben Humphreys: what resources had been given to anybody in this faculty. There was it to kind of secret ledger anywhere that was handed over to me.

50

00:04:53.460 --> 00:04:54.700

Ben Humphreys: And so.

51

00:04:54.790 --> 00:04:56.810

Ben Humphreys: when I did investigate.

52

00:04:56.840 --> 00:05:05.730

Ben Humphreys: you know, many of you probably will not be surprised to hear that, in fact, everything that she said was was true.

53

00:05:05.750 --> 00:05:15.900

Ben Humphreys: and that she had not been fairly treated with respect to resources in comparison to male colleagues.

54

00:05:16.980 --> 00:05:21.600

Ben Humphreys: Now I I was able to rectify this situation.

55

00:05:22.950 --> 00:05:23.980

Ben Humphreys: and

56

00:05:24.770 --> 00:05:30.269

Ben Humphreys: the the her response was was of gratitude.

57

00:05:30.300 --> 00:05:32.239

Ben Humphreys: But I think, more importantly.

58

00:05:32.380 --> 00:05:39.640

Ben Humphreys: she subsequently has absolutely flourished as a faculty member, and

59

00:05:40.440 --> 00:05:41.630

Ben Humphreys: imagine

60

00:05:41.730 --> 00:05:48.520

Ben Humphreys: if I had responded differently, You know what if I had verbalized some of those things I mean I was her boss.

61

00:05:48.690 --> 00:05:51.850

Ben Humphreys: She was essentially taking a big risk

62

00:05:52.080 --> 00:05:54.460

Ben Humphreys: in self-advocacy.

63

00:05:54.730 --> 00:05:57.550

Ben Humphreys: and and I could have shut her down

64

00:05:57.710 --> 00:05:58.770

Ben Humphreys: and

65

00:05:58.820 --> 00:06:05.379

Ben Humphreys: said some of those thoughts that went through my mind like you should have negotiated with your

66

00:06:06.600 --> 00:06:08.990

Ben Humphreys: I think that would have done permanent harm

67

00:06:09.320 --> 00:06:13.369

Ben Humphreys: instead. Not only did she feel

68

00:06:14.460 --> 00:06:18.429

Ben Humphreys: grateful, but she was completely engaged in the division.

69

00:06:18.610 --> 00:06:23.929

Ben Humphreys: and there was another side benefit which I didn't appreciate until later.

70

00:06:24.630 --> 00:06:30.729

Ben Humphreys: But it turned out that the other male faculty were aware of this inequitable treatment.

71

00:06:30.930 --> 00:06:41.300

Ben Humphreys: and when they found out how it had been rectified, they actually felt more proud to be part of a division that treated everybody fairly. And so it actually

72

00:06:41.330 --> 00:06:45.169

Ben Humphreys: improved the morale and culture in our division.

73

00:06:45.770 --> 00:06:50.999

Ben Humphreys: And so I think I draw 2 lessons from this experience. The first is.

74

00:06:52.010 --> 00:06:58.740

Ben Humphreys: you will get the most from your team if they feel that they have been treated fairly, and and the converse, of course, is true.

75

00:07:00.020 --> 00:07:07.890

Ben Humphreys: But, more broadly speaking, one of the most important things that male leaders, and particularly white male leaders like me

76

00:07:07.980 --> 00:07:09.760

Ben Humphreys: can do is listen.

77

00:07:10.400 --> 00:07:16.510

Ben Humphreys: And that's because we have no lived experience of sexism or racism. It's as simple as that.

78

00:07:18.790 --> 00:07:35.750

Ben Humphreys: Now I am speaking to you from the perspective that I think we all kind of already agree that diverse teams do better, and are more productive, and come to better decisions. And so i'm really not going to spend a whole lot of time reviewing that evidence.

79

00:07:35.760 --> 00:07:41.990

Ben Humphreys: But this paper did come out quite recently, and I think it it does illustrate that point quite nicely.

80

00:07:42.460 --> 00:07:46.219

Ben Humphreys: This group analyzed 6.6 million articles

81

00:07:46.490 --> 00:07:48.829

Ben Humphreys: in 15,000 journals.

82

00:07:48.900 --> 00:08:02.850

Ben Humphreys: They used a machine learning approach that has been validated to infer the gender of authors, and to also count the number of authors

83

00:08:02.860 --> 00:08:08.999

Ben Humphreys: on the papers, and then used several again validated methods to assess the impact

84

00:08:09.060 --> 00:08:11.009

Ben Humphreys: of those papers.

85

00:08:11.400 --> 00:08:12.210

Ben Humphreys: and

86

00:08:12.410 --> 00:08:21.389

Ben Humphreys: on the left hand side you can see 2 trends in science. The first is that the percentage of female signed scientists

87

00:08:21.410 --> 00:08:26.669

Ben Humphreys: has risen, you know, quite substantially over the last 20 years, and, in fact.

88

00:08:26.690 --> 00:08:44.760

Ben Humphreys: women now exceed men in graduate and post doctoral research. The second is illustrated in Panel B, where Red represents teams a team size number of authors greater than 6, and these other colors are smaller teams.

89

00:08:44.770 --> 00:08:59.149



Ben Humphreys: and this is again something that probably won't surprise anybody but team science is growing, and in the face of really all the amazing techniques, the complicated techniques that we have at our disposal.

90

00:08:59.710 --> 00:09:03.570

Ben Humphreys: The take home message of this paper is really right there in the title.

91

00:09:04.050 --> 00:09:06.859

Ben Humphreys: and the data is shown down here below.

92

00:09:07.130 --> 00:09:13.959

Ben Humphreys: where they show that larger team size that we're of mixed gender

93

00:09:14.150 --> 00:09:16.099

Ben Humphreys: published higher impact

94

00:09:16.200 --> 00:09:17.100

Ben Humphreys: work.

95

00:09:17.440 --> 00:09:31.959

Ben Humphreys: and and that's shown here on on the left hand side, whether it's measured as a probability of a novel paper or an upper tail paper. This is again, I don't need to go into the details, but 2 different ways to assess the impact of of science.

96

00:09:32.700 --> 00:09:35.429

Ben Humphreys: And and despite that, down here in F,

97

00:09:35.500 --> 00:09:37.350

the

98

00:09:37.530 --> 00:09:48.459

Ben Humphreys: percentage of gender diversity on these teams is still less than than what it essentially should be given. The diversity of scientists writ large.

99

00:09:51.100 --> 00:09:52.090

Ben Humphreys: And so

100

00:09:52.130 --> 00:09:53.300

Ben Humphreys: you know, what

101

00:09:53.580 --> 00:10:08.670

Ben Humphreys: What do I mean by diversity? I. I really mean all kinds of diversity, of course, sex, gender, race, ethnicity, sexual orientation, religion, geographic or origin, socioeconomic status, etc.

102

00:10:08.750 --> 00:10:20.890

Ben Humphreys: And and I think we can all agree that in an increasingly diverse society we need diversity among clinicians and researchers in order to achieve the best research outcomes, and also to generate the most

103

00:10:20.990 --> 00:10:23.340

Ben Humphreys: relevant and impactful science.

104

00:10:23.850 --> 00:10:33.609

Ben Humphreys: And so, again, coming from this perspective that diverse teams are more innovative. I want to give just 3 very brief

105

00:10:35.050 --> 00:10:39.380

Ben Humphreys: anecdotes or experiences from my own professional life.

106

00:10:39.510 --> 00:10:44.289

Ben Humphreys: of how to, in a sense operationalize this or attempt to.

107

00:10:45.320 --> 00:10:53.620

Ben Humphreys: and the first is as as Nisha mentioned at the top. I am a President elect for this Honor Society, the American Society of Clinical Investigation.

108

00:10:53.640 --> 00:11:11.549

Ben Humphreys: and it's my 6 year on the Council, and and it's really been a privilege to serve on the Society. I'm. I'm. Happy to say it's been a majority female counsel for all the years that I've been on the council and and diversity of of all kinds, and including scientific background.

109

00:11:11.560 --> 00:11:19.920

Ben Humphreys: has been a constant topic of conversation and focus of ours on the Council for all the years that I've been I've been been participating

110

00:11:20.640 --> 00:11:26.970

Ben Humphreys: and given that you'd think we would actually know the diversity or demographics of our membership.

111

00:11:26.980 --> 00:11:47.710

Ben Humphreys: You're typically admitted in in your mid career, and then you're a member. You go to Emeritus later on. But you're a member the rest of your life. You've got 3,000 numbers total, and and in fact, we had never tracked anything. And so we we had did set up to rectify that, and and we have sent out surveys, and we now have

112

00:11:47.720 --> 00:11:51.329

Ben Humphreys: information, and we all kind of suspected that it was not good.

113

00:11:51.350 --> 00:12:03.589

Ben Humphreys: and but the degree to which it was bad was, was a little bit horrifying, and it was. It was definitely not good with respect to female

114

00:12:03.990 --> 00:12:11.309

Ben Humphreys: members, and it was. It was just absolutely horrible with respect to underrepresented in medicine and science. And so

115

00:12:11.410 --> 00:12:13.110

Ben Humphreys: and so

116

00:12:13.360 --> 00:12:29.670

Ben Humphreys: we all agreed that we needed to do better, and one of the ways that we've tried to operationalize. That is, through our a member selection process, and we we admit a 100 members per year. We get about 300 applications. It's really extremely competitive

117

00:12:29.680 --> 00:12:47.649

Ben Humphreys: the first, maybe 35, or or maybe 40 members that they they're They're judged by 2 different council members. And then you don't see anybody score it's very much like a a study section. And you we write down comments, and then we we discuss them during a a a retreat that takes all day.

118

00:12:48.060 --> 00:13:06.120

Ben Humphreys: and there's really a lot of thought that goes into it. The first 40 as long as there. Aren't disparities in the score generally are are kind of admitted without discussion. And then we don't just like, just in in in the study section we go one by one and and one change that we've instituted is that when we

reach

119

00:13:06.130 --> 00:13:16.090

Ben Humphreys: a certain point, maybe when we really feel like it's getting harder to distinguish between 2 candidates maybe around 65 or so.

120

00:13:16.410 --> 00:13:21.609

Ben Humphreys: we we pause. And and really based on the notion

121

00:13:21.690 --> 00:13:37.299

Ben Humphreys: that you know the seventieth ranked member is really not that so different than the 100 and fiftieth ranked member. They're very small gradations, and they're quite subjective, and we've only got 2 people that are really reading the packet. We then go down through the rest of the list, and we look at

122

00:13:37.310 --> 00:13:50.220

Ben Humphreys: women under representative medicine and science, and then also people who do science that is not typically represented on on in our membership. So actually, all of our Council is still traditional wet lab scientists.

123

00:13:50.230 --> 00:14:02.429

Ben Humphreys: very few clinical trialists, few epidemiologists. You know, a few radiation on colleges, a few surgeons, that sort of across the whole spectrum of diversity in academic medical centers.

124

00:14:02.450 --> 00:14:22.119

Ben Humphreys: And and in this way we kind of while we're still fresh. We talk about folks that didn't make you know that that cut off and they get a more of a share. And and over the last 2 years it really has helped to move the dial in terms of the diversity of our membership, which is much, much better than than it has been in the past.

125

00:14:23.100 --> 00:14:35.579

Ben Humphreys: And so I think the lesson there is that small things can be done that that that really can help improve, diversify groups that we belong to in this case and on our society.

126

00:14:35.990 --> 00:14:36.840

Ben Humphreys: I think.

127

00:14:36.890 --> 00:14:48.859

Ben Humphreys: and another example is one from my department chair. Dr. Vicki Fraser, who's, of course, an incredible advocate for equity and inclusion, and as a division chief at the end of every academic year.

128

00:14:48.880 --> 00:15:08.860

Ben Humphreys: we each need to write a summary of the accomplishments that our division has made over the course of the year. And this is it over the tripartite mission. You know. What are your biggest accomplishments in in teaching and education, in in science and scholarly work and in clinical care.

129

00:15:08.960 --> 00:15:13.279

Ben Humphreys: Well, 2 years ago, she added a fourth

130

00:15:13.480 --> 00:15:24.700

Ben Humphreys: category, and that was to list your most important accomplishments in division, Diversity be specific, including gender and underrepresented in in medicine and in science. And I think that really

131

00:15:24.780 --> 00:15:30.929

Ben Humphreys: number one. It forces each of us to think about? What what did we accomplish? Right, I mean.

132

00:15:31.510 --> 00:15:39.829

Ben Humphreys: and and it's not that we had some statement. It's like, what are the concrete actions that we accomplished to to advance the the the ball down the field.

133

00:15:40.150 --> 00:15:46.840

Ben Humphreys: and I think it also reflects an institutional value when you put that as a Co. Equal to the tripartite mission.

134

00:15:46.860 --> 00:15:53.560

Ben Humphreys: And and so I think that was something that really made an impact on me as something that can be done to institutionally.

135

00:15:53.930 --> 00:16:12.379

Ben Humphreys: And then, finally, in in terms of my own lab, I I run a a research laboratory as Anisha mentioned, and we all are familiar with At the end of a talk. Oftentimes the lab will have a picture of of their group. And you know, during the pandemic it was like a zoom, a zoom lab meeting or something.

136

00:16:12.390 --> 00:16:21.810

Ben Humphreys: and about 3 and a half years ago I I I finished my talk, and I I my lab, and and I I looked at it, and it was kind of like. Wow! Where are all the women?

137

00:16:22.010 --> 00:16:30.069

Ben Humphreys: And I? You know it. It just kind of struck me. I was 12 people, and there are only 2 women, and it had it had.

138

00:16:30.160 --> 00:16:45.059

Ben Humphreys: It was, you know. It was just unconscious. It was, you know, not something I had been thinking about. And so I really made an important intentional decision to cast a wider net and not just sort of answer the Cvs that came into my email inbox.

139

00:16:45.070 --> 00:17:03.409

Ben Humphreys: but but really try to actively recruit a more diverse group of scientists and and and have been successful. It's not perfect. But you know 5 of of 12 of my postdocs and grad students are are now women, and it and and I think it's related that I now have the most collaborative.

140

00:17:03.420 --> 00:17:15.710

Ben Humphreys: collegial and on any objective standard, the most productive laboratory group that I've ever had. And so you know why I want to transition now into to Why.

141

00:17:15.780 --> 00:17:17.799

Ben Humphreys: at diverse teams.

142

00:17:18.060 --> 00:17:31.429

Ben Humphreys: you know, might be might be more productive. And but the lesson before before I do is that I I think it it's critical to be intentional, and to set targets for diversity and work actively to to achieve them.

143

00:17:33.090 --> 00:17:44.449

Ben Humphreys: Now, i'm i'm next gonna borrow heavily from a Ted Talk from Margaret Heffernan, and it's in my references at the end. But it's about productivity, and

144

00:17:44.630 --> 00:17:56.779

Ben Humphreys: And so she describes a the research work of William Muir from Perdue, who was an organizational psychologist who was interested in in productivity.

145

00:17:56.950 --> 00:17:59.300

Ben Humphreys: and he studied chickens.

146

00:17:59.410 --> 00:18:02.070

Ben Humphreys: Why? Because they

147

00:18:02.250 --> 00:18:03.930

Ben Humphreys: they live in groups.

148

00:18:04.020 --> 00:18:08.329

Ben Humphreys: and you can measure their productivity very easily by the number of eggs that they lay.

149

00:18:08.770 --> 00:18:19.870

Ben Humphreys: and so he he generated 2 groups of chickens. One was an average producing group of eggs, and he put them all together in a flock.

150

00:18:20.090 --> 00:18:23.139

Ben Humphreys: and they stay together for 6 generations.

151

00:18:23.230 --> 00:18:29.720

Ben Humphreys: And then at the end he compared the number of eggs produced by that group at the end compared to the beginning.

152

00:18:29.950 --> 00:18:49.479

Ben Humphreys: and in the second experimental group he created a flock of chickens that were the very highest producing chickens anywhere. These were the super chickens, and he put all these super chickens together and bred them for 6 generations, and then only took the highest, producing

153

00:18:49.490 --> 00:18:59.270

Ben Humphreys: and move them into the next generation, and and at the end he he, he counted and and figured out who who was the most productive. Well, the average producing chickens. By the end

154

00:19:00.040 --> 00:19:01.170

Ben Humphreys: we're doing

155

00:19:01.220 --> 00:19:09.089

Ben Humphreys: beautifully, and they were producing more eggs than they had start. They then they had been producing at the beginning, and all of the chickens were healthy.

156

00:19:09.280 --> 00:19:11.109

Ben Humphreys: What about the super chickens?

157

00:19:11.160 --> 00:19:12.080

Ben Humphreys: Well.

158

00:19:12.260 --> 00:19:15.189

Ben Humphreys: all but 2 of the super chickens were dead.

159

00:19:15.770 --> 00:19:21.390

Ben Humphreys: and the reason is that they had plucked their other flock members to death.

160

00:19:22.000 --> 00:19:32.390

Ben Humphreys: And the lesson here is that these super chickens were such high producers because they suppressed the productivity of the other chickens around them.

161

00:19:32.900 --> 00:19:38.970

Ben Humphreys: Now, I don't know about you, but I've known some super chickens in academic medicine.

162

00:19:40.360 --> 00:19:42.200

Ben Humphreys: I think the

163

00:19:43.150 --> 00:19:51.660

Ben Humphreys: the the the second study that's related to team productivity came out of Mit, and

164

00:19:51.710 --> 00:20:07.560

Ben Humphreys: and and these folks recruited 700 individuals and measure their IQ. And a whole variety of other a personality traits. And then they divided them up into many teams. I don't know maybe 80 teams.

165

00:20:07.570 --> 00:20:12.310



Ben Humphreys: and assigned them very complicated problems to solve as a group.

166

00:20:12.430 --> 00:20:28.380

Ben Humphreys: and then they stratified them from one to 80, according to the teams that solved the problems the best or the fastest, and the ones that solve them the slowest, or came up with the worst answers. And then they asked what were the characteristics of the highest achieving teams

167

00:20:28.550 --> 00:20:37.739

Ben Humphreys: and the answer. The answers were somewhat surprising. Number one. It was not the team with the highest individual IQ.

168

00:20:38.120 --> 00:20:41.160

Ben Humphreys: Nor the highest average IQ.

169

00:20:41.310 --> 00:20:52.850

Ben Humphreys: But there were 3 factors that associated with the highest achieving teams. The first was teams that had the highest social sensitivity to each other. This was largely a measure of empathy.

170

00:20:53.760 --> 00:21:02.980

Ben Humphreys: The second factor was that these teams gave equal time to each other. No one person dominated, but no one else. No one was left behind.

171

00:21:03.220 --> 00:21:08.429

Ben Humphreys: and then the third factor was the teams, with the highest proportion of females.

172

00:21:08.870 --> 00:21:09.770

Ben Humphreys: Now.

173

00:21:09.970 --> 00:21:21.449

Ben Humphreys: whether the that fact reflects that women brought a more diverse perspective to the teams and help them achieve that better.

174

00:21:21.610 --> 00:21:32.519

Ben Humphreys: or whether it reflects that the test for empathy called the reading into the mind, and the I test women tend to high score higher on it, because women tend to be more empathetic is is unclear.

175

00:21:32.790 --> 00:21:49.360

Ben Humphreys: But this is the conclusion from the study. This c. Factor is not strongly correlated with the average or maximum individual intelligence of group members, but is correlated with the average social sensitivity of group members, the equality and distribution of conversational turn taking, and the proportion of females in the group.

176

00:21:50.950 --> 00:21:56.020

Ben Humphreys: And so the the the corollary, then, is that teams

177

00:21:56.170 --> 00:22:02.340

Ben Humphreys: need to have social connectedness. They develop reliance and inter interdependency that builds trust.

178

00:22:02.370 --> 00:22:16.549

Ben Humphreys: And what this leads to is a kind of a safe space, so that folks that have diverse or unique or different opinions feel safe to share them. And this is important because no idea comes out fully formed.

179

00:22:16.590 --> 00:22:29.370

Ben Humphreys: Initially it. It goes through iterations and and and must have the input of of a a diversity of opinions, and this requires teams that feel comfortable around each other.

180

00:22:30.530 --> 00:22:31.450

Ben Humphreys: And so

181

00:22:32.530 --> 00:22:46.960

Ben Humphreys: the the conclusion here is that a culture of inclusivity is a critical ingredient for developing diverse teams. You can't just bring people. You can't just ha have a a diverse team. You actually need to work actively to develop a culture of inclusivity.

182

00:22:47.120 --> 00:22:50.479

Ben Humphreys: I want to give for a very brief examples

183

00:22:50.830 --> 00:23:07.660

Ben Humphreys: from my own experience, and and the first is in regarding an African-american post-doctoral fellow in my lab, Shane, Bradford, I. And who is giving me permission to tell the story. But back during the pandemic, after the shooting of of Dante Wright

184

00:23:07.730 --> 00:23:15.769

Ben Humphreys: I sent her an email. And I said, oh, Shane! But yet another senseless killing of an unarmed black man!

185

00:23:15.860 --> 00:23:20.659

Ben Humphreys: How are you doing? Is there anything I can do to help. And and she wrote back, and she said.

186

00:23:21.950 --> 00:23:28.359

Ben Humphreys: I just wish there was something I could do to heal the trauma of my black brothers and sisters.

187

00:23:28.840 --> 00:23:35.240

Ben Humphreys: and and I and I wrote back, and I I I said, i'm, i'm so sorry. Is there anything I can do to help?

188

00:23:35.600 --> 00:23:39.200

Ben Humphreys: And and she wrote back, and she said, Well, does wash. You have a healing room

189

00:23:39.790 --> 00:23:46.369

Ben Humphreys: now. I did not know what a healing room was, and so I said, Well, what is a healing room? And and she explained: Well, this is a place

190

00:23:46.850 --> 00:23:55.919

Ben Humphreys: that is, has a closed door, and it's a calm space, and it has a literature

191

00:23:55.930 --> 00:24:12.799

Ben Humphreys: and scholarly work, written by black and under representative medicine and science, scholars and art on the wall, and a water feature and healing cover healing a color on the wall where we can go to heal from microaggressions that we experience in the workplace.

192

00:24:13.170 --> 00:24:15.759

Ben Humphreys: Now again, what was my my immediate reaction was.

193

00:24:15.910 --> 00:24:17.940

Ben Humphreys: you know, and she's like. Do you think we could do that?

194

00:24:18.220 --> 00:24:21.459

Ben Humphreys: And you know, in my mind i'm thinking.

195

00:24:21.680 --> 00:24:30.720

Ben Humphreys: Oh, gosh! I've only got 2 open offices. I need still need to recruit 2 faculty. I mean, we're a small division, and so I kind of wrote back a kind of a lame

196

00:24:30.740 --> 00:24:43.230

Ben Humphreys: reply. I, I said, oh, I definitely am supportive. I'm not sure we can, you know, paint the walls, and i'm not sure. I can make it permanent and cheap, you know, with very sort of understanding. But

197

00:24:43.590 --> 00:24:55.330

Ben Humphreys: I what I did do was forward this exchange to my boss, Dr. Fraser, who responded within minutes, and she said, this is great and long in the short of it. We now have a departmental healing room.

198

00:24:55.340 --> 00:25:09.459

Ben Humphreys: and and there are just a couple of things that I want to share about that, because I've I've spoken about this with Shena subsequently, and it turns out, and I had no idea. But when I reached out to her. She actually had this dialogue in her mind. Like, should I reply and tell him

199

00:25:09.960 --> 00:25:12.649

Ben Humphreys: what i'm really feeling right now, which is trauma?

200

00:25:12.990 --> 00:25:16.480

Ben Humphreys: Because if I do and he does nothing.

201

00:25:16.530 --> 00:25:18.470

Ben Humphreys: you know that's like amplifying the trauma.

202

00:25:19.140 --> 00:25:27.870

Ben Humphreys: And and so she had to sort of make it this decision of whether or not whether or not to share this, and you know which, of course, had didn't even run across my mind

203

00:25:29.480 --> 00:25:30.720

Ben Humphreys: and

204

00:25:30.840 --> 00:25:31.550

Ben Humphreys: it.

205

00:25:32.190 --> 00:25:40.859

Ben Humphreys: I I think the the second. The second story that I want to share is an and I think sorry. The the second thing is again it just

206

00:25:41.100 --> 00:25:51.339

Ben Humphreys: that comes back to this notion of the importance of listening and and and having a space where people feel safe coming to you with things that they're they're experiencing in the in the workplace.

207

00:25:51.720 --> 00:26:09.210

Ben Humphreys: The second story is another one, also from Shane, and and this is probably 2 years ago, is early in the pandemic. We we had a variety of mandatory diversity, equity, inclusion, zooms, and these were, you know, it came from the University top down, and it was not just faculty. It was faculty and staff. And so it's

208

00:26:09.850 --> 00:26:18.849

Ben Humphreys: not really great to be honest. It was on zoom. And so you'd have like 70 people on a zoom, and you'd have a facilitator and and Shane. It was explaining how

209

00:26:19.070 --> 00:26:27.749

Ben Humphreys: she was on the zoom. And there's 70 people, and only about 10 of them have their cameras on, and she's one of them, and the facilitators kind of trying to

210

00:26:27.900 --> 00:26:47.730

Ben Humphreys: get participation, and she's participating, and she has her camera on, and and she's sort of paying the minority tax right of of having to then educate other. You know non minoritized people, and do it in a public way. That kind of makes her vulnerable. And and at 1 point she's just said, Can I? Can I just stop? She's addressing the zoom, she said. Could people please.

211

00:26:47.740 --> 00:26:52.110

Ben Humphreys: you know, turn on their cameras. Because I I really feel like people, Aren't, You're not paying attention.

212

00:26:52.500 --> 00:27:09.470

Ben Humphreys: and the response was very disappointing. Honestly, I mean it may maybe 10 or 1020, P. 10 or 15 people turned on their camera, and the rest kept it kept their cameras, and and she came to me after this and really was, was very upset. And and she said, You know what? Last week

213

00:27:09.520 --> 00:27:12.979

Ben Humphreys: I took my mandatory and Nih ethics training.

214

00:27:13.180 --> 00:27:17.210

Ben Humphreys: and this was by zoom, and they sent us out 3 emails, and they said.

215

00:27:17.940 --> 00:27:19.409

Ben Humphreys: You must show up.

216

00:27:19.600 --> 00:27:27.159

Ben Humphreys: You may not take breaks, and your camera must be on. And if any of those things are not met, you will fail, Nih. Ethics training.

217

00:27:27.300 --> 00:27:34.269

Ben Humphreys: And why can't we do that for Dei training and the contrast really was stark? You know I I had no reply to that.

218

00:27:35.290 --> 00:27:39.489

Ben Humphreys: I know I do want to say there's a kind of a nice coda to this, because 8 months later.

219

00:27:40.090 --> 00:27:47.819

Ben Humphreys: Shane, it came to me again, and she said, You know I just had the greatest interaction. I was in the lunch room, and and one of our faculty members had approach her, and he said, You know.

220

00:27:47.930 --> 00:27:49.830

Ben Humphreys: I I remember that zoom

221

00:27:50.110 --> 00:27:56.560

Ben Humphreys: and and where you you You said that you were interpreting people's camera not being on as a microaggression. And

222

00:27:56.820 --> 00:28:04.679

Ben Humphreys: I agree that was I I You know I I didn't really think about it at the time, but that was a microaggression, and and so

223

00:28:04.870 --> 00:28:15.530

Ben Humphreys: I mean Shane felt very gratified, because obviously this had somehow had planted a seat, and 8 months later he'd kind of done this work and figured out that yeah, actually, that that must have really not been great.

224

00:28:17.980 --> 00:28:28.919

Ben Humphreys: Another brief example. This is just from last month, and this is really a negative example. I think this will be very familiar to many, maybe all of you. But

225

00:28:28.930 --> 00:28:45.989

Ben Humphreys: we had an an in an incident here involving harassment at was you, and you know the highest levels of leadership, you know, were activated, and one of one of our faculty members feed. But female, very senior faculty member

226

00:28:46.000 --> 00:28:54.570

Ben Humphreys: wrote an email kind of impassioned email to the highest levels of leaders, and it included, you know, like division chiefs like me.

227

00:28:55.020 --> 00:29:11.190

Ben Humphreys: that listing, you know why this was such a problem, and really what should be done, and what was the response? And you know, and after a day there was a response from from leadership, and it, you know, and and it it was had good things. It said all the right things, but it started.

228

00:29:12.200 --> 00:29:13.400

Ben Humphreys: Dear Jane.

229

00:29:13.900 --> 00:29:18.209

Ben Humphreys: you know. Thank you. That's I mean using a different name, you know. Thank you so much for your email.

230

00:29:18.760 --> 00:29:22.280

Ben Humphreys: even though she had titled the email. Dear. You know.

231

00:29:22.520 --> 00:29:28.249

Ben Humphreys: doctors blah blah blah, Dr. Doctor. So what had happened? She was detitled

232

00:29:28.380 --> 00:29:31.780

Ben Humphreys: like in front of everybody, I mean just

233

00:29:31.940 --> 00:29:40.409

Ben Humphreys: really bad. So you know that's an example of what not to do. That does not help a culture of inclusively inclusivity. You know one bit.

234

00:29:40.930 --> 00:29:52.849

Ben Humphreys: I think the other point I want to make is is that in order to move forward, we really have to recognize and confront and talk about the systemic sexism and racism in our institutions.

235

00:29:52.870 --> 00:30:11.239

Ben Humphreys: And one of the things that I had done during the pandemic when when we were really engaged with anti racism efforts is hold a series of zooms with with faculty. They were voluntary in order to say, Well, to have a discussion about what can we do to move beyond statements, and what what actions can we take?

236

00:30:11.320 --> 00:30:19.610

Ben Humphreys: And this is Dr. Aubrey Morrison, and he's an emeritus faculty. He was first Book Black Full time, Professor he's an aphrologist.

237

00:30:19.960 --> 00:30:30.280

Ben Humphreys: and and and during this session he actually shared with us some of the racism that he had experienced, and this was really new.

238

00:30:30.450 --> 00:30:38.559

Ben Humphreys: He he is not someone I would characterize as like an activist. He has really, you know, he he has focused on his laboratory work, his science.

239

00:30:38.610 --> 00:30:52.540

Ben Humphreys: and and never really spoken of the racism that he had experienced during his entire career Here and afterwards I approached him. I said already that was, you know, very powerful. Maybe maybe you could write that up and and that, and he did. And and this is what resulted was this article

240

00:30:52.670 --> 00:30:55.840

Ben Humphreys: here reflections of a naive train trainee.

241



00:30:56.110 --> 00:31:02.880

Ben Humphreys: and and he talked about, for example, early in his career, giving giving a talk to the department of pharmacology

242

00:31:02.930 --> 00:31:06.050

Ben Humphreys: and his white colleague, who had been his co-chief resident.

243

00:31:06.140 --> 00:31:14.620

Ben Humphreys: came up to him afterwards, and said, you know, and so they were friends. He came up to my after and said, Aubrey, I had no idea you were that smart, you know, I mean

244

00:31:14.970 --> 00:31:23.760

Ben Humphreys: microaggression, but also over racism. I mean, for example, a white patient refusing to be examined by him.

245

00:31:23.960 --> 00:31:40.439

Ben Humphreys: and so I think it. It's it's nice. You can see here that Dr. Fraser commissioned a beautiful portrait of him and I and I think this is something that institutions are appropriately doing now, and and and that is, you know, these portraits reflect the in club.

246

00:31:41.300 --> 00:31:51.000

Ben Humphreys: and they somehow they reflect an institution's value value of people, and they send an important message of who's in and who's out. And so, you know, we need

247

00:31:51.470 --> 00:31:58.390

Ben Humphreys: more portraits celebrating the accomplishments of women and and and and underrepresented the folks throughout our institutions.

248

00:32:00.770 --> 00:32:19.970

Ben Humphreys: I want to briefly touch on sort of a framework for inclusion. It turns out that there is a there is really a whole literature around around inclusion, although it's been relatively slow to develop. But this is this is in a framework that I like quite a lot, and and it posits that the

249

00:32:20.830 --> 00:32:25.580

Ben Humphreys: the the most inclusive environments are ones that at the same time

250

00:32:25.800 --> 00:32:31.859

Ben Humphreys: combine a high sense of individual belongingness and a and a high value in uniqueness.

251

00:32:31.870 --> 00:32:51.750

Ben Humphreys: And and here we define the longiness as the need to form and maintain strong stable, interpersonal relationships. It. It, it reflects acceptance by the group, and uniqueness by contrast is the need to maintain a distinctive and differentiated sense and uniqueness is really defined very broadly so. I mean it could be

252

00:32:51.800 --> 00:33:09.449

Ben Humphreys: gender. It could be race, but it could also be your unique skills, or the fact that you've been in in an institution, you know, for a long time, and you have institutional knowledge and wisdom. And so, when you have a a culture that is high in uniqueness, but low and belongingness.

253

00:33:09.460 --> 00:33:12.999

Ben Humphreys: an individual is not treated as an organizational insider.

254

00:33:13.300 --> 00:33:24.800

Ben Humphreys: even though their unique characteristics are seen as valuable and required for the group organization. And so an example here would be like free agency. This is when you know the entirely male leadership

255

00:33:25.270 --> 00:33:33.449

Ben Humphreys: hires a diversity consultant. You know who's a woman to come in and and educate everybody, because they know how important it is

256

00:33:33.550 --> 00:33:41.619

Ben Humphreys: as opposed to actually developing female leaders to be a part of the leadership team and have a full time job at the institution

257

00:33:42.390 --> 00:34:02.349

Ben Humphreys: by contrast, a a a culture of high belongingness. But low value of uniqueness is one of assimilation. Where individuals are treated as an insider when they conform and suppress whatever it is that makes them unique, and and it leads to a facade of conformity. You know. An example would be

258

00:34:02.360 --> 00:34:10.689

Ben Humphreys: when a Japanese student sued over this her school's requirement to die, her naturally brown hair black

259

00:34:10.850 --> 00:34:15.469

Ben Humphreys: in order to conform. I mean, that's kind of a a little bit of a a

260

00:34:15.650 --> 00:34:16.479

Ben Humphreys: it's

261

00:34:17.380 --> 00:34:18.699

Ben Humphreys: crazy example.

262

00:34:19.550 --> 00:34:38.229

Ben Humphreys: Briefly, I just want to touch on this notion of sponsorship versus mentorship. I I give a talk every year to our new department of Medicine Faculty, and I talk a lot about the importance of mentorship. Actually, you know, do think mentorship is incredibly important. But but I've come to think that sponsorship may actually be more important.

263

00:34:38.239 --> 00:34:48.750

Ben Humphreys: And and so what is sponsorship? It is when a person with power and leadership who has an audience shares that audience with

264

00:34:49.130 --> 00:35:08.620

Ben Humphreys: someone who doesn't have that same same influence. And and I think there may be, in a sense, too many Mentors eager to share their knowledge, but too few who are willing to use their position of power to help women and minoritized people progress in their career.

265

00:35:10.420 --> 00:35:22.810

Ben Humphreys: I want to also touch on something that that Nisha had mentioned in the beginning, and that is the the role. Excuse me of men and white men in particular, in engaging

266

00:35:22.830 --> 00:35:27.690

Ben Humphreys: publicly over advocacy, and this is just a little snip bit of my

267

00:35:27.720 --> 00:35:36.010

Ben Humphreys: A. Cv. And these are These are sort of the the lectures that I gave in 2021. You can see, you know, multi-omic analyses.

268

00:35:36.020 --> 00:35:54.719

Ben Humphreys: fibrosis, and inflammation rna seek, and the kidney, and then and

then you see this one it's kind of different how to assemble and develop diverse teams. And this is the talk that that that she mentioned from women in nephology. And and you know I've never been in invited to give a talk like this, and and really have prepared more for that talk than I have for any scientific talk

269

00:35:54.730 --> 00:36:03.309

Ben Humphreys: that I've ever ever given. But it has really led me to reflect a little bit on roles for male leaders, and especially white male leaders.

270

00:36:03.450 --> 00:36:13.589

Ben Humphreys: in terms of advancing equity and inclusion publicly and and in particular, why more, you know, men may maybe Don't.

271

00:36:13.640 --> 00:36:32.990

Ben Humphreys: I think there are a lot of reasons for them to to engage. Certainly as leaders, it improves organizational effectiveness. I think it helps you work on your own interpersonal skills. It's deeply satisfying, and and and you know. Let's face it. You may gain some reputation by by doing so.

272

00:36:33.270 --> 00:36:35.969

Ben Humphreys: But really, I've actually come to feel that

273

00:36:36.140 --> 00:36:38.760

Ben Humphreys: public advocacy and sponsorship is is

274

00:36:38.860 --> 00:36:41.579

Ben Humphreys: the responsibility of male leaders.

275

00:36:41.710 --> 00:36:47.759

Ben Humphreys: given the privilege that actually got them into their position of leadership in the first place.

276

00:36:47.900 --> 00:36:58.820

Ben Humphreys: And and so and so that leads to to to these questions, which is really, you know what? Why, don't men publicly advocate more publicly.

277

00:36:59.430 --> 00:37:04.320

Ben Humphreys: and and why is it important, I think. Why is it important is is is simple, because

278

00:37:05.520 --> 00:37:21.299

Ben Humphreys: if we wait for all of you women to become powerful and to, you know, diversify our our workplaces. We're going to be waiting decades too long. It's it's well documented that men still hold most leadership positions.

279

00:37:21.310 --> 00:37:36.329

Ben Humphreys: So I think that the things that hold people back I want to be involved. But don't know how. What if I say something wrong? I mean the answer there is. You just apologize, but I I think especially it requires owning privilege, and that can make men uncomfortable right? Because it sort of means.

280

00:37:36.400 --> 00:37:44.279

Ben Humphreys: Admitting that maybe I didn't fully deserve to get this position. Maybe it had to do with being a man or being white.

281

00:37:44.500 --> 00:38:01.170

Ben Humphreys: I think the bystander effect is when there are many witnesses to something a responsibility feels diffuse conformity, you know, belonging to a group is powerful, and it's been shown that men overestimate their peers acceptance of sexism.

282

00:38:01.180 --> 00:38:13.799

Ben Humphreys: And then, finally, this notion of psychological standing. It's it's I have no skin in the game. It's not my place as a as a man to to to to advocate for women, just because i'm a man.

283

00:38:15.130 --> 00:38:24.209

Ben Humphreys: And so this is just in closing. Here's Here's my my call to action. I think you know, Developing diverse teams is is in everyone's

284

00:38:24.270 --> 00:38:37.299

Ben Humphreys: best interest, and it does not happen overnight. It requires commitment, reflection, communication, and most of all listening. And and and let me just give to

285

00:38:37.360 --> 00:38:39.509

Ben Humphreys: 2 final anecdotes.

286

00:38:41.220 --> 00:38:42.600

Ben Humphreys: When I first

287

00:38:42.920 --> 00:38:46.179

Ben Humphreys: was a division chief in my first year

288

00:38:46.370 --> 00:38:49.910

Ben Humphreys: I was at was leading a faculty meeting.

289

00:38:49.990 --> 00:38:57.819

Ben Humphreys: and one of the faculty members kind of at the beginning told a joke that had some sexual innuendo.

290

00:38:58.190 --> 00:39:11.999

Ben Humphreys: and I don't I don't remember what the joke was. I I think there was light laughter. I don't really remember the reaction. It didn't cause any scandal. But I I I remember exactly my own reaction, which was immediately knowing that this was

291

00:39:12.150 --> 00:39:13.149

terrible.

292

00:39:13.200 --> 00:39:16.500

Ben Humphreys: and in in that

293

00:39:16.790 --> 00:39:24.940

Ben Humphreys: faculty members could feel uncomfortable or bel little belittled, or that their their workplace was not safe.

294

00:39:25.270 --> 00:39:28.449

Ben Humphreys: And and yet I was like a deer in the headlight.

295

00:39:28.750 --> 00:39:30.679

Ben Humphreys: I didn't know what to say.

296

00:39:30.810 --> 00:39:33.390

Ben Humphreys: I had no words. I had no vocabulary.

297

00:39:33.420 --> 00:39:38.799

Ben Humphreys: and and I didn't say anything, and to some extent i'm still sort of haunted by this.

298

00:39:38.850 --> 00:39:54.410

Ben Humphreys: And and and the reason I share that is that these things can be learned just as leadership can be learned. So there are a variety of frameworks to be an upstander, and many of you are probably familiar. The Mayo clinic

299

00:39:54.430 --> 00:40:08.770

Ben Humphreys: grit, you know. Gather your thoughts, restate in choir talk it out, you know. One thing I could have said, you know, in my experience that type of humor may perpetrate negative stereotypes, and I would like to think that was not your intent.

300

00:40:09.120 --> 00:40:12.650

Ben Humphreys: you know. It's not really rocket science.

301

00:40:12.750 --> 00:40:17.859

Ben Humphreys: Later, later, maybe 2 years later, we had a real grand round.

302

00:40:18.230 --> 00:40:21.160

Ben Humphreys: and and the speaker, a white male speaker.

303

00:40:21.210 --> 00:40:26.250

Ben Humphreys: wanted to communicate that the thing that he was talking about was really complicated.

304

00:40:26.330 --> 00:40:28.249

Ben Humphreys: and yet it seemed simple.

305

00:40:28.270 --> 00:40:34.750

Ben Humphreys: and and so he paused, and he looked out into the audience, and he said, Who is your weakest fellow?

306

00:40:35.600 --> 00:40:47.029

Ben Humphreys: And you know it was clear that he wanted somebody to nominate a a quote weak fellow, to try and answer this question that seemed easy, and then he would show them that. No, it was really much more complicated than that.

307

00:40:47.070 --> 00:40:48.909

Ben Humphreys: I mean, can you imagine?

308

00:40:49.010 --> 00:40:50.309

Ben Humphreys: And what if

309

00:40:50.330 --> 00:41:01.940

Ben Humphreys: someone had actually pointed to a fellow, I mean, that would have been traumatizing, and this stuff happens in academia, you know a lot. Unfortunately. Now, in that case, though.

310

00:41:01.980 --> 00:41:05.770

Ben Humphreys: I just said Dr. That's not the way we roll here.

311

00:41:05.810 --> 00:41:22.639

Ben Humphreys: and and he kind of like and kind of stepped back and and went on. And and so that was an example where a public kind of intervention, you know, not only prevented trauma, but also kind of, I reflected, like that's not our culture and and that and that you can. You can sort of move the ball by by

312

00:41:22.940 --> 00:41:24.860

Ben Humphreys: advocating in that way.

313

00:41:25.350 --> 00:41:35.109

Ben Humphreys: and then the final point. And I I think I, this has been a theme, and and it's really the reason that i'm here today is that male allies have got to be a part of the solution.

314

00:41:35.260 --> 00:41:55.060

Ben Humphreys: and and and part of my goal in engaging in these conversations is to serve as an example to my other white male colleagues that you can have these conversations and engage. And indeed you really need to, if that, particularly if if you're not.

315

00:41:55.370 --> 00:42:21.680

Ben Humphreys: And so I want to thank the members of my division. All of my colleagues here at was you of women in nephology for originally inviting me to think about these topics and talk about them in public to Shane, a. Bradford, and and to all of you for inviting me today. I'm delighted to be here, and these are some references. Some of them are really quite good, and I think CAD is going to send around a a. Pdf.

316

00:42:21.690 --> 00:42:31.170

Ben Humphreys: Of the talk if you're interested in on that, and i'd be happy to take any questions if anybody has anybody has any, and I think i'll just stop sharing so thank you.



317

00:42:33.470 --> 00:42:39.200

Nisha Bansal: Great wow! That was incredible, Ben. Thank you so much. Very inspirational talk.

318

00:42:39.430 --> 00:42:48.540

Nisha Bansal: We will take questions now. I see some applause emojis in the audience so clearly everyone loved that so thank you

319

00:42:48.590 --> 00:42:55.190

Nisha Bansal: feel free to keep putting questions in the chat, and I can just start from the top and and read out some of these

320

00:42:56.230 --> 00:42:58.240

Nisha Bansal: one.

321

00:42:58.370 --> 00:43:00.509

Nisha Bansal: The first question

322

00:43:00.600 --> 00:43:03.049

Nisha Bansal: is a question about

323

00:43:03.140 --> 00:43:14.620

Nisha Bansal: men in why aren't men serving as allies? One comment is isn't it also because it's a direct threat to those in power, because they'll lose that power and privilege over time.

324

00:43:14.980 --> 00:43:20.110

Ben Humphreys: Well, I think so. There's a great article that came out.

325

00:43:20.140 --> 00:43:23.170

Ben Humphreys: written by a former colleague of mine at the Brigham called

326

00:43:23.510 --> 00:43:26.000

Ben Humphreys: stepping up by stepping back.

327

00:43:26.250 --> 00:43:34.939

Ben Humphreys: And it's this concept of which I agree with, and I think many people agree with the concept of term limits like early in there

328

00:43:34.980 --> 00:43:41.140

Ben Humphreys: career as a leader, and then they kind of forget about that when maybe their term limit should be up.

329

00:43:41.270 --> 00:43:42.669

But

330

00:43:42.830 --> 00:43:56.700

Ben Humphreys: the the the the argument is that you know, by by over occupying a position of leadership as a member of the majority as a white male. You're actually taking that opportunity away

331

00:43:56.710 --> 00:44:12.769

Ben Humphreys: from women, or those that are under represented medicine and science, and that after a certain amount of time, really you should step back, and that by doing so you are going to give opportunities to the next generation. And so I to directly answer, I think that is

332

00:44:12.940 --> 00:44:22.629

Ben Humphreys: for for those that are in power and have privilege. I think they maybe get uncomfortable with that idea, because you get used to the perks of being in power.

333

00:44:23.980 --> 00:44:25.729

Nisha Bansal: Thank you.

334

00:44:25.930 --> 00:44:41.410

Nisha Bansal: The next question is about sponsorship. You mentioned. Women are over mentored and under-sponsored question is, how do you recommend sponsorship relationships be established? Who should initiate these relationships? Is it the junior person and the diet or the senior person?

335

00:44:41.950 --> 00:44:46.180

Ben Humphreys: Well, that's that's tough. So I think

336

00:44:46.360 --> 00:44:53.460

Ben Humphreys: the first thing is, we we need to talk a lot more about sponsorship, and it's important. We talk so much about mentorship.

337

00:44:53.590 --> 00:44:59.320

Ben Humphreys: and I. I just don't even think we we talk enough about sponsorship, so that people who have

338

00:44:59.480 --> 00:45:02.889

Ben Humphreys: audiences and who have influence, even think about

339

00:45:02.950 --> 00:45:12.249

Ben Humphreys: the importance of sponsorship. I I don't think it should be up to the mentee. Really. I mean, that's hard right. It's there. It's a it's a power. There's a power dynamic.

340

00:45:12.410 --> 00:45:20.689

Ben Humphreys: and I mean I wouldn't have felt early in my career. I wouldn't have felt comfortable going to my boss or mentor, or whomever, and saying, you know.

341

00:45:21.470 --> 00:45:30.840

Ben Humphreys: Please take your name off of this paper, you know, or can you maybe not work in this area so I can develop a reputation, or

342

00:45:30.890 --> 00:45:49.559

Ben Humphreys: the next time you get invited to give a talk. But you know you you can't attend, maybe consider putting my name in. I mean, I think that's really the responsibility of the Mentor and the sponsor, and and and for people in leadership in academic medical centers. I again, I think it comes

343

00:45:49.570 --> 00:45:55.120

Ben Humphreys: with the job, and and I I I think it should be more expected

344

00:45:55.260 --> 00:46:00.359

Ben Humphreys: institutionally. I I think we have an opportunity to to do better there, though

345

00:46:00.930 --> 00:46:06.020

Nisha Bansal: kind of a second part of the question. If it is the senior person, could it be

346

00:46:06.070 --> 00:46:13.189

Nisha Bansal: viewed as favoritism? If there's certain people being sponsored, junior people being sponsored over others.

347

00:46:13.650 --> 00:46:15.540

Ben Humphreys: Right? Well.

348

00:46:17.070 --> 00:46:20.379

Ben Humphreys: that that's that's hard, and

349

00:46:20.660 --> 00:46:27.799

Ben Humphreys: that the the answer to this probably is one of the reasons why we need more diversity and leadership.

350

00:46:30.780 --> 00:46:32.089

Ben Humphreys: because.

351

00:46:33.400 --> 00:46:36.649

Ben Humphreys: you know, representational leadership is super important.

352

00:46:36.680 --> 00:46:41.619

Ben Humphreys: and and I think that folks who come from

353

00:46:41.720 --> 00:46:46.490

Ben Humphreys: different I can not. Socioeconomic status backgrounds, different ethnic, racial

354

00:46:46.830 --> 00:46:48.359

Ben Humphreys: at backgrounds

355

00:46:48.510 --> 00:46:50.790

Ben Humphreys: may be less likely to be sponsored

356

00:46:52.210 --> 00:46:55.749

Ben Humphreys: by, though those in the in the majority.

357

00:46:55.830 --> 00:46:57.430

Ben Humphreys: So

358

00:46:57.700 --> 00:47:05.070

Ben Humphreys: I think, as long as people are being thoughtful and intentional. I I don't think that's a reason not to sponsor.

359

00:47:05.120 --> 00:47:07.819

Ben Humphreys: but I I think people need to take

360

00:47:07.890 --> 00:47:11.179

Ben Humphreys: a gauge of the diversity of their network

361

00:47:11.270 --> 00:47:13.119

Ben Humphreys: Right? And do some self

362

00:47:13.200 --> 00:47:19.899

Ben Humphreys: analysis, and and and think well of all of my Mentees, you know, are white men. Why is that?

363

00:47:19.950 --> 00:47:39.189

Ben Humphreys: And and and how can I be more intentional about sponsoring a more diverse group of of Mentees, I but again I I think that comes down to the, to the mentors, the people in power. And then I think it comes down to the institutional culture which really needs to be one that

364

00:47:39.200 --> 00:47:47.180

Ben Humphreys: rewards the kinds of behavior and sponsorship of a diverse group of younger people, and that, you know, explicitly encourages it.

365

00:47:48.860 --> 00:47:50.209

Nisha Bansal: That's great.

366

00:47:50.660 --> 00:48:03.850

Nisha Bansal: Another question. Someone really loved your 2 by 2 table about celebrating about looking at uniqueness of certain groups to promote inclusion.

367

00:48:03.970 --> 00:48:05.419

Nisha Bansal: The question is.

368

00:48:05.480 --> 00:48:12.199

Nisha Bansal: how could this be done for women specifically at an institution to promote their uniqueness to be recognized.

369

00:48:13.510 --> 00:48:29.609

Ben Humphreys: Yeah, I mean, I I so I just came across that article this week in talking to somebody that I was preparing for this talk, and and I like it because it's like the framework. It it's sort of an intellectual framework. So so how I I mean, I think

370

00:48:30.360 --> 00:48:34.670

Ben Humphreys: valuing uniqueness really cuts to the heart of inclusion

371

00:48:34.980 --> 00:48:36.839

Ben Humphreys: and and

372

00:48:36.930 --> 00:48:42.080

Ben Humphreys: and and the flip side is belonging belonging right? I mean you need a culture where

373

00:48:42.160 --> 00:49:02.309

Ben Humphreys: people can come to work in their full self and be valued, and not be afraid that they're sharing their opinion, or they're, you know, wearing, you know, maybe not a a white shirt and tie is, is still is going to somehow jeopardize their belonging in the group. And so I I think you have to have a culture where

374

00:49:03.110 --> 00:49:04.440

Ben Humphreys: people feel safe

375

00:49:04.680 --> 00:49:11.960

Ben Humphreys: and and that takes work. I mean the the building. This kind of inclusive culture is a daily. It's not a box that gets checked

376

00:49:12.120 --> 00:49:24.959

Ben Humphreys: it is. It is something that's done intentionally, and and every day, and I, a big part of it, is diversifying our leadership. And then a lot of a of another part is talking about it publicly, and and then recognizing, when we fall short.

377

00:49:26.870 --> 00:49:28.169

Nisha Bansal: absolutely

378

00:49:30.220 --> 00:49:44.439

Nisha Bansal: actually have a question as well to follow up on that. You know all institutions appropriately have di training, and you alluded to some of the pitfalls of some of these trainings that can occur with the experience of your

colleague. Shena.

379

00:49:45.600 --> 00:49:53.220

Nisha Bansal: how do you? Has there been a model that's been successful for creating more of a listening culture that's been used at? Was you. For example.

380

00:49:57.510 --> 00:50:01.140

Ben Humphreys: I mean to be candid. I think we've got more work to be done.

381

00:50:03.760 --> 00:50:12.429

Ben Humphreys: I mean we. My division participated in in the brim of the bias reduction in internal medicine, which is a really fabulous program. I think it's out of

382

00:50:13.240 --> 00:50:19.420

Ben Humphreys: So Minnesota. I can't remember. I think Wisconsin maybe yeah, we participated in that as well.

383

00:50:19.500 --> 00:50:27.660

Ben Humphreys: Yeah. So it's a wonderful group, and you know, as a division Chief, I I always face this challenge of

384

00:50:28.030 --> 00:50:32.189

Ben Humphreys: Do I require my faculty to participate in brim.

385

00:50:32.210 --> 00:50:34.370

Ben Humphreys: or, you know, do I just

386

00:50:34.500 --> 00:50:47.330

Ben Humphreys: put it out there as an opportunity that I strongly believe in, that we should all be engaging in. And and so the way I approached it was that this is really important. I really hope to see you all there, and

387

00:50:48.070 --> 00:50:55.469

Ben Humphreys: but only about. I don't know 40% of my 5 of my faculty participated, so

388

00:50:56.250 --> 00:51:06.000

Ben Humphreys: I don't I don't have a great answer for that, and I certainly think we've got a lot more work to do, and I think a lot of it it has to do with

389

00:51:06.080 --> 00:51:11.889

Ben Humphreys: again coming back to sort of what we're doing now is having conversations about it. I think there's

390

00:51:11.910 --> 00:51:15.290

Ben Humphreys: I think there are opportunities for

391

00:51:15.730 --> 00:51:22.040

Ben Humphreys: groups that promote women in science to, you know, like what you've done here is to invite

392

00:51:22.260 --> 00:51:26.410

Ben Humphreys: male allies and encourage them to be part of the solution, because

393

00:51:28.510 --> 00:51:36.839

Ben Humphreys: most leadership positions are still held by men, and a lot of men are not really engaging publicly, and that's part of the problem.

394

00:51:37.010 --> 00:51:41.900

Ben Humphreys: So it's not a great answer to the question. It's really to acknowledge that there's a lot more work to be done.

395

00:51:43.390 --> 00:51:46.110

Nisha Bansal: Well, thank you for all the work that you're doing in this space.

396

00:51:46.290 --> 00:51:57.500

Nisha Bansal: Actually another male ally put a comment in the Chat Ian de Bour, who, I believe you know well, thanking you for so being a role model for him and others.

397

00:51:57.590 --> 00:52:14.720

Nisha Bansal: Thanks, Anne Nice to see you virtually, and there's and thank you. There's a lot of resources that people are putting in the chat, including local resources. It sounds like we have something similar to a healing room on upper campus, which is wonderful to here.

398

00:52:14.730 --> 00:52:24.119

Nisha Bansal: There's some recommendations for podcast and papers that people have found to be really helpful in in these hard discussions.



399

00:52:24.140 --> 00:52:27.219

Nisha Bansal: So thank you for everyone for sharing those resources.

400

00:52:27.950 --> 00:52:30.420

Are there other questions

401

00:52:30.480 --> 00:52:31.859

Nisha Bansal: from the audience?

402

00:52:36.090 --> 00:52:43.320

Nisha Bansal: All right, Lots of accolades. Dr. Humphreys. Thank you so much.

403

00:52:43.800 --> 00:52:54.070

Nisha Bansal: If there's any final questions, please do put them in the chat. If not, I think this was a wonderful, really inspirational session, and thank you for being a male and ally to us.

404

00:52:54.150 --> 00:53:08.559

Ben Humphreys: Well, thank you so much for the opportunity it's. It's really a a privilege to be here with you all, and keep up all the great work. I'm taking notes on on your committee to try to import it here. It Bless you.

405

00:53:09.330 --> 00:53:10.340

Nisha Bansal: thank you.