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

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.

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.

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

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.

Nisha Bansal: Dr. Humphreys holds 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.

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

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

Ben Humphreys: picture this.

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

Ben Humphreys: job.

Ben Humphreys: and

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

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

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

Ben Humphreys: These meetings are generally

Ben Humphreys: collegial and convivial, and even

Ben Humphreys: mostly just social.
Ben Humphreys: until you meet with one junior faculty member.

Ben Humphreys: and

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

Ben Humphreys: in the past.

Ben Humphreys: She

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

Ben Humphreys: that resources had not been

Ben Humphreys: equitably

Ben Humphreys: assigned to her compared to her male 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

Ben Humphreys: give to faculty, whether it's access to clinical trials, administrative support, space access to fellows research funding, etc.
Ben Humphreys: How would you react in that moment as a new leader, with an unhappy faculty member essentially accusing you and the division you represent of unfair treatment, and take a moment if you would, and think to yourself, or put it in the chat. What is your reaction? I'll share with you mine. And it was defensiveness. And these are the kinds of thoughts that went through my mind in that instance. How is this my fault? You know this was the previous administration. I came here, and I'm. I need to recruit, you know, new people and not spend my time on problems that pre-exist.
Ben Humphreys: pre-existed me.

Ben Humphreys: Now this was over 7 years ago, and I don't think that I 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 sorry to admit it. I didn't say them, though, and and I pledged to investigate. I had no idea 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.

Ben Humphreys: And so.

Ben Humphreys: when I did investigate.

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

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

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

Ben Humphreys: And

Ben Humphreys: the the her response was was of gratitude.
Ben Humphreys: But I think, more importantly,

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

Ben Humphreys: imagine

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

Ben Humphreys: She was essentially taking a big risk

Ben Humphreys: in self-advocacy.

Ben Humphreys: and and I could have shut her down

Ben Humphreys: and

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

Ben Humphreys: I think that would have done permanent harm

Ben Humphreys: instead. Not only did she feel

Ben Humphreys: grateful, but she was completely engaged in the division.
Ben Humphreys: and there was another side benefit which I didn't appreciate until later.

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

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 improved the morale and culture in our division.

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

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.

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

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

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

Ben Humphreys: This group analyzed 6.6 million articles in 15,000 journals.

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 on the papers, and then used several again validated methods to assess the impact.

Ben Humphreys: and on the left hand side you can see 2 trends in science. The first is that the percentage of female signed scientists has risen, you know, quite substantially over the last 20 years, and, in fact.

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.
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.

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

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

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

Ben Humphreys: published higher impact

Ben Humphreys: work.

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.

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

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.

Ben Humphreys: And so
Ben Humphreys: you know, what

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.

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 relevant and impactful science.

And so, again, coming from this perspective that diverse teams are more innovative. I want to give just 3 very brief anecdotes or experiences from my own professional life.

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.

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.

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

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

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

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

Ben Humphreys: and so

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 admit a 100 members per year. We get about 300 applications. It's really extremely competitive

Ben Humphreys: the first, maybe 35, or or maybe 40 members that they 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 discuss them during a a a retreat that takes all day.

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
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.

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

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

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.

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.

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.

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

Ben Humphreys: I think.
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.

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.

Ben Humphreys: Well, 2 years ago, she added a fourth category, and that was to list your most important accomplishments in division, Diversity be specific, including gender and underrepresented in medicine and in science. And I think that really number one. It forces each of us to think about? What what did we accomplish? Right, I mean.

Ben Humphreys: 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.

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

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.

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.
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?

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.

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.

Ben Humphreys: but but really try to actively recruit a more diverse group of scientists 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.

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.

Ben Humphreys: at diverse teams.

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.

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

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.
Ben Humphreys: and he studied chickens.

Why? Because they live in groups. And so he generated 2 groups of chickens. One was an average producing group of eggs, and he put them all together in a flock. And then at the end he compared the number of eggs produced by that group at the end compared to the beginning.

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 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 we're doing
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.

Ben Humphreys: What about the super chickens?

Ben Humphreys: Well.

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

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

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.

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

Ben Humphreys: I think the

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

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

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

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

Ben Humphreys: Nor the highest average IQ.

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.

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.

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

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

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.
Ben Humphreys: But this is the conclusion from the study. This 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.

Ben Humphreys: And so the the the corollary, then, is that teams need to have social connectedness. They develop reliance and interinterdependency that builds trust.

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.

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.

Ben Humphreys: And so

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.

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

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 --> 00:24:12.369
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
00:24:13.170 --> 00:24:52.919
Ben Humphreys: that is, has a closed door, and it's a calm space, and it has a literature

191
00:24:55.930 --> 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?
Ben Humphreys: And you know, in my mind i'm thinking.

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 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 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.

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

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

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

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

Ben Humphreys: and
Ben Humphreys: it.

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

Ben Humphreys: that comes back to this notion of the importance of listening 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.

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

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

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

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.

Ben Humphreys: you know, turn on their cameras. Because I I really feel like people, Aren't, You're not paying attention.
Ben Humphreys: and the response was very disappointing. Honestly, I mean it may maybe 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

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

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

Ben Humphreys: You must show up.

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.

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.

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

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.

Ben Humphreys: I I remember that zoom

Ben Humphreys: and and where you you You said that you were interpreting people's camera not being on as a microaggression. And
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
Ben Humphreys: like in front of everybody, I mean just

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.

Ben Humphreys: I think the other point I want to make 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.

Ben Humphreys: And one of the things that I had done during the pandemic 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?

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.

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.

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.

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

Ben Humphreys: here reflections of a naive train trainee.
Ben Humphreys: and and he talked about, for example, early in his career, giving a talk to the department of pharmacology.

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

Ben Humphreys: came up 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.

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

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

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

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

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

Ben Humphreys: the the most inclusive environments are ones that at the same time
Ben Humphreys: combine a high sense of individual belongingness and a high value in uniqueness.

251 00:32:31.870 --> 00:32:51.750
Ben Humphreys: 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 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 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
Ben Humphreys: in order to conform. I mean, that's kind of a a little bit of a a

Ben Humphreys: it's

Ben Humphreys: crazy example.

Ben Humphreys: Briefly, I just want to touch on this notion of sponsorship versus mentorship. 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.

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

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.

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

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

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.

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

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.

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

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.

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

Ben Humphreys: public advocacy and sponsorship is is

Ben Humphreys: the responsibility of male leaders.

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

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.

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

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.

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.

Ben Humphreys: I think the bystander effect is when there are many witnesses to 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.

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.

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

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

Ben Humphreys: 2 final anecdotes.
Ben Humphreys: was a division chief in my first year.

Ben Humphreys: I was leading a faculty meeting.

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

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

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

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

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

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

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

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.

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

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

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

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

Ben Humphreys: and yet it seemed simple.

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

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.

Ben Humphreys: I mean, can you imagine?
Ben Humphreys: And what if

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.

00:41:01.980 --> 00:41:05.770
Ben Humphreys: I just said Dr. That's not the way we roll here.

00:41:05.810 --> 00:41:22.639
Ben Humphreys: and he kind of like and kind of stepped back and and went on. 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 that and that you can. You can sort of move the ball by by

00:41:22.940 --> 00:41:24.860
Ben Humphreys: advocating in that way.

00:41:25.350 --> 00:41:35.260
Ben Humphreys: and 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.

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.

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.

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

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

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.

Nisha Bansal: one.

Nisha Bansal: The first question.

Nisha Bansal: is a question about.

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.

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

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

Ben Humphreys: stepping up by stepping back.

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

But

Ben Humphreys: 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

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

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.

Nisha Bansal: Thank you.

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?

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

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

audiences and who have influence, even think about

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.

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.

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

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

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

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

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

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

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

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

Ben Humphreys: because.

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

Ben Humphreys: and and I think that folks who come from
different I can not. Socioeconomic status backgrounds, different ethnic, racial

Ben Humphreys: at backgrounds

Ben Humphreys: may be less likely to be sponsored

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

Ben Humphreys: So

Ben Humphreys: I think, as long as people are being thoughtful and intentional. I don't think that's a reason not to sponsor.
Ben Humphreys: but I think people need to take a gauge of the diversity of their network.

Ben Humphreys: Right? And do some self-analysis, and and and think well of all of my Mentees, you know, are white men. Why is that?

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

Nisha Bansal: That's great.

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

Nisha Bansal: The question is.

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

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.

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

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

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

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

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

Ben Humphreys: or, you know, do I just

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

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

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

Ben Humphreys: I think there are opportunities for

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

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

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

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.

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

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.

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.

Nisha Bansal: There's some recommendations for podcast and papers that people have found to be really helpful in in these hard discussions.
Nisha Bansal: So thank you for everyone for sharing those resources.

Are there other questions?

Nisha Bansal: from the audience?

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

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.

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.

Nisha Bansal: thank you.