Reflections on How to Build and Develop Diverse Teams

University of Washington Women Faculty Leadership Series

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COI: Chinook Therapeutics: Equity, grant support
Janssen: Consulting, grant support
Pfizer: Consulting
You will get the most from your team if they feel that they have been treated fairly.

One of the most important things male leaders can do is listen.
Gender-diverse teams produce more novel and higher-impact scientific ideas

Yang Yang, Tanya Y. Tian, Teresa K. Woodruff, Benjamin F. Jones, and Brian Uzzi

Edited by Susan Fiske, Princeton University, Princeton, NJ; received January 16, 2022; accepted July 24, 2022
Building Diverse Teams

• Diverse teams are more innovative
  • ASCI
  • Most important accomplishments
  • My hiring practices

☑ Set targets for diversity and work actively to achieve them
A culture of inclusivity is a critical ingredient for developing diverse teams. Margaret Heffernan (TedTalk); Rosalinde Torres

Successful teams (MIT study)
- Social connectedness: The reliance and interdependency that builds trust
- Healing room
- JASN

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 in distribution of conversational turn-taking, and the proportion of females in the group.

Margaret Heffernan (TedTalk); Rosalinde Torres
**Belongingness:** The need to form and maintain strong, stable interpersonal relationships. Acceptance by the group.

**Uniqueness:** The need to maintain a distinctive and differentiated self.

**Figure 1**  
Inclusion Framework

<table>
<thead>
<tr>
<th>Low Belongingness</th>
<th>High Belongingness</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Exclusion</strong></td>
<td><strong>Assimilation</strong></td>
</tr>
<tr>
<td>Individual is not treated as an organizational insider with unique value in the work group but there are other employees or groups who are insiders.</td>
<td>Individual is treated as an insider in the work group when they conform to organizational/dominant culture norms and downplay uniqueness.</td>
</tr>
<tr>
<td><strong>Differentiation</strong></td>
<td><strong>Inclusion</strong></td>
</tr>
<tr>
<td>Individual is not treated as an organizational insider in the work group but their unique characteristics are seen as valuable and required for group/organization success.</td>
<td>Individual is treated as an insider and also allowed/encouraged to retain uniqueness within the work group.</td>
</tr>
</tbody>
</table>

“Facade of conformity”

“Free agency”

Shore, Randel et al., Journal of Management, 2011
Developing Diverse Teams

Reflections of a Naïve Trainee to Barnes Jewish Hospital/Washington University in 1970—My First 25 Years

Aubrey R. Morrison
JASN January 2021, ASN.2020101516; DOI: https://doi.org/10.1681/ASN.2020101516

Wash U. Med School’s Aubrey Morrison honored
First full-time Black professor

By JoAnn Weaver
The St. Louis American

To commemorate his years of service, the division of nephrology at the Washington University School of Medicine commissioned an artist to paint a portrait of Dr. Aubrey Morrison, its first full-time Black professor of medicine. It was unveiled on Thursday, Sept. 9, but will be hung later this year.

The portrait will be displayed in a prominent location near the Christiana American Kidney Dialysis Center, according to Wash U.’s website.

Born and raised in Georgetown, Guyana, Morrison, a retired professor of medicine in nephrology and internal medicine, opted to go to medical school in Dublin, Ireland.

After earning his medical degree from the Royal College of Surgeons in Dublin and the University of London in 1973, Morrison came to Washington University through its rotating internship program and stayed to complete his residency and fellowship in nephrology (1975) and pharmacology (1978) at Barnes.

See MORRISON, A15
Are women over mentored and under sponsored?
One of these things is not like the other

Boston University Medical Center / Boston, MA (Virtual)

2021  Kidney Injury, Repair and Failed Repair: Lessons from Single Cell Multi-Omic Analyses / Division of Nephrology and Hypertension
Northwestern University School of Medicine, Chicago, IL (Virtual)

2021  Fibrosis and inflammation: the heart of the matter, or the ship has already sailed? / Renal Virtual Workshop
Pfizer Internal Medicine Research Unit (Virtual)

2021  Single Cell RNA-seq and the Kidney / nSURF Program
Mayo Clinic / Rochester, MN (Virtual)

2021  How to Assemble and Develop Diverse Teams / Women in Nephrology Annual Leadership Conference
The University of Alabama at Birmingham / Birmingham, Alabama (Virtual)

Council on Hypertension and Council on Kidney in Cardiovascular Disease / American Heart Association (Virtual)

2021  Graduate Student Workshop: How Can Researchers and Clinicians Work Together? / Boundaries of Science and Medicine Course
Medical College of Wisconsin / Milwaukee, Wisconsin (Virtual)

2021  Single Cell Transcriptional Profiling of AKI / Maladaptive Responses in AKI Session
ASN Annual Meeting (hybrid) / San Diego, CA (Virtual)
Why do men need to actively engage in advancing equity and inclusion?

- Improved organizational effectiveness
- Improved interpersonal skills
- Sense of satisfaction
- Enhanced reputation

Public advocacy and sponsorship is a responsibility of male leaders given the privilege that got them into their positions.
Why don’t more male leaders more publicly advocate for gender equity?

- I want to be involved but don’t know how to get involved.
- What if I say something wrong?
- Requires owning privilege
- The bystander effect
- Conformity
- Psychological standing – not my place as a man

Smith and Johnson, HBR 2017
My call to action

- Developing diverse teams is in everyone’s best interest.
- It does not happen overnight.
- It requires commitment, reflection, communication, and most of all: listening.
- Male allies need to be part of the solution!
Thank You

- Members of the Division of Nephrology
- Colleagues throughout WUSM
- Women in Nephrology
- Shayna Bradford, PhD
References

3. Forget the pecking order at work. Margaret Heffernan, TED talks: https://www.ted.com/talks/margaret_heffernan_forget_the_pecking_order_at_work
8. Roselinde Torres. What it takes to be a great leader. TED talks: https://www.ted.com/talks/roselinde_torres_what_it_takes_to_be_a_great_leader#t-411626
What is the diversity measure of your network?

What is your capacity to develop relationships with people that are very different than you?
Examples: WIN reception; giving this talk; minority tax