

*Reflections on*

# How to Build and Develop Diverse Teams

University of Washington Women Faculty  
Leadership Series

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**Benjamin D. Humphreys, M.D., Ph.D.**  
Division of Nephrology  
Washington University in St. Louis

 @HumphreysLab

COI: Chinook Therapeutics: Equity, grant support  
Janssen: Consulting, grant support  
Pfizer: Consulting

Picture this...



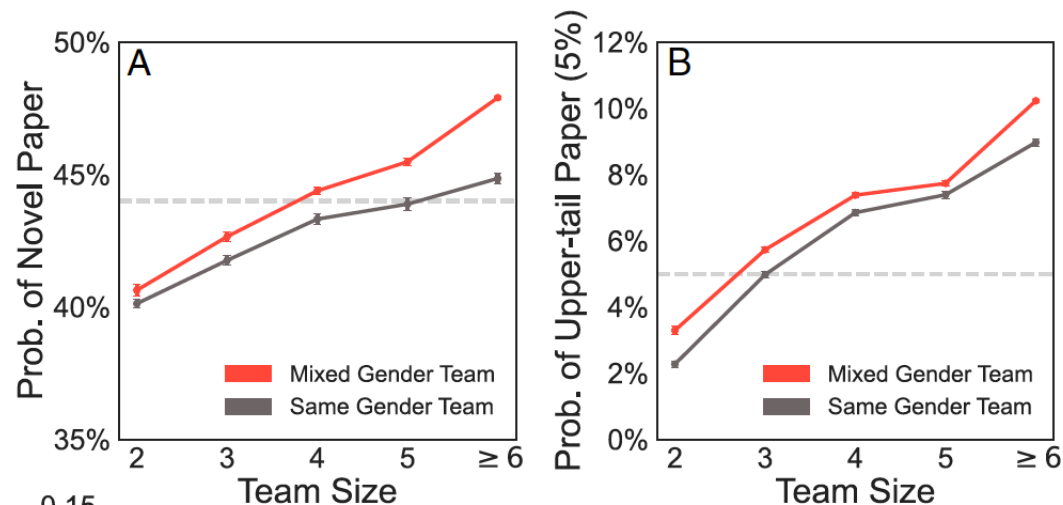
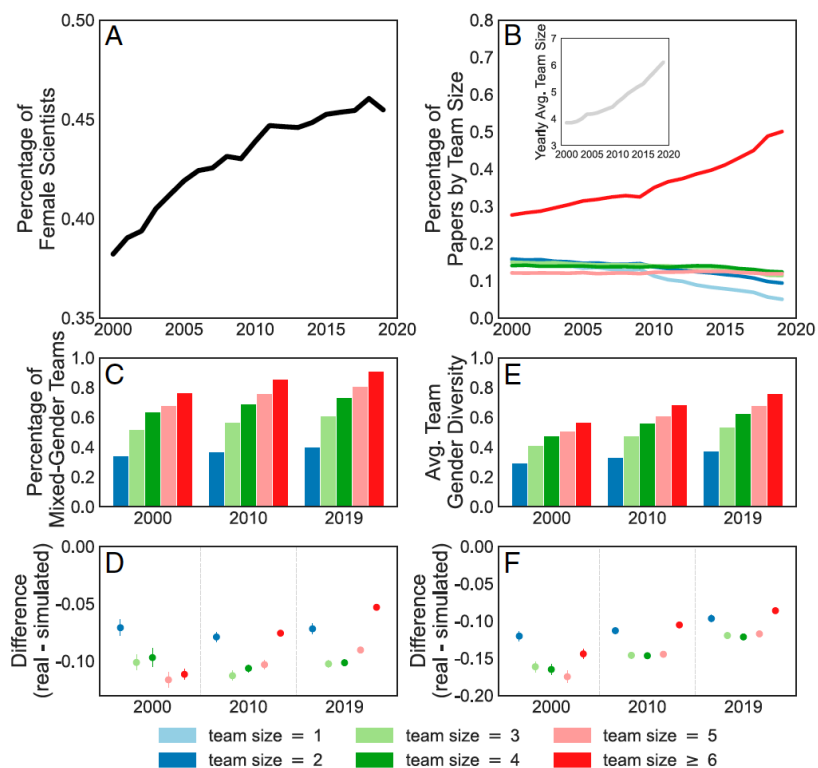
- ☒ You will get the most from your team if they feel that they have been treated fairly
- ☒ One of the most important things male leaders can do is *listen*



# Gender-diverse teams produce more novel and higher-impact scientific ideas

Yang Yang<sup>a,b,c</sup>, Tanya Y. Tian<sup>d</sup>, Teresa K. Woodruff<sup>e</sup>, Benjamin F. Jones<sup>f,g</sup>, and Brian Uzzi<sup>b,h,1</sup>

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

## Developing Diverse Teams

### Super Chickens



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.



- Healing room
- JASN

# Inclusion Framework

**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**

		Low Belongingness	High Belongingness	“Facade of conformity”
Value in Uniqueness		<b>Exclusion</b>  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.	<b>Assimilation</b>  Individual is treated as an insider in the work group when they conform to organizational/dominant culture norms and downplay uniqueness.	
		<b>Differentiation</b>  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.	<b>Inclusion</b>  Individual is treated as an insider and also allowed/encouraged to retain uniqueness within the work group.	
“Free agency”				

Shore, Randel et al., Journal of Management, 2011

# Developing Diverse Teams

Special Article

## ✓ 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>



Photo by Wiley Price / St. Louis American  
Dr. Aubrey Morrison, the Washington University School of Medicine's first full-time Black professor of medicine poses with his portrait that now hangs in the school. He was the first Black house staff member and also its first Black resident.

## 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 Chromalloy American Kidney Dialysis Center, according to Wash U's website.

Born and raised in Georgetown, Guyana, Morrison, emeritus 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 1970, Morrison came to Washington University through its rotating internship program and stayed to complete his residency and fellowships 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

2021	Virtual Connect Meeting (Virtual) Kidney Injury, Repair and Failed Repair: Lessons from Single Cell Multi-Omic Analyses / Renal Grand Rounds 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 / nuSURF Program Mayo Clinic / Rochester, MN (Virtual)
<b>2021</b>	<b>How to Assemble and Develop Diverse Teams / Women in Nephrology Annual Leadership Conference</b> <b>The University of Alabama at Birmingham / Birmingham, Alabama (Virtual)</b>
2021	Spatial Transcriptomics of AKI and Single Cell Transcriptomics of Diabetic Nephropathy: Decoding Mechanisms of SGLT2i / Hypertension 2021 Scientific Sessions: A Virtual Event 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

## 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!

### VIEWPOINT

**30 years of observations and hopes for faster progress on promoting the status of women in science**



## Thank You

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

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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