

# *A Few Things I Wish I Knew*



**RAISE ECHO 10-20-21**

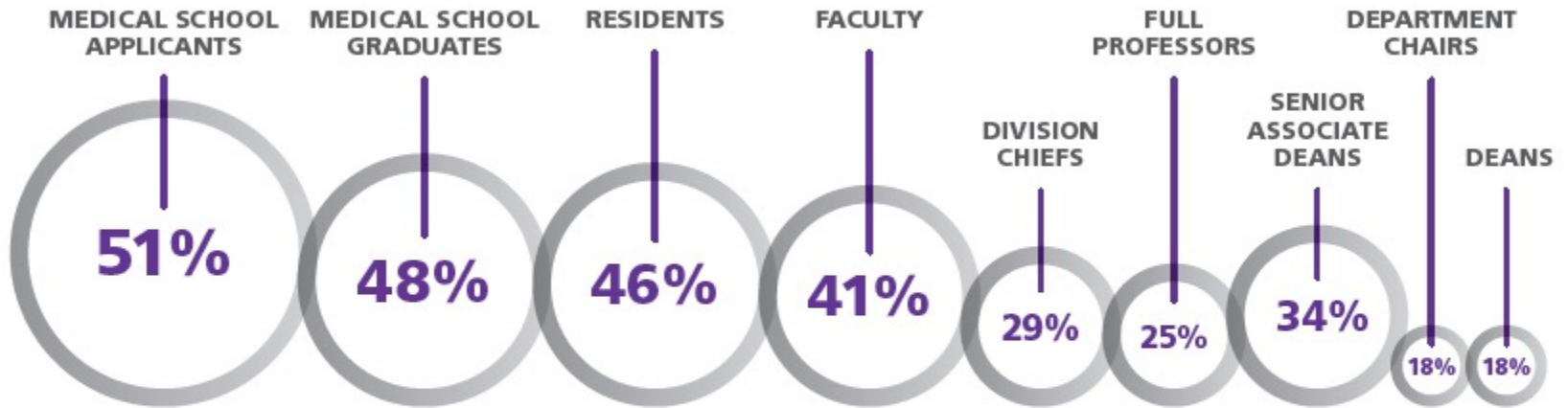
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# The Pipeline

## REPRESENTATION OF WOMEN IN ACADEMIC MEDICINE 2018-2019





# Power in numbers & talent

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## Talent

**“If you lose high performing women who make up half the new hires, you will have to go deeper down in the talent pool.”**

*--McCracken DM. Harvard Bus Rev. 2000; 78:6:159-167*

**Smart  
thing to  
do**



# **Challenges remain**

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## **Stubborn challenges remain**

- Leadership**
- Structural racism**
- IDE for all marginalized groups**
- Salary**
- Burnout**
  - » ? Sustainable careers**
  - » ? Moral injury**



# A thousand pounds of feathers

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- Unconscious bias
  - Devalues women
  - Devalues URiM groups
- Salary discrepancies
- Mentorship/Sponsorship
- Balancing work & life
- Culture





# 1. Clarify your vision for next 10 years

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- Take the 4-way view
- What goals are most important to you in each domain?
- Look “back to your future”
- Put work goals in the context of your whole life
- Write a paragraph about your vision of your life



– Friedman S: Total Leadership; 2008



## 2. Ask for what you need

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- **Don't wait in silence**
- **They can always say no**
  - Discuss with trusted colleagues
  - Do your homework
- **Asking is often an iterative process**





# Embrace negotiation

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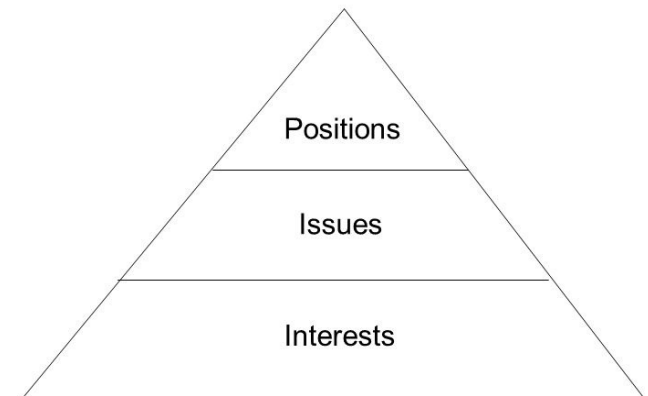


# Negotiate: Salary, position, resources

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1. Do your homework
  - AAMC, MGMA
  - Ask coworkers, alums, mentors
2. Role-play
3. Understand your value
4. **Understand the other's interests, and point of view – what lies below the “position”**

**LOOK  
BENEATH  
THE  
SURFACE**





## 3. Manage up

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- **Understand your boss and other mentors**
  - How do they like to communicate?
  - What are their highest priorities?
  - What are their pet peeves?
- **Keep her/him in the loop**
- **Bosses like to know what is going on**



**“Work with the boss you have, not the boss you want”**

- Managing up: how to move up, win at work and succeed with any type of boss  
by M. Abbajay



## 4. Put yourself out there...but...

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Not always easy



- Volunteer for talks/positions, ask for invitations through mentors, colleagues
  - **introverts** beware...balance public interactions with more solitude-driven activities
    - Quiet by Susan Cain
- Ask to be put up for an award or nominate yourself
  - **humble-types** beware...re-frame “self-promotion” to science-driven or team-driven
- Throw your hat in the ring for “reach” position



## 5. Utilize mentors and sponsors

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### Making the most of mentoring

#### ■ Drive the bus

- schedule the meetings
- plan an agenda
- be prepared
- have multiple mentors
- respect, confidentiality, being prompt
- communicate what you need
- thank you



*A **mentor** is someone who has knowledge and will share it with you; a **sponsor** is someone who has power and will use it for you.*



# Keep an eye out for potential sponsors

- Public support
- By a powerful, influential person
- For advancement of an individual with untapped or unappreciated leadership talent or potential



- sponsors do **not** appoint their protégés to positions
- they spotlight them; open doors

» Travis, Acad Med; 2013



## 6. Take advantage of leadership programs



**Early & Mid-Career Women  
Faculty Leadership Development**



**Specialty organizations**

Ries A et al: Acad Med; 2012

Helitzer DL et al: Acad Med; 2014

## ■ Faculty Development & Leadership Training

### Single sessions:

- Negotiation
- Creating your elevator pitch
- Proactive career mapping
- Balancing personal priorities and career
- Managing up
- Time management
- Delegation
- Addressing confidence: taming the imposter complex
- Leading teams
- Women and money

### Cohort programs:

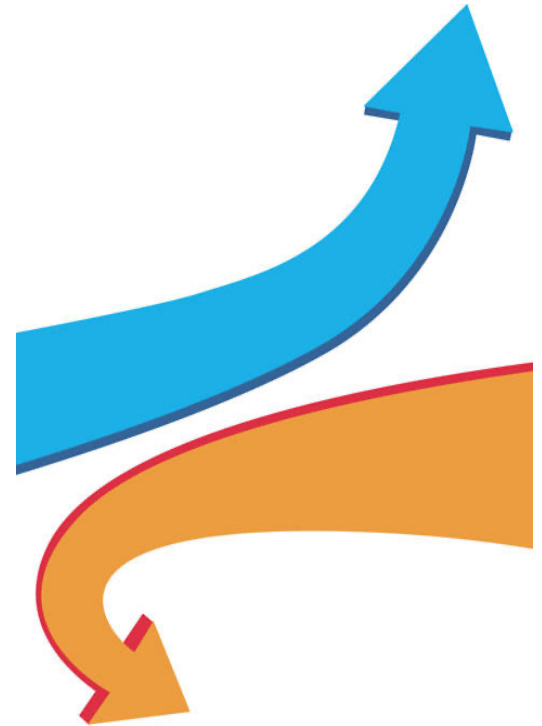
- FOCUS Envisioning the Later Stage of Career (4 sessions)
- FOCUS Envisioning Mid-Career (4 sessions)
- Time Management (2 sessions)
- Manuscript Writing Group (14 sessions)



## 7. Bias against assertiveness in women

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- **The qualities required of leaders and those required of femininity are at odds**
- **Women are penalized for adopting a highly assertive style – incongruent with societal norms**
- **Narrow band of behavior is acceptable**
  - Butler & Geis (1990) *J Person & Social Psychol*
  - Carli, LaFleur & Loeber (1995) *J Person & Social Psychol*
  - Heilman et al (2004) *J Applied Psychol*
  - Phelan et al (2008) *Psych Women Quart*



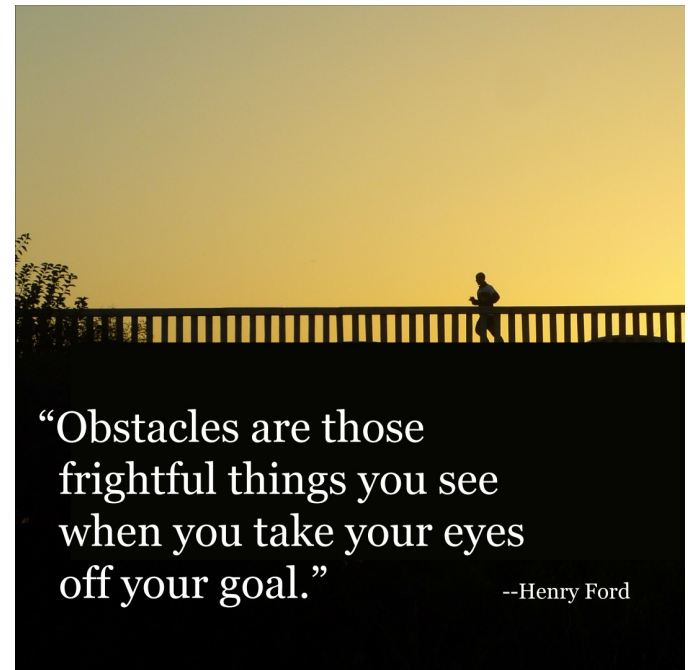




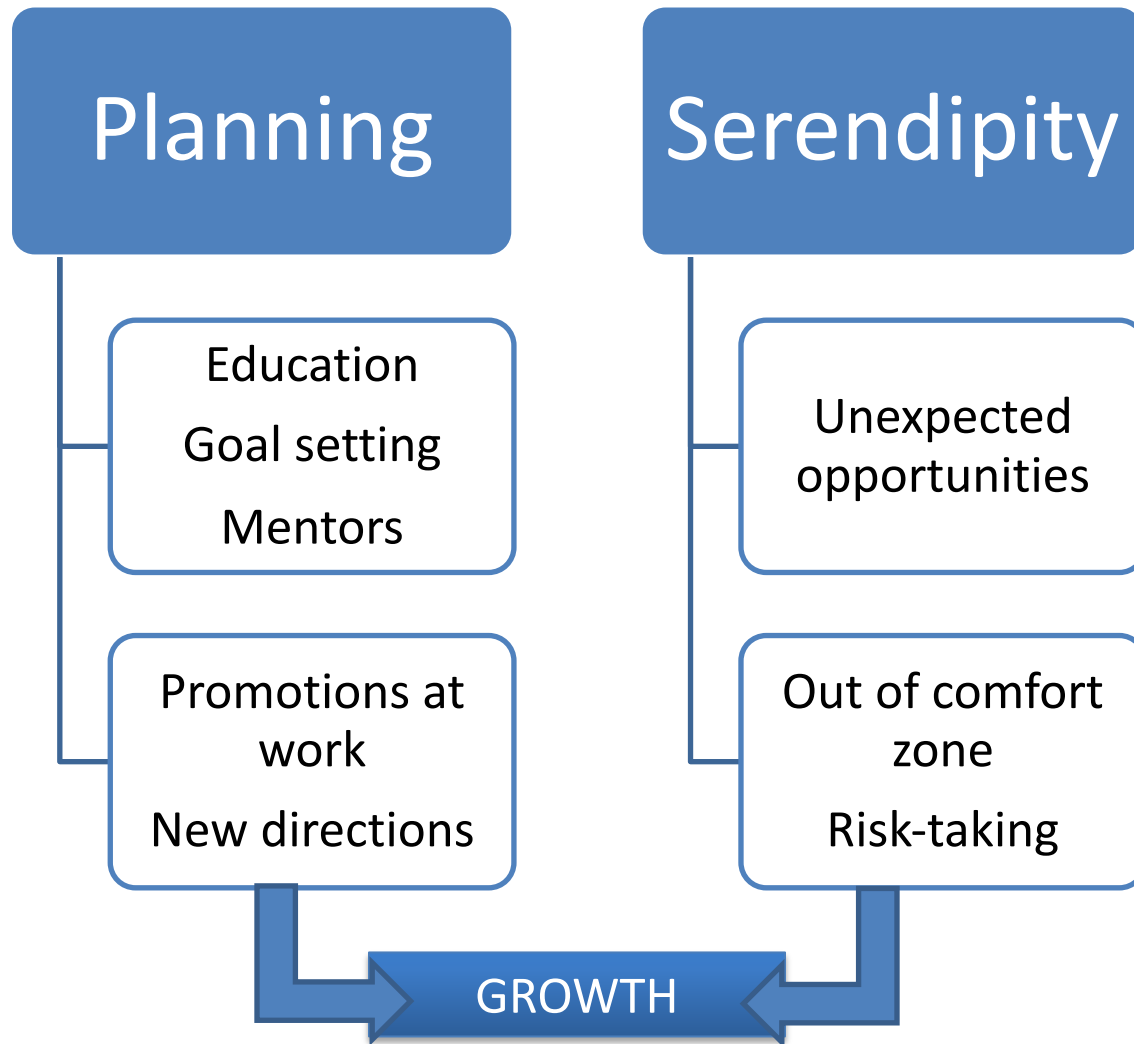
## 9. Be grounded in your larger purpose

- Managing the likability-competence trade-off can be exhausting and self-defeating
- Overinvestment in one's image can be depleting
- **Anchor in purpose**
  - Keep eyes on shared goal
  - Networking as a means to a larger purpose

– Ibarra, Ely, Kolb; HBR; 2013



# 9. It's not all goals and planning!





# Thank you

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[www.focusprogram.org](http://www.focusprogram.org)

Twitter @FOCUS\_UPenn





# Gender differences in salary

Jena AB et al; JAMA Internal Medicine: 2016

Original Investigation

## Sex Differences in Physician Salary in US Public Medical Schools

Anupam B. Jena, MD, PhD; Andrew R. Olenski, BS; Daniel M. Blumenthal, MD, MBA



After adjusting for variables:

\$227K vs \$247K

**8% or \$20K**

Adjusted for:

- age
- years of experience
- specialty
- rank
- measures of research productivity
- payments by medicare





# Mitigating unconscious bias

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Harvard  
Business  
Review

GENDER

## Training Programs and Reporting Systems Won't End Sexual Harassment. Promoting More Women Will

by Frank Dobbin and Alexandra Kalev

NOVEMBER 15, 2017

- short term educational interventions don't change people
- training can reinforce stereotypes
- training can make employees and managers complacent
- people react negatively to efforts to control them (mandatory participation!)



**ENGAGE** the decision makers in solving the problems themselves



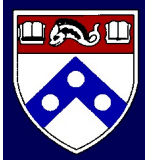
# Mitigating unconscious bias

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## Empower the bystander

- Equip everyone with tools to stop harassment
  - Disrupt the situation
  - Ask questions, avoid accusations
  - Talk to targets of harassment
- Encourage civility
  - Praising work, refraining from interrupting; avoiding multi-tasking during conversations
- **Promote more women**
  - More women in management = less harassment

The logo for 'BYSTANDER REVOLUTION' is displayed on a black rectangular background. The word 'BYSTANDER' is written in a bold, white, sans-serif font, with the letter 'S' in red. Below it, the word 'REVOLUTION' is written in a similar bold, white, sans-serif font.



# Mitigating unconscious bias

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- Raise awareness with data
- Diversity on committees
- Diversity in the pool of applicants
  - when less than 1/4 of applicant pool, women judged less qualified

Heilman ME; Organ Behav & Human Perf; 1980

- Structured, objective interview process
- Assure ample time for interviews
- Remove certain language





# A dual approach

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## ■ Top down: Leadership driven

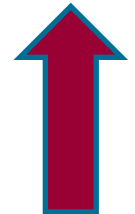
- A clear commitment and message
- Policies, procedures → FLEXIBILITY
  - Promotion & tenure, family friendly policies, term limits
- Search committees
- Salary equity
- Mentoring
- Administrative support
- Daycare
- Hold department chairs/division chiefs accountable



culture

## ■ Bottom up: Women attendings/trainees

- Career development: skill building, leadership programs
- Senior, peer and group mentoring
- Networking and COMMUNITY
- Foster change, suggest solutions, have a VOICE







# Unconscious bias

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## ■ Gender Schemas

- Deeply embedded generalizations
- Most people believe they are objective

## ■ ***Both men and women give lower ratings when work is thought to be a woman's***

- grant proposals, CVs, works of art

-- *Valian V. Why so slow: The advancement of women.*  
Cambridge, MA:MIT Press, 1998

-- *Moss-Racusin, PNAS, 2012*



# There is power in numbers

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## *Women are changing medicine*

**Care by female physicians associated with:**

- **lower readmission and mortality rates after hospital stays**
    - » Tsugawa et al: JAMA Int Med; 2017
  - **lower post-surgery mortality rates**
    - » Wallis CJD et al: Comparison of postoperative outcomes among patients treated by male and female surgeons; BMJ 2017
  - **more patient-centered communication**
    - » Roter DL et al: Physician gender effects in medical communication; JAMA 2002
  - **mixed gender composition changes interactions in the OR**
    - » Jones LK et al: Ethological observations of social behavior in the operating room; PNAS 2018
- **But...longer visits, less publications, increase rate of scaling back/part time**



# Outline of talk

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**Data; glass half full (power in numbers, achievements); but challenges exist, advancing slowly, a problem of many causal factors that have been studied extensively; enjoy the confidence that comes with “power in numbers” and success in many areas, more women leaders than ever before. I will focus here “bottom up” stuff and not “top-down” which is a whole other set of initiatives (that are important AND Leadership driven).**

**- 10 thoughts on thriving and advancing:**

- 1. Clarify your vision of your life and work**
- 2. Ask for what you need and/or deserve – embrace negotiation**
- 3. Manage up**
- 4. Put yourself out there**
- 5. Mentoring and sponsorship**
- 6. Take a new view on failure**
- 7. Manage the work-life challenge**
- 8. Consider leadership courses, AAMC, ELAM, specialty societies, FOCUS, Pathways, etc. (more for networking and sharing, than skills)**
- 9. Be grounded in your larger purpose**
- 10. Be open to serendipity**



# Look beneath the surface

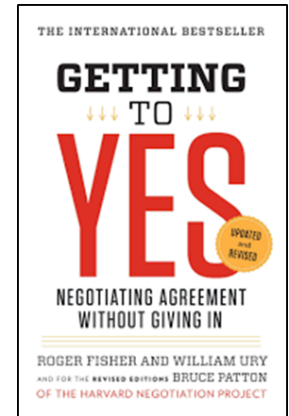
Can you help me understand WHY?

3 Principles:

1. Try on their point of view
2. Create options, invent win-win agreements
3. Insist on using objective criteria

About relationships!

Not necessarily a battle





## 5. Take a new view of “failure”

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- **Missing truths on our CVs**
- **Risk averse approach leads to stagnation**
- **Perfectionism**
- **Failing and recovering may be the key to confidence**



## *A Career Leadership Program for STEM Assistant Professors*

### Curriculum

#### Year 1: 8 sessions

1. Inside Leadership
2. Total Leadership Part I
3. Total Leadership Part 2
4. Total Leadership Part 3
5. Promotion Strategies
6. Time Management
7. Effective Communication
8. Career Mapping



#### Year 2: 4 sessions

1. Team Management
2. Leadership Styles
3. Negotiation Strategies
4. Refreshing Career Map

### GOALS

**Leadership Skills: Personal/Professional**  
**Build Cohort Community**

### Demographics

- 6 Schools
- Each cohort 18 faculty
- 9 years - 160 faculty total

