

Diversifying The Surgical Workforce: The Importance of Leadership

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Disclosures

- Imposter

- Informed

Purpose of My Talk

Define Diversity and Inclusion

Why is it Important?

Describe Impact of Bias

Importance of Effective Leadership to Achieve Goals

Diversity

No *single* definition: Complex, multidimensional concept

Primary dimensions of diversity (hard to change):

- human differences that are inborn
- shape our basic self-image
- influence how we view the world.

The six primary dimensions include age, ethnicity, gender, physical abilities/qualities, race, sexual orientation.

Secondary dimensions are those that are acquired, potentially changeable

Include, but are not limited to, educational, geographic location, income, marital status, military experience, religious beliefs, and work experience, etc.

Griggs, 1995 McGraw Hill

Diversity is Important for Success

If you want access to the best talent – you need to consider all talent

Diverse teams make better decisions
30% rule

You can't be what you can't see



Can girls be doctors? Preschool art project says “no.” (Reader story)

Motherlode
Adventures in Parenting

○ Posted on [March 28, 2014](#) by [Dr. Rebecca Hains](#)

9 Comments

Why are we still teaching our children that DOCTOR = MALE in 2014? There's no good reason.

Women Be Doctors?

JUNE 13, 2011 12:12 PM 202

Yes, it's a purposefully provocative headline, but it goes to the core of the debate over life/work balance.

The current [Motherlode Book Club](#) selection, [“TORN: True Stories of Kids, Careers and the Conflict of Modern Motherhood,”](#) includes an essay by Dr. Karen Sibert questioning the idea of life/work compromise.

“Some jobs are too important to multitask,” writes Dr. Sibert, who is an anesthesiologist in California.

Medicine is one of them. “My patients can count on me when I am at work, my full attention is with them, and I don't waste the time — well, I do my best, and luckily I never set back for the award for ‘Mother of the Year.’ ”

For those of you who have reached this point in the book (p. 103), Dr. Sibert's [Op-Ed essay in The Times on Sunday](#) read like an elaboration on her argument.

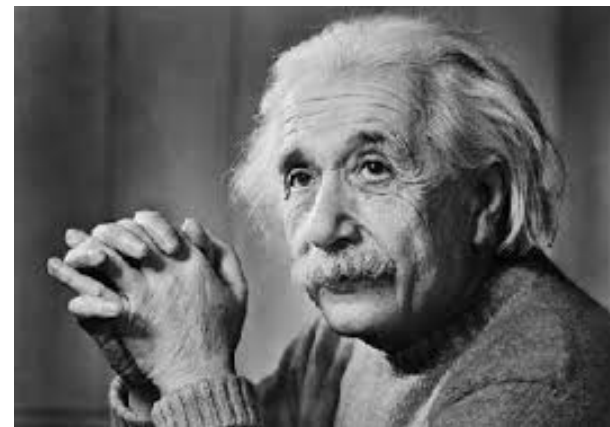
In a piece titled [“Don't Quit This Day Job,”](#) Dr. Sibert addresses a traditional concern for parents in medicine — brutal



Are diversity metrics sufficient?

*Not everything that counts
can be counted
and not everything that can
be counted counts*

- *Albert Einstein*



My Career Journey to Date

- Born 6th of 7 children
- Lead from behind
- Strategic alliances



Inclusion?



Diversity Doesn't Stick Without Inclusion

by Laura Sherbin and Ripa Rashid

- Like Diversity, Inclusion hard to define as a single concept
- Diversity without inclusion will at best fail and may lead to backlash
- Unlike Diversity, much more difficult to measure

4 Key Levers of Inclusion

1. Inclusive Leadership

- Making sure everyone speaks up and is heard
- Empowering team members to make decisions
- Safe environment to propose novel ideas
- Taking advice
- Giving actionable feedback
- Share credit for success

4 Key Levers of Inclusion

2. Authenticity

- Over 30% of Women, Asians, Blacks say they have to constrain their authentic self to 'fit in' to the work place
- In science and tech fields 'acting like a man' regardless of gender leads to success in leadership

4 Key Levers of Inclusion

3. Networking and Visibility

Sponsorship

- someone in power who elevates their protégé's visibility within the corridors of power
- puts their reputation on the line for their protégé

Having sponsorship is associated with career satisfaction

Lacking sponsorship is associated with dropping out of the field

4 Key Levers of Inclusion

4. Clear career paths to success

Recognize that not one path/trajectory works for all

Creating alternative paths

Removing barriers that block alternative paths

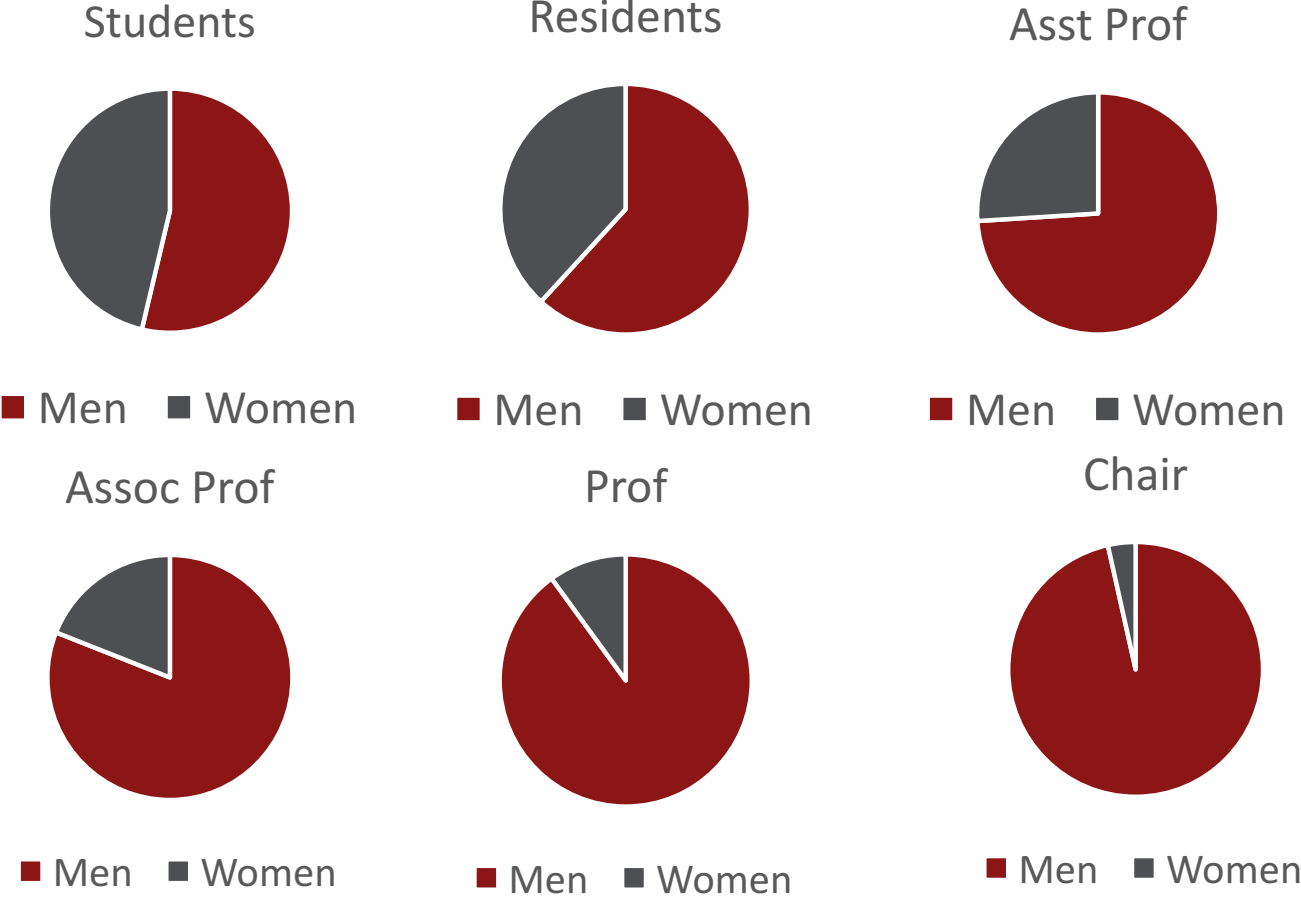
Diversity is being asked to the Party

Inclusion is being asked to Dance



Let's review some data

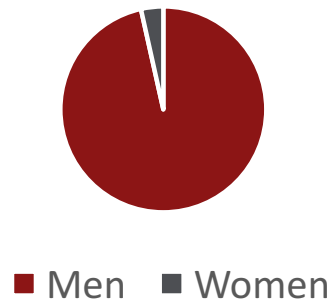
Pipeline by Gender (2015)



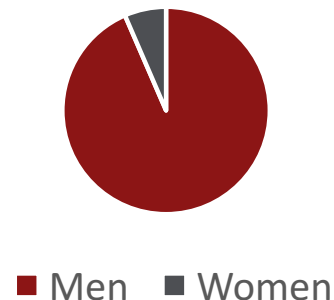
Recent Progress at Chair Level (**may not be exhaustive)

- Mary Hawn
- Omeida Valazquez – first hispanic
- Sandra Wong – first asian
- Betsy Tuttle Newhouse
- Melina Kibbe
- Sharmilla Dissanaiké
- Mary Killakey
- Martha Zeiger
- Nita Ahuja
- Jennifer Tseng
- Rebecca Minter
- **no Black female chair yet

Chair



Chairs 2017



Biases facing female surgeons

Male + Surgeon = Surgeon

Woman + Surgeon = Woman Surgeon

– Often confused for nurse, MA, tech, assistant

Recent data on Women in Medicine

- Female trainees more likely to suffer depression during training
- Less likely to be introduced as 'Doctor' by peers
- Referrals will diminish when have bad outcome, the same is not true for men
- Women earn less than their male peers, less likely to advance into leadership and often leadership is in 'supportive' roles
- Women hospitalists and surgeons' patients have better outcomes
- All this feeds into women feeling like they have to be twice as good to get respect and advancement

So how can leadership
breakdown these
patterns?

First level of leadership

- Lead yourself
- Emotional Intelligence
- Self regulation of emotions

The 3 A's

- Availability
- Affability
- Ability

- *In that order.....*



Networking & Visibility

Reputation: What it is.

Character is like a tree and *reputation* like a shadow. The *shadow* is what we *think* of it; the tree is the real thing.

Abraham Lincoln

Reputation: Why do I want it?

- Unlike high school, having a reputation is important for advancement.
- You can be doing really great things, but unless you're recognized for your accomplishments you will have trouble with academic advancement.

Reputation: How do I get it?

You can't build a reputation on what you are going to do.

Henry Ford

Reputation: How do I get it?

Being available

Team player

Being affable

Networking

Being able

Demonstrate knowledge

Demonstrate passion



ABILITY

Tickets to Success

- Grades
- Test Scores
- Awards
- Letters
- Research
- Volunteerism

You have to be recognized (have a reputation) for doing these well.

Reputation: How do I keep it?

It takes twenty years to build a reputation and five minutes to ruin it.

Warren Buffett

Ticket Punching



Building your reputation

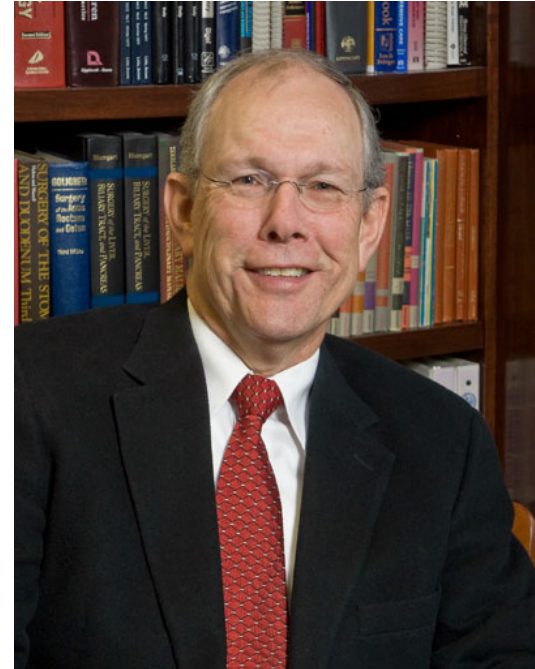
- You start with a certain amount of good will
- You can make mistakes
- You can be late
- You can upset someone unintentionally
- *And as you do these you will use some tickets.....*

Tickets to Failure

- Inflated self worth “I”
- Too important
- Problems without solutions
- If you are surrounded by a lot of problems, time to get a mirror

Ticket Punching

“You never know how many tickets you have until you’ve punched the last one”



Reputation: Can I change it?

A reputation once broken may possibly be repaired, but the world will always keep their eye on the spot where the crack was.

Joseph Hall

You can lead
yourself, now tips
for leading others

Least effective or bad practices

- Hold strong belief that you can make objective judgement
- Claim to be race or gender blind
- Hold strong belief that your department/discipline is a meritocracy
- Assuming bias training is sufficient

Monteith, Sherman & Devine 1998; Uhlman & Cohen 2007; Castilla & Benard 2010; Correll 2017

Why are Teams Important?



- The power of teams to accomplish so much more than an individual
- Collective wisdom
- Diversity of ideas

How to Motivate (or not) High Performing Teams

NOISE TO SIGNAL
Rob Cottingham



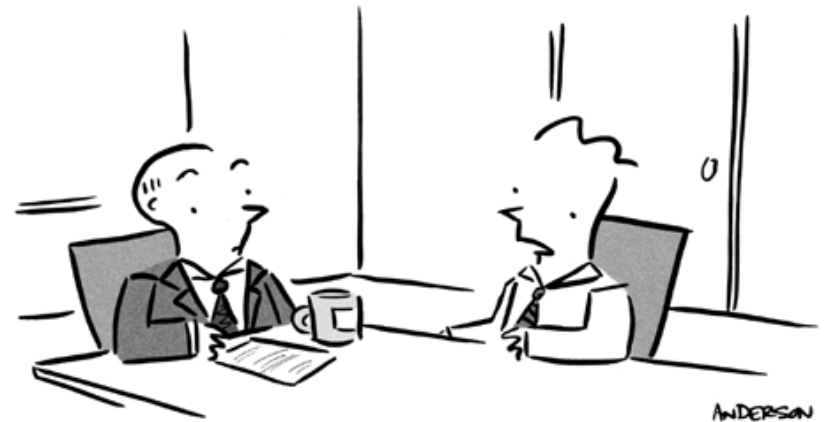
Mike, Carmel, you go to the garden store and get five bags of lime. Dana, Gord, Jill, get me a tarp and carpet, then check Google Earth for a secluded stretch of highway. The rest of you, you'll help me bury the facilitator... who, ironically, has apparently just led the most successful team-building exercise in our company's history.

How to Motivate High Performing Teams

- Importance of inclusivity
- Everyone has a role
- Everyone contributes
- Alternate leading/following

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"I am a team player, I just play for the other team."

How to Motivate High Performing Teams

© Randy Glasbergen
glasbergen.com



“To be an effective team leader, you need patience, strength, insight, tenacity and courage. If that doesn’t work, bribe them with doughnuts.”

Rewards can vary immensely

Money

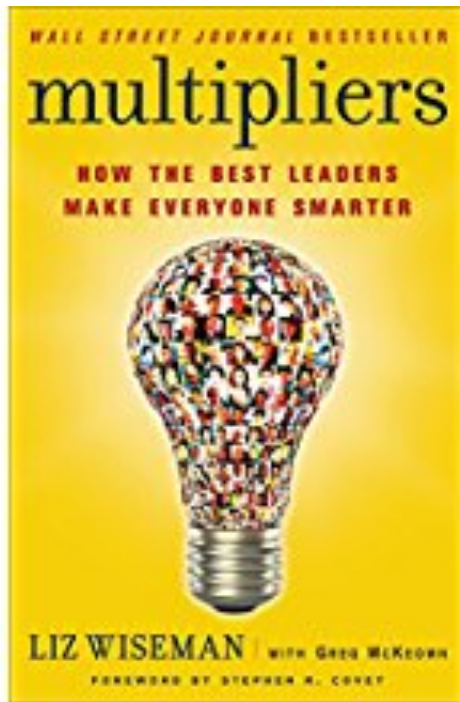
Sense of contribution

Recognition

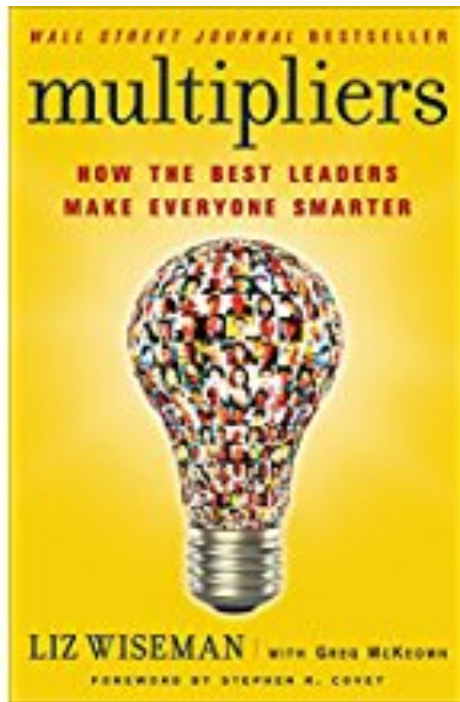
Purpose

.....and doughnuts



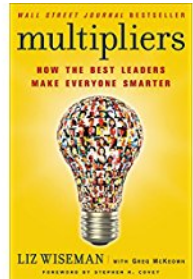


- mul · ti · pli · ers
- *noun*
- leaders who use their intelligence to amplify the smarts and capabilities of the people around them; ideas flow and problems get solved.
- These are the leaders who inspire the people with whom they work to stretch themselves and surpass expectations.
- These leaders use their smarts to make everyone around them smarter and more capable.



- di · mi · nish · ers
- *noun*
- those who believe that they are perpetually smarter than others and thereby squash the intelligence of those they lead

THE ACCIDENTAL DIMINISHER
is the well-intended leader, often following popular management practices, who subtly and, completely unaware, shuts down the intelligence of others.

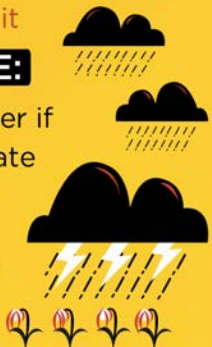




THE OPTIMIST

INTENTION:
To create a belief that the team can do it


OUTCOME:
People wonder if they appreciate the struggle and the possibility of failure.




THE RAPID RESPONDER

INTENTION:
To keep their organization moving fast


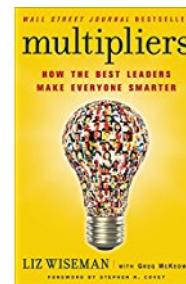
OUTCOME:
They move fast, but their organization moves slowly because there is a traffic jam of too many decisions or changes.





THE PACESETTER

INTENTION:
To set a high standard for quality or a pace

OUTCOME:
Other people become spectators or give up when they can't keep up.







THE RESCUER

INTENTION:
To ensure people are successful and to protect their reputation

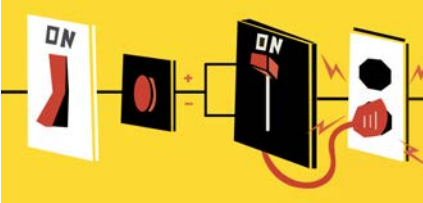
OUTCOME:
Their people become dependent on them, which weakens their reputation.




THE IDEA GUY

INTENTION:
For their ideas to stimulate ideas in others

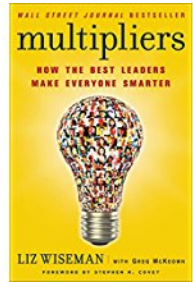
OUTCOME:
They overwhelm others, who either shut down or spend time chasing the idea du jour.

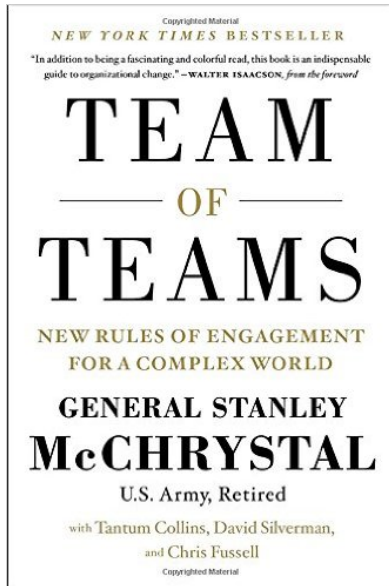
ALWAYS ON

INTENTION:
To create infectious energy and share their point of view

OUTCOME:
They consume all the space, and other people tune them out.

Lead Like a Gardener



- The world has changed, yet we often demand unrealistic levels of knowledge in leaders and force them into ineffective attempts to micromanage.
- The temptation to lead as chess master, controlling each move of the organization, *must give way* to an approach as a gardener, enabling rather than directing.
- A gardening approach to leadership is anything but passive. The leader acts as an “Eyes-On, Hands-Off” enabler who created and maintains an ecosystem in which the organization operates.

Reputation: Can I change it?

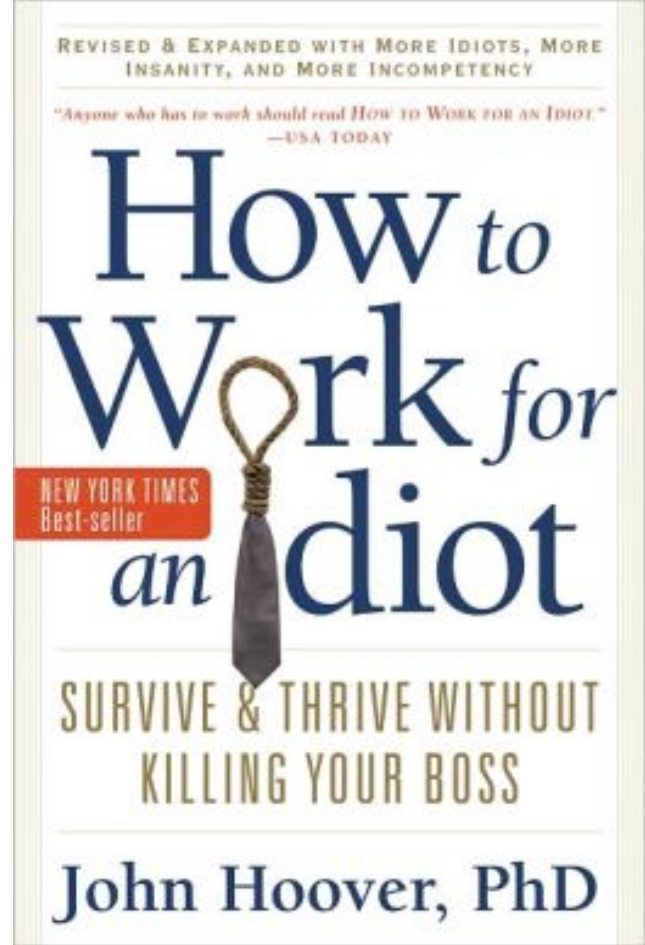
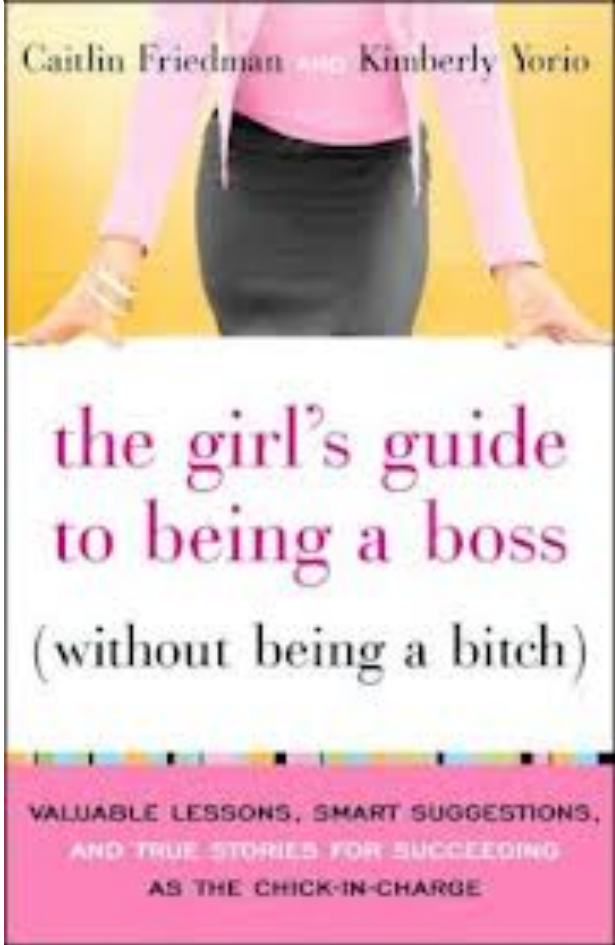
The 'unfair' reputation

'Second Generation' Gender Bias

- Not overt, difficult to put your finger on
- Feeling of being passed over
- Effective female leaders less likely to be 'likeable'



Bias? Double Standard? Both??



Who has it all?

'Why Women Still Can't Have it All' - Atlantic Monthly Essay

Ann-Marie Slaughter

Discourse is destructive to women

- Makes our inherent choices the focus of our 'success' or lack there of.
- Men don't talk this way
- In general, it leads to women being critical of women

**ONE OF THE CONFLICTS INHERENT IN
HAVING CHOICE IS THAT WE ALL MAKE
DIFFERENT ONES. THERE IS ALWAYS AN
OPPORTUNITY COST, AND I DON'T KNOW
ANY WOMAN WHO FEELS COMFORTABLE
WITH ALL HER DECISIONS. AS A RESULT,
WE INADVERTENTLY HOLD THAT
DISCOMFORT AGAINST THOSE WHO
REMIND US OF THE PATH NOT TAKEN.
GUILT AND INSECURITY MAKE US
SECOND-GUESS OURSELVES AND, IN
TURN, RESENT ONE ANOTHER.**

Sheryl Sandberg

UAB GI Surgery Circa 2006



UAB GI Surgery 2014



My Academic Success: Mentors and Sponsors



Mentors and Sponsors: Across Gender/Race



Most Important Decisions



On listening



“I’ll be brief... because when I’m talking, I’m not learning”

John Doerr
Venture Capitalist