



Moving the Needle: Mentorship, Sponsorship and Allyship

AMSPDC

Meeting for Pediatric Chairs

March 5, 2021

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Disclosures

Dr. Spector

- Received grant funding from the US Department of Health and Human Services (DHHS), Agency for Healthcare Research and Quality (AHRQ), and Patient Centered Outcomes Research Institute (PCORI).
- Co-founded and holds equity interest in the I-PASS Patient Safety Institute, a company which aims to assist institutions in the implementation of the I-PASS Handoff Program.
- Received monetary awards, honoraria, and travel reimbursement from multiple academic and professional organizations for teaching and consulting on physician performance and handoffs, and professional and leadership development.



Acknowledgements

Some of the content was developed in collaboration the following colleagues:

Darshita Bhatia
Mario Cruz
Benard Dreyer
Mackenzie Frost
Maryellen Gusic
Elizabeth Maxwell
Theodore Sectish

Sharon Calaman
Blair Dickinson
Marianne Felice
Christine Gleason
Leonard Levine
Janet Serwint
Barry Solomon

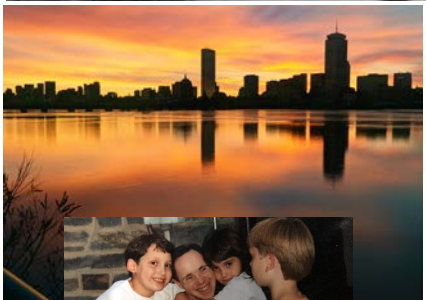


Objectives

- **Articulate the importance of mentoring, sponsorship and allyship**
- **Distinguish mentorship, sponsorship and allyship**
- **Detail strategies to obtain mentors, sponsors and allies through your professional networks**



Career Influences ...



Harvard Macy Institute
harvardmacy.org





Since its inception in 1995, ELAM's goals have been:

- To **advance** women in leadership positions
- To **support and sustain** women who attain leadership positions
- To **change the culture** of academic health care so that contributions of women are recognized and valued



ELAM

**1,142
ELUMs**

**ELAM Fellows
come from
academic health
organizations
around the world**

**ELAM alumnae
hold executive
leadership
positions at 276
institutions**





DREXEL UNIVERSITY

Executive Leadership in
Academic Medicine

College of Medicine

WHERE
ARE WE?

More Women More Women Leaders

Women comprise the majority of enrolled U.S. medical students, yet...

- **Women are about 36% of physicians***

- **Deans**

- **Senior Associate Deans: 34% women^x**
- **Deans: 19% interim and permanent are women⁺**
 - *Half of these women deans are ELUMs*



*AAMC 2020 Physician Specialty Data Report

^x AAMC The State of Women in Academic Medicine 2018-2019

⁺ AAMC Council of Deans, December 31 snapshots, as of January 2021

Women in Academic Medicine *Statistics*

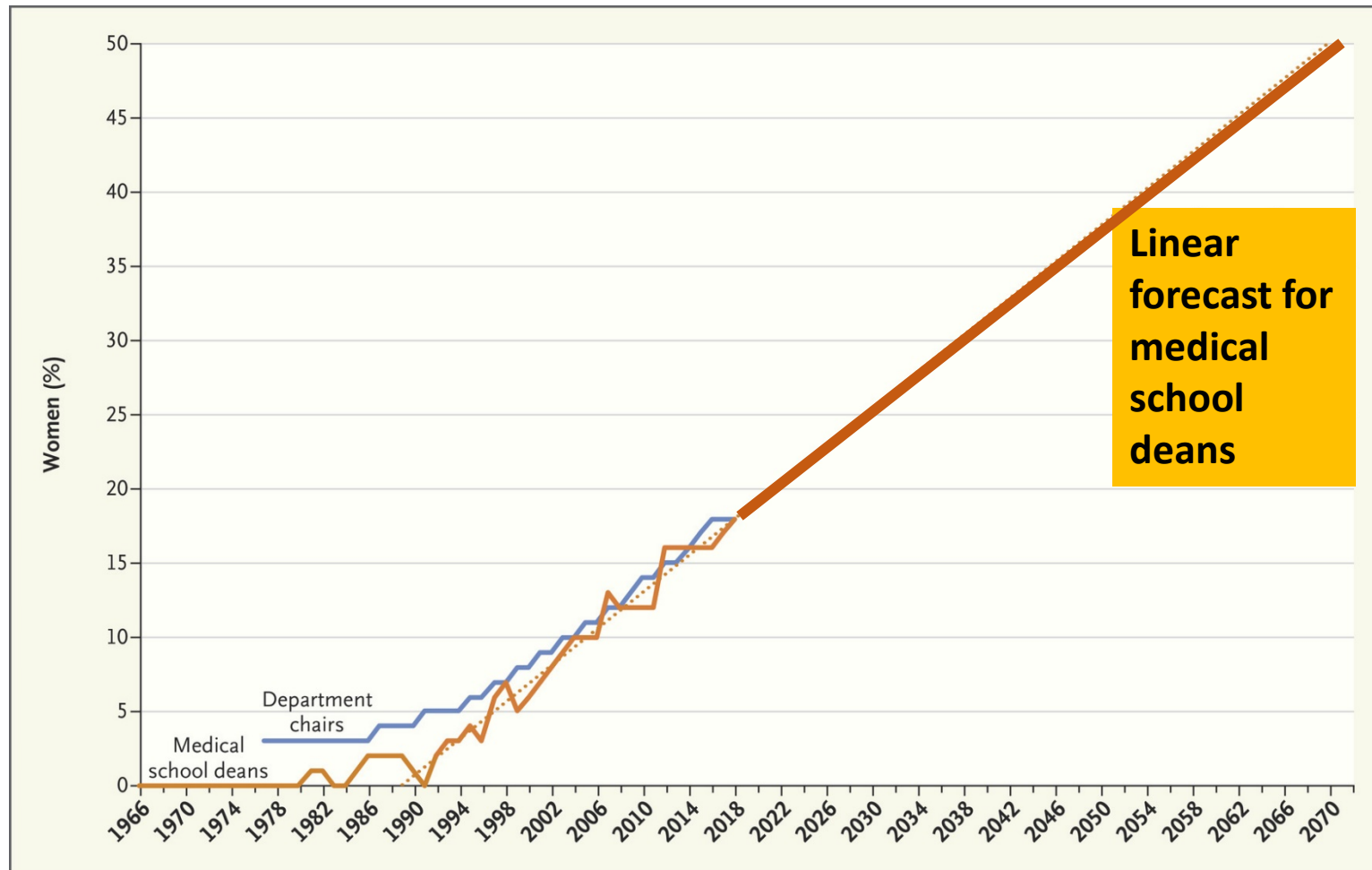
Discipline	Full Professors	Chairs	Deans
Medicine *	27%	21%	19%
Pediatrics *	39%	31%	N/A
Dentistry	21% ^x	25% ^x	16% [◇]
Pharmacy •	33%	31%	22%
Public Health ○	N/A	N/A	40%

Sources

- AAMC Faculty Roster, December 31, 2020 snapshot, as of December 31, 2020
- X ADEA Survey of Dental School Faculty, 2016-17 Academic Year and internal ADEA list of dental schools and their deans
- ◇ ADEA request for data email 2/22/2021
- American Association of Colleges of Pharmacy 2017-18 *Profile of Pharmacy Faculty*
- Council on Education for Public Health (CEPH) website, accessed August 2019



Trends in Female Representation among Leaders in Academic Medicine



Unplugging the Pipeline - A Call for Term Limits in Academic Medicine.

Beeler WH, Mangurian C, Jaggi R. N Engl J Med. 2019 Oct 17;381(16):1508-1511. doi:

10.1056/NEJMp190683



Compensation

**Research demonstrates pay gaps
for women in medicine**



Spector ND, Asante PA, Marcelin JR, et al. Women in Pediatrics: Progress, Barriers, and Opportunities for Equity, Diversity, and Inclusion. *Pediatrics*. 2019;144(5):e20192149

Editorial Boards

While the number and proportion of women on editorial boards in some areas has been increasing, a gap remains



Spector ND, Asante PA, Marcelin JR, et al. Women in Pediatrics: Progress, Barriers, and Opportunities for Equity, Diversity, and Inclusion. Pediatrics. 2019;144(5):e20192149

Plenary Speakers

**Women are not equitably represented as
plenary speakers**



Spector ND, Asante PA, Marcelin JR, et al. Women in Pediatrics: Progress, Barriers, and Opportunities for Equity, Diversity, and Inclusion. Pediatrics. 2019;144(5):e20192149



Citizenship tax

- **Citizenship task = uncompensated work**
- **Requires dedicated time and contributes to an organization's goals and effectiveness but less likely to contribute to career advancement.**
- **Gender, race, and age may play a role in the decision of women physicians to participate in work-related citizenship tasks.**

Citizenship Tasks and Women Physicians: Additional Woman Tax in Academic Medicine? Armijo PR, Silver JK, Larson AR, Asante P, Shillcutt S. J Womens Health (Larchmt). 2020 Nov 17. doi: 10.1089/jwh.2020.8482.



Recent Catalysts

- **#MeToo**
- **Covid – 19 pandemic**
- **Black Lives Matter**

The pandemic and these two movements have forced people in positions of power—namely white men who dominate leadership roles—to realize they must step up to make organizations more fair and inclusive.

Be a Better Ally. Tsedale M. Melaku, Angie Beeman, David G. Smith, and W. Brad Johnson. Harvard Business Review. November–December 2020

Gender and Crisis

The pandemic may exacerbate disparities

- Increasing demands at home
 - Less time for research
 - Less time for scholarship
- Exaggerating leadership gap
- For women with intersectionality, the impact is greater
- Impact on physical and mental health
 - Increased burnout



Yemisi Jones, MD, Vanessa Durand, DO, Kayce Morton, DO, Mary Ottolini, MD, MPH, MEd, Erin Shaughnessy, MD, MSHCM, Nancy D Spector, MD, Jennifer O'Toole, MD, MEd, Collateral Damage: How COVID-19 Is Adversely Impacting Women Physicians. *J. Hosp. Med* 2020;8;507-509. Published Online First July 20, 2020. doi:10.12788/jhm.3470

Myers, K.R., Tham, W.Y., Yin, Y. et al. Unequal effects of the COVID-19 pandemic on scientists. *Nat Hum Behav* (2020).
<https://doi.org/10.1038/s41562-020-0921-y>



- **Structural and institutional racism**
- **COVID-19 disproportionately affects racial and ethnic minorities.**

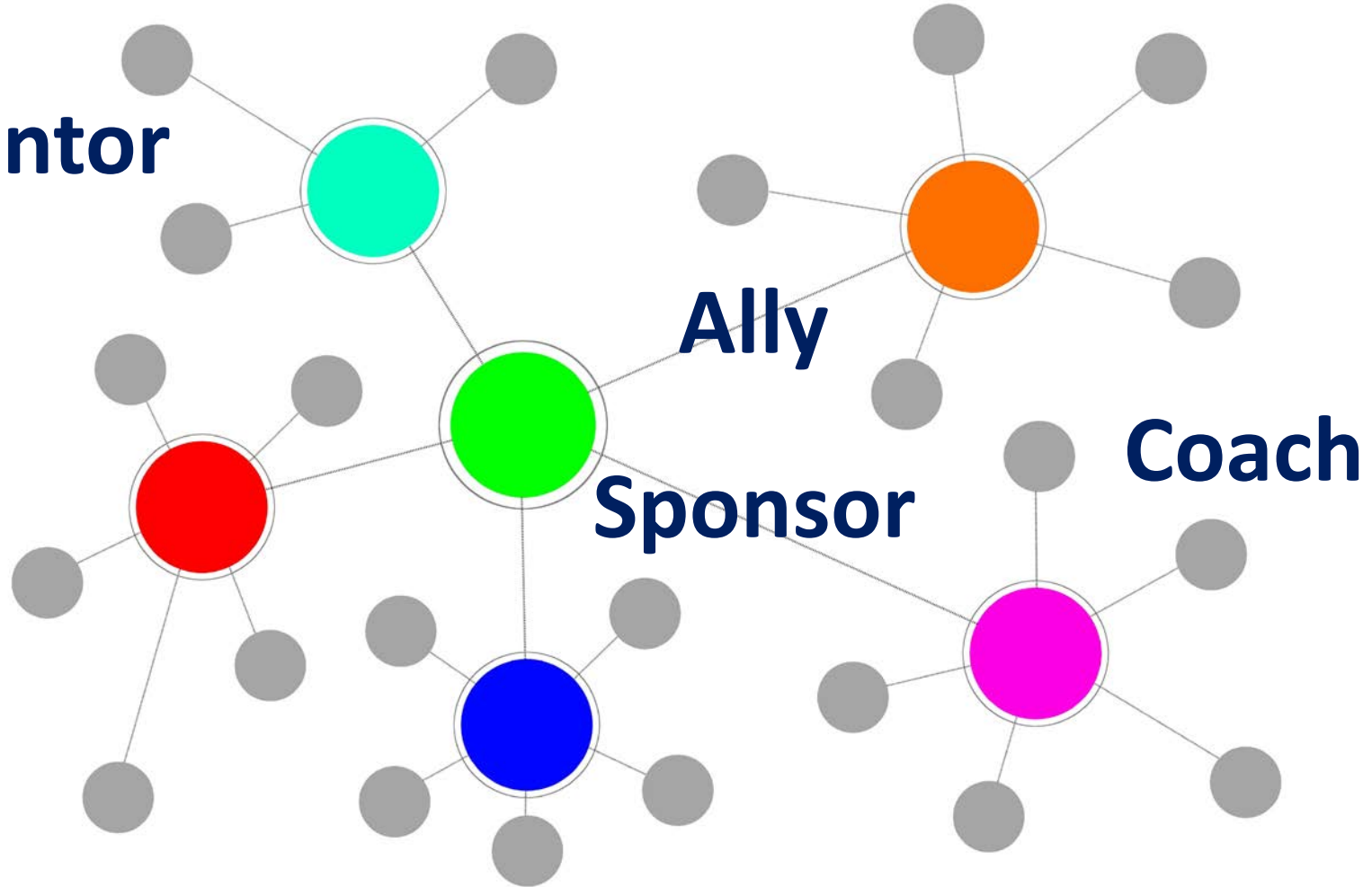
Moving the Needle



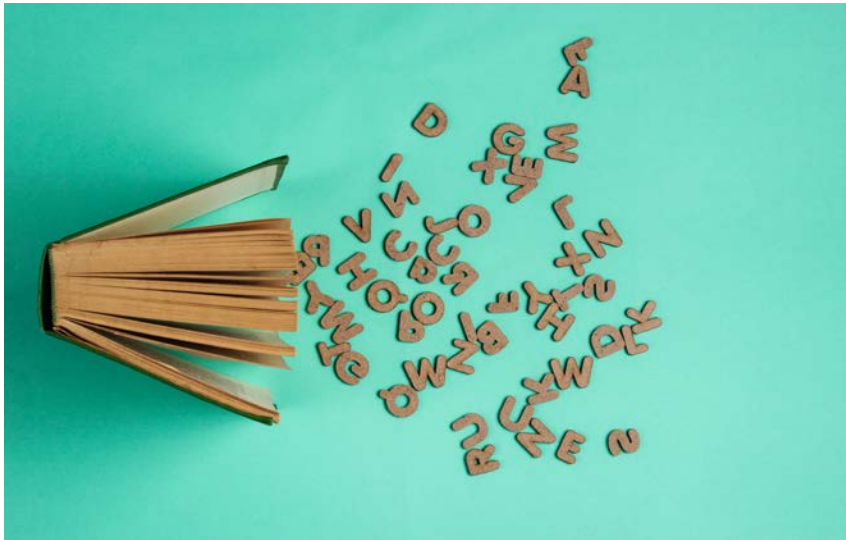


Your Network

Mentor



Mentor, Sponsor, Ally



- **Mentor**- trusted counselor or guide
- **Sponsor** –powerful, influential person who provides public support for advancement and promotion of an individual
- **Ally** – collaborator to fight injustice

Why is Mentoring Important?

- **Complexity of professional roles**
 - Often multiple roles
 - Turnover of leadership
 - Changing incentives
- **Constant and rapid change**



Mentoring provides stability, grounding, and opportunities for professional growth

Challenges for Mentors

- Lack of training in effective mentorship
- Time limitations
- “Mentor fatigue”



Challenges for Mentors

- **Mentoring members of a different generation**
 - **What millennials want**
 - Help navigating career path
 - Straight feedback
 - Hands on coaching
 - Sponsorship for formal programs
 - Flexible schedules
 - **Millennials very willing to provide reverse mentoring**

Meister JC, Willyerd K. Harvard Business Review May 2010: 68-72
Spector ND. Pediatrics 2014: 1112-21



Please Mentor Me!

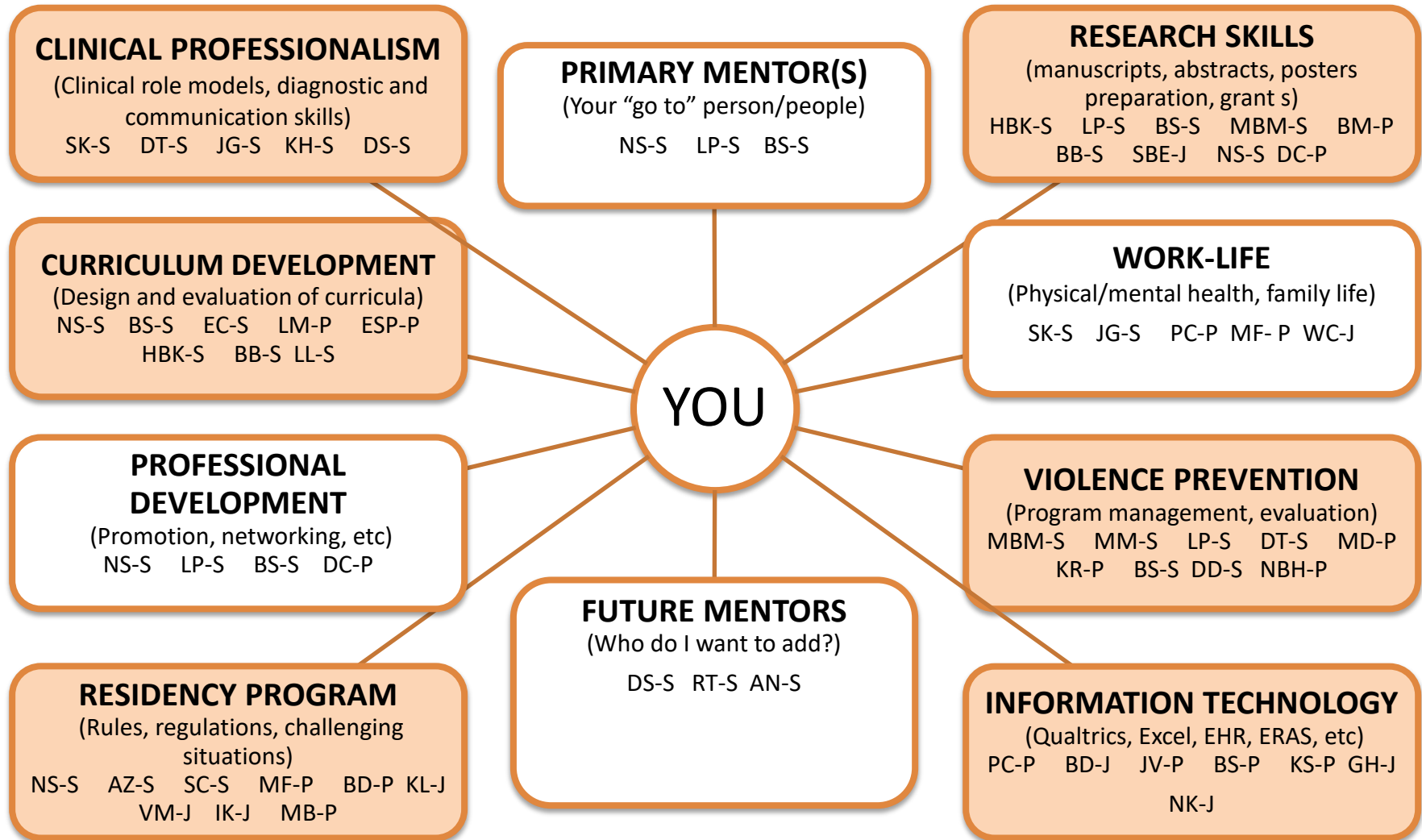




Mentoring Mosaic



Mario Cruz's Mentoring Mosaic



Mentoring Options

- **Functional mentoring**
- **Traditional dyadic mentoring**
- **Peer group mentoring**
- **Speed mentoring**

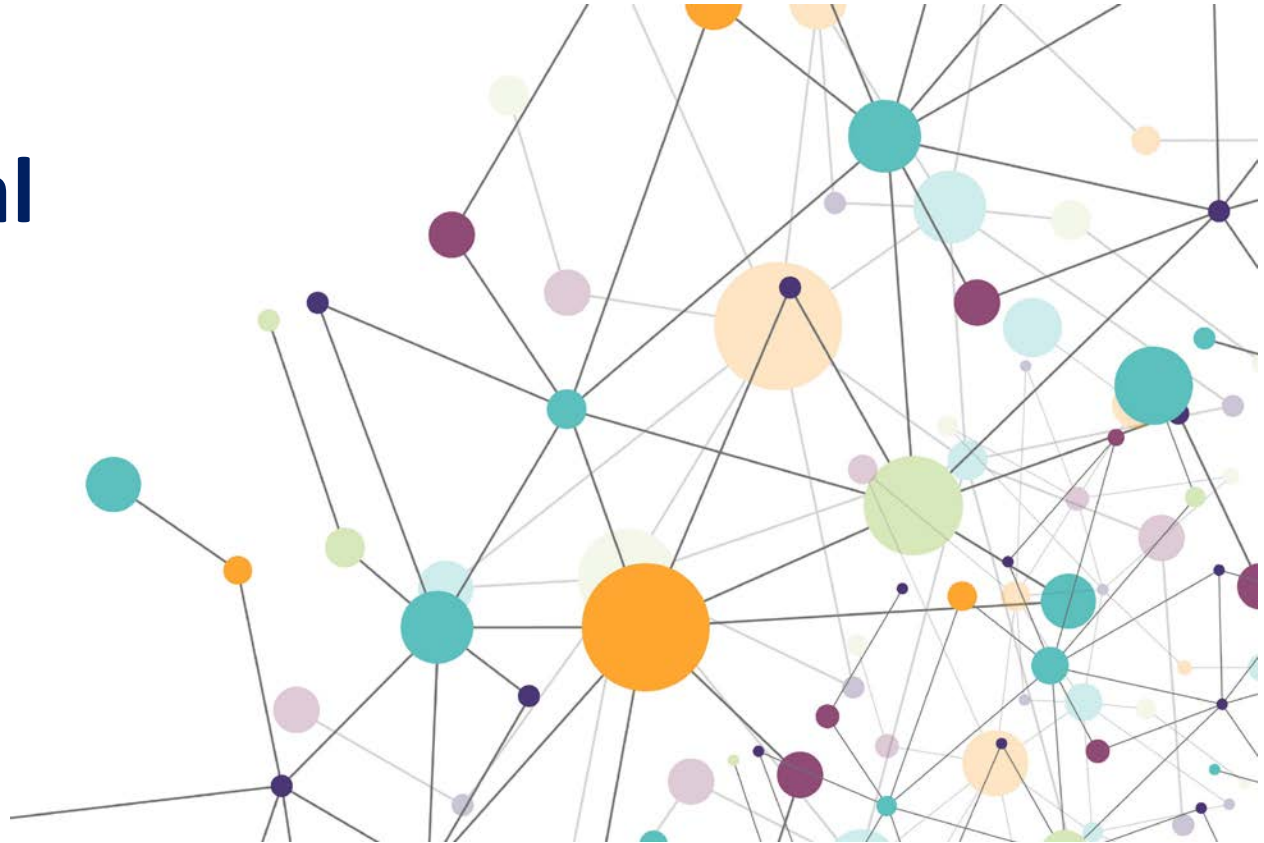


DeCastro R, Sambuco D, Ubel PA, Stewart A, Jaggi R. Acad Med. 2013;88(4):488–496



Your Network

- Operational
- Personal
- Strategic



How Leaders Create and Use Networks. Herminia Ibarra and Mark Lee Hunter,
Harvard Business Review, January 2007.

Strategies to Obtain Mentors

- Think more broadly about potential mentors
 - Consider peer mentors
- Make it a priority on your To Do List
- Look within the organizations to which you belong for mentoring opportunities
- Actively engage in networking



Leier CV. The American Journal of Medicine 2011; 124(10): 893-895



Coaching

- **Coaches**
 - Provide specific instruction
 - Assist at improving performance
- **In a professional context:**
 - Assist with professional development
 - Focus on professional position



Professional Coaching

- Executive coaching for health professionals
- Shared goals and accomplishments
 - Rising leader
 - Organization itself
 - Leader's role
- Contractual relationship





Beyond Mentoring and Coaching

Sponsorship

“A coach tells you what to do, a mentor will listen to you and speak with you, but a sponsor will talk about you”

Hanna KH. Catalyst. Fostering Sponsorship Success Among High Performers and Leaders.
New York, NY: Catalyst; 2011

Impact of Mentors on Women in Business

- **Outcomes**
 - Have had at least one mentor
 - 83% of women vs. 76% of men
 - Have had four or more mentors
 - 21% of women vs. 15% of men
- **However**
 - Have had one or more promotions
 - 72% of men vs. 65% of women



Ibarra H. Harvard Business Review September 2010: 80-85



Sponsorship

Fewer women than men have sponsors



Hewlett SA, Peraino K, Sherbin L, Sumberg K The Sponsor Effect: Breaking Through the Last Glass Ceiling.
2011 Boston, Mass Harvard Business Review

Sponsorship

- **Sponsorship is critical to Black women's access to significant training, development, and networking opportunities and advancement.**



Why Women and People of Color in Law Still Hear “You Don’t Look Like a Lawyer”. Tsedale M. Melaku. Harvard Business Review. August 2019

Sponsorship

- **Definition**
 - Public support by a powerful, influential person for the advancement and promotion of an individual within whom he or she sees untapped or unappreciated leadership talent or potential
- **Can catapult nascent talent to rising star status and eliminates visibility gap**



Travis EL. Academic Medicine 2013; 88(10): 1414-1417

Gottlieb AS, Travis EL. Academic Medicine 2018; 93(11): 1620–1623

Ayyala MS et al. Academic Medicine 2019; 94(1): 94–100

Spector ND, Overholser B. Journal of Hospital Medicine 2019; 14(7):415

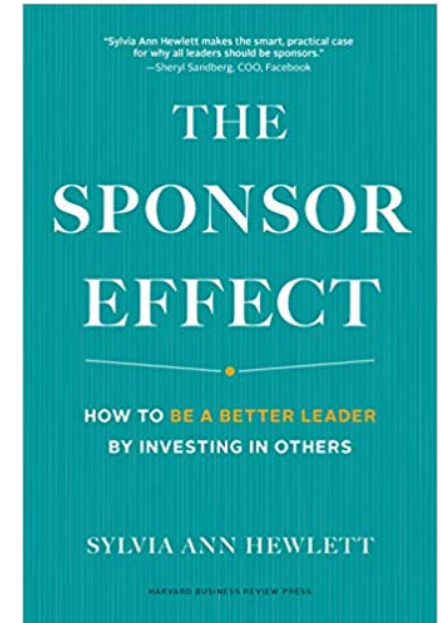
Sponsorship

- Goes beyond traditional social, emotional, and personal growth and development
- Focused on advancement
- Predicated on power
 - Sponsors leverage their own power and reputational capital
- Provide advice specific to stretching into a role, position or assignment

Foust-Cummings H, Dinolfo S, Kohler J. Sponsoring Women to Success. Catalyst. 2011. www.catalyst.org.



Sponsor – Protégé Relationship

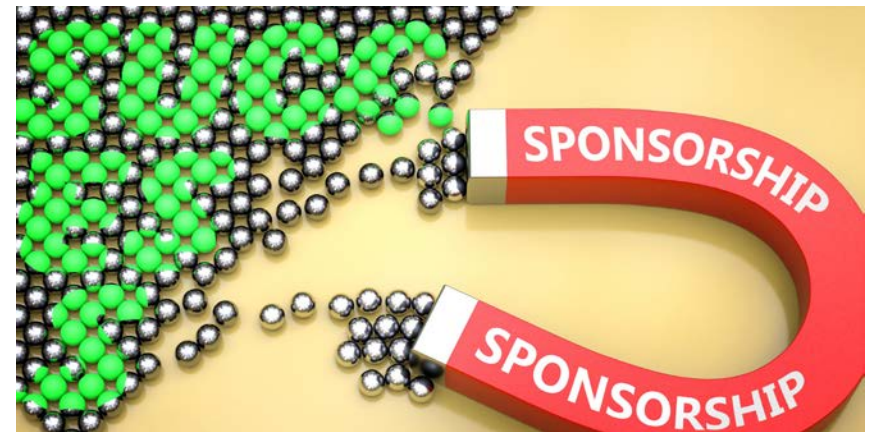


Hewlett SA. Harvard Business Review Press. 2019

Sponsorship Programs

Helping Women Become Leaders

- **Principles**
 - Specify goals
 - Select sponsors and match them based on goals
 - Coordinate efforts with direct supervisors
 - Train sponsors regarding gender issues
 - Hold sponsors accountable





Allyship





Male Allyship

- **Seek out talented protégés from different racial and cultural backgrounds**
 - *Unfortunately, many white men pick protégés who look just like them.*



Be a Better Ally. Tsedale M. Melaku, Angie Beeman, David G. Smith, and W. Brad Johnson. Harvard Business Review. November–December 2020

Male Allyship



- Enlist male allies from day one
- Look for male allies everywhere in the organization, especially upward
- Find male allies who believe in your value

Women in Leadership: Finding and Leveraging Allies and Mentors, Zoe Mackey August 22, 2018



Male Allyship

Most men want to be a part of the solution

What men can do:

- Listen
- Call out bias
- Credit women for their work and ideas
- Amplify
- Mentor and sponsor more women
- Advocate for equitable workplace policies

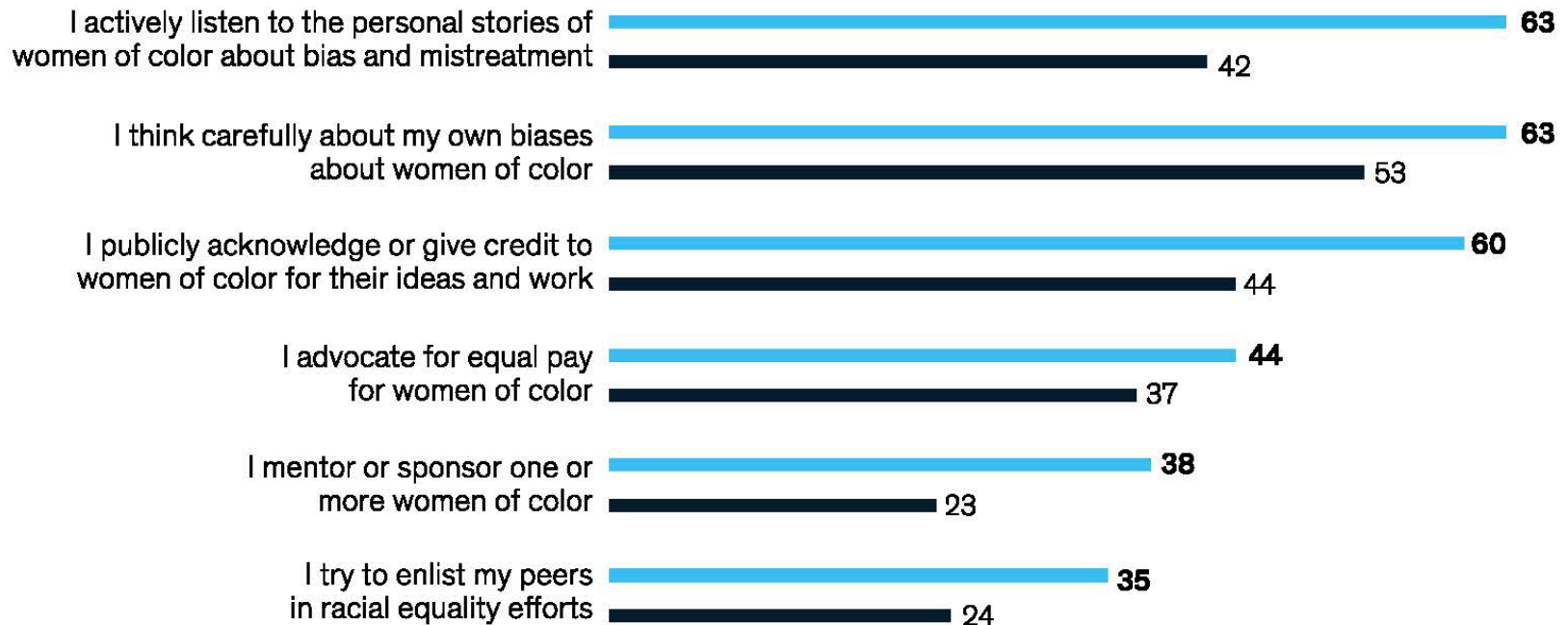


Allyship

Senior-level women are much more likely than senior-level men to practice allyship.

Diversity and inclusion in senior leadership, % of employees

■ Women ■ Men

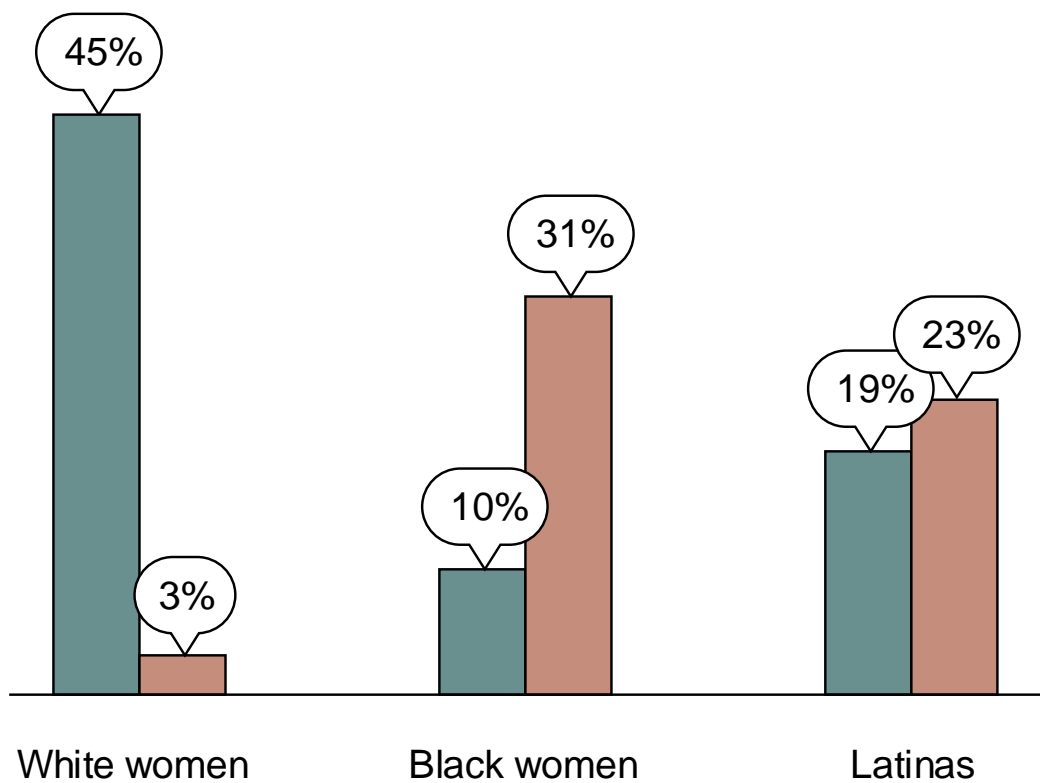


Source: *Women in the Workplace 2020*, LeanIn.Org and McKinsey, 2020

Allyship

White Women/Women of Color

■ White people ■ People of color



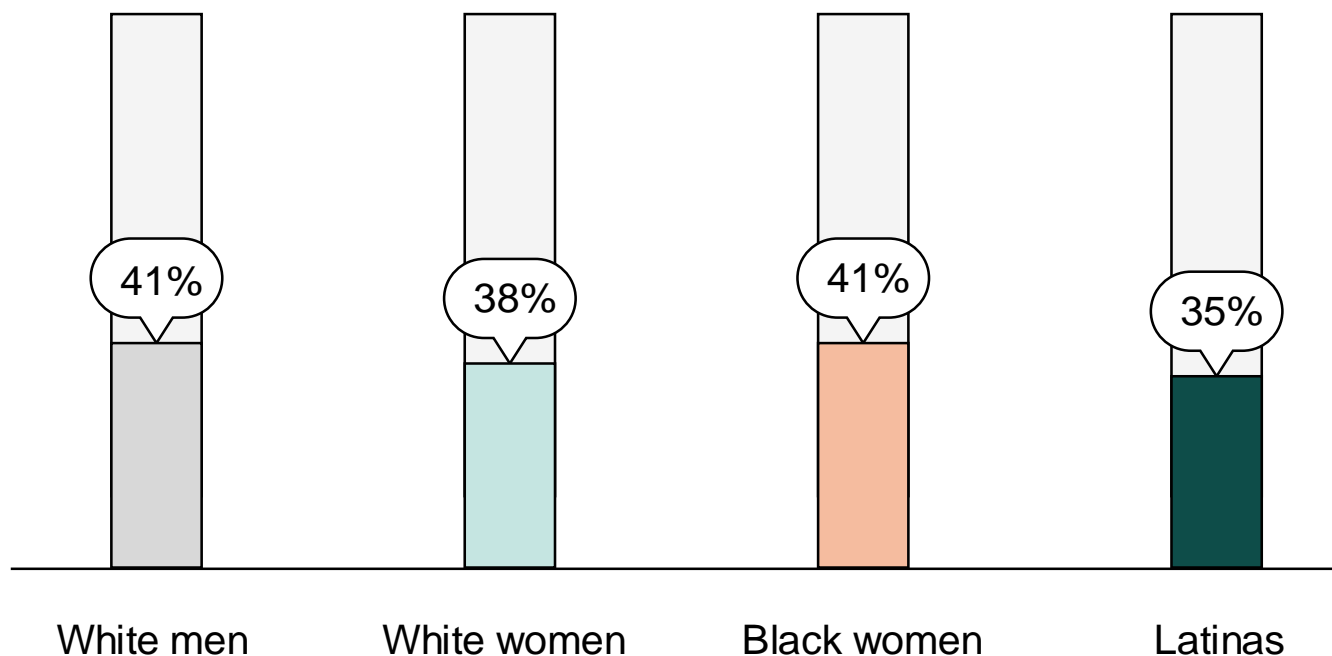
Relatively few Black women and Latinas say most of their strongest allies are white

[LEANIN.ORG/RESEARCH/ALLYSHIP-AT-WORK](https://leanin.org/research/allyship-at-work) JUNE 19-25, 2020



Allyship

I've spoken out against racial discrimination at work³



A majority of white employees have never spoken out against racial discrimination at work

LEANIN.ORG/RESEARCH/ALLYSHIP-AT-WORK JUNE 19-25, 2020



Allyship

What White Women *Shouldn't* Do

- Don't assume you are an ally
- Don't assume that you know the answers
- Don't speak for others

Jim Ludema and Amber Johnson. How To Be An Ally For Colleagues Of Color At Work: Three Do's And Don'ts For Taking Action. [Forbes.com](https://www.forbes.com), August 6, 2020.



Allyship

What White Women *Should* Do

- Listen and learn
- Walk the talk
- Engage
- Support

Stephanie Creary . How to Be a Better Ally to Your Black Colleagues, Harvard Business Review, July 08, 2020
Ludema and Amber Johnson. How To Be An Ally For Colleagues Of Color At Work: Three Do's And Don'ts For Taking Action. Forbes.com, August 6, 2020

Organizational and Institutional Imperatives

- **Prioritize efforts to drive culture change**
- **Dedicate resources to make significant change**
- **Everyone at every level of our institutions and organizations must be part of the change**

Adia Harvey Wingfield. We Built a Diverse Academic Department in 5 Years. Here's How Harvard Business Review. July 01, 2020
Zuhairah Washington and Laura Morgan Roberts. Women of Color Get Less Support at Work. Here's How Managers Can Change That. Harvard Business Review. March 4, 2019
Jim Ludema and Amber Johnson. How To Be An Ally For Colleagues Of Color At Work: Three Do's And Don'ts For Taking Action. Forbes.com, August 6, 2020



Reflection

- **What are the opportunities to affect culture change within AMSPC?**
- **What are the opportunities to make organizational change in your own institution?**



Dr. Omolara Uwemedimo
MD, MPH
@DrOmolara

“My daughter, Idara, had something to share with you. Hope it uplifts you.”

Adjourned

