

Our Top Ten Takeaways!

Early Career Women Faculty Leadership Development Seminar



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1. Gender bias is real.

Understanding Gender Bias Today and Solutions to Address It

Diana Lautenberger, MA
Director, Gender Equity Initiatives
AAMC

Who's at the top and why?

Fortune 500 chief executives who are women



Fortune 500 chief executives named John



NY Times



GENDER STEREOTYPES CREATE A NO-WIN SITUATION FOR WOMEN LEADERS

STEREOTYPE

Women Take Care

- Nurturing
- Emotional
- Communicative

DOUBLE-BIND

When women **take care**, they are liked—but viewed as **less competent leaders**.

RESULT

Women leaders are seen as competent or likeable, but rarely both.

#TheDoubleBind

Catalyst, *The Double-Bind Dilemma for Women In Leadership: Damned If You Do, Doomed If You Don't* (2007).

CATALYST.ORG

CATALYST
WORKPLACES THAT WORK FOR WOMEN

Managers Use More Positive Words to Describe Men in Performance Reviews and More Negative Ones to Describe Women

Words used to describe men

Analytical	
Competent	
Athletic	
Dependable	Arrogant
Confident	
Versatile	
Articulate	
Level-headed	
	Irresponsible
Logical	
Practical	

POSITIVE

NEGATIVE

IN DESCENDING ORDER
OF RELATIVE FREQUENCY

Words used to describe women

Compassionate	
	Inept
Enthusiastic	Selfish
Energetic	Frivolous
	Passive
Organized	Scattered
	Opportunistic
	Gossip
	Excitable
	Vain
	Panicky
	Temperamental
	Indecisive

POSITIVE

NEGATIVE

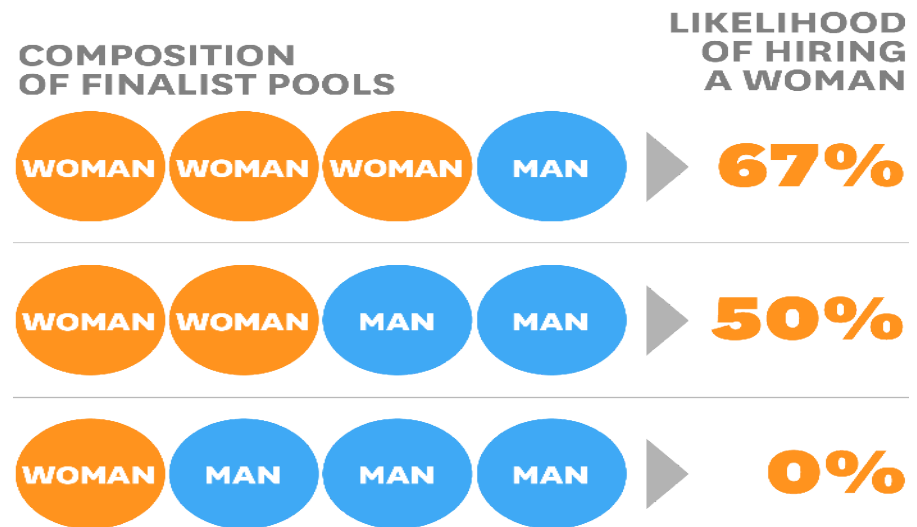
SOURCE AN ANALYSIS OF 81,000 PERFORMANCE EVALUATIONS, DAVID G. SMITH ET AL., 2018

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The Relationship Between Finalist Pools and Actual Hiring Decisions

According to one study of 598 finalists for university teaching positions.

“If there’s only one woman in your candidate pool, there’s **statistically no chance** she’ll be hired.”



SOURCE STEFANIE K. JOHNSON ET AL

© HBR.ORG



Nicole Bedera

@NBedera



For class today, my students watched a panel of women professors share their experiences of sexism in academia. One sentence resonated with the women in class more than any other:

"The less visible I am, the safer this place is."

3:03 PM · 2021-02-15 · [Twitter Web App](#)

247 Retweets **36** Quote Tweets **1,611** Likes

[Twitter: @lindacolumbus](#)

Benevolent Sexism

Hostile/overt sexism:

aims to preserve men's dominance over women by underlining men's power



Benevolent sexism: emphasizing men's role to protect and provide for women in exchange for women's compliance to traditional gender roles, paternalistic workplace and structures

Result: hierarchy-enhancing, legitimizing myths that strengthen group-based inequality.

([Jost and Kay, 2005](#)), ([Sibley et al., 2007](#)).

HOSTILE SEXISTS	BENEVOLENT SEXISTS
Ban women from sports clubs	Hold doors open for women
Wolf whistle at women	Call women 'love' or 'dear'
Love topless calendars	Refuse to split a bill
Leave the housework to their wives	Offer women their jacket if they look cold
Believe women who claim to want equality actually want special treatment	Say a good woman should be put on a pedestal
Say most women interpret innocent remarks as sexism	Say men should make sacrifices to provide for women

2. Systems need to change.

What do we mean by “institutional systems”?

- How work is done
- How members of the community interact
- How personal and professional commitments are addressed
- How decisions are made
- How work is allocated
- Who has power and influence
- Specifics: P&T criteria, tenure clock, working business hours



What do we value as...

“Appropriate behavior”

a WOC expressing an opinion is “angry”

“Professional appearance”

no natural/ethnic hairstyles or dress

“Normal business hours”

having to leave before 5 to pick up children

“Comfortable work environment”

sexist jokes or comments about bodies

Coded words for white culture, masculine culture, straight culture, ableist culture, etc.

Gender ≠ character traits!!

Current dominant in academic medicine values and rewards:

- Competition
 - Individualism
 - Over-confidence
 - Urgency
 - The lone genius
- Collaboration
 - Partnership
 - Questioning
 - Thoughtfulness
 - Collective genius

Sameness is not the goal.

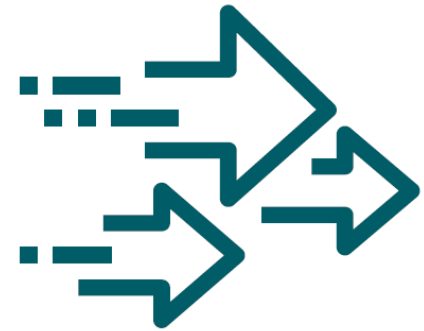
**Equity and inclusion where
people's individual talents
are recognized and valued
is the goal.**

**Rising
tide lifts
all boats**



3. Strategies to promote gender equity

Organizational steps...

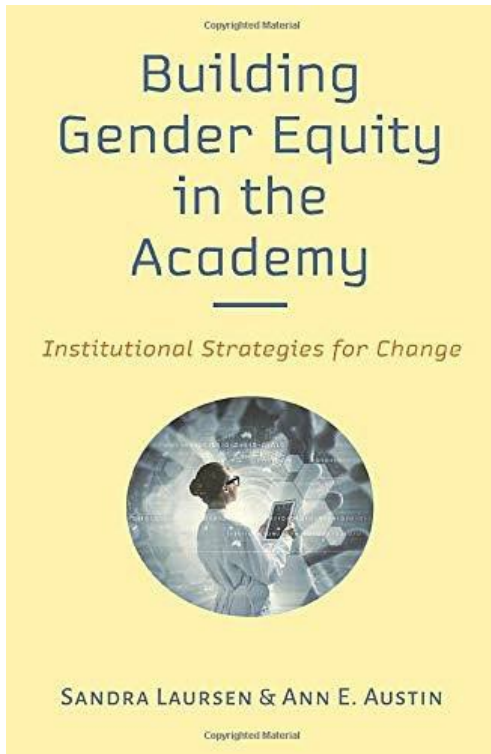


- Track data – hiring, promotion, attrition to conduct equity analyses
- Mentorship/sponsorship programs
- Start an allyship group (and one specifically men!)
- Put anonymous bias reporting systems in place
- Make someone accountable – without it, you'll backslide
- More nudges, less shoves uphill for equity efforts
- De-bias systems
 - Search committee and Rooney Rules
 - Job position descriptions
 - Third-party process monitors or ombudspersons

Individual strategies you can take

- Sponsor and mentor women
- Amplify
- Not conflating gender equity with familial/flexibility issues
- Invite women (each other!) to be speakers/presenters
- Track your accomplishments
- Find the power in your organizations
- Ask for feedback, ask for mentorship
- Push equity and inclusion efforts at your institution and encourage men to lead/partner on them
- Interrogate your own privileges

Inequitable Structures and their Solutions

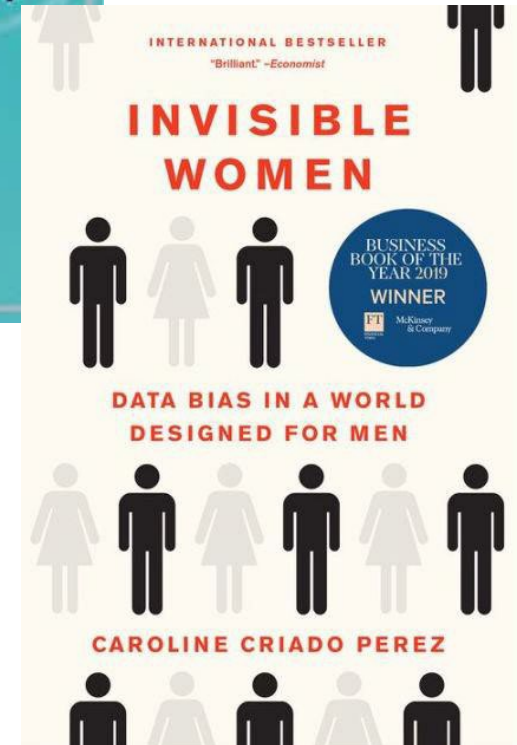
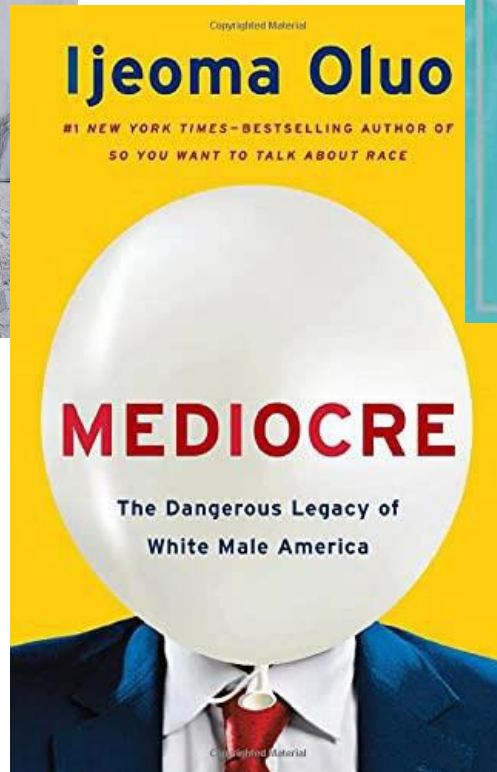
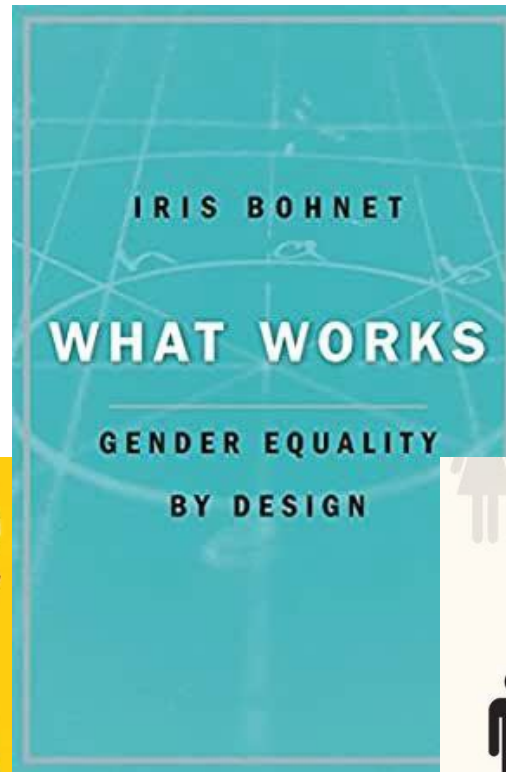
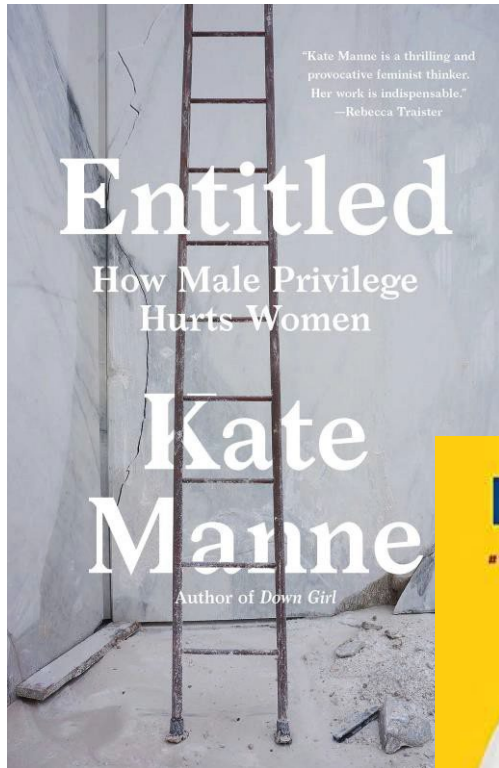


Institutional Structure:

- Biased evaluation processes
- Unwelcoming workplaces
- Employment structures that don't accommodate personal lives
- Inequitable opportunities for advancement

Solution:

- De-bias processes
- Re-boot workplaces
- Supporting the whole person
- Foster individual success



July 19, 2022

4:00-4:30 pm

[Welcome and Seminar Overview](#)

4:30- 6:00 pm

[Understanding Gender Bias Today: Debunking Cultural Myths and Strategies to Address them](#)

July 20, 2022

8:00 - 8:30 am

[AAMC Resources](#)

8:30 - 11:30 am

[Leveraging the Power of Your Personality Type](#)

12:30 - 2:00 pm

[Time, Email Management and Organizational Skills](#)

2:30 - 4:00 pm

[Academic Promotion Workshop: Clinical Focus](#)

[Academic Promotion Workshop: Education Focus](#)

[Academic Promotion Workshop: Research Focus](#)

July 21, 2022

8:00 - 9:30 am

[Writing a Personal Statement: Clinical Focus](#)

[Writing a Personal Statement: Research Focus](#)

[Writing a Personal Statement: Education Focus](#)

10:00 am- 1:30 pm

[Communicating as a Leader: Developing and Delivering Clear Messages](#)

2:00 - 3:30 pm

[Negotiation 101: View From the Chair's Office](#)

July 22, 2022

8:00 - 9:45 am

[Introduction to Medical School Finances](#)

Agenda

- Build knowledge and skills needed in academic medicine: leadership, organization, management
- Receive information and resources to be an advocate
- Receive mentorship on career building
- Expand professional network
- Reflection

INTJ

INNOVATIVE, INDEPENDENT, STRATEGIC, LOGICAL, RESERVED, INSIGHTFUL. DRIVEN BY THEIR OWN ORIGINAL IDEAS TO ACHIEVE IMPROVEMENTS.

INTP

INTELLECTUAL, LOGICAL, PRECISE, RESERVED, FLEXIBLE, IMAGINATIVE. ORIGINAL THINKERS WHO ENJOY SPECULATION AND CREATIVE PROBLEM SOLVING.

ENTJ

STRATEGIC, LOGICAL, EFFICIENT, OUTGOING, AMBITIOUS, INDEPENDENT. EFFECTIVE ORGANIZERS OF PEOPLE AND LONG-RANGE PLANNERS.

ENTP

INVENTIVE, ENTHUSIASTIC, STRATEGIC, ENTERPRISING, INQUISITIVE, VERSATILE. ENJOY NEW IDEAS AND CHALLENGES, VALUE INSPIRATION.

INFJ

IDEALISTIC, ORGANIZED, INSIGHTFUL, DEPENDABLE, COMPASSIONATE, GENTLE. SEEK HARMONY AND COOPERATION; ENJOY INTELLECTUAL STIMULATION.

INFP

SENSITIVE, CREATIVE, IDEALISTIC, PERCEPTIVE, CARING, LOYAL. VALUE INNER HARMONY AND PERSONAL GROWTH, FOCUS ON DREAMS AND POSSIBILITIES.

ENFJ

CARING, ENTHUSIASTIC, IDEALISTIC, ORGANIZED, DIPLOMATIC, RESPONSIBLE. SKILLED COMMUNICATORS WHO VALUE CONNECTION WITH PEOPLE.

ENFP

ENTHUSIASTIC, CREATIVE, SPONTANEOUS, OPTIMISTIC, SUPPORTIVE, PLAYFUL. VALUE INSPIRATION, ENJOY STARTING NEW PROJECTS, SEE POTENTIAL IN OTHERS.

ISTJ

RESPONSIBLE, SINCERE, ANALYTICAL, RESERVED, REALISTIC, SYSTEMATIC. HARDWORKING AND TRUSTWORTHY WITH SOUND PRACTICAL JUDGEMENT.

ISFJ

WARM, CONSIDERATE, GENTLE, RESPONSIBLE, PRAGMATIC, THOROUGH. DEVOTED CARETAKERS WHO ENJOY BEING HELPFUL TO OTHERS.

ESTJ

EFFICIENT, OUTGOING, ANALYTICAL, SYSTEMATIC, DEPENDABLE, REALISTIC. LIKE TO RUN THE SHOW AND GET THINGS DONE IN AN ORDERLY FASHION.

ESFJ

FRIENDLY, OUTGOING, RELIABLE, CONSCIENTIOUS, ORGANIZED, PRACTICAL. SEEK TO BE HELPFUL AND PLEASE OTHERS, ENJOY BEING ACTIVE AND PRODUCTIVE.

ISTP

ACTION-ORIENTED, LOGICAL, ANALYTICAL, SPONTANEOUS, RESERVED, INDEPENDENT. ENJOY ADVENTURE, SKILLED AT UNDERSTANDING THINGS.

ISFP

GENTLE, SENSITIVE, NURTURING, HELPFUL, FLEXIBLE, REALISTIC. SEEK TO CREATE A PERSONAL ENVIRONMENT THAT IS BOTH BEAUTIFUL AND PRACTICAL.

ESTP

OUTGOING, REALISTIC, ACTION-ORIENTED, CURIOUS, VERSATILE, SPONTANEOUS. PRAGMATIC PROBLEM SOLVERS AND SKILLFUL NEGOTIATORS.

ESFP

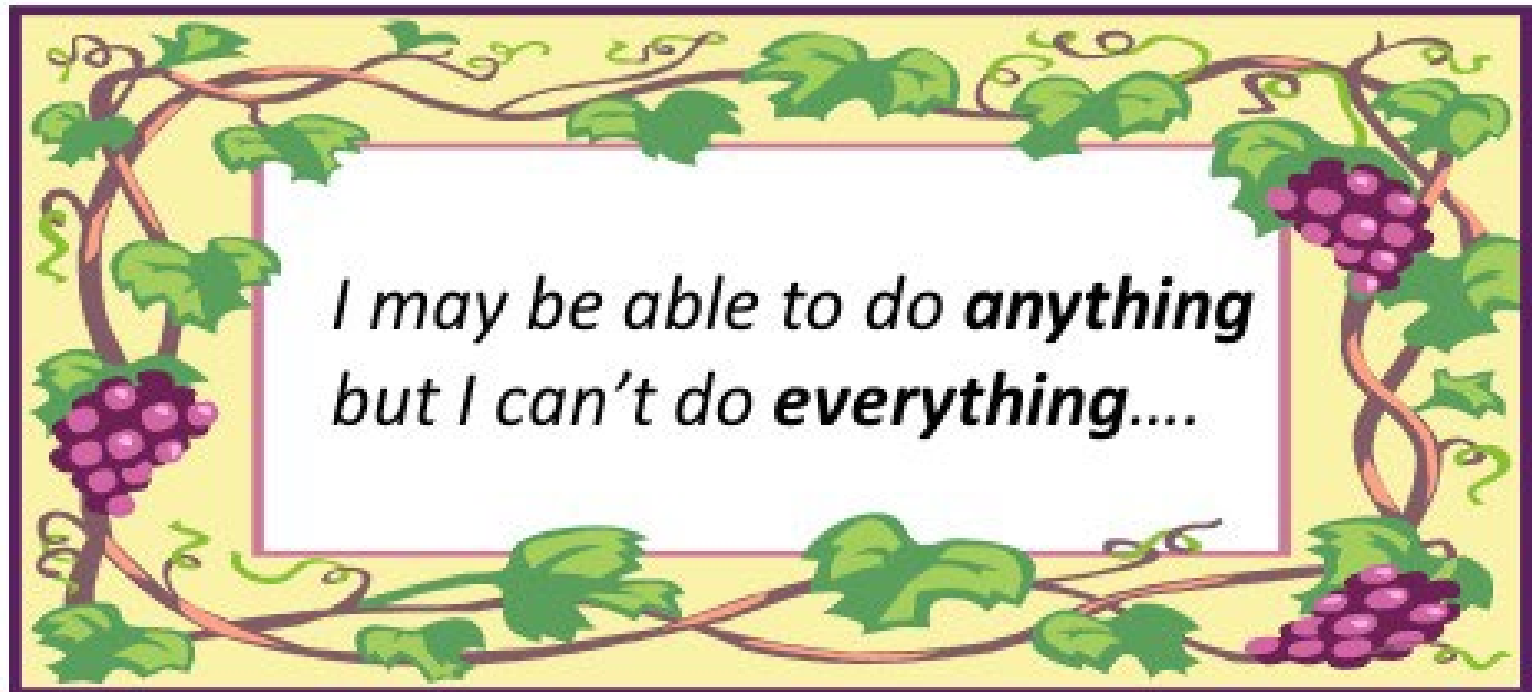
PLAYFUL, ENTHUSIASTIC, FRIENDLY, SPONTANEOUS, TACTFUL, FLEXIBLE. HAVE A STRONG COMMON SENSE, ENJOY HELPING PEOPLE IN TANGIBLE WAYS.

4. Prioritize.

Time, Organization and Email Management Skills

Susan R. Johnson, MS, MD

The sane person's motto



Step 1: Assess your current time allocations

Track your time for a week

- 30-minute increments
- Use "big" categories
- Writing, email, clinic, meeting, etc.

Monday, April 1	
8:00	Email
8:30	Email
9:00	Web surfing
9:30	Meeting

Step 2: Assess your current activities

- I want to do **more** of...

- I want to do **less** of...

Step 2: Assess your current activities

- When you want to do **more** of...
- Just say Yes

"You don't build the life you want by saving time. You build the life you want, and then time saves itself.

Recognizing that is what makes success possible."

- Laura Vanderkam

I Know How She Does It: How Successful Women Make the Most of Their Time. Penguin Publishing Group.

- When you want to do **less** of...
- Do it differently:
 - More efficiently
 - Reduce the scope
 - Lower your standards
- Or, Don't do it.
 - Stop, delegate, outsource

Create the life you want by setting priorities

Take action:

Pick one thing from each list

5. Allot time for new or high impact projects.



TEACHING

SCHOLARSHIP

ADMIN

PERSONAL

Professional productivity

Keep a master project list!

- Meeting deadlines
- Prioritizing
- Making decisions about pruning, deferring to later, saying yes or no to new work

Create a simple plan for each project.

The relationship between project & task lists:

Project List

PERSONAL

Plan birthday party

WORK

Hire research assistant

Task List

(the next task for each project)

Draft guest list

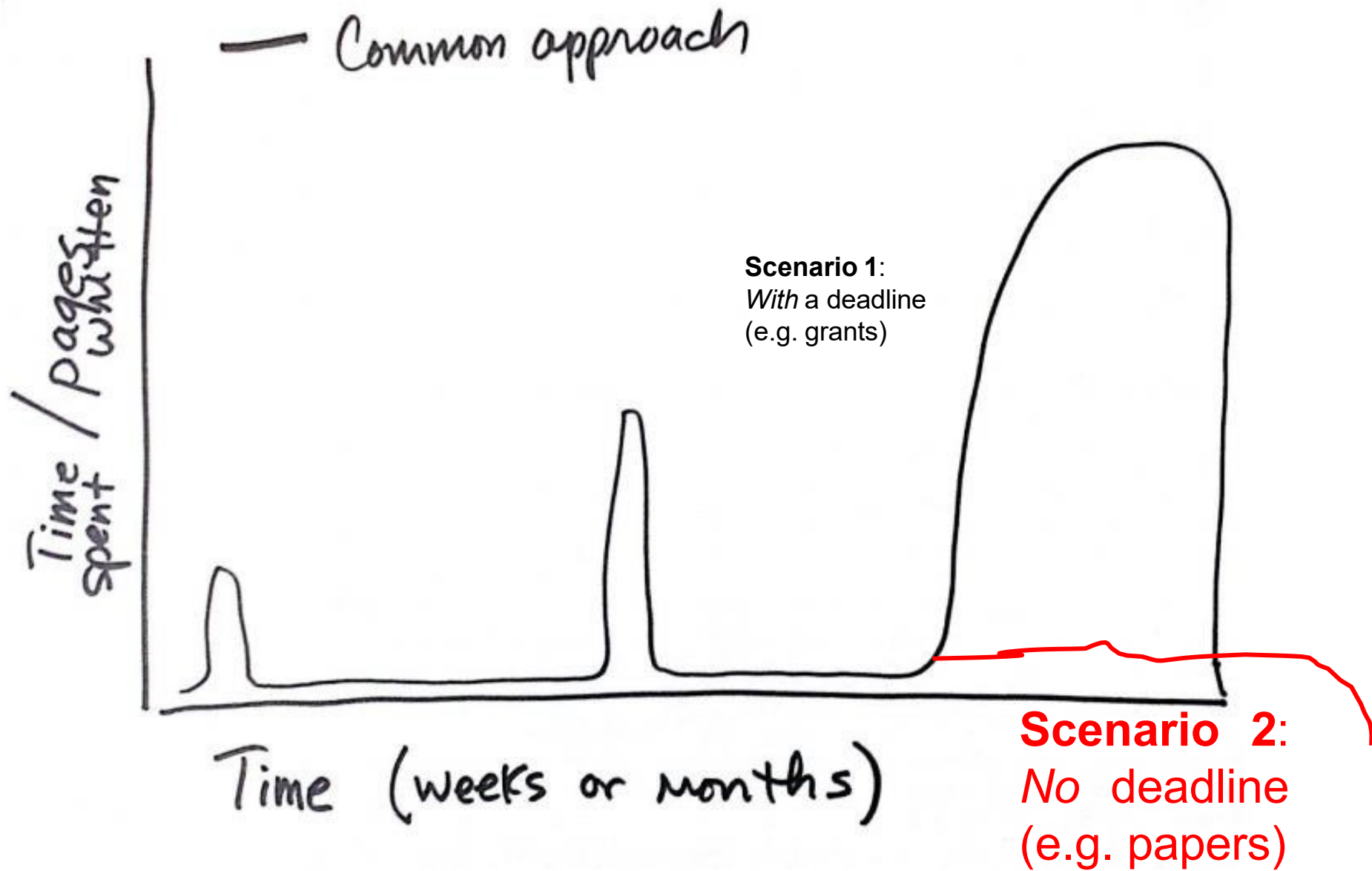
Finalize job description

(“single tasks”)

Call for dental appointment

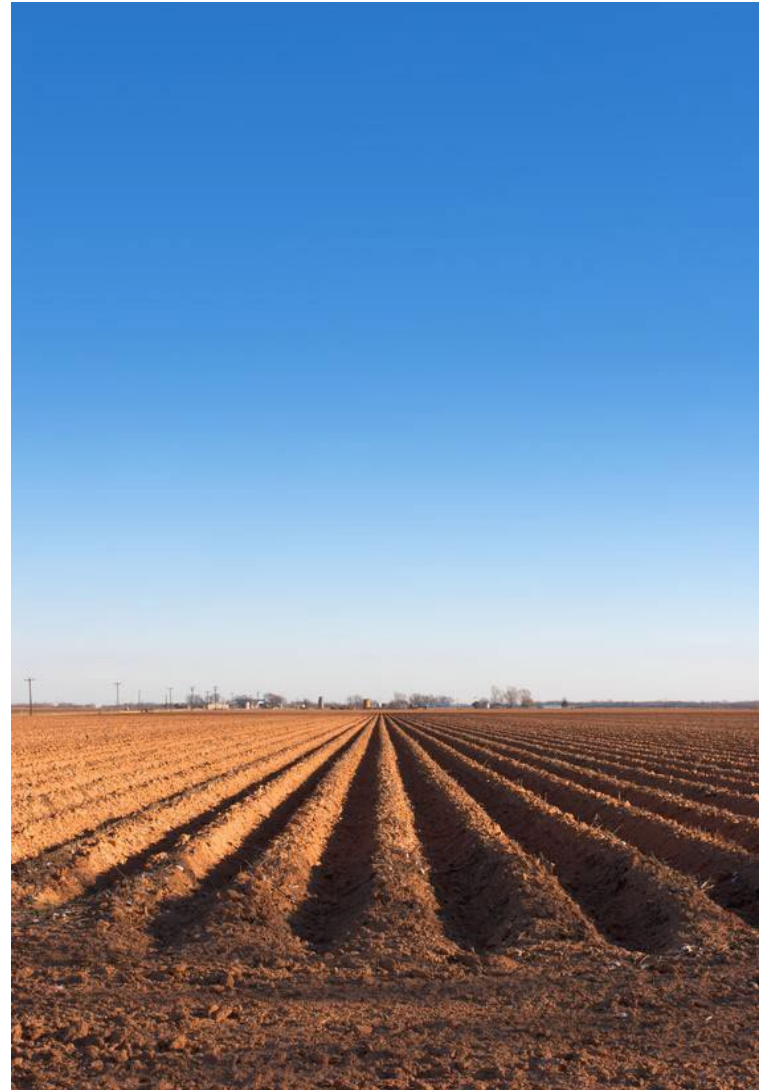
Order book on Amazon

6. Maximize PROJECT WORK TIME.



Myth

“I need a large block of uninterrupted time before I can work on this important project...”



Reality Check



“... if you want to successfully integrate more [writing / project work] into your professional life, you cannot just wait until you find yourself with lots of free time and in the mood to concentrate. **You have to actively fight to incorporate this into your schedule.**”

Cal Newport,
Deep Work (2016)

Key Strategy:

Be prepared to work on your projects no matter how much time you have.

Three timeframes:



10 minutes or less

BRIEF



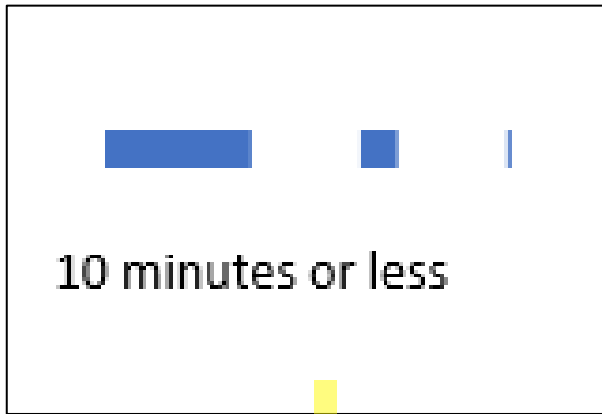
30-60 minutes

MODERATE



2 hours or more

LONG



Brief:
Complete quick tasks
Start longer tasks

The “ten-minute secret.”

Stephanie Winston (2004).
Organized For Success.



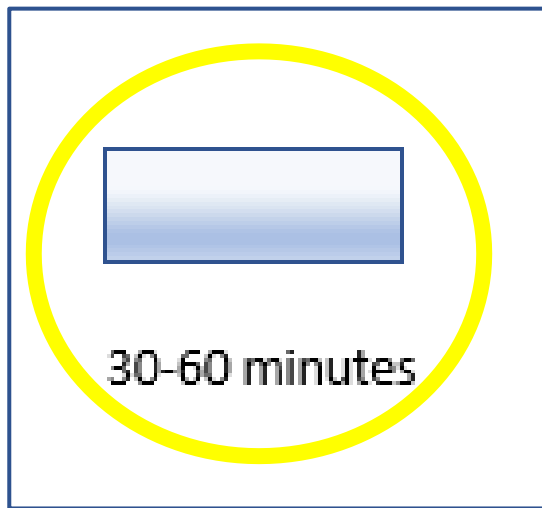
Or..

A small bit of a big project!

I suppose the more you have to do, the more you learn to organise and concentrate—or else get fragmented into bits. I have learned to use my ‘ten minutes.’ I once thought it was not worth sitting down for a time as short as that; now I know differently and, if I have ten minutes, I use them, even if they bring only two lines, and it keeps the book alive.”

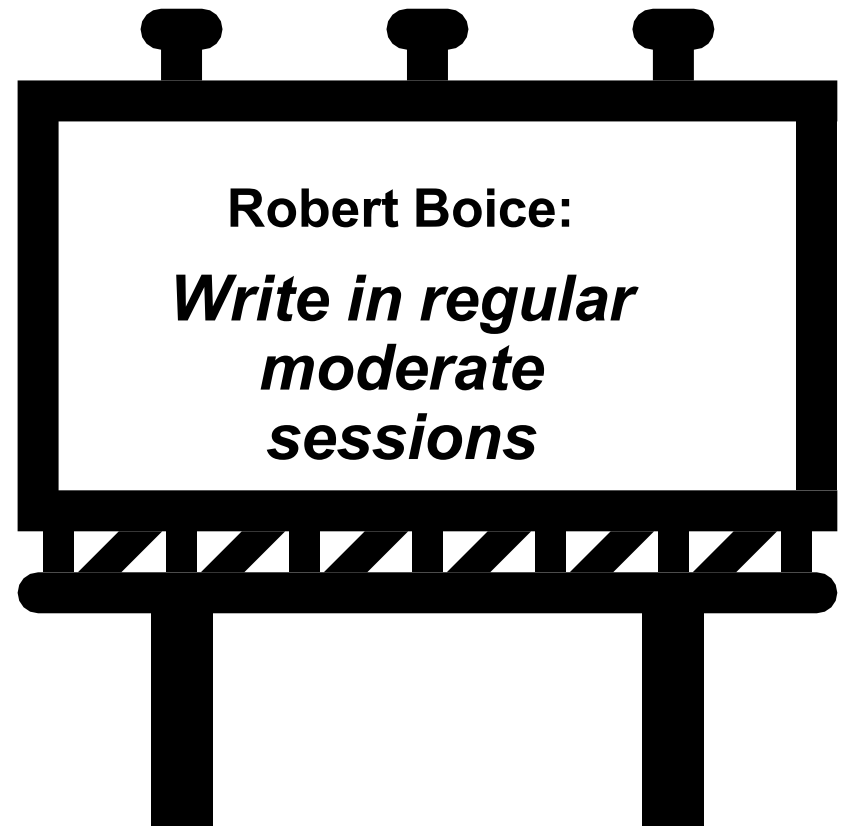
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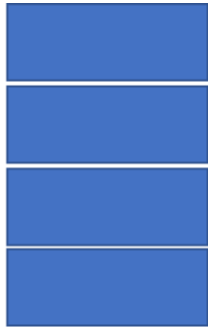
A House with Four Rooms



Moderate:

A chunk of a project
A batch of tasks





Big blocks: 2 hours or more

Long:

Use these guidelines:

1. Schedule in advance
2. No more than 4 hours
3. And....

The 🕒 90' rule

- Take a break!

Time blocking

Mon
8
12
5
8

○ **Have a goal for the block & a simple action to get started.**

**** Focused Work ****

○ **Plan a starting task for the next session, then stop**



Write down what you are going to do

25 + 5

25 + 5

25 + 5

25 + **15**

Repeat as needed

Manage interruptions

Protect your Pomodoro

Francesco Cirillo

<http://www.pomodoro-technique.com/>

the Pomodoro technique

7. Time management should take place on weekly levels...

Set work boundaries, schedule “margin”

Week of:

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday						
0600	Exercise												
0700							Calls with family						
0800	WORK						Bike ride						
0900													laundry
1000													cleaning
1100													Friends birthday party
1200							Lunch						groceries
1300													
1400													
1500													
1600													
1700													
1800													
1900	dinner	dinner	dinner	dinner	dinner	dinner	Eat out with friends						
2000	WORK												
2100				Movie									
				PTO night			Day OFF						

Review and update your “inventory of work”

- Calendar(s)
 - Detailed look at each scheduled event for the coming week: advance prep and logistics
 - Scan at least 2 weeks ahead looking for deadlines and events that need prep
- Lists (project and task)
 - Review each item on each list
 - Prune, update, and pick priorities for this week

Choose up to 3 chunks of work to complete Frontload your time blocks

“Work on” paper

→ ***Complete a draft of the discussion***

“Work on” birthday party plan

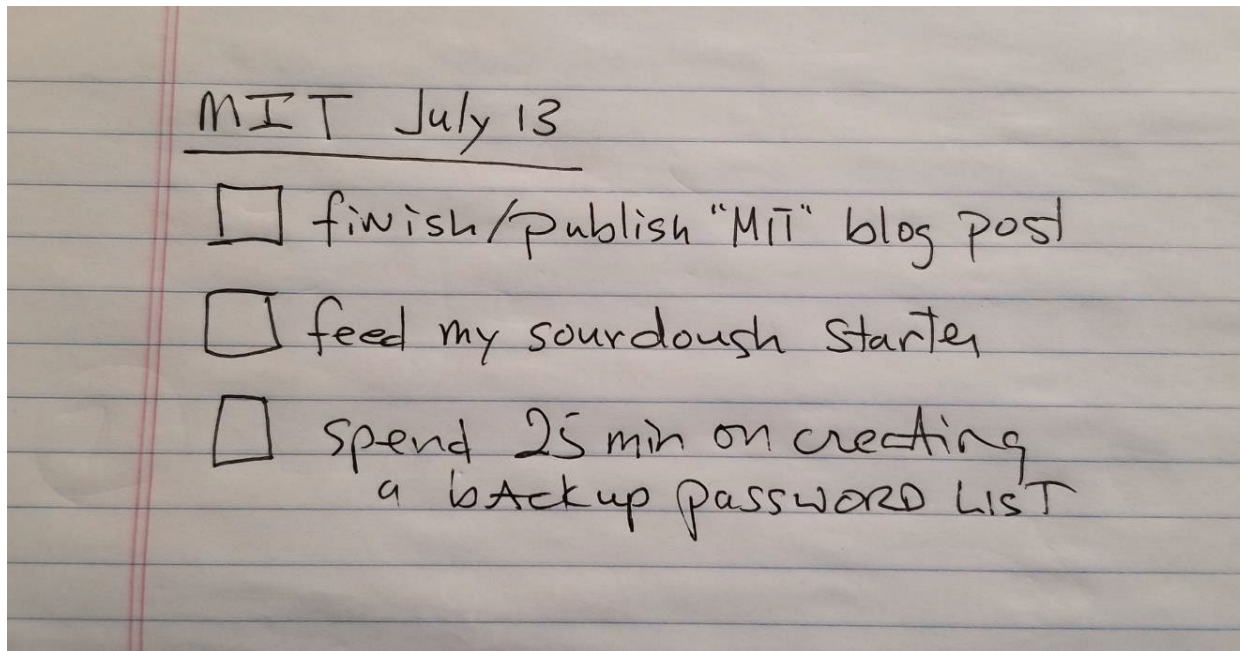
→ ***Complete the guest list and mail invitations***

Setting a completion goal is magical...



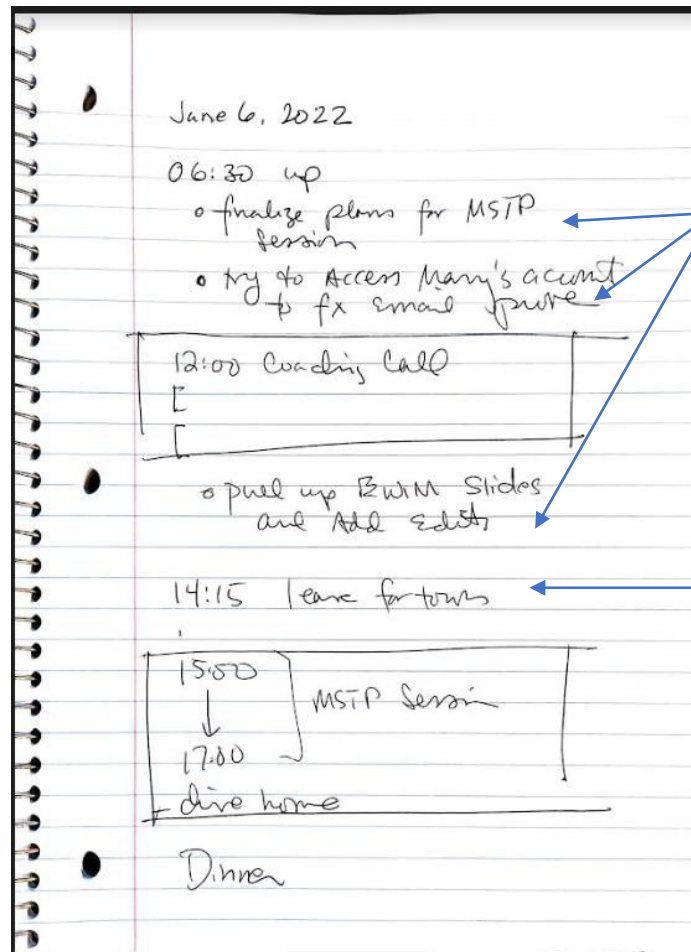
8. Time management should also take place on daily levels...

“MIT” list



Sketch a time plan for the day

Frontload your MIT (Ideally before email or other routine work)



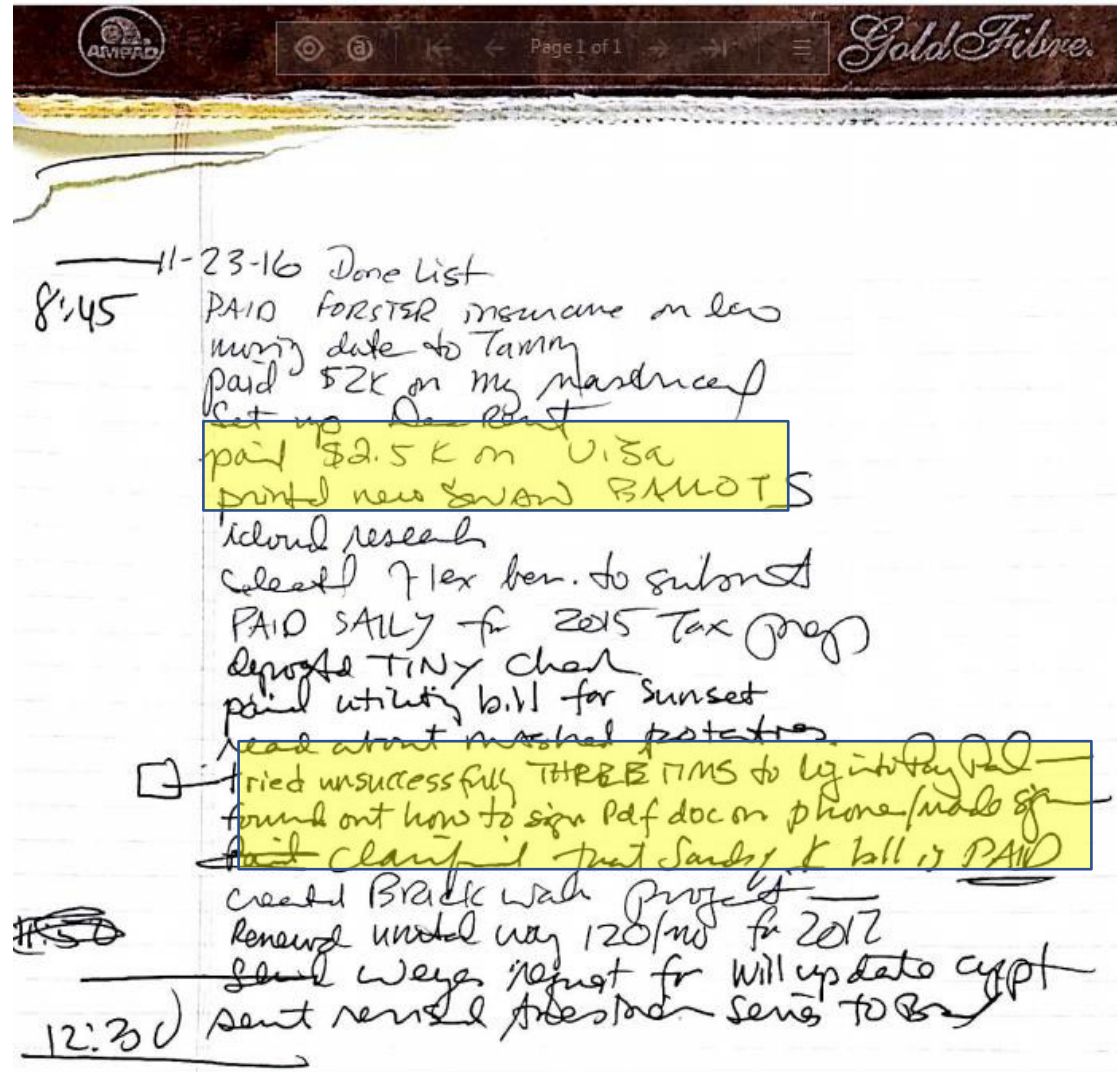
Pencil in key tasks

Scheduled event

Include transition time

Scheduled event

Keep a "Done" list



9. Don't get bogged down by routine work:

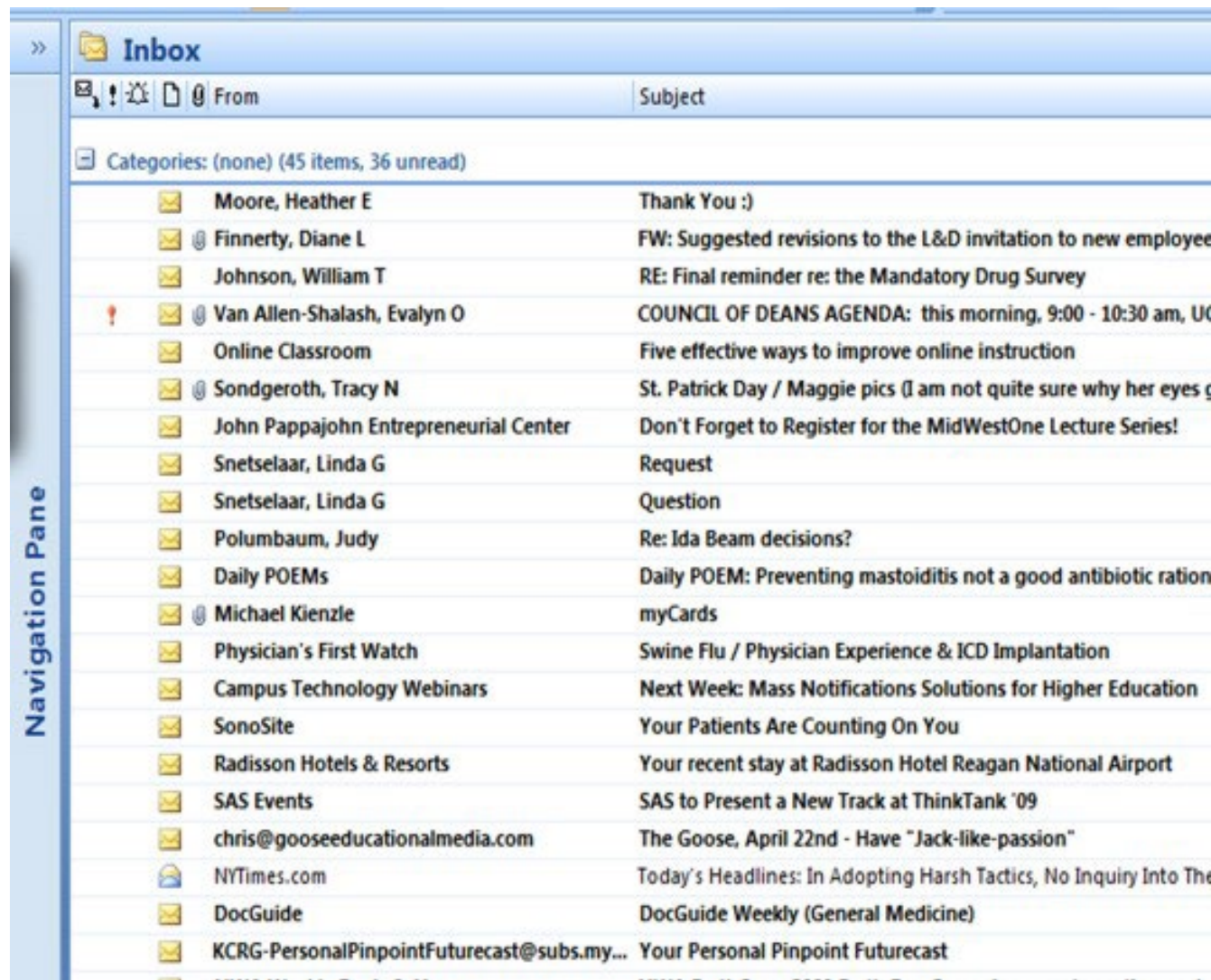
There are many ways to manage your email



Rule #1

Reduce Distraction

Turn off email
when doing
work that
requires
uninterrupted
focus.



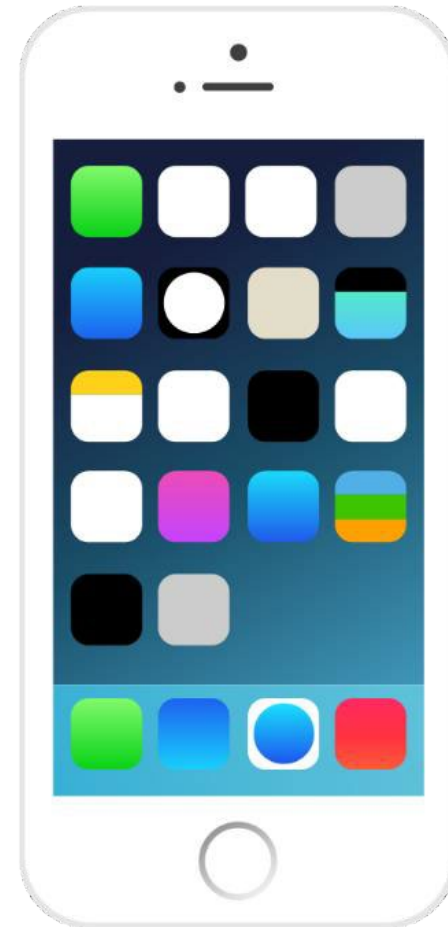
Rule #2

Stop “checking” your email.

(Instead, *work on it.*)

Rule #3

Work in batches, and on a large screen, when you can.



Three modes of working on email.

Urgent message
scan

Triage & Delete

Full processing



Full processing algorithm:

Pass 1: Delete based on subject or sender without opening and “Urgent Scan”

Pass 2: Open each message in turn, without skipping, and follow the action checklist to end

File / Archive

Read: Optional

Forward to delegate or hand off

Reply required?

→ Reply now!

→ Defer...

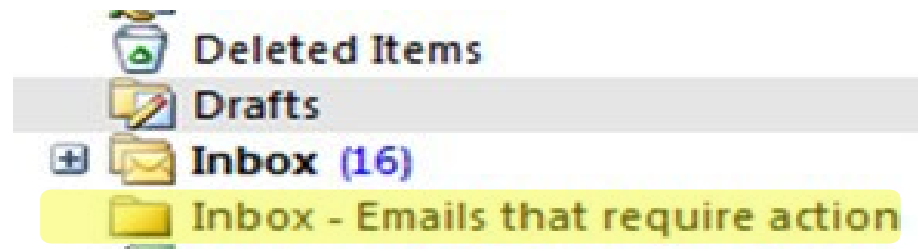
Move to an inbox folder

Keep in the Inbox, but mark to separate from new messages

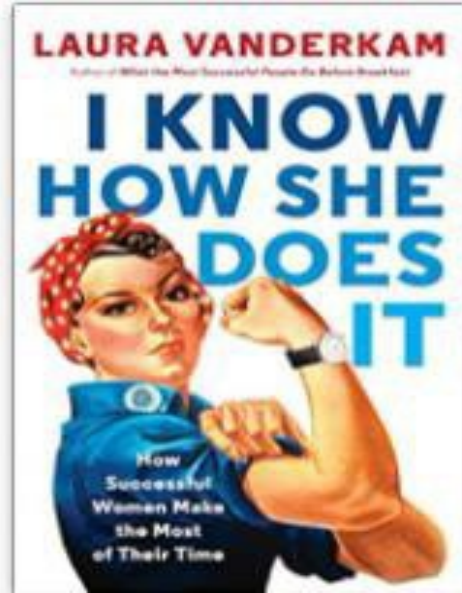
New work to do or complex reply?

→ Do it now!

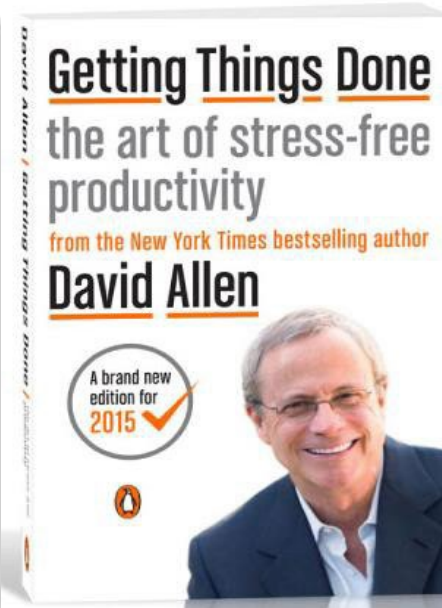
→ Add to to-do list or calendar



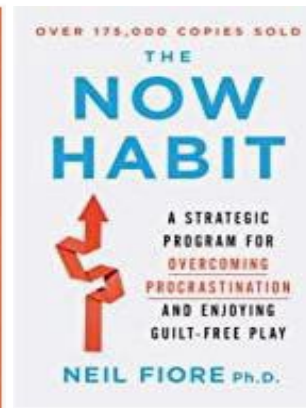
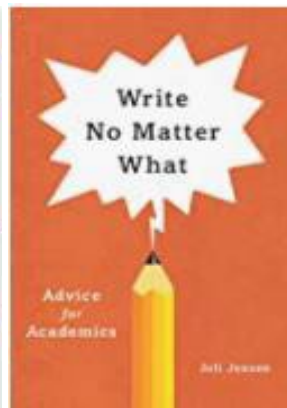
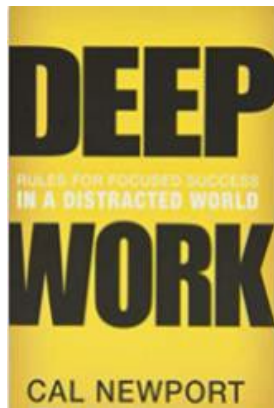
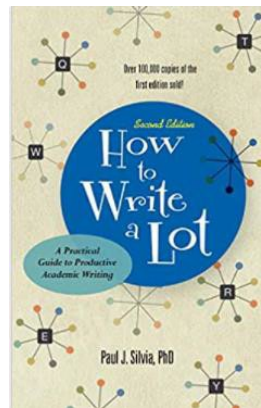
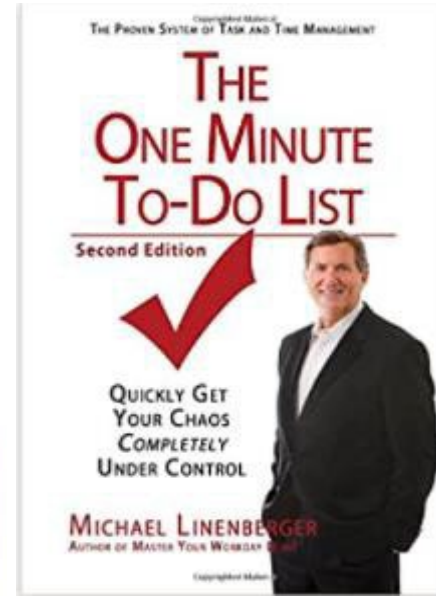
To learn more about managing the personal and professional



To learn more about project work



To learn more about task lists



To learn more about developing an academic writing practice, time blocking, & procrastination

10. THANK YOU for this opportunity!

GWIMS Program Leadership:

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