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)

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

Women Be Doctors?

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 the fact that when I am at work, my full attention is with them, and when I am home and the time — well, I do my best, and luckily I never set the award for ‘Mother of the Year.’ ”

For those of you who have reached this point in the book (page 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 speaks to 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
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. 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)

- Students
- Residents
- Asst Prof
- Assoc Prof
- Prof
- Chair

Men | Women
---|---

- Students
- Residents
- Asst Prof
- Assoc Prof
- Prof
- Chair

Men | Women
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 Dissanaike
- Mary Killakey
- Martha Zeiger
- Nita Ahuja
- Jennifer Tseng
- Rebecca Minter
- **no Black female chair yet**
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 your 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; Ulhman & 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

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

“I am a team player, I just play for the other team.”
How to Motivate High Performing Teams

Rewards can vary immensely
Money
Sense of contribution
Recognition
Purpose

…..and doughnuts

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

• **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.

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**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.

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**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
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