Women in Surgery Leadership Conference
2018 Visual Abstracts

Visual Abstracts by Chelsea Harris, MD
He For She Tips

- Provide an open invitation: you can’t accept just one type of woman
- Check in on your bias: what do you mean by ‘good fit’
- Be thoughtful about letters of recommendation: how do you describe people?
- Quell sexist conversation: there is no place in modern society
- Call everyone doctor: we have earned the title, and it helps establish women as leaders
- Do not assume lack of assertiveness is lack of competence

Meredith Barrett, MD

Visual abstract by @CAHarrisMD

Michigan Women’s Surgical Collaborative
Leading from your best self
Implementing Brief Sponsorship to Widen Your Impact

Nominations
The easiest thing: how can you elevate, how can you attribute authority?

Defer Questions
If someone orients to you, simply be quiet and allow someone else to speak to diversify voices

Handing Off
If you get invited to give a talk, you can simply say no: suggesting someone new is better

No Manels
Just don’t do it: Make a public commitment: do not speak on homogenous panels

Jack Iwashyna, MD, PhD
Visual abstract by @CAHarrisMD

Michigan Women’s Surgical Collaborative
Michigan Women’s Surgical Collaborative
HeForShe Track
Mentorship and Sponsorship: Panel Discussion

- Mentors can be sponsors, but be selective
- Courage means taking risks and this extends to mentee selection
- Equity is not equality: but you need to ensure equitable alternatives for all your mentees & avoid assumptions

Moderators: Lesly Dossett, MD, MPH & Tom Wakefield, MD

Visual abstract by @CAHarrisMD
Creating a Culture of Amplifying and Speaking Out

Why are public men not been recognized as strong allies for women?

We [men] have chosen not to expend social capital on this issue

Be a Champion for Equity
Pay attention to how:

- leadership is granted
- Voices are heard
- Representation is achieved

If I choose not to acknowledge the problem: I am the problem

We need humility: go to forums and learn

Exclusion does not legitimize you as a male leader

Partnering without collaboration risks undermining initiative

Chris Sonnenday, MD

Visual abstract by @CAHarrisMD

Michigan Women's Surgical Collaborative

Michigan Medicine

HeForShe Track
Interactive Case Studies in #HeForShe Competencies

“We have to be able to have hard conversations and engage rather than shut down. Get comfortable with being uncomfortable.”

Resistance to Culture Change comes from Fear, Habit, and Ignorance

Humility isn’t devaluing yourself, but taking yourself out of the equation

Is your immediate response a question mark or a period? Move to curiosity

Joceline Vu, MD, MS & Calista Harbaugh, MD, MS

Visual abstract by @CAHarrisMD

Michigan Women’s Surgical Collaborative

HeForShe Track
#HeForShe: Strategies for Everyday Practice

Culture shift only happens intentionally

Without practice, training does nothing

Institute training: implicit bias, bystander opportunities

Move from leadership training to actually opening opportunities

Think local: how do your policies impact people working for you now

We need granular data about leadership

Remove barriers at the systemic and personal level

Have an accountability partner and a sounding board

Without practice, training does nothing

We need granular data about leadership

Remove barriers at the systemic and personal level

Have an accountability partner and a sounding board

David Brown, MD

Visual abstract by @CAHarrisMD

Michigan Women’s Surgical Collaborative

HeForShe Track
If you’re working at a place that you think is out to get you, you’re at the wrong place.

Be honest with yourself about how you feel, and why, then take action.

Your behavior during a negotiation signals how you will behave in the position.

If you arrive and don’t get something that was promised, lean on the relationship.

You have to prioritize your list of deliverables to align with the institution’s.

- There is no way you can get everything on paper.
- You have to have patience in these roles.
- Collect Data: Ask your friends, new hires, professional organizations.
- An agreement is not a contract: know the difference.
“This is not about fixing the women, this is about making change at the institutional level. But, we need to ask the institution to change.”

Blinding is an effective way to reduce implicit bias.

Partnered Women: 8.5 hrs/week more on domestic tasks than men.

Gender-based harassment directly impacts perceived competence.

$12,000/year gender difference in compensation.

Teach the pipeline to negotiate.
“If you fail to prioritize your personal and professional goals at the outset, you will doom the prospect of a mutually beneficial recruitment.”

**Always negotiate for the long game:** negotiate to re-negotiate

**Don’t wait too long:** when you have lost the passion, people can tell

**Relational account techniques:** ask for what you want, but signal community

**Look around:** have other women succeeded in this environment?

Julie Ann Sosa, MD, MA

Visual abstract by @CAHarrisMD

Michigan Women’s Surgical Collaborative

Leading from your best self
Negotiating for your Project/Program’s Success

Is your counterpart committed to your goal?

Know your alternatives: reservation price

Map out your strategy and rank issue importance

Approach as a package rather than individual items

Goal: learn about the relative value of the item to your partner

Know words to avoid when negotiating “no”, “sorry” “later”

Mary Hawn, MD, PhD

Visual abstract by @CAHarrisMD

Michigan Women’s Surgical Collaborative

Leading from your best self
Negotiating Your Advancement

Prepare for Advancement

- Clinical
- Scholarly
- Educational

Record your accomplishments

In Situ Advancement: what are my opportunities at this place?

Use creativity to invent opportunity

- Advancement intrinsically recognizes your skills, expertise & development
- Advancement allows our influence to be broader
- Advancement brings a resuscitative jolt: new challenges & opportunity
- Watch your peers to get a sense of timing

Barbara Bass, MD

Michigan Women's Surgical Collaborative
Leading from your best self
Panel Session: Building Your Best Self (Part 1)

Slow down, listen to everyone, but then understand. It is not mean to be clear:

When making new connections, get someone with established relationship to email on your behalf.

The best thing about failing is it opens the door to something else.

It only takes a few encounters to make an impact with junior mentee.

When making new connections, get someone with established relationship to email on your behalf.

- It’s about the prep: Send CV’s or agenda ahead of time.
- To fail better you need the feedback: get why.
- If you’re having a tough conversation, you need to be definitive.

Julie Ann Sosa, MD, MA; Julie Freischlag, MD, Sandra Wong, MS, MS

Visual abstract by @CAHarrisMD

Michigan Women’s Surgical Collaborative
Leading from your best self
Setting the Stage: Neuroscience of Leadership

Potential Triggers

- **Certainty**: poor planning, surprises, new teams
- **Status**: your position relative to others
- **Autonomy**: ability to control own destiny
- **Relatedness**: ability to be in connection with others
- **Fairness**: ensuring equitable access and experience

We are wired for self-protection

Being at your best means knowing your triggers

Shift from furious to curious

Switch to ‘how interesting’

To really be intentional you need to be authentic

Anchor in your experience, lead with strengths

Avoid Amygdala Hijacking

Pause and engage higher-level thinking

Janet Dombrowski, BSN, MHSA

Visual abstract by @CAHarrisMD

Michigan Women’s Surgical Collaborative

Leading from your best self
Finding Your People (Mentorship & Sponsorships)

**Sponsorship**
Sponsorship has a bit of a hierarchical feel to it, but we can all do it and pay it forward.

**Collaborative**
Great mentors are about getting you to where you want to be, not where they want you to go.

**Generosity**
Need people who are generous with their time, their resources and most of all their spirit.

**Expectations**
No spoon feeding, you have to deliver on your promise and consider legacy effect.

Sandra Wong, MD, MS

Visual abstract by @CAHarrisMD

Michigan Women’s Surgical Collaborative

Leading from your best self
Finding Your Purpose (Goals)

Three reasons to take a job

Who is my boss?

What am I learning?

What is my impact?

Understand who has the money

It is powerful to have the academic piece to sit with the business piece

These jobs come with tough decisions

You can't change the world from below, you need to be in charge

Julie Freischlag, MD

Visual abstract by @CAHarrisMD

Michigan Women’s Surgical Collaborative

Leading from your best self
Putting it on Paper (How to Best Present Yourself)

How do you set yourself apart from all the others?

CV documents your pilgrimage to today: it is you on paper

Follow the rules: know what the institution wants

Be Consistent, Simple

Say No to Van Gogh

Be Content with your Content: Your CV opens the door

Julie Ann Sosa, MD, MA

Visual abstract by @CAHarrisMD

Michigan Women’s Surgical Collaborative

Leading from your best self
“It is not so much the words themselves, but the manner or passion with which you convey your message, and how you establish follow-up”

Goal of a pitch is to establish a connection: tone is key

Convey memorable information: depends on whom you’re pitching

Make a positive impression: people will review future work with this in mind

Advance your cause: this is an opportunity to spread your talents
Three types of public speaking:

- Colleagues in hospital
- Grand Rounds
- Virtual (media)

Understand your Audience

- Don’t distract from your message
- Check your body language
- If you don’t know your audience, you will miscommunicate

Know what your Message is

- Prepare: practice, know the set-up, arrive on top
- Get attention immediately: have a grabber
- Control your filler language: no ums, ahs
- Speak with intent: 3-5 points you that want your audience to do differently

Andrea Hayes-Jordan, MD

Visual abstract by @CAHarrisMD
Leading and Participating in Meetings

**Leading Meetings**
- Review all the materials: if you have done your homework you can drive the agenda.
- Know what the meeting is about and have clarity about what you hope to achieve.
- Know the room: who is an ally, who may be a challenge? And choose your words carefully.

**Participating in Meetings**
- Make sure it is valuable: if it can be done another way, don’t have a meeting.
- Structure the meeting: disseminate information in advance, set ground rules, control discussion.
- Have a check in and constantly reground people on the purpose of the meeting.

Rebecca Minter, MD
Visual abstract by @CAHarrisMD

Michigan Women's Surgical Collaborative
Leading from your best self
Panel Session: Building Your Best Self (Part 2)

- Slow down, listen to everyone, but then understand: It is not mean to be clear.
- If you don’t hear back immediately, follow-up: people are busy not necessarily disinterested.
- The best thing about failing is it opens the door to something else.
- When making new connections, get someone with established relationship to email on your behalf.
- It only takes a few encounters to make an impact with junior mentee.
- To fail better you need the feedback: get why.
- If you’re having a tough conversation, you need to be definitive.

It’s about the prep: Send CV’s or agenda ahead of time.