

Talking Mentoring Leadership

*Minority Dental Faculty Development: Leading Change: Leadership Training
Strategies for Inclusion and Academic/Community Partnerships*

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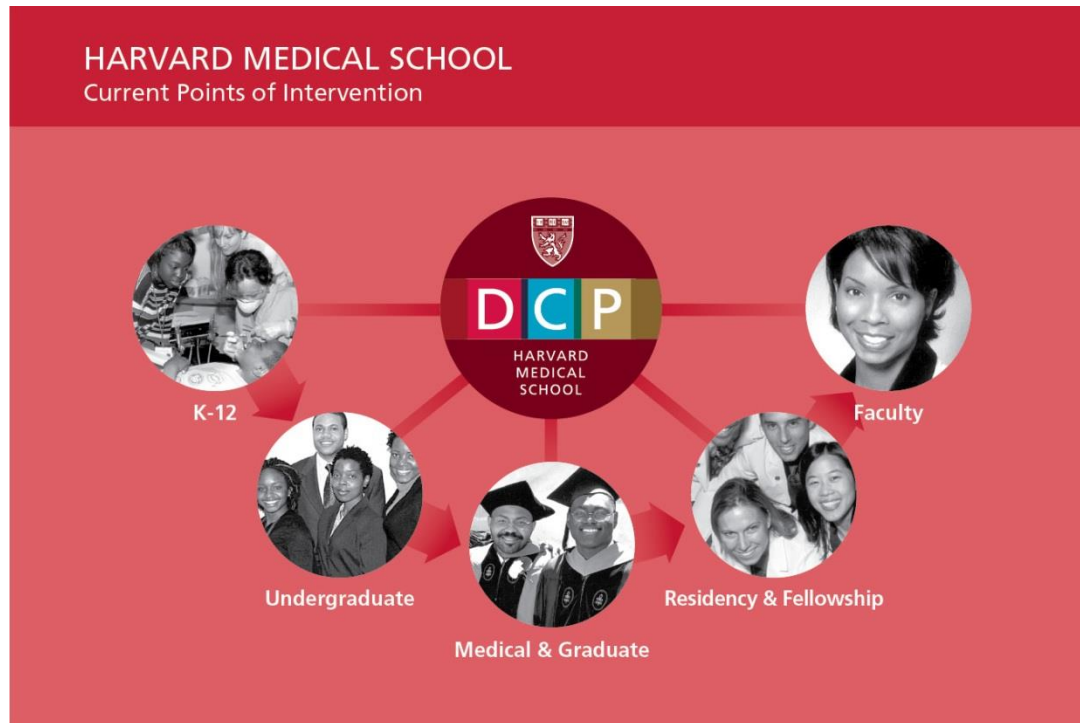
Office for Diversity Inclusion and Community Partnership

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I have no potential conflicts of interest pertaining to associations with industry. There is no off-label use of drugs in my presentation.



Harvard Medical School Office for Diversity Inclusion and Community Partnership

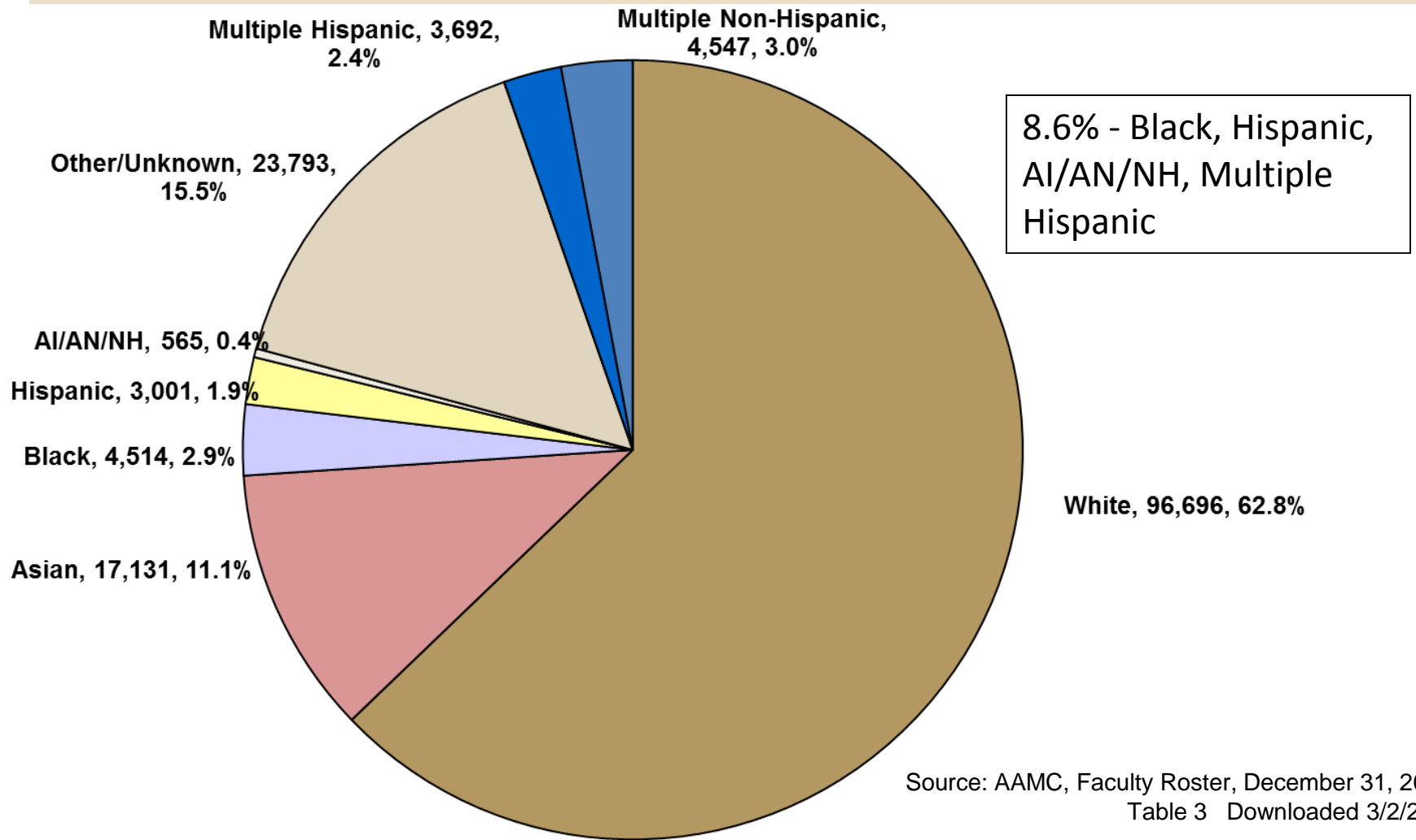




Diversity Challenges in Reaching the Summit



Distribution of US Medical School Faculty by Race/Ethnicity



Source: AAMC, Faculty Roster, December 31, 2014, Table 3 Downloaded 3/2/2015

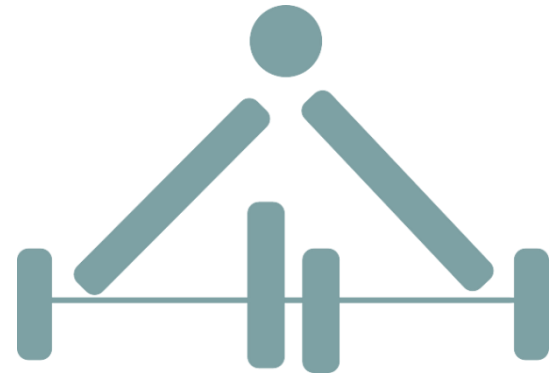
Diversity Taxes: Roles that Pioneers Must Play

Source: F. Miller and J. Katz, 2007

- “More than competent to do the job
 - Able to fit into the organization and its culture
 - Willing to take responsibility for making other members of the organization feel comfortable
 - Able to represent your identity group
 - Capable of disproving colleagues’ preconceptions about members of that identity group
- Willing to accept and work to overcome colleagues’ discomfort, inability
 - Able to deal with constant questioning as to whether the job was attained because of competence or difference
 - Serving on committees, task forces and public appearances related to your identity (none of which is in your job responsibilities or considered in your performance appraisal)
 - Assist as needed in recruiting and outreach”

Diversity “Taxes”

- Assumptions & Stereotypes
- Isolation
- Excessive demands and assignments
- Lack of mentoring
- Less extensive informational networks
- Alienation and lack of recognition
- Personal responsibilities, priorities and choices
- Issues of modesty and self-promotion
- Cumulative professional disadvantage



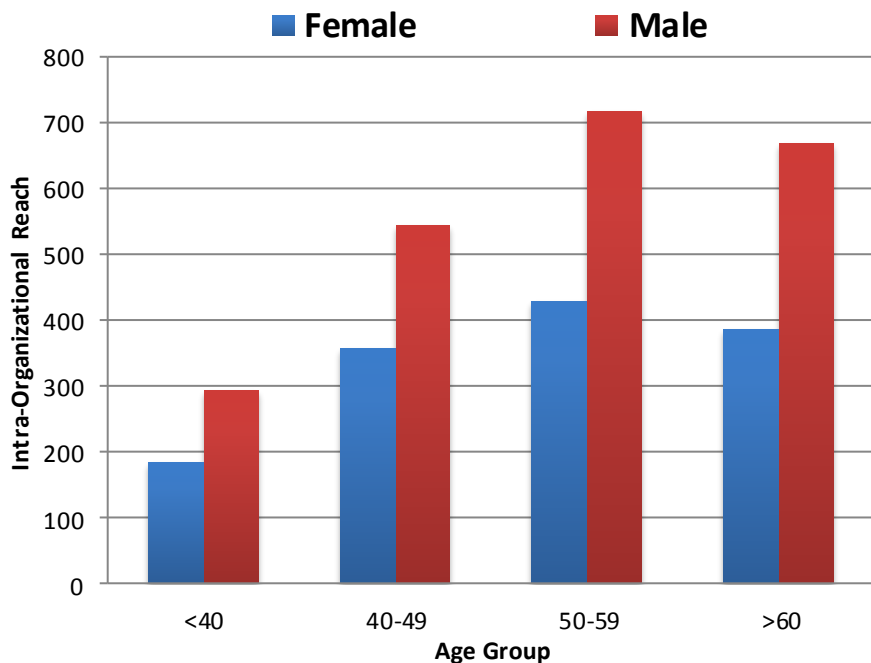
The Challenge of Inclusion:

*Understanding Connections and Networks:
Co-authorship Reach*

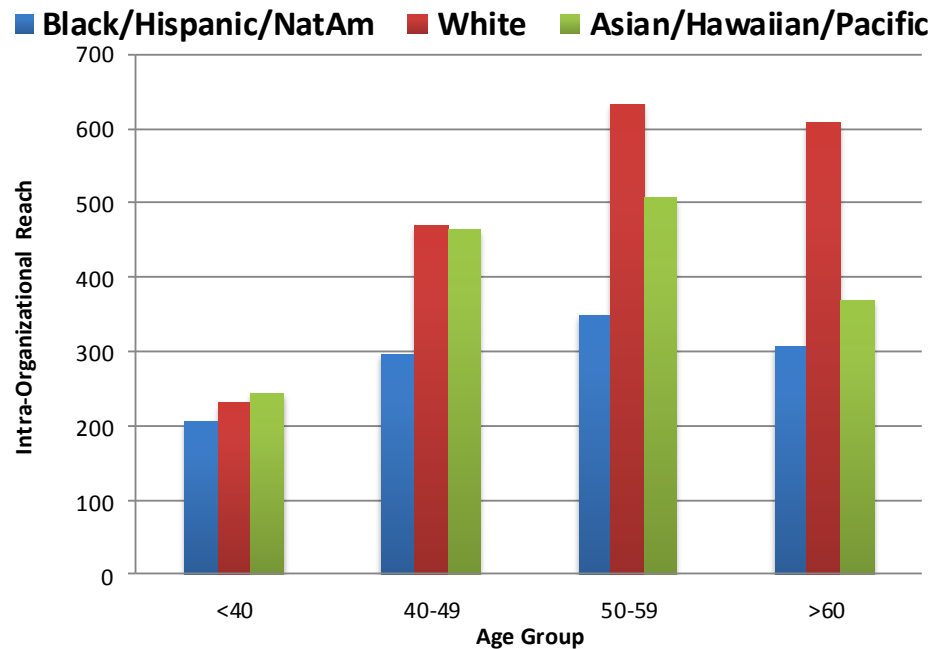
Gender and Race/Ethnicity Differences in Intra-Organizational Co-authorship Reach by Age Groups

Intra-organizational coauthorship **reach** is the sum of coauthors and the coauthors of coauthors (second degree connections).

Gender



Race/Ethnicity



Summary of Results: Coauthor Reach and Promotion

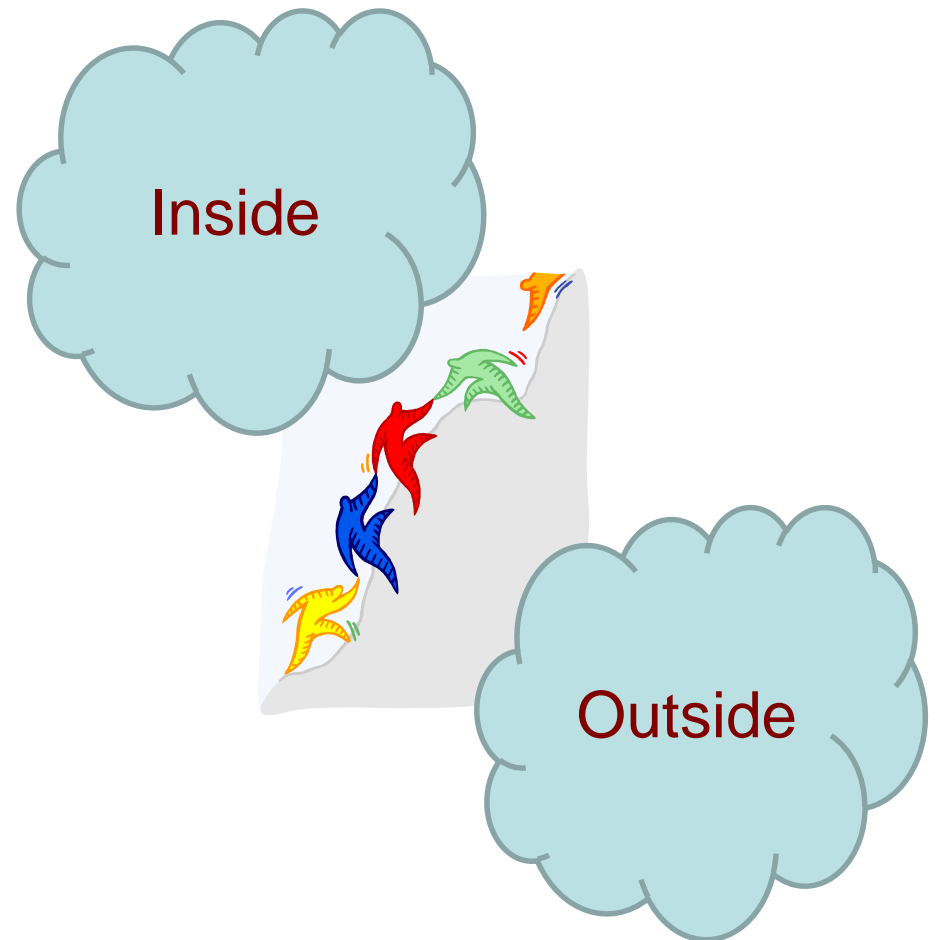
- Coauthor reach in 2008 was positively associated with probability of promotion by 2012
 - For **Instructors**, those in the top category of coauthor reach were more than **three** times as likely to be promoted as those in the bottom category
 - For **Assistant Professors**, those in the top category of reach were nearly **twice** as likely to be promoted as those in the bottom category
 - Independent of number of 1st, middle and last author publications
- Connections are important for promotion
- With adjustment for age and time in rank only, female instructors and assistant professors were significantly less likely to be promoted
- After adjustment for all covariates, there was no significant gender difference in promotion
- There were no racial/ethnic differences in probability of promotion

Summary of Results: Coauthor Reach and Attrition

- Coauthor reach in 2008 was inversely associated with probability of leaving HMS by 2012
 - Those in the highest category in 2008 were 17% less likely to have left HMS by 2012
- Other predictors included race, rank and age
 - API faculty were 15%, and URMs are 19%, more likely to have left HMS by 2012 compared to White faculty
 - There was no gender difference in attrition
- Connections are important for retention

Who?

- Supports
- **Networks**
- Role Models
- Advisors
- Mentors



Expectations re: Mentoring and Networking Outcomes

- **Developmental Outcomes**
 - Knowledge
 - Technical Skills
 - Competence
- **Career Outcomes**
 - Graduation
 - Recruitment
 - Promotion
- **Enabling Outcomes**
 - Career Expectations and Plan
 - Network
 - Resources
- **Emotional Outcomes**
 - Confidence
 - Self Esteem
 - Job Satisfaction
 - Intellectual Challenge

Source: D. Clutterbuck, Mentoring and Diversity, 2002

Mentors and Networks

A Developmental Network Perspective



Some Conceptualizations of Mentoring

| Phenomenological Boundaries | Traditional Mentoring Perspective | Developmental Network Perspective |
|-----------------------------|--|--|
| Mentoring relationship(s) | <ul style="list-style-type: none"> • Organizational • Hierarchical • Single dyadic relationship • Focus on protégé learning • Provided in sequence of relationships throughout career | <ul style="list-style-type: none"> • Intra- and extra-organizational • Multilevel • Multiple dyadic/networked relationships • Mutuality and reciprocity • Provided simultaneously by multiple relationships at any given time in career |
| Functions Served | Organizational/job related | Careers/person related |
| Levels of Analysis | Dyad level | Network level and dyad level |

Source: M. Higgins K. Kram, "Reconceptualizing Mentoring at Work: A Developmental Network Perspective", Acad. Mgnt. Rev., 2001

The Effective Network

High Performers with Network Ties to:

- Individuals who offer new information
 - Internal & external
 - Best practices
 - Contacts
- People who provide developmental feedback
 - Challenge decisions
 - Push horizons
- Formally and informally powerful people
 - Mentoring
 - Political support
 - Resources
 - Influence
 - Support

Source: R. Cross and R. Thomas, "A Smarter Way to Network: Harvard Business Review, 2011

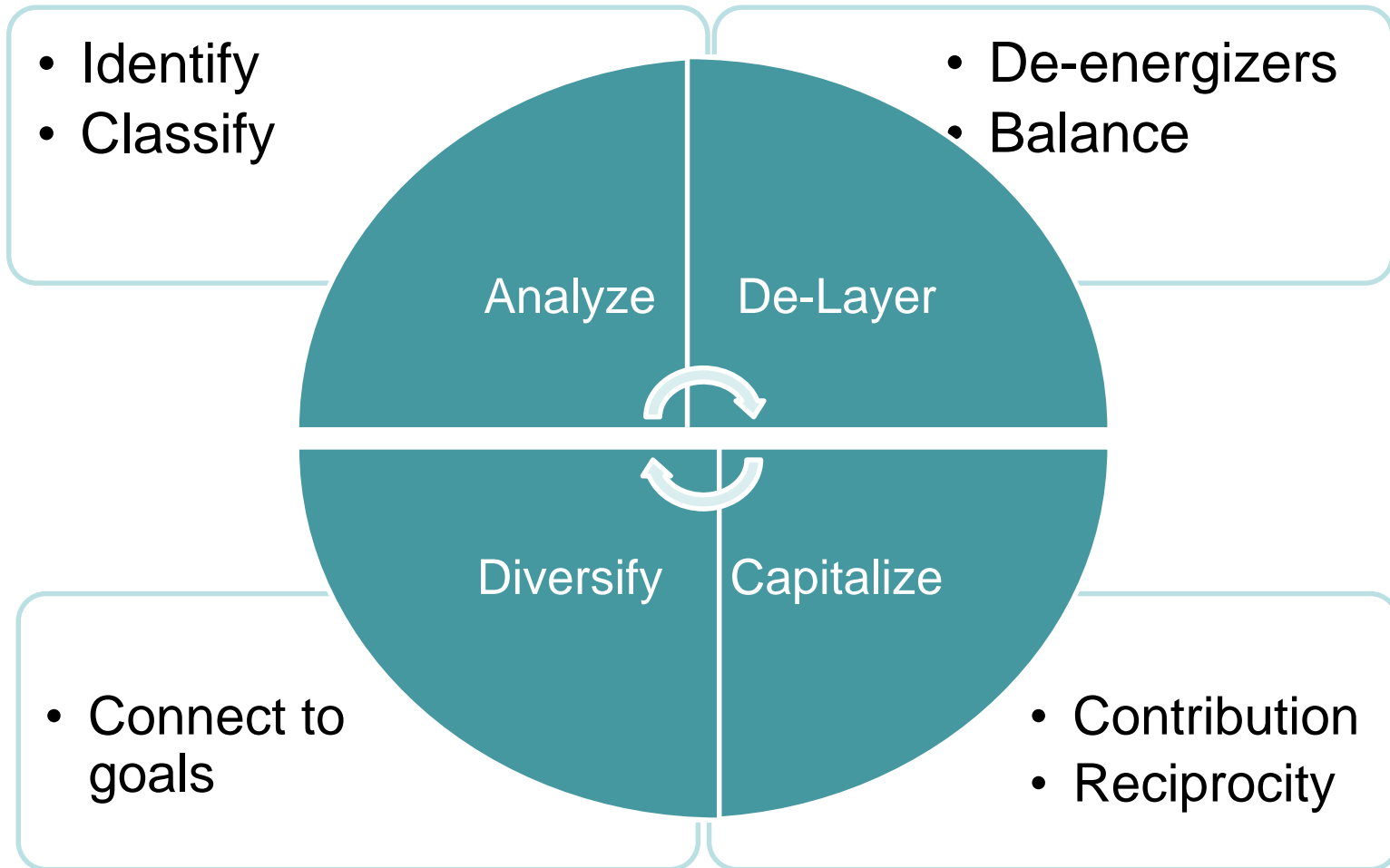
The Effective Network

High Satisfaction with Network Ties to:

- Individuals who provide personal support
 - Colleagues
 - Friends
 - Family
- People who add a sense of purpose
 - Validate work
 - Recognize broader meaning
- People who promote work/life balance
 - Physical health
 - Mental health
 - Spiritual health

Source: R. Cross and R. Thomas, "A Smarter Way to Network: Harvard Business Review, 2011

Building A Network



Source: R. Cross and R. Thomas, "A Smarter Way to Network: Harvard Business Review, 2011

Our Roles



- **Serve**
 - Mentors
 - Sponsors
- **Build**
 - Networks of Support
- **Understand**
 - Context
 - Build the evidence
 - Develop the metrics
- **Hold Accountable**
 - Professions
 - Standards
 - Normative practices
 - Organizations
 - Accreditation
 - Rules and Regulations
- **Intercede**
 - Recognize & Select
 - Sort

Thank you

