

MENTORING FACULTY: GENDER DIFFERENCES ARE IMPORTANT

F. Kayser Enneking, MD
November 4, 2017

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Professor of Anesthesiology, Orthopaedics and Rehabilitation
Interim Chairman of Dermatology

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I am important

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Learning Objectives

- Expand your knowledge base regarding gender differences in the workplace
- Develop retention strategies around work family conflict reduction
- Sponsor women to expand their strategic and business acumen to develop leaders
- Provide insights into improving the work environment for all faculty

Its How you Look: What to wear if you want a job??



YES →



← NO

- Rounded silhouettes
- curved lines
- light colors

- Straight silhouettes
- angular lines
- dark colors

Forsythe J Applied Social Psych 1990

Its How you Act: Body Language

IT'S WHAT YOU DON'T SAY THAT COUNTS!



LEARN TO READ AND INFLUENCE PEOPLE THROUGH
NONVERBAL COMMUNICATION.

Wonder Woman Pose



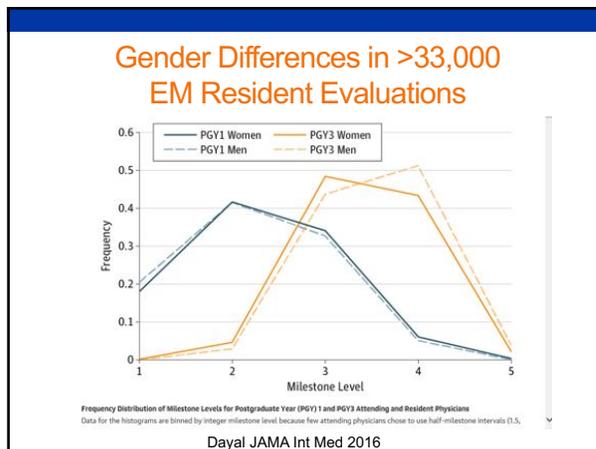
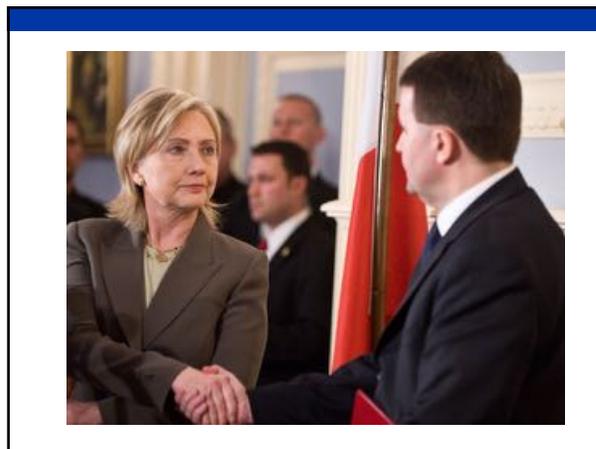
Its How you Act: Body language

Gazing

Power Gazing

Social Gazing

Intimate Gazing



Its How you communicate: Talking points

<p>Men tend to</p> <ul style="list-style-type: none"> • Discuss facts • Use direct and powerful language • Use conversation as means of exchanging information • Hardball negotiators 	<p>Women tend to</p> <ul style="list-style-type: none"> • Ask questions • Use indirect language and give fewer directives • Use conversation as a means of establishing a connection • Empathetic negotiators
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Why do you want to help them?

What is the pay gap between genders?

In 2015, female full-time workers made only **80 cents** for every dollar earned by men, a gender wage gap of 20 percent. Women, on average, earn less than men in virtually every single occupation for which there is sufficient earnings data for both men and women to calculate an earnings ratio.

OCTOBER 26, 2017

Journal Article Review

Original Investigation

Sex Differences in Physician Salary in US Public Medical Schools

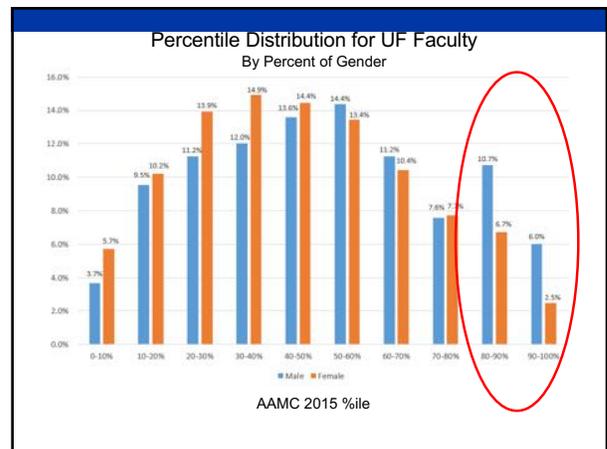
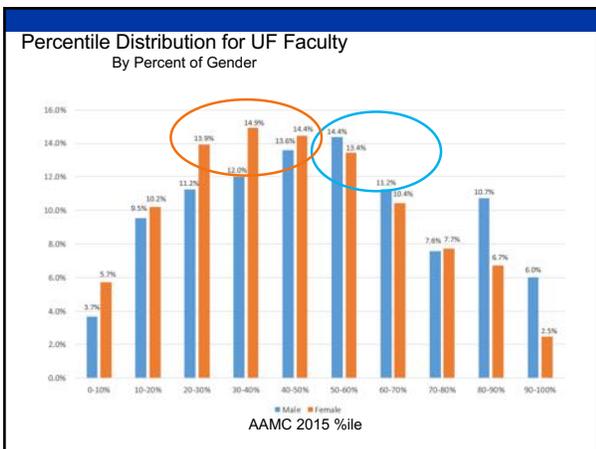
Anupam B. Jena, MD, PhD; Andrew R. Olenski, BS; Daniel M. Blumenthal, MD, MBA

JAMA Internal Medicine September 2016 vol 176; 1294-1304.

Figure 1. Salary Distribution by Sex in 24 Public Medical Schools

• Female graph skewed leftward toward lower salaries; more women receiving lower salaries

Anupam JAMA Int Med 2016



Early career development

1. Start with equal salary for equal work.
2. Develop clear obtainable yearly objectives to work towards promotion
3. Have tissues in your top drawer
4. Don't assign them to solve world peace




Three ways to improve faculty retention

1. Increase control over work time and schedule
2. Increase supervisor social support
3. Examine organizational culture and job design processes

Kelly Am Sociol Rev 2014
[Changing work and work-family conflict: Evidence from the work, family, and health network](#)

Increase control over work time and schedule

- Many ways to accomplish this
 - Buying and selling call
 - Partial FTEs
 - Smaller group scheduling
 - Increase predictability of day end
 - You can do this for ARNPs/PAs/CRNAs why can't you do this for faculty?

Increase supervisor social support

- Listen listen listen listen then listen some more
- DO NOT INTERRUPT THEM
 - In a meeting if an interruption occurs 87% of the time it occurs to a women



SCOTUS "Manterruption"

Jacobi Schweers Time Magazine May 2017

24% Female Justices on SCOTUS
 32% interruptions occurred to female Justices
 4% interruptions made by female Justices

Female Justices were **3X** more likely to be interrupted than male Justices



Increase supervisor social support

- In meetings ask their ideas and validate them



That's an excellent suggestion Miss Triggs.
Perhaps one of the men here would like to make it.

Increase Supervisor social support

Be consistent in how you address your faculty. If you refer to them all by first name that is OK. If you refer to them all as Doctor that is OK. But....

do not call the women by their first name and the men by their title.

And while female introducers identified male speakers with the title of doctor 95 percent of the time, male introducers only did the same for their female colleagues 49 percent of the time. Male doctors were less formal, in general, but still referred to male colleagues as doctors 72 percent of the time.

Files Journ Women's Health 2017

Increase supervisor social support

- Do not make every interaction factual, information driven, **have a conversation**

its how women communicate.

- Are you enjoying your life?
- Is your family well?
- Have you settled into life in _____ ?
- Is there anything I can help you with?

Increase supervisor social support

- Measure them by their productivity not their face time
 - Who cares if they get stuff done on Thursday at 3 or Sunday at 3
- If they have a .8 appointment do not expect 110% productivity.
- Always encourage production that will lead to promotion
 - Encourage doing academic things on academic time not "volunteering " to do extra clinical work, or things that don't demonstrate leadership or scholarship.

Increase supervisor social support

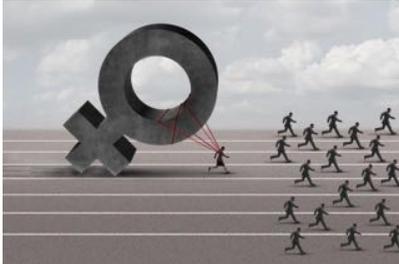
- Listen listen listen listen then listen some more
- DO NOT INTERRUPT THEM
- In meetings ask their ideas and validate them
- Be consistent in addressing them by name or degree.
- Do not make every interaction factual, information driven, have a conversation.
- Measure their productivity not their face time
- Always encourage production that will lead to promotion
- Remember it is a marathon not a sprint
 - Not retaining a good academician is lose/lose for everyone

Examine organizational culture and job design processes

- Is everyone "encouraged" to pitch in help by "volunteering" to do extra clinical work when the department is short?
 - Is extra work overvalued in your department?
- Is there a " Mommy " track in your department?
 - Is there one in your mind?
- Have you assigned a female faculty member to work on any budget development task?

Examine organizational culture and job design processes

- Institutional Promotion criteria



The gender gap is present in

- ↓ Resident evaluations
- ↓ Attending teaching evaluations
- ↓ Lecture evaluations
- ↓ Professionalism assessment by patients
- ↓ Grant funding, outside visiting professor invitations
- ↑ Rate of unpaid work assignment

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- ↑ Rate of unpaid work assignment

Every way we evaluate for promotion

Issues in promotion for women

- Poor negotiating skills
 - Assignments
- Lack of role models
- Lack of networking/sponsorship



Gender Differences in Negotiations

- Women set less aggressive or aspirational goals
- Women don't ask for as much as men do
- Women don't choose to negotiate in situations where men do

Prof Leigh Thompson <https://m.youtube.com/watch?v=bMWLimhNFTI>

Why are there Gender Differences in Negotiations?

- Women believe that assertive behavior will elicit a negative response
- "Women who ask" are not perceived as positively
 - Male evaluators penalize female candidates > male for initiating negotiations*
 - Are seen as less nice and more demanding
 - They are less inclined because they are more nervous going against culture stereotypes

* Women evaluators penalize all candidates for asking

Improving Women's negotiating skills

- Acknowledge that you are in a negotiation, don't be ambiguous, and give them permission to ask and aspire
- Have them negotiate on behalf of someone else
- Remind them that negotiating is really a female strength because its about communicating and coming to a Win/Win

TEDx

Closing the Leadership Gender Gap: Susan Colantuono TedXBeaconStreet

https://www.ted.com/talks/susan_colantuono_the_career_advice_you_probably_didn_t_get

3,443,651 views as of 11/4/17

Moving Women from Middle Management to the Executive Level

Achieve and Sustain Extraordinary outcomes

Use the greatness in you

Engage in the greatness of others

Susan Colantuono Closing the leadership gap. Tedx: Beacon Street

Moving Women from Middle Management to the Executive Level

Proven Track Record of Actions based on Business, Strategic and Financial Acumen

Self Knowledge Integrity Resilience

Team Skills Develop others Network & Influence Earn respect

Susan Colantuono Closing the leadership gap. Tedx: Beacon Street

Women are mentored Men are sponsored

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"Success has many fathers, but failure is an orphan. Before I can promote you, you'll need to take a paternity test."

Sponsorship vs. Mentorship

Sponsor	Mentor
<ul style="list-style-type: none"> ▪ Must be senior leader ▪ Provide developmental assignments ▪ Raise profile of sponsee among senior level ▪ Communicate talent/skill set of sponsee to decision makers ▪ Failure to promote is failure of sponsor 	<ul style="list-style-type: none"> ▪ Leadership position not required ▪ Provide benevolent advice ▪ Passive role in development ▪ Failure to promote is failure of mentee

Ibarra 2010 HBR

- To reiterate**
1. Start with equal salary for equal work.
 2. Develop clear obtainable yearly objectives to work towards promotion
 3. Have tissues in your top drawer
 4. Be wary of gender bias **everywhere**
 5. Examine your culture, not the one in your policies, the real culture.
 6. Allow them to be "Women who ask"
 7. Identify future leaders and develop their strategic thinking, their business understanding and financial acumen.
 8. Be a sponsor not a mentor

