

Retaining the Best Faculty

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Conflict of Interest

- None



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Outline

- Mentorship vs sponsorship
- Find a passion
- Faculty Development
 - Time management
 - Leadership development
 - Coaching
 - Education




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Mentorship vs Sponsorship

<p>Mentorship</p> <ul style="list-style-type: none"> • Can be any level • Support, feedback and advice • Navigate politics • Increase competence and self-worth • Focus on personal and professional development 	<p>Sponsorship</p> <ul style="list-style-type: none"> • Senior with influence • Exposure to senior leaders • Assigned projects • Protect from negative publicity • Fight to get folks promoted
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Leagueofwomeningovernment.org



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Mentorship vs Sponsorship

- Mentors talk with you, sponsors talk about you
- Mentors give you perspective, sponsors give you opportunities
- Mentors advise, sponsors ACT

- Faculty need both!




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Mentorship

- Traditional 1 to 1 mentorship
 - Assign 1 to 2 mentors per person
 - Meet monthly or quarterly
 - Need a system to monitor
 - Often logistically hard to do
- Group mentoring




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Mentorship

- Group mentoring
 - Been used in many organizations
 - Can be effective
 - Is more efficient
 - Usually assigned based on teams or interest
 - Can learn from mentors and mentees/peers

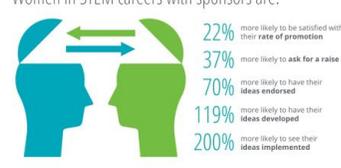



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Sponsorship

FIGURE 1
Having a sponsor helps empower women in STEM careers in a number of ways

Women in STEM careers with sponsors are:



22%	more likely to be satisfied with their rate of promotion
37%	more likely to ask for a raise
70%	more likely to have their ideas endorsed
119%	more likely to have their ideas developed
200%	more likely to see their ideas implemented

Source: Sylvia Ann Hewlett et al., Athena Factor 2.0: Accelerating female talent in science, engineering & technology, Center for Talent Innovation, accessed February 21, 2019. Deloitte Insights | deloitte.com/insights




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Sponsorship- How to get one??

- Develop mentoring relationship(s)
- Have mentor(s) make introductions to more senior “sponsors”
- Lets the sponsor see you in action
- Ask for one!

Hess, Medical College of Georgia




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Passion

- There is no passion to be found playing small - in settling for a life that is less than the one you are capable of living.
 - [Nelson Mandela](#)
- Enjoy the journey and try to get better every day. And don't lose the passion and the love for what you do.
 - [Nadia Comaneci](#)




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Passion

- My personal opinion:
- *The key role of the mentor is to help folks find what they are really passionate about...*
- In alignment with goals of
 - University (i.e. President)
 - Medical School (i.e. Dean)
 - Department (Chair)




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Passion

- Be specific and focus!
- Research
 - Basic, clinical, translational, education, outcomes, etc.
- Education
 - Simulation, UME, GME, etc.
- Administration
 - Department, Hospital, System, etc.



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Passion

- Once you figure that out....
- Find sponsors **and**
- Develop a strategic **individual** faculty development plan



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Faculty Development

- Faculty Development
 - Time management
 - Leadership development
 - Coaching
 - Education



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National Center for Faculty Development and Diversity

- Free!
 - Many/most Universities are already members
- Weekly motivational email (the Monday Motivator)
- Access to the full NCFDD Core Curriculum
- Guest expert webinars
- Intensive multi-week courses facilitated by national experts
- Private discussion forum
- Monthly writing challenges
- Opportunity to connect with a writing accountability partner.

<https://www.facultydiversity.org/>

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NCFDD "Core Curriculum"

- Skill #1: Every Semester Needs a Plan
- Skill #2: Align Your Time with Your Priorities
- Skill #3: How to Develop a Daily Writing Practice
- Skill #4: Mastering Academic Time Management
- Skill #5: Moving from Resistance to Writing
- Skill #6: The Art of Saying "No"
- Skill #7: Cultivating Your Network of Mentors & Sponsors
- Skill #8: Overcoming Academic Perfectionism
- Skill #9: Engaging in Healthy Conflict
- Skill #10: Strategies for Dealing with Stress & Rejection

<https://www.facultydiversity.org/>



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Time Management

- NCFDD Faculty Success Program
 - *“learning the secrets to increasing your research productivity, getting control of your time, and living a full and healthy life”*
 - 94% improved writing productivity
 - 87% better work life balance (harmony)
 - 98% overall satisfaction
 - \$4,400 per person

<https://www.facultydiversity.org/>



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Leadership Development

- ASA Practice Management Conference
 - Discuss common challenges and solutions
 - Forefront of anesthesia practice management
 - Managed care, compliance, third-party payers, regulators and declining reimbursements
 - Current trends and obtain necessary tools to conduct a careful and comprehensive assessment of practice operations and financial management are essential to success
- \$635



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Leadership Development

- ASA Executive Physicians Leadership Program I
 - Northwestern Kellogg School of Management
 - Economic/political issues facing the American healthcare
 - Fundamental financial
 - Negotiation and craft and execute a plan for optimal solutions
 - Influence skills in a leadership context
 - Conflict resolution skills
 - Identify and articulate their own leadership values
 - Articulate their own organization’s strategy and the impact of strategy choices on change management
 - \$6500



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Leadership Development

- ASA Executive Physicians Leadership Program II: Transformational skills development
 - Northwestern Kellogg School of Management
 - Values-based leadership
 - Health care economics and policy
 - Design thinking
 - Communicating change in organizations
 - Advanced negotiations and conflict resolution
 - \$6800



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Leadership Development

- LOTs of possibilities and programs
- Pick one
 - So team learns similar concepts, language and culture
- Use different ones
 - So teams learn variety of concepts etc.



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Coaching

- An **executive coach** is a qualified professional
- Help with:
 - Gain self-awareness
 - Clarify goals
 - Achieve their development objectives
 - Unlock their potential
 - Act as a sounding board
- Great for new leaders



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Coaching

- Here are seven ways executive coaching benefits you as a leader:
 - Heightened self-awareness.
 - Improved self-regulation.
 - Higher levels of empathy.
 - Boost in cognition at work.
 - Increased levels of motivation.
 - Better social skills.
 - Improved leadership abilities.




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Coaching

- Most coaching relationships last 6-12 months
 - 360 evaluation
 - Standardized psychologic/leadership evaluations
 - Feedback
 - Homework
- \$300-500/hour
 - Usually upfront costs, then one session a month or so




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Passion & Education

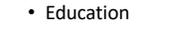
Passion	Education
Administration	MHA
Administration/Business	MBA
Research	MPH
Research	Masters in Clinical Research
Education	Masters in Medical Education
??	etc.




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How to Retain the Best—Invest!

- Mentorship program
 - One-on-one and group
- Find a passion!
- Sponsorship
- NCFDD-Core Curriculum
- Time management
- Leadership training
- Coaching
- Education




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How to Retain the Best—Invest!

• ***“All growth depends upon activity. There is no development physically or intellectually without effort, and effort means work.”***

—Calvin Coolidge




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