

Session Type: Mini Course

Course Number: 1325

**Session Title: Developing Women as Leaders in
Academic Pediatrics**

Session Day/Date: Saturday, 5/1/2010

Session Time: 10:15:00 AM–12:15:00 PM

**Session Location: Vancouver Convention
Centre, Room 212**

Individualized Leadership Planning at Transition Points

*Becoming a Leader is Not
a Random Act*

VANCOUVER
PAS 2010

PEDIATRIC ACADEMIC SOCIETIES

ANNUAL MEETING • MAY 1-4, 2010

Bonita Stanton

Has documented that he/she has no relevant financial relationships to disclose or COIs to resolve.

Topics to be covered

- Different Kinds of Leadership
- Developmental Stages
- Styles of Leadership
- Careers are not Linear
- Promotion and advancement
- The fork in the road
- “What you do”
- Further degrees, certificates and courses in leadership
- Maintaining your resume

Different Kinds of Leadership

Leadership *roles*

Administrative

Division Chief

Department
chair

Medical Director

Committee
chair

President,
practice

Academic
(promotion)

Leadership *styles*

Differs from role

Innate style, but
modifiable

Different situations
call for different
styles

Different Kinds of Leadership, con

- "The task of the leader is to get his people from where they are to where they have not been."

- *Henry Kissinger*

Developmental Stages

Professional

- Student
- Resident
- Fellow
- Junior faculty/junior member of practice
- Established faculty
- Winding down
- Retirement

Personal

- Family
 - Partnering
 - Parenting
 - Illness and health
 - Self
 - family
- Outside interests

Styles of leadership

Visionary

- Moves people toward shared dreams
- Great to use when changes require a new vision, or when a clear direction is needed

Coaching

- Connects what a person wants within the organization goals
- Use to help an employee improve performance by building long-term capabilities

Affiliative

- Creates harmony by connecting people
- Helps to heal rifts in a team, motivate during stressful times, or strengthen connections.

Styles of leadership. con

Democratic

- Values people's input and gets commitment through participation.
- Good to build a buy- in consequences, or to get valuable input from employees.

Pacesetting

- Meets challenging and exciting goals.
- Can get high quality results from a motivated and competent team.

Commanding

- Soothes fears by giving clear direction in an emergency.
- Restrict use to crisis, to kick- start a turnaround, or with problem employees.

Styles of leadership. con

- "The day soldiers stop bringing you their problems is the day you have stopped leading them."
- - *General Colin Powell*

Careers are not Linear

- Times when all you can do is put one foot in front of the other
- Juggling (especially parenthood)
- Set-backs
- Geographic moves
- Transitions
 - Yours
 - Your superiors

Careers are not linear.... and Men and Women are not the same

- More women part-time
- Fewer % of women in academia
- Fewer % of women in sub-specialties
- More women in “teaching” in academia
- Career trajectories are not the same

Promotion and advancement

Everyone

- Identify a mentor(s)
 - Maintain relationship(s)
- Volunteer
 - Selected activities
 - Do not wait to be asked
- Periodically assess where you are
 - Progress towards your goal
 - Is your destination the right one

Promotion and advancement, con.

Variable

- Academic promotion
- Formal administrative leadership
- Elected position
- Single path

Promotion and advancement, con.

- "There is something that is much more scarce, something rarer than ability. It is the ability to recognize ability."
- *Robert Half*

Take the fork in the road when:

- Time for a change
- Unparalleled opportunity
- Both are appealing
- Extra time became available (grant ended, children left for school, became full time)



Identifying “what you do”*

- “I am an educator, with a particular interest in teaching fourth year medical students”
- “I am a chair, department of pediatrics”
- “I am a behavioral researcher”
- “I am a clinician with a particular interest in chronic diseases”

Identifying “what you do”*, con

- Not too broad
- You may “do” several things
- Things you do will evolve and may change overtime
- May be easier for researchers to define

Further degrees, certificates and courses in leadership

- MBA, MPH, MHS, MHA
- Graduate Certificate Courses
- Leadership seminars (Harvard)
- Leadership programs
 - Executive Leadership in Academic Medicine
(www.drexelmed.edu/Home/OtherPrograms/ExecutiveLeadershipinAcademicMedicine.asp)
- Leadership Workshops
 - APA, AMSPDC

Maintaining your resume/cv

- Resumes and CVs are not the same
- Add continuously
- Prune annually
- Reformat as appropriate
- Brief para
- Brief (NIH) Biosketch

And finally, whatever you do and whenever you do it, remember:

- "A desk is a dangerous place from which to view the world."
- - *John Le Care'*