The Leadership Forum

Notes from the Editorial Team
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The Perspectives in Leadership article by Dr O’Rorke highlights an important skill in leadership, reflection. Reflection is a critical skill necessary for all who strive for excellence. How do we know where we want to go if we don’t stop and reflect? Leaders must continually appraise their programs, question the status-quo, and actively look for ways to improve. As a key leader at the University of Texas Health and Science Center, Dr. O’Rorke identified a problem commonly encountered in residency training; the outpatient experience for residents often falls short of the ideal. She describes her experience in exploring the problem by querying other residency program directors. Realizing that her concern is shared by many program directors led her to write this article asking us all to reflect on the importance of the ambulatory training experience.

Please send your submissions for Perspectives in Leadership to Dr. April Fitzgerald.

Reflection is a critical skill necessary for all who strive for excellence.

Words of Wisdom
A new resource to highlight the joys of an Academic GIM career

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One of the challenges in recruiting talented students and residents to a career in academic general internal medicine may ironically be the aspect of GIM that gives many of us the most professional satisfaction—the varied nature of our careers. Most of our interaction with trainees occurs in the context of inpatient or outpatient care. Meanwhile, our careers may be filled with diverse activities ranging from innovative curriculum design to research to program or division leadership, to practice management to health policy activism. Exposing students and residents to the richness of academic GIM may stimulate more to pursue this career.

Clearly there are many ways to facilitate this sort of interaction. Exposure to generalists in clinical care can forge a great connection; however, the increasing reliance on hospitalists will likely limit the amount of interaction between GIM faculty and trainees. Additionally, while generalists serve as excellent role models and mentors in the clinical setting, clinical care only illustrates one of the many dimensions of academic GIM careers. Encouraging students and residents to attend regional and national SGIM meetings presents an excellent opportunity to showcase the diversity of GIM; however, this is a relatively expensive endeavor with limited application. To help serve the need for enhanced exposure of students to...
The large variety of career options within academic GIM including clinical work, research, education, health policy, advocacy, and administration

- The rewards that come with a varied career and the ability to change your career as your interests and personal life changes
- The value of effective mentorship and ways to obtain it
- The importance of an academic society to find like-minded colleagues working on similar projects, mentors, and external validation of the importance of academic GIM work

SGIM has formatted five of these videos (available at the www.sgim.org under education -> resource -> clinical educator videos). The videos could be used by division chiefs or their representatives at student or resident career/recruitment sessions, played to student internal medicine interest groups, or even forwarded to faculty members not usually engaged in “academic” activities. The videos could potentially offer a rich source of data for research about academic GIM as well.
continue to shift to the ambulatory setting. Many of these patients will be quite complex; in need of the well trained outpatient general or subspecialty internist.

I believe we need to do everything possible to improve the clinic experience for our residents. We need help and support in conveying the importance in creating resident clinics that more closely reflect the modern practice of ambulatory medicine, now and in the future. In addition we need leadership’s help emphasizing the importance of ambulatory training as well as inpatient training.

Harvard Business Review Corner
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Why Men Still Get More Promotions Than Women

I was very intrigued by this study. Even though the setting is a multinational corporation, I believe some lessons are applicable to the academic medical setting.

At the heart of the study is the difference between mentorship and sponsorship and what role that plays in women’s career advancement into more senior leadership roles. Classical mentoring is a combination of psychosocial and career support. Sponsorship is somewhat different and is usually not provided by the same person or program. While most people derive more satisfaction from mentoring, without sponsorship a person is likely to be passed over for promotion regardless of performance and competence. This is especially true for those who are at mid-career and beyond.

Background
In 2008, Catalyst, a nonprofit that works with businesses to expand opportunities for women, surveyed 4,000 graduates from top MBA programs worldwide. In general, women were paid $4,600 less than their male counterparts, even after accounting for industry, education, prior work experience, career aspirations and children. None of this was new information except for the fact that women reported having more mentors and fewer sponsors.

Catalyst 2010
In a follow up study, the authors set out to find out why many high-potential women are not getting promoted despite implementation of women-specific mentoring programs. In-depth interviews with 40 high-potential men and women selected by their large multinational company to participate in its high-level mentoring program. Participants were asked about hurdles faced as they moved into more senior roles and kinds of help and support received for transitions.

Results
All mentoring is not created equal, a special kind of mentoring is “sponsorship.” A sponsor is a mentor who goes beyond giving feedback and advice and uses his or her influence with senior executives to advocate for the mentee.

Although more women had mentors, women are over-mentored and under-sponsored compared to their male peers. Women’s mentors tended to have less organizational clout which turned out to be a real disadvantage. The more senior the mentor, the faster the mentee’s career advancement.

Most descriptions of sponsorship was provided by men who said that their sponsor helped plan their moves and helped them take charge in new roles. Men’s sponsors publicly endorsed their authority; men received 15% more promotions.

Recommendations for Sponsorship that Works
1-Define intent of the program. Clearly define what the program is trying to accomplish. If the goal is to have more women promoted to critical leadership positions then that should be clearly stated.

2 Select and match sponsors and high-potential women. If the objective is career advancement, then mentors and sponsors should be selected on the basis of position power.

3 Coordinate efforts. Effective sponsorship never stands alone but is part of a comprehensive program including performance evaluations, training and development and succession planning.

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<tr>
<th>Mentors</th>
<th>Sponsors</th>
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<tr>
<td>Any level in the hierarchy</td>
<td>Senior managers with influence</td>
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<td>Provides emotional support, feedback, sense of competence and self-worth</td>
<td>Provides exposure to other executives</td>
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<td>Focus on mentees’ personal and professional development</td>
<td>Expose to promising opportunities and challenging assignments</td>
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<td>Navigate politics</td>
<td>Protect from others</td>
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<td>Role model</td>
<td>Fight to get people promoted</td>
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4 **Train sponsor.** Sponsors may not possess the required skills and sensibilities required. For example, the assertive, dominant behaviors that people often associate with leadership are deemed less attractive in women. Male mentors who have never faced this dilemma may find it difficult to provide useful advice.

5 **Hold sponsors accountable.** In the IBM Europe program, sponsors are charged with making sure high-potentials (men and women) are ready for promotion in 1 year and are responsible for seeing that skill gaps are addressed. Failure to obtain promotion is viewed as a failure of the sponsor not the candidate. These findings mirror trends observed in other companies. Sponsorship may lead to faster promotion, however, it is not a magic bullet. Since many medical schools now have some type of formal mentoring program for women faculty, I think this information could also prove useful.