CAMPUS COUNCIL ON *Faculty Life*
Faculty Resource Fair and Development Day

Tips, Tools and Advice for Success... *through the later stages of your UCSF faculty career*
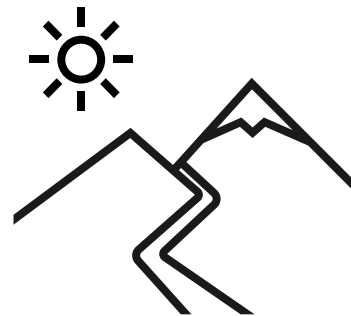
Mitch Feldman, MD, MPhil
Nerissa Ko, MD, MAS
Catherine Park, MD
Sandra Weiss, PhD. RN, FAAN
Sept 10, 2024

Agenda

- Introductions
  - *What do you want to get out of this workshop*?
- Celebration of your successes
- Sponsorship
- Leadership
- Research and Scholarship
- Transitions

Success at UCSF

- Factors to *your* success
  - Defining what "success" means to you
    - Vision and goals that may evolve over the arc of your career
    - Shifting priorities
  - Identifying resources and opportunities
    - Increasing skills (leadership courses and training, advanced degrees)
    - Collaborators, supporters
    - Funding, affiliations
   - Locally, nationally, globally

UC SF

Success at UCSF

- Finding support
  - Mentorship needs will change over time
  - Diversity of mentors including peer mentors, allies and supporters
  - Shift to more independence and expanding your network
  - Beyond mentorship
    - Coaching, sponsorship

Why Sponsorship?

- Complements/amplifies mentorship.

- Generativity (vs stagnation)

- Can enhance equity in career advancement (pay attention to implicit bias)

Sponsorship   Mentorship
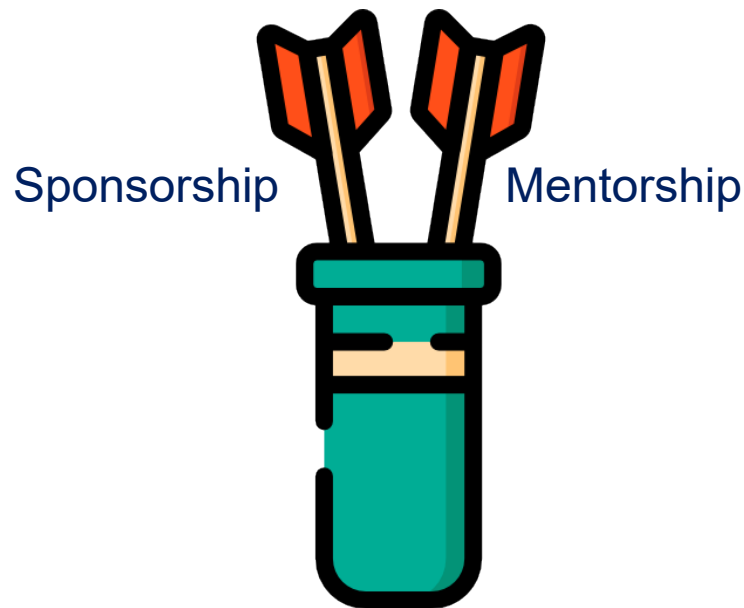
What is Sponsorship?

Active support and advocacy by a person in a strategically influential position, aimed at **protecting and championing the career advancement** of an individual.
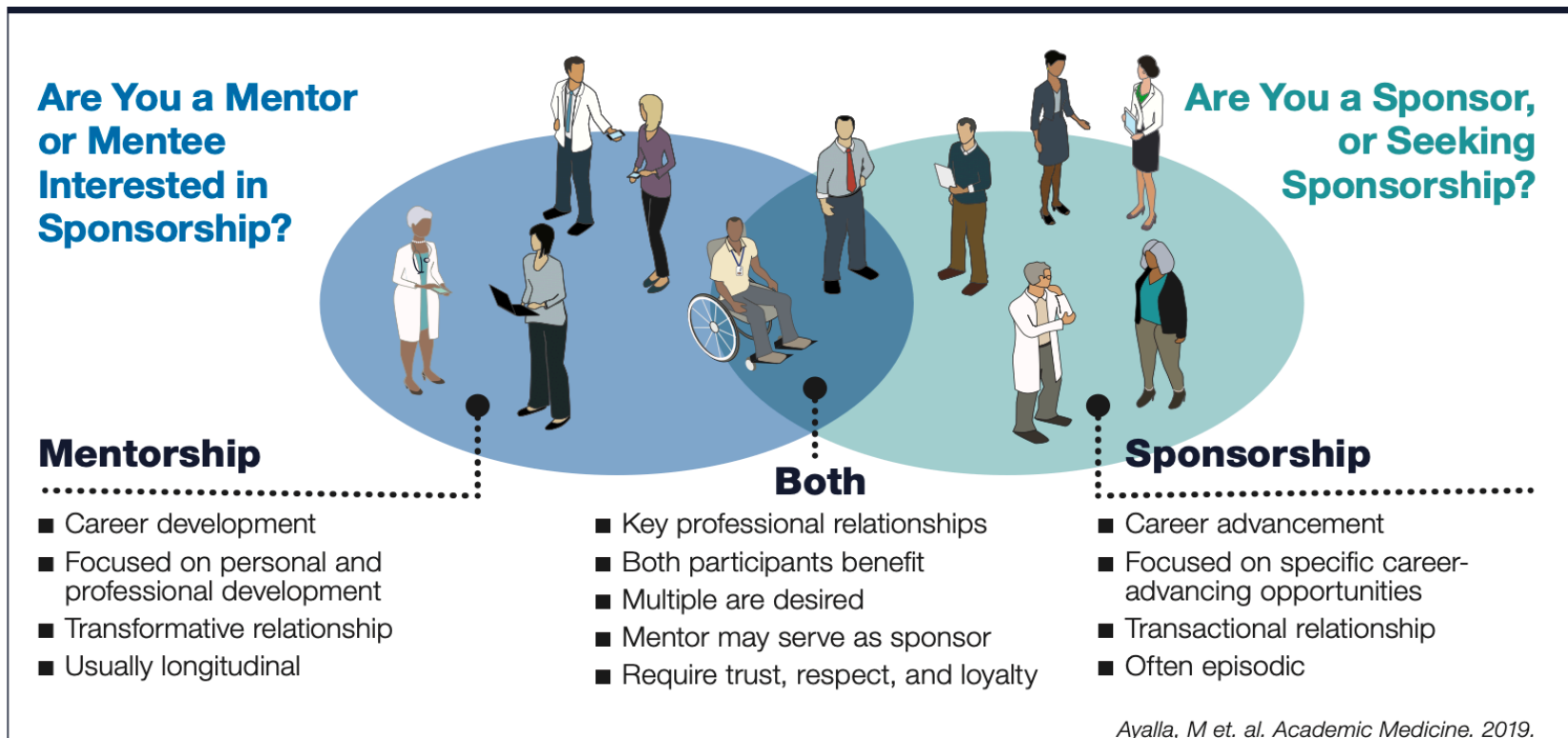
Sponsor
The individual (with influence within organization or in their domain) doing the sponsorship.

Sponsee
The individual receiving sponsorship

UCSF

How do Sponsorship & Mentorship Compare?

Are You a Mentor or Mentee Interested in Sponsorship?

Are You a Sponsor, or Seeking Sponsorship?

Mentorship
- Career development
- Focused on personal and professional development
- Transformative relationship
- Usually longitudinal

Both
- Key professional relationships
- Both participants benefit
- Multiple are desired
- Mentor may serve as sponsor
- Require trust, respect, and loyalty

Sponsorship
- Career advancement
- Focused on specific career-advancing opportunities
- Transactional relationship
- Often episodic

Ayalla, M et. al. Academic Medicine. 2019.

UCSF

Sponsorship and Mentorship

Acts of Sponsorship and Examples?

Acts	Examples
Provides Resources	• Financial support for career advancing work & roles • Creating supported role (% time)
Advocates for and Protects	• Advocates for positions in the institution or outside • Voices support and advocates for sponsee during difficult time
Expands Opportunities	• Talks up to influential individual(s) • Recommends sponsee to conference in their place • Access to career advancing materials

UC SF

What About Sponsorship at UCSF?

Mia F Williams, Veronica Yank, Patricia O'Sullivan, Brian Alldredge & Mitchell D. Feldman (2023) Faculty knowledge, actions, and perceptions of sponsorship: an institutional survey study, Medical Education Online, 28:1, 2218665,

- 57% familiar with concept of sponsorship

- 76% had a sponsor, 45% had sponsor at UCSF

- 87% had received <u>at least one act</u> of sponsorship by a UCSF faculty member

- Relationship between Sponsorship & Mentorship

  - 70% of sponsors & 55% of sponsees reported sponsorship came from mentor
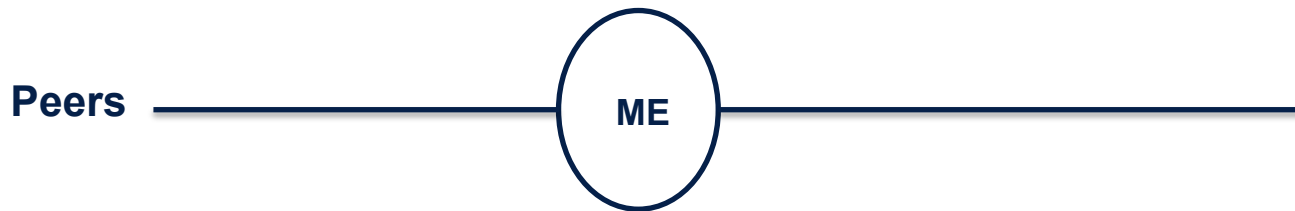
UCSF

Mentorship/Sponsorship Map

UCSF

What is a Mentorship-Sponsorship Map?

- Allows you to visually identify your:
  - Current mentors/mentees and sponsors/sponsees
- And to reflect on:
  - Where do you have influence?
  - Opportunities to expand/diversify your network of mentees and sponsees.

UCSF

Mentorship/ Sponsorship Map

Senior to me

Peers ─────────────── ME ───────────────

Junior to me

Christou, MD et al. Establishing Effective Mentoring Networks: Rationale and Strategies. MedEdPortal. April 18, 2017. https://doi.org/10.15766/mep
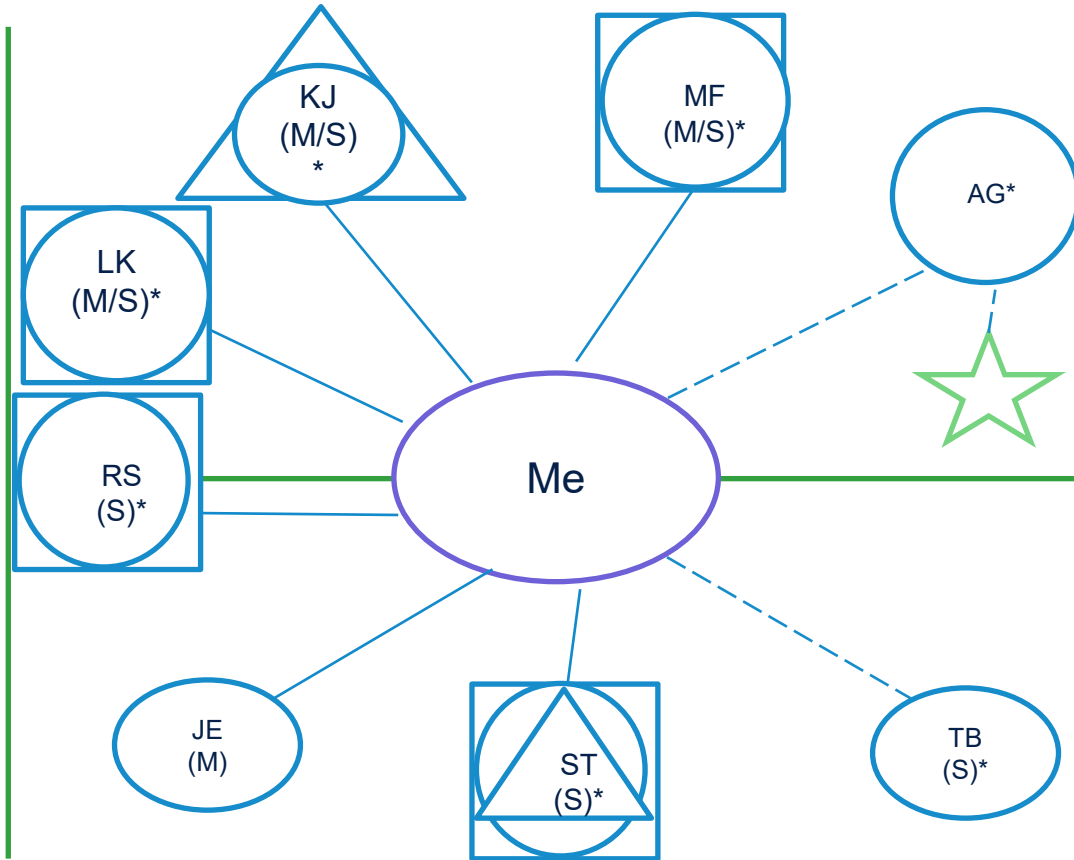
Map Your Network

Your mentees/sponsees and your mentors/sponsors

- ❖ 10 minutes to draw and reflect on your map

- ❖ How diverse is your network of mentees / sponsees?

- ❖ What are opportunities to expand/diversify your network?

- ❖ How many sponsees/mentees share your identity?

- ❖ Are there potential sponsees you can reach out to to help advance their career opportunities?

UCSF

Group Discussion

UCSF

Career Sweet Spot

Mentors help you envision your 'career sweet spot' and set your goals

Sponsors help you get there.

You love it

PASSION

MISSION

You are great at it

World needs it

PROFESSION

VOCATION

You are paid for it

UCSF

Leadership

- Examples of leadership
- Your leadership style
- Leadership development opportunities within UCSF

UCSF

A Few Examples of Leadership in Academia

- Leading Committees

- Organizing a meeting

- Leading a cooperative group clinical trial

- Departmental Leadership—

  - Directorships: Medical, Educational Program, Faculty Development, Vice Chair of a Division

- Department Chair, Dean's Office

- Health System Leadership: Chief Medical Officer

6 Common Leadership Styles — and How to Decide Which to Use When

Being a great leader means recognizing that different circumstances call for different approaches. **by Rebecca Knight**

Based on a often-quoted psychologist, Daniel Goleman who first introduced these styles in his 2000 Harvard Business Review, "Leadership That Gets Results"

Much has been written about common leadership styles and how to identify the right style for you, whether it's transactional or transformational, bureaucratic or laissez-faire. But according to Daniel Goleman, a psychologist best known for his work on emotional intelligence, "Being a great leader means recognizing that different circumstances may call for different approaches."

COERCIVE LEADERSHIP STYLE

Demands immediate compliance

- Characterized by top down decision making, authoritarian approach

- May yield short term results, but has a corrosive effect in the long term

- When you might use this style:

  - Emergency or crisis situation that demands immediate action

  - In most cases, this approach is likely to be detrimental

UCSF

AUTHORITATIVE LEADERSHIP STYLE

Not to be confused with authoritarian leadership

- Characterized by motivating your team members by connecting their work to a larger organizational strategy
- Connect how day to day work contributes to a greater purpose
- Sets guidelines (versus micromanaging) and enables team members to work towards goals with shared vision and autonomy
- When you might use this style:
  - Applicable to many situations, especially useful during change/transition

UCSF

PACESETTING LEADERSHIP STYLE

Holds leader and others to high standard

- Characterized by striving for excellence

- Can backfire if focus is more on (perfection) and failures rather than successes

- Constant push for productivity can create a pressure cooker environment and make it difficult for employees to see how their individual contributions are important

- When to use this:

  - Works in circumstances where employees are highly motivated and competent

  - Should be used infrequently and balanced with other styles

UCSF

AFFILIATIVE LEADERSHIP STYLE

Focuses on emotional connections

- Involves building strong emotional bonds and a sense of camaraderie and team spirit; fosters a positive and supportive workplace

- Creates environment where members feel belonging and can freely share ideas/feedback and work towards common goals

- When to use:

  - Creates positive culture but should not be used in isolation

  - May not provide sufficient feedback to address performance issues or deal with complex challenges

UCSF

DEMOCRATIC LEADERSHIP STYLE

Invites input and feedback

- Characterized by empowering your team to have a voice in decision making
- Takes time to gather input, listen to concerns and diverse perspectives and incorporate feedback
- Fosters a sense of being heard/valued and ownership and responsibility
- When to use:
  - Ideal when you're unsure about the best course of action and you want to generate ideas
  - Not a good strategy when team lacks experience/information

COACHING LEADERSHIP STYLE

Focused on individual growth

- Characterized by dedicating time to understand a team member's long term goals both for professional and personal development

- Takes genuine interest in a persons development, leads to fempolyee feeling valued and motivated

- When to use:
  - Especially useful during 1:1 performance evaluations, but you can also integrate into more informal/daily conversations for real-time feedback

UC SF

HOW TO ADAPT YOUR LEADERSHIP STYLE TO FIT THE SITUATION

Daniel Goleman

- "The most effective leaders switch flexibly among the leadership styles as needed…[They] don't mechanically match their style to fit a checklist of situations—they are far more fluid. They are exquisitely sensitive to the impact they are having on others and seamlessly adjust their style to get the best results.."

2024 Application Information and I[...]

Application Deadline: Friday November 3, 20[...]
(Late or Incomplete Applications Will Not Be [...]

Application Information and Instructions

1. Application is available for download here. All application components subm[...]
   format, assembled in the order shown in the Application Checklist below. A s[...]
   is preferred.

2. All documents requiring signatures must be signed before being scanned int[...]
   render an application incomplete.

Leadership Institute

UCSF

University of California
San Francisco

Foundations for Excellence in Physician Leadership

The Foundations for Excellence in Physician Leadership program is a nine-month initiative for physicians early in their leadership journey.

This program will leverage participants' current role to provide them with the foundational skills, knowledge and awareness not only to effectively lead a clinical team, but also to navigate the administration of health care.

This program includes pre-work, nine three-hour monthly leadership learning sessions, executive coaching, project-based learning and planned networking luncheons. Expert facilitators, industry leaders and executive coaches will aid in fostering the participants' leadership development, reflective practice and career mapping.

Outcomes for the Foundations for Excellence in Physician Leadership program include:
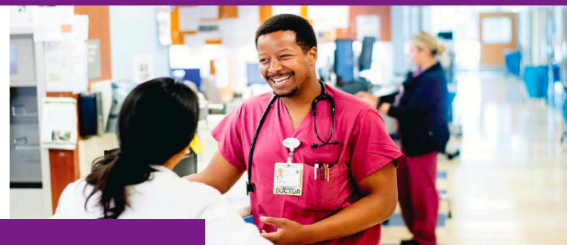
Program Timeline

Application Deadline	August 30, 2024
Program Launch	January 2025
Program Concludes	September 2025

Sessions are held on the second Tuesday of each month.

Session 1: Jan. 14, 2025, 9 am - 1:30 pm (in-person), includes networking luncheon
Session 2: Feb. 11, 2025, 9 am - 12 pm (virtual)
Session 3: March 11, 2025, 9 am - 12 pm (in-person)
Session 4: April 08, 2025, 9 am - 12 pm (virtual)
Session 5: May 13, 2025, 9 am - 12 pm (in-person)
Session 6: June 10, 2025, 9 am - 12 pm (virtual)
Session 7: July 08, 2025, 9 am - 12 pm (in-person)
Session 8: Aug. 12, 2025, 9 am - 12 pm (virtual)
Session 9: Sept. 09, 2025, 9 am - 1:30 pm (in-person), includes celebratory luncheon

LEADERSHIP DEVELOPMENT

BEYOND UCSF

- Many opportunities offered through societies and schools
- AAMC
- Scientific and Specialty Societies
- Business Schools
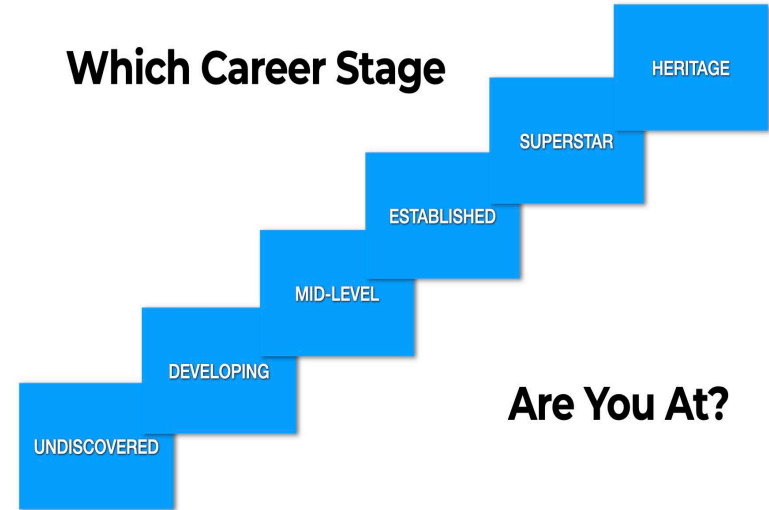- Harvard School of Public Health

UCSF

Research and Scholarship

Sandra J. Weiss, PhD, DNSc, FAAN
Professor and Eschbach Endowed Chair
Director, Stress and Depression Lab
Department of Community Health Systems
School of Nursing

Career Stage Research Opportunities

- Midcareer Investigators
  - K22, K24…….

- Senior Research Scientists
  - K05……..

Which Career Stage

HERITAGE

SUPERSTAR

ESTABLISHED

MID-LEVEL

DEVELOPING

UNDISCOVERED

Are You At?

UCSF

Orchestration of Training Grants

- Central Role for Established Investigators and Scholars

- Institutional and Individual Research Training
  - Predoctoral
  - Postdoctoral

UCSF

Orchestration of Joint, Centralized Research Collaborations

- Program Project Grants

- Center Core Grants

Network-Based Research and Scholarship

- Multisite Research Projects and Initiatives

- Collaborative Specialty-Based Publications Involving National and International Experts

Diffusion of Wisdom into Influential Structures and Systems

- Subject Matter Expert - NIH Center for Scientific Review, PCORI, etc.

- Scientific/Programmatic Expert - Federal and National Institutes, Foundations, Networks, and Advisory Councils

Transitions

- Types of transitions
- Staying engaged
- Opportunities
- Planning

UCSF

Resources

- UCSF Coro Faculty Leadership Collaborative https://facultyacademicaffairs.ucsf.edu/faculty-life/leadership-training

- Teach for UCSF Educational Leadership Certificate https://meded.ucsf.edu/faculty-educators/faculty-development/teachforucsf#Education-Leadership

Resources

- UCSF Retirement Webpage https://hr.ucsf.edu/benefits/life-events/retirement

- UC Pathway to Retirement https://myucretirement.com/Classes/PathwayToRetirement

- UC Pathway to Retirement Guide https://myucretirement.com/Managed/Assets/File/1709235570/UC_PTR_Guidebook_022024.pdf