



A Network of Champions: Mentorship and Sponsorship for Women in Healthcare and Academic Medicine

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disclosures

None

My personal story and experience inform the lens I bring to leadership, mentorship, sponsorship, and my profession.

What's your story?

Objectives

1. Recognize the definitions and differences between mentorship and sponsorship.
2. Describe strategies to mentor and be mentored.
3. Describe and execute strategies to find a sponsor and to sponsor others.



The background features a light grey base with several organic, overlapping shapes in muted colors: a large brownish-red shape on the left, a greenish-grey shape on the top right, and a white wavy line on the bottom right. Faint, stylized foliage patterns are visible in the top left and middle left areas.

A bit about
me!

My leadership “journey”

ASSOCIATE DEAN FOR
FACULTY DEVELOPMENT,
COLLEGE OF MEDICINE
(SINCE AUG 2021)

PEDIATRIC
ENDOCRINOLOGIST
(SINCE 2010)

WONDERING WHAT TO DO
WHEN I GROW UP... (SINCE
FOREVER)

ADDED ON CONTINUING
MED ED (NOV 2022)

ASSOCIATE PROFESSOR
(SINCE 2019)



SO WHERE DOES MENTORING AND SPONSORSHIP FIT IN TO ALL THIS?

I benefited from mentorship – when I found it and recognized it.

I had no idea what sponsorship was – until it was not happening and then happened! And it MATTERS.

We should all strive to mentor AND sponsor no matter our positions.

Why does all this matter?

Inequities in leadership - percentage of women rapidly decreases at higher levels

Huge gender pay disparities – more prevalent among physicians

Higher attrition of women from medicine (especially since/in the pandemic)



Women often have a VISIBILITY GAP.

We need people in our corner, and shouting our names FROM the corner (office)



Definitions

MENTORSHIP

- Provision of feedback and expertise to help with specific issue(s) that a mentee may be facing

SPONSORSHIP

- Facilitates access to the platforms and necessary for talent and merit to become visible, recognized, and REWARDED.

What is sponsorship?

MENTORSHIP

- Personal and Professional Development
- Skill-building and goal setting
- Feedback and expertise
- Impact independent of rank/position

SPONSORSHIP

- Focuses on enhancing visibility, credibility, and networks
- Facilitates recognition and access
- Impact **depends** on position and/or organizational influence

Sponsorship further defined...

MENTORSHIP

- Might be narrow in scope (e.g. for research or clinical work)
- Focused on mentee behavior

SPONSORSHIP

- Targets career advancement
- Anchored in sponsor's awareness of organizational structures and opportunities
- Persuasion of institutional decision-makers to see capabilities and potential



DR. B

Dr. B is new in her role as a physician at a hospital-based clinic. She is in a group with 3 other physicians and a PA. She's feeling overwhelmed with navigating the demands of her professional and personal life and feels pressured to fill her schedule and take call more often than her colleagues. She loves being a doctor, mostly, but feels like she is just going from day to day and is unsure of "what's next?"

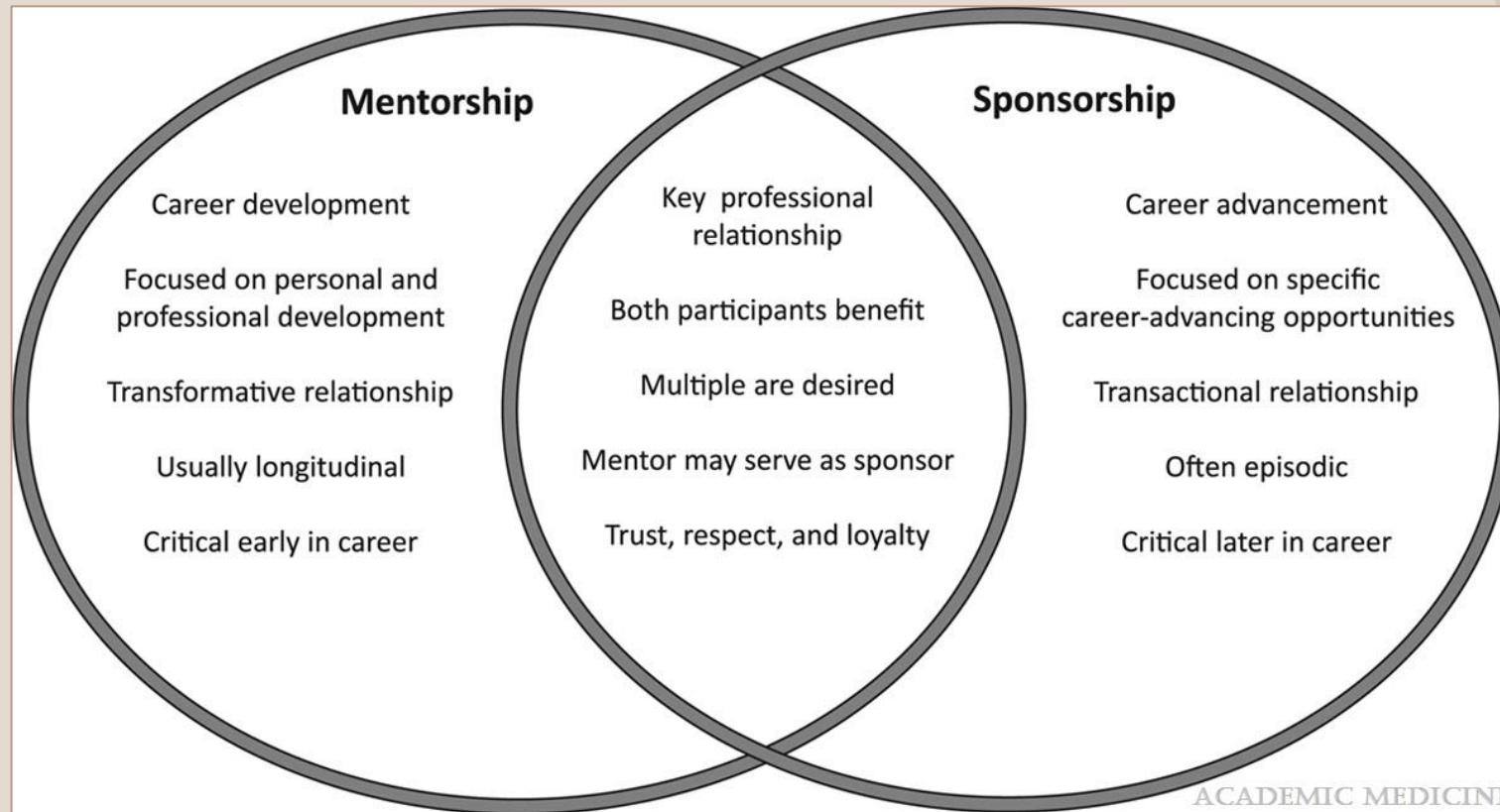
Mentor or sponsor? And what could they offer?

DR. C


Dr. C is a physician in a large hospital setting. She has been joining committees on integrating a new EMR and to help develop a new residency program. Her work is seen by colleagues as highly effective and organized. In a meeting of senior hospital leaders, the CAO suggests Dr. C's name to lead a critical task force.

Mentor or sponsor?
What's going on here?

Mentorship – Sponsorship Continuum



[Mentorship Is Not Enough: Exploring Sponsorship and Its Role in Career Advancement in Academic Medicine](#)



The Value of Sponsorship

THE BUSINESS LENS

- PROMOTABILITY
- SATISFACTION WITH RATES OF ADVANCEMENT
- STRETCH ASSIGNMENTS
- IMPROVED GENDER PARITY IN CAREER ADVANCEMENT
- UPWARD PRESSURE ON SALARY

Value of Sponsorship (Academic Medicine/ Healthcare)

- Promotion of research/clinical career of mentee through networking and advocacy – improved career satisfaction
- Among “K” awardees – sponsorship significantly impacted academic success
- Nationwide sponsorship programs offered improved promotion to next rank and expanded job opportunities

Why Sponsorship?

Men are more likely to garner sponsors informally and their sponsors tend to be men as well.



Best Practices: Sponsorship



Intentionality!

Structured programs

- Proactive connections
- Thoughtful matching
- Clear expectations
- Objectives, outcomes, feedback

Top leaders should step up to be sponsors

- And promote sponsorship as an organizational value

So much more to say! My questions for you!

DO YOU HAVE A SPONSOR?

WHOM MIGHT YOU SPONSOR?

WHOM DO YOU SPONSOR OR MENTOR?

DO YOU HAVE MENTORS?

WHOM MIGHT YOU MENTOR?

Write down those names!



Plan a check in with yourself in a month or 2 – have you arranged a conversation?



What are your next steps?



THANK YOU ALL!

I'd love to hear from you!

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