

Mentorship and Sponsorship are Crucial to Career Advancement for Women Faculty

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Our Approach: Evidence-Based

- AAMC



- NIH RO1 grantees:

- 100+ pubs



- 2 journal collections → >best practices

- Business and industry



- Our own experience/data

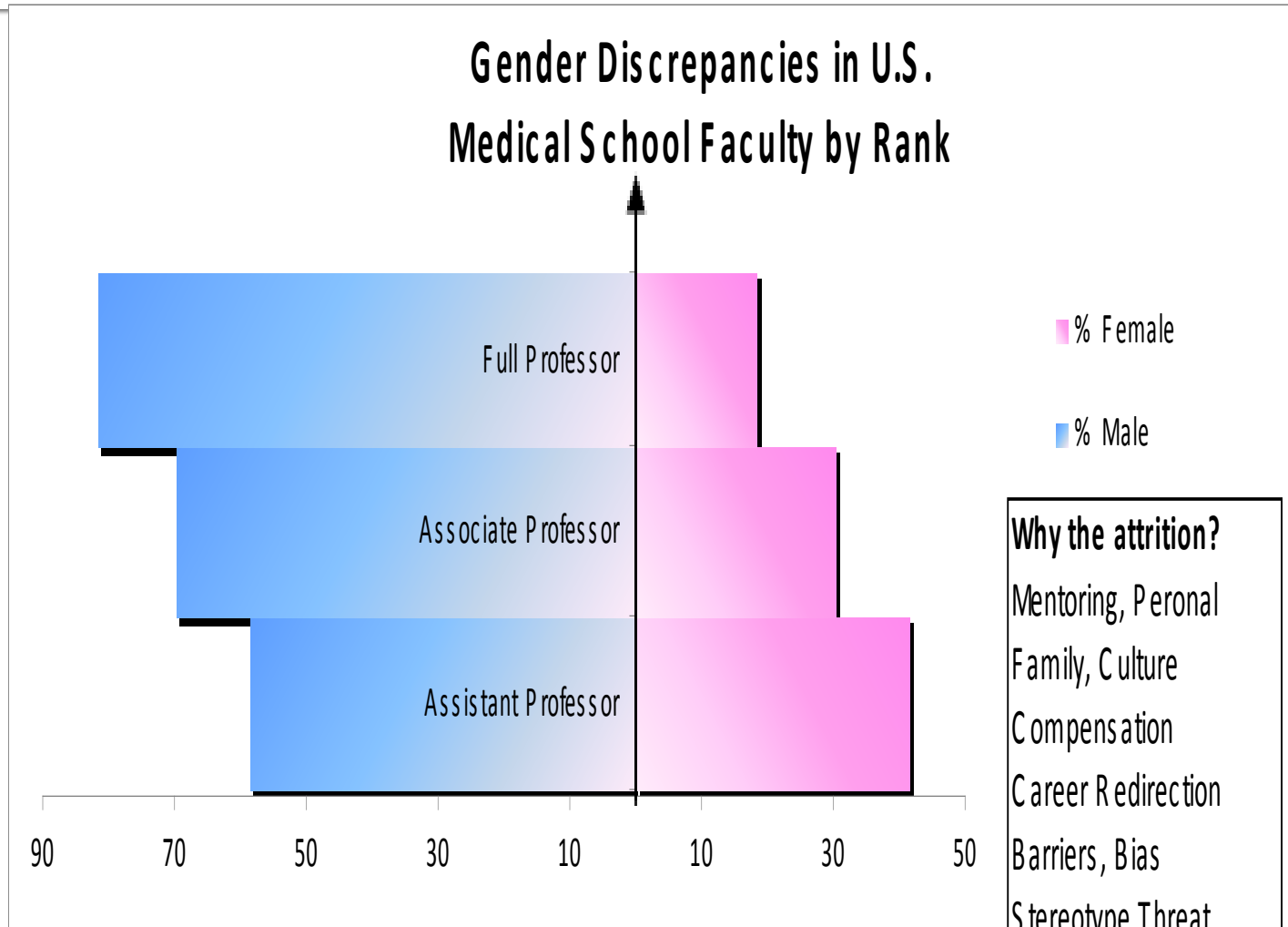
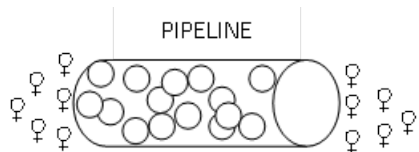


The 'New' Excellence

- Clinical
- Research
- Teaching
- Community Outreach
- Recruitment
- Retention
- Advancement
- Satisfaction
- Well-Being
- Diversity & Inclusion
- Flexibility/Family-Friendly
- Others...

Academic Career Path for Women-

National Academies 2006 Report: Beyond Bias & Barriers



Women 48% med sch grads, 37% med sch faculty, but 12% C-suite

(Data from National Academies 2006 Report: Beyond Bias & Barriers)

Interacting Factors Affecting Successful Career Progress and Leadership



Coaching, Mentorship, Sponsorship: What's the Difference?

- ***Coaching:** deals with performance*
- ***Mentoring:** relational and career-oriented*
- ***Sponsorship:** dependent on influence, visibility, power, identifying top talent*



Chopra, V., JAMA Int Med, 2017
Travis, E., Acad Med, 2013

Coaching

- ***Deals with job performance: a coach talks to you***
 - Functional-- focus on performance in a specific issue
 - Results (narrow scope, short-term)
 - Provides guidance, often on a skill (dealing with conflict, influencing others, preparing for an interview)
 - Both parties drive the relationship



Mentoring

- ***Relational and Career-Oriented: a mentor talks with you***
 - Quality of the mentoring relationship is critical (trust, respect, mutual learning)
 - Dyad not adequate, mentoring network optimal (*DeCastro, R. Acad Med, 2014*)
 - Mentor responds to needs of mentee in professional development and advancement (broad scope, longer-term)
 - Mentor provides feedback, listens, provides guidance, focus on growth and multiple dimensions
 - *Ability to mentor does not depend on position or power*
 - Mentee drives the relationship



Evidence-Based Reasons Why Mentoring is of Benefit

- More productivity: papers, grants
- Advancement: Faster promotion
- Retention, career satisfaction, self reliance

Mentoring is necessary but may not be sufficient for Leadership

Sponsorship

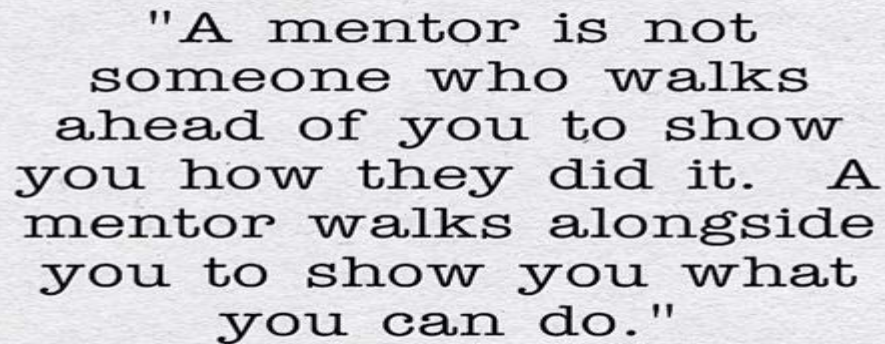
- ***Leadership-Oriented: a sponsor talks about you***
 - Sponsor is typically a ***Sr. leader/powerfully positioned*** champion who uses strong influence to help you obtain high visibility, promotion, or positions
 - Sponsor endorses your qualifications, takes risks on your behalf (often behind closed doors), advocates for you and highlights your value
 - It's not who you know, but who knows you- can 'lean in' on your behalf or 'lean in' with you
 - Typically within the organization or your field
 - *Ability to sponsor depends on position and power*
 - Sponsor drives the relationship and often seeks out someone to sponsor (high potential individuals)



The Key Differences

	A Mentor	A Sponsor
What	An important part of your career plan	Someone who will advocate for you and invest their reputation in you
Who	Several; both men and women; can be at any level in the institution	A highly placed person of influence and power
Where	Inside and outside your organization (may be at a distance)	Typically within your organization or in the same field
How	Influences your career by providing guidance; prepares you to move up	Influences your chance of promotion and can have direct influence on direction of your career; can make things happen

Mentor/Sponsor Talk



"A mentor is not
someone who walks
ahead of you to show
you how they did it. A
mentor walks alongside
you to show you what
you can do."

“Sponsorship can come to you in different ways.
You never know who is watching, so be ‘sponsor-ready’”

Evidence for Why Women Need Sponsors

- Women with sponsors more likely to ask for a big opportunity, receive a raise, be satisfied with rate of advancement
- Key for getting more women into leadership roles
 - Women have more mentors than men, yet lag behind men on most all career advancement metrics (Cater, NM, 2010)
 - Women's under-representation in leadership has been resistant to career development, mentoring, and coaching efforts (Ibarra, H. 2013)
- Sponsorship being used in the corporate world to accelerate the careers of women as leaders; can be adapted to an academic model:
 - American Express- Women in the Pipeline at the Top
 - Deutsche Bank- pairs high potential women with senior leaders



Women may be over-mentored and under-sponsored

Harvard Business Review, 2010, "The Sponsor Effect: Breaking Through the Last Glass Ceiling"

Travis, E. Sponsorship: A Path to the Academic C Suite for Women Faculty. Acad Med, 2013

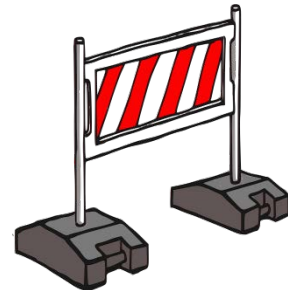
Vital Statistics for Having a Sponsor

	Men	Women
Have Sponsor	19%	13%
Likely to have Sponsor	46% more likely	

(Hewlett, SA, Harvard Review, 2011)

Barriers to Sponsorship for Women

- Women often get overlooked/untapped, or don't apply, because they don't utilize their work relationships in the way that some men do:
 - Women don't speak up about their achievements but rather, wait for someone to recognize their effort ('hold back' vs 'lien in')
 - Work relationships = friendship vs use for advancement → > start to see work relationships as something that can help you succeed, build relationship capital
- Fail to cultivate potential sponsors, self promote, assert competence



Catch 22- Cross Gender Issues

- Women may be concerned about cultivating a relationship with an older man
- Men circumspect about championing younger women



Top Tips for Attracting a Sponsor

- Recognize that mentors are good; sponsors can be even better !!
- Develop a reputation as a respected and trusted colleague (sponsor has to be sure they are not taking a gamble on you)
- Demonstrate you'll deliver outstanding performance (sponsors expect success)
- Make your value visible to people in positions of power
- Share your career goals with your leaders



5 Ways to Find a Sponsor

1. Build on a mentoring relationship (reciprocal)
2. Identify and get to know senior leaders whose style and track record inspire you
3. Let a potential sponsor see you in action
4. Suggest improvements: show you are a critical thinker and a change agent
5. Ask!

Keep in mind: developing and promoting talent by yielding influence motivates sponsors, leads to career rewards, builds their legacy (Catalyst Study)



Coaches, mentors and sponsors are necessary for career success !

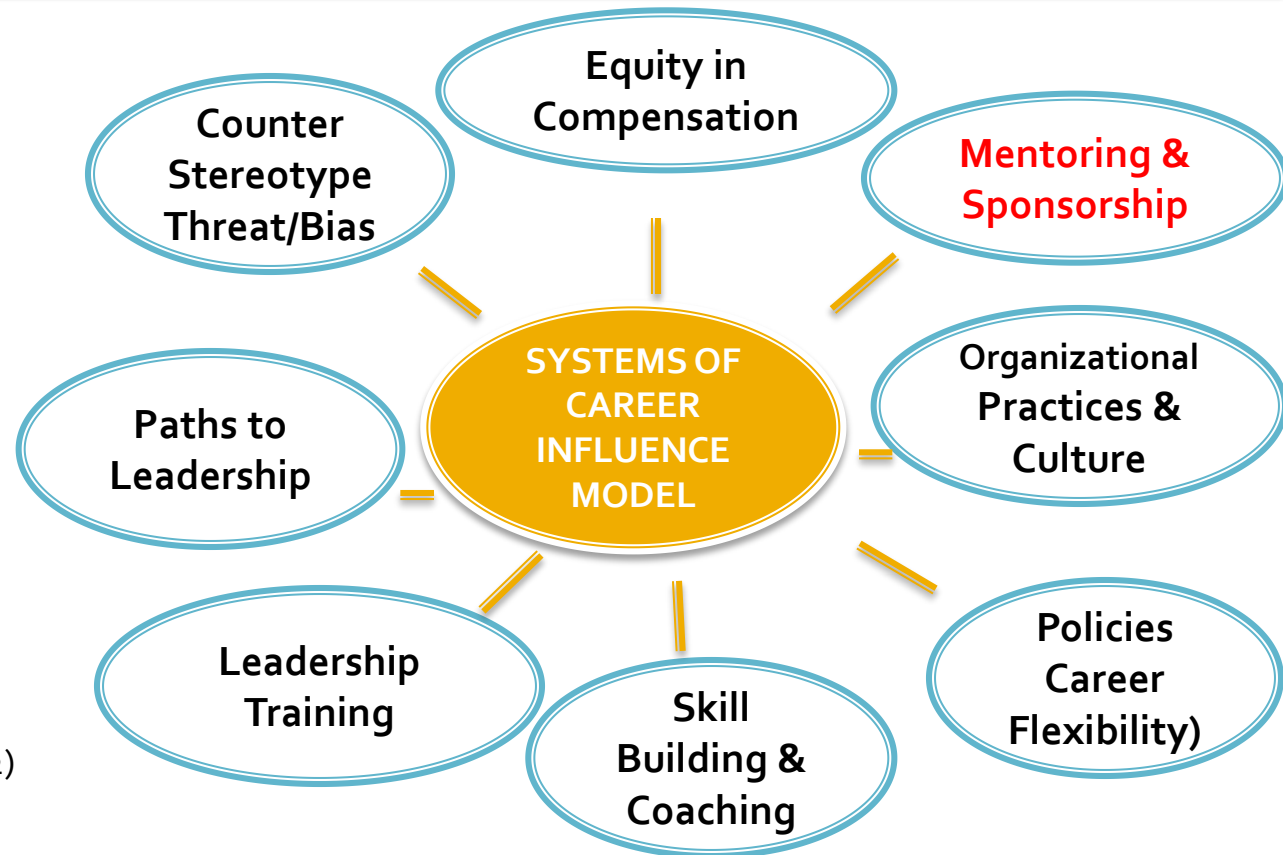


**The coach improves
The mentor guides
The sponsor nominates**



Evidence-based 'Systems of Career Influences' Model to Support Women's Careers

Framework: dynamic factors (individual choice / organizational practice) affecting career trajectory



(Magrane, Helitzer, Carnes; JWH 2012)

Next Steps



Image taken from www.peerpower.com