



# Thriving on the journey: Building and engaging your support network to enhance connection

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Washington University in St. Louis

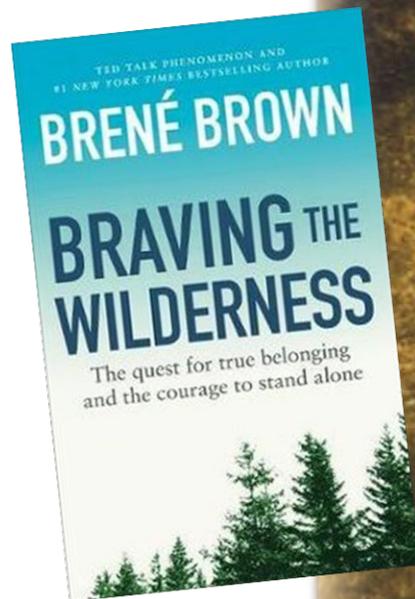
SCHOOL OF MEDICINE

# Disclosures



- Recovering IM APD & PD (15 yrs)
  - Thrived
  - Survived
  - Cried
- Loving the other side

**No other disclosures**



If you can see your path laid out in front of you step by step, you know it's not your path. Your own path you make with every step you take.

**That's why it's your path.**

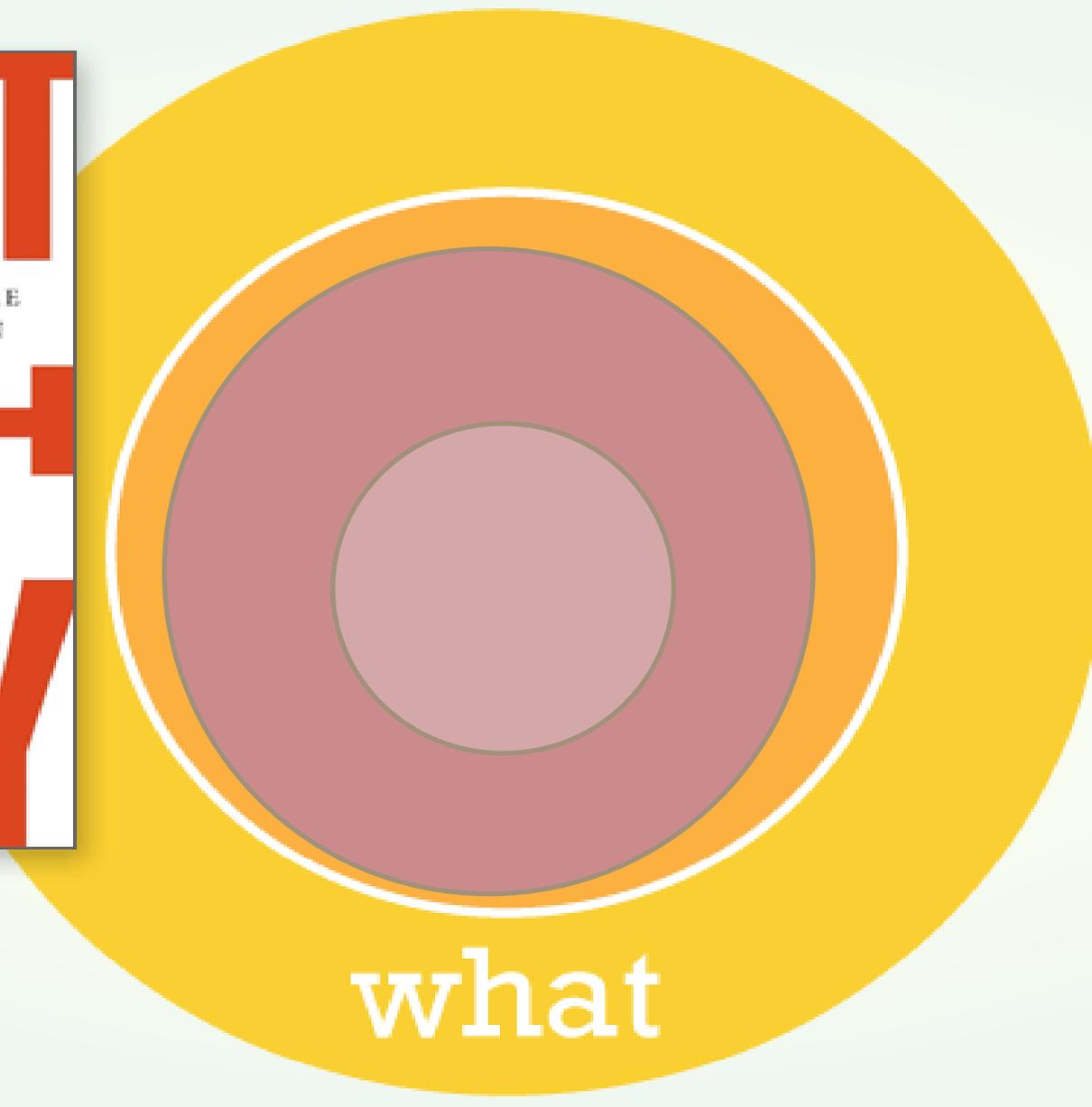
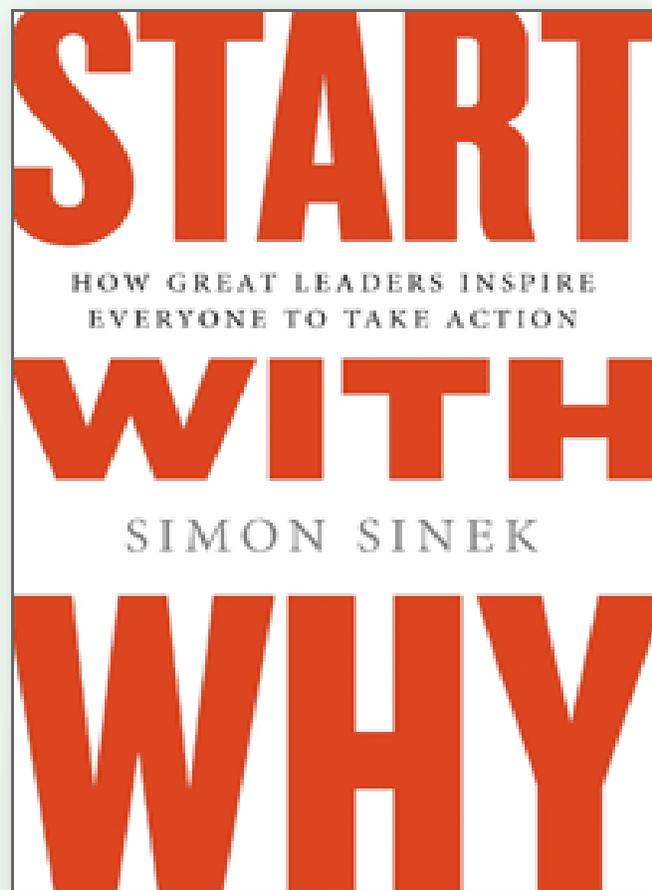
*Joseph Campbell*

# OBJECTIVES Towards Connection

Finding your joy, enhancing belonging, and increasing engagement

Outline benefits of networking within and outside your institution

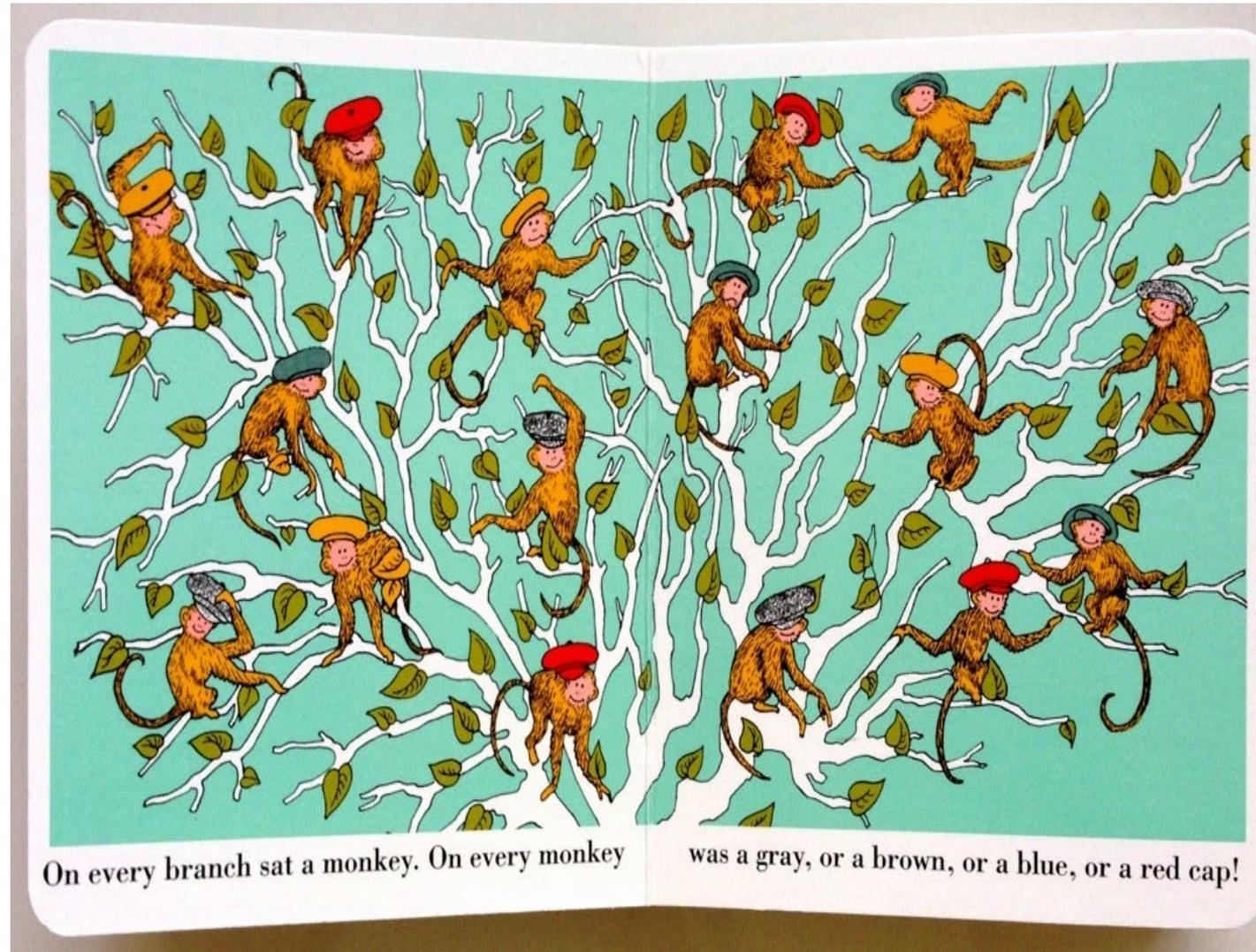
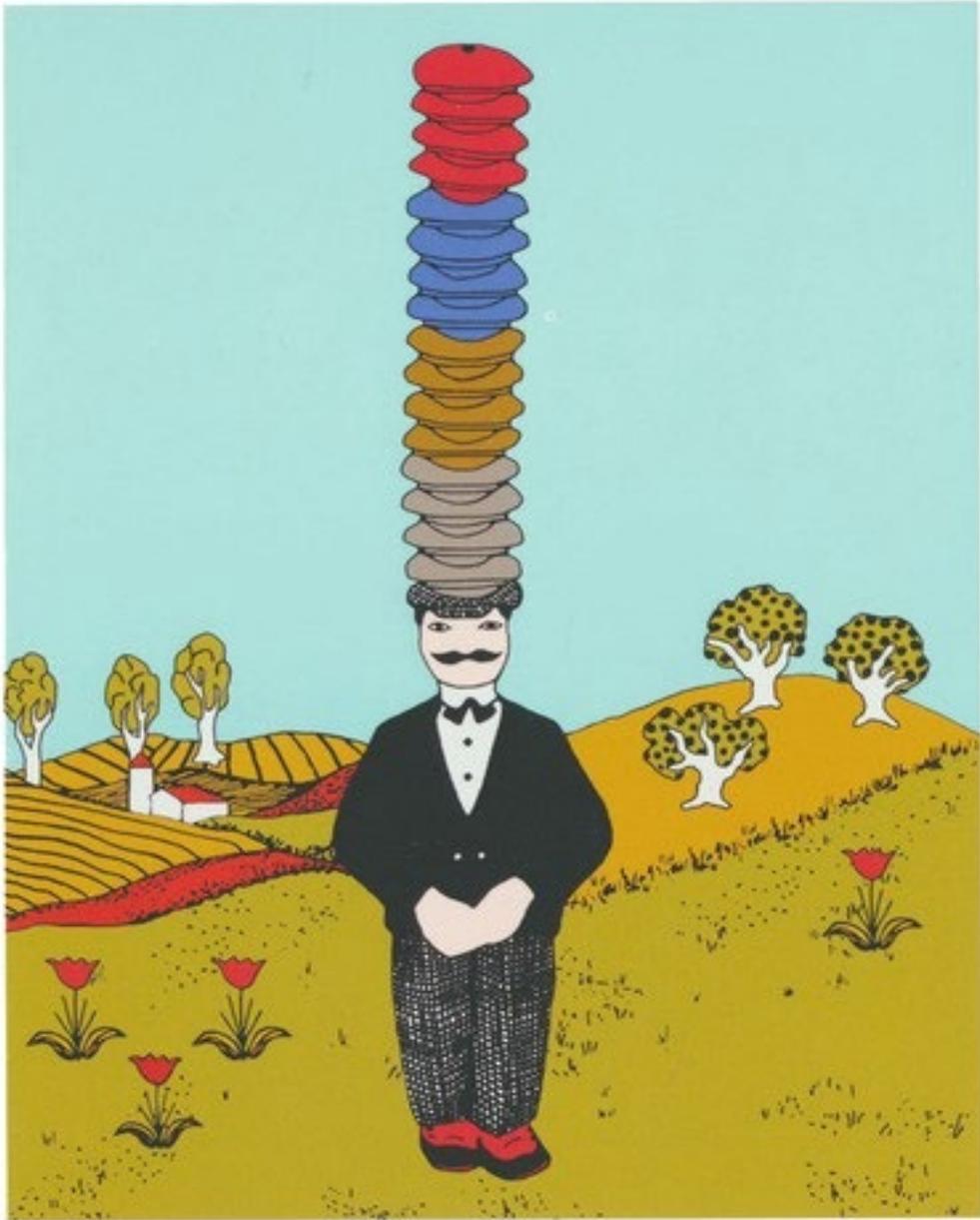
**Describe the role of mentorship, coaching, and sponsorship**



Share  
your why  
with a  
colleague

REMEMBER  
THAT ONCE  
YOU DREAMED  
OF BEING  
WHERE YOU  
ARE NOW





On every branch sat a monkey. On every monkey

was a gray, or a brown, or a blue, or a red cap!

# Boundaries



Territory



Time



Toll

When we fail to set boundaries and hold people accountable, we feel used and mistreated.

Brene Brown

*Daring*

TO SET BOUNDARIES

*is about having*

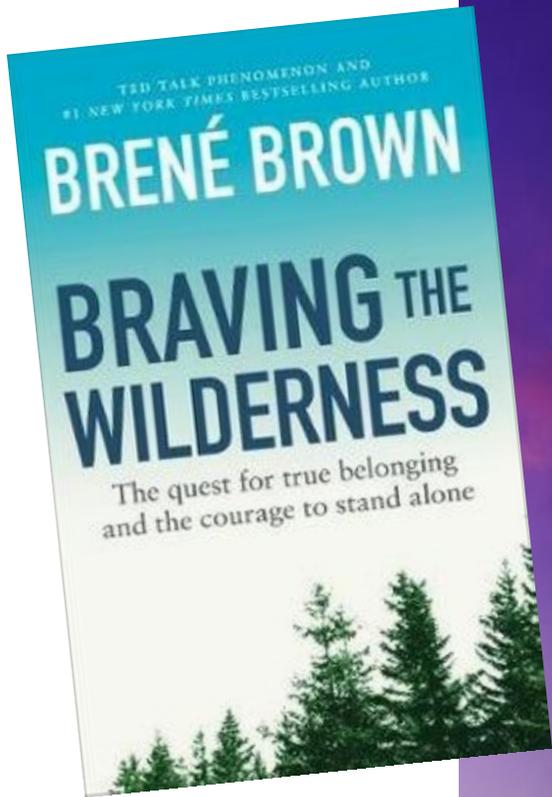
THE COURAGE

*to love ourselves,*

*even when we risk*

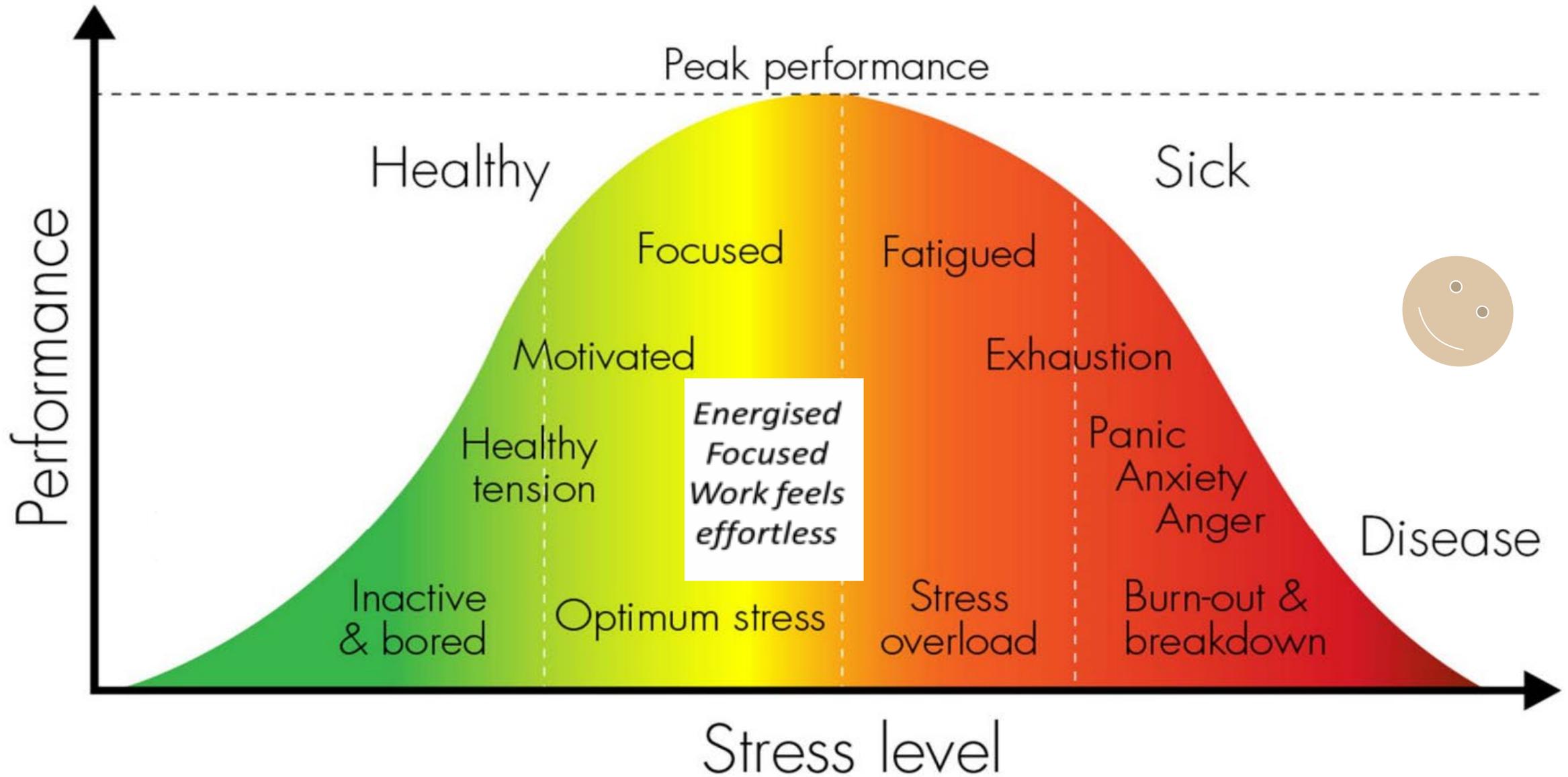
*disappointing others.*

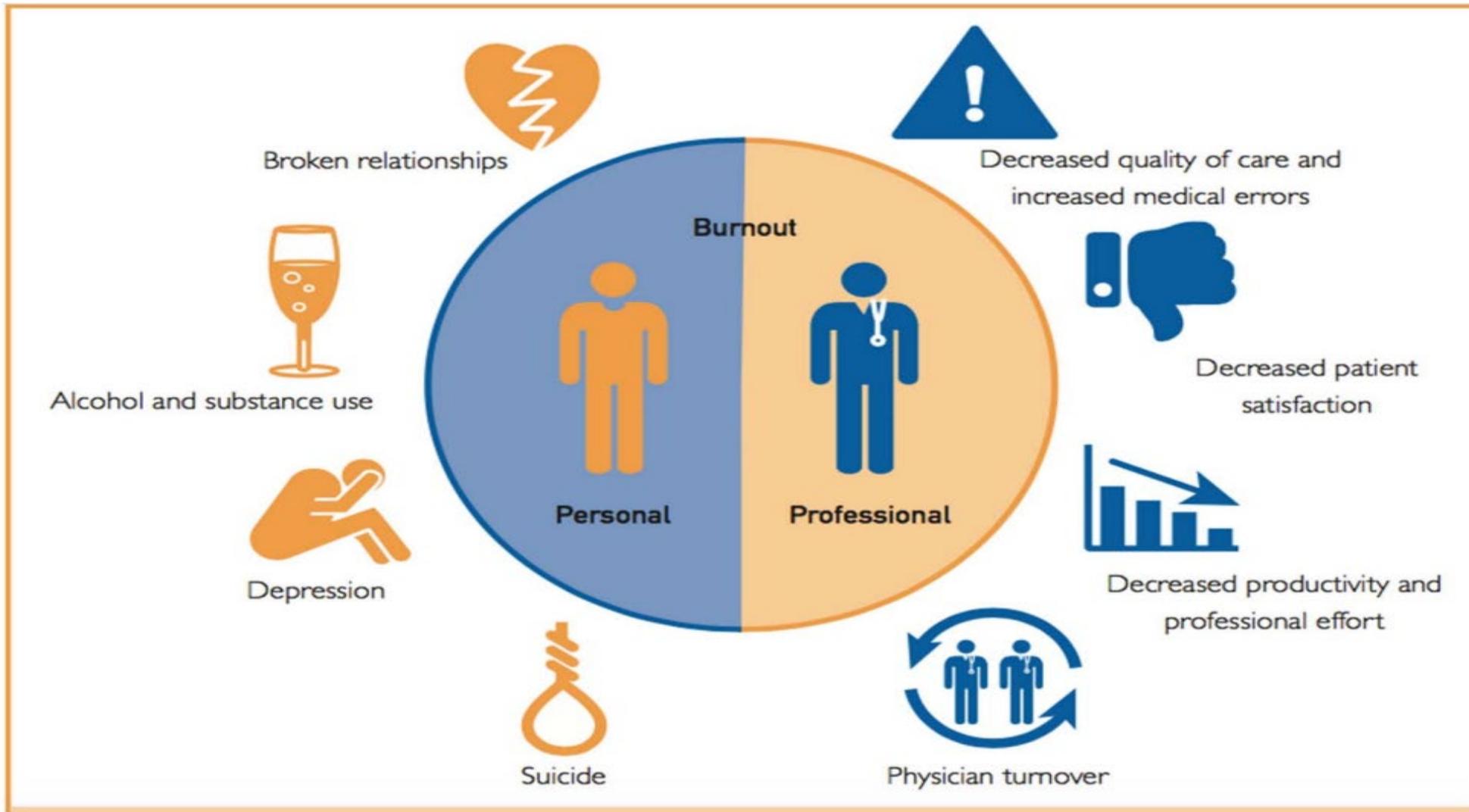
*-Brene Brown*



**B.R.A.V.I.N.G.**  
That's Boundaries.  
Reliability. Accountability.  
The Vault. Integrity.  
Non-judgment. And  
Generosity. This is the  
anatomy of trust.

– BRENÉ BROWN



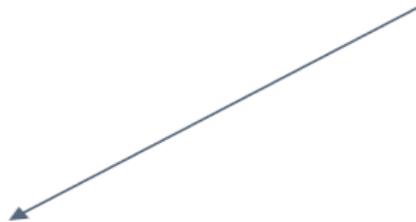


Shanafelt, *Mayo Clin Proc*, 2017

# Resilience, Wellness, + Burnout: Frameworks

Christina Maslach

- Emotional Exhaustion
- Depersonalization
- Personal Accomplishment



I'm Burned Out

**Burnout at its core as the impaired ability to experience positive emotion.**

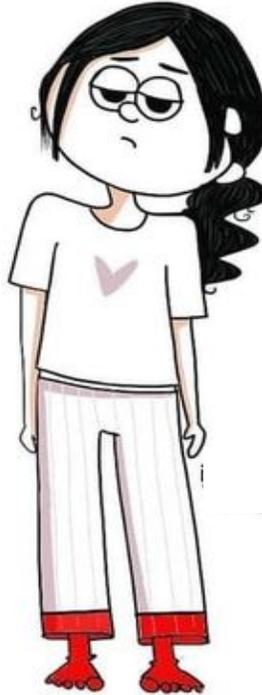
Pierce, 2022 WUSM Grand Rounds

# Energy debt

YOU WOULDN'T LET  
THIS HAPPEN TO  
YOUR PHONE.



DON'T LET THIS  
HAPPEN TO  
YOU EITHER.



SELF-CARE IS A PRIORITY.  
NOT A LUXURY.

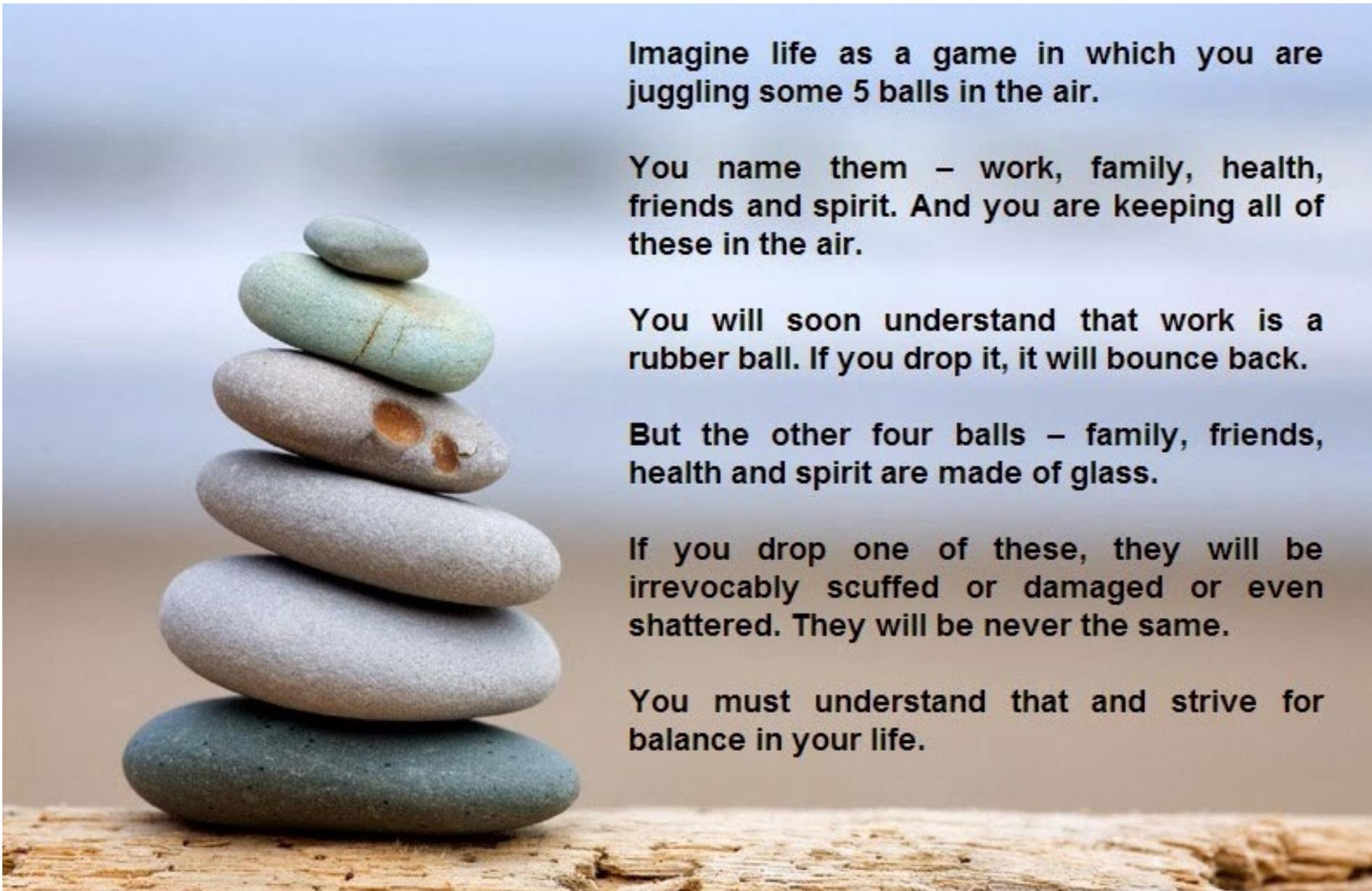


# People need Life-Work Integration because they...

- Feel unfulfilled/unhappy – not doing what they love
- Don't feel genuine
- Have daily responsibilities/activities inconsistent with values
- Are unfocused, lack sense of purpose
- Feel disconnected from people who matter
- Are in a rut – want to find something new
- Crave stronger relationships built on trust
- Are stressed, overwhelmed, distracted, overextended...



Total Leadership; ELAM



**Imagine life as a game in which you are juggling some 5 balls in the air.**

**You name them – work, family, health, friends and spirit. And you are keeping all of these in the air.**

**You will soon understand that work is a rubber ball. If you drop it, it will bounce back.**

**But the other four balls – family, friends, health and spirit are made of glass.**

**If you drop one of these, they will be irrevocably scuffed or damaged or even shattered. They will be never the same.**

**You must understand that and strive for balance in your life.**

Instead of spending a lot of energy thinking about and getting angry about things you don't influence (like the weather, or the economy, or the environment), you spend your energy and time on things you control and influence.

## Circle of Concern



Stephen Covey

Circle of  
Influence

Circle of  
CONTROL



# CLARIFY WHAT SUCCESS MEANS TO YOU AND DEFINE GOALS



- Don't think about who you want to be, but rather **how you want to spend your time**
- Spend time in reflection; define your vision of success
- Write it down. Pencil is ok. This can change!
- Start lofty, then narrow down



# Act with authenticity by clarifying what's important to you)

What will the me of 2033 be most proud of?

What will my leadership legacy be?



What are my core values, beliefs, and ideas about who I am?

Adapted from Total Leadership; ELAM

# Is the juice worth the squeeze?

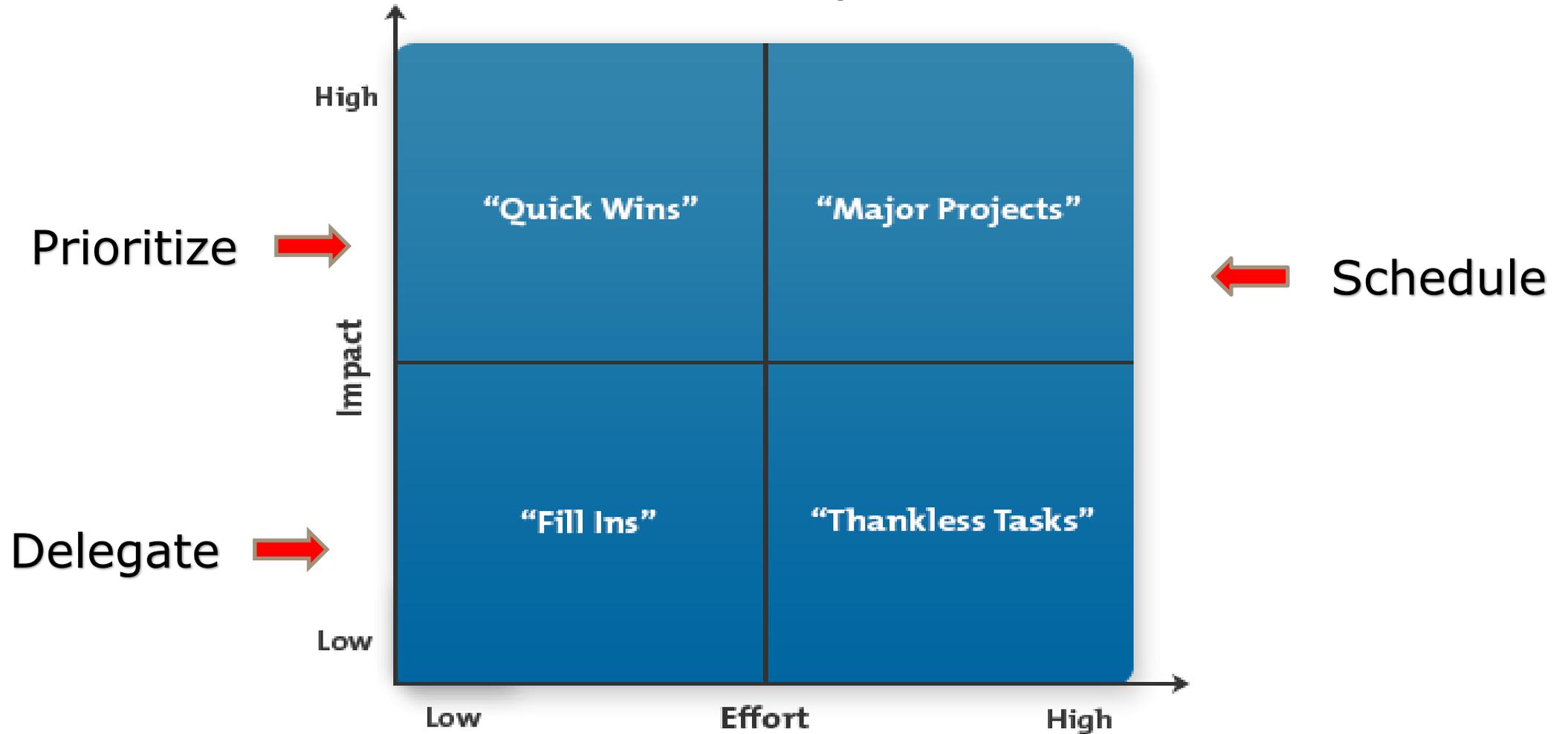


## Key questions to ask yourself:



- Is this my job?
  - Am I the right person to do this?
- Is this task important?
- Is this urgent?
- Do I have time to do this?
  - Am I the only person who can do this?

# The Action Priority Matrix



[https://www.mindtools.com/pages/article/newHTE\\_95.htm](https://www.mindtools.com/pages/article/newHTE_95.htm)



adamg



**Adam Grant** ✓

@AdamMGrant

Resting is not a waste of time. It's an investment in well-being.

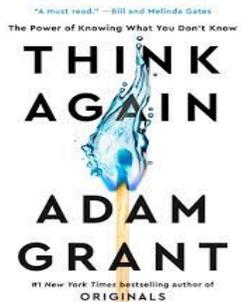
Relaxing is not a sign of laziness. It's a source of energy.

Breaks are not a distraction. They're a chance to refocus attention.

Play is not a frivolous activity. It's a path to connection and creativity.

Decision  
new

Do you  
enough  
to do



# Meaningful Work

Key to saying no effectively is respect

Yes!

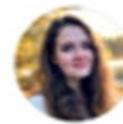
- Expresses that you have an interest

No.

- Asserts your power and creates boundaries

Yes?

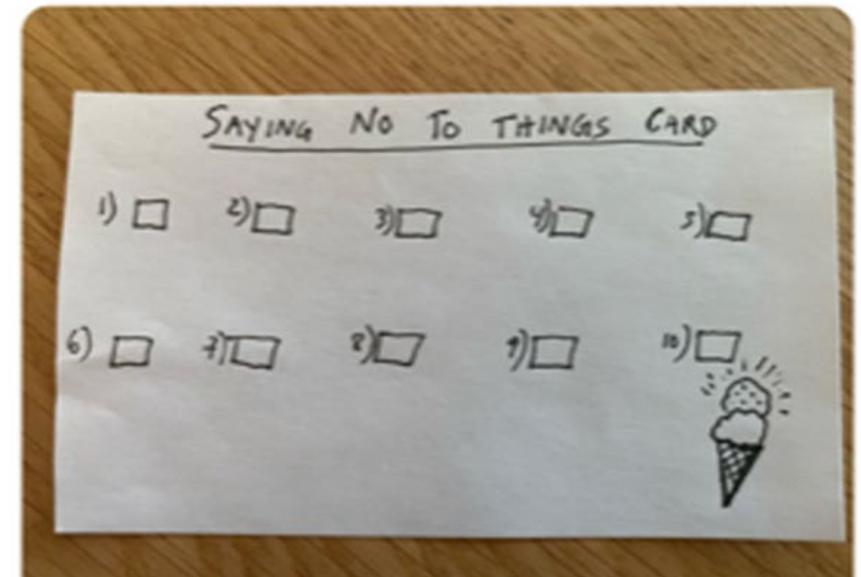
- Furthers your relationship by presenting a possibility that is consistent with your needs and values



Leah Pierson  
@leah\_pierson

Some of my friends and I overcommit to things, so we made "Saying No to Things" punch cards. If you say no to 10 things, your friends have to buy you an ice cream.

In a pilot study, we found participants both said no to more things and got more free ice cream.



# Where do you spend your time?

Initiation

Ideation

Execution

Elaboration

# Time for a New Role? New Job?

- Education
  - Experience
  - Exposure
  - Enthusiasm
- Everyone else you need to consider/FamilyY**

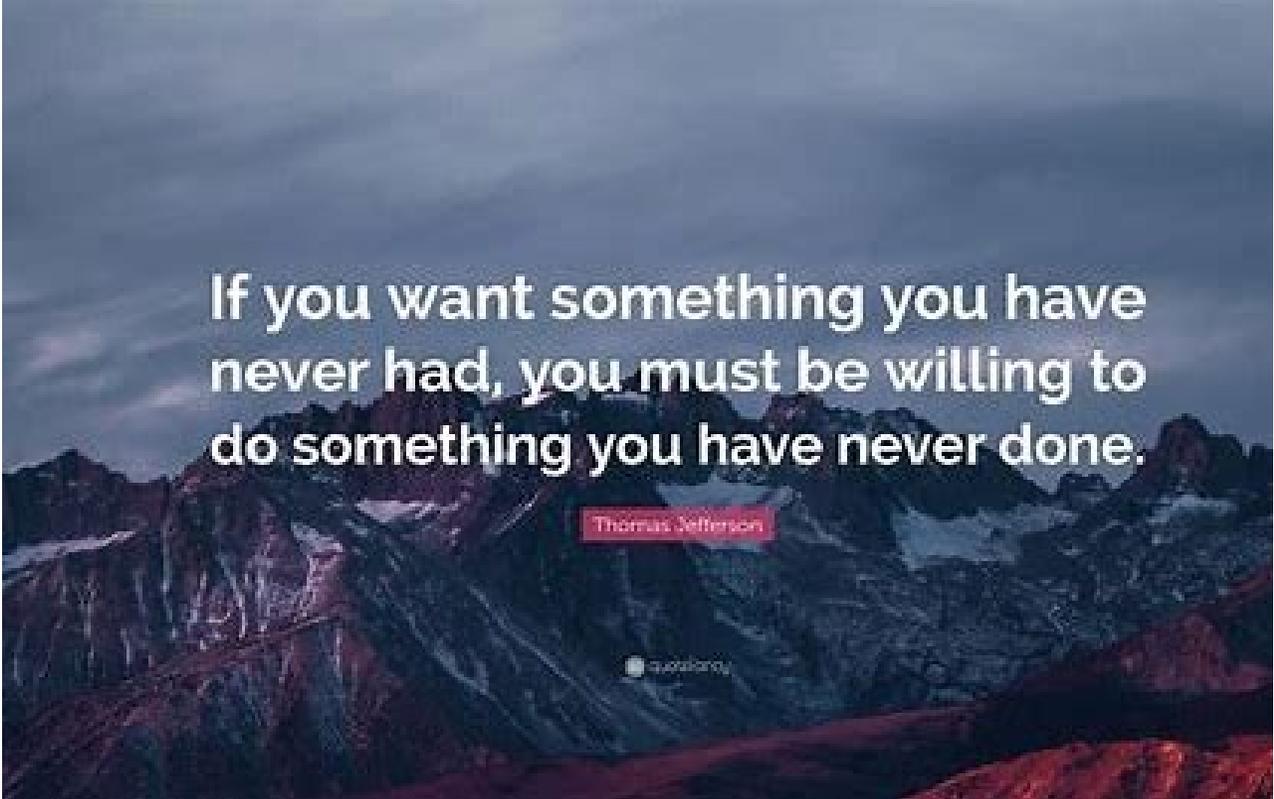
Sharon Hull, Meta Solutions



Sharon Hull, Metta Solutions [www.mettasolutions.com](http://www.mettasolutions.com)

EVEN IF YOU'RE ON THE  
RIGHT TRACK, YOU'LL  
GET RUN OVER IF YOU  
JUST SIT THERE

Will Rogers



If you want something you have never had, you must be willing to do something you have never done.

Thomas Jefferson

quotefancy

# Growth and Comfort do not Coexist....



If we share our story with  
someone who responds with  
empathy and understanding,  
shame can't survive.

*Brené Brown*

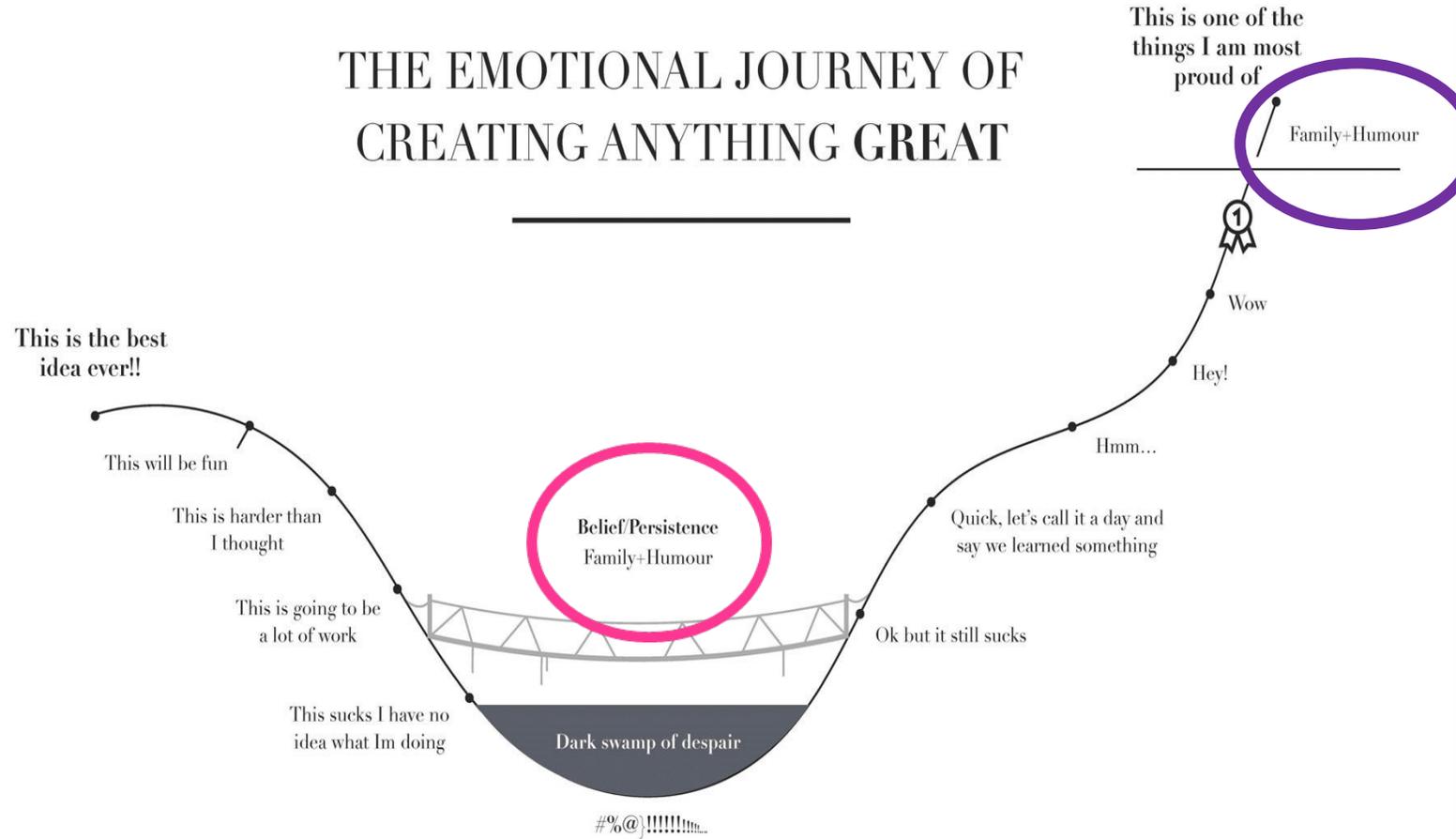




WHAT PEOPLE SEE



# THE EMOTIONAL JOURNEY OF CREATING ANYTHING GREAT



THE EMOTIONAL JOURNEY IS INEVITABLE AND PERHAPS NECESSARY

*Set Goals;*

*Find a Mentor;*

*Create your Careers!*





# Definitions

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MENTORSHIP.



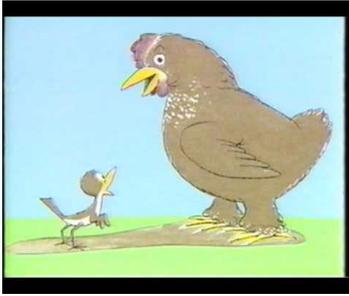
SPONSORSHIP. ♡

**Mentor  
Me!!**



**Dream  
Job,  
Grant**





## Are You My Mentor?



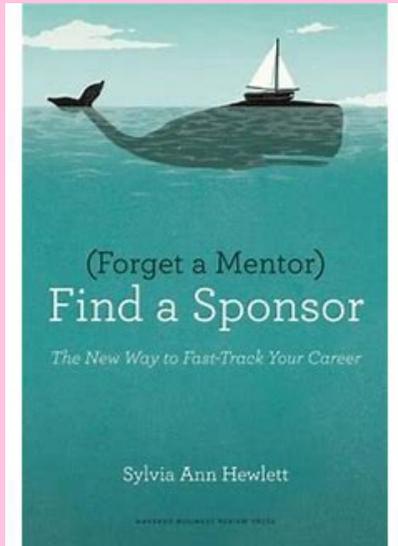
- The baby bird asks a kitten, hen, dog, cow, car, boat, plane, and a steam shovel..”
- Seek mentorship!
- Mentors often select mentees based on performance and potential; continue to invest when mentees use their time well and are truly open to feedback

# Outcomes for Mentees

- Better Job (or, academic) Performance
- More involvement in professional org's
- More networking and job opportunities
- Greater satisfaction with organization/program
- Lower attrition rates
- Stronger sense of professional identity
- Higher productivity
- More likely to mentor others; pay it forward (culture)
- Intrinsic and extrinsic benefits to mentors too



# Do We All Have Mentors Then?



Women are OVER Mentored and Under sponsored



Sambunjak D, Straus SE, Marusić A. (2006). Mentoring in academic medicine: a systematic review. *JAMA*

Farkas, A.H. et al. (2019). Mentorship of Women in Academic Medicine: A Systematic Review. *J. of Gen Internal Medicine*

# What the Best Mentors Do:

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**Put the relationship before the mentorship**



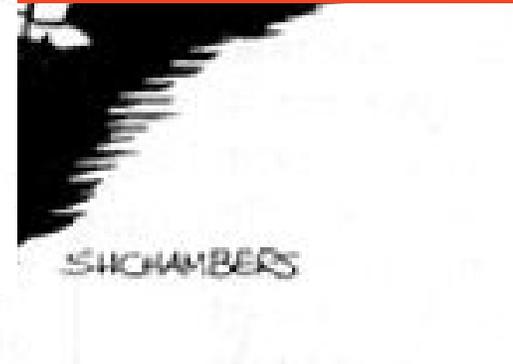
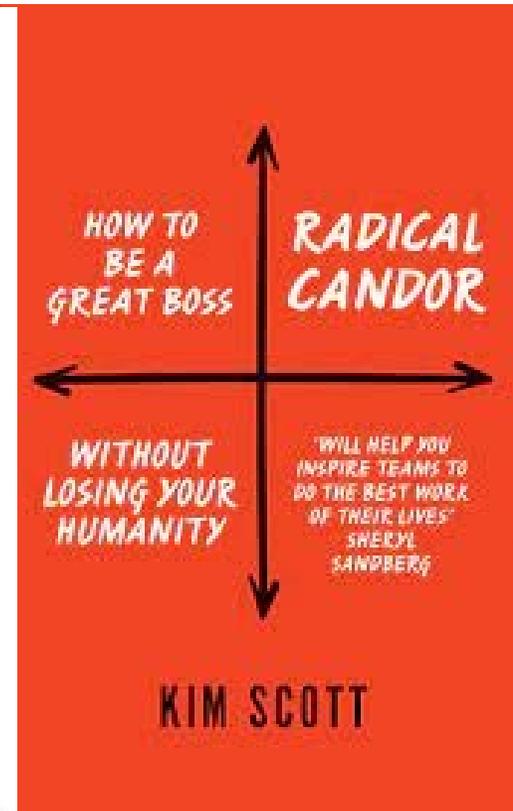
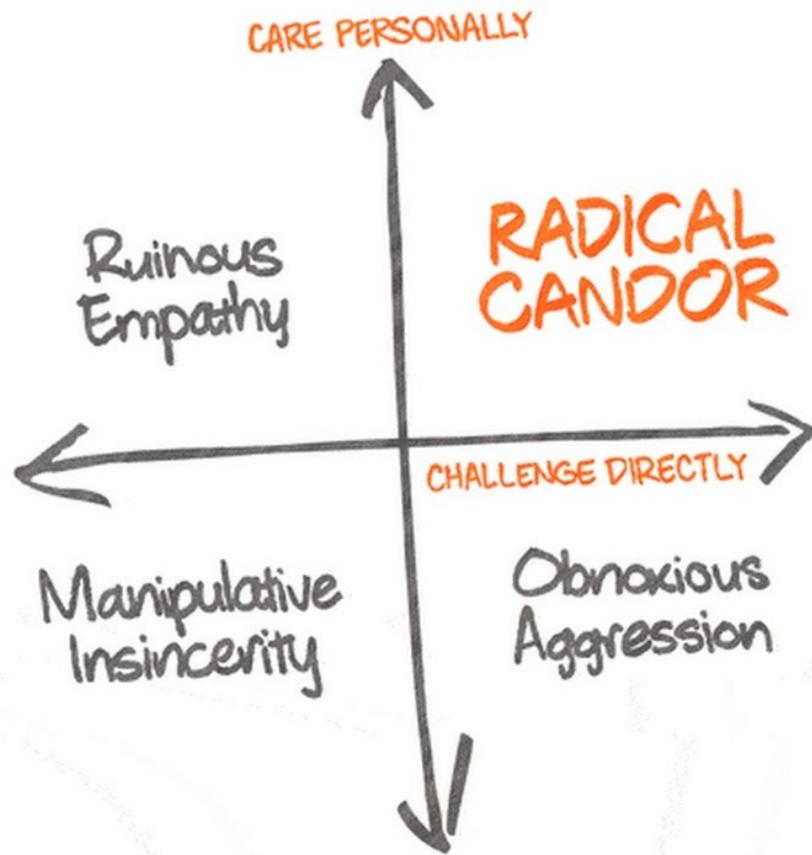
**Focus on character rather than competency**



**Shout loudly with optimism, keep quiet with cynicism**



**Be more loyal to your mentee than to your company**



On the other hand, sometimes they just need you to tell it like it is...

# Mentoring Board of Directors...

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- ❑ Mentors advise you about which doors to enter, cheer for you as you go and offer tips and pearls about what each door will bring
- ❑ Sponsors open doors and provide access
- ❑ “Mentors can build your self-esteem and provide a sounding board – but they’re not your ticket to the top. Sponsors, on the other hand, can be that ticket.”
- ❑ Sponsorship plays a crucial role in narrowing the advancement gap women and underrepresented minorities face
- ❑ “When a well-connected leader sponsors someone from an underrepresented group– this individual-level action translates, at an organizational level, to disrupting the patterns that prevent career advancement for women and minorities.”

# Creating A Mentoring Culture

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- ❑ “Mentor of the Moment” Dr. Brad Johnson
- ❑ Linger after meetings
- ❑ Show interest
- ❑ Introverts– be deliberate
- ❑ “It’s not creepy to break the ice across gender”
- ❑ Reward mentoring behavior\*
- ❑ Selecting Faculty- Ever asked these on hiring committee?
  - “Tell us about the most recent time you mentored a junior colleague”
  - “How do you encourage people around you?”
  - “Can you give us the names of 2 or 3 junior colleagues whom you’ve recently mentored or sponsored?”



# Where to start?

## Opportunities

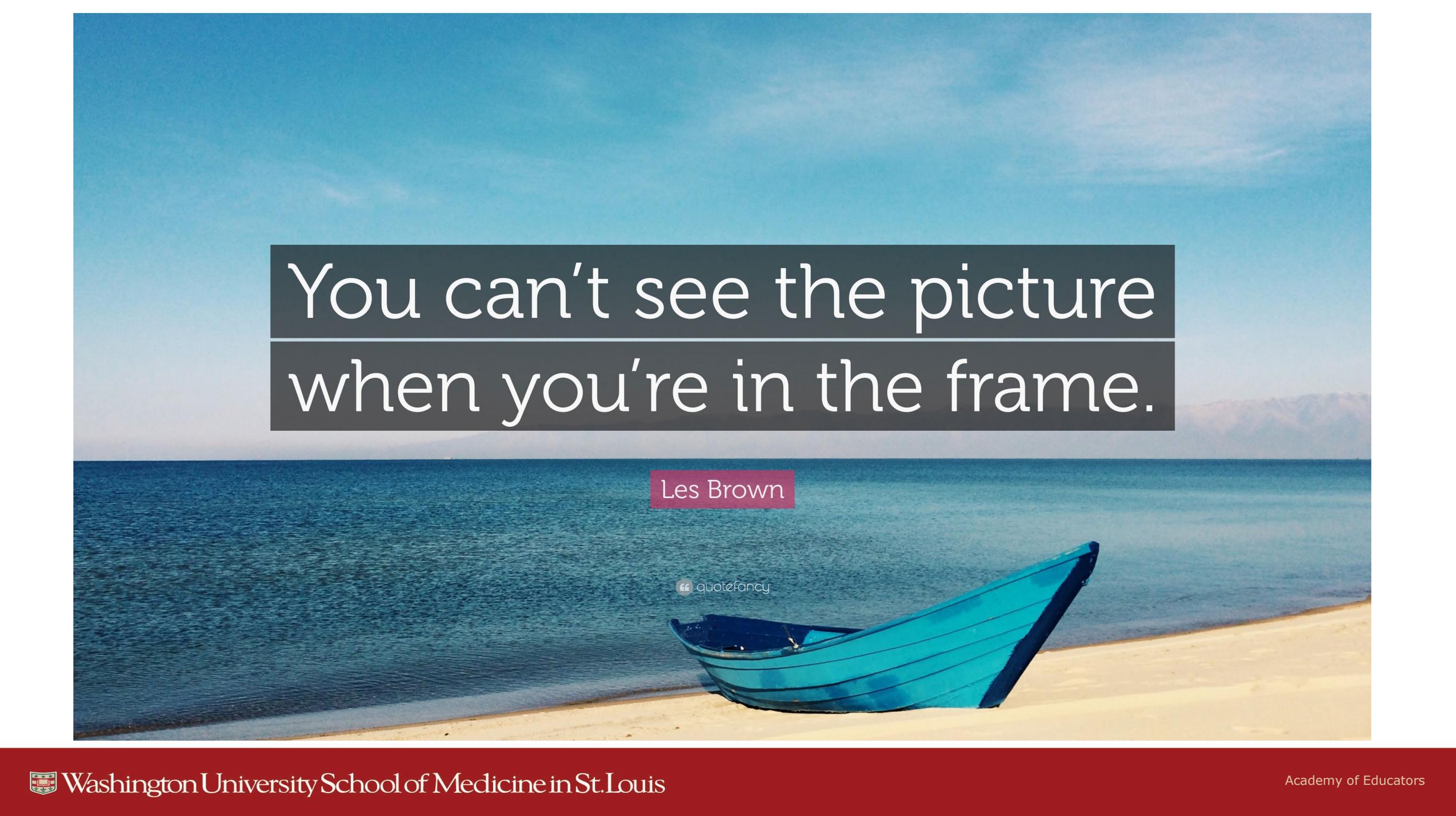
- Volunteer
- Chalk talks
- Say yes, hand up

## • Mentorship

- Seek them
- Listen to their stories

## Passion

- Do the work you love
- Your talents/interests will emerge
- Keep going!

A photograph of a bright blue wooden boat resting on a sandy beach. The boat is positioned in the lower right foreground, angled towards the left. The background consists of a calm, blue ocean meeting a clear, light blue sky at the horizon. The overall scene is peaceful and serene.

You can't see the picture  
when you're in the frame.

Les Brown

quotefancy

# Levels of Listening

Listening  
to hear  
not  
listening  
to speak.

# Key tenants of a coaching conversation:

- Listening for strengths and values
- Identifying goals and roadblocks
- Responding with empathy
- Questioning Curiously
  - empowering questions
  - reframing have to's and musts to want to and choose

# Coach vs. Mentor Approach

- You go to a colleague to get some ideas *“I need a vacation.”*

***Mentor approach vs. Coach approach***

Traditional

Coach

Tells

Asks

**Coach Approach:** Ask first, tell last

# Asset Based Thinking

When you focus on problems,  
you'll have more problems.  
When you focus on possibilities,  
you'll have more opportunities.

Quotes & Thoughts



# Use an Asset Based focus

## START WITH:

- What do you want to achieve?
- How do you want it to be?
- How is that important to you?

## NOT:

- Tell me about the problem
- When did it start?



## Asset Based

Outcomes and Awareness

Strengths

Barriers with bridges

Actions

Future



**THE NEGATIVE SCREAMS  
AT YOU BUT THE POSITIVE  
ONLY WHISPERS**

BARBARA FREDRICKSON

# Values



- a person's principles or standards of behavior; one's judgment of what is important in life.
- Examples
  - Connection, time\*, learning, giving, achievement, family\*, providing, honesty, loyalty, fun, service, faith..

# LISTEN for strengths and values

- Pair up with a colleague
- Coach asks coachee to explain a current challenge they are experiencing (personal, professional)
- LISTEN for 3 strengths that you hear in the story
- LISTEN for the values you heard
- Reflect back to speaker what you heard?
- Coachee- how did it feel like to hear strengths and values reflected back to you? Any resonate?



It's a jungle gym, not a ladder

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**“Networking is a lot like nutrition  
and fitness: we know what to do,  
the hard part is making it a top priority.”**

**Herminia Ibarra**

Professor of Organizational Behavior, INSEAD Business School

# Common misconceptions about networking

Misconception	Re-frame
Networking is a waste of time	Build your network intentionally
People are naturally gifted at networking	Networking is a skill that can be developed
Relationships should form naturally	Most valuable networks connect you with people who have different ideas and perspectives
Networks are inherently self-serving or selfish	You bring something to the relationship too
Our strong ties are the most valuable	Innovation and strategic insight are increased through weaker ties

Why do we build our networks—  
So that one day we can use them!!

Every job I've ever gotten has come from my network  
Every National committee I've aspired to & successfully joined

...

# But How??

- Look for the right people
- Be Proactive
- Keep track of your network- strong & weak ties
- Events and online (twitter, LinkedIn....)
- Mentoring Method podcast with Brene Brown
  - What are the questions I have (for my project, career, business, grant, innovation..)
  - What type of expertise is needed to answer each
  - Write it down- we all get nervous and forget
  - “oh, so wonderful to meet you. I wonder if I could ask you a few questions about X”
    - Set up a lunch date, coffee, call, buy a drink, now or later...
  - “Do you know who might be able to help me with.....”
  - Be deliberate and strategic– networking on a mission
  - As always- what can you help them with? Now or later...

“

Mentoring should be a fulfilling relationship between somebody with more experience and somebody with less, with the goal of helping both individuals become elevated versions of themselves.

JANICE OMADEKE

On Entrepreneurship and  
Why Values Matter

*dare to lead*



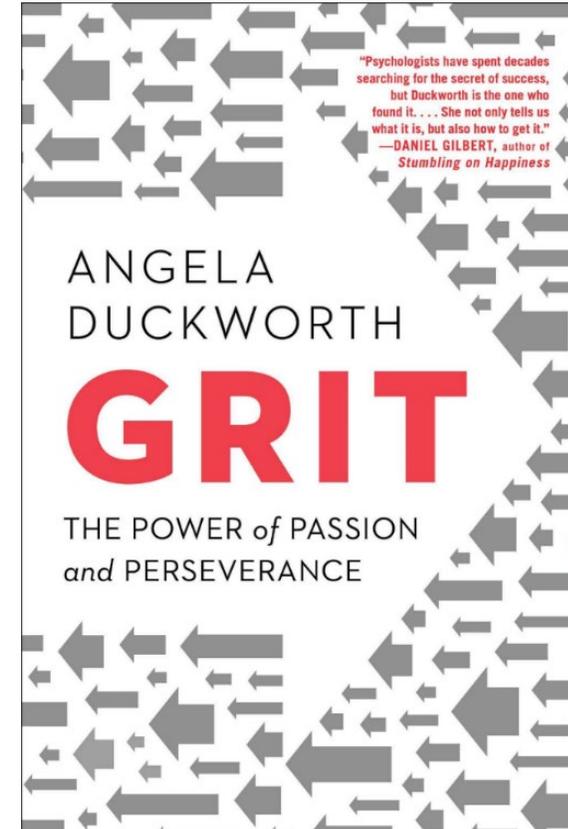
# Networking is the Gateway to Career Development

- Strengthens connections
- Source of ideas
- Enhance your visibility
- Grow your personal brand
- Get access to job opportunities
- Exchange best practices
- Get career advice and support
- Build your confidence
- Gain a different perspective
- Develop lasting relationships
- Get an answer to every question
- **BUILD YOUR DREAM JOB**

“Professional networking opens many doors in the form of career advice, lasting relationships and even landing your dream role. You never know who might be hiring for your ideal job, or know someone who is, and the more people you have in your network, the likelier you are to be the first to know when those big job opportunities pop up”.

“Building meaningful connections within networking makes way for advancements in different professional settings. In turn, you are increasing your chances of hearing about unlisted job openings, thus getting ahead of the competition. Don’t underestimate the power of word-of-mouth”.

# Find your People! Relationships...





- When did you feel like you belonged?
- When did you feel like you didn't belong?

# A Sense of **Belonging**



**DIVERSITY**

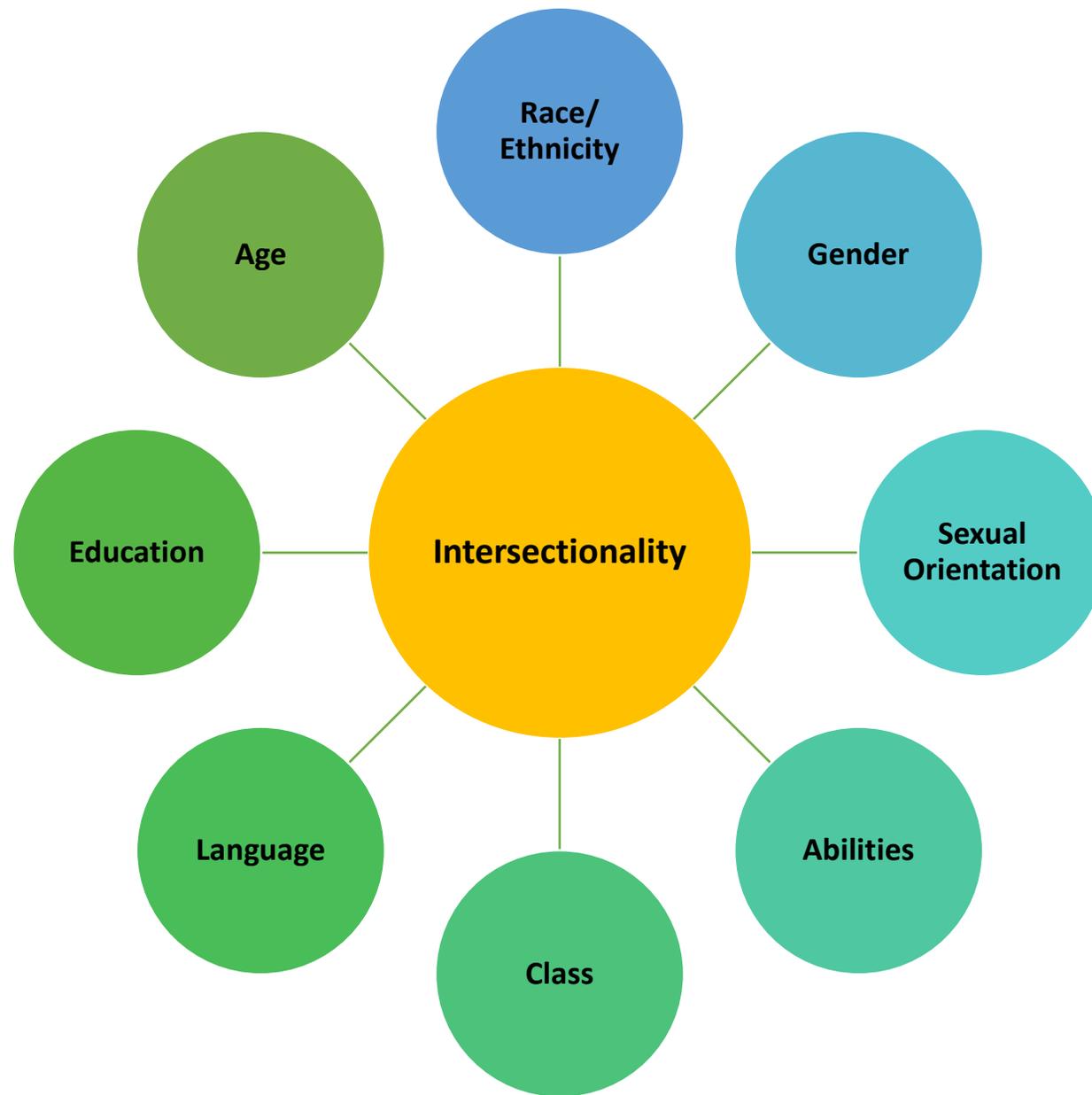


**EQUITY**



**INCLUSION**





Coined by K Crenshaw in 1989

# All three components are critical

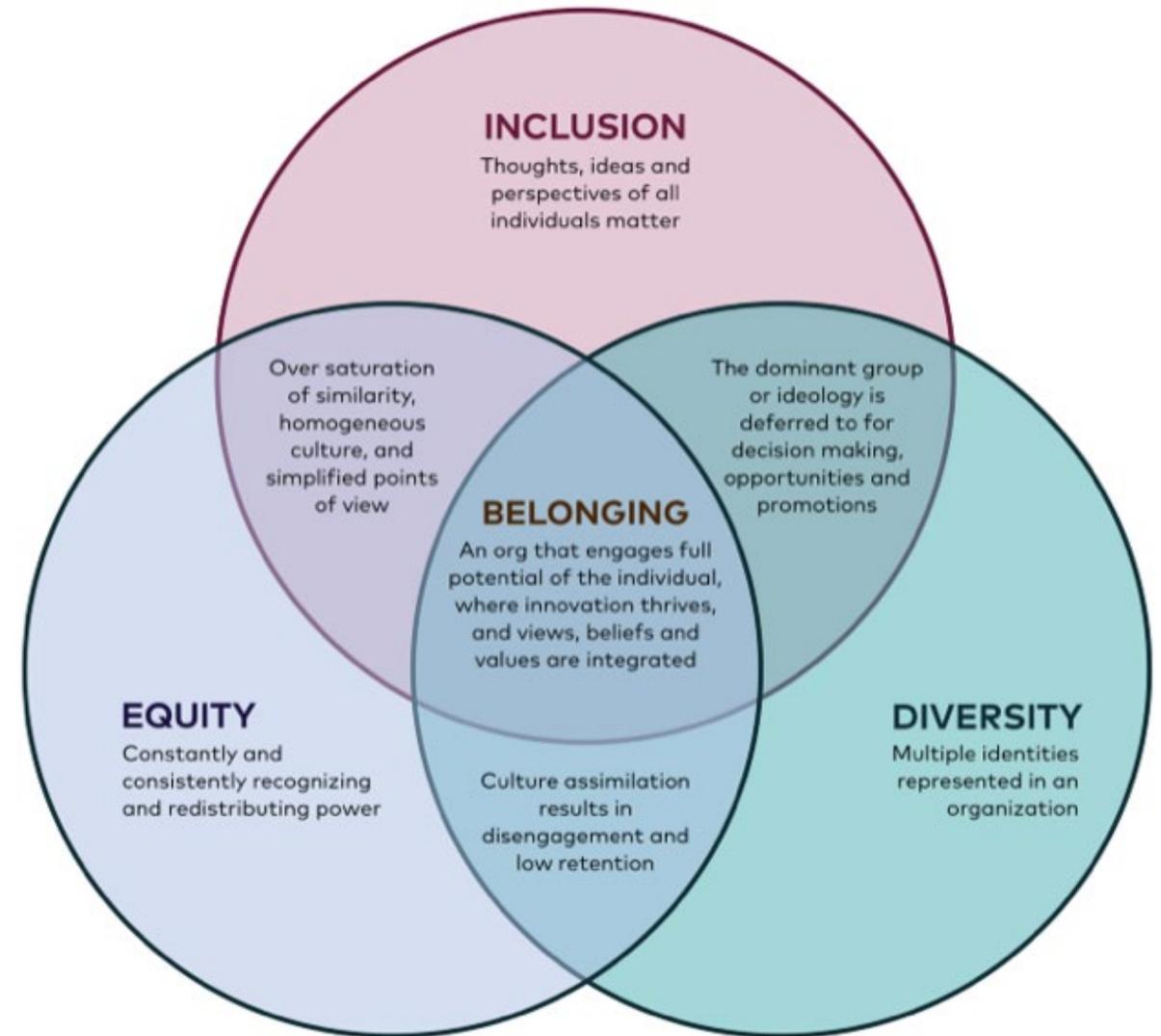
Imagine a situation with only 2 of the 3:

Equity and inclusion, no diversity  
**#somanwhiteguys**

Inclusion and diversity, no equity  
**#powerstruggle**

Equity and diversity, no inclusion  
**#Iheardyoubut**

Erasure of experience; subtle; dismissive



# Belonging Definition

The experience of all team members being seen, known, and valued by their colleagues and leaders, so that they feel comfortable bringing their whole self to their work, and able to do their best work

**“Fitting in** is about assessing a situation and becoming who you need to be in order to be accepted.

**Belonging**, on the other hand, doesn't require us to change who we are; it requires us to be who we are.”

-Brene Brown

# Barriers to Belonging



Pressure to assimilate



Lack of psychological safety



Unconscious Bias

# Racial Disparities: Environment

Cross-cultural communication and connection

Isolation

Disrespect, prejudice, bias, racism

Feeling invisible

Lack of mentors, role models, and social capital

Devaluing professional interests

Burden of affirmative action and representing one's race



# Minority Tax

Rodríguez et al. *BMC Medical Education* (2015) 15:6  
DOI 10.1186/s12909-015-0290-9



DEBATE

Open Access

## Addressing disparities in academic medicine: what of the minority tax?

José E Rodríguez<sup>1\*</sup>, Kendall M Campbell<sup>1</sup> and Linda H Pololi<sup>2</sup>



Figure 1 Additive effect of the minority tax.



# Mentorship Tax



- Higher expectation to take on mentees
- Becoming the go-to source for mentoring all URiM trainees  
Recruitment activities aimed at URiM applicants; search committees
- Retention – being asked to “save” struggling learners
- Assumption that identity group matters more than interests or goals
- Higher expectation for performance of mentorship

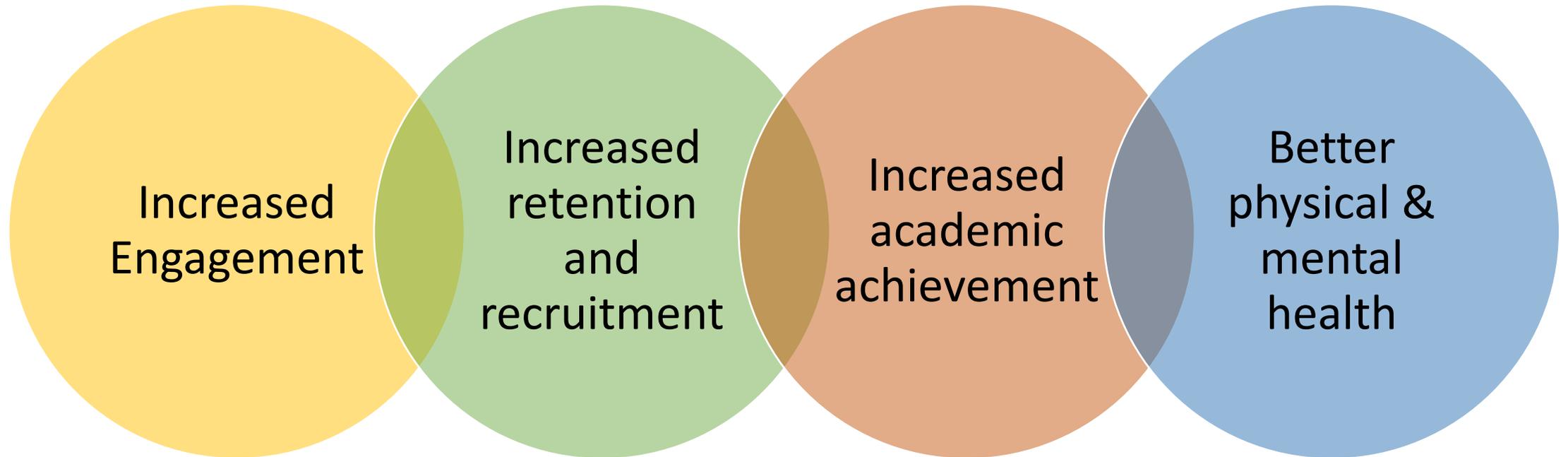


# Goals for ALL Mentoring

- Finding your niche
- Getting the support and resources you need
- Negotiation; self-promotion
- Skills development
- Forms of scholarship
- Expanding your niche and having regional and national impact
- Diversifying your mentorship
- Career strategy/understanding politics/leadership roles
- Path to promotion
- Work-life integration



# Benefits of Belonging



Bastian R. Business Case for Belonging. Forbes. April 2019

Allen K et al. Belonging: A Review of Conceptual Issues, an Integrative Framework, and Directions for Future Research. Aust J Psychol. 2021 Mar 10

# Factors that contribute to belonging



VALUED FOR UNIQUE  
CONTRIBUTIONS



CONNECTED TO  
COWORKERS



SUPPORTED IN DAILY  
WORK & CAREER  
DEVELOPMENT



PROUD OF  
ORGANIZATIONS  
VALUES & PURPOSE

Taylor Kennedy J, Jain-Link P. What Does it Take to Build a Culture of Belonging. Harvard Business Review. June 2021

# Strategies to create sense of belonging



# We belong at work when we are:

- **Seen** for our unique contributions
  - What does it look like to be seen? Cultural fit vs cultural contribution.
  - What's your love language?
  - How do you deliberately help others feel seen?
- **Connected** to our coworkers
  - When do you feel most connected to others at work?
  - How do you create connections?
- **Supported** in our daily work and career development
  - What does support look like to you?
  - What do you do to support others?
- **Proud** of our organization's values and purpose
  - What are your values? What's your why?
  - What are those of the division and department?
  - How do they align?

# *Belonging*

- “involves developing a deeper connection with others by sharing your authentic self and receiving acceptance in return.”

Pair up with a partner and take turns interviewing each other

- Fill in the blank: Vulnerability is \_\_\_\_\_
- What is something that people often get wrong about you?
- What is very important to you but you feel may go unnoticed?
- What did it look like the last time you truly felt seen at work?
- Give us a snapshot of an ordinary moment in your life that brings you great joy?
- What is the one thing you're deeply grateful for right now?

- Debrief questions:

- Did anything you shared surprise you? In what way?
- How did it feel to be asked and answer these questions?
- What connections did you make?
- What did you learn about each other?
- What did you learn from this activity?



**WE  
CAN  
DO  
HARD  
THINGS**



- What was the most impactful thing you heard or reflected on today?
- What questions do you have?



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