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

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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.
Ikigai: What you love, what you are good at, what you can be paid for, and what the world needs.

1. **What you love (LOVE)**
2. **What you are good at (GOOD AT)**
3. **What you can be paid for (PAID FOR)**
4. **What the world needs (NEEDS)**

**Venn Diagram:**
- **PASSION**
- **MISSION**
- **PROFESSION**
- **VOCATION**
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.**
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

Circle of Influence

Circle of CONTROL

Stephen Covey
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 my leadership legacy be?

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

What will the me of 2033 be most proud of?

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

- **Prioritize**
  - "Quick Wins"
  - "Major Projects"

- **Delegate**
  - "Fill Ins"
  - "Thankless Tasks"

https://www.mindtools.com/pages/article/newHTE_95.htm
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.
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


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/Family

Sharon Hull, Meta Solutions
SHOULD I STAY
OR
SHOULD I GO?
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
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_
A flower does not think of competing with the flower next to it. It just blooms.

ZEN SHIN

tinybuddha.com
THE EMOTIONAL JOURNEY OF CREATING ANYTHING GREAT

This is the best idea ever!!
This will be fun
This is harder than I thought
This is going to be a lot of work
This sucks I have no idea what I’m doing

Belief/Persistence
Family=Humour

Dark swamp of despair
Ok but it still sucks
Quick, let’s call it a day and say we learned something
Wow
Hey!
Hmm...

This is one of the things I am most proud of

Family=Humour

THE EMOTIONAL JOURNEY IS INEVITABLE AND PERHAPS NECESSARY
Set Goals;  
Find a Mentor;  
Create your Careers!

“Control your own destiny or someone else will.”

Jack Welch
CEO, General Electric (GE) / Advocate of the Six Sigma Quality Program
Definitions

Your mentor

Your coach

Your sponsor
A friend's job is to remind you of how far you have come, a mentor's job is to remind you of how far you have to go - Jay Shetty, Award-winning storyteller.

A sponsor's job is to give you a ride!

Abby Spencer, Award-winning mentor

MENTORSHIP.

I recommended you for this speaking gig! Can you do it?

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

What the Best Mentors Do:

- 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

[Source: https://hbr.org/2017/02/what-the-best-mentors-do]
On the other hand, sometimes they just need you to tell it like it is...
Mentoring Board of Directors...

- 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.”

Forbes.com: Mentorship vs. Sponsorship, And How To Maximize Both
Creating A Mentoring Culture

- “Mentor of the Moment” Dr. Brad Johnson
- Lingering 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?”

Johnson, “Athena Rising”
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!
You can’t see the picture when you’re in the frame.

Les Brown
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
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.
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

Hicks R, McCracken J. PEJ Jan 2010

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
“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

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

Meritas.com/blog/importance-networking-career-success
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”.

Linkedin.com
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
Intersectionality

- Race/Ethnicity
- Gender
- Sexual Orientation
- Abilities
- Class
- Language
- Education
- Age

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
#sомanywhiteguys

Inclusion and diversity, no equity
#powerstruggle

Equity and diversity, no inclusion
#lheardyoubut

Erasure of experience; subtle; dismissive

What is Belonging?

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
- Feeling invisible
- Disrespect, prejudice, bias, racism
- Lack of mentors, role models, and social capital
- Devaluing professional interests
- Burden of affirmative action and representing one’s race
Addressing disparities in academic medicine: what of the minority tax?

José E Rodríguez¹, Kendall M Campbell¹ and Linda H Pololi²

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

- Increased Engagement
- Increased retention and recruitment
- Increased academic achievement
- Better physical & mental health

Bastian R. Business Case for Belonging. Forbes. April 2019
Factors that contribute to belonging

- Valued for unique contributions
- Connected to coworkers
- Supported in daily work & career development
- Proud of organizations values & purpose

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
YOU'VE CHANGED.

WE'RE SUPPOSED TO.
• What was the most impactful thing you heard or reflected on today?
• What questions do you have?

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