

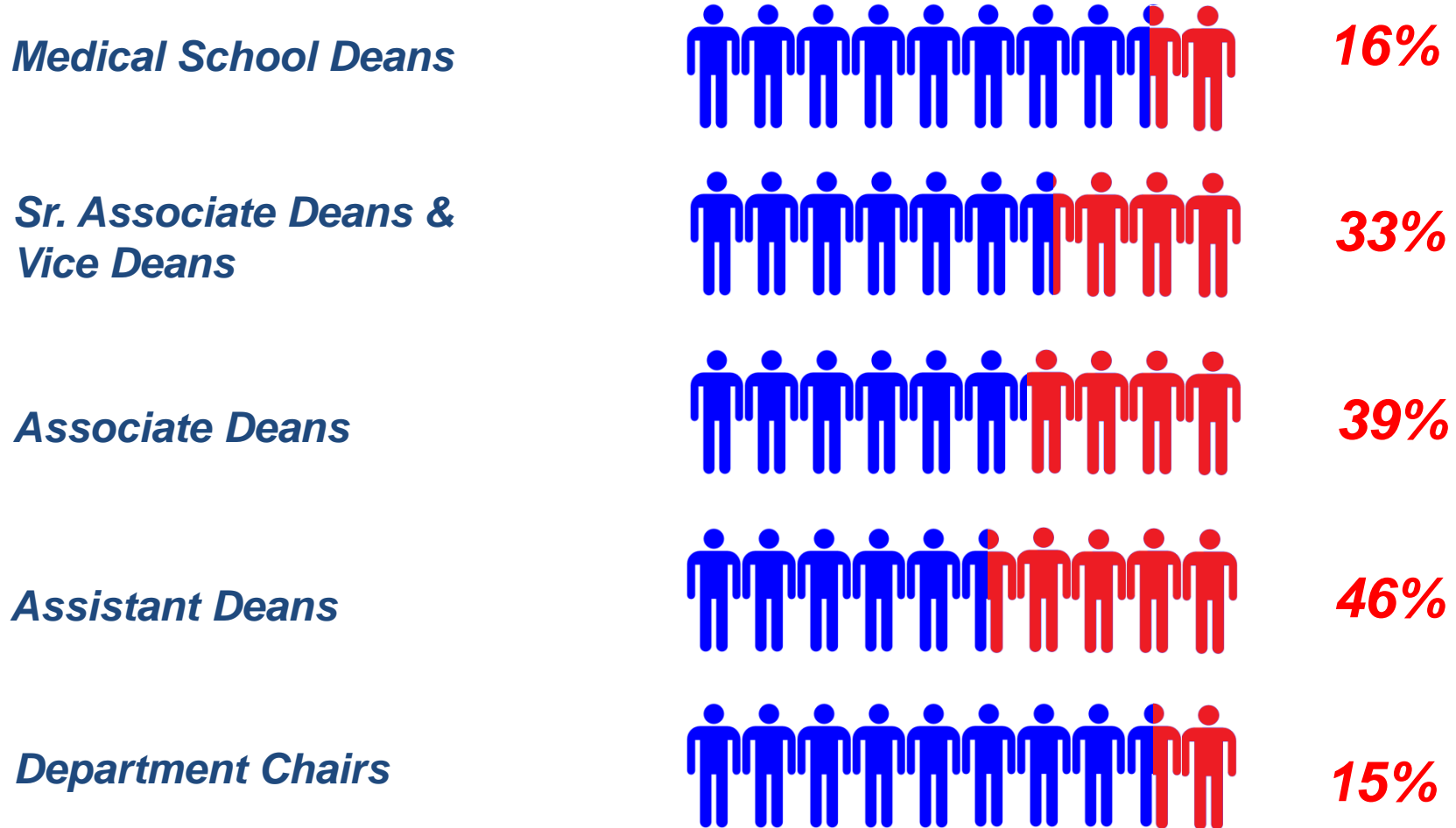
The Fall Female Faculty Reception. Building Career Success: The Importance of Sponsorship



Jointly Offered by
Office of Women's Careers
and
Women in Science & Medicine Advisory Committee

Oct 24, 2017

According to AAMC, Women Represent:



The State of Women in Academic Medicine, AAMC, 2013-14

Why Men Still Get More Promotions Than Women (Ibara et al., HBR 2010)

- Women are more likely than men to get mentoring
- Mentoring does not necessarily provide the same career benefits
 - Women are more likely to be
 - mentored by nonmanager or first level managers
 - given well meaning advice but not career strategies
 - Men are more likely to be
 - mentored by CEOs and other senior executives
 - sponsored by mentors
- High-potential women are often over-mentored but under-sponsored

What is Sponsorship?

- **Sponsorship** is advocacy by a senior leader on behalf of a high potential junior person
- **Sponsors**
 - use political capital to advocate for sponsees' advancement
 - publically endorse sponsees
 - expect high performance in return (reciprocity; “have my back”)

Sponsorship Increases Women's Career Success

Sponsorship contributes to >20% increase in women's

- satisfaction with rate of advancement
- likelihood to ask for
 - a pay raise
 - a stretch assignment

The Sponsor Effect: Breaking Through the Last Glass Ceiling, HBR 2010

Differences in Mentor-Mentee Sponsorship of NIH Career Development Recipients

Surveyed those who remained in academia 5-8 years after initiation of K Awards	Women (n=461)	Men (n=534)
Composite Measure of “Academic Success”	53.5%	67.0%
Self-Reported Sponsorship (nomination to panels, editorial boards, study sections, editorials)	59.0%	72.5%
	Jagsi et al., Academic Med 2017 Patton...Jagsi, JAMA 2017	

- Sponsorship by mentors is correlated with academic success
- Women in academic medicine are under-sponsored compared with men

Sponsorship Matters, Especially for Women

- Sponsorship is built on relations and recognition
- Women tend to
 - have less relational capital and are less visibility
 - are often penalized for exhibiting self-promoting behavior
- Sponsors can supercharge a woman's career by
 - providing her with access to essential networks
 - increasing her visibility
 - encouraging her to take risks and reach for key stretch assignments



Why are Women Still Under-Sponsored?

- We tend to sponsor people
 - who remind us of our “younger” selves
 - whom we like and are comfortable with
- Implicit bias and stereotype threats
- Complex intersections of power, privilege, gender, and racial dynamics



How to Increase Sponsorship of Women

- Must include both men and women
- Personal responsibilities
 - sponsors
 - sponsees
- Institutional responsibilities

Panel Discussion

Moderated by

Carole Mendelson, PhD

Co-Chair, WISMAC, Professor of Biochemistry, Obstetrics & Gynecology

Panelists:

- Daniel K. Podolsky, M.D., President, UT Southwestern Medical Center, Professor of Internal Medicine
- Michael Brown, M.D., Professor of Molecular Genetics & Internal Medicine
- Deborah Diercks, M.D., Professor and Chair of Emergency Medicine
- Sharon Reimold, M.D. Professor of Internal Medicine, Vice Chair for Clinical Operations & Faculty Development



Interactive Exercise: Table Discussions

- Moderated by
 - Jenny Hsieh, Ph.D., Associate Professor of Molecular Biology
 - May Lau, M.D., Assistant Professor of Pediatrics
- Suggested discussion topics (10 min. discussion + 10 min. report out)
 - identify ways you can increase sponsorship either as a sponsee or a sponsor
 - summarize action items
 - selected table representatives will report out to the entire audience



Reserve slides

Successful Sponsorship is a Win/Win/Win

- **High-performing employees**
 - gain critical, career-accelerating experiences and advancement opportunities
- **Sponsors**
 - receive valuable feedback from protégés/protégées
 - Build reputational capital as leaders
- **Organizations**
 - increase employee engagement, retention, talent development
 - strengthen the talent pipeline



Tips to Help You Gain a Sponsor

- Commit: you can't win if you don't play
- Diversify: don't put all your eggs in one basket
- Ask: closed mouth don't get heard

The logo for FAST COMPANY, featuring the word "FAST" in a large, bold, serif font above the word "COMPANY" in a smaller, bold, sans-serif font, all in white text on a black square background.

A Sponsorship Roadmap (IBM 2012)

SPONSORSHIP
A PATH TO ADVANCEMENT

Sponsorship is an organically grown relationship with leaders who can truly be an advocate and propel your career forward. While mentors are important, sponsor relationships are cultivated and earned based on performance and exposure. Here's how to get sponsored:

HOW TO GET SPONSORED

1. EVALUATE
Define what you want and identify leaders who can help you succeed.

2. ACT
Gain exposure to the leaders you identified both in and outside your company.

3. DELIVER
Be loyal, perform, and exude the traits that embody your potential.

IT'S ABOUT RECIPROCITY
“[Let your sponsor know] you have their back and are not just standing in front of them with a hand out”

JENNIFER CHRISTIE
VP, AMERICAN EXPRESS

AMERICAN EXPRESS GLOBAL DIVERSITY & INCLUSION

Source: Sponsorship 2.0: Road Maps for Sponsors and Protégés by the Center for Talent Innovation (2012)

DESIGN BY JESS3

Institutional Sponsorship Programs That Work

- Clarify and communicate the intent of the program
- Select and match sponsors and high-potential women
- Coordinate efforts and involve direct supervisors
- Increase awareness of the complexities of gender and leadership dynamics
- Hold sponsors accountable

Helen Yin, Ph.D.

Associate Dean, Office of Women's Career

UT Southwestern Medical Center

Chair, Sponsorship Workshop Organizing Committee

Sponsorship
developing
women
leaders

2015
Workshop

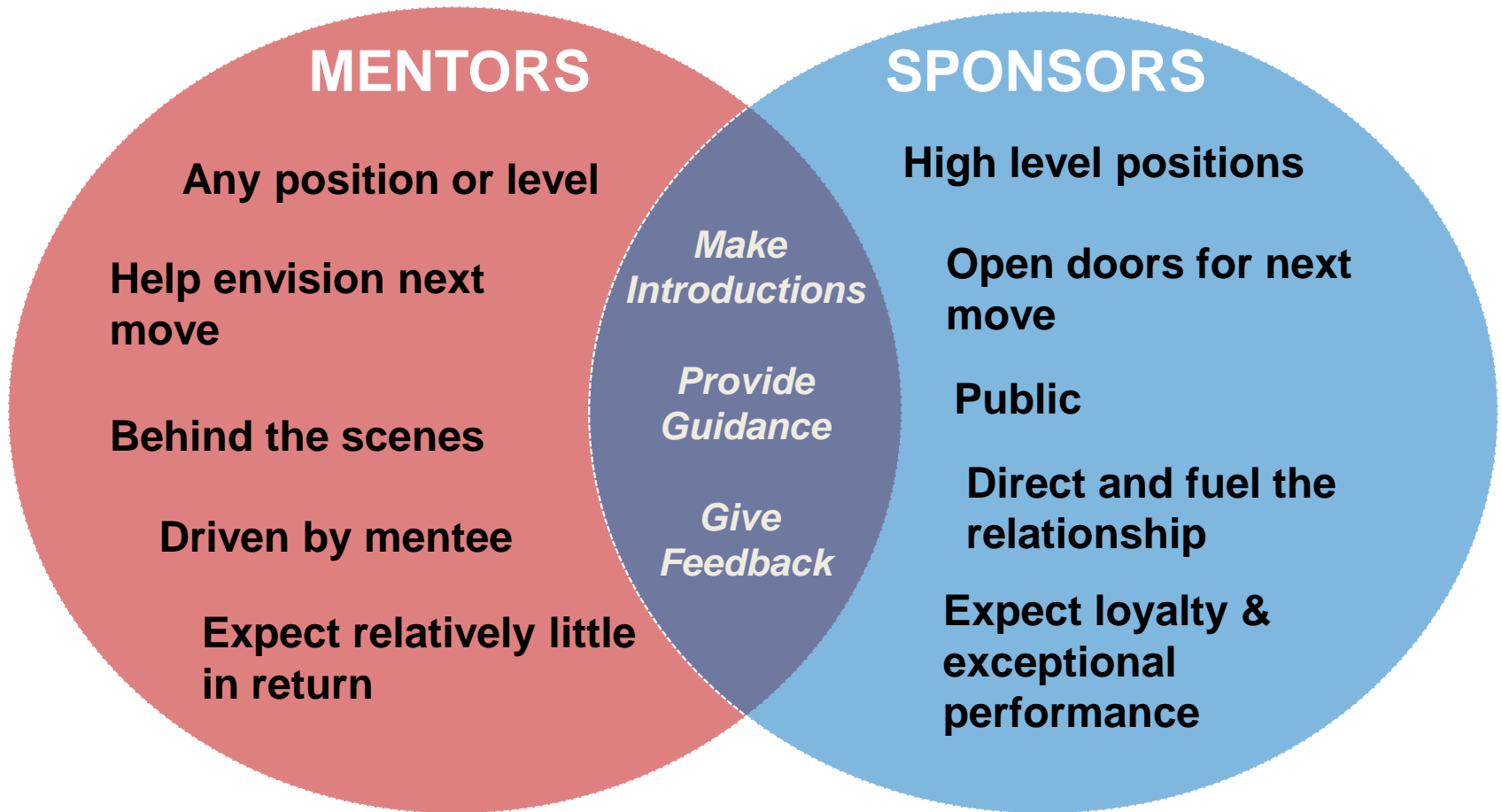
The Women Senior Leaders Network

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Office of Faculty Diversity & Development
Office of Women's Careers

UT Southwestern
Medical Center



Sources: (1) Ibarra H, Carter NM, Silva C. Why Men Still Get More Promotions Than Women. Harvard Business Review. 9/1/2010. (2) Byyny, R. L., Mentoring and Coaching in Medicine, The Pharos, Winter 2012. (3) Hewlett, SA, Forget Mentor, Find a Sponsor, 2013.