**Overview:**

The WLP is a longitudinal program for Department of Medicine women faculty. The program uses self-assessment and reflection, experiential learning, and peer and senior mentorship to provide faculty with the tools necessary to navigate a successful career in academic medicine, and to foster leadership skills that enable participants to positively affect change from where they stand.

**Learning Objectives:**

* Self-reflect and enhance awareness of strengths and areas for development
* Develop skills to effectively impact and lead change
* Achieve meaningful progress on a personal leadership goal
* Enhance peer mentoring and coaching skills

**Participants:**

12 DOM women faculty members in leadership roles in research, education, and clinical excellence.

**Time Commitment:**

Sessions are 1.5 hours long and take place from September to June approximately every three weeks. Most sessions include a 50 minute experiential seminar, 10 minute book report, and 30 minute small group consultation/peer coaching on individual leadership goals.

**Program Components:**

* **Experiential seminars.** Senior faculty members and leaders from BUMC and beyond engage with participants around key determinants for effective leadership, with a special focus on topics identified as areas of particular interest to women faculty.
* **Book report.** Each participant selects a different leadership book to read, develops 1 page executive summary, and presents to peers. The presentation includes 4 minutes on the book’s key points, 4 minutes on what the participant will practice or implement having read the book, and 2 minutes of Q&A.
* **Peer Mentoring/Coaching.** Participants develop peer mentoring and coaching skills to provide support and accountability to one another to successfully negotiate challenges, foster resiliency, and achieve personal goals.
* **Conversation café.** Opportunity to engage with inspirational women leaders from BU/BMC and beyond in an informal setting to learn about their career and leadership experiences, challenges, and insights.
* **Leadership goal.** Participants commit to making substantial progress on a personal leadership goal throughout the program.
* **Participant commitment.**Participants commit to actively participate in at least 12 of the 15 sessions that take place from September to June, to make progress on their leadership goal, and engage in self-reflection and honest conversation with peer and senior mentors.

**Summer Preparatory Assignments:**

* Complete leadership goal framework for accomplishing personal leadership goal identified in application
* Complete self-evaluation tool
* Meet with Emelia Benjamin or Francine Montemurro for career coaching session
* Select a leadership book to read and present on during the program
* Write and practice your elevator pitch (30 – 45 seconds) to be presented during session 1 as your introduction to your program colleagues
* Complete pre –program survey: Knowledge, Skills & Attitudes, Sense of Community, and Resilience Scale

| **Date** | **Theme** | **Topic** | **Learning Objectives** | **Preparatory Work** | **Facilitator(s)** |
| --- | --- | --- | --- | --- | --- |
| 9/7/16 | Leading Self | **Introduction** to program & peer coaching | * Get to know your program colleagues
* Identify touchstones for optimal group dynamics
* Develop skills to peer coach your program colleagues
 | * Prepare your elevator pitch
* Review Elicitive Question Framework
* Read Thorn, Goldsmith.2007.Peer Coaching Overview
* Read BU Office of the Ombuds handout on Active Listening
 | [Emelia Benjamin](http://profiles.bu.edu/display/153627), [Francine Montemurro](http://www.bu.edu/ombuds/about/office-staff/), &[Robina Bhasin](http://www.bumc.bu.edu/fpf/professional-development/professional-development-team/) |
| 9/28/16 | Leading Organizations | **Mentoring & developmental networks** | * Identify the strengths & gaps in your developmental network
* Create plan to strategically enhance your network
* Develop skills to conduct informational interviews and network
* Identify personal and systemic barriers to you and others creating robust developmental networks
 | * Complete pages 2&3 of [Developmental Network Assessment](file:///C%3A%5CUsers%5Crbhasin%5CAppData%5CRoaming%5CMicrosoft%5CWord%5CDevelopmental_Network%20AssessmentKramandHiggins.pdf) **and bring it with you**
* Kram K & Higgins M. *A New Mindset on Mentoring*. MIT Sloan Management Review, Apr 2009.
* Hewlett, Marshall, and Sherbin. [The Relationship You Need to Get Right](https://hbr.org/2011/10/the-relationship-you-need-to-get-right). HBR, 2011
* Review Guide to Find a Mentor
* Identify one person in the organization & another person in or outside the organization that you’d like to meet with for an informational interview
* Schedule the meeting and map out your informational interview questions
 | [Emelia Benjamin](http://profiles.bu.edu/display/153627) |
| 10/19/16 | Leading Self | **Self-reflection, awareness, and assessment**: Understanding your personality & leadership style | * Recognize your personality style, its strengths and vulnerabilities “*a strength overused becomes a vulnerability*”
* Flex your personality style to be more effective in your interactions with others
* Identify how diversity in personality styles, if honored, enhances productivity
 | * Complete the [MBTI](http://www.humanmetrics.com/cgi-win/jtypes2.asp) (instructions provided by facilitators)
* Meet with Diane Loud for a one-on-one consultation about your MBTI results
* Update your [BU Profiles](http://profiles.bu.edu/search/) page
* Update your CV
 | [Lisa Kelly-Croswell](https://www.bmc.org/about-us/executive-leadership), Senior VP, Human Resources, BMC |
| 11/9/16 | Leading Self | **Conversation Café**: Thea James | * Identify what you can learn from Thea’s journey, and what pearls of wisdom can you apply in your own life
 | * Read Thea James’s bio and come up with questions
 | [Thea James](http://www.bumc.bu.edu/emergencymedicine/profile/thea-james-md/) |
| 11/30/16 | Leading Self | **Time management**: Strategically saying yes and no to achieve your career goals | * Identify projects/tasks that are of highest and lowest value to your career and life goals, and map back to how you are currently spending your time
* Understand how and what to say yes and no to
* Identify when “*progress not perfection*” is appropriate
* Commit to incorporating the time management strategies that will enable you to enhance your efficiency, effectiveness, and vitality
 | * Complete time tracker for 3-7 days (**NOTE: you need to do this for 3-7 work days prior to 11/30**)
* Read 7 Questions to Ask Yourself When Approached With a Project

**Read at least 2 of the following articles**:* Clark, D. [How to Say No to Things You Want to Do](https://hbr.org/2016/01/how-to-say-no-to-things-you-want-to-do?cm_mmc=email-_-newsletter-_-management_tip-_-tip_date&referral=00203&utm_source=newsletter_management_tip&utm_medium=email&utm_campaign=tip_date) *Harvard Business Review*, January 2016.
* Friedman, R. 9 Productivity Tips from People Who Write About Productivity. *Harvard Business Review*, Dec 2015.
* Lowenstein, SR. Tuesdays to Write… A Guide to Time Management. *Academic Emergency Medicine,* *Society for Academic Emergency Medicine*, 2008.
* Giang, V. These Are the Long-Term Effects of Multitasking. *Fast Company*, March 1, 2016.
* Webb, C. How to Beat Procrastination. *Harvard Business Review*, July 29, 2016.
 | [Robina Bhasin](http://www.bumc.bu.edu/fpf/professional-development/professional-development-team/) |
| 12/7/16 | Leading Others | **Giving and receiving feedback that results in behavior change** “*The truth will set you free....But first it will piss you off*.”--Anon. | * Understand the importance of feedback conversations
* Recognize what makes feedback conversations difficult
* Develop strategies to have effective feedback conversations
* Learn how to give feedback from a growth perspective “*feedback is a gift*”
 | * Mohr T. [Learning to love criticism](http://www.nytimes.com/2014/09/28/opinion/sunday/learning-to-love-criticism.html?_r=0). NY Times, Sept 27, 2014.
* Snyder K. [The abrasiveness trap](http://fortune.com/2014/08/26/performance-review-gender-bias/). Fortune, August 26, 2014.
* Center for Creative Leadership. [10 Common Mistakes in Giving Feedback](http://insights.ccl.org/multimedia/video/10-common-mistakes-in-giving-feedback/).
 | [Sharon Levine](http://profiles.bu.edu/display/153331) |
| 1/4/17 | Leading Others | **Leading high performing teams** | * How to maximize the strengths of diverse people on a team (personalities, skills, disciplines)
* Recognize the qualities of and barriers to high performing teams
* Identify your personal tendencies that can enhance or detract from a team’s effectiveness
* Identify factors that contribute to effective teams (including delegating effectively, setting expectations, and holding team members accountable)
* Effectively lead meetings
 | **Assignment due on Dec. 21*** **Identify a current challenge you have in leading a team and send it to Robina by December 21, 2016. Responses will be kept anonymous**

To be completed before Jan. 4 session* Haas M and Mortensen M. The Secrets of Great Teamwork. *Harv Bus Rev*. 2016; 94:70-6, 117. PMID: 27491197.
* Duhigg, C. [What Google Learned From Its Quest to Build the Perfect Team](http://www.nytimes.com/2016/02/28/magazine/what-google-learned-from-its-quest-to-build-the-perfect-team.html?_r=0). NY Times, Feb 25, 2016.
* Edmonson, A. [Building a Psychologically Safe Workplace](https://www.youtube.com/watch?v=LhoLuui9gX8). TED Talk, May 2014.
* Review Five Determinants of Effective Leadership
 | [David Coleman](http://www.bumc.bu.edu/medicine/dom-introduction/faculty/coleman/) &Mark Braun, Program Director, Organizational Development & Learning, BU HR |
| 1/25/17 | Leading Others | **Art & style of interpersonal communication as a woman leader** “*The single greatest problem in communication is the illusion that it has taken place*.” –George Bernard Shaw | * Communicate to gain respect without compromising your values
* Identify and gain buy-in from key stakeholders
* Identify your strengths and fears around being a leader
* Develop skills to advocate effectively to get what you need to succeed
 | * Complete communication style assessment
* Pigeon Y, Khan O. [Tools for Effective Team Meetings – How I Learned to Stop Worrying and Love my Team](https://www.aamc.org/members/gfa/faculty_vitae/148582/team_meetings.html). AAMC Leadership Lesson.
* Cuddy, A. [*I Don’t Deserve to be Here: Presence and the Impostor Syndrome*](http://leanin.org/news-inspiration/overcoming-imposter-syndrome-to-reveal-your-presence/)*.* LeanIn.org, March 3, 2016.
* <http://www.peggyklaus.com/books/brag-quiz/>
 | [Hollis Day](https://www.bmc.org/about-us/directory/doctor/hollis-d-day-md) |
| 2/8/17 | Leading Others | **Conflict management and negotiation** | * Develop strategies to manage conflict on teams
* Identify your dominant conflict style, how it impacts your interactions with others, and when different styles may be beneficial
* Negotiating effectively with supervisors, peers, and supervisees
 | 1. **Active Listening** (three short articles and one handout)
* <http://www.colorado.edu/conflict/peace/treatment/activel.htm>
* <http://www.crinfo.org/coreknowledge/active-listening>
* <http://www.adelaide.edu.au/writingcentre/learning_guides/learningGuide_activeListening.pdf>
* Active Listening handout
1. **Understanding Positions and Interests** (two short articles and one handout)
* <http://www.beyondintractability.org/essay/interests>
* <http://www.colorado.edu/conflict/peace/problem/intpos-p.htm>
* *Translating Positions into Interests (understanding what’s really at stake)*
1. **Open-ended Questions** (handout)
2. **I-Messages** (two short articles and handout)
* <http://www.colorado.edu/conflict/peace/treatment/commskil.htm>
* <http://www.beyondintractability.org/essay/I-messages>
* *I Messages* hand out (Boston University Office of the Ombuds)
1. **Think of a difficult conversation you need to have or have had recently, and email a brief description to Robina**
 | [Francine Montemurro](http://www.bu.edu/ombuds/about/office-staff/) |
| 3/15/17 | Leading Others | **Conversation Café**: Monica Bharel | * What can you learn from Monica’s journey, and what pearls of wisdom can you apply in your own life?
 | Read Monica Bharel’s bio and come up with questions | [Monica Bharel](http://www.mass.gov/eohhs/gov/departments/dph/biowel2.html) |
| 3/29/17 | Leading Organizations | **Unconscious bias** | * Identify your biases and increase your awareness
* Determine how to create a more inclusive culture around you
 | Complete at least 2 Implicit Association TestsBurrell, L. [We Just Can’t Handle Diversity](https://hbr.org/2016/07/we-just-cant-handle-diversity). Harvard Business Review, July-August 2016.  | [Yvette Cozier](https://www.bu.edu/sph/profile/yvette-cozier/) & [Larry Dunham](https://www.bu.edu/dental/profile/larry-dunham/) |
| 4/12/17 | Leading Self | **Resiliency in academic medicine** | * Identify barriers to your professional growth, including shame, vulnerability, and burn out
* Identify areas that detract from your resiliency and develop a plan to address
* Practice primordial prevention – ‘*resilience is a muscle*’
 | * Complete Maslach’s Burnout Scale
* Watch [Brene Brown’s TED Talk](https://www.ted.com/talks/brene_brown_on_vulnerability?language=en)
* **Read at least one of the following 3 articles**
1. **Researchers.** Decastro R, Sambuco D, Ubel PA, Stewart A and Jagsi R. Batting 300 Is Good: Perspectives of Faculty Researchers and Their Mentors on Rejection, Resilience, and Persistence in Academic Medical Careers. *Acad Med*. 2013. PMID: 23425991.
2. **Minority Faculty.** Cora-Bramble D, Zhang K, Castillo-Page L. Minority faculty members' resilience and academic productivity: are they related? *Acad Med*. 2010;85:1492-8. PMID: 20453809.
3. **Physicians.** Zwack J, Schweitzer J. If every fifth physician is affected by burnout, what about the other four? Resilience strategies of experienced physicians. *Acad Med*. 2013;88:382-9. PMID: 23348093.
 | [Emelia Benjamin](http://profiles.bu.edu/display/153627) |
| 5/10/17 | Leading Organizations | **Conversation Café**: Kate Walsh | * What can you learn from Kate’s journey, and what pearls of wisdom can you apply in your own life?
 | Read Kate Walsh’s bio and come up with questions | [Kate Walsh](https://development.bmc.org/page.aspx?pid=481) |
| 5/31/17 | Leading Organizations | **Navigating organizational politics & change**  | * Managing change effectively
* Develop skills to be effective in your role without compromising your values
* *“Do you want to be liked or do you want to be respected?”-* getting over the need to be liked
 |  | [Aviva Lee-Parritz](http://profiles.bu.edu/display/152855) |
| 6/14/17 | Leading Organizations | **Envisioning the future and getting to it** | * Appreciate that life is a journey
* Embrace your strengths and opportunities for growth professionally and personally; one’s best traits are a source of vulnerability
* Understand that feedback is a gift
* Grow capacity for self-compassion
 | Reflecting on the past year, journal about areas of strength you personally have grown this year, and opportunities for future growth. | [Emelia Benjamin](http://profiles.bu.edu/display/153627) & [Robina Bhasin](http://www.bumc.bu.edu/fpf/professional-development/professional-development-team/) |