

## BUMC Women's Leadership Program Curriculum Overview

### Overview:

The Women's Leadership Program (WLP) is a longitudinal program for women faculty on the Boston University Medical Campus (BUMC) who are interested in pursuing leadership in academic medicine. The program uses self-assessment and reflection, seminars, and experiential learning to provide faculty with the tools necessary to navigate a successful career in academic medicine. Thorough peer and senior mentorship, this program will help participants foster leadership skills that will enable them to positively affect change from where they stand.

### Learning Objectives:

- Develop skills to learn how to identify one's own strengths and weaknesses
- Develop skills to effectively lead as a woman in the workplace
- Learn how to effectively mentor and coach others, especially women

### Participants:

Women faculty members in leadership roles in research, education, and clinical excellence.

### Time Commitment:

Sessions are 2 hours long and take place from September to June approximately every three weeks. Most sessions include a 60-minute experiential seminar, 25 minutes of book report presentations, and 35-minute small group consultation/peer coaching on individual leadership goals.

**Competencies:** Career Development, Communication, Leadership & Work/Life Integration

### 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 3 minutes on the book's key points, 3 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 14 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 mentors.
- **Optional Career Consultation with Emelia.** Participants have the option to meet 1 on 1 with Emelia Benjamin at the beginning of the program to discuss: CV, leadership goal(s) and review the questions: Where do you want to be in the next 5 years? Who do you want to network with?

### Pre-Session 1 Preparatory Assignments:

- Select a leadership book to read and present on during the program
- Complete preparatory work for first session
- Update your [BU Profiles](#) page
- Optional: Meet with Emelia Benjamin for career coaching session

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Date	Session Topic	Session Facilitator(s)	Book Presentation	Preparatory Work
9/21	Introduction of Program & Women at BUMC	Emelia Benjamin & Alyssa DiNicola	N/A	<ul style="list-style-type: none"> <li>• <b>Review</b> AY23 WLP Photo Roster</li> <li>• <b>Review</b> AY23 Curriculum and Book Presentation Schedule</li> <li>• <b>Review</b> the leadership goal that you applied with for WLP (see photo roster) and <b>complete</b> SMART goal template to ensure it is Specific, Measurable, Achievable, Relevant and Time Based. Prepare to share in the 1<sup>st</sup> session!</li> <li>• <b>Read</b> <i>4 Questions to Help Women Navigate the Second Half of Their Career</i></li> <li>• <b>Read</b> <i>Women in Academic Medicine Leadership: Has Anything Changed in 25 Years?</i></li> <li>• <b>Read</b> <i>What's Holding Women in Medicine Back from Leadership</i></li> <li>• <b>Optional Read:</b> <i>Women and the Decision to Leave, Linger or Lean In</i></li> </ul>
10/12	Developmental Networks, Sponsorship & How to Be a Mentor	Emelia Benjamin & Jessica Fetterman	<b>Aala Jaber</b> <i>Seizing Success: A Woman's Guide to Transformational Leadership</i>	<ul style="list-style-type: none"> <li>• <b>Complete</b> page 2 &amp; 3 of the Developmental Network Assessment</li> <li>• <b>Read</b> A Lack of Sponsorship Is Keeping Women from Advancing into Leadership</li> <li>• <b>Read</b> Don't Just Mentor Women and People of Color. Sponsor Them.</li> <li>• <b>Read</b> Challenging Our Gendered Idea of Mentorship</li> <li>• <b>Post Session:</b> Identify 1 Institutional Leader to meet with by 2023 <ul style="list-style-type: none"> <li>○ Who would you want to meet with to help you achieve your leadership goal/position you to be on your trajectory?</li> <li>○ Chair, CMO, CIO, CTSI, Dean, etc.</li> <li>○ Prepare potential informational interview questions</li> </ul> </li> </ul>
10/26	Peer Coaching	Francine Montemurro	<b>Ludy Shih</b> <i>Crucial Conversations: Tools for Talking when Stakes are High</i>	<ul style="list-style-type: none"> <li>• Review Elicitive Question Framework</li> <li>• Read Thorn, Goldsmith. 2007. Peer Coaching Overview</li> <li>• Read BU Office of the Ombuds handout on Active Listening</li> <li>• Optional Read Six Common Pitfalls of Feedback Conversations</li> <li>• Optional Read The Power of Listening in Helping People Change</li> <li>• Read Honest open questions</li> </ul>
11/9	Conversation Café: Women in Leadership at BUMC	<b>Moderator:</b> Emelia Benjamin <b>Panel:</b> Priya Garg, Hollis Day, Tracey Dechert	N/A	<ul style="list-style-type: none"> <li>• <b>Read:</b> How Women Manage the Gendered Norms of Leadership</li> <li>• <b>Read:</b> Does Your Definition of Leadership Exclude Women of Color?</li> <li>• <b>Optional Read:</b> Fixing the Gender Imbalance in Health Care Leadership</li> <li>• <b>Review Speaker Bios:</b>  <a href="#">Hollis Day</a>  <a href="#">Priya Garg</a>  <a href="#">Tracey Dechert</a> </li> </ul>
11/30	Understanding Your Personality, the Likeability Trap & Performance Evaluation	Emelia Benjamin & Alyssa DiNicola	N/A	<ul style="list-style-type: none"> <li>• <b>Complete</b> the TypeCoach Assessment by <b>11/29</b> ("TypeCoach Instructions")</li> <li>• <b>Read</b> How Gender Bias Corrupts Performance Reviews, and What to Do About It</li> <li>• <b>Read</b> For Women Leaders, Likability and Success Hardly Go Hand-in-Hand</li> <li>• <b>Optional Read</b> How Do You Evaluate Performance During a Pandemic?</li> </ul>

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<b>1/11</b>	EQ & Decision Making for Leaders	Katherine Gergen-Barnett	<b>Hanni Menn-Josephy</b> The Confidence Code	<ul style="list-style-type: none"> <li>• <b>Complete</b> <a href="https://www.ihhp.com/free-eq-quiz/">https://www.ihhp.com/free-eq-quiz/</a> (5 mins)</li> <li>• <b>Read:</b> Self-Aware to Self-Improve</li> <li>• <b>Read:</b> Sure Fire Ways to Boost Your Self-Awareness</li> </ul>
<b>12/14</b>	Feedback & Accountability as a Woman Leader	Emelia Benjamin	<b>Jennifer Beane</b> Atomic Habits	<ul style="list-style-type: none"> <li>• <b>Think</b> about a feedback conversation you are avoiding and be prepared to share</li> <li>• <b>Review</b> the Crucial Accountability Worksheet (complete if time allows)</li> <li>• <b>Read</b> Do You Understand What Accountability Really Means?</li> <li>• <b>Read</b> Research: Men Get More Actionable Feedback Than Women</li> <li>• <b>Optional Read</b> Does Your Team Have an Accountability Problem?</li> </ul>
<b>1/25</b>	Negotiation & Compensation	Alison Larson	N/A	<ul style="list-style-type: none"> <li>• <b>Read</b> 3 of the Most Common Challenges Women Face in Negotiations</li> <li>• <b>Read</b> Pay Fairness Isn't Just About Teaching Employees to Negotiate</li> <li>• <b>Read</b> How to Close the Gender Pay Gap in U.S. Medicine</li> </ul>
<b>2/15</b>	Prioritizing Commitments	Jessica Taylor	<b>Ilona Kopits</b> 168 Hours: You Have More Time Than You Think	<ul style="list-style-type: none"> <li>• <b>Complete</b> a daily log of time spent on various activities (See hour tracker template). <ul style="list-style-type: none"> <li>• Keep a log (time tracker) for 3+ days (<b>NOTE: you need to do this for 3+ days prior to 2/15</b>)</li> </ul> </li> <li>• <b>Read</b> at least two of the following articles: <ul style="list-style-type: none"> <li>• 9 Productivity Tips from People Who Write About Productivity</li> <li>• Recapturing Time: A Practical Approach to Time Management for Physicians</li> <li>• How to Beat Procrastination</li> <li>• How to Say No to Things You Want to Do</li> <li>• Tuesdays to Write...A Guide to Time Management</li> </ul> </li> <li>• <b>Prepare</b> to discuss how you can commit to working on (and/or making time for) your WLP Leadership goals from now until May 2023.</li> </ul>
<b>3/1</b>	Navigating Organizational Politics	Aviva Lee-Parritz		<ul style="list-style-type: none"> <li>• <b>Read</b> Is Office Politics a White Man's Game?</li> <li>• <b>Read</b> 3 Simple Ways for Women to Rethink Office Politics and Wield More Influence at Work</li> <li>• <b>Read</b> 4 Strategies for Women Navigating Office Politics</li> </ul>
<b>3/22</b>	Resilience	Emelia Benjamin	<b>Abrar Al-Faraj</b> TBD	<p><b>Optional:</b></p> <ul style="list-style-type: none"> <li>• <b>Watch</b> <a href="#">Brene Brown's TED Talk</a> on the Power of Vulnerability</li> <li>• <b>Read</b> Burnout Among U.S. Medical School Faculty. AAMC Analysis in Brief.</li> <li>• <b>Read</b> Stress and morale of academic biomedical scientists. Acad. Med.</li> <li>• <b>Read</b> Understanding and Addressing Sources of Anxiety Among Health Care Professionals During the COVID-19 Pandemic. JAMA.</li> </ul>
<b>4/5</b>	Conversation Café: Megan Bair Merritt	Megan Bair Merritt	<b>Titilayo Ilori</b> Power Moves <b>Angela Reffel</b> Dare to Lead:	<ul style="list-style-type: none"> <li>• <b>Read</b> Megan Bair Merritt's bio and come up with questions you'd like to ask her</li> <li>• <b>Be</b> prepared with questions</li> <li>• <b>Following</b> discussion, please be prepared to share updates on your planned feedback/accountability conversations (we asked you to commit back in January!)</li> </ul>
<b>4/26</b>	Creating a Culture of Normalizing and Integrating	Emelia Benjamin, Doris Duke Panel, & Megan Bair-Merritt		<ul style="list-style-type: none"> <li>• <b>TBD</b></li> </ul>

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	Caregiving in Academics			
5/17	Envisioning & Creating Your Future	Emelia Benjamin & Alyssa DiNicola	N/A	<ul style="list-style-type: none"> <li>• <b>Reflect</b> on your original leadership goal (see attached) and be prepared to speak about any progress you have made or hope to make because of WLP</li> <li>• <b>Read</b> Japan May Have Worked Out The Secret Formula For A Happy Life</li> <li>• <b>Review</b> the Ikigai worksheet and reflect on what your Ikigai may be (see the example attached) and be prepared to discuss</li> </ul>

**Prep work will be available in the individual calendar invites and within the WLP google drive (which will be shared via email).**