

## 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

### Target 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 May approximately every three to four 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.

### 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 8 of the 10 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.
- **Strongly Encouraged: CV & Career Consultation with Emelia.** Participants have the option to meet 1 on 1 with Emelia Benjamin during 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?

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Date	Session Topic	Session Facilitator(s)	Book Presentation	Preparatory Work*
N/A	Pre-Program Check In	Emelia Benjamin & Alyssa DiNicola		<ul style="list-style-type: none"> <li>• <b>Review</b> Leadership Goal</li> <li>• <b>Review</b> Informational Interview with Institutional Leader</li> </ul>
9/13	<b>Session 1:</b> Introduction of WLP & Peer Coaching	Emelia Benjamin & Alyssa DiNicola	N/A	<ul style="list-style-type: none"> <li>• <b>Complete ppt template on you and your leadership goal:</b> Refine the <u>leadership goal</u> that you applied with for WLP (see photo roster) and <b>complete SMART goal</b> 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>Required Reading</b> <ul style="list-style-type: none"> <li>○ <i>Peer Coaching Overview</i></li> <li>○ <i>What's Holding Women in Medicine Back from Leadership</i></li> </ul> </li> <li>• <b>Review Documents</b> <ul style="list-style-type: none"> <li>○ <i>Elicitive Question Framework</i></li> <li>○ <i>Active Listening</i></li> <li>○ <i>Honest Open Questions</i></li> </ul> </li> <li>• <b>Optional Readings</b> <ul style="list-style-type: none"> <li>○ <i>4 Questions to Help Women Navigate the Second Half of Their Career</i></li> <li>○ <i>Women in Academic Medicine Leadership: Has Anything Changed in 25 Years?</i></li> <li>○ <i>Women and the Decision to Leave, Linger or Lean In</i></li> <li>○ <i>The Power of Listening in Helping People Change</i></li> </ul> </li> </ul>
10/4	<b>Session 2:</b> Developmental Networks, Sponsorship & How to Be a Mentor	Emelia Benjamin & Jessica Fetterman	N/A	<ul style="list-style-type: none"> <li>• <b>Complete</b> 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> </ul>
10/25	<b>Session 3:</b> Understanding Personality, the Likeability Trap & Performance Evaluation	Emelia Benjamin & Alyssa DiNicola	<b>Katherine Matta</b> ( <i>4 Tendencies</i> ) & <b>Jennifer Ross</b> ( <i>Quiet</i> )	<ul style="list-style-type: none"> <li>• <b>Complete</b> TypeCoach Assessment</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>
11/15	<b>Session 4:</b> EQ & Decision Making for Leaders	Katherine Gergen-Barnett	<b>Mekkin Lynch</b> ( <i>Confidence Code</i> ) & <b>Alyssa Tilhou</b> ( <i>Seizing Success</i> )	<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>

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<b>12/6</b>	<b>Session 5:</b> Feedback & Accountability as a Woman Leader	Emelia Benjamin	<b>Heather Hsu</b> ( <i>Crucial Conversations</i> ) & <b>Samar Hafida</b> ( <i>Strategic Relationships</i> )	<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> <li>• <b>Optional Read</b> Six Common Pitfalls of Feedback Conversations</li> </ul>
<b>1/10</b>	<b>Session 6:</b> Negotiation	Sharmeel Wasan	<b>Kavita Sharma</b> ( <i>Getting to Yes</i> )	<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>2/7</b>	<b>Session 7:</b> Prioritizing Commitments	Jessica Taylor	<b>Brittany Gouse</b> ( <i>Atomic Habits</i> ) & <b>Andrea Bujor</b> ( <i>First Things First</i> )	<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>3/6</b>	<b>Session 8:</b> Navigating Organizational Politics	Aviva Lee-Parritz	<b>Jenna Titelbaum</b> ( <i>100 Tricks</i> )	<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/Wield More Influence</li> <li>• <b>Read</b> 4 Strategies for Women Navigating Office Politics</li> </ul>
<b>4/3</b>	<b>Session 9:</b> Resilience & Well-Being	TBD	<b>Insa Schmidt</b> ( <i>Power of Vulnerability</i> ) & <b>Maria Prom</b> ( <i>Radical Candor</i> )	<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>5/1</b>	<b>Session 10:</b> 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> Ikigai worksheet and reflect on what your Ikigai may be (see the example attached) and be prepared to discuss</li> </ul>

**\*Pre-work is subject to change. Emails will go out 2-3 weeks prior to each session with required and optional readings/documents.**