

WEBVTT

NOTE duration:"00:57:09"

NOTE recognizability:0.863

NOTE language:en-us

NOTE Confidence: 0.9010708775

00:00:02.520 --> 00:00:05.120 Good morning, good afternoon.

NOTE Confidence: 0.9010708775

00:00:05.120 --> 00:00:07.520 So on an administrative note,

NOTE Confidence: 0.9010708775

00:00:07.520 --> 00:00:09.800 this is our last grand

NOTE Confidence: 0.9010708775

00:00:09.800 --> 00:00:12.080 rounds for the calendar year,

NOTE Confidence: 0.9010708775

00:00:12.080 --> 00:00:15.480 but we have a very lively and exciting

NOTE Confidence: 0.9010708775

00:00:15.480 --> 00:00:16.600 set of grand rounds for next year.

NOTE Confidence: 0.9010708775

00:00:16.600 --> 00:00:17.600 So stay tuned for that.

NOTE Confidence: 0.9010708775

00:00:17.600 --> 00:00:19.672 That'll start on January 9th or 7th

NOTE Confidence: 0.9010708775

00:00:19.672 --> 00:00:22.280 or 8th or whatever that Tuesday is,

NOTE Confidence: 0.9010708775

00:00:22.280 --> 00:00:24.368 with Linda giving us a State

NOTE Confidence: 0.9010708775

00:00:24.368 --> 00:00:25.760 of the Department talk.

NOTE Confidence: 0.946220564

00:00:27.920 --> 00:00:30.020 It only took us six months to

NOTE Confidence: 0.946220564

00:00:30.020 --> 00:00:31.976 figure out the new CME text codes.

NOTE Confidence: 0.946220564

00:00:31.976 --> 00:00:34.142 So now they are working and you can  
NOTE Confidence: 0.946220564

00:00:34.142 --> 00:00:37.752 see them there, so you can retrieve  
NOTE Confidence: 0.946220564

00:00:37.752 --> 00:00:41.998 your credit by punching that number.  
NOTE Confidence: 0.946220564

00:00:42.000 --> 00:00:44.088 And today we're very happy to  
NOTE Confidence: 0.946220564

00:00:44.088 --> 00:00:46.120 welcome one of our, I guess,  
NOTE Confidence: 0.946220564

00:00:46.120 --> 00:00:47.640 newest, oldest, oldest, newest,  
NOTE Confidence: 0.946220564

00:00:47.640 --> 00:00:52.040 newest faculty members Oldest, newest.  
NOTE Confidence: 0.946220564

00:00:52.040 --> 00:00:55.295 Because Darren has had a a really  
NOTE Confidence: 0.946220564

00:00:55.295 --> 00:00:58.264 interesting back and forth and  
NOTE Confidence: 0.946220564

00:00:58.264 --> 00:01:01.170 across and going in all sorts of  
NOTE Confidence: 0.946220564

00:01:01.170 --> 00:01:02.160 interesting novel directions,  
NOTE Confidence: 0.946220564

00:01:02.160 --> 00:01:04.084 which of course is what research  
NOTE Confidence: 0.946220564

00:01:04.084 --> 00:01:05.380 and academic activities and  
NOTE Confidence: 0.946220564

00:01:05.380 --> 00:01:07.000 academic freedom are all about.  
NOTE Confidence: 0.946220564

00:01:07.000 --> 00:01:09.400 And she has done a a great job at that.  
NOTE Confidence: 0.946220564

00:01:09.400 --> 00:01:12.850 So Darren trained in places

NOTE Confidence: 0.946220564

00:01:12.850 --> 00:01:14.920 unmentionable up north.

NOTE Confidence: 0.946220564

00:01:14.920 --> 00:01:18.040 And then we were lucky to get her

NOTE Confidence: 0.946220564

00:01:18.040 --> 00:01:20.172 here for her Graduate School in

NOTE Confidence: 0.946220564

00:01:20.172 --> 00:01:21.792 psychology and something that I

NOTE Confidence: 0.946220564

00:01:21.792 --> 00:01:23.119 actually haven't hadn't heard.

NOTE Confidence: 0.946220564

00:01:23.120 --> 00:01:24.992 I don't know if there are other such folks.

NOTE Confidence: 0.946220564

00:01:25.000 --> 00:01:27.865 But while training in psychology and

NOTE Confidence: 0.946220564

00:01:27.865 --> 00:01:29.590 being very interested in attachment

NOTE Confidence: 0.946220564

00:01:29.590 --> 00:01:31.600 and issues related to childhood,

NOTE Confidence: 0.946220564

00:01:31.600 --> 00:01:33.370 Darren found as her research

NOTE Confidence: 0.946220564

00:01:33.370 --> 00:01:35.520 mentor the good doctor Linda Mays,

NOTE Confidence: 0.946220564

00:01:35.520 --> 00:01:40.520 who is walking right in so.

NOTE Confidence: 0.946220564

00:01:40.520 --> 00:01:43.086 So Darren was in psychology while her

NOTE Confidence: 0.946220564

00:01:43.086 --> 00:01:45.759 mentor Linda was here in the department.

NOTE Confidence: 0.946220564

00:01:45.760 --> 00:01:48.352 I think that speaks a little bit or a

NOTE Confidence: 0.946220564

00:01:48.352 --> 00:01:52.480 lot to Darren's unique abilities and style.  
NOTE Confidence: 0.946220564

00:01:52.480 --> 00:01:54.890 What Darren is going to be talking  
NOTE Confidence: 0.946220564

00:01:54.890 --> 00:01:55.715 to us about.  
NOTE Confidence: 0.946220564

00:01:55.720 --> 00:01:56.758 I can't wait, by the way,  
NOTE Confidence: 0.946220564

00:01:56.760 --> 00:01:58.692 because to hear what you're going to  
NOTE Confidence: 0.946220564

00:01:58.692 --> 00:02:00.480 talk because as we were chatting,  
NOTE Confidence: 0.946220564

00:02:00.480 --> 00:02:02.230 it sounds like you're going to embed  
NOTE Confidence: 0.946220564

00:02:02.230 --> 00:02:04.480 it in your personal development story.  
NOTE Confidence: 0.946220564

00:02:04.480 --> 00:02:06.465 And and I think that we're  
NOTE Confidence: 0.946220564

00:02:06.465 --> 00:02:07.115 storytelling animals,  
NOTE Confidence: 0.946220564

00:02:07.120 --> 00:02:09.537 there's nothing like a good story.  
NOTE Confidence: 0.946220564

00:02:09.537 --> 00:02:11.799 So we look forward to that.  
NOTE Confidence: 0.946220564

00:02:11.800 --> 00:02:12.840 And not just a story,  
NOTE Confidence: 0.946220564

00:02:12.840 --> 00:02:14.982 but a story that will tell us  
NOTE Confidence: 0.946220564

00:02:14.982 --> 00:02:16.072 all about leadership,  
NOTE Confidence: 0.946220564

00:02:16.072 --> 00:02:17.960 leadership in academic medicine.

NOTE Confidence: 0.946220564

00:02:17.960 --> 00:02:20.400 These are stories that are not just stories.

NOTE Confidence: 0.946220564

00:02:20.400 --> 00:02:23.158 These are stories that Darren is putting

NOTE Confidence: 0.946220564

00:02:23.158 --> 00:02:25.235 to use through various departments

NOTE Confidence: 0.946220564

00:02:25.235 --> 00:02:27.125 in the medical school and programs

NOTE Confidence: 0.946220564

00:02:27.125 --> 00:02:28.998 across departments of the medical school.

NOTE Confidence: 0.946220564

00:02:29.000 --> 00:02:31.016 So we're very lucky to have

NOTE Confidence: 0.946220564

00:02:31.016 --> 00:02:32.360 you and Darren Khanna.

NOTE Confidence: 0.922145435714286

00:02:39.480 --> 00:02:41.678 Hi, everybody. Can you hear me OK?

NOTE Confidence: 0.922145435714286

00:02:41.680 --> 00:02:43.160 Yeah, thank you for that.

NOTE Confidence: 0.922145435714286

00:02:43.160 --> 00:02:46.296 Very nice introduction. OK.

NOTE Confidence: 0.922145435714286

00:02:46.296 --> 00:02:48.648 So what I'm going to be speaking

NOTE Confidence: 0.922145435714286

00:02:48.648 --> 00:02:51.175 about today is leading with intention

NOTE Confidence: 0.922145435714286

00:02:51.175 --> 00:02:53.395 and heart in academic medicine.

NOTE Confidence: 0.922145435714286

00:02:53.400 --> 00:02:55.992 And I'll clarify what that means

NOTE Confidence: 0.922145435714286

00:02:55.992 --> 00:02:58.620 as we go along and I'll give you

NOTE Confidence: 0.922145435714286

00:02:58.620 --> 00:03:00.528 a road map in a second for where  
NOTE Confidence: 0.922145435714286

00:03:00.528 --> 00:03:02.278 where the talk is going to go.  
NOTE Confidence: 0.922145435714286

00:03:02.280 --> 00:03:04.664 But first, I would just like to dedicate  
NOTE Confidence: 0.922145435714286

00:03:04.664 --> 00:03:07.160 the talk to the memory of Mirage Desai,  
NOTE Confidence: 0.922145435714286

00:03:07.160 --> 00:03:09.519 who was a faculty member in psychiatry.  
NOTE Confidence: 0.922145435714286

00:03:09.520 --> 00:03:12.040 He was a colleague for whom I had  
NOTE Confidence: 0.922145435714286

00:03:12.040 --> 00:03:14.265 tremendous respect and was doing really  
NOTE Confidence: 0.922145435714286

00:03:14.265 --> 00:03:16.557 wonderful work along social justice lines.  
NOTE Confidence: 0.922145435714286

00:03:16.560 --> 00:03:18.320 And we recently lost him.  
NOTE Confidence: 0.922145435714286

00:03:18.320 --> 00:03:20.590 So I just wanted to, you know,  
NOTE Confidence: 0.922145435714286

00:03:20.590 --> 00:03:24.160 bring him into the space also.  
NOTE Confidence: 0.922145435714286

00:03:24.160 --> 00:03:24.550 OK.  
NOTE Confidence: 0.922145435714286

00:03:24.550 --> 00:03:27.670 So I'm going to 1st talk a little  
NOTE Confidence: 0.922145435714286

00:03:27.670 --> 00:03:30.244 bit about the sort of leadership  
NOTE Confidence: 0.922145435714286

00:03:30.244 --> 00:03:32.249 paradigm or the advancement paradigm  
NOTE Confidence: 0.922145435714286

00:03:32.249 --> 00:03:34.312 that we have in academic medicine

NOTE Confidence: 0.922145435714286  
00:03:34.312 --> 00:03:36.630 and what it's good for and what  
NOTE Confidence: 0.922145435714286  
00:03:36.630 --> 00:03:38.260 it's not particularly good for  
NOTE Confidence: 0.922145435714286  
00:03:38.260 --> 00:03:39.972 and why it's important for us  
NOTE Confidence: 0.922145435714286  
00:03:39.972 --> 00:03:41.436 to be thinking about the areas,  
NOTE Confidence: 0.922145435714286  
00:03:41.440 --> 00:03:43.120 what it where it's not good,  
NOTE Confidence: 0.922145435714286  
00:03:43.120 --> 00:03:45.136 how we can possibly shift it  
NOTE Confidence: 0.922145435714286  
00:03:45.136 --> 00:03:46.480 in a better direction.  
NOTE Confidence: 0.922145435714286  
00:03:46.480 --> 00:03:48.650 I'm then gonna talk about 3 principles  
NOTE Confidence: 0.922145435714286  
00:03:48.650 --> 00:03:50.730 of leadership that I have built into  
NOTE Confidence: 0.922145435714286  
00:03:50.730 --> 00:03:52.362 the various programs that I have  
NOTE Confidence: 0.922145435714286  
00:03:52.423 --> 00:03:54.328 developed in collaboration with many  
NOTE Confidence: 0.922145435714286  
00:03:54.328 --> 00:03:56.233 people across the medical school.  
NOTE Confidence: 0.922145435714286  
00:03:56.240 --> 00:03:57.505 And I'll speak more about  
NOTE Confidence: 0.922145435714286  
00:03:57.505 --> 00:03:58.517 those collaborations as well,  
NOTE Confidence: 0.922145435714286  
00:03:58.520 --> 00:04:00.040 three leadership principles that  
NOTE Confidence: 0.922145435714286

00:04:00.040 --> 00:04:02.320 sort of help with that shift.  
NOTE Confidence: 0.922145435714286

00:04:02.320 --> 00:04:04.672 I then will speak in more detail  
NOTE Confidence: 0.922145435714286

00:04:04.672 --> 00:04:06.786 about the programming that has been  
NOTE Confidence: 0.922145435714286

00:04:06.786 --> 00:04:08.874 developed and that is deployed both  
NOTE Confidence: 0.922145435714286

00:04:08.874 --> 00:04:11.279 within our department and more broadly.  
NOTE Confidence: 0.922145435714286

00:04:11.280 --> 00:04:14.616 And then there will be time for questions  
NOTE Confidence: 0.922145435714286

00:04:14.616 --> 00:04:17.040 and comments and criticisms if there are any,  
NOTE Confidence: 0.922145435714286

00:04:17.040 --> 00:04:18.198 and complaints, if there are any,  
NOTE Confidence: 0.922145435714286

00:04:18.200 --> 00:04:20.280 but just really to to talk about this,  
NOTE Confidence: 0.922145435714286

00:04:20.280 --> 00:04:22.600 this line of work.  
NOTE Confidence: 0.922145435714286

00:04:22.600 --> 00:04:23.720 OK.  
NOTE Confidence: 0.922145435714286

00:04:23.720 --> 00:04:27.720 So The Apprentice model in academic medicine.  
NOTE Confidence: 0.922145435714286

00:04:27.720 --> 00:04:28.880 OK, So what do I mean when I,  
NOTE Confidence: 0.922145435714286

00:04:28.880 --> 00:04:30.320 when I call it that and I put this,  
NOTE Confidence: 0.922145435714286

00:04:30.320 --> 00:04:31.136 you know,  
NOTE Confidence: 0.922145435714286

00:04:31.136 --> 00:04:34.400 medieval woodcut right up up on the screen.

NOTE Confidence: 0.922145435714286  
00:04:34.400 --> 00:04:37.040 So basically, hi.  
NOTE Confidence: 0.922145435714286  
00:04:37.040 --> 00:04:37.920 Basically,  
NOTE Confidence: 0.922145435714286  
00:04:37.920 --> 00:04:39.624 the way that we get trained  
NOTE Confidence: 0.922145435714286  
00:04:39.624 --> 00:04:41.160 for a very long time,  
NOTE Confidence: 0.922145435714286  
00:04:41.160 --> 00:04:43.176 whether you are a PhD or an MD  
NOTE Confidence: 0.922145435714286  
00:04:43.176 --> 00:04:45.304 or you have some other terminal  
NOTE Confidence: 0.922145435714286  
00:04:45.304 --> 00:04:47.239 degree in a related field,  
NOTE Confidence: 0.922145435714286  
00:04:47.240 --> 00:04:48.860 we get trained in a way  
NOTE Confidence: 0.922145435714286  
00:04:48.860 --> 00:04:50.360 that is an apprentice model.  
NOTE Confidence: 0.922145435714286  
00:04:50.360 --> 00:04:52.214 And by that I mean you,  
NOTE Confidence: 0.922145435714286  
00:04:52.214 --> 00:04:52.468 you,  
NOTE Confidence: 0.922145435714286  
00:04:52.468 --> 00:04:53.738 the question you're constantly asking  
NOTE Confidence: 0.922145435714286  
00:04:53.738 --> 00:04:55.511 your mentor is what do I need to do and  
NOTE Confidence: 0.922145435714286  
00:04:55.511 --> 00:04:57.599 how do I do it and how do I keep doing it?  
NOTE Confidence: 0.922145435714286  
00:04:57.600 --> 00:04:58.792 You tell me how high to go and  
NOTE Confidence: 0.922145435714286

00:04:58.792 --> 00:04:59.918 I'll go a little bit higher,  
NOTE Confidence: 0.922145435714286

00:04:59.920 --> 00:05:00.224 right.  
NOTE Confidence: 0.922145435714286

00:05:00.224 --> 00:05:02.048 And so the model is one  
NOTE Confidence: 0.922145435714286

00:05:02.048 --> 00:05:04.078 that for a lot of people,  
NOTE Confidence: 0.922145435714286

00:05:04.080 --> 00:05:05.680 when they don't go into  
NOTE Confidence: 0.922145435714286

00:05:05.680 --> 00:05:07.200 the fields that we're in,  
NOTE Confidence: 0.922145435714286

00:05:07.200 --> 00:05:09.020 this changes and this ends  
NOTE Confidence: 0.922145435714286

00:05:09.020 --> 00:05:10.840 in around their mid 20s.  
NOTE Confidence: 0.922145435714286

00:05:10.840 --> 00:05:12.352 And then they go and they get a job.  
NOTE Confidence: 0.922145435714286

00:05:12.360 --> 00:05:13.837 And when they're working at the job,  
NOTE Confidence: 0.922145435714286

00:05:13.840 --> 00:05:14.001 right,  
NOTE Confidence: 0.922145435714286

00:05:14.001 --> 00:05:14.484 or they do,  
NOTE Confidence: 0.922145435714286

00:05:14.484 --> 00:05:15.809 they go to law school for three years  
NOTE Confidence: 0.922145435714286

00:05:15.809 --> 00:05:17.280 and they go and get a law school job,  
NOTE Confidence: 0.922145435714286

00:05:17.280 --> 00:05:18.411 a law job.  
NOTE Confidence: 0.922145435714286

00:05:18.411 --> 00:05:21.050 And what happens is that they begin

NOTE Confidence: 0.907052455625

00:05:21.142 --> 00:05:22.987 a shift that we don't

NOTE Confidence: 0.907052455625

00:05:22.987 --> 00:05:24.760 begin for a very long time.

NOTE Confidence: 0.907052455625

00:05:24.760 --> 00:05:26.768 And the shift that they begin is that

NOTE Confidence: 0.907052455625

00:05:26.768 --> 00:05:28.982 they are welcomed into bringing their

NOTE Confidence: 0.907052455625

00:05:28.982 --> 00:05:31.105 expertise forward in a certain way

NOTE Confidence: 0.907052455625

00:05:31.105 --> 00:05:34.079 that we don't do when we keep getting,

NOTE Confidence: 0.907052455625

00:05:34.080 --> 00:05:35.680 trying to keep getting told what to do.

NOTE Confidence: 0.907052455625

00:05:35.680 --> 00:05:38.774 OK. So it's important to just recognize

NOTE Confidence: 0.907052455625

00:05:38.774 --> 00:05:41.320 that something happens developmentally,

NOTE Confidence: 0.907052455625

00:05:41.320 --> 00:05:42.440 at least from my perspective,

NOTE Confidence: 0.907052455625

00:05:42.440 --> 00:05:42.960 the way I see it,

NOTE Confidence: 0.907052455625

00:05:42.960 --> 00:05:43.920 if something happens developmentally,

NOTE Confidence: 0.907052455625

00:05:43.920 --> 00:05:45.360 but for a very long time,

NOTE Confidence: 0.907052455625

00:05:45.360 --> 00:05:47.480 we don't take that next step into adulthood,

NOTE Confidence: 0.907052455625

00:05:47.480 --> 00:05:49.560 right? So the average age,

NOTE Confidence: 0.907052455625

00:05:49.560 --> 00:05:51.360 and I'll talk about this in a moment,  
NOTE Confidence: 0.907052455625

00:05:51.360 --> 00:05:52.856 I worked at the NIH for a couple  
NOTE Confidence: 0.907052455625

00:05:52.856 --> 00:05:54.240 of years and when I was there,  
NOTE Confidence: 0.907052455625

00:05:54.240 --> 00:05:57.920 this was now 10 years ago when I was there.  
NOTE Confidence: 0.907052455625

00:05:57.920 --> 00:05:59.780 The average age for getting a  
NOTE Confidence: 0.907052455625

00:05:59.780 --> 00:06:02.039 first RO one was the early 40s.  
NOTE Confidence: 0.907052455625

00:06:02.040 --> 00:06:03.276 And there was a big push.  
NOTE Confidence: 0.907052455625

00:06:03.280 --> 00:06:04.440 Everybody was worried about this.  
NOTE Confidence: 0.907052455625

00:06:04.440 --> 00:06:05.160 We got to change it.  
NOTE Confidence: 0.907052455625

00:06:05.160 --> 00:06:06.120 We got to change it.  
NOTE Confidence: 0.907052455625

00:06:06.120 --> 00:06:06.768 Well, guess what?  
NOTE Confidence: 0.907052455625

00:06:06.768 --> 00:06:08.536 I looked up and guess what the average  
NOTE Confidence: 0.907052455625

00:06:08.536 --> 00:06:10.435 age of getting a first RO one is still,  
NOTE Confidence: 0.907052455625

00:06:10.440 --> 00:06:12.240 it's the early 40s, OK.  
NOTE Confidence: 0.907052455625

00:06:12.240 --> 00:06:14.016 So that's sort of the grant  
NOTE Confidence: 0.907052455625

00:06:14.016 --> 00:06:15.200 that signifies our independence.

NOTE Confidence: 0.907052455625

00:06:15.200 --> 00:06:16.595 That's not happening until what

NOTE Confidence: 0.907052455625

00:06:16.595 --> 00:06:18.656 for other people is mid career, OK.

NOTE Confidence: 0.907052455625

00:06:18.656 --> 00:06:20.448 And then there also is the reality

NOTE Confidence: 0.907052455625

00:06:20.448 --> 00:06:22.240 of what happens in healthcare.

NOTE Confidence: 0.907052455625

00:06:22.240 --> 00:06:23.832 And I know that we're hearing a lot

NOTE Confidence: 0.907052455625

00:06:23.832 --> 00:06:25.357 about this as the different systems,

NOTE Confidence: 0.907052455625

00:06:25.360 --> 00:06:26.245 the healthcare system,

NOTE Confidence: 0.907052455625

00:06:26.245 --> 00:06:27.720 the medical school are converging,

NOTE Confidence: 0.907052455625

00:06:27.720 --> 00:06:28.653 coming together more.

NOTE Confidence: 0.907052455625

00:06:28.653 --> 00:06:30.830 But there's a lot of pressure on

NOTE Confidence: 0.907052455625

00:06:30.895 --> 00:06:32.800 folks who are working clinically,

NOTE Confidence: 0.907052455625

00:06:32.800 --> 00:06:33.138 right,

NOTE Confidence: 0.907052455625

00:06:33.138 --> 00:06:35.166 to think about profit margins and

NOTE Confidence: 0.907052455625

00:06:35.166 --> 00:06:37.029 outcomes and the way that they

NOTE Confidence: 0.907052455625

00:06:37.029 --> 00:06:38.856 are working in such a way that

NOTE Confidence: 0.907052455625

00:06:38.919 --> 00:06:40.879 autonomy is somewhat constricted.

NOTE Confidence: 0.907052455625

00:06:40.880 --> 00:06:41.173 OK.

NOTE Confidence: 0.907052455625

00:06:41.173 --> 00:06:43.517 So the purpose of this talk is not,

NOTE Confidence: 0.907052455625

00:06:43.520 --> 00:06:45.120 I can't fix those problems,

NOTE Confidence: 0.907052455625

00:06:45.120 --> 00:06:47.080 and I'm a clinical psychologist by training,

NOTE Confidence: 0.907052455625

00:06:47.080 --> 00:06:49.999 so my bent is not organizational first.

NOTE Confidence: 0.907052455625

00:06:50.000 --> 00:06:51.840 My bent is individual first.

NOTE Confidence: 0.907052455625

00:06:51.840 --> 00:06:53.191 But that doesn't mean we have to

NOTE Confidence: 0.907052455625

00:06:53.191 --> 00:06:54.480 think about this organizationally.

NOTE Confidence: 0.907052455625

00:06:54.480 --> 00:06:54.880 But today,

NOTE Confidence: 0.907052455625

00:06:54.880 --> 00:06:56.480 the focus is really going to be on,

NOTE Confidence: 0.907052455625

00:06:56.480 --> 00:06:58.080 given this is the structure

NOTE Confidence: 0.907052455625

00:06:58.080 --> 00:06:59.680 in which we are working,

NOTE Confidence: 0.907052455625

00:06:59.680 --> 00:07:01.626 how do we begin to lead in

NOTE Confidence: 0.907052455625

00:07:01.626 --> 00:07:02.760 a slightly different way?

NOTE Confidence: 0.907052455625

00:07:02.760 --> 00:07:04.920 What skills can we bring so that we

NOTE Confidence: 0.907052455625

00:07:04.920 --> 00:07:07.295 can do our work in a different way

NOTE Confidence: 0.907052455625

00:07:07.295 --> 00:07:09.639 that opens up more of our potential?

NOTE Confidence: 0.907052455625

00:07:09.640 --> 00:07:09.904 OK.

NOTE Confidence: 0.907052455625

00:07:09.904 --> 00:07:12.920 So that's really the, the thrust of this, OK.

NOTE Confidence: 0.907052455625

00:07:12.920 --> 00:07:14.280 And so shifting the paradigm,

NOTE Confidence: 0.907052455625

00:07:14.280 --> 00:07:15.888 I'd like to call it more of like

NOTE Confidence: 0.907052455625

00:07:15.888 --> 00:07:17.632 a sew in harvesting together where

NOTE Confidence: 0.907052455625

00:07:17.632 --> 00:07:19.564 regardless of where you are sort

NOTE Confidence: 0.907052455625

00:07:19.625 --> 00:07:21.158 of in terms of rank and roll,

NOTE Confidence: 0.907052455625

00:07:21.160 --> 00:07:22.972 there's a sense of what contributions

NOTE Confidence: 0.907052455625

00:07:22.972 --> 00:07:23.878 can I make,

NOTE Confidence: 0.907052455625

00:07:23.880 --> 00:07:25.160 how can I collaborate with

NOTE Confidence: 0.907052455625

00:07:25.160 --> 00:07:26.440 other people to do that?

NOTE Confidence: 0.907052455625

00:07:26.440 --> 00:07:28.176 How do the relationships become more front

NOTE Confidence: 0.907052455625

00:07:28.176 --> 00:07:30.117 and center to the work that we're doing.

NOTE Confidence: 0.907052455625

00:07:30.120 --> 00:07:34.159 So everybody is is growing and thriving.

NOTE Confidence: 0.907052455625

00:07:34.160 --> 00:07:35.270 And also if there are any

NOTE Confidence: 0.907052455625

00:07:35.270 --> 00:07:36.320 questions as I go along,

NOTE Confidence: 0.907052455625

00:07:36.320 --> 00:07:38.688 please feel free to feel free to chime

NOTE Confidence: 0.907052455625

00:07:38.688 --> 00:07:41.476 in with questions I'd be happy to answer.

NOTE Confidence: 0.907052455625

00:07:41.480 --> 00:07:42.200 All right.

NOTE Confidence: 0.907052455625

00:07:42.200 --> 00:07:44.000 So often times when we

NOTE Confidence: 0.907052455625

00:07:44.000 --> 00:07:45.080 think about leadership,

NOTE Confidence: 0.907052455625

00:07:45.080 --> 00:07:47.474 we think about it from a task

NOTE Confidence: 0.907052455625

00:07:47.474 --> 00:07:48.158 based perspective.

NOTE Confidence: 0.67490241

00:07:48.160 --> 00:07:49.088 OK, So what needs?

NOTE Confidence: 0.67490241

00:07:49.088 --> 00:07:50.480 I'm running a pro a project,

NOTE Confidence: 0.67490241

00:07:50.480 --> 00:07:52.000 What needs to get done?

NOTE Confidence: 0.67490241

00:07:52.000 --> 00:07:53.640 Who's going to do it?

NOTE Confidence: 0.67490241

00:07:53.640 --> 00:07:55.320 Who's the person who messed up that thing?

NOTE Confidence: 0.67490241

00:07:55.320 --> 00:07:56.688 Who do I have to hold

NOTE Confidence: 0.67490241

00:07:56.688 --> 00:07:57.600 accountable in that way?

NOTE Confidence: 0.67490241

00:07:57.600 --> 00:07:58.335 What's the deadline?

NOTE Confidence: 0.67490241

00:07:58.335 --> 00:07:59.560 And great we did it,

NOTE Confidence: 0.67490241

00:07:59.560 --> 00:08:00.640 we got the grant in,

NOTE Confidence: 0.67490241

00:08:00.640 --> 00:08:02.075 we completed whatever it is we need.

NOTE Confidence: 0.67490241

00:08:02.080 --> 00:08:03.610 What's next?

NOTE Confidence: 0.67490241

00:08:03.610 --> 00:08:07.435 OK, that appears highly efficient.

NOTE Confidence: 0.67490241

00:08:07.440 --> 00:08:10.359 However, that leaves out half the story.

NOTE Confidence: 0.67490241

00:08:10.360 --> 00:08:12.106 And the other half of the story is how

NOTE Confidence: 0.67490241

00:08:12.106 --> 00:08:13.957 do we actually want to work together?

NOTE Confidence: 0.67490241

00:08:13.960 --> 00:08:14.791 What is it?

NOTE Confidence: 0.67490241

00:08:14.791 --> 00:08:17.235 How can we be intentional in the way

NOTE Confidence: 0.67490241

00:08:17.235 --> 00:08:19.440 that we are approaching collaboration?

NOTE Confidence: 0.67490241

00:08:19.440 --> 00:08:21.925 How can we be intentional in bringing

NOTE Confidence: 0.67490241

00:08:21.925 --> 00:08:23.560 forth everybody's strengths and

NOTE Confidence: 0.67490241

00:08:23.560 --> 00:08:25.078 leveraging everybody's potential,  
NOTE Confidence: 0.67490241

00:08:25.080 --> 00:08:28.224 right, so that we can have a fuller  
NOTE Confidence: 0.67490241

00:08:28.224 --> 00:08:30.517 working relationship and so that we  
NOTE Confidence: 0.67490241

00:08:30.517 --> 00:08:33.160 canmore fully bring everybody to the table.  
NOTE Confidence: 0.67490241

00:08:33.160 --> 00:08:33.778 OK.  
NOTE Confidence: 0.67490241

00:08:33.778 --> 00:08:36.868 So that question factors pretty  
NOTE Confidence: 0.67490241

00:08:36.868 --> 00:08:41.560 strongly into a book that I co-authored.  
NOTE Confidence: 0.67490241

00:08:41.560 --> 00:08:44.110 It came out last summer called  
NOTE Confidence: 0.67490241

00:08:44.110 --> 00:08:44.960 Conscious Accountability.  
NOTE Confidence: 0.67490241

00:08:44.960 --> 00:08:46.400 And the book is,  
NOTE Confidence: 0.67490241

00:08:46.400 --> 00:08:48.200 is quite general and it's,  
NOTE Confidence: 0.67490241

00:08:48.200 --> 00:08:49.480 it's written for people  
NOTE Confidence: 0.67490241

00:08:49.480 --> 00:08:50.440 across different industries.  
NOTE Confidence: 0.67490241

00:08:50.440 --> 00:08:52.872 But you know, the way that we've defined  
NOTE Confidence: 0.67490241

00:08:52.872 --> 00:08:54.240 Conscious accountability in the book is,  
NOTE Confidence: 0.67490241

00:08:54.240 --> 00:08:57.117 you know, an effort to expand awareness,

NOTE Confidence: 0.67490241

00:08:57.120 --> 00:08:58.508 to create deliberate intentions,

NOTE Confidence: 0.67490241

00:08:58.508 --> 00:09:00.243 take informed actions and be

NOTE Confidence: 0.67490241

00:09:00.243 --> 00:09:01.398 responsible for your impact.

NOTE Confidence: 0.67490241

00:09:01.400 --> 00:09:01.582 OK.

NOTE Confidence: 0.67490241

00:09:01.582 --> 00:09:02.674 So what does that actually mean?

NOTE Confidence: 0.67490241

00:09:02.680 --> 00:09:04.600 You know, on the ground day-to-day,

NOTE Confidence: 0.67490241

00:09:04.600 --> 00:09:06.670 it means that when we are

NOTE Confidence: 0.67490241

00:09:06.670 --> 00:09:08.480 doing something in real time,

NOTE Confidence: 0.67490241

00:09:08.480 --> 00:09:10.800 when we engage with others in a task,

NOTE Confidence: 0.67490241

00:09:10.800 --> 00:09:11.096 OK,

NOTE Confidence: 0.67490241

00:09:11.096 --> 00:09:12.280 we actively consider what

NOTE Confidence: 0.67490241

00:09:12.280 --> 00:09:13.760 we want to get done.

NOTE Confidence: 0.67490241

00:09:13.760 --> 00:09:14.900 So what's the actual task

NOTE Confidence: 0.67490241

00:09:14.900 --> 00:09:16.040 we want to get done?

NOTE Confidence: 0.67490241

00:09:16.040 --> 00:09:17.966 How we work together to reach

NOTE Confidence: 0.67490241

00:09:17.966 --> 00:09:20.592 the outcomes and then how we take  
NOTE Confidence: 0.67490241

00:09:20.592 --> 00:09:22.717 responsibility for the collective process.  
NOTE Confidence: 0.67490241

00:09:22.720 --> 00:09:24.640 So it's not just enough we got the grant in,  
NOTE Confidence: 0.67490241

00:09:24.640 --> 00:09:25.328 thank God,  
NOTE Confidence: 0.67490241

00:09:25.328 --> 00:09:26.360 next task, right?  
NOTE Confidence: 0.67490241

00:09:26.360 --> 00:09:28.180 It's actually how do we do that  
NOTE Confidence: 0.67490241

00:09:28.180 --> 00:09:30.129 and what did we like about our  
NOTE Confidence: 0.67490241

00:09:30.129 --> 00:09:32.072 process and what can we learn and  
NOTE Confidence: 0.67490241

00:09:32.072 --> 00:09:34.024 how do people feel from all this?  
NOTE Confidence: 0.67490241

00:09:34.024 --> 00:09:36.040 OK, so this is not rocket science,  
NOTE Confidence: 0.67490241

00:09:36.040 --> 00:09:39.155 but it is bringing forward a piece  
NOTE Confidence: 0.67490241

00:09:39.160 --> 00:09:41.278 around engagement and a piece around  
NOTE Confidence: 0.67490241

00:09:41.278 --> 00:09:44.520 work that we that we don't talk about enough,  
NOTE Confidence: 0.67490241

00:09:44.520 --> 00:09:46.000 at least from my perspective.  
NOTE Confidence: 0.67490241

00:09:46.000 --> 00:09:46.491 OK.  
NOTE Confidence: 0.67490241

00:09:46.491 --> 00:09:49.437 And this isn't only a thought.

NOTE Confidence: 0.67490241

00:09:49.440 --> 00:09:51.159 You know that I have a lot of other

NOTE Confidence: 0.67490241

00:09:51.159 --> 00:09:52.542 people working in the leadership

NOTE Confidence: 0.67490241

00:09:52.542 --> 00:09:53.686 development space talk about

NOTE Confidence: 0.67490241

00:09:53.686 --> 00:09:55.357 this and are interested in this.

NOTE Confidence: 0.67490241

00:09:55.360 --> 00:10:00.280 So Zenger, Folkman is the name of a company.

NOTE Confidence: 0.67490241

00:10:00.280 --> 00:10:01.604 It's also two guys,

NOTE Confidence: 0.67490241

00:10:01.604 --> 00:10:02.597 Zenger and Folkman,

NOTE Confidence: 0.67490241

00:10:02.600 --> 00:10:05.057 who do a lot of work around

NOTE Confidence: 0.67490241

00:10:05.057 --> 00:10:05.759 leadership development.

NOTE Confidence: 0.67490241

00:10:05.760 --> 00:10:09.380 And they have surveyed over like 120,000

NOTE Confidence: 0.67490241

00:10:09.380 --> 00:10:11.880 leaders on 44 unique instruments.

NOTE Confidence: 0.67490241

00:10:11.880 --> 00:10:14.480 They have 1.6 million independent

NOTE Confidence: 0.67490241

00:10:14.480 --> 00:10:15.520 data points.

NOTE Confidence: 0.67490241

00:10:15.520 --> 00:10:17.105 And basically they have honed

NOTE Confidence: 0.67490241

00:10:17.105 --> 00:10:19.103 things down and they have found

NOTE Confidence: 0.67490241

00:10:19.103 --> 00:10:20.878 that there are 19 competencies,  
NOTE Confidence: 0.67490241

00:10:20.880 --> 00:10:22.314 that when leaders are in at  
NOTE Confidence: 0.67490241

00:10:22.314 --> 00:10:23.759 least one or two of them,  
NOTE Confidence: 0.67490241

00:10:23.760 --> 00:10:26.196 when they're in the 90th percentile  
NOTE Confidence: 0.67490241

00:10:26.200 --> 00:10:27.400 of others in the database,  
NOTE Confidence: 0.67490241

00:10:27.400 --> 00:10:29.008 they're really considered  
NOTE Confidence: 0.67490241

00:10:29.008 --> 00:10:30.080 extraordinary leaders.  
NOTE Confidence: 0.67490241

00:10:30.080 --> 00:10:30.568 OK.  
NOTE Confidence: 0.67490241

00:10:30.568 --> 00:10:33.984 The reason I'm bringing this up is  
NOTE Confidence: 0.67490241

00:10:33.984 --> 00:10:36.064 because I want to present to you  
NOTE Confidence: 0.67490241

00:10:36.064 --> 00:10:37.960 their data around 2 competencies.  
NOTE Confidence: 0.67490241

00:10:37.960 --> 00:10:38.435 OK,  
NOTE Confidence: 0.67490241

00:10:38.435 --> 00:10:41.285 So if someone is not particularly  
NOTE Confidence: 0.67490241

00:10:41.285 --> 00:10:42.710 good at building  
NOTE Confidence: 0.934090250909091

00:10:42.806 --> 00:10:44.342 relationships, OK.  
NOTE Confidence: 0.934090250909091

00:10:44.342 --> 00:10:46.154 But they're quite good at driving

NOTE Confidence: 0.934090250909091  
00:10:46.154 --> 00:10:47.807 for results and they're quite  
NOTE Confidence: 0.934090250909091  
00:10:47.807 --> 00:10:49.517 good at getting things done,  
NOTE Confidence: 0.934090250909091  
00:10:49.520 --> 00:10:51.776 the chance that they'll be considered  
NOTE Confidence: 0.934090250909091  
00:10:51.776 --> 00:10:55.288 an extraordinary leader is 13%. OK.  
NOTE Confidence: 0.934090250909091  
00:10:55.288 --> 00:10:57.592 So if you've ever had a real taskmaster  
NOTE Confidence: 0.934090250909091  
00:10:57.592 --> 00:10:58.966 leader, but you have felt that they  
NOTE Confidence: 0.934090250909091  
00:10:58.966 --> 00:11:00.158 haven't cared about you as a person,  
NOTE Confidence: 0.934090250909091  
00:11:00.160 --> 00:11:01.762 you might not consider them particularly  
NOTE Confidence: 0.934090250909091  
00:11:01.762 --> 00:11:03.639 great even though they're getting stuff done.  
NOTE Confidence: 0.934090250909091  
00:11:03.640 --> 00:11:08.210 OK, flip side. If building relationships is  
NOTE Confidence: 0.934090250909091  
00:11:08.210 --> 00:11:11.720 a strength but driving for results is not,  
NOTE Confidence: 0.934090250909091  
00:11:11.720 --> 00:11:13.800 you have a similar situation.  
NOTE Confidence: 0.934090250909091  
00:11:13.800 --> 00:11:16.384 OK, so the chance that that leader would  
NOTE Confidence: 0.934090250909091  
00:11:16.384 --> 00:11:18.765 be considered extraordinary or in the top  
NOTE Confidence: 0.934090250909091  
00:11:18.765 --> 00:11:21.720 10th percentile is only 10%, all right.  
NOTE Confidence: 0.934090250909091

00:11:21.720 --> 00:11:24.920 However, when both are strengths,  
NOTE Confidence: 0.934090250909091

00:11:24.920 --> 00:11:27.485 is it 23% chance that they would be in  
NOTE Confidence: 0.934090250909091

00:11:27.485 --> 00:11:30.080 the extraordinary performer category?  
NOTE Confidence: 0.934090250909091

00:11:30.080 --> 00:11:31.277 Amanda, I see you shaking your head.  
NOTE Confidence: 0.934090250909091

00:11:31.280 --> 00:11:35.640 No, no, it's 7373% OK, right?  
NOTE Confidence: 0.934090250909091

00:11:35.640 --> 00:11:37.736 It makes sense, right?  
NOTE Confidence: 0.934090250909091

00:11:37.736 --> 00:11:39.400 Both of these variables,  
NOTE Confidence: 0.934090250909091

00:11:39.400 --> 00:11:41.000 which in some ways are related to one  
NOTE Confidence: 0.934090250909091

00:11:41.000 --> 00:11:43.171 another, are crucially important.  
NOTE Confidence: 0.934090250909091

00:11:43.171 --> 00:11:45.799 OK. So knowing that,  
NOTE Confidence: 0.934090250909091

00:11:45.800 --> 00:11:49.230 the question becomes how do we push  
NOTE Confidence: 0.934090250909091

00:11:49.230 --> 00:11:51.244 forward both the task orientation,  
NOTE Confidence: 0.934090250909091

00:11:51.244 --> 00:11:52.768 the interpersonal orientation and  
NOTE Confidence: 0.934090250909091

00:11:52.768 --> 00:11:55.129 how do we bring that into leadership  
NOTE Confidence: 0.934090250909091

00:11:55.129 --> 00:11:57.240 to again sew and harvest together.  
NOTE Confidence: 0.934090250909091

00:11:57.240 --> 00:11:57.850 All right.

NOTE Confidence: 0.934090250909091  
00:11:57.850 --> 00:11:59.985 So I'll talk a little bit more  
NOTE Confidence: 0.934090250909091  
00:11:59.985 --> 00:12:02.237 about this programming in a minute,  
NOTE Confidence: 0.934090250909091  
00:12:02.240 --> 00:12:04.360 but I just wanted to put up to  
NOTE Confidence: 0.934090250909091  
00:12:04.360 --> 00:12:06.737 sort of anchor the conversation in  
NOTE Confidence: 0.934090250909091  
00:12:06.737 --> 00:12:09.240 what we're talking about a range  
NOTE Confidence: 0.934090250909091  
00:12:09.240 --> 00:12:11.400 of different programs that I have  
NOTE Confidence: 0.934090250909091  
00:12:11.400 --> 00:12:13.691 been directly involved in and or  
NOTE Confidence: 0.934090250909091  
00:12:13.691 --> 00:12:15.195 leading the development of.  
NOTE Confidence: 0.934090250909091  
00:12:15.200 --> 00:12:16.360 Now there are other program,  
NOTE Confidence: 0.934090250909091  
00:12:16.360 --> 00:12:17.626 many other programs,  
NOTE Confidence: 0.934090250909091  
00:12:17.626 --> 00:12:20.158 obviously in the child Study Center,  
NOTE Confidence: 0.934090250909091  
00:12:20.160 --> 00:12:21.120 in the Office of Diversity,  
NOTE Confidence: 0.934090250909091  
00:12:21.120 --> 00:12:22.401 Equity and Inclusion,  
NOTE Confidence: 0.934090250909091  
00:12:22.401 --> 00:12:24.536 Office of Academic and Professional  
NOTE Confidence: 0.934090250909091  
00:12:24.536 --> 00:12:26.323 Development that are focused  
NOTE Confidence: 0.934090250909091

00:12:26.323 --> 00:12:27.637 on leadership development.  
NOTE Confidence: 0.934090250909091

00:12:27.640 --> 00:12:27.868 OK.  
NOTE Confidence: 0.934090250909091

00:12:27.868 --> 00:12:29.464 So this is not a full list  
NOTE Confidence: 0.934090250909091

00:12:29.464 --> 00:12:30.439 of everything going on,  
NOTE Confidence: 0.934090250909091

00:12:30.440 --> 00:12:32.576 but this is the list of the programs  
NOTE Confidence: 0.934090250909091

00:12:32.576 --> 00:12:34.639 where I feel that I've been able  
NOTE Confidence: 0.934090250909091

00:12:34.640 --> 00:12:36.222 to bring in some of the principles  
NOTE Confidence: 0.934090250909091

00:12:36.222 --> 00:12:37.878 that we're now going to talk about.  
NOTE Confidence: 0.934090250909091

00:12:37.880 --> 00:12:39.920 OK. All right.  
NOTE Confidence: 0.934090250909091

00:12:39.920 --> 00:12:42.856 Any questions on this framing on  
NOTE Confidence: 0.934090250909091

00:12:42.856 --> 00:12:46.240 where we're starting? Nope. OK.  
NOTE Confidence: 0.934090250909091

00:12:46.240 --> 00:12:48.718 All right, so now it's your turn.  
NOTE Confidence: 0.934090250909091

00:12:48.720 --> 00:12:51.394 Bless you. It's your turn to participate.  
NOTE Confidence: 0.934090250909091

00:12:51.400 --> 00:12:52.853 If you have a piece of paper, great.  
NOTE Confidence: 0.934090250909091

00:12:52.853 --> 00:12:54.518 If you don't, it's OK.  
NOTE Confidence: 0.934090250909091

00:12:54.520 --> 00:12:55.768 If you want to take out your phone

NOTE Confidence: 0.934090250909091  
00:12:55.768 --> 00:12:56.720 and jot know it's great.  
NOTE Confidence: 0.934090250909091  
00:12:56.720 --> 00:12:57.188 And if not,  
NOTE Confidence: 0.934090250909091  
00:12:57.188 --> 00:12:58.640 if you can just keep it all in mind,  
NOTE Confidence: 0.934090250909091  
00:12:58.640 --> 00:13:00.056 that's fine too. OK.  
NOTE Confidence: 0.934090250909091  
00:13:00.056 --> 00:13:03.323 But I want you to take a minute  
NOTE Confidence: 0.934090250909091  
00:13:03.323 --> 00:13:06.485 and think about the single biggest  
NOTE Confidence: 0.934090250909091  
00:13:06.485 --> 00:13:09.278 leadership challenge you face at present.  
NOTE Confidence: 0.934090250909091  
00:13:09.280 --> 00:13:09.640 OK?  
NOTE Confidence: 0.934090250909091  
00:13:09.640 --> 00:13:13.080 Doesn't need to be tied to a job description,  
NOTE Confidence: 0.934090250909091  
00:13:13.080 --> 00:13:15.840 just something that you are leading  
NOTE Confidence: 0.934090250909091  
00:13:15.840 --> 00:13:18.593 that you are finding challenging, OK.  
NOTE Confidence: 0.934090250909091  
00:13:18.593 --> 00:13:21.064 And take a couple of notes for  
NOTE Confidence: 0.934090250909091  
00:13:21.064 --> 00:13:23.477 yourself mentally or writing it down what,  
NOTE Confidence: 0.934090250909091  
00:13:23.480 --> 00:13:24.432 what that looks like.  
NOTE Confidence: 0.934090250909091  
00:13:24.432 --> 00:13:26.320 I'll give you a minute to do that.  
NOTE Confidence: 0.689562454

00:13:45.330 --> 00:13:47.489 So what the challenge is, what it's like,

NOTE Confidence: 0.730839312

00:13:50.410 --> 00:13:52.018 what's difficult, etcetera.

NOTE Confidence: 0.730839312

00:13:52.018 --> 00:13:55.450 All right. And then we're going to

NOTE Confidence: 0.730839312

00:13:55.450 --> 00:13:57.130 do a little workshopping of your

NOTE Confidence: 0.730839312

00:13:57.188 --> 00:13:59.036 challenge as we go along along the

NOTE Confidence: 0.730839312

00:13:59.036 --> 00:14:00.799 lines of these three principles.

NOTE Confidence: 0.730839312

00:14:00.800 --> 00:14:05.090 OK. So principle one of leading

NOTE Confidence: 0.730839312

00:14:05.090 --> 00:14:07.994 effectively is that you've got

NOTE Confidence: 0.730839312

00:14:07.994 --> 00:14:10.273 to know your own anchor, OK.

NOTE Confidence: 0.730839312

00:14:10.273 --> 00:14:13.908 If you are not clear on your own strengths,

NOTE Confidence: 0.730839312

00:14:13.908 --> 00:14:15.159 on your values,

NOTE Confidence: 0.730839312

00:14:15.160 --> 00:14:18.222 on your own sense of why it's going

NOTE Confidence: 0.730839312

00:14:18.222 --> 00:14:21.345 to be very difficult to lead others in

NOTE Confidence: 0.730839312

00:14:21.345 --> 00:14:23.830 a way that both encourages the work

NOTE Confidence: 0.730839312

00:14:23.901 --> 00:14:26.189 and builds the relationships, OK.

NOTE Confidence: 0.730839312

00:14:26.189 --> 00:14:27.792 And it's also going to be difficult

NOTE Confidence: 0.730839312

00:14:27.792 --> 00:14:30.000 for you to guide your career and to

NOTE Confidence: 0.730839312

00:14:30.000 --> 00:14:31.960 to besides just following you know,

NOTE Confidence: 0.730839312

00:14:31.960 --> 00:14:33.304 the standard steps in the hierarchies

NOTE Confidence: 0.730839312

00:14:33.304 --> 00:14:35.018 can be hard for you to figure out

NOTE Confidence: 0.730839312

00:14:35.018 --> 00:14:36.440 what it is that you actually want.

NOTE Confidence: 0.730839312

00:14:36.440 --> 00:14:38.672 So how do we do that in the programs?

NOTE Confidence: 0.730839312

00:14:38.680 --> 00:14:41.317 How do we help people to find their anchor?

NOTE Confidence: 0.730839312

00:14:41.320 --> 00:14:45.224 Well, we do a lot of soul searching

NOTE Confidence: 0.730839312

00:14:45.224 --> 00:14:47.656 and self assessments around strengths.

NOTE Confidence: 0.730839312

00:14:47.656 --> 00:14:50.076 So this is one example,

NOTE Confidence: 0.730839312

00:14:50.080 --> 00:14:52.084 the strengths Finder and people take

NOTE Confidence: 0.730839312

00:14:52.084 --> 00:14:54.259 this instrument and they find which of

NOTE Confidence: 0.730839312

00:14:54.259 --> 00:14:57.440 these 33 or 34 strengths are their top five.

NOTE Confidence: 0.730839312

00:14:57.440 --> 00:14:58.630 And we talk about how people are

NOTE Confidence: 0.730839312

00:14:58.630 --> 00:14:59.876 bringing that into the work or they're

NOTE Confidence: 0.730839312

00:14:59.876 --> 00:15:00.920 not bringing that into the work,  
NOTE Confidence: 0.730839312

00:15:00.920 --> 00:15:02.782 What they can do to bring it  
NOTE Confidence: 0.730839312

00:15:02.782 --> 00:15:04.312 into the work more, OK.  
NOTE Confidence: 0.730839312

00:15:04.312 --> 00:15:06.424 We also do some work around  
NOTE Confidence: 0.730839312

00:15:06.424 --> 00:15:08.838 this idea of starting with Y.  
NOTE Confidence: 0.730839312

00:15:08.840 --> 00:15:10.800 And that's the idea that you don't  
NOTE Confidence: 0.730839312

00:15:10.800 --> 00:15:12.597 start with what do I need to do?  
NOTE Confidence: 0.730839312

00:15:12.600 --> 00:15:13.839 How do I get the grant done?  
NOTE Confidence: 0.730839312

00:15:13.840 --> 00:15:15.856 How do I make sure I, you know,  
NOTE Confidence: 0.730839312

00:15:15.856 --> 00:15:17.796 do this and that clinically,  
NOTE Confidence: 0.730839312

00:15:17.800 --> 00:15:19.915 how do I get all my notes done right.  
NOTE Confidence: 0.730839312

00:15:19.920 --> 00:15:21.960 But we actually start from what?  
NOTE Confidence: 0.730839312

00:15:21.960 --> 00:15:23.815 What is the deeper reason or the  
NOTE Confidence: 0.730839312

00:15:23.815 --> 00:15:25.516 core belief that you're doing the  
NOTE Confidence: 0.730839312

00:15:25.516 --> 00:15:27.678 work and how does that ripple out  
NOTE Confidence: 0.730839312

00:15:27.678 --> 00:15:29.999 or manifest in how you are working

NOTE Confidence: 0.730839312

00:15:30.000 --> 00:15:31.758 and therefore what you are doing?

NOTE Confidence: 0.730839312

00:15:31.760 --> 00:15:36.723 What the product is OK And then something

NOTE Confidence: 0.730839312

00:15:36.723 --> 00:15:39.250 else we do in in these different

NOTE Confidence: 0.730839312

00:15:39.330 --> 00:15:41.598 programs is some values work OK?

NOTE Confidence: 0.730839312

00:15:41.600 --> 00:15:44.396 So what are your core values?

NOTE Confidence: 0.730839312

00:15:44.400 --> 00:15:46.353 And I'll show you a long list of values

NOTE Confidence: 0.730839312

00:15:46.353 --> 00:15:48.355 that we sometimes use in these programs.

NOTE Confidence: 0.730839312

00:15:48.360 --> 00:15:50.912 What are your core values and

NOTE Confidence: 0.730839312

00:15:50.912 --> 00:15:53.096 how do they speak to and resonate

NOTE Confidence: 0.730839312

00:15:53.096 --> 00:15:55.268 with the values of the institution

NOTE Confidence: 0.730839312

00:15:55.268 --> 00:15:57.113 versus how do they not?

NOTE Confidence: 0.730839312

00:15:57.120 --> 00:15:59.640 And how can you try and find some

NOTE Confidence: 0.730839312

00:15:59.640 --> 00:16:01.235 alignment so that you're able to

NOTE Confidence: 0.730839312

00:16:01.235 --> 00:16:02.960 do your work from a place of, like,

NOTE Confidence: 0.730839312

00:16:02.960 --> 00:16:04.512 you know, intrinsic motivation,

NOTE Confidence: 0.730839312

00:16:04.512 --> 00:16:06.840 not just because you have to.  
NOTE Confidence: 0.730839312

00:16:06.840 --> 00:16:11.576 OK, so an example of this and I would,  
NOTE Confidence: 0.730839312

00:16:11.576 --> 00:16:14.114 you know, invite you to just take a look.  
NOTE Confidence: 0.730839312

00:16:14.120 --> 00:16:15.476 I know it's very, very small.  
NOTE Confidence: 0.730839312

00:16:15.480 --> 00:16:17.008 I tried my best to make it as  
NOTE Confidence: 0.730839312

00:16:17.008 --> 00:16:17.920 big as possible.  
NOTE Confidence: 0.730839312

00:16:17.920 --> 00:16:20.456 But this is like a values exercise that  
NOTE Confidence: 0.730839312

00:16:20.456 --> 00:16:23.061 is comes from a book called I think  
NOTE Confidence: 0.730839312

00:16:23.061 --> 00:16:25.718 Leading with Heart or Coaching with Heart.  
NOTE Confidence: 0.730839312

00:16:25.720 --> 00:16:27.405 I can't remember the title  
NOTE Confidence: 0.730839312

00:16:27.405 --> 00:16:28.753 by Boyatzis and company.  
NOTE Confidence: 0.730839312

00:16:28.760 --> 00:16:29.116 Big,  
NOTE Confidence: 0.730839312

00:16:29.116 --> 00:16:31.252 big folks doing a lot of  
NOTE Confidence: 0.730839312

00:16:31.252 --> 00:16:32.320 leadership development work.  
NOTE Confidence: 0.730839312

00:16:32.320 --> 00:16:35.074 And what what I asked people to do is,  
NOTE Confidence: 0.730839312

00:16:35.080 --> 00:16:35.472 OK,

NOTE Confidence: 0.730839312

00:16:35.472 --> 00:16:37.824 so choose the top 15 values

NOTE Confidence: 0.730839312

00:16:37.824 --> 00:16:39.000 from this list

NOTE Confidence: 0.939504576666667

00:16:39.000 --> 00:16:42.960 and then whittle it down to the top five.

NOTE Confidence: 0.939504576666667

00:16:42.960 --> 00:16:45.480 And once you know those top five values,

NOTE Confidence: 0.939504576666667

00:16:45.480 --> 00:16:48.880 how much are you acting out of that?

NOTE Confidence: 0.939504576666667

00:16:48.880 --> 00:16:50.356 How much are you not acting out of that?

NOTE Confidence: 0.939504576666667

00:16:50.360 --> 00:16:52.360 What's the delta there?

NOTE Confidence: 0.939504576666667

00:16:52.360 --> 00:16:56.118 And how do we bridge that gap?

NOTE Confidence: 0.939504576666667

00:16:56.120 --> 00:16:58.064 All right, so that people you

NOTE Confidence: 0.939504576666667

00:16:58.064 --> 00:16:59.360 can work more effectively?

NOTE Confidence: 0.939504576666667

00:16:59.360 --> 00:17:01.352 And then how does that speak

NOTE Confidence: 0.939504576666667

00:17:01.352 --> 00:17:03.200 to what you most value?

NOTE Confidence: 0.939504576666667

00:17:03.200 --> 00:17:05.186 How does that speak to the

NOTE Confidence: 0.939504576666667

00:17:05.186 --> 00:17:07.040 School of Medicine core values?

NOTE Confidence: 0.939504576666667

00:17:07.040 --> 00:17:08.414 So I'll, I'll give an example

NOTE Confidence: 0.939504576666667

00:17:08.414 --> 00:17:10.140 and I'll speak more about my own  
NOTE Confidence: 0.939504576666667

00:17:10.140 --> 00:17:11.400 career trajectory in a moment.  
NOTE Confidence: 0.939504576666667

00:17:11.400 --> 00:17:15.315 But when I when I got on my postdoc,  
NOTE Confidence: 0.939504576666667

00:17:15.320 --> 00:17:16.880 and as I finished my postdoc,  
NOTE Confidence: 0.939504576666667

00:17:16.880 --> 00:17:18.567 I realized I did not want to  
NOTE Confidence: 0.939504576666667

00:17:18.567 --> 00:17:20.119 be a researcher and this was a  
NOTE Confidence: 0.939504576666667

00:17:20.120 --> 00:17:22.598 big I was going to say tragedy.  
NOTE Confidence: 0.939504576666667

00:17:22.600 --> 00:17:23.476 That's too strong of a word.  
NOTE Confidence: 0.939504576666667

00:17:23.480 --> 00:17:26.513 It was a big moment of confusion for me.  
NOTE Confidence: 0.939504576666667

00:17:26.520 --> 00:17:27.888 But it felt like a tragedy because I  
NOTE Confidence: 0.939504576666667

00:17:27.888 --> 00:17:29.312 had been trained to do research and I  
NOTE Confidence: 0.939504576666667

00:17:29.312 --> 00:17:31.079 was worried I was going to let everyone down,  
NOTE Confidence: 0.939504576666667

00:17:31.080 --> 00:17:32.760 that I wasn't doing research.  
NOTE Confidence: 0.939504576666667

00:17:32.760 --> 00:17:34.902 And so I thought that a career  
NOTE Confidence: 0.939504576666667

00:17:34.902 --> 00:17:36.917 in the Academy was not for me,  
NOTE Confidence: 0.939504576666667

00:17:36.920 --> 00:17:39.840 but that's because I was thinking only about,

NOTE Confidence: 0.939504576666667  
00:17:39.840 --> 00:17:41.282 right, this one up here, discovery,  
NOTE Confidence: 0.939504576666667  
00:17:41.282 --> 00:17:42.368 innovation and scholarship.  
NOTE Confidence: 0.939504576666667  
00:17:42.368 --> 00:17:45.445 If I wasn't going to be the person to  
NOTE Confidence: 0.939504576666667  
00:17:45.445 --> 00:17:47.879 have an independent lab and have 5 RO one,  
NOTE Confidence: 0.939504576666667  
00:17:47.880 --> 00:17:49.875 there would be no place for me.  
NOTE Confidence: 0.939504576666667  
00:17:49.880 --> 00:17:51.525 That actually turned out not to be  
NOTE Confidence: 0.939504576666667  
00:17:51.525 --> 00:17:53.740 the case because some of these other  
NOTE Confidence: 0.939504576666667  
00:17:53.740 --> 00:17:55.880 values really resonate with me, right.  
NOTE Confidence: 0.939504576666667  
00:17:55.880 --> 00:17:58.680 And that's where I make my contribution.  
NOTE Confidence: 0.939504576666667  
00:17:58.680 --> 00:17:58.956 OK,  
NOTE Confidence: 0.939504576666667  
00:17:58.956 --> 00:18:00.888 So that's an example of alignment of  
NOTE Confidence: 0.939504576666667  
00:18:00.888 --> 00:18:03.359 your own values with institutional values.  
NOTE Confidence: 0.939504576666667  
00:18:03.360 --> 00:18:07.476 OK. Any questions about this principle?  
NOTE Confidence: 0.939504576666667  
00:18:07.480 --> 00:18:09.760 No. OK.  
NOTE Confidence: 0.939504576666667  
00:18:09.760 --> 00:18:13.120 So you thought about your biggest  
NOTE Confidence: 0.939504576666667

00:18:13.120 --> 00:18:15.078 leadership challenge at present.  
NOTE Confidence: 0.939504576666667

00:18:15.078 --> 00:18:17.592 So is something going on with  
NOTE Confidence: 0.939504576666667

00:18:17.592 --> 00:18:19.479 that where your values,  
NOTE Confidence: 0.939504576666667

00:18:19.480 --> 00:18:20.240 your strengths,  
NOTE Confidence: 0.939504576666667

00:18:20.240 --> 00:18:21.000 your assets,  
NOTE Confidence: 0.939504576666667

00:18:21.000 --> 00:18:23.280 I'm just going to try to  
NOTE Confidence: 0.937109768

00:18:23.280 --> 00:18:25.360 get rid of that message. Go go  
NOTE Confidence: 0.69281754

00:18:25.400 --> 00:18:28.416 on. OK. Where your values, your strengths,  
NOTE Confidence: 0.69281754

00:18:28.416 --> 00:18:32.008 your assets could be more articulated  
NOTE Confidence: 0.69281754

00:18:32.008 --> 00:18:35.760 or more closely aligned, right.  
NOTE Confidence: 0.36884505

00:18:38.240 --> 00:18:40.900 OK Oh, you know what?  
NOTE Confidence: 0.36884505

00:18:40.900 --> 00:18:42.260 I think it's here, there.  
NOTE Confidence: 0.36884505

00:18:42.260 --> 00:18:43.760 I said it was OK.  
NOTE Confidence: 0.36884505

00:18:43.760 --> 00:18:45.272 It came up here and I expressed it's OK.  
NOTE Confidence: 0.36884505

00:18:45.280 --> 00:18:48.746 The close captioning. Yeah, OK, great.  
NOTE Confidence: 0.36884505

00:18:48.746 --> 00:18:52.474 So is there a way that you can

NOTE Confidence: 0.36884505

00:18:52.474 --> 00:18:56.416 think about aligning your work and

NOTE Confidence: 0.36884505

00:18:56.416 --> 00:18:58.524 or the way that you're leading more

NOTE Confidence: 0.36884505

00:18:58.524 --> 00:19:00.080 in line with with your values,

NOTE Confidence: 0.36884505

00:19:00.080 --> 00:19:02.393 more in line with a deeper sense of why?

NOTE Confidence: 0.36884505

00:19:02.400 --> 00:19:04.920 And can that help you with the

NOTE Confidence: 0.36884505

00:19:04.920 --> 00:19:07.000 challenge that you thought about?

NOTE Confidence: 0.36884505

00:19:07.000 --> 00:19:09.024 OK, think about that.

NOTE Confidence: 0.36884505

00:19:09.024 --> 00:19:10.036 All right.

NOTE Confidence: 0.80643411

00:19:13.480 --> 00:19:14.640 But now I can't progress.

NOTE Confidence: 0.80643411

00:19:14.640 --> 00:19:18.920 Let me see. There we go, OK,

NOTE Confidence: 0.80643411

00:19:18.920 --> 00:19:21.466 so Principle #2, manage discomfort.

NOTE Confidence: 0.80643411

00:19:21.466 --> 00:19:25.410 OK. So a lot of this idea draws

NOTE Confidence: 0.80643411

00:19:25.515 --> 00:19:28.275 from the work of Tara Moore,

NOTE Confidence: 0.80643411

00:19:28.280 --> 00:19:31.034 who does a lot of really interesting work

NOTE Confidence: 0.80643411

00:19:31.034 --> 00:19:33.398 in the women's leadership development space.

NOTE Confidence: 0.80643411

00:19:33.400 --> 00:19:35.320 And she's written a book called Playing Big,

NOTE Confidence: 0.80643411

00:19:35.320 --> 00:19:37.400 which I use with everybody who I coach.

NOTE Confidence: 0.80643411

00:19:37.400 --> 00:19:38.360 OK, So I'm just putting it out there.

NOTE Confidence: 0.80643411

00:19:38.360 --> 00:19:40.604 I use it with tenure, male faculty and

NOTE Confidence: 0.80643411

00:19:40.604 --> 00:19:43.123 people get things out of this book. OK.

NOTE Confidence: 0.80643411

00:19:43.123 --> 00:19:46.027 So one thing that she writes about is

NOTE Confidence: 0.80643411

00:19:46.027 --> 00:19:49.154 self doubt is going to be here to stay.

NOTE Confidence: 0.80643411

00:19:49.160 --> 00:19:51.230 Playing big or acting more out

NOTE Confidence: 0.80643411

00:19:51.230 --> 00:19:53.979 of what you want than out of the

NOTE Confidence: 0.80643411

00:19:53.979 --> 00:19:55.917 fear that you feel about it.

NOTE Confidence: 0.80643411

00:19:55.920 --> 00:19:57.996 Is is the way to go.

NOTE Confidence: 0.80643411

00:19:58.000 --> 00:19:59.568 OK, So playing big is about acting

NOTE Confidence: 0.80643411

00:19:59.568 --> 00:20:00.440 in spite of it.

NOTE Confidence: 0.80643411

00:20:00.440 --> 00:20:01.010 All right.

NOTE Confidence: 0.80643411

00:20:01.010 --> 00:20:03.862 So and in this book she has a lot

NOTE Confidence: 0.80643411

00:20:03.862 --> 00:20:05.359 of different principles.

NOTE Confidence: 0.80643411

00:20:05.360 --> 00:20:06.400 Many of the lists here,

NOTE Confidence: 0.80643411

00:20:06.400 --> 00:20:07.558 a couple of them I generated.

NOTE Confidence: 0.80643411

00:20:07.560 --> 00:20:09.102 Many of them actually come from

NOTE Confidence: 0.80643411

00:20:09.102 --> 00:20:09.873 from her work.

NOTE Confidence: 0.80643411

00:20:09.880 --> 00:20:13.982 So one, keep the intention and the

NOTE Confidence: 0.80643411

00:20:13.982 --> 00:20:16.391 intentions and the values front and

NOTE Confidence: 0.80643411

00:20:16.391 --> 00:20:18.635 center what we just talked about.

NOTE Confidence: 0.80643411

00:20:18.640 --> 00:20:20.680 OK #2 clarify the nature of your fear.

NOTE Confidence: 0.80643411

00:20:20.680 --> 00:20:22.040 I don't know where the word fear went,

NOTE Confidence: 0.80643411

00:20:22.040 --> 00:20:23.128 but of your fear.

NOTE Confidence: 0.80643411

00:20:23.128 --> 00:20:23.400 OK,

NOTE Confidence: 0.80643411

00:20:23.400 --> 00:20:26.595 so is this really something to be afraid of?

NOTE Confidence: 0.80643411

00:20:26.600 --> 00:20:28.515 Is something really bad going

NOTE Confidence: 0.80643411

00:20:28.515 --> 00:20:30.868 to happen if you decide you

NOTE Confidence: 0.80643411

00:20:30.868 --> 00:20:33.034 don't want to submit the grant?

NOTE Confidence: 0.80643411

00:20:33.040 --> 00:20:34.654 Is something really bad going to  
NOTE Confidence: 0.80643411

00:20:34.654 --> 00:20:36.940 happen if you push back around  
NOTE Confidence: 0.80643411

00:20:36.940 --> 00:20:38.820 clinical responsibilities?  
NOTE Confidence: 0.80643411

00:20:38.820 --> 00:20:41.770 Or is there something deeper in you  
NOTE Confidence: 0.80643411

00:20:41.770 --> 00:20:44.517 that's calling for you to do some other work?  
NOTE Confidence: 0.80643411

00:20:44.520 --> 00:20:46.578 And should you be leaning into that  
NOTE Confidence: 0.80643411

00:20:46.578 --> 00:20:48.238 or identifying that or or heeding  
NOTE Confidence: 0.80643411

00:20:48.238 --> 00:20:49.918 that call And that may bring up  
NOTE Confidence: 0.80643411

00:20:49.980 --> 00:20:51.640 something that feels like fear,  
NOTE Confidence: 0.80643411

00:20:51.640 --> 00:20:54.280 but it may be more excitement  
NOTE Confidence: 0.80643411

00:20:54.280 --> 00:20:55.593 around opportunity. OK.  
NOTE Confidence: 0.80643411

00:20:55.593 --> 00:20:58.240 And she calls it the inner critic.  
NOTE Confidence: 0.80643411

00:20:58.240 --> 00:20:59.920 That's one way to talk about it.  
NOTE Confidence: 0.80643411

00:20:59.920 --> 00:21:01.040 You know that that voice  
NOTE Confidence: 0.80643411

00:21:01.040 --> 00:21:02.160 within you holding you back,  
NOTE Confidence: 0.80643411

00:21:02.160 --> 00:21:03.560 it's not safe for me to do this.

NOTE Confidence: 0.80643411

00:21:03.560 --> 00:21:05.520 I'm going to get in trouble if I do this.

NOTE Confidence: 0.80643411

00:21:05.520 --> 00:21:05.794 Well.

NOTE Confidence: 0.80643411

00:21:05.794 --> 00:21:07.986 Are you really going to get in trouble

NOTE Confidence: 0.80643411

00:21:07.986 --> 00:21:10.472 if you do what you think is right to do?

NOTE Confidence: 0.80643411

00:21:10.480 --> 00:21:10.786 OK.

NOTE Confidence: 0.80643411

00:21:10.786 --> 00:21:11.704 And, you know,

NOTE Confidence: 0.80643411

00:21:11.704 --> 00:21:13.234 so on and so forth,

NOTE Confidence: 0.80643411

00:21:13.240 --> 00:21:14.593 Owning your contributions,

NOTE Confidence: 0.80643411

00:21:14.593 --> 00:21:16.397 bringing a growth mindset,

NOTE Confidence: 0.80643411

00:21:16.400 --> 00:21:16.922 practicing self-care.

NOTE Confidence: 0.80643411

00:21:16.922 --> 00:21:18.749 And in the programs we talk a

NOTE Confidence: 0.80643411

00:21:18.749 --> 00:21:20.398 lot about this and we we do

NOTE Confidence: 0.80643411

00:21:20.398 --> 00:21:21.720 exercises around how to do this.

NOTE Confidence: 0.80643411

00:21:21.720 --> 00:21:21.921 OK,

NOTE Confidence: 0.80643411

00:21:21.921 --> 00:21:23.328 so I'm giving you sort of the

NOTE Confidence: 0.80643411

00:21:23.328 --> 00:21:24.440 greatest hits without us getting  
NOTE Confidence: 0.80643411

00:21:24.440 --> 00:21:25.994 into some of the mechanics of it,  
NOTE Confidence: 0.80643411

00:21:26.000 --> 00:21:27.400 'cause we don't have time.  
NOTE Confidence: 0.80643411

00:21:27.400 --> 00:21:30.640 But the idea is it's uncomfortable.  
NOTE Confidence: 0.80643411

00:21:30.640 --> 00:21:34.471 It is uncomfortable to consider  
NOTE Confidence: 0.80643411

00:21:34.471 --> 00:21:36.319 doing things in a in a different way,  
NOTE Confidence: 0.80643411

00:21:36.320 --> 00:21:38.264 to consider doing things along the  
NOTE Confidence: 0.80643411

00:21:38.264 --> 00:21:40.718 line with your values and your strengths.  
NOTE Confidence: 0.80643411

00:21:40.720 --> 00:21:42.556 It's uncomfortable to do that sometimes.  
NOTE Confidence: 0.80643411

00:21:42.560 --> 00:21:45.758 No, that doesn't mean you shouldn't.  
NOTE Confidence: 0.80643411

00:21:45.760 --> 00:21:47.600 OK, OK,  
NOTE Confidence: 0.80643411

00:21:47.600 --> 00:21:49.164 Another thing that's really  
NOTE Confidence: 0.80643411

00:21:49.164 --> 00:21:51.119 important as you are managing,  
NOTE Confidence: 0.80643411

00:21:51.120 --> 00:21:52.000 you know,  
NOTE Confidence: 0.80643411

00:21:52.000 --> 00:21:54.640 worry or fear or discomfort is  
NOTE Confidence: 0.80643411

00:21:54.640 --> 00:21:56.655 having actual clarity about

NOTE Confidence: 0.80643411

00:21:56.655 --> 00:21:58.755 what your priorities are.

NOTE Confidence: 0.80643411

00:21:58.760 --> 00:21:59.570 All right,

NOTE Confidence: 0.80643411

00:21:59.570 --> 00:22:02.810 so this is a rubric I use in

NOTE Confidence: 0.843070198

00:22:02.920 --> 00:22:05.622 a lot of the courses where, well,

NOTE Confidence: 0.843070198

00:22:05.622 --> 00:22:07.799 I should probably stand by the microphone,

NOTE Confidence: 0.843070198

00:22:07.800 --> 00:22:09.372 right. Sorry, sorry.

NOTE Confidence: 0.843070198

00:22:09.372 --> 00:22:13.040 So where if someone is early career,

NOTE Confidence: 0.843070198

00:22:13.040 --> 00:22:16.080 we have them question right.

NOTE Confidence: 0.843070198

00:22:16.080 --> 00:22:18.996 So your your boss asked you to do something.

NOTE Confidence: 0.843070198

00:22:19.000 --> 00:22:21.280 How high yield is it?

NOTE Confidence: 0.843070198

00:22:21.280 --> 00:22:22.592 Is the time commitment

NOTE Confidence: 0.843070198

00:22:22.592 --> 00:22:24.560 manageable and will you enjoy it?

NOTE Confidence: 0.843070198

00:22:24.560 --> 00:22:26.048 And when you look at something

NOTE Confidence: 0.843070198

00:22:26.048 --> 00:22:27.671 and you figure out along those

NOTE Confidence: 0.843070198

00:22:27.671 --> 00:22:29.116 3 dimensions where it falls,

NOTE Confidence: 0.843070198

00:22:29.120 --> 00:22:31.928 then you use the key over on the right  
NOTE Confidence: 0.843070198

00:22:31.928 --> 00:22:34.028 side to see whether to what degree  
NOTE Confidence: 0.843070198

00:22:34.028 --> 00:22:35.760 you should consider doing it. OK.  
NOTE Confidence: 0.843070198

00:22:35.760 --> 00:22:38.320 And when someone is later in their career,  
NOTE Confidence: 0.843070198

00:22:38.320 --> 00:22:40.798 they're the order of of important switches.  
NOTE Confidence: 0.843070198

00:22:40.800 --> 00:22:42.992 So then there's a little bit more freedom  
NOTE Confidence: 0.843070198

00:22:42.992 --> 00:22:45.241 to ask the question how much I enjoy  
NOTE Confidence: 0.843070198

00:22:45.241 --> 00:22:47.470 it versus how high yield is it, right.  
NOTE Confidence: 0.843070198

00:22:47.470 --> 00:22:49.810 Because the people are no longer  
NOTE Confidence: 0.843070198

00:22:49.810 --> 00:22:51.478 building in lockstep there.  
NOTE Confidence: 0.843070198

00:22:51.478 --> 00:22:52.756 There's more leverage.  
NOTE Confidence: 0.843070198

00:22:52.760 --> 00:22:53.280 OK.  
NOTE Confidence: 0.843070198

00:22:53.280 --> 00:22:56.564 So this is something that I'll often  
NOTE Confidence: 0.843070198

00:22:56.564 --> 00:22:59.836 use in in classes or in coaching to help  
NOTE Confidence: 0.843070198

00:22:59.836 --> 00:23:02.559 people really get centered in terms of,  
NOTE Confidence: 0.843070198

00:23:02.559 --> 00:23:04.317 OK, you're afraid to try something,

NOTE Confidence: 0.843070198

00:23:04.320 --> 00:23:05.856 but should you be?

NOTE Confidence: 0.843070198

00:23:05.856 --> 00:23:08.160 How does it fit into this?

NOTE Confidence: 0.843070198

00:23:08.160 --> 00:23:10.080 All right.

NOTE Confidence: 0.843070198

00:23:10.080 --> 00:23:14.994 And then one other dimension is resilience.

NOTE Confidence: 0.843070198

00:23:15.000 --> 00:23:17.880 OK, so this is Steve Southwick,

NOTE Confidence: 0.843070198

00:23:17.880 --> 00:23:19.637 and Dennis Charney wrote a book on.

NOTE Confidence: 0.843070198

00:23:19.640 --> 00:23:20.996 They've written a lot on resilience,

NOTE Confidence: 0.843070198

00:23:21.000 --> 00:23:23.448 but they wrote a really good book on

NOTE Confidence: 0.843070198

00:23:23.448 --> 00:23:25.072 resilience in which they profiled

NOTE Confidence: 0.843070198

00:23:25.072 --> 00:23:27.040 people who had lived through really,

NOTE Confidence: 0.843070198

00:23:27.040 --> 00:23:28.048 really difficult events.

NOTE Confidence: 0.843070198

00:23:28.048 --> 00:23:31.318 I mean, you know, PO WS in Vietnam,

NOTE Confidence: 0.843070198

00:23:31.320 --> 00:23:34.820 Victims of abuse and how these people

NOTE Confidence: 0.843070198

00:23:34.820 --> 00:23:37.970 had managed those, those life events.

NOTE Confidence: 0.843070198

00:23:37.970 --> 00:23:41.706 OK. And these were the 8.

NOTE Confidence: 0.843070198

00:23:41.706 --> 00:23:44.190 Is it 891010?  
NOTE Confidence: 0.843070198

00:23:44.190 --> 00:23:47.760 It looks like 10 dimensions of resilience.  
NOTE Confidence: 0.843070198

00:23:47.760 --> 00:23:48.328 OK.  
NOTE Confidence: 0.843070198

00:23:48.328 --> 00:23:51.122 So as you are, you know,  
NOTE Confidence: 0.843070198

00:23:51.122 --> 00:23:52.427 leaning more into what it  
NOTE Confidence: 0.843070198

00:23:52.427 --> 00:23:53.880 is that you want to do,  
NOTE Confidence: 0.843070198

00:23:53.880 --> 00:23:57.280 what other supports from here can you draw?  
NOTE Confidence: 0.843070198

00:23:57.280 --> 00:23:59.508 All right.  
NOTE Confidence: 0.843070198

00:23:59.508 --> 00:24:01.596 Any questions about this second principle?  
NOTE Confidence: 0.72674818

00:24:04.520 --> 00:24:07.696 All right. So what reserves?  
NOTE Confidence: 0.72674818

00:24:07.696 --> 00:24:09.152 This is the second question for you.  
NOTE Confidence: 0.72674818

00:24:09.160 --> 00:24:12.384 What reserves can you draw upon to manage  
NOTE Confidence: 0.72674818

00:24:12.384 --> 00:24:15.425 discomfort as you navigate the leadership  
NOTE Confidence: 0.72674818

00:24:15.425 --> 00:24:18.115 challenge that you identified earlier?  
NOTE Confidence: 0.72674818

00:24:18.120 --> 00:24:20.920 It's another really important question. OK.  
NOTE Confidence: 0.7142168

00:24:23.480 --> 00:24:25.520 All right. So third principle,

NOTE Confidence: 0.7142168

00:24:25.520 --> 00:24:26.606 and then we'll talk a little

NOTE Confidence: 0.7142168

00:24:26.606 --> 00:24:27.840 bit more about the programming.

NOTE Confidence: 0.942321921538461

00:24:30.680 --> 00:24:33.392 OK. So principle #3 is that nothing gets

NOTE Confidence: 0.942321921538461

00:24:33.392 --> 00:24:35.798 done without relationships with others.

NOTE Confidence: 0.942321921538461

00:24:35.800 --> 00:24:38.016 And by that I don't mean, you know,

NOTE Confidence: 0.942321921538461

00:24:38.016 --> 00:24:39.956 the the the building relationships,

NOTE Confidence: 0.942321921538461

00:24:39.960 --> 00:24:42.438 I mean the potential of what

NOTE Confidence: 0.942321921538461

00:24:42.438 --> 00:24:43.677 relationships can bring.

NOTE Confidence: 0.942321921538461

00:24:43.680 --> 00:24:46.938 OK, So I want to tell here a story

NOTE Confidence: 0.942321921538461

00:24:46.938 --> 00:24:50.119 about my own career trajectory here.

NOTE Confidence: 0.942321921538461

00:24:50.120 --> 00:24:57.100 So in 2009 I I graduated with my PhD in

NOTE Confidence: 0.942321921538461

00:24:57.100 --> 00:25:01.240 psychology from FAS and I took a postdoc.

NOTE Confidence: 0.942321921538461

00:25:01.240 --> 00:25:04.920 It was AT32 in the department of psychiatry

NOTE Confidence: 0.942321921538461

00:25:04.920 --> 00:25:08.000 and I had finished my dissertation in O8.

NOTE Confidence: 0.942321921538461

00:25:08.000 --> 00:25:10.247 And then I did my clinical internship

NOTE Confidence: 0.942321921538461

00:25:10.247 --> 00:25:12.024 at the Connecticut Mental Health Center

NOTE Confidence: 0.942321921538461

00:25:12.024 --> 00:25:15.040 for a year O 9 and over that year I

NOTE Confidence: 0.942321921538461

00:25:15.040 --> 00:25:17.080 was already starting to suspect it.

NOTE Confidence: 0.942321921538461

00:25:17.080 --> 00:25:17.956 When I was in grad school,

NOTE Confidence: 0.942321921538461

00:25:17.960 --> 00:25:19.878 I didn't want to be a researcher.

NOTE Confidence: 0.942321921538461

00:25:19.880 --> 00:25:21.315 And over that year of clinical work,

NOTE Confidence: 0.942321921538461

00:25:21.320 --> 00:25:23.714 I knew I didn't want to be a researcher.

NOTE Confidence: 0.942321921538461

00:25:23.720 --> 00:25:25.200 And I had taken this T32,

NOTE Confidence: 0.942321921538461

00:25:25.200 --> 00:25:27.664 which was a \*\*\*\*\* research postdoc.

NOTE Confidence: 0.942321921538461

00:25:27.664 --> 00:25:30.714 And I'm like, now what am I going to do?

NOTE Confidence: 0.942321921538461

00:25:30.720 --> 00:25:32.720 Because I need at least a year of

NOTE Confidence: 0.942321921538461

00:25:32.720 --> 00:25:34.637 postdoc to get my clinical license.

NOTE Confidence: 0.942321921538461

00:25:34.640 --> 00:25:35.588 And if I leave,

NOTE Confidence: 0.942321921538461

00:25:35.588 --> 00:25:37.680 then I have to pay back the money.

NOTE Confidence: 0.942321921538461

00:25:37.680 --> 00:25:39.280 That's how the T32 works.

NOTE Confidence: 0.942321921538461

00:25:39.280 --> 00:25:40.918 So what am I going to do?

NOTE Confidence: 0.942321921538461

00:25:40.920 --> 00:25:42.558 OK, so it was a real crisis.

NOTE Confidence: 0.942321921538461

00:25:42.560 --> 00:25:43.912 And so the postdoc went from being two

NOTE Confidence: 0.942321921538461

00:25:43.912 --> 00:25:45.453 years to being three years long, OK,

NOTE Confidence: 0.942321921538461

00:25:45.453 --> 00:25:48.117 Which at face value does not look great.

NOTE Confidence: 0.942321921538461

00:25:48.120 --> 00:25:48.393 OK.

NOTE Confidence: 0.942321921538461

00:25:48.393 --> 00:25:50.031 But went from being two years

NOTE Confidence: 0.942321921538461

00:25:50.031 --> 00:25:51.200 to three years long.

NOTE Confidence: 0.942321921538461

00:25:51.200 --> 00:25:53.184 And then I, we'll finish the postdoc and

NOTE Confidence: 0.942321921538461

00:25:53.184 --> 00:25:55.117 I'll talk more about that in a minute.

NOTE Confidence: 0.942321921538461

00:25:55.120 --> 00:25:57.436 And let's Fast forward 14 years.

NOTE Confidence: 0.942321921538461

00:25:57.440 --> 00:25:57.840 You know,

NOTE Confidence: 0.942321921538461

00:25:57.840 --> 00:25:59.440 I'm now a faculty member on the ladder,

NOTE Confidence: 0.942321921538461

00:25:59.440 --> 00:26:02.582 faculty at the School of Medicine, right.

NOTE Confidence: 0.942321921538461

00:26:02.582 --> 00:26:05.318 So it looks like a very nice trajectory.

NOTE Confidence: 0.942321921538461

00:26:05.320 --> 00:26:07.400 The thing is, though, it really wasn't that.

NOTE Confidence: 0.942321921538461

00:26:07.400 --> 00:26:10.824 OK, So what it was, was more like this.

NOTE Confidence: 0.942321921538461

00:26:10.824 --> 00:26:11.996 All right,

NOTE Confidence: 0.942321921538461

00:26:12.000 --> 00:26:12.320 so

NOTE Confidence: 0.776379276666667

00:26:14.480 --> 00:26:16.118 2009, I get on this postdoc and I'm like,

NOTE Confidence: 0.776379276666667

00:26:16.120 --> 00:26:17.320 this is not a good scene.

NOTE Confidence: 0.776379276666667

00:26:17.320 --> 00:26:18.520 What am I going to do?

NOTE Confidence: 0.776379276666667

00:26:18.520 --> 00:26:19.900 So I kind of refashioned the

NOTE Confidence: 0.776379276666667

00:26:19.900 --> 00:26:21.774 postdoc to be a little bit more

NOTE Confidence: 0.776379276666667

00:26:21.774 --> 00:26:23.274 policy based kind of research.

NOTE Confidence: 0.776379276666667

00:26:23.280 --> 00:26:25.290 I start working with Dimas around

NOTE Confidence: 0.776379276666667

00:26:25.290 --> 00:26:26.952 some things and I'm like, no,

NOTE Confidence: 0.776379276666667

00:26:26.952 --> 00:26:28.192 that that still wasn't right.

NOTE Confidence: 0.776379276666667

00:26:28.200 --> 00:26:30.318 So then I leave the Academy,

NOTE Confidence: 0.776379276666667

00:26:30.320 --> 00:26:32.612 except for a voluntary affiliation with

NOTE Confidence: 0.776379276666667

00:26:32.612 --> 00:26:34.759 the school of, with the psychiatry.

NOTE Confidence: 0.776379276666667

00:26:34.759 --> 00:26:36.757 And I go to the NIH.

NOTE Confidence: 0.776379276666667  
00:26:36.760 --> 00:26:38.830 And so I do a two year fellowship with  
NOTE Confidence: 0.776379276666667  
00:26:38.830 --> 00:26:40.760 the NIH doing lots of policy work.  
NOTE Confidence: 0.776379276666667  
00:26:40.760 --> 00:26:41.720 And I loved it.  
NOTE Confidence: 0.776379276666667  
00:26:41.720 --> 00:26:43.616 And one, one of the things I loved  
NOTE Confidence: 0.776379276666667  
00:26:43.616 --> 00:26:45.749 about it was that I saw a psychologist  
NOTE Confidence: 0.776379276666667  
00:26:45.749 --> 00:26:47.520 doing work that was not what we  
NOTE Confidence: 0.776379276666667  
00:26:47.520 --> 00:26:48.720 are traditionally trained to do,  
NOTE Confidence: 0.776379276666667  
00:26:48.720 --> 00:26:50.799 People doing all sorts of interesting stuff,  
NOTE Confidence: 0.776379276666667  
00:26:50.800 --> 00:26:52.148 moving forward different agendas.  
NOTE Confidence: 0.776379276666667  
00:26:52.148 --> 00:26:53.385 It was wonderful, OK?  
NOTE Confidence: 0.776379276666667  
00:26:53.385 --> 00:26:54.960 But my daughter was born in DC  
NOTE Confidence: 0.776379276666667  
00:26:54.960 --> 00:26:56.592 and my husband and I decided  
NOTE Confidence: 0.776379276666667  
00:26:56.592 --> 00:26:58.272 we didn't want to stay there.  
NOTE Confidence: 0.776379276666667  
00:26:58.280 --> 00:27:00.504 So we moved back to Connecticut, OK?  
NOTE Confidence: 0.776379276666667  
00:27:00.504 --> 00:27:02.040 And then I'm like,  
NOTE Confidence: 0.776379276666667

00:27:02.040 --> 00:27:03.160 I don't know what I'm going to do.  
NOTE Confidence: 0.776379276666667

00:27:03.160 --> 00:27:04.300 When I was staying home with  
NOTE Confidence: 0.776379276666667

00:27:04.300 --> 00:27:05.708 my daughter and I ran into a  
NOTE Confidence: 0.776379276666667

00:27:05.708 --> 00:27:06.920 former supervisor of mine at Bed,  
NOTE Confidence: 0.776379276666667

00:27:06.920 --> 00:27:08.760 Bath and Beyond, OK, former,  
NOTE Confidence: 0.776379276666667

00:27:08.760 --> 00:27:10.296 yes, former clinical supervisor  
NOTE Confidence: 0.776379276666667

00:27:10.296 --> 00:27:12.600 of mine who was doing coaching.  
NOTE Confidence: 0.776379276666667

00:27:12.600 --> 00:27:14.358 And I said, well, what's coaching?  
NOTE Confidence: 0.776379276666667

00:27:14.360 --> 00:27:16.440 And so I then worked with him for  
NOTE Confidence: 0.776379276666667

00:27:16.440 --> 00:27:18.091 several years, learning about coaching,  
NOTE Confidence: 0.776379276666667

00:27:18.091 --> 00:27:19.599 learning about consulting to  
NOTE Confidence: 0.776379276666667

00:27:19.599 --> 00:27:20.766 different businesses, etcetera.  
NOTE Confidence: 0.776379276666667

00:27:20.766 --> 00:27:22.796 And at the same time,  
NOTE Confidence: 0.776379276666667

00:27:22.800 --> 00:27:25.020 the School of Medicine was becoming  
NOTE Confidence: 0.776379276666667

00:27:25.020 --> 00:27:26.963 interested in more leadership development  
NOTE Confidence: 0.776379276666667

00:27:26.963 --> 00:27:28.958 work for their various grants,

NOTE Confidence: 0.776379276666667  
00:27:28.960 --> 00:27:30.060 some of EU grants,  
NOTE Confidence: 0.776379276666667  
00:27:30.060 --> 00:27:31.435 some of the P grants.  
NOTE Confidence: 0.776379276666667  
00:27:31.440 --> 00:27:32.810 They now had to incorporate  
NOTE Confidence: 0.776379276666667  
00:27:32.810 --> 00:27:33.358 leadership development.  
NOTE Confidence: 0.776379276666667  
00:27:33.360 --> 00:27:35.277 And so I threw my head in the ring  
NOTE Confidence: 0.776379276666667  
00:27:35.280 --> 00:27:37.630 and started teaching some classes  
NOTE Confidence: 0.776379276666667  
00:27:37.630 --> 00:27:39.040 around leadership development.  
NOTE Confidence: 0.776379276666667  
00:27:39.040 --> 00:27:40.840 Then there was interesting coaching.  
NOTE Confidence: 0.776379276666667  
00:27:40.840 --> 00:27:42.718 OK, so I started doing that.  
NOTE Confidence: 0.776379276666667  
00:27:42.720 --> 00:27:45.357 Then I randomly ran into Linda in the hall.  
NOTE Confidence: 0.776379276666667  
00:27:45.360 --> 00:27:46.515 I don't know what year it was.  
NOTE Confidence: 0.776379276666667  
00:27:46.520 --> 00:27:47.860 And Linda was doing leadership  
NOTE Confidence: 0.776379276666667  
00:27:47.860 --> 00:27:48.396 development work.  
NOTE Confidence: 0.776379276666667  
00:27:48.400 --> 00:27:49.840 And so I said, oh, Linda, listen to what?  
NOTE Confidence: 0.776379276666667  
00:27:49.840 --> 00:27:50.880 What I'm doing too.  
NOTE Confidence: 0.776379276666667

00:27:50.880 --> 00:27:53.516 OK, Fast forward to 2023,  
NOTE Confidence: 0.776379276666667

00:27:53.516 --> 00:27:56.159 right where I now am on faculty here.  
NOTE Confidence: 0.776379276666667

00:27:56.160 --> 00:27:56.573 OK,  
NOTE Confidence: 0.776379276666667

00:27:56.573 --> 00:27:59.877 so the reason I bring up this example  
NOTE Confidence: 0.776379276666667

00:27:59.880 --> 00:28:02.155 is because none of this would have  
NOTE Confidence: 0.776379276666667

00:28:02.155 --> 00:28:04.000 been possible without relationships.  
NOTE Confidence: 0.776379276666667

00:28:04.000 --> 00:28:05.332 None of it,  
NOTE Confidence: 0.776379276666667

00:28:05.332 --> 00:28:07.996 none of it was planned deliberately.  
NOTE Confidence: 0.776379276666667

00:28:08.000 --> 00:28:11.666 It was the IT was leveraging  
NOTE Confidence: 0.776379276666667

00:28:11.666 --> 00:28:14.268 relationships in a novel way  
NOTE Confidence: 0.776379276666667

00:28:14.268 --> 00:28:16.648 and being open to to approaching  
NOTE Confidence: 0.776379276666667

00:28:16.648 --> 00:28:18.720 people in a way that I hadn't  
NOTE Confidence: 0.776379276666667

00:28:18.790 --> 00:28:20.998 before that allowed this to happen.  
NOTE Confidence: 0.776379276666667

00:28:21.000 --> 00:28:21.532 OK,  
NOTE Confidence: 0.776379276666667

00:28:21.532 --> 00:28:24.724 so that is something that we  
NOTE Confidence: 0.776379276666667

00:28:24.724 --> 00:28:27.415 emphasize a lot in the programming.

NOTE Confidence: 0.776379276666667  
00:28:27.415 --> 00:28:29.190 OK, The importance of, OK,  
NOTE Confidence: 0.776379276666667  
00:28:29.190 --> 00:28:31.360 so how do you delegate to others?  
NOTE Confidence: 0.776379276666667  
00:28:31.360 --> 00:28:33.089 What does it mean to think about  
NOTE Confidence: 0.776379276666667  
00:28:33.089 --> 00:28:34.839 their needs as you're delegating?  
NOTE Confidence: 0.776379276666667  
00:28:34.840 --> 00:28:37.448 How do you manage up to different mentors,  
NOTE Confidence: 0.776379276666667  
00:28:37.448 --> 00:28:37.704 right?  
NOTE Confidence: 0.776379276666667  
00:28:37.704 --> 00:28:38.984 Even if you yourself are  
NOTE Confidence: 0.776379276666667  
00:28:38.984 --> 00:28:40.319 a junior faculty member,  
NOTE Confidence: 0.776379276666667  
00:28:40.320 --> 00:28:41.840 even if you're a more senior faculty member,  
NOTE Confidence: 0.776379276666667  
00:28:41.840 --> 00:28:43.114 you still may still have a mentor.  
NOTE Confidence: 0.776379276666667  
00:28:43.120 --> 00:28:44.956 You have to manage that relationship.  
NOTE Confidence: 0.776379276666667  
00:28:44.960 --> 00:28:46.920 How do you mentor others?  
NOTE Confidence: 0.776379276666667  
00:28:46.920 --> 00:28:49.719 OK, what does it mean to have a sponsor?  
NOTE Confidence: 0.9168509  
00:28:49.720 --> 00:28:50.994 How do you look for a sponsor?  
NOTE Confidence: 0.9168509  
00:28:51.000 --> 00:28:53.139 How do you grow your network and  
NOTE Confidence: 0.9168509

00:28:53.139 --> 00:28:54.213 what does that look like except  
NOTE Confidence: 0.9168509

00:28:54.213 --> 00:28:55.280 for what people are afraid of,  
NOTE Confidence: 0.9168509

00:28:55.280 --> 00:28:56.450 you know, feeling like gross as  
NOTE Confidence: 0.9168509

00:28:56.450 --> 00:28:57.679 they give their card to someone?  
NOTE Confidence: 0.9168509

00:28:57.680 --> 00:28:59.272 That's not what we're talking about, right.  
NOTE Confidence: 0.9168509

00:28:59.272 --> 00:29:00.520 We're talking about building,  
NOTE Confidence: 0.9168509

00:29:00.520 --> 00:29:02.233 building relationships in,  
NOTE Confidence: 0.9168509

00:29:02.233 --> 00:29:06.004 in a way that that is not deliberate  
NOTE Confidence: 0.9168509

00:29:06.004 --> 00:29:08.769 but allows for the potential to be  
NOTE Confidence: 0.9168509

00:29:08.769 --> 00:29:10.637 unleashed of the relationships.  
NOTE Confidence: 0.9168509

00:29:10.640 --> 00:29:12.383 OK. And then we also talk a  
NOTE Confidence: 0.9168509

00:29:12.383 --> 00:29:13.560 lot about different skills.  
NOTE Confidence: 0.9168509

00:29:13.560 --> 00:29:16.437 So we do work on listening effectively,  
NOTE Confidence: 0.9168509

00:29:16.440 --> 00:29:17.982 having difficult conversations,  
NOTE Confidence: 0.9168509

00:29:17.982 --> 00:29:21.560 giving and receiving feedback, etcetera.  
NOTE Confidence: 0.9168509

00:29:21.560 --> 00:29:23.849 OK, OK.

NOTE Confidence: 0.9168509

00:29:23.849 --> 00:29:25.343 And then if anyone here has

NOTE Confidence: 0.9168509

00:29:25.343 --> 00:29:27.079 ever done a program with me,

NOTE Confidence: 0.9168509

00:29:27.080 --> 00:29:29.215 you know that we've spent a lot

NOTE Confidence: 0.9168509

00:29:29.215 --> 00:29:31.438 of time on a coach approach.

NOTE Confidence: 0.9168509

00:29:31.440 --> 00:29:33.678 So what is a coach approach?

NOTE Confidence: 0.9168509

00:29:33.680 --> 00:29:37.194 OK, it is not a deficits model,

NOTE Confidence: 0.9168509

00:29:37.200 --> 00:29:39.456 so it's never what is wrong

NOTE Confidence: 0.9168509

00:29:39.456 --> 00:29:41.719 and how do I fix it.

NOTE Confidence: 0.9168509

00:29:41.720 --> 00:29:45.044 The coach approach is I'm starting

NOTE Confidence: 0.9168509

00:29:45.044 --> 00:29:47.731 here and I want to get here, OK?

NOTE Confidence: 0.9168509

00:29:47.731 --> 00:29:49.477 And I'm starting the starting point.

NOTE Confidence: 0.9168509

00:29:49.480 --> 00:29:51.004 I have a lot of strengths

NOTE Confidence: 0.9168509

00:29:51.004 --> 00:29:52.560 and a lot of assets.

NOTE Confidence: 0.9168509

00:29:52.560 --> 00:29:56.520 How do I leverage those to bridge that gap?

NOTE Confidence: 0.9168509

00:29:56.520 --> 00:29:58.998 OK so it's one of constant development,

NOTE Confidence: 0.9168509

00:29:59.000 --> 00:30:02.388 constant enhancement on what you you have

NOTE Confidence: 0.9168509

00:30:02.388 --> 00:30:05.264 going into whatever the challenge may be, OK.

NOTE Confidence: 0.9168509

00:30:05.264 --> 00:30:06.984 And so in our programs

NOTE Confidence: 0.9168509

00:30:06.984 --> 00:30:08.360 people learn this framework.

NOTE Confidence: 0.9168509

00:30:08.360 --> 00:30:09.716 They also learn how to coach,

NOTE Confidence: 0.9168509

00:30:09.720 --> 00:30:11.040 not, you know,

NOTE Confidence: 0.9168509

00:30:11.040 --> 00:30:12.360 expert to get,

NOTE Confidence: 0.9168509

00:30:12.360 --> 00:30:12.928 you know,

NOTE Confidence: 0.9168509

00:30:12.928 --> 00:30:14.632 their certification with the the insurance

NOTE Confidence: 0.9168509

00:30:14.632 --> 00:30:16.992 and outs of fundamental listening skills,

NOTE Confidence: 0.9168509

00:30:16.992 --> 00:30:20.182 conversational skills in order to be able to

NOTE Confidence: 0.9168509

00:30:20.182 --> 00:30:23.120 to have coaching conversations with others.

NOTE Confidence: 0.9168509

00:30:23.120 --> 00:30:26.104 OK And finally,

NOTE Confidence: 0.9168509

00:30:26.104 --> 00:30:27.272 you know,

NOTE Confidence: 0.9168509

00:30:27.272 --> 00:30:30.776 there there's this question of where

NOTE Confidence: 0.9168509

00:30:30.776 --> 00:30:34.360 someone falls in terms of power privilege,

NOTE Confidence: 0.9168509

00:30:34.360 --> 00:30:36.901 How that impacts how we relate to

NOTE Confidence: 0.9168509

00:30:36.901 --> 00:30:39.278 others is also front and center

NOTE Confidence: 0.9168509

00:30:39.280 --> 00:30:41.345 in the conversations we have

NOTE Confidence: 0.9168509

00:30:41.345 --> 00:30:42.840 about cultivating connections.

NOTE Confidence: 0.940426433

00:30:45.120 --> 00:30:50.240 OK. So question #3, how can you leverage

NOTE Confidence: 0.940426433

00:30:50.240 --> 00:30:53.600 your relationships to help with the

NOTE Confidence: 0.940426433

00:30:53.600 --> 00:30:56.200 leadership challenge that you identified.

NOTE Confidence: 0.940426433

00:30:56.200 --> 00:30:58.475 So that's sort of the the third

NOTE Confidence: 0.940426433

00:30:58.480 --> 00:31:00.680 piece of the wheel, right.

NOTE Confidence: 0.940426433

00:31:00.680 --> 00:31:02.600 And then if we were in a class we would

NOTE Confidence: 0.940426433

00:31:02.655 --> 00:31:04.824 actually stop and talk about this or maybe we

NOTE Confidence: 0.940426433

00:31:04.824 --> 00:31:06.996 can during that question and answer phase.

NOTE Confidence: 0.940426433

00:31:07.000 --> 00:31:09.076 But, you know, just to recap,

NOTE Confidence: 0.940426433

00:31:09.080 --> 00:31:11.100 what's the single biggest leadership

NOTE Confidence: 0.940426433

00:31:11.100 --> 00:31:13.120 challenge you face at present?

NOTE Confidence: 0.940426433

00:31:13.120 --> 00:31:15.120 And how could getting anchored,  
NOTE Confidence: 0.940426433

00:31:15.120 --> 00:31:16.688 managing discomfort and cultivating  
NOTE Confidence: 0.940426433

00:31:16.688 --> 00:31:19.680 connection help you to meet this challenge?  
NOTE Confidence: 0.940426433

00:31:19.680 --> 00:31:21.105 So that's really the point  
NOTE Confidence: 0.940426433

00:31:21.105 --> 00:31:22.356 of the programming, right?  
NOTE Confidence: 0.940426433

00:31:22.356 --> 00:31:24.732 Once people can think more in  
NOTE Confidence: 0.940426433

00:31:24.732 --> 00:31:26.840 line with these principles,  
NOTE Confidence: 0.940426433

00:31:26.840 --> 00:31:29.156 how can they bring them to  
NOTE Confidence: 0.940426433

00:31:29.156 --> 00:31:31.160 bear in their leadership work?  
NOTE Confidence: 0.940426433

00:31:31.160 --> 00:31:34.240 OK, Any questions before I move  
NOTE Confidence: 0.940426433

00:31:34.240 --> 00:31:36.360 to the last part of the talk,  
NOTE Confidence: 0.940426433

00:31:36.360 --> 00:31:38.480 which is looking at some of our programs.  
NOTE Confidence: 0.576700375

00:31:41.120 --> 00:31:44.584 Oh, OK. All right.  
NOTE Confidence: 0.576700375

00:31:44.584 --> 00:31:47.540 So I had shown this slide earlier  
NOTE Confidence: 0.576700375

00:31:47.540 --> 00:31:50.217 some of the different programs that,  
NOTE Confidence: 0.576700375

00:31:50.217 --> 00:31:51.999 you know, I've either led the

NOTE Confidence: 0.576700375

00:31:51.999 --> 00:31:54.024 development of or or have collaborated

NOTE Confidence: 0.576700375

00:31:54.024 --> 00:31:56.160 very closely with others to develop.

NOTE Confidence: 0.576700375

00:31:56.160 --> 00:31:57.600 And I want to talk about two of those.

NOTE Confidence: 0.576700375

00:31:57.600 --> 00:31:59.148 In particular, I want to talk

NOTE Confidence: 0.576700375

00:31:59.148 --> 00:32:00.744 about the peer coaching program we

NOTE Confidence: 0.576700375

00:32:00.744 --> 00:32:02.280 have at the Child Study Center.

NOTE Confidence: 0.576700375

00:32:02.280 --> 00:32:04.206 And then I also want to talk about the

NOTE Confidence: 0.576700375

00:32:04.206 --> 00:32:05.919 women's leadership development program,

NOTE Confidence: 0.576700375

00:32:05.920 --> 00:32:07.834 which is run through the Office

NOTE Confidence: 0.576700375

00:32:07.834 --> 00:32:09.848 of Women in Medicine and Science

NOTE Confidence: 0.576700375

00:32:09.848 --> 00:32:11.506 and kind of umbrella. Ed.

NOTE Confidence: 0.576700375

00:32:11.506 --> 00:32:13.036 Under the Office of Diversity,

NOTE Confidence: 0.576700375

00:32:13.040 --> 00:32:14.279 Equity and Inclusion.

NOTE Confidence: 0.917792671666667

00:32:16.440 --> 00:32:18.276 OK, So what is peer coaching?

NOTE Confidence: 0.917792671666667

00:32:18.280 --> 00:32:19.414 What do I mean when I even

NOTE Confidence: 0.917792671666667

00:32:19.414 --> 00:32:20.720 say that we have these groups?

NOTE Confidence: 0.917792671666667

00:32:20.720 --> 00:32:23.984 So peer coaching is a type of helping

NOTE Confidence: 0.917792671666667

00:32:23.984 --> 00:32:26.010 relationship in which two people of

NOTE Confidence: 0.917792671666667

00:32:26.010 --> 00:32:27.298 equal status actively participate

NOTE Confidence: 0.917792671666667

00:32:27.298 --> 00:32:29.145 in the process of helping each

NOTE Confidence: 0.917792671666667

00:32:29.145 --> 00:32:30.978 other on specific tasks or problems

NOTE Confidence: 0.917792671666667

00:32:30.978 --> 00:32:33.078 with a mutual desire to be helpful.

NOTE Confidence: 0.917792671666667

00:32:33.080 --> 00:32:35.502 So what that actually means is that

NOTE Confidence: 0.917792671666667

00:32:35.502 --> 00:32:37.720 people use the coaching skills,

NOTE Confidence: 0.917792671666667

00:32:37.720 --> 00:32:39.960 listening, opening up conversation in

NOTE Confidence: 0.917792671666667

00:32:39.960 --> 00:32:42.840 the service of helping one another,

NOTE Confidence: 0.917792671666667

00:32:42.840 --> 00:32:45.360 not in the service of complaining about,

NOTE Confidence: 0.917792671666667

00:32:45.360 --> 00:32:47.124 Oh yeah, I have the same problem

NOTE Confidence: 0.917792671666667

00:32:47.124 --> 00:32:47.880 with my supervisor.

NOTE Confidence: 0.917792671666667

00:32:47.880 --> 00:32:49.632 Can we talk about it that that's and

NOTE Confidence: 0.917792671666667

00:32:49.632 --> 00:32:51.758 or not in the service of giving advice,

NOTE Confidence: 0.917792671666667  
00:32:51.760 --> 00:32:53.720 but in the service of allowing the  
NOTE Confidence: 0.917792671666667  
00:32:53.720 --> 00:32:55.864 other person to explore what solutions  
NOTE Confidence: 0.917792671666667  
00:32:55.864 --> 00:32:58.240 they want to generate for themselves.  
NOTE Confidence: 0.917792671666667  
00:32:58.240 --> 00:33:01.718 OK, So what does that look like  
NOTE Confidence: 0.917792671666667  
00:33:01.718 --> 00:33:03.480 within the Child Study Center?  
NOTE Confidence: 0.917792671666667  
00:33:03.480 --> 00:33:05.106 Well, for four years now this  
NOTE Confidence: 0.917792671666667  
00:33:05.106 --> 00:33:06.560 will be the 4th year.  
NOTE Confidence: 0.917792671666667  
00:33:06.560 --> 00:33:11.022 This spring we've been running some  
NOTE Confidence: 0.917792671666667  
00:33:11.022 --> 00:33:13.277 version of peer coaching groups.  
NOTE Confidence: 0.917792671666667  
00:33:13.280 --> 00:33:13.679 OK.  
NOTE Confidence: 0.917792671666667  
00:33:13.679 --> 00:33:16.871 So the first year was a pilot year  
NOTE Confidence: 0.917792671666667  
00:33:16.871 --> 00:33:20.235 when I ran a group and we had early,  
NOTE Confidence: 0.917792671666667  
00:33:20.240 --> 00:33:22.050 early career faculty and postdocs  
NOTE Confidence: 0.917792671666667  
00:33:22.050 --> 00:33:24.960 in the group and it was open-ended.  
NOTE Confidence: 0.917792671666667  
00:33:24.960 --> 00:33:26.731 And so I would basically we laid  
NOTE Confidence: 0.917792671666667

00:33:26.731 --> 00:33:28.488 down some norms and some norms  
NOTE Confidence: 0.917792671666667

00:33:28.488 --> 00:33:29.736 around confidentiality and how  
NOTE Confidence: 0.917792671666667

00:33:29.736 --> 00:33:31.518 we were going to be together.  
NOTE Confidence: 0.917792671666667

00:33:31.520 --> 00:33:33.744 And it was an open space for people  
NOTE Confidence: 0.917792671666667

00:33:33.744 --> 00:33:35.918 to talk about their experiences,  
NOTE Confidence: 0.917792671666667

00:33:35.920 --> 00:33:37.756 the challenges that they were facing,  
NOTE Confidence: 0.917792671666667

00:33:37.760 --> 00:33:38.402 etcetera. OK.  
NOTE Confidence: 0.917792671666667

00:33:38.402 --> 00:33:40.970 And to also learn some of the principles  
NOTE Confidence: 0.917792671666667

00:33:41.037 --> 00:33:43.479 of effective listening and peer coaching.  
NOTE Confidence: 0.917792671666667

00:33:43.480 --> 00:33:44.820 And this went well.  
NOTE Confidence: 0.917792671666667

00:33:44.820 --> 00:33:46.160 People really liked it.  
NOTE Confidence: 0.917792671666667

00:33:46.160 --> 00:33:46.404 OK.  
NOTE Confidence: 0.917792671666667

00:33:46.404 --> 00:33:47.868 So then we switched over to  
NOTE Confidence: 0.917792671666667

00:33:47.868 --> 00:33:49.760 a year 2 train the trainer,  
NOTE Confidence: 0.917792671666667

00:33:49.760 --> 00:33:51.560 where four people who had gone  
NOTE Confidence: 0.917792671666667

00:33:51.560 --> 00:33:53.319 through the program and liked it.

NOTE Confidence: 0.917792671666667  
00:33:53.320 --> 00:33:55.378 I trained them on some of the  
NOTE Confidence: 0.917792671666667  
00:33:55.378 --> 00:33:56.982 rubrics of running these groups  
NOTE Confidence: 0.917792671666667  
00:33:56.982 --> 00:33:59.181 and they ran their own groups, OK.  
NOTE Confidence: 0.917792671666667  
00:33:59.181 --> 00:34:00.728 And so their people were partnered 2  
NOTE Confidence: 0.917792671666667  
00:34:00.728 --> 00:34:02.598 and two and they ran their own groups,  
NOTE Confidence: 0.917792671666667  
00:34:02.600 --> 00:34:02.919 right.  
NOTE Confidence: 0.917792671666667  
00:34:02.919 --> 00:34:04.833 That also went well and people  
NOTE Confidence: 0.917792671666667  
00:34:04.833 --> 00:34:06.160 were happy with that.  
NOTE Confidence: 0.917792671666667  
00:34:06.160 --> 00:34:09.280 And so year 311 person who had  
NOTE Confidence: 0.917792671666667  
00:34:09.280 --> 00:34:10.840 who had run a group doctor,  
NOTE Confidence: 0.917792671666667  
00:34:10.840 --> 00:34:13.252 Craig Bailey and I started collaborating  
NOTE Confidence: 0.917792671666667  
00:34:13.252 --> 00:34:15.290 together more closely and now  
NOTE Confidence: 0.917792671666667  
00:34:15.290 --> 00:34:17.115 we direct this program together.  
NOTE Confidence: 0.917792671666667  
00:34:17.120 --> 00:34:17.354 OK.  
NOTE Confidence: 0.917792671666667  
00:34:17.354 --> 00:34:18.992 So we ran small groups last year  
NOTE Confidence: 0.917792671666667

00:34:18.992 --> 00:34:20.915 and now we're in year four and  
NOTE Confidence: 0.917792671666667

00:34:20.915 --> 00:34:23.960 this is the year of big expansion.  
NOTE Confidence: 0.917792671666667

00:34:23.960 --> 00:34:25.577 So what that looks like is that  
NOTE Confidence: 0.917792671666667

00:34:25.577 --> 00:34:27.371 we are going to be running an  
NOTE Confidence: 0.917792671666667

00:34:27.371 --> 00:34:28.943 English speaking group and also a  
NOTE Confidence: 0.917792671666667

00:34:29.002 --> 00:34:30.837 Spanish speaking group this spring.  
NOTE Confidence: 0.917792671666667

00:34:30.840 --> 00:34:32.760 OK, We are going to,  
NOTE Confidence: 0.917792671666667

00:34:32.760 --> 00:34:34.914 I'm going to manualize a facilitator  
NOTE Confidence: 0.917792671666667

00:34:34.914 --> 00:34:36.800 protocol so that the train,  
NOTE Confidence: 0.917792671666667

00:34:36.800 --> 00:34:39.920 the trainer aspect is is more  
NOTE Confidence: 0.917792671666667

00:34:39.920 --> 00:34:41.835 regimented and we are putting in  
NOTE Confidence: 0.917792671666667

00:34:41.835 --> 00:34:44.109 an HIC to more formally study some  
NOTE Confidence: 0.917792671666667

00:34:44.109 --> 00:34:46.129 of the outcomes associated with  
NOTE Confidence: 0.917792671666667

00:34:46.129 --> 00:34:47.840 participation in these groups.  
NOTE Confidence: 0.917792671666667

00:34:47.840 --> 00:34:51.424 And none of this would be possible  
NOTE Confidence: 0.917792671666667

00:34:51.424 --> 00:34:54.128 without collaboration with with Doctor

NOTE Confidence: 0.917792671666667  
00:34:54.128 --> 00:34:56.858 Victor, Abila Quintero, Doctor Bailey, Dr.  
NOTE Confidence: 0.917792671666667  
00:34:56.858 --> 00:34:57.184 Londeros.  
NOTE Confidence: 0.917792671666667  
00:34:57.184 --> 00:34:59.652 All four of us are working together  
NOTE Confidence: 0.917792671666667  
00:34:59.652 --> 00:35:01.877 playing to our respective strengths,  
NOTE Confidence: 0.917792671666667  
00:35:01.880 --> 00:35:03.224 which for them is a lot of  
NOTE Confidence: 0.917792671666667  
00:35:03.224 --> 00:35:04.506 the research and for me is  
NOTE Confidence: 0.917792671666667  
00:35:04.506 --> 00:35:05.596 more of the conceptual stuff.  
NOTE Confidence: 0.932799275  
00:35:05.600 --> 00:35:07.680 And so that's that's how we're building this.  
NOTE Confidence: 0.932799275  
00:35:07.680 --> 00:35:10.004 OK. So hopefully I'll have some data  
NOTE Confidence: 0.932799275  
00:35:10.004 --> 00:35:12.638 to speak about with this more formally.  
NOTE Confidence: 0.932799275  
00:35:12.640 --> 00:35:15.230 You know if we, if we talk you know a  
NOTE Confidence: 0.932799275  
00:35:15.300 --> 00:35:17.654 year from now, OK and I also want to  
NOTE Confidence: 0.932799275  
00:35:17.654 --> 00:35:19.943 talk now or any questions about that  
NOTE Confidence: 0.932799275  
00:35:19.943 --> 00:35:22.113 because that's an internal program.  
NOTE Confidence: 0.932799275  
00:35:22.120 --> 00:35:25.558 Any questions or thoughts about that?  
NOTE Confidence: 0.932799275

00:35:25.560 --> 00:35:28.152 No. OK. So I the second program I

NOTE Confidence: 0.932799275

00:35:28.152 --> 00:35:31.706 want to talk about is the women's

NOTE Confidence: 0.932799275

00:35:31.706 --> 00:35:33.398 leadership development program.

NOTE Confidence: 0.932799275

00:35:33.400 --> 00:35:36.095 So this is a program that is

NOTE Confidence: 0.932799275

00:35:36.095 --> 00:35:38.439 now on its 7th cohort.

NOTE Confidence: 0.932799275

00:35:38.440 --> 00:35:42.031 So it was started in I believe

NOTE Confidence: 0.932799275

00:35:42.031 --> 00:35:44.192 the the spring of 2021,

NOTE Confidence: 0.932799275

00:35:44.192 --> 00:35:45.824 I believe you're the fall of

NOTE Confidence: 0.932799275

00:35:45.824 --> 00:35:47.705 2020 or the spring of 2021.

NOTE Confidence: 0.932799275

00:35:47.705 --> 00:35:49.100 And the purpose?

NOTE Confidence: 0.932799275

00:35:49.100 --> 00:35:51.329 It has three aims, OK,

NOTE Confidence: 0.932799275

00:35:51.329 --> 00:35:53.174 to enhance the leadership capacity

NOTE Confidence: 0.932799275

00:35:53.174 --> 00:35:55.471 and vision of early career women

NOTE Confidence: 0.932799275

00:35:55.471 --> 00:35:57.715 faculty at the School of Medicine,

NOTE Confidence: 0.932799275

00:35:57.720 --> 00:35:59.562 to educate and equip early career

NOTE Confidence: 0.932799275

00:35:59.562 --> 00:36:01.446 women faculty with tools to navigate

NOTE Confidence: 0.932799275

00:36:01.446 --> 00:36:03.252 the leadership structure of the school

NOTE Confidence: 0.932799275

00:36:03.252 --> 00:36:05.691 and to build a network of support for

NOTE Confidence: 0.932799275

00:36:05.691 --> 00:36:07.696 early career women across the school.

NOTE Confidence: 0.932799275

00:36:07.696 --> 00:36:10.552 OK, so women faculty are drawn from

NOTE Confidence: 0.932799275

00:36:10.560 --> 00:36:14.440 various departments into this program.

NOTE Confidence: 0.932799275

00:36:14.440 --> 00:36:14.896 OK Oh,

NOTE Confidence: 0.932799275

00:36:14.896 --> 00:36:17.380 so it was the fall of 2020 when it was

NOTE Confidence: 0.932799275

00:36:17.380 --> 00:36:21.478 launched and it's 5/2 hour group sessions.

NOTE Confidence: 0.932799275

00:36:21.480 --> 00:36:24.035 The sessions are held over Novo Ed,

NOTE Confidence: 0.932799275

00:36:24.040 --> 00:36:29.152 which is an educational platform that

NOTE Confidence: 0.932799275

00:36:29.152 --> 00:36:32.868 basically combines PowerPoint with like

NOTE Confidence: 0.932799275

00:36:32.868 --> 00:36:34.716 a chalkboard or like a blackboard.

NOTE Confidence: 0.932799275

00:36:34.720 --> 00:36:35.780 We can write things.

NOTE Confidence: 0.932799275

00:36:35.780 --> 00:36:36.840 There's a chat function.

NOTE Confidence: 0.932799275

00:36:36.840 --> 00:36:38.874 So it's, it's a good convener

NOTE Confidence: 0.932799275

00:36:38.874 --> 00:36:40.640 for getting the work done.  
NOTE Confidence: 0.932799275

00:36:40.640 --> 00:36:42.278 I can post articles up there,  
NOTE Confidence: 0.932799275

00:36:42.280 --> 00:36:44.080 assignments, etcetera. OK.  
NOTE Confidence: 0.932799275

00:36:44.080 --> 00:36:47.080 So in these five sessions,  
NOTE Confidence: 0.932799275

00:36:47.080 --> 00:36:47.608 the emphasis,  
NOTE Confidence: 0.932799275

00:36:47.608 --> 00:36:49.456 these are the topics that we cover  
NOTE Confidence: 0.932799275

00:36:49.456 --> 00:36:51.039 leading with strengths and purpose,  
NOTE Confidence: 0.932799275

00:36:51.040 --> 00:36:52.440 right, given what we just talked about,  
NOTE Confidence: 0.932799275

00:36:52.440 --> 00:36:54.344 how to communicate effectively,  
NOTE Confidence: 0.932799275

00:36:54.344 --> 00:36:57.200 how to prioritize and manage time,  
NOTE Confidence: 0.932799275

00:36:57.200 --> 00:36:59.070 how to develop the important  
NOTE Confidence: 0.932799275

00:36:59.070 --> 00:37:01.334 relationships that you need for your  
NOTE Confidence: 0.932799275

00:37:01.334 --> 00:37:03.602 career and how to speak with presence  
NOTE Confidence: 0.932799275

00:37:03.602 --> 00:37:06.319 and bring bring inner wisdom to your work.  
NOTE Confidence: 0.932799275

00:37:06.320 --> 00:37:06.870 OK.  
NOTE Confidence: 0.932799275

00:37:06.870 --> 00:37:09.620 The sessions are both didactic

NOTE Confidence: 0.932799275

00:37:09.620 --> 00:37:10.720 and experiential.

NOTE Confidence: 0.932799275

00:37:10.720 --> 00:37:12.478 There are lots of breakout rooms,

NOTE Confidence: 0.932799275

00:37:12.480 --> 00:37:14.672 lots of opportunity to talk about and work

NOTE Confidence: 0.932799275

00:37:14.672 --> 00:37:17.399 on the different skills that we are learning.

NOTE Confidence: 0.932799275

00:37:17.400 --> 00:37:18.440 It's Collegio.

NOTE Confidence: 0.932799275

00:37:18.440 --> 00:37:22.000 I always say that if if the women

NOTE Confidence: 0.932799275

00:37:22.000 --> 00:37:23.600 who go through this program

NOTE Confidence: 0.932799275

00:37:23.600 --> 00:37:25.440 leave with a network support,

NOTE Confidence: 0.932799275

00:37:25.440 --> 00:37:26.560 even if they don't learn the skills,

NOTE Confidence: 0.932799275

00:37:26.560 --> 00:37:28.258 I consider that a success because

NOTE Confidence: 0.932799275

00:37:28.258 --> 00:37:30.268 that's really the the purpose is to

NOTE Confidence: 0.932799275

00:37:30.268 --> 00:37:31.912 for early career faculty to build,

NOTE Confidence: 0.932799275

00:37:31.920 --> 00:37:33.960 build ties with one another.

NOTE Confidence: 0.932799275

00:37:33.960 --> 00:37:36.738 And then the final deliverable is

NOTE Confidence: 0.932799275

00:37:36.738 --> 00:37:39.959 everyone does an individual development plan.

NOTE Confidence: 0.932799275

00:37:39.960 --> 00:37:41.120 So where are they now?  
NOTE Confidence: 0.932799275

00:37:41.120 --> 00:37:41.918 How do they want to develop?  
NOTE Confidence: 0.932799275

00:37:41.920 --> 00:37:43.460 What are they going to commit to  
NOTE Confidence: 0.932799275

00:37:43.460 --> 00:37:46.634 doing to develop? OK, all right.  
NOTE Confidence: 0.932799275

00:37:46.634 --> 00:37:48.993 So this, this program has been studied.  
NOTE Confidence: 0.932799275

00:37:49.000 --> 00:37:53.002 OK, so so beginning in the last spring,  
NOTE Confidence: 0.932799275

00:37:53.002 --> 00:37:55.529 there's a post doc Ishta Arora who  
NOTE Confidence: 0.932799275

00:37:55.529 --> 00:37:58.040 works with Cindy Crusto and with a  
NOTE Confidence: 0.932799275

00:37:58.040 --> 00:38:00.450 couple of other people in the office  
NOTE Confidence: 0.932799275

00:38:00.450 --> 00:38:03.338 of Women in Medicine and and in the OWIMS.  
NOTE Confidence: 0.932799275

00:38:03.338 --> 00:38:06.085 And she started to look at some of  
NOTE Confidence: 0.932799275

00:38:06.085 --> 00:38:08.822 the outcomes related with this to this  
NOTE Confidence: 0.932799275

00:38:08.822 --> 00:38:11.996 program from having gone through the program.  
NOTE Confidence: 0.932799275

00:38:12.000 --> 00:38:14.750 So the aims of the study were to evaluate the  
NOTE Confidence: 0.86961016

00:38:14.817 --> 00:38:16.773 acquisition of leadership skills  
NOTE Confidence: 0.86961016

00:38:16.773 --> 00:38:18.729 and the professional trajectory

NOTE Confidence: 0.86961016

00:38:18.729 --> 00:38:20.684 and advancement following faculty

NOTE Confidence: 0.86961016

00:38:20.684 --> 00:38:22.954 members participation in the WLDP,

NOTE Confidence: 0.86961016

00:38:22.960 --> 00:38:24.880 and also for us to obtain

NOTE Confidence: 0.86961016

00:38:24.880 --> 00:38:26.160 feedback on the program.

NOTE Confidence: 0.86961016

00:38:26.160 --> 00:38:28.008 There were nine faculty

NOTE Confidence: 0.86961016

00:38:28.008 --> 00:38:29.394 members who participated,

NOTE Confidence: 0.86961016

00:38:29.400 --> 00:38:31.094 one of whom did not answer every

NOTE Confidence: 0.86961016

00:38:31.094 --> 00:38:32.678 question but answered the vast majority.

NOTE Confidence: 0.86961016

00:38:32.680 --> 00:38:35.440 So we kept their data in as well.

NOTE Confidence: 0.86961016

00:38:35.440 --> 00:38:37.714 The majority of them were early

NOTE Confidence: 0.86961016

00:38:37.714 --> 00:38:39.560 career majority were white U.S.

NOTE Confidence: 0.86961016

00:38:39.560 --> 00:38:42.360 citizens between 35 and 44,

NOTE Confidence: 0.86961016

00:38:42.360 --> 00:38:44.810 and the majority of them had no

NOTE Confidence: 0.86961016

00:38:44.810 --> 00:38:46.460 significant prior experience with

NOTE Confidence: 0.86961016

00:38:46.460 --> 00:38:48.080 leadership development coaching.

NOTE Confidence: 0.86961016

00:38:48.080 --> 00:38:50.480 And what Doctor Aurora found  
NOTE Confidence: 0.86961016

00:38:50.480 --> 00:38:52.106 is that there was a.  
NOTE Confidence: 0.86961016

00:38:52.106 --> 00:38:53.216 So basically the questions are  
NOTE Confidence: 0.86961016

00:38:53.216 --> 00:38:54.920 on a like scale of one to five.  
NOTE Confidence: 0.86961016

00:38:54.920 --> 00:38:56.330 I displayed it here 2:00 to  
NOTE Confidence: 0.86961016

00:38:56.330 --> 00:38:58.085 5:00 so you could see the data  
NOTE Confidence: 0.86961016

00:38:58.085 --> 00:38:59.355 a little bit more clearly.  
NOTE Confidence: 0.86961016

00:38:59.360 --> 00:39:03.160 What she found is that the participants  
NOTE Confidence: 0.86961016

00:39:03.160 --> 00:39:05.714 who answered the questions felt that  
NOTE Confidence: 0.86961016

00:39:05.714 --> 00:39:07.616 they were more effective with their  
NOTE Confidence: 0.86961016

00:39:07.616 --> 00:39:09.343 mentors having after having gone  
NOTE Confidence: 0.86961016

00:39:09.343 --> 00:39:11.063 through the program more effective  
NOTE Confidence: 0.86961016

00:39:11.063 --> 00:39:12.918 dealing with mentees and trainees,  
NOTE Confidence: 0.86961016

00:39:12.920 --> 00:39:14.940 that they had improved communication  
NOTE Confidence: 0.86961016

00:39:14.940 --> 00:39:16.556 and an interpersonal skills,  
NOTE Confidence: 0.86961016

00:39:16.560 --> 00:39:17.838 better time management.

NOTE Confidence: 0.86961016  
00:39:17.838 --> 00:39:20.820 And then also that they had greater  
NOTE Confidence: 0.86961016  
00:39:20.892 --> 00:39:22.814 sense of efficacy around leading.  
NOTE Confidence: 0.86961016  
00:39:22.814 --> 00:39:23.161 OK,  
NOTE Confidence: 0.86961016  
00:39:23.161 --> 00:39:24.896 so that they they were  
NOTE Confidence: 0.86961016  
00:39:24.896 --> 00:39:26.600 confident in their capacity,  
NOTE Confidence: 0.86961016  
00:39:26.600 --> 00:39:27.955 capacity to lead in academic  
NOTE Confidence: 0.86961016  
00:39:27.955 --> 00:39:29.039 medicine in their field,  
NOTE Confidence: 0.86961016  
00:39:29.040 --> 00:39:30.925 in academic medicine they had  
NOTE Confidence: 0.86961016  
00:39:30.925 --> 00:39:32.433 stronger leadership vision and  
NOTE Confidence: 0.86961016  
00:39:32.433 --> 00:39:34.608 they also felt like they were  
NOTE Confidence: 0.86961016  
00:39:34.608 --> 00:39:36.000 leading with their strengths.  
NOTE Confidence: 0.86961016  
00:39:36.000 --> 00:39:36.909 And then concretely,  
NOTE Confidence: 0.86961016  
00:39:36.909 --> 00:39:39.030 seven of the nine had taken on  
NOTE Confidence: 0.86961016  
00:39:39.098 --> 00:39:40.643 new leadership roles and eight  
NOTE Confidence: 0.86961016  
00:39:40.643 --> 00:39:43.065 of the nine said they were using  
NOTE Confidence: 0.86961016

00:39:43.065 --> 00:39:44.440 their leadership skills that  
NOTE Confidence: 0.86961016

00:39:44.440 --> 00:39:45.400 they had gained in the course.  
NOTE Confidence: 0.9588065

00:39:47.800 --> 00:39:51.780 Qualitatively. This is some of the  
NOTE Confidence: 0.9588065

00:39:51.780 --> 00:39:53.160 quotes from from participants taking  
NOTE Confidence: 0.9588065

00:39:53.211 --> 00:39:55.131 on new leadership roles within the  
NOTE Confidence: 0.9588065

00:39:55.131 --> 00:39:56.960 department and within national societies,  
NOTE Confidence: 0.9588065

00:39:56.960 --> 00:39:59.000 gained confidence in leading from strengths,  
NOTE Confidence: 0.9588065

00:39:59.000 --> 00:40:01.653 but also understand how to more effectively  
NOTE Confidence: 0.9588065

00:40:01.653 --> 00:40:04.100 incorporate team members and look to  
NOTE Confidence: 0.9588065

00:40:04.100 --> 00:40:05.760 highlight their complementary strengths.  
NOTE Confidence: 0.9588065

00:40:05.760 --> 00:40:09.920 And then also just some additional feedback.  
NOTE Confidence: 0.9588065

00:40:09.920 --> 00:40:11.800 People really like the program.  
NOTE Confidence: 0.9588065

00:40:11.800 --> 00:40:13.976 They felt it was a really good thing  
NOTE Confidence: 0.9588065

00:40:13.976 --> 00:40:17.640 they had done for their career, Etcetera.  
NOTE Confidence: 0.9588065

00:40:17.640 --> 00:40:20.889 OK. So where we are going with this is  
NOTE Confidence: 0.9588065

00:40:20.889 --> 00:40:24.285 there's an HIC in the works to do more

NOTE Confidence: 0.9588065

00:40:24.285 --> 00:40:26.518 prospective work to study outcomes.

NOTE Confidence: 0.9588065

00:40:26.520 --> 00:40:27.905 So to begin beginning hopefully

NOTE Confidence: 0.9588065

00:40:27.905 --> 00:40:29.720 with Cohort 8 in the spring.

NOTE Confidence: 0.9588065

00:40:29.720 --> 00:40:30.815 And I should have mentioned

NOTE Confidence: 0.9588065

00:40:30.815 --> 00:40:32.160 this program runs twice a year,

NOTE Confidence: 0.9588065

00:40:32.160 --> 00:40:35.880 all in spring to do more prospective work.

NOTE Confidence: 0.9588065

00:40:35.880 --> 00:40:37.840 Looking at some of the the ingredients

NOTE Confidence: 0.9588065

00:40:37.840 --> 00:40:40.453 that may be bringing about these,

NOTE Confidence: 0.9588065

00:40:40.453 --> 00:40:42.777 these changes. OK.

NOTE Confidence: 0.9588065

00:40:42.777 --> 00:40:45.976 So next steps for me are research

NOTE Confidence: 0.9588065

00:40:45.976 --> 00:40:49.277 to study some of these programs,

NOTE Confidence: 0.9588065

00:40:49.280 --> 00:40:50.840 right, And some, some other ones,

NOTE Confidence: 0.9588065

00:40:50.840 --> 00:40:51.816 peer coaching,

NOTE Confidence: 0.9588065

00:40:51.816 --> 00:40:53.280 women's leadership development,

NOTE Confidence: 0.9588065

00:40:53.280 --> 00:40:56.554 some of the other programs to manualize

NOTE Confidence: 0.9588065

00:40:56.554 --> 00:40:59.890 some of the work that we've been doing

NOTE Confidence: 0.9588065

00:40:59.978 --> 00:41:02.678 and also to foster collaborations

NOTE Confidence: 0.9588065

00:41:02.680 --> 00:41:04.618 that allow us to more clearly

NOTE Confidence: 0.9588065

00:41:04.618 --> 00:41:07.039 address sort of the top down issues,

NOTE Confidence: 0.9588065

00:41:07.040 --> 00:41:07.169 right.

NOTE Confidence: 0.9588065

00:41:07.169 --> 00:41:08.201 So as I had said at the beginning

NOTE Confidence: 0.9588065

00:41:08.201 --> 00:41:08.640 of the talk,

NOTE Confidence: 0.9588065

00:41:08.640 --> 00:41:10.240 I approached this bottom up

NOTE Confidence: 0.9588065

00:41:10.240 --> 00:41:11.520 from the individual perspective

NOTE Confidence: 0.9588065

00:41:11.520 --> 00:41:12.800 because I'm a psychologist,

NOTE Confidence: 0.9588065

00:41:12.800 --> 00:41:14.280 but top down organizationally

NOTE Confidence: 0.9588065

00:41:14.280 --> 00:41:16.500 what needs to shift and change

NOTE Confidence: 0.9588065

00:41:16.566 --> 00:41:18.477 and how do we think about that?

NOTE Confidence: 0.9588065

00:41:18.480 --> 00:41:20.520 And then also I have a huge commitment

NOTE Confidence: 0.9588065

00:41:20.520 --> 00:41:23.092 too and I love working on some of

NOTE Confidence: 0.9588065

00:41:23.092 --> 00:41:24.424 the service leadership initiatives

NOTE Confidence: 0.9588065

00:41:24.486 --> 00:41:26.352 we have internally like the On

NOTE Confidence: 0.9588065

00:41:26.352 --> 00:41:28.292 Leadership blog and talks like this,

NOTE Confidence: 0.9588065

00:41:28.292 --> 00:41:29.676 the on leadership talks.

NOTE Confidence: 0.9588065

00:41:29.680 --> 00:41:31.777 And also many of you have probably seen the

NOTE Confidence: 0.9588065

00:41:31.777 --> 00:41:33.760 posters around I'm going to show in a minute.

NOTE Confidence: 0.9588065

00:41:33.760 --> 00:41:36.106 So continuing to work in that

NOTE Confidence: 0.9588065

00:41:36.106 --> 00:41:38.426 space and also getting feedback

NOTE Confidence: 0.9588065

00:41:38.426 --> 00:41:40.718 and input from stakeholders.

NOTE Confidence: 0.9588065

00:41:40.720 --> 00:41:42.560 So from all of you,

NOTE Confidence: 0.9588065

00:41:42.560 --> 00:41:46.296 from the people out there on Zoom who are

NOTE Confidence: 0.9588065

00:41:46.296 --> 00:41:48.236 interested in leadership development work,

NOTE Confidence: 0.9588065

00:41:48.240 --> 00:41:50.175 would like more opportunity to

NOTE Confidence: 0.9588065

00:41:50.175 --> 00:41:53.125 engage in it and have ideas for how

NOTE Confidence: 0.9588065

00:41:53.125 --> 00:41:55.840 we can do that and meet meet needs.

NOTE Confidence: 0.9588065

00:41:55.840 --> 00:41:57.520 So with that said,

NOTE Confidence: 0.9588065

00:41:57.520 --> 00:42:01.240 I leave you with two of the posters  
NOTE Confidence: 0.9588065

00:42:01.240 --> 00:42:04.480 that were designed by Skylar Rapachuli,  
NOTE Confidence: 0.9588065

00:42:04.480 --> 00:42:06.560 who is Krista's son,  
NOTE Confidence: 0.9588065

00:42:06.560 --> 00:42:08.030 who did a beautiful job and you  
NOTE Confidence: 0.9588065

00:42:08.030 --> 00:42:09.554 may have seen these around around  
NOTE Confidence: 0.9588065

00:42:09.554 --> 00:42:10.674 town in this building.  
NOTE Confidence: 0.9588065

00:42:10.680 --> 00:42:14.040 And also at 3:50,  
NOTE Confidence: 0.9588065

00:42:14.040 --> 00:42:15.052 they're working on developing  
NOTE Confidence: 0.9588065

00:42:15.052 --> 00:42:16.317 a new suite of posters.  
NOTE Confidence: 0.9588065

00:42:16.320 --> 00:42:17.360 So we will have some,  
NOTE Confidence: 0.9588065

00:42:17.360 --> 00:42:19.904 some new ones to share with  
NOTE Confidence: 0.9588065

00:42:19.904 --> 00:42:21.600 you come the spring.  
NOTE Confidence: 0.9588065

00:42:21.600 --> 00:42:23.859 And I thank you for your time and I  
NOTE Confidence: 0.9588065

00:42:23.859 --> 00:42:25.758 welcome any questions you may have.  
NOTE Confidence: 0.9588065

00:42:25.760 --> 00:42:26.080 Thank you.  
NOTE Confidence: 0.854739562857143

00:42:43.560 --> 00:42:47.190 Wonder what your thoughts are about

NOTE Confidence: 0.854739562857143  
00:42:47.190 --> 00:42:50.440 cohorting leaders in training by rank  
NOTE Confidence: 0.854739562857143  
00:42:50.440 --> 00:42:54.080 or by affiliation or self identity.  
NOTE Confidence: 0.854739562857143  
00:42:54.080 --> 00:42:56.780 In other words, what are the  
NOTE Confidence: 0.854739562857143  
00:42:56.780 --> 00:42:59.120 strengths and also limitations of OK,  
NOTE Confidence: 0.854739562857143  
00:42:59.120 --> 00:43:01.731 this is a leadership training group for  
NOTE Confidence: 0.854739562857143  
00:43:01.731 --> 00:43:04.252 people on the clinician track because  
NOTE Confidence: 0.854739562857143  
00:43:04.252 --> 00:43:07.353 they're all going to understand that OR  
NOTE Confidence: 0.854739562857143  
00:43:07.360 --> 00:43:10.132 or having groups that are fully diverse,  
NOTE Confidence: 0.854739562857143  
00:43:10.132 --> 00:43:12.208 right People on the ladder track  
NOTE Confidence: 0.854739562857143  
00:43:12.208 --> 00:43:14.120 people on the clinical track,  
NOTE Confidence: 0.854739562857143  
00:43:14.120 --> 00:43:15.476 people who are AR, s s.  
NOTE Confidence: 0.854739562857143  
00:43:15.480 --> 00:43:17.398 So how do you think about that  
NOTE Confidence: 0.854739562857143  
00:43:17.398 --> 00:43:19.757 and how do you decide about that?  
NOTE Confidence: 0.854739562857143  
00:43:19.760 --> 00:43:21.878 So if I'm being totally honest,  
NOTE Confidence: 0.854739562857143  
00:43:21.880 --> 00:43:23.352 up to this point,  
NOTE Confidence: 0.854739562857143

00:43:23.352 --> 00:43:26.759 it has been more based on career stage.

NOTE Confidence: 0.854739562857143

00:43:26.760 --> 00:43:28.638 So it's been more early career,

NOTE Confidence: 0.854739562857143

00:43:28.640 --> 00:43:31.800 later career how I've been thinking about it.

NOTE Confidence: 0.854739562857143

00:43:31.800 --> 00:43:34.280 But there is programming where

NOTE Confidence: 0.854739562857143

00:43:34.280 --> 00:43:37.224 we're starting to target more folks

NOTE Confidence: 0.854739562857143

00:43:37.224 --> 00:43:40.024 who are involved with more of

NOTE Confidence: 0.854739562857143

00:43:40.024 --> 00:43:42.160 like a clinical emphasis, right.

NOTE Confidence: 0.854739562857143

00:43:42.160 --> 00:43:45.040 And so you know I've been doing some

NOTE Confidence: 0.854739562857143

00:43:45.114 --> 00:43:47.219 work with our psychiatry residents

NOTE Confidence: 0.854739562857143

00:43:47.219 --> 00:43:49.852 around you know their their development

NOTE Confidence: 0.854739562857143

00:43:49.852 --> 00:43:51.880 and also on the school wide level.

NOTE Confidence: 0.854739562857143

00:43:51.880 --> 00:43:52.376 And Bob,

NOTE Confidence: 0.854739562857143

00:43:52.376 --> 00:43:54.112 I'm gonna mention one of our programs,

NOTE Confidence: 0.854739562857143

00:43:54.120 --> 00:43:55.326 there's a program at OAPD that

NOTE Confidence: 0.854739562857143

00:43:55.326 --> 00:43:56.897 now is is a healthcare leadership

NOTE Confidence: 0.854739562857143

00:43:56.897 --> 00:43:58.672 program for people working primarily

NOTE Confidence: 0.854739562857143  
00:43:58.672 --> 00:44:00.080 in the clinical space.  
NOTE Confidence: 0.854739562857143  
00:44:00.080 --> 00:44:01.676 Now those are leaders who are  
NOTE Confidence: 0.854739562857143  
00:44:01.676 --> 00:44:03.160 more advanced in their career.  
NOTE Confidence: 0.854739562857143  
00:44:03.160 --> 00:44:06.198 So I guess to answer the question,  
NOTE Confidence: 0.854739562857143  
00:44:06.200 --> 00:44:07.500 I think it depends.  
NOTE Confidence: 0.854739562857143  
00:44:07.500 --> 00:44:09.450 I personally don't have like a  
NOTE Confidence: 0.854739562857143  
00:44:09.515 --> 00:44:11.399 strong philosophy either way.  
NOTE Confidence: 0.854739562857143  
00:44:11.400 --> 00:44:12.480 I've run mixed groups.  
NOTE Confidence: 0.854739562857143  
00:44:12.480 --> 00:44:13.830 But sometimes what will happen  
NOTE Confidence: 0.854739562857143  
00:44:13.830 --> 00:44:16.048 is one year we ran the women's  
NOTE Confidence: 0.854739562857143  
00:44:16.048 --> 00:44:16.996 leadership development program,  
NOTE Confidence: 0.854739562857143  
00:44:17.000 --> 00:44:19.784 one cohort mixed clinical  
NOTE Confidence: 0.854739562857143  
00:44:19.784 --> 00:44:21.431 and more research faculty.  
NOTE Confidence: 0.854739562857143  
00:44:21.431 --> 00:44:23.650 And a lot of the clinical faculty  
NOTE Confidence: 0.854739562857143  
00:44:23.708 --> 00:44:25.716 would get pulled out for an emergency,  
NOTE Confidence: 0.854739562857143

00:44:25.716 --> 00:44:26.008 right,  
NOTE Confidence: 0.854739562857143

00:44:26.008 --> 00:44:27.468 something that was happening that  
NOTE Confidence: 0.854739562857143

00:44:27.468 --> 00:44:29.105 they had to engage in and it made  
NOTE Confidence: 0.854739562857143

00:44:29.105 --> 00:44:30.639 it hard for them to participate.  
NOTE Confidence: 0.854739562857143

00:44:30.640 --> 00:44:31.231 So I might.  
NOTE Confidence: 0.854739562857143

00:44:31.231 --> 00:44:33.189 So if I were to run that and then  
NOTE Confidence: 0.854739562857143

00:44:33.189 --> 00:44:34.995 that kind of had effects on the  
NOTE Confidence: 0.854739562857143

00:44:34.995 --> 00:44:36.956 cohort and the sense of cohesiveness.  
NOTE Confidence: 0.854739562857143

00:44:36.960 --> 00:44:38.768 So if I were to run that again  
NOTE Confidence: 0.854739562857143

00:44:38.768 --> 00:44:40.279 thinking about the different ranks,  
NOTE Confidence: 0.854739562857143

00:44:40.280 --> 00:44:42.296 I would run research and then clinical  
NOTE Confidence: 0.854739562857143

00:44:42.296 --> 00:44:44.864 and be more flexible with the clinical group,  
NOTE Confidence: 0.854739562857143

00:44:44.864 --> 00:44:46.480 right, in terms of of running,  
NOTE Confidence: 0.854739562857143

00:44:46.480 --> 00:44:47.096 running sessions.  
NOTE Confidence: 0.854739562857143

00:44:47.096 --> 00:44:49.405 So I think it depends, I don't know,  
NOTE Confidence: 0.854739562857143

00:44:49.405 --> 00:44:50.680 Lori, if that captures it,

NOTE Confidence: 0.854739562857143

00:44:50.680 --> 00:44:53.039 but I think it's a complicated question.

NOTE Confidence: 0.854739562857143

00:44:53.040 --> 00:44:56.520 Yeah. Yeah, I think it depends.

NOTE Confidence: 0.854739562857143

00:44:56.520 --> 00:44:58.038 Yeah. Thank you.

NOTE Confidence: 0.887477682

00:45:06.160 --> 00:45:07.720 That was great. Darren. Really.

NOTE Confidence: 0.887477682

00:45:07.720 --> 00:45:09.960 You stirred up so many thoughts and ideas.

NOTE Confidence: 0.887477682

00:45:09.960 --> 00:45:12.206 One that just sort of hit me was

NOTE Confidence: 0.887477682

00:45:12.206 --> 00:45:14.856 that poster leaders eat last. Oh yes.

NOTE Confidence: 0.887477682

00:45:14.856 --> 00:45:18.504 It kind of triggered some stuff in me.

NOTE Confidence: 0.887477682

00:45:18.504 --> 00:45:21.408 And a thought that's been going on in my

NOTE Confidence: 0.887477682

00:45:21.408 --> 00:45:24.034 head is a lot of the leaders who I coach

NOTE Confidence: 0.887477682

00:45:24.034 --> 00:45:26.968 here at the university aren't eating enough.

NOTE Confidence: 0.887477682

00:45:26.968 --> 00:45:29.195 You know, the the this kind of

NOTE Confidence: 0.887477682

00:45:29.195 --> 00:45:31.120 not not taking care of themselves.

NOTE Confidence: 0.887477682

00:45:31.120 --> 00:45:32.548 And I guess I was just thinking

NOTE Confidence: 0.887477682

00:45:32.548 --> 00:45:33.675 about that and I said, well,

NOTE Confidence: 0.887477682

00:45:33.675 --> 00:45:34.760 what would I put on the poster?  
NOTE Confidence: 0.887477682

00:45:34.760 --> 00:45:36.200 And something about, you know,  
NOTE Confidence: 0.887477682

00:45:36.200 --> 00:45:40.240 leaders eat together with people  
NOTE Confidence: 0.887477682

00:45:40.240 --> 00:45:41.840 above them and below them,  
NOTE Confidence: 0.887477682

00:45:41.840 --> 00:45:42.974 just just a thought and I was  
NOTE Confidence: 0.887477682

00:45:42.974 --> 00:45:44.079 wondering what you think about that.  
NOTE Confidence: 0.928565613928572

00:45:44.280 --> 00:45:45.738 So you know it's, it's interesting  
NOTE Confidence: 0.928565613928572

00:45:45.738 --> 00:45:47.270 you should say that I had a  
NOTE Confidence: 0.928565613928572

00:45:47.270 --> 00:45:48.699 slide which was sort of an and I  
NOTE Confidence: 0.928565613928572

00:45:48.699 --> 00:45:49.994 took it out at the last minute,  
NOTE Confidence: 0.928565613928572

00:45:50.000 --> 00:45:52.192 it was sort of an update of the  
NOTE Confidence: 0.928565613928572

00:45:52.192 --> 00:45:54.765 medieval slide of the sow and harvesting  
NOTE Confidence: 0.928565613928572

00:45:54.765 --> 00:45:56.337 together which showed healthcare  
NOTE Confidence: 0.928565613928572

00:45:56.337 --> 00:45:58.520 workers all together eating together.  
NOTE Confidence: 0.928565613928572

00:45:58.520 --> 00:46:02.608 So I think that part of this is  
NOTE Confidence: 0.928565613928572

00:46:02.608 --> 00:46:05.670 a culture question or a research

NOTE Confidence: 0.928565613928572  
00:46:05.670 --> 00:46:07.544 a resource question, right.  
NOTE Confidence: 0.928565613928572  
00:46:07.544 --> 00:46:11.480 So if we still are in a culture of scarcity,  
NOTE Confidence: 0.928565613928572  
00:46:11.480 --> 00:46:13.664 which I think we had during the  
NOTE Confidence: 0.928565613928572  
00:46:13.664 --> 00:46:15.392 pandemic where there just wasn't  
NOTE Confidence: 0.928565613928572  
00:46:15.392 --> 00:46:17.222 enough and everybody was frantically  
NOTE Confidence: 0.928565613928572  
00:46:17.222 --> 00:46:19.694 trying to do things to make up the  
NOTE Confidence: 0.928565613928572  
00:46:19.694 --> 00:46:21.955 the gap that was there or to work  
NOTE Confidence: 0.928565613928572  
00:46:21.955 --> 00:46:24.277 under situations that were not ideal,  
NOTE Confidence: 0.928565613928572  
00:46:24.280 --> 00:46:29.120 I think that's a recipe for ongoing burnout.  
NOTE Confidence: 0.928565613928572  
00:46:29.120 --> 00:46:31.813 But if we shift our thinking about  
NOTE Confidence: 0.928565613928572  
00:46:31.813 --> 00:46:33.837 the culture and if we work to see  
NOTE Confidence: 0.928565613928572  
00:46:33.837 --> 00:46:35.837 if there can be more resources,  
NOTE Confidence: 0.928565613928572  
00:46:35.840 --> 00:46:38.199 so we're not starting from a place  
NOTE Confidence: 0.928565613928572  
00:46:38.199 --> 00:46:38.873 of scarcity.  
NOTE Confidence: 0.928565613928572  
00:46:38.880 --> 00:46:41.712 I think the idea of leaders  
NOTE Confidence: 0.928565613928572

00:46:41.712 --> 00:46:43.600 not putting themselves first,  
NOTE Confidence: 0.928565613928572

00:46:43.600 --> 00:46:45.796 but bringing more of a service  
NOTE Confidence: 0.928565613928572

00:46:45.796 --> 00:46:47.260 leadership mentality and more  
NOTE Confidence: 0.928565613928572

00:46:47.324 --> 00:46:49.478 of a service leadership ethos I  
NOTE Confidence: 0.928565613928572

00:46:49.478 --> 00:46:50.555 think becomes easier.  
NOTE Confidence: 0.928565613928572

00:46:50.560 --> 00:46:50.960 So  
NOTE Confidence: 0.6015881

00:46:53.320 --> 00:46:55.600 thank you. Hello.  
NOTE Confidence: 0.9157950975

00:46:55.600 --> 00:46:58.880 My question is I think geared more towards,  
NOTE Confidence: 0.9157950975

00:46:58.880 --> 00:47:01.760 you know, I think the presentation kind of  
NOTE Confidence: 0.9157950975

00:47:01.760 --> 00:47:04.477 already had established what a leader is,  
NOTE Confidence: 0.9157950975

00:47:04.480 --> 00:47:06.790 you know, and somebody that's already  
NOTE Confidence: 0.9157950975

00:47:06.790 --> 00:47:09.558 identified as a leader within their team.  
NOTE Confidence: 0.9157950975

00:47:09.560 --> 00:47:12.440 How do you get someone to  
NOTE Confidence: 0.9157950975

00:47:12.440 --> 00:47:14.120 identify as a leader, you know,  
NOTE Confidence: 0.9157950975

00:47:14.120 --> 00:47:15.758 to assume the identity of the leader?  
NOTE Confidence: 0.9157950975

00:47:15.760 --> 00:47:17.650 I think there's a leader in all of us

NOTE Confidence: 0.9157950975

00:47:17.650 --> 00:47:19.918 and I think I think part of that is

NOTE Confidence: 0.9157950975

00:47:19.920 --> 00:47:21.810 owning that identity of leadership

NOTE Confidence: 0.9157950975

00:47:21.810 --> 00:47:24.599 and what it means to be a leader,

NOTE Confidence: 0.9157950975

00:47:24.600 --> 00:47:26.262 you know, taking on that responsibility

NOTE Confidence: 0.9157950975

00:47:26.262 --> 00:47:27.760 and everything that comes with it.

NOTE Confidence: 0.9157950975

00:47:27.760 --> 00:47:29.041 So my question is just how do

NOTE Confidence: 0.9157950975

00:47:29.041 --> 00:47:29.720 you get people to

NOTE Confidence: 0.900567075

00:47:29.880 --> 00:47:32.196 by being very explicit about it.

NOTE Confidence: 0.900567075

00:47:32.200 --> 00:47:33.200 So that's a great question.

NOTE Confidence: 0.900567075

00:47:33.200 --> 00:47:34.718 By being extremely explicit about it.

NOTE Confidence: 0.900567075

00:47:34.720 --> 00:47:37.058 So something that I teach in the

NOTE Confidence: 0.900567075

00:47:37.058 --> 00:47:38.765 programs and something that comes

NOTE Confidence: 0.900567075

00:47:38.765 --> 00:47:40.697 up often in the one-on-one coaching

NOTE Confidence: 0.900567075

00:47:40.697 --> 00:47:42.916 that I do is that very question.

NOTE Confidence: 0.900567075

00:47:42.920 --> 00:47:45.185 And so we'll talk about

NOTE Confidence: 0.900567075

00:47:45.185 --> 00:47:46.997 it as we'll disambiguate.  
NOTE Confidence: 0.900567075

00:47:47.000 --> 00:47:49.198 Being a leader is not a role,  
NOTE Confidence: 0.900567075

00:47:49.200 --> 00:47:50.192 it's not a title,  
NOTE Confidence: 0.900567075

00:47:50.192 --> 00:47:52.316 it's a way of acting and it's a  
NOTE Confidence: 0.900567075

00:47:52.316 --> 00:47:54.304 it's what you bring to the the  
NOTE Confidence: 0.900567075

00:47:54.304 --> 00:47:55.905 assignment that you have, OK.  
NOTE Confidence: 0.900567075

00:47:55.905 --> 00:47:58.880 And it's the idea going back to  
NOTE Confidence: 0.900567075

00:47:58.880 --> 00:48:01.118 the beginning of of the talk,  
NOTE Confidence: 0.900567075

00:48:01.120 --> 00:48:03.485 when people can stop seeing  
NOTE Confidence: 0.900567075

00:48:03.485 --> 00:48:05.214 themselves as eternal trainees  
NOTE Confidence: 0.900567075

00:48:05.214 --> 00:48:07.304 and they start seeing themselves  
NOTE Confidence: 0.900567075

00:48:07.304 --> 00:48:09.759 as having a voice and a presence,  
NOTE Confidence: 0.900567075

00:48:09.760 --> 00:48:12.070 which allows them to put themselves out  
NOTE Confidence: 0.900567075

00:48:12.070 --> 00:48:14.716 there right that they're wanted in that way,  
NOTE Confidence: 0.900567075

00:48:14.720 --> 00:48:17.037 as opposed to just continuing along in  
NOTE Confidence: 0.900567075

00:48:17.037 --> 00:48:19.718 in sort of a more hierarchical way.

NOTE Confidence: 0.900567075

00:48:19.720 --> 00:48:21.760 That can also help with the mind shift.

NOTE Confidence: 0.900567075

00:48:21.760 --> 00:48:23.278 But how do I do it?

NOTE Confidence: 0.900567075

00:48:23.280 --> 00:48:25.068 Very explicitly by talking about it

NOTE Confidence: 0.900567075

00:48:25.068 --> 00:48:27.320 just this this way and by uncovering,

NOTE Confidence: 0.900567075

00:48:27.320 --> 00:48:28.440 especially in one-on-one coaching

NOTE Confidence: 0.900567075

00:48:28.440 --> 00:48:30.120 and covering what the fears are.

NOTE Confidence: 0.900567075

00:48:30.120 --> 00:48:30.558 What about that?

NOTE Confidence: 0.923794

00:48:31.440 --> 00:48:33.360 Thank you. I think I have a follow

NOTE Confidence: 0.923794

00:48:33.360 --> 00:48:37.382 up in sorry, no, it's great in I

NOTE Confidence: 0.923794

00:48:37.382 --> 00:48:39.914 think in medical training it's very,

NOTE Confidence: 0.923794

00:48:39.920 --> 00:48:40.760 you know, again like you said,

NOTE Confidence: 0.923794

00:48:40.760 --> 00:48:43.404 hierarchical and everything is

NOTE Confidence: 0.923794

00:48:43.404 --> 00:48:45.000 kind of already set up for you.

NOTE Confidence: 0.923794

00:48:45.000 --> 00:48:46.520 You know undergrad medical school,

NOTE Confidence: 0.923794

00:48:46.520 --> 00:48:49.160 residency, fellowship.

NOTE Confidence: 0.923794

00:48:49.160 --> 00:48:52.031 And at each one of those moments you can

NOTE Confidence: 0.923794

00:48:52.031 --> 00:48:54.168 assume the role of leader by my question.

NOTE Confidence: 0.923794

00:48:54.168 --> 00:48:56.680 You know, I guess my intrigue

NOTE Confidence: 0.923794

00:48:56.680 --> 00:48:58.840 is whose role then,

NOTE Confidence: 0.923794

00:48:58.840 --> 00:49:00.404 because it's so hierarchical.

NOTE Confidence: 0.923794

00:49:00.404 --> 00:49:03.959 Is it to assign that role to that trainee?

NOTE Confidence: 0.923794

00:49:03.960 --> 00:49:05.240 Is it the mentors?

NOTE Confidence: 0.923794

00:49:05.240 --> 00:49:07.175 Is it the the upper residence,

NOTE Confidence: 0.923794

00:49:07.175 --> 00:49:08.800 is it the So who's,

NOTE Confidence: 0.923794

00:49:08.800 --> 00:49:11.116 who would you say is responsible

NOTE Confidence: 0.923794

00:49:11.116 --> 00:49:13.195 for empowering the the early

NOTE Confidence: 0.923794

00:49:13.195 --> 00:49:15.480 learners to assume that identity?

NOTE Confidence: 0.916918590833333

00:49:15.840 --> 00:49:18.252 So this that's a great question

NOTE Confidence: 0.916918590833333

00:49:18.252 --> 00:49:21.146 and it makes me think of something

NOTE Confidence: 0.916918590833333

00:49:21.146 --> 00:49:23.676 that that we spoke about.

NOTE Confidence: 0.916918590833333

00:49:23.680 --> 00:49:26.400 I think it was in a faculty meeting

NOTE Confidence: 0.916918590833333  
00:49:26.400 --> 00:49:29.136 maybe last year and it comes I oh comes  
NOTE Confidence: 0.916918590833333  
00:49:29.136 --> 00:49:31.152 from the Culture Code by Dan Coyle.  
NOTE Confidence: 0.916918590833333  
00:49:31.160 --> 00:49:33.036 And it's the idea that there are  
NOTE Confidence: 0.916918590833333  
00:49:33.040 --> 00:49:35.242 you can it's there's leading for  
NOTE Confidence: 0.916918590833333  
00:49:35.242 --> 00:49:36.710 proficiency and there's versus  
NOTE Confidence: 0.916918590833333  
00:49:36.769 --> 00:49:38.397 like leading for creativity.  
NOTE Confidence: 0.916918590833333  
00:49:38.400 --> 00:49:40.056 And when you lead for proficiency  
NOTE Confidence: 0.916918590833333  
00:49:40.056 --> 00:49:42.139 what you want to do is you want  
NOTE Confidence: 0.916918590833333  
00:49:42.139 --> 00:49:43.754 to make sure someone can do a  
NOTE Confidence: 0.916918590833333  
00:49:43.754 --> 00:49:46.716 task 100% well 100% of the time.  
NOTE Confidence: 0.916918590833333  
00:49:46.720 --> 00:49:48.442 And so that kind of training which  
NOTE Confidence: 0.916918590833333  
00:49:48.442 --> 00:49:50.953 is a lot of what you see in medical  
NOTE Confidence: 0.916918590833333  
00:49:50.953 --> 00:49:52.488 training is what's the skill.  
NOTE Confidence: 0.916918590833333  
00:49:52.488 --> 00:49:54.360 How do I acquire the skill.  
NOTE Confidence: 0.916918590833333  
00:49:54.360 --> 00:49:55.912 How do I make sure that I do  
NOTE Confidence: 0.916918590833333

00:49:55.912 --> 00:49:56.800 this procedure perfectly.  
NOTE Confidence: 0.916918590833333

00:49:56.800 --> 00:49:57.186 Right.  
NOTE Confidence: 0.916918590833333

00:49:57.186 --> 00:49:58.730 That's different from leading  
NOTE Confidence: 0.916918590833333

00:49:58.730 --> 00:50:01.035 for creativity which is how do  
NOTE Confidence: 0.916918590833333

00:50:01.035 --> 00:50:02.913 I unleash the potential of the  
NOTE Confidence: 0.916918590833333

00:50:02.913 --> 00:50:05.160 people working for me and how do I  
NOTE Confidence: 0.916918590833333

00:50:05.160 --> 00:50:07.295 create the space so that they can  
NOTE Confidence: 0.916918590833333

00:50:07.295 --> 00:50:09.235 be creative in doing something.  
NOTE Confidence: 0.916918590833333

00:50:09.240 --> 00:50:11.248 So I think part of it in medical  
NOTE Confidence: 0.916918590833333

00:50:11.248 --> 00:50:12.974 training is that the people who  
NOTE Confidence: 0.916918590833333

00:50:12.974 --> 00:50:14.720 are in charge perhaps need some  
NOTE Confidence: 0.916918590833333

00:50:14.779 --> 00:50:16.239 clarity around what they are  
NOTE Confidence: 0.916918590833333

00:50:16.239 --> 00:50:17.992 trying to do at a given point.  
NOTE Confidence: 0.916918590833333

00:50:17.992 --> 00:50:19.617 If they are trying to teach someone  
NOTE Confidence: 0.916918590833333

00:50:19.617 --> 00:50:21.195 how to do a medical procedure,  
NOTE Confidence: 0.916918590833333

00:50:21.200 --> 00:50:22.358 they really shouldn't be sitting around.

NOTE Confidence: 0.916918590833333  
00:50:22.360 --> 00:50:23.400 OK. How do you want to do this?  
NOTE Confidence: 0.916918590833333  
00:50:23.400 --> 00:50:24.740 No, this is how you do it, Right.  
NOTE Confidence: 0.916918590833333  
00:50:24.740 --> 00:50:26.360 I wouldn't want to be the patient on whom,  
NOTE Confidence: 0.916918590833333  
00:50:26.360 --> 00:50:26.900 you know,  
NOTE Confidence: 0.916918590833333  
00:50:26.900 --> 00:50:28.994 people are having theories about this, right?  
NOTE Confidence: 0.916918590833333  
00:50:28.994 --> 00:50:32.170 But if they're trying to teach PeopleSoft  
NOTE Confidence: 0.916918590833333  
00:50:32.170 --> 00:50:34.480 skills or trying to teach them presence,  
NOTE Confidence: 0.916918590833333  
00:50:34.480 --> 00:50:37.208 there needs to be an opening around how  
NOTE Confidence: 0.916918590833333  
00:50:37.208 --> 00:50:39.400 that is taught, the thinking of the leaders.  
NOTE Confidence: 0.916918590833333  
00:50:39.400 --> 00:50:41.556 So I think I think that's getting  
NOTE Confidence: 0.916918590833333  
00:50:41.556 --> 00:50:43.560 a part of your question.  
NOTE Confidence: 0.916918590833333  
00:50:43.560 --> 00:50:44.200 Yeah. Good.  
NOTE Confidence: 0.916918590833333  
00:50:44.200 --> 00:50:44.840 Thank you.  
NOTE Confidence: 0.783333728823529  
00:50:46.600 --> 00:50:48.466 I liked how you frame leadership  
NOTE Confidence: 0.783333728823529  
00:50:48.466 --> 00:50:50.424 in terms of traits as opposed  
NOTE Confidence: 0.783333728823529

00:50:50.424 --> 00:50:52.039 to simply just a position.  
NOTE Confidence: 0.783333728823529

00:50:52.040 --> 00:50:53.594 And since you've done a lot  
NOTE Confidence: 0.783333728823529

00:50:53.594 --> 00:50:55.240 of your work in academia,  
NOTE Confidence: 0.783333728823529

00:50:55.240 --> 00:50:57.766 I was wondering if you've picked  
NOTE Confidence: 0.783333728823529

00:50:57.766 --> 00:51:00.679 up or found any trends among,  
NOTE Confidence: 0.783333728823529

00:51:00.680 --> 00:51:03.236 you know, leaders in in academia  
NOTE Confidence: 0.783333728823529

00:51:03.240 --> 00:51:05.190 along the lines of strengths  
NOTE Confidence: 0.783333728823529

00:51:05.190 --> 00:51:07.102 or weaknesses that, you know,  
NOTE Confidence: 0.783333728823529

00:51:07.102 --> 00:51:08.957 maybe we can juxtapose against  
NOTE Confidence: 0.783333728823529

00:51:08.960 --> 00:51:10.880 traditional or archetypal leaders  
NOTE Confidence: 0.783333728823529

00:51:10.880 --> 00:51:13.760 in in other systems or organizations.  
NOTE Confidence: 0.768946968

00:51:14.640 --> 00:51:16.280 It's such a good question.  
NOTE Confidence: 0.768946968

00:51:16.280 --> 00:51:18.000 Are you still question? Yes, Sir. And  
NOTE Confidence: 0.883526448

00:51:18.000 --> 00:51:21.328 maybe the context is also in,  
NOTE Confidence: 0.883526448

00:51:21.328 --> 00:51:23.056 in the setting of kind of  
NOTE Confidence: 0.883526448

00:51:23.056 --> 00:51:24.440 a mental health crisis,

NOTE Confidence: 0.883526448

00:51:24.440 --> 00:51:27.743 I I think society at at large kind of

NOTE Confidence: 0.883526448

00:51:27.743 --> 00:51:31.359 may yearn for a lot of our voices to

NOTE Confidence: 0.883526448

00:51:31.359 --> 00:51:34.091 play larger roles in big systems like

NOTE Confidence: 0.883526448

00:51:34.091 --> 00:51:36.353 policy making or other community leaders.

NOTE Confidence: 0.883526448

00:51:36.360 --> 00:51:38.238 And I don't always see psychiatrists

NOTE Confidence: 0.883526448

00:51:38.238 --> 00:51:40.000 or social workers or psychologists

NOTE Confidence: 0.883526448

00:51:40.000 --> 00:51:41.359 in these positions.

NOTE Confidence: 0.883526448

00:51:41.360 --> 00:51:44.568 And kind of I think that that's

NOTE Confidence: 0.883526448

00:51:44.568 --> 00:51:45.996 sort of the spirit of my question.

NOTE Confidence: 0.883526448

00:51:46.000 --> 00:51:49.220 Just wondering why maybe there's a a

NOTE Confidence: 0.883526448

00:51:49.220 --> 00:51:53.448 vacuum of leadership for people like us

NOTE Confidence: 0.883526448

00:51:53.448 --> 00:51:54.876 that work in this child study center.

NOTE Confidence: 0.765447324285714

00:51:55.240 --> 00:51:57.200 OK. It's it's it's a great question.

NOTE Confidence: 0.765447324285714

00:51:57.200 --> 00:51:58.238 There are there are like 5

NOTE Confidence: 0.765447324285714

00:51:58.238 --> 00:51:59.400 different angles I can think about.

NOTE Confidence: 0.765447324285714

00:51:59.400 --> 00:52:03.240 So one is you asked me about traits,  
NOTE Confidence: 0.765447324285714

00:52:03.240 --> 00:52:04.800 traits that we see with leaders.  
NOTE Confidence: 0.765447324285714

00:52:04.800 --> 00:52:08.355 So couple of things I'll say I often do.  
NOTE Confidence: 0.765447324285714

00:52:08.360 --> 00:52:10.232 I pointed out that strengths Finder  
NOTE Confidence: 0.765447324285714

00:52:10.232 --> 00:52:12.080 assessment at the beginning of the talk  
NOTE Confidence: 0.765447324285714

00:52:12.080 --> 00:52:15.760 and what sometimes will come up for people  
NOTE Confidence: 0.765447324285714

00:52:15.760 --> 00:52:18.560 working more in the medical fields or,  
NOTE Confidence: 0.765447324285714

00:52:18.560 --> 00:52:20.120 you know, behavioral health is  
NOTE Confidence: 0.765447324285714

00:52:20.120 --> 00:52:22.480 why don't I have any influencing.  
NOTE Confidence: 0.765447324285714

00:52:22.480 --> 00:52:23.752 So people are afraid since they  
NOTE Confidence: 0.765447324285714

00:52:23.752 --> 00:52:25.364 don't have this trait of, you know,  
NOTE Confidence: 0.765447324285714

00:52:25.364 --> 00:52:27.478 being influential, having a lot of charisma,  
NOTE Confidence: 0.765447324285714

00:52:27.480 --> 00:52:28.600 having a lot of woo,  
NOTE Confidence: 0.765447324285714

00:52:28.600 --> 00:52:29.960 that they can't be leaders.  
NOTE Confidence: 0.765447324285714

00:52:29.960 --> 00:52:31.436 And So what I usually say,  
NOTE Confidence: 0.765447324285714

00:52:31.440 --> 00:52:32.838 and some people do have that,

NOTE Confidence: 0.765447324285714

00:52:32.840 --> 00:52:33.720 it's not that nobody does.

NOTE Confidence: 0.765447324285714

00:52:33.720 --> 00:52:36.320 But a question that comes up is if

NOTE Confidence: 0.765447324285714

00:52:36.320 --> 00:52:37.876 I don't have it, can I lead, right.

NOTE Confidence: 0.765447324285714

00:52:37.876 --> 00:52:40.399 And so the way that I answer that is yes,

NOTE Confidence: 0.765447324285714

00:52:40.400 --> 00:52:41.308 you absolutely can lead,

NOTE Confidence: 0.765447324285714

00:52:41.308 --> 00:52:43.662 but you have to lead with your strengths, OK.

NOTE Confidence: 0.765447324285714

00:52:43.662 --> 00:52:44.448 And so again,

NOTE Confidence: 0.765447324285714

00:52:44.448 --> 00:52:47.000 there needs to be a shift from a deficit.

NOTE Confidence: 0.765447324285714

00:52:47.000 --> 00:52:48.640 I don't have this right.

NOTE Confidence: 0.765447324285714

00:52:48.640 --> 00:52:50.398 I'm not the most persuasive speaker.

NOTE Confidence: 0.765447324285714

00:52:50.400 --> 00:52:51.540 I don't have crowds of thousands

NOTE Confidence: 0.765447324285714

00:52:51.540 --> 00:52:52.440 of people listening to me.

NOTE Confidence: 0.765447324285714

00:52:52.440 --> 00:52:55.156 I can't leave. No, that's not you.

NOTE Confidence: 0.765447324285714

00:52:55.160 --> 00:52:56.216 You need to know that you're

NOTE Confidence: 0.765447324285714

00:52:56.216 --> 00:52:56.920 really good at executing.

NOTE Confidence: 0.765447324285714

00:52:56.920 --> 00:52:57.844 You're really good,  
NOTE Confidence: 0.765447324285714

00:52:57.844 --> 00:52:59.076 good at building relationships,  
NOTE Confidence: 0.765447324285714

00:52:59.080 --> 00:53:00.472 and how do you take that forward into  
NOTE Confidence: 0.765447324285714

00:53:00.472 --> 00:53:01.917 the kind of work that you want to do?  
NOTE Confidence: 0.765447324285714

00:53:01.920 --> 00:53:02.720 So that's part of it.  
NOTE Confidence: 0.765447324285714

00:53:02.720 --> 00:53:05.880 It's that grounding, right.  
NOTE Confidence: 0.765447324285714

00:53:05.880 --> 00:53:06.608 And why?  
NOTE Confidence: 0.765447324285714

00:53:06.608 --> 00:53:09.520 What to do about the fact that people  
NOTE Confidence: 0.765447324285714

00:53:09.520 --> 00:53:11.960 you know in our fields don't take more  
NOTE Confidence: 0.765447324285714

00:53:11.960 --> 00:53:14.637 of a public stance around issues.  
NOTE Confidence: 0.765447324285714

00:53:14.640 --> 00:53:15.219 I don't know.  
NOTE Confidence: 0.765447324285714

00:53:15.219 --> 00:53:17.034 I think that part of it is if people  
NOTE Confidence: 0.765447324285714

00:53:17.034 --> 00:53:18.690 have a calling or desire to do it  
NOTE Confidence: 0.765447324285714

00:53:18.745 --> 00:53:20.621 and they're afraid they have to push  
NOTE Confidence: 0.765447324285714

00:53:20.621 --> 00:53:22.354 through that, that fear, right.  
NOTE Confidence: 0.765447324285714

00:53:22.354 --> 00:53:25.140 And they have to push through the

NOTE Confidence: 0.765447324285714

00:53:25.218 --> 00:53:28.624 fear that the system will somehow

NOTE Confidence: 0.765447324285714

00:53:28.624 --> 00:53:32.680 negate that or or punish that.

NOTE Confidence: 0.765447324285714

00:53:32.680 --> 00:53:33.560 We have a question.

NOTE Confidence: 0.813644668

00:53:33.720 --> 00:53:35.520 We have a question online.

NOTE Confidence: 0.813644668

00:53:35.520 --> 00:53:37.084 So me, Adi, I'm,

NOTE Confidence: 0.813644668

00:53:37.084 --> 00:53:39.920 I hope I'm mentioning your name well,

NOTE Confidence: 0.813644668

00:53:39.920 --> 00:53:41.448 but please introduce yourself.

NOTE Confidence: 0.813644668

00:53:41.448 --> 00:53:43.440 And your question, yes, my name is NI,

NOTE Confidence: 0.813644668

00:53:43.440 --> 00:53:45.318 I am associate professor in Psychiatry.

NOTE Confidence: 0.813644668

00:53:45.320 --> 00:53:46.838 I should also disclose I went

NOTE Confidence: 0.813644668

00:53:46.838 --> 00:53:47.597 through Darren's coaching.

NOTE Confidence: 0.813644668

00:53:47.600 --> 00:53:49.434 So this was really nice to see.

NOTE Confidence: 0.813644668

00:53:49.440 --> 00:53:51.960 Darren, thanks so much for the presentation.

NOTE Confidence: 0.813644668

00:53:51.960 --> 00:53:53.220 One question, I don't know if this

NOTE Confidence: 0.813644668

00:53:53.220 --> 00:53:54.760 is a fully formulated question yet.

NOTE Confidence: 0.813644668

00:53:54.760 --> 00:53:56.632 So we'll see how it, how it comes out,  
NOTE Confidence: 0.813644668

00:53:56.632 --> 00:53:58.608 but the framework that you gave about  
NOTE Confidence: 0.813644668

00:53:58.608 --> 00:54:00.560 apprenticeship was really helpful.  
NOTE Confidence: 0.813644668

00:54:00.560 --> 00:54:02.972 The question I'm trying to Mull  
NOTE Confidence: 0.813644668

00:54:02.972 --> 00:54:05.048 over is where communal learning  
NOTE Confidence: 0.813644668

00:54:05.048 --> 00:54:07.272 fits in what that both from the  
NOTE Confidence: 0.813644668

00:54:07.272 --> 00:54:08.616 the standpoint of the leader and  
NOTE Confidence: 0.813644668

00:54:08.616 --> 00:54:09.800 those who they are leading.  
NOTE Confidence: 0.813644668

00:54:09.800 --> 00:54:11.235 Is that something that you've thought about  
NOTE Confidence: 0.6953

00:54:12.400 --> 00:54:13.526 say say it again Nee. Thank.  
NOTE Confidence: 0.6953

00:54:13.526 --> 00:54:14.556 Thank you for the question.  
NOTE Confidence: 0.6953

00:54:14.560 --> 00:54:16.282 The the what is it that you're  
NOTE Confidence: 0.6953

00:54:16.282 --> 00:54:17.320 that you're mulling over.  
NOTE Confidence: 0.6953

00:54:17.320 --> 00:54:18.160 So I guess thinking  
NOTE Confidence: 0.94167875

00:54:18.160 --> 00:54:20.200 about the growth mindset of both  
NOTE Confidence: 0.94167875

00:54:20.200 --> 00:54:22.052 the leader and those there Lee and

NOTE Confidence: 0.94167875

00:54:22.052 --> 00:54:23.816 how how does that factor in when

NOTE Confidence: 0.94167875

00:54:23.816 --> 00:54:25.719 you remove the apprenticeship model.

NOTE Confidence: 0.964486514

00:54:27.440 --> 00:54:31.612 So I think everybody needs to be

NOTE Confidence: 0.964486514

00:54:31.612 --> 00:54:33.840 committed to investigating the

NOTE Confidence: 0.964486514

00:54:33.840 --> 00:54:36.000 dynamic in the relationship, OK.

NOTE Confidence: 0.964486514

00:54:36.000 --> 00:54:38.400 So that's that's more of like

NOTE Confidence: 0.964486514

00:54:38.400 --> 00:54:40.178 a psychological answer I think

NOTE Confidence: 0.964486514

00:54:40.178 --> 00:54:41.464 than a procedural answer.

NOTE Confidence: 0.964486514

00:54:41.464 --> 00:54:43.816 I think everybody needs to question

NOTE Confidence: 0.964486514

00:54:43.816 --> 00:54:46.472 are we playing out some sort of

NOTE Confidence: 0.964486514

00:54:46.472 --> 00:54:48.272 apprentice model here where I'm

NOTE Confidence: 0.964486514

00:54:48.342 --> 00:54:50.514 the trainee and you're the person

NOTE Confidence: 0.964486514

00:54:50.514 --> 00:54:52.685 training me and we are fixated on

NOTE Confidence: 0.964486514

00:54:52.685 --> 00:54:54.600 what I answered the question before.

NOTE Confidence: 0.964486514

00:54:54.600 --> 00:54:57.168 We're fixated on you know leading

NOTE Confidence: 0.964486514

00:54:57.168 --> 00:54:59.259 for proficiency where your objective  
NOTE Confidence: 0.964486514

00:54:59.259 --> 00:55:01.959 is to get me to get that RO one,  
NOTE Confidence: 0.964486514

00:55:01.960 --> 00:55:05.800 is that where we are stuck in our  
NOTE Confidence: 0.964486514

00:55:05.800 --> 00:55:07.964 relationship or is there room in  
NOTE Confidence: 0.964486514

00:55:07.964 --> 00:55:09.770 this relationship for more of a  
NOTE Confidence: 0.964486514

00:55:09.835 --> 00:55:11.851 of a development of both of us  
NOTE Confidence: 0.964486514

00:55:11.851 --> 00:55:13.600 that isn't just instrumental,  
NOTE Confidence: 0.964486514

00:55:13.600 --> 00:55:15.608 but that also is development of us as  
NOTE Confidence: 0.964486514

00:55:15.608 --> 00:55:17.634 people and can we shift it in that way,  
NOTE Confidence: 0.964486514

00:55:17.640 --> 00:55:19.440 can we make it a little bit more equal.  
NOTE Confidence: 0.964486514

00:55:19.440 --> 00:55:22.680 So I think that's that's part of it,  
NOTE Confidence: 0.964486514

00:55:22.680 --> 00:55:24.552 but I I I I think that there's more,  
NOTE Confidence: 0.964486514

00:55:24.560 --> 00:55:26.440 I think it's a great question is that  
NOTE Confidence: 0.964486514

00:55:26.440 --> 00:55:28.640 is that getting at at what you're asking  
NOTE Confidence: 0.80844721

00:55:29.160 --> 00:55:30.320 definitely. And as I said,  
NOTE Confidence: 0.80844721

00:55:30.320 --> 00:55:31.636 I think I'm still forming the question.

NOTE Confidence: 0.80844721

00:55:31.640 --> 00:55:32.990 So it's actually helpful to

NOTE Confidence: 0.80844721

00:55:32.990 --> 00:55:34.340 hear your response and your

NOTE Confidence: 0.80844721

00:55:34.389 --> 00:55:35.955 thought process on that as well.

NOTE Confidence: 0.80844721

00:55:35.960 --> 00:55:36.560 That's really helpful.

NOTE Confidence: 0.914104275

00:55:37.000 --> 00:55:37.960 Thank you. Thank you.

NOTE Confidence: 0.90029937

00:55:41.840 --> 00:55:43.436 Anybody else, what time is it?

NOTE Confidence: 0.928444733636364

00:55:51.400 --> 00:55:52.534 I'm not sure if there is

NOTE Confidence: 0.928444733636364

00:55:52.534 --> 00:55:53.720 enough time for this question,

NOTE Confidence: 0.928444733636364

00:55:53.720 --> 00:55:57.243 but I wonder about how would you

NOTE Confidence: 0.928444733636364

00:55:57.243 --> 00:55:59.248 see the different leadership style

NOTE Confidence: 0.928444733636364

00:55:59.248 --> 00:56:01.480 particularly for women in the academia,

NOTE Confidence: 0.928444733636364

00:56:01.480 --> 00:56:03.176 particularly in the medicine.

NOTE Confidence: 0.928444733636364

00:56:03.176 --> 00:56:07.200 So as a women should I really adopt the,

NOTE Confidence: 0.928444733636364

00:56:07.200 --> 00:56:10.252 I mean leadership aside that comes from

NOTE Confidence: 0.928444733636364

00:56:10.252 --> 00:56:13.473 I mean masculine style or can I adopt

NOTE Confidence: 0.928444733636364

00:56:13.473 --> 00:56:16.318 or create a new leadership style as men

NOTE Confidence: 0.942857634285714

00:56:18.840 --> 00:56:22.354 do you want like my gut answer,

NOTE Confidence: 0.942857634285714

00:56:22.360 --> 00:56:24.880 do it the way you want to do it right,

NOTE Confidence: 0.942857634285714

00:56:24.880 --> 00:56:26.120 do it the way that you want to

NOTE Confidence: 0.942857634285714

00:56:26.120 --> 00:56:27.948 do it because that's that's that

NOTE Confidence: 0.942857634285714

00:56:27.948 --> 00:56:30.118 can create fear and discomfort.

NOTE Confidence: 0.942857634285714

00:56:30.120 --> 00:56:32.232 But that's the only way that

NOTE Confidence: 0.942857634285714

00:56:32.232 --> 00:56:34.598 we push forward the envelope on

NOTE Confidence: 0.942857634285714

00:56:34.598 --> 00:56:38.240 having more space for diversity of

NOTE Confidence: 0.942857634285714

00:56:38.240 --> 00:56:40.840 leadership approaches and diversity

NOTE Confidence: 0.942857634285714

00:56:40.840 --> 00:56:44.090 of perspectives around that and

NOTE Confidence: 0.942857634285714

00:56:44.090 --> 00:56:46.893 also get support for that right.

NOTE Confidence: 0.942857634285714

00:56:46.893 --> 00:56:48.917 So you don't have to do that alone.

NOTE Confidence: 0.942857634285714

00:56:48.920 --> 00:56:50.649 So I know that there's more to

NOTE Confidence: 0.942857634285714

00:56:50.649 --> 00:56:54.012 talk about with that, but do it.

NOTE Confidence: 0.942857634285714

00:56:54.012 --> 00:56:55.400 That's my my answer. Yeah.

NOTE Confidence: 0.637296835

00:57:02.920 --> 00:57:03.320 OK. Thank

NOTE Confidence: 0.6898405875

00:57:05.280 --> 00:57:05.880 you so much. Oh,

NOTE Confidence: 0.606123356666667

00:57:05.880 --> 00:57:07.264 you're welcome. Thank you.

NOTE Confidence: 0.606123356666667

00:57:07.264 --> 00:57:09.000 Thank you. Thank you.