WEBVTT

00:00:00.000 --> 00:00:03.996 So all that my colleague just said about me,

00:00:04.000 --> 00:00:06.785 Forget it. This is the real

00:00:06.785 --> 00:00:07.960 Darren Lattimore on the screen.

00:00:07.960 --> 00:00:10.560 This is what's actually important.

00:00:10.560 --> 00:00:14.396 As the Deputy Reverse Equity inclusion,

00:00:14.396 --> 00:00:16.975 I want to be very clear that I am

00:00:16.975 --> 00:00:18.800 here for each and every one of you.

00:00:18.800 --> 00:00:21.116 Unfortunately, many times people will think

00:00:21.116 --> 00:00:24.158 that I'm only here for certain identities.

00:00:24.160 --> 00:00:26.344 Please, please leave that at the door.

00:00:26.350 --> 00:00:28.334 If you feel that you have ideas on

00:00:28.334 --> 00:00:30.678 how to make this a more inclusive

00:00:30.678 --> 00:00:32.950 environment for all, come visit me.

00:00:32.950 --> 00:00:36.750 If you feel that we have some work to do

NOTE Confidence: 0.9353848

00:00:36.750 --> 00:00:39.025 to make this a more inclusive environment,

NOTE Confidence: 0.9353848

00:00:39.030 --> 00:00:42.186 please, please, please come visit me.

NOTE Confidence: 0.9353848

00:00:42.190 --> 00:00:44.030 Do not, do not,

NOTE Confidence: 0.9353848

00:00:44.030 --> 00:00:46.342 do not experience inappropriate

NOTE Confidence: 0.9353848

00:00:46.342 --> 00:00:48.430 behavior in isolation.

NOTE Confidence: 0.9353848

00:00:48.430 --> 00:00:49.666 There is no need for that

NOTE Confidence: 0.9259436

00:00:52.510 --> 00:00:55.698 if you guys are old enough and I'm

NOTE Confidence: 0.9259436

00:00:55.698 --> 00:00:58.368 dating myself to remember Superfly.

NOTE Confidence: 0.9259436

00:00:58.370 --> 00:01:00.650 Yes, my father literally walked

NOTE Confidence: 0.9259436

00:01:00.650 --> 00:01:02.930 through life with that persona.

NOTE Confidence: 0.9259436

00:01:02.930 --> 00:01:04.901 And if you know anything about the

NOTE Confidence: 0.9259436

00:01:04.901 --> 00:01:06.729 religion of Jehovah Witnesses,

NOTE Confidence: 0.9259436

00:01:06.730 --> 00:01:07.662 very conservative.

NOTE Confidence: 0.9259436

00:01:07.662 --> 00:01:10.458 How those two got together talking

NOTE Confidence: 0.9259436

00:01:10.458 --> 00:01:12.900 about opposites attracting, but they

NOTE Confidence: 0.9259436

00:01:12.900 --> 00:01:14.970 came out with three beautiful children.

NOTE Confidence: 0.9259436

00:01:14.970 --> 00:01:17.545 Next slide please pull out

NOTE Confidence: 0.9259436

00:01:17.545 --> 00:01:19.605 your phones for me.

NOTE Confidence: 0.9259436

00:01:19.610 --> 00:01:21.086 You can do this one or two ways.

NOTE Confidence: 0.9259436

00:01:21.090 --> 00:01:22.554 The easiest way is to take

NOTE Confidence: 0.9259436

00:01:22.554 --> 00:01:24.049 a picture of the QR code.

NOTE Confidence: 0.9027031

00:01:28.430 --> 00:01:28.510 Are

NOTE Confidence: 0.9027031

00:01:37.510 --> 00:01:39.430 we ready? Yeah, if everybody's

NOTE Confidence: 0.9027031

00:01:40.190 --> 00:01:42.542 hold on, I see a couple

NOTE Confidence: 0.9027031

00:01:42.542 --> 00:01:44.110 people still taking pictures.

NOTE Confidence: 0.9027031

00:01:44.110 --> 00:01:45.414 Is anyone having difficulty

NOTE Confidence: 0.9027031

00:01:45.414 --> 00:01:46.589 getting in? Just need like

NOTE Confidence: 0.9027031

00:01:49.830 --> 00:01:50.630 a minute or two.

NOTE Confidence: 0.922377134545454

00:01:50.630 --> 00:01:52.082 OK. Next slide please.

NOTE Confidence: 0.922377134545454

00:01:52.082 --> 00:01:55.150 So for the next set of questions,

NOTE Confidence: 0.922377134545454

00:01:55.150 --> 00:01:57.376 I want you to think about the

NOTE Confidence: 0.922377134545454

00:01:57.376 --> 00:01:59.348 last 2-3 years of your life,

NOTE Confidence: 0.922377134545454

00:01:59.350 --> 00:02:01.345 be it and whatever what you call

NOTE Confidence: 0.922377134545454

00:02:01.345 --> 00:02:03.389 your science or your clinical work,

NOTE Confidence: 0.922377134545454

00:02:03.390 --> 00:02:06.302 whatever that looks like,

NOTE Confidence: 0.922377134545454

00:02:06.302 --> 00:02:08.014 whom did you collaborate with?

NOTE Confidence: 0.922377134545454

00:02:08.014 --> 00:02:09.490 And I want you to create

NOTE Confidence: 0.922377134545454

00:02:09.545 --> 00:02:10.629 a visual for yourself.

NOTE Confidence: 0.922377134545454

00:02:10.630 --> 00:02:13.145 What were their identities of

NOTE Confidence: 0.922377134545454

00:02:13.145 --> 00:02:15.660 whom you collaborated most with

NOTE Confidence: 0.922377134545454

00:02:15.747 --> 00:02:18.470 over the last two to three years?

NOTE Confidence: 0.922377134545454

00:02:18.470 --> 00:02:19.784 And now I'm going to ask

NOTE Confidence: 0.922377134545454

00:02:19.784 --> 00:02:21.270 you a couple of questions.

NOTE Confidence: 0.922377134545454

00:02:21.270 --> 00:02:22.563 Next slide please.

NOTE Confidence: 0.922377134545454

00:02:22.563 --> 00:02:25.149 So for the very first one,

NOTE Confidence: 0.922377134545454

00:02:25.150 --> 00:02:28.190 I want you to create a word cloud for me.

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NOTE Confidence: 0.922377134545454

00:02:28.190 --> 00:02:31.558 Now let's leave those people that are leaders

NOTE Confidence: 0.922377134545454

00:02:31.558 --> 00:02:34.945 whom we couldn't wait to get away from,

NOTE Confidence: 0.922377134545454

00:02:34.950 --> 00:02:36.990 Let's leave them on the bench.

NOTE Confidence: 0.922377134545454

00:02:36.990 --> 00:02:38.805 Let's think about the

NOTE Confidence: 0.922377134545454

00:02:38.805 --> 00:02:40.745 leaders who inspired us,

NOTE Confidence: 0.922377134545454

00:02:40.750 --> 00:02:43.182 the leaders who helped us get to the

NOTE Confidence: 0.922377134545454

00:02:43.182 --> 00:02:45.306 seat that we are sitting in now.

NOTE Confidence: 0.922377134545454

00:02:45.310 --> 00:02:47.103 What were their traits?

NOTE Confidence: 0.922377134545454

00:02:47.103 --> 00:02:49.067 What were their attributes?

NOTE Confidence: 0.922377134545454

00:02:49.070 --> 00:02:52.190 How did they communicate?

NOTE Confidence: 0.922377134545454

00:02:52.190 --> 00:02:55.110 And you literally will type in your phone,

NOTE Confidence: 0.922377134545454

00:02:55.110 --> 00:02:55.932 one word answers.

NOTE Confidence: 0.922377134545454

00:02:55.932 --> 00:02:57.409 You can type as many as you

NOTE Confidence: 0.922377134545454

00:02:57.409 --> 00:02:58.547 want and then hit enter.

NOTE Confidence: 0.922377134545454

00:02:58.550 --> 00:03:00.979 And we're going to create a word

NOTE Confidence: 0.922377134545454

00:03:00.979 --> 00:03:04.067 cloud as to the group's ideal leader,

NOTE Confidence: 0.922377134545454

00:03:04.070 --> 00:03:05.470 what does that look like,

NOTE Confidence: 0.922377134545454

00:03:05.470 --> 00:03:06.590 feel like to you?

NOTE Confidence: 0.92798895

00:03:10.750 --> 00:03:12.610 So please, please hold on to

NOTE Confidence: 0.92798895

00:03:12.610 --> 00:03:13.758 these words. Matter of fact,

NOTE Confidence: 0.92798895

00:03:13.758 --> 00:03:14.990 you may want to take a picture

NOTE Confidence: 0.92798895

00:03:18.950 --> 00:03:21.150 because my goal for the next 30 minutes

NOTE Confidence: 0.92798895

00:03:21.150 --> 00:03:27.620 is to to basically encourage you to

NOTE Confidence: 0.92798895

00:03:27.620 --> 00:03:30.020 realize that you are now that leader

NOTE Confidence: 0.9489949

00:03:32.860 --> 00:03:36.380 and to remind you what actually

NOTE Confidence: 0.9489949

00:03:36.380 --> 00:03:38.780 a true leader feels like.

NOTE Confidence: 0.9489949

00:03:43.220 --> 00:03:45.602 Supportive, Responsive.

NOTE Confidence: 0.9489949

00:03:45.602 --> 00:03:49.628 Collaborative. Kind, inclusive,

NOTE Confidence: 0.9489949

00:03:49.628 --> 00:03:52.202 transparent. Any of those words,

NOTE Confidence: 0.9489949

00:03:52.202 --> 00:03:54.570 any of them are they I words,

NOTE Confidence: 0.92097825

00:03:57.890 --> 00:04:00.730 not a single one of them.

NOTE Confidence: 0.92097825

00:04:00.730 --> 00:04:02.490 So being a leader is not about you,

NOTE Confidence: 0.92097825

00:04:02.490 --> 00:04:05.792 a really good leader.

NOTE Confidence: 0.92097825

00:04:05.792 --> 00:04:10.570 It's about the we and the team.

NOTE Confidence: 0.92097825

00:04:10.570 --> 00:04:12.328 Next slide please.

NOTE Confidence: 0.92097825

00:04:15.370 --> 00:04:17.350 I only want people who

NOTE Confidence: 0.92097825

00:04:17.350 --> 00:04:19.330 identify as women or nonbinary.

NOTE Confidence: 0.92097825

00:04:19.330 --> 00:04:21.070 To answer this question. Again,

NOTE Confidence: 0.92097825

00:04:21.070 --> 00:04:22.906 go back to the last two to three years.

NOTE Confidence: 0.92097825

00:04:22.910 --> 00:04:24.560 Who are your main collaborators

NOTE Confidence: 0.92097825

00:04:24.560 --> 00:04:25.550 in your science?

NOTE Confidence: 0.92097825

00:04:25.550 --> 00:04:28.030 Whatever that looks like?

NOTE Confidence: 0.92097825

00:04:28.030 --> 00:04:29.386 Only women in the room answer,

NOTE Confidence: 0.92097825

00:04:29.390 --> 00:04:30.473 please. Or nonbinary.

NOTE Confidence: 0.92097825

00:04:30.473 --> 00:04:32.639 Were they the same gender as

NOTE Confidence: 0.92097825

00:04:32.639 --> 00:04:34.548 you or a different gender?

NOTE Confidence: 0.9280152

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00:04:39.950 --> 00:04:42.150 Men. Everybody.

NOTE Confidence: 0.9280152

00:04:42.150 --> 00:04:42.922 Actually, everybody.

NOTE Confidence: 0.9280152

00:04:42.922 --> 00:04:44.466 Look at this picture.

NOTE Confidence: 0.9280152

00:04:44.470 --> 00:04:47.340 So we got for women.

NOTE Confidence: 0.9280152

00:04:47.340 --> 00:04:50.217 I'm not 29% says this is true.

NOTE Confidence: 0.9280152

00:04:50.220 --> 00:04:52.579 71% says it's not true for women.

NOTE Confidence: 0.9280152

00:04:52.580 --> 00:04:54.500 Next slide, please. Men only

NOTE Confidence: 0.9364184

00:04:56.540 --> 00:04:58.044 your main collaborators of

NOTE Confidence: 0.9364184

00:04:58.044 --> 00:05:00.300 the last two to three years.

NOTE Confidence: 0.9364184

00:05:00.300 --> 00:05:01.980 Same gender as you.

NOTE Confidence: 0.9364184

00:05:01.980 --> 00:05:03.660 Different gender than you.

NOTE Confidence: 0.9364184

00:05:07.020 --> 00:05:08.378 How does this work?

NOTE Confidence: 0.9364184

00:05:13.660 --> 00:05:14.900 How does this work?

NOTE Confidence: 0.9276932

00:05:17.050 --> 00:05:18.850 Next slide, please,

NOTE Confidence: 0.9276932

00:05:21.210 --> 00:05:25.468 everyone from your perception of

NOTE Confidence: 0.9276932

00:05:25.468 --> 00:05:28.018 other people's identities, same race,

NOTE Confidence: 0.9276932

00:05:28.018 --> 00:05:30.235 ethnicity as you, different. And again,

NOTE Confidence: 0.9276932

00:05:30.235 --> 00:05:32.125 I'm talking about your main collaborators,

NOTE Confidence: 0.9276932

00:05:32.130 --> 00:05:33.890 people you work the most closely with. Oh, I

NOTE Confidence: 0.9276932

00:05:36.570 --> 00:05:39.088 love it. I guess I can sit down.

NOTE Confidence: 0.9276932

00:05:41.570 --> 00:05:44.860 And then last question for you,

NOTE Confidence: 0.9276932

00:05:44.860 --> 00:05:46.860 again, making some assumptions

NOTE Confidence: 0.9276932

00:05:46.860 --> 00:05:48.860 about people's political beliefs,

NOTE Confidence: 0.9276932

00:05:48.860 --> 00:05:51.695 most of your collaborators, do you believe,

NOTE Confidence: 0.9276932

00:05:51.700 --> 00:05:54.010 hold the same political stripes

NOTE Confidence: 0.9276932

00:05:54.010 --> 00:05:56.300 as yourself or the exact opposite.

NOTE Confidence: 0.92965657

00:06:00.660 --> 00:06:02.858 So just based on what we've seen,

NOTE Confidence: 0.92965657

00:06:05.060 --> 00:06:11.110 how truly diverse are collaborators?

NOTE Confidence: 0.92965657

00:06:11.110 --> 00:06:13.190 I know if we were, if I asked the question,

NOTE Confidence: 0.92965657

00:06:13.190 --> 00:06:15.238 oh, I work with very diverse groups of

NOTE Confidence: 0.92965657

00:06:15.238 --> 00:06:17.345 people is the answer that I always get.

NOTE Confidence: 0.92901593

00:06:19.550 --> 00:06:20.650 But based on what we've

NOTE Confidence: 0.92901593

00:06:20.650 --> 00:06:21.825 just said to each other,

NOTE Confidence: 0.92901593

00:06:24.070 --> 00:06:27.110 is there room for improvement?

NOTE Confidence: 0.92901593

00:06:27.110 --> 00:06:28.790 Next slide please. And I'd like

NOTE Confidence: 0.92901593

00:06:28.790 --> 00:06:30.670 to take over at this point. I

NOTE Confidence: 0.92901593

00:06:38.710 --> 00:06:39.990 turned it on. That'd be helpful, huh?

NOTE Confidence: 0.9187378

00:06:41.480 --> 00:06:43.475 OK, I'm using diversity in a very,

NOTE Confidence: 0.9187378

00:06:43.480 --> 00:06:45.755 very broad way. I am not looking

NOTE Confidence: 0.9187378

00:06:45.755 --> 00:06:48.560 at it on any specific identity.

NOTE Confidence: 0.9187378

00:06:48.560 --> 00:06:51.157 I'm thinking about it in the way

NOTE Confidence: 0.9187378

00:06:51.157 --> 00:06:53.239 we actually think and process.

NOTE Confidence: 0.9187378

00:06:53.240 --> 00:06:55.952 Now those are actually very much

NOTE Confidence: 0.9187378

00:06:55.952 --> 00:06:57.760 dictated by our experiences.

NOTE Confidence: 0.9187378

00:06:57.760 --> 00:07:00.427 So there is a very strong correlation

NOTE Confidence: 0.9187378

00:07:00.427 --> 00:07:02.439 between our identities and our

NOTE Confidence: 0.9187378

00:07:02.439 --> 00:07:04.434 cognitive diversity and our honesty.

NOTE Confidence: 0.9187378

00:07:04.440 --> 00:07:07.460 But I don't want us to be limited or bound

NOTE Confidence: 0.9187378

00:07:07.532 --> 00:07:10.115 by what we call boxes of identities.

NOTE Confidence: 0.9419398

00:07:13.520 --> 00:07:14.768 Why is this important?

NOTE Confidence: 0.9419398

00:07:14.768 --> 00:07:17.280 Now, I'll be honest with you, there is

NOTE Confidence: 0.9419398

00:07:17.280 --> 00:07:18.720 literature that's all over the board,

NOTE Confidence: 0.9419398

00:07:18.720 --> 00:07:19.920 and we can have a conversation.

NOTE Confidence: 0.9419398

00:07:19.920 --> 00:07:21.732 Why some literature, which I'm going

NOTE Confidence: 0.9419398

00:07:21.732 --> 00:07:24.544 to show you just one sampling says the

NOTE Confidence: 0.9419398

00:07:24.544 --> 00:07:26.474 diversity actually leads to excellence.

NOTE Confidence: 0.9419398

00:07:26.480 --> 00:07:28.370 And then there's other literature that

NOTE Confidence: 0.9419398

00:07:28.370 --> 00:07:30.804 says it's neutral, and in some cases

NOTE Confidence: 0.9419398

00:07:30.804 --> 00:07:32.230 there's literature that's harmful.

NOTE Confidence: 0.9419398

00:07:32.230 --> 00:07:34.710 Again, if we want to have a conversation

NOTE Confidence: 0.9419398

00:07:34.710 --> 00:07:37.093 about why I think the neutral and harmful

NOTE Confidence: 0.9419398

00:07:37.093 --> 00:07:38.670 are wrong, I'd be more than glad.

NOTE Confidence: 0.9419398

00:07:38.670 --> 00:07:40.273 But at the moment I'm going to

NOTE Confidence: 0.9419398

00:07:40.273 --> 00:07:41.510 harp on the positive.

NOTE Confidence: 0.9419398

00:07:41.510 --> 00:07:44.190 So this study, which is a recent study,

NOTE Confidence: 0.9419398

00:07:44.190 --> 00:07:47.190 looked at publications from across

NOTE Confidence: 0.9419398

00:07:47.190 --> 00:07:49.470 the country, and you can see they

NOTE Confidence: 0.9419398

00:07:49.470 --> 00:07:51.270 looked at quite a few publications.

NOTE Confidence: 0.9419398

00:07:51.270 --> 00:07:53.190 What they were looking at was

NOTE Confidence: 0.9419398

00:07:53.190 --> 00:07:54.694 the authorship and the gender.

NOTE Confidence: 0.9419398

00:07:54.694 --> 00:07:55.270 And this,

NOTE Confidence: 0.9419398

00:07:55.270 --> 00:07:57.153 it's a more than one system that

NOTE Confidence: 0.9419398

00:07:57.153 --> 00:07:59.433 you can use to determine a person's

NOTE Confidence: 0.9419398

00:07:59.433 --> 00:08:01.198 gender based on their names.

NOTE Confidence: 0.9419398

00:08:01.200 --> 00:08:02.616 We can have a conversation about

NOTE Confidence: 0.9419398

00:08:02.616 --> 00:08:03.560 the appropriateness of that,

NOTE Confidence: 0.9419398

00:08:03.560 --> 00:08:06.800 but that's how it's done.

NOTE Confidence: 0.9419398

00:08:06.800 --> 00:08:08.760 And what they were trying to

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NOTE Confidence: 0.9419398

00:08:08.760 --> 00:08:11.773 figure out is if the authorship is

NOTE Confidence: 0.9419398

00:08:11.773 --> 00:08:14.118 all one gender either direction,

NOTE Confidence: 0.9419398

00:08:14.120 --> 00:08:15.760 does it impact or correlate,

NOTE Confidence: 0.9419398

00:08:15.760 --> 00:08:18.204 let me restate that,

NOTE Confidence: 0.9419398

00:08:18.204 --> 00:08:20.908 correlate with novelty and they're

NOTE Confidence: 0.9419398

00:08:20.908 --> 00:08:23.078 using novelty very specifically here.

NOTE Confidence: 0.9419398

00:08:23.080 --> 00:08:24.814 And that is,

NOTE Confidence: 0.9419398

00:08:24.814 --> 00:08:28.549 are you pulling different concepts

NOTE Confidence: 0.9419398

00:08:28.549 --> 00:08:31.060 together instead of concepts that have

NOTE Confidence: 0.9419398

00:08:31.060 --> 00:08:32.860 historically already been matched together?

NOTE Confidence: 0.9419398

00:08:32.860 --> 00:08:34.820 And the way they come to that conclusion,

NOTE Confidence: 0.9419398

00:08:34.820 --> 00:08:36.500 which is how it's done,

NOTE Confidence: 0.9419398

00:08:36.500 --> 00:08:39.265 is looking at who or what you're

NOTE Confidence: 0.9419398

00:08:39.265 --> 00:08:41.296 referencing and how often those

NOTE Confidence: 0.9419398

00:08:41.296 --> 00:08:43.750 references are combined in the past

NOTE Confidence: 0.9419398

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00:08:43.824 --> 00:08:45.965 versus is this a novel combination.

NOTE Confidence: 0.9419398

00:08:45.965 --> 00:08:48.490 And then the second thing

NOTE Confidence: 0.9419398

00:08:48.490 --> 00:08:51.420 they looked at is citation,

NOTE Confidence: 0.9419398

00:08:51.420 --> 00:08:54.711 was this publication in the top 5%

NOTE Confidence: 0.9419398

00:08:54.711 --> 00:08:56.937 or not for that particular year?

NOTE Confidence: 0.9419398

00:08:56.940 --> 00:08:59.327 And then they averaged that over time.

NOTE Confidence: 0.9419398

00:08:59.330 --> 00:09:01.570 And then what they really just wanted

NOTE Confidence: 0.9419398

00:09:01.570 --> 00:09:04.470 to see is does gender diversity team on

NOTE Confidence: 0.9419398

00:09:04.470 --> 00:09:07.396 the team correlate in any way up down

NOTE Confidence: 0.9419398

00:09:07.396 --> 00:09:10.850 the sideways with those two things.

NOTE Confidence: 0.9419398

00:09:10.850 --> 00:09:14.242 And what they find 1st and most important,

NOTE Confidence: 0.9419398

00:09:14.242 --> 00:09:16.116 which is a wonderful thing is that

NOTE Confidence: 0.9419398

00:09:16.116 --> 00:09:17.781 gender diversity of teens actually

NOTE Confidence: 0.9419398

00:09:17.781 --> 00:09:19.441 has improved significantly over the

NOTE Confidence: 0.9419398

00:09:19.441 --> 00:09:21.127 decade in which they actually studied.

NOTE Confidence: 0.9419398

00:09:21.130 --> 00:09:22.990 But having said that,

NOTE Confidence: 0.9419398

00:09:22.990 --> 00:09:26.114 as our own little audit of

NOTE Confidence: 0.9419398

00:09:26.114 --> 00:09:28.010 ourselves clearly showed,

NOTE Confidence: 0.9419398

00:09:28.010 --> 00:09:30.566 we still have a lot of work to do.

NOTE Confidence: 0.9419398

00:09:30.570 --> 00:09:32.484 Women are still not invited on

NOTE Confidence: 0.9419398

00:09:32.484 --> 00:09:35.039 teams of men in the proportion of

NOTE Confidence: 0.9419398

00:09:35.039 --> 00:09:37.445 which they are in the environment.

NOTE Confidence: 0.9419398

00:09:37.450 --> 00:09:40.210 So as you are thinking about your teens,

NOTE Confidence: 0.9419398

00:09:40.210 --> 00:09:42.628 be very cognizant of who is

NOTE Confidence: 0.9419398

00:09:42.628 --> 00:09:44.889 being included and who is not.

NOTE Confidence: 0.92388785

00:09:47.890 --> 00:09:50.382 They also found mixed gender teens actually

NOTE Confidence: 0.92388785

00:09:50.382 --> 00:09:53.558 came up with more novel mixed gender teens

NOTE Confidence: 0.92388785

00:09:53.558 --> 00:09:56.468 actually came up with cited more often,

NOTE Confidence: 0.92388785

00:09:56.468 --> 00:10:00.590 and the closer to parity that you have 5050,

NOTE Confidence: 0.91113067

00:10:03.310 --> 00:10:06.430 the more novel, the more citations.

NOTE Confidence: 0.91113067

00:10:09.870 --> 00:10:12.565 What they also found is that the

NOTE Confidence: 0.91113067

00:10:12.565 --> 00:10:14.750 more mixed gender that you had,

NOTE Confidence: 0.91113067

00:10:14.750 --> 00:10:17.150 you ended up with diversity,

NOTE Confidence: 0.91113067

00:10:17.150 --> 00:10:20.951 bringing diversity and as you

NOTE Confidence: 0.91113067

00:10:20.951 --> 00:10:22.386 can see that correlated with

NOTE Confidence: 0.91113067

00:10:22.386 --> 00:10:23.610 multiple different diversities,

NOTE Confidence: 0.91113067

00:10:23.610 --> 00:10:26.114 including actually having more

NOTE Confidence: 0.91113067

00:10:26.114 --> 00:10:29.244 diverse expertise on your team

NOTE Confidence: 0.91113067

00:10:29.250 --> 00:10:31.090 instead of duplication of the

NOTE Confidence: 0.91113067

00:10:31.090 --> 00:10:32.930 same expertise on the team,

NOTE Confidence: 0.91113067

00:10:32.930 --> 00:10:33.854 which is very common.

NOTE Confidence: 0.91113067

00:10:33.854 --> 00:10:35.240 When we ask people whom we

NOTE Confidence: 0.91113067

00:10:35.293 --> 00:10:36.448 know and are very comfortable

NOTE Confidence: 0.91113067

00:10:36.448 --> 00:10:38.090 with to be part of our team,

NOTE Confidence: 0.933783

00:10:45.670 --> 00:10:48.246 I could cite you and which would

NOTE Confidence: 0.933783

00:10:48.246 --> 00:10:50.760 be older studies looking at race,

NOTE Confidence: 0.933783

00:10:50.760 --> 00:10:53.580 ethnicity in the very same way,

NOTE Confidence: 0.933783

00:10:53.580 --> 00:10:57.220 and you will find exactly the same thing.

NOTE Confidence: 0.933783

00:10:57.220 --> 00:10:59.220 Authorships that are more diverse,

NOTE Confidence: 0.933783

00:10:59.220 --> 00:11:01.926 racial and ethnically have higher H

NOTE Confidence: 0.933783

00:11:01.926 --> 00:11:04.580 indexes and have higher citations.

NOTE Confidence: 0.9329625

00:11:07.580 --> 00:11:10.415 But having said that, again in that

NOTE Confidence: 0.9329625

00:11:10.415 --> 00:11:13.579 study too showed we are much more likely

NOTE Confidence: 0.9329625

00:11:13.579 --> 00:11:16.538 to author with people of our own race,

NOTE Confidence: 0.9329625

00:11:16.540 --> 00:11:19.684 ethnicity out of proportion to the

NOTE Confidence: 0.9329625

00:11:19.684 --> 00:11:22.719 availability of diversity within our spaces.

NOTE Confidence: 0.9329625

00:11:22.720 --> 00:11:26.224 So again, be very thoughtful about

NOTE Confidence: 0.9329625

00:11:26.224 --> 00:11:29.400 who we're collaborating with and why.

NOTE Confidence: 0.9329625

00:11:29.400 --> 00:11:31.528 Is it really, truly for the right

NOTE Confidence: 0.9329625

00:11:31.528 --> 00:11:33.677 reasons or is it out of comfort?

NOTE Confidence: 0.9329625

00:11:33.680 --> 00:11:34.920 And what is familiar,

NOTE Confidence: 0.9357683

00:11:38.880 --> 00:11:41.700 diversity increases perspectives.

NOTE Confidence: 0.9357683

17

00:11:41.700 --> 00:11:44.520 Again, cognitive diversity,

NOTE Confidence: 0.9357683

00:11:44.520 --> 00:11:48.396 which aligns very much with experiences,

NOTE Confidence: 0.9357683

00:11:48.400 --> 00:11:51.648 leads to more perspectives.

NOTE Confidence: 0.9357683

00:11:51.650 --> 00:11:54.670 It can be uncomfortable,

NOTE Confidence: 0.9357683

00:11:54.670 --> 00:11:58.445 but diversity disrupts group thinking.

NOTE Confidence: 0.9357683

00:11:58.450 --> 00:11:59.570 That needs to be managed.

NOTE Confidence: 0.9357683

00:11:59.570 --> 00:12:02.286 I'll be the first one to say,

NOTE Confidence: 0.9357683

00:12:02.290 --> 00:12:05.307 but that disruption slows us down so

NOTE Confidence: 0.9357683

00:12:05.307 --> 00:12:08.123 that we're actually way more analytical

NOTE Confidence: 0.9357683

00:12:08.123 --> 00:12:10.846 about what we're talking about and

NOTE Confidence: 0.9357683

00:12:10.846 --> 00:12:12.742 much less likely to actually make

NOTE Confidence: 0.9357683

00:12:12.742 --> 00:12:14.970 mistakes or go down the wrong path.

NOTE Confidence: 0.9357683

00:12:14.970 --> 00:12:18.010 Again, that is the value,

NOTE Confidence: 0.9357683

00:12:18.010 --> 00:12:20.776 quite frankly, but I must admit,

NOTE Confidence: 0.9357683

00:12:20.780 --> 00:12:24.056 if not managed by the leaders in this room,

NOTE Confidence: 0.9357683

00:12:24.060 --> 00:12:24.939 can be messy

NOTE Confidence: 0.92130524

00:12:27.220 --> 00:12:28.260 networks.

NOTE Confidence: 0.92130524

00:12:32.100 --> 00:12:35.420 Each of us has a very individual network.

NOTE Confidence: 0.92130524

00:12:35.420 --> 00:12:38.372 But in our honesty, if we're honest about it,

NOTE Confidence: 0.92130524

00:12:38.380 --> 00:12:41.376 our networks tend to be people very

NOTE Confidence: 0.92130524

00:12:41.376 --> 00:12:43.758 similar to ourselves, based on gender,

NOTE Confidence: 0.92130524

00:12:43.758 --> 00:12:45.544 based on race, ethnicity,

NOTE Confidence: 0.92130524

00:12:45.544 --> 00:12:48.640 based on political beliefs, etc.

NOTE Confidence: 0.92130524

00:12:48.640 --> 00:12:50.440 So when you bring more

NOTE Confidence: 0.92130524

00:12:50.440 --> 00:12:51.520 diverse people together,

NOTE Confidence: 0.92130524

00:12:51.520 --> 00:12:53.405 the accumulative network is much

NOTE Confidence: 0.92130524

00:12:53.405 --> 00:12:55.741 broader than when you bring people

NOTE Confidence: 0.92130524

00:12:55.741 --> 00:12:57.676 who are very similar together.

NOTE Confidence: 0.92130524

00:12:57.680 --> 00:12:59.144 The networks have

NOTE Confidence: 0.92130524

00:12:59.144 --> 00:13:00.720 significant overlap, usually

NOTE Confidence: 0.9145895

00:13:06.960 --> 00:13:10.160 going to come inward, focus a little bit.

NOTE Confidence: 0.9145895

00:13:10.160 --> 00:13:14.584 So inclusivity, a goal of the institution,

NOTE Confidence: 0.9145895

00:13:14.590 --> 00:13:16.788 the goal of the School of Medicine

NOTE Confidence: 0.9145895

00:13:16.788 --> 00:13:18.907 and definitely a goal of my office.

NOTE Confidence: 0.9145895

00:13:18.910 --> 00:13:20.560 A couple, I'm just going to give you a couple

NOTE Confidence: 0.9145895

00:13:20.602 --> 00:13:22.107 of examples with what our officers doing.

NOTE Confidence: 0.9145895

00:13:22.110 --> 00:13:23.986 The institution and the school are doing,

NOTE Confidence: 0.9145895

00:13:23.990 --> 00:13:25.318 many, many more things.

NOTE Confidence: 0.9145895

00:13:25.318 --> 00:13:28.361 But I just want to make sure you as

NOTE Confidence: 0.9145895

00:13:28.361 --> 00:13:30.636 new faculty know about a couple of

NOTE Confidence: 0.9145895

00:13:30.711 --> 00:13:33.465 opportunities if you are so interested.

NOTE Confidence: 0.9145895

00:13:33.470 --> 00:13:36.501 So the first one is more minority

NOTE Confidence: 0.9145895

00:13:36.501 --> 00:13:38.909 organization on retention and expansion.

NOTE Confidence: 0.9145895

00:13:38.910 --> 00:13:42.084 It is a organization for faculty

NOTE Confidence: 0.9145895

00:13:42.084 --> 00:13:44.806 members who actually identify with

NOTE Confidence: 0.9145895

00:13:44.806 --> 00:13:47.878 or allies of people who identify

NOTE Confidence: 0.9145895

00:13:47.878 --> 00:13:50.190 as underrepresented in Madison.

NOTE Confidence: 0.9145895

00:13:50.190 --> 00:13:51.989 If you are either of the above,

NOTE Confidence: 0.9145895

00:13:51.990 --> 00:13:55.798 I would strongly advocate that you consider

NOTE Confidence: 0.9145895

00:13:55.798 --> 00:13:59.629 coming to the reception on the 17th.

NOTE Confidence: 0.9145895

00:13:59.630 --> 00:14:01.149 As you can see from the picture,

NOTE Confidence: 0.9145895

00:14:01.150 --> 00:14:04.310 about 150 people show up.

NOTE Confidence: 0.9145895

00:14:04.310 --> 00:14:05.815 There is no better networking

NOTE Confidence: 0.9145895

00:14:05.815 --> 00:14:07.675 session that you're going to attend

NOTE Confidence: 0.9145895

00:14:07.675 --> 00:14:09.145 at Yale School of Medicine.

NOTE Confidence: 0.9145895

00:14:09.150 --> 00:14:10.866 I'll be very honest with you,

NOTE Confidence: 0.9145895

00:14:10.870 --> 00:14:12.270 there will be learners there.

NOTE Confidence: 0.9145895

00:14:12.270 --> 00:14:13.710 There'll be faculty there,

NOTE Confidence: 0.9145895

00:14:13.710 --> 00:14:16.134 there will be leadership there and there

NOTE Confidence: 0.9145895

00:14:16.134 --> 00:14:18.870 will be community who are not Yale there.

NOTE Confidence: 0.9145895

00:14:18.870 --> 00:14:19.420 Again,

NOTE Confidence: 0.9145895

00:14:19.420 --> 00:14:21.942 will strongly advocate the two cochairs,

NOTE Confidence: 0.9145895

00:14:21.942 --> 00:14:23.822 and I apologize this is

NOTE Confidence: 0.9145895

00:14:23.822 --> 00:14:25.750 not showing up correctly.

NOTE Confidence: 0.9145895

00:14:25.750 --> 00:14:26.974 Are shown there and if you

NOTE Confidence: 0.9145895

00:14:26.974 --> 00:14:27.586 have any questions,

NOTE Confidence: 0.9145895

00:14:27.590 --> 00:14:30.146 feel free about the organization itself.

NOTE Confidence: 0.9145895

00:14:30.150 --> 00:14:32.180 Reach out.

NOTE Confidence: 0.9145895

00:14:32.180 --> 00:14:34.700 Committee on the Status of Women

NOTE Confidence: 0.9145895

00:14:34.700 --> 00:14:36.700 in Medicine and Science Swim.

NOTE Confidence: 0.93734413

00:14:38.860 --> 00:14:42.298 Every department has a swim liaison,

NOTE Confidence: 0.93734413

00:14:42.300 --> 00:14:44.665 so no matter which department

NOTE Confidence: 0.93734413

00:14:44.665 --> 00:14:45.770 you're stepping into,

NOTE Confidence: 0.93734413

00:14:45.770 --> 00:14:47.975 if this is of interest to you,

NOTE Confidence: 0.93734413

00:14:47.980 --> 00:14:50.122 please reach out to your liaison

NOTE Confidence: 0.93734413

00:14:50.122 --> 00:14:52.562 and they can actually give you a

NOTE Confidence: 0.93734413

00:14:52.562 --> 00:14:54.452 good idea of all the activities.

NOTE Confidence: 0.93734413

00:14:54.460 --> 00:14:56.500 The two cochairs are there.

NOTE Confidence: 0.91599625

00:14:59.240 --> 00:15:00.500 The Deans at Wow,

NOTE Confidence: 0.91599625

00:15:00.500 --> 00:15:02.753 this is not showing up, right.

NOTE Confidence: 0.91599625

00:15:02.753 --> 00:15:06.118 The Deans Advisory Council on

NOTE Confidence: 0.91599625

00:15:06.120 --> 00:15:09.090 LGTQI Plus Affairs, which we just

NOTE Confidence: 0.91599625

00:15:09.090 --> 00:15:11.952 called DAC has multiple subgroups.

NOTE Confidence: 0.91599625

00:15:11.952 --> 00:15:15.840 This one, although it is run by faculty,

NOTE Confidence: 0.91599625

00:15:15.840 --> 00:15:18.136 learners and staff are part of this

NOTE Confidence: 0.91599625

00:15:18.136 --> 00:15:20.237 one versus the two I just said,

NOTE Confidence: 0.91599625

00:15:20.240 --> 00:15:22.440 which are just purely faculty

NOTE Confidence: 0.91599625

00:15:24.880 --> 00:15:26.040 and the cochairs are there.

NOTE Confidence: 0.93024015

00:15:28.600 --> 00:15:30.958 How off the presses, Haven't even

NOTE Confidence: 0.93024015

00:15:30.958 --> 00:15:32.880 had their first meeting yet.

NOTE Confidence: 0.93024015

00:15:32.880 --> 00:15:35.358 The Asian Faculty Association at Yale.

NOTE Confidence: 0.93024015

00:15:35.360 --> 00:15:38.559 Now this is a university wide association.

NOTE Confidence: 0.93024015

00:15:38.560 --> 00:15:40.597 The ones that I showed you before

NOTE Confidence: 0.93024015

00:15:40.597 --> 00:15:42.640 were Yale School of Medicine centric

NOTE Confidence: 0.93024015

00:15:45.400 --> 00:15:48.277 and I'm going to apologize in advance.

NOTE Confidence: 0.93024015

00:15:48.280 --> 00:15:51.790 Young Lee and Jin are the two Co chairs.

NOTE Confidence: 0.93024015

00:15:51.790 --> 00:15:53.309 Again, this one's hot off the presses,

NOTE Confidence: 0.93024015

00:15:53.310 --> 00:15:55.686 so if you are all interested in learning

NOTE Confidence: 0.93024015

00:15:55.686 --> 00:15:57.070 more, please reach out to them.

NOTE Confidence: 0.93024015

00:15:57.070 --> 00:15:59.070 They know I'm saying their names out loud,

NOTE Confidence: 0.93024015

00:15:59.070 --> 00:16:01.910 so they'll be expecting emails.

NOTE Confidence: 0.93024015

00:16:01.910 --> 00:16:04.270 There is one more group

NOTE Confidence: 0.93024015

00:16:04.270 --> 00:16:06.630 which is much more informal,

NOTE Confidence: 0.93024015

00:16:06.630 --> 00:16:09.254 doesn't have a website and therefore I'm not

NOTE Confidence: 0.93024015

00:16:09.254 --> 00:16:11.300 going to show the pictures and everything.

NOTE Confidence: 0.93024015

00:16:11.300 --> 00:16:14.253 But I do want you to know also if you happen

NOTE Confidence: 0.93024015

00:16:14.253 --> 00:16:16.738 to identify as part of the Jewish community.

NOTE Confidence: 0.93024015

00:16:16.740 --> 00:16:18.690 We do have a Jewish

NOTE Confidence: 0.93024015

00:16:18.690 --> 00:16:19.860 faculty organization also,

NOTE Confidence: 0.93024015

00:16:19.860 --> 00:16:21.410 which I had dinner with

NOTE Confidence: 0.93024015

00:16:21.410 --> 00:16:22.340 the leadership yesterday.

NOTE Confidence: 0.93024015

00:16:22.340 --> 00:16:23.775 And if you reach out to me,

NOTE Confidence: 0.93024015

00:16:23.780 --> 00:16:25.748 I will be more than glad if this

NOTE Confidence: 0.93024015

00:16:25.748 --> 00:16:27.432 is something of interest to you

NOTE Confidence: 0.93024015

00:16:27.432 --> 00:16:29.136 to connect you to the leadership.

NOTE Confidence: 0.93024015

00:16:29.140 --> 00:16:30.115 Again, it's forming,

NOTE Confidence: 0.93024015

00:16:30.115 --> 00:16:33.180 but I do think that if you're interested,

NOTE Confidence: 0.93024015

00:16:33.180 --> 00:16:36.006 something to get on the ground

NOTE Confidence: 0.93024015

00:16:36.006 --> 00:16:38.500 and help organize SO leaders,

NOTE Confidence: 0.92987525

00:16:41.160 --> 00:16:42.839 how does that feel? How does that land

NOTE Confidence: 0.92987525

00:16:44.880 --> 00:16:46.580 orientation? Don't even know the

NOTE Confidence: 0.92987525

00:16:46.580 --> 00:16:48.160 bathrooms yet and I'm calling you a leader

NOTE Confidence: 0.92987525

00:16:52.000 --> 00:16:55.944 where you are. Each and every one

NOTE Confidence: 0.92987525

00:16:55.944 --> 00:16:58.600 of you is going to run a team,

NOTE Confidence: 0.92987525

25

00:16:58.600 --> 00:17:01.200 be in the clinical setting,

NOTE Confidence: 0.92987525

00:17:01.200 --> 00:17:06.310 be it a research team, be it education.

NOTE Confidence: 0.92987525

00:17:06.310 --> 00:17:07.666 Each and every one of you,

NOTE Confidence: 0.92987525

00:17:07.670 --> 00:17:09.746 as you walk down the halls,

NOTE Confidence: 0.92987525

00:17:09.750 --> 00:17:12.949 as you opine about whatever it is,

NOTE Confidence: 0.92987525

00:17:12.950 --> 00:17:15.614 you're going to have people looking

NOTE Confidence: 0.92987525

00:17:15.614 --> 00:17:19.550 up to you and modeling from you.

NOTE Confidence: 0.92987525

00:17:19.550 --> 00:17:21.415 Be it something positive that

NOTE Confidence: 0.92987525

00:17:21.415 --> 00:17:23.318 you said and encouraging or

NOTE Confidence: 0.92987525

00:17:23.318 --> 00:17:24.950 be it something negative.

NOTE Confidence: 0.92987525

00:17:24.950 --> 00:17:27.104 But everything that you say and

NOTE Confidence: 0.92987525

00:17:27.104 --> 00:17:29.350 do will be observed and modeled

NOTE Confidence: 0.930556983333333

00:17:33.190 --> 00:17:36.178 list. I'm sorry. Take a look in the mirror.

NOTE Confidence: 0.9313208

00:17:38.620 --> 00:17:41.416 Most of us had great mentors.

NOTE Confidence: 0.9313208

00:17:41.860 --> 00:17:44.180 Our science taught hobby clinicians

NOTE Confidence: 0.9313208

00:17:44.180 --> 00:17:46.500 taught us how to educate.

NOTE Confidence: 0.9313208

00:17:46.500 --> 00:17:48.789 The you of us have had mentors

NOTE Confidence: 0.9313208

00:17:48.789 --> 00:17:51.337 to teach us how to be a leader,

NOTE Confidence: 0.9313208

00:17:51.340 --> 00:17:53.420 which is an extraordinarily

NOTE Confidence: 0.9313208

00:17:53.420 --> 00:17:56.820 different skill set. Remember

NOTE Confidence: 0.9313208

00:17:56.820 --> 00:18:00.032 that cloud that we made that I asked you

NOTE Confidence: 0.9313208

00:18:00.032 --> 00:18:01.980 to please take a picture of? Nobody did.

NOTE Confidence: 0.9336562

00:18:05.150 --> 00:18:07.950 In the privacy of your own home.

NOTE Confidence: 0.9336562

00:18:07.950 --> 00:18:11.430 Look at it. Which are the skills that

NOTE Confidence: 0.9336562

00:18:11.430 --> 00:18:14.306 you already in bed and you're strong in.

NOTE Confidence: 0.9336562

00:18:14.310 --> 00:18:16.350 What are areas that you have a little growth?

NOTE Confidence: 0.9336562

00:18:19.270 --> 00:18:21.334 Just like you needed a mentor to get

NOTE Confidence: 0.9336562

00:18:21.334 --> 00:18:23.386 your science down and your clinical down,

NOTE Confidence: 0.9336562

00:18:23.390 --> 00:18:26.102 you may need help to actually

NOTE Confidence: 0.9336562

00:18:26.102 --> 00:18:27.910 get your leadership down.

NOTE Confidence: 0.9336562

00:18:27.910 --> 00:18:30.226 In many cases, it's a mentor.

NOTE Confidence: 0.9336562

00:18:30.230 --> 00:18:32.690 For many of us who are in leadership,

NOTE Confidence: 0.9336562

00:18:32.690 --> 00:18:34.865 we have an executive coach.

NOTE Confidence: 0.9336562

00:18:34.870 --> 00:18:37.406 But we have somebody to help us become

NOTE Confidence: 0.9336562

00:18:37.406 --> 00:18:39.651 the leaders that each and every

NOTE Confidence: 0.9336562

00:18:39.651 --> 00:18:41.586 person in our environment deserves.

NOTE Confidence: 0.9275175

00:18:46.150 --> 00:18:49.210 Listen, it's so awful.

NOTE Confidence: 0.9275175

00:18:49.210 --> 00:18:49.990 We become leaders.

NOTE Confidence: 0.9275175

00:18:49.990 --> 00:18:52.078 We think we have to know

NOTE Confidence: 0.9275175

00:18:52.078 --> 00:18:53.470 the answer to everything.

NOTE Confidence: 0.9275175

00:18:53.470 --> 00:18:54.905 We can't take any time to think.

NOTE Confidence: 0.9275175

00:18:54.910 --> 00:18:56.270 We just got to act.

NOTE Confidence: 0.9275175

00:18:58.430 --> 00:19:01.515 Amazing how much you are when

NOTE Confidence: 0.9275175

00:19:01.515 --> 00:19:03.688 you listen, Smart Man said.

NOTE Confidence: 0.9275175

00:19:03.688 --> 00:19:05.580 When you talk, you're only

NOTE Confidence: 0.9275175

00:19:05.580 --> 00:19:07.405 repeating what you already know.

NOTE Confidence: 0.9327649

00:19:09.650 --> 00:19:11.858 But when you listen, you may

NOTE Confidence: 0.9327649

00:19:11.858 --> 00:19:12.962 actually learn something.

NOTE Confidence: 0.9327649

00:19:17.570 --> 00:19:20.810 Again, I've parked on this already.

NOTE Confidence: 0.9327649

00:19:20.810 --> 00:19:23.300 Be very, very thoughtful when you're

NOTE Confidence: 0.9327649

00:19:23.300 --> 00:19:24.960 creating new collaborations with

NOTE Confidence: 0.9327649

00:19:25.023 --> 00:19:27.129 who you choose to collaborate with.

NOTE Confidence: 0.9327649

00:19:27.130 --> 00:19:30.500 Are they bringing you expertise?

NOTE Confidence: 0.9327649

00:19:30.500 --> 00:19:31.754 Are they bringing a different skill

NOTE Confidence: 0.9327649

00:19:31.754 --> 00:19:33.578 set or way of thinking about things?

NOTE Confidence: 0.9327649

00:19:33.580 --> 00:19:35.208 Because even that diversity.

NOTE Confidence: 0.9327649

00:19:35.208 --> 00:19:38.180 People who are more verbal versus visual,

NOTE Confidence: 0.9327649

00:19:38.180 --> 00:19:40.260 People who are more

NOTE Confidence: 0.9327649

00:19:40.260 --> 00:19:41.820 analytical versus intuitive,

NOTE Confidence: 0.9327649

00:19:41.820 --> 00:19:43.840 that diversity within itself actions

NOTE Confidence: 0.9327649

00:19:43.840 --> 00:19:47.180 also be shown to lead to their outcomes.

NOTE Confidence: 0.9327649

00:19:47.180 --> 00:19:49.245 Or are you bringing people in because

NOTE Confidence: 0.9327649

00:19:49.245 --> 00:19:50.700 you feel comfortable with them?

NOTE Confidence: 0.94033855

00:19:59.170 --> 00:19:59.736 Mentorship. Sponsorship.

NOTE Confidence: 0.94033855

00:19:59.736 --> 00:20:01.434 Anyone who talks to me more

NOTE Confidence: 0.94033855

00:20:01.434 --> 00:20:02.974 than 5 minutes will hear

NOTE Confidence: 0.94033855

00:20:02.974 --> 00:20:04.206 you talk about sponsorship.

NOTE Confidence: 0.926386

00:20:06.660 --> 00:20:09.145 Again, as leaders, one of your major

NOTE Confidence: 0.926386

00:20:09.145 --> 00:20:12.250 roles is to bring up the next generation

NOTE Confidence: 0.926386

00:20:12.250 --> 00:20:15.179 and it helped them reach their goals.

NOTE Confidence: 0.926386

00:20:15.180 --> 00:20:16.854 And again, I know for many of you who

NOTE Confidence: 0.926386

00:20:16.854 --> 00:20:18.418 have not been here more than a day,

NOTE Confidence: 0.926386

00:20:18.420 --> 00:20:20.820 but know the bathroom is,

NOTE Confidence: 0.926386

00:20:20.820 --> 00:20:23.536 but the moment you form a team,

NOTE Confidence: 0.926386

00:20:23.540 --> 00:20:26.494 people will be looking up to you.

NOTE Confidence: 0.926386

00:20:26.500 --> 00:20:28.817 And part of that looking up is

NOTE Confidence: 0.926386

00:20:28.817 --> 00:20:31.130 because they want to be you someday.

NOTE Confidence: 0.926386

00:20:31.130 --> 00:20:32.450 Why I talked about this is,

NOTE Confidence: 0.926386

00:20:32.450 --> 00:20:34.436 again, the data will show we're

NOTE Confidence: 0.926386

00:20:34.436 --> 00:20:36.487 much more likely to mentor and

NOTE Confidence: 0.926386

00:20:36.487 --> 00:20:38.804 sponsor people whom we see them in,

NOTE Confidence: 0.926386

00:20:38.810 --> 00:20:40.730 us or us and them,

NOTE Confidence: 0.926386

00:20:40.730 --> 00:20:44.530 I E people who are similar to us.

NOTE Confidence: 0.926386

00:20:44.530 --> 00:20:47.645 Make sure whoever is on your team,

NOTE Confidence: 0.926386

00:20:47.650 --> 00:20:51.370 they're getting equitable mentorship,

NOTE Confidence: 0.926386

00:20:51.370 --> 00:20:52.474 equitable sponsorship,

NOTE Confidence: 0.926386

00:20:52.474 --> 00:20:55.786 so that everybody on your team

NOTE Confidence: 0.926386

00:20:55.786 --> 00:20:59.070 has the equal possibility of

NOTE Confidence: 0.926386

00:20:59.070 --> 00:21:00.690 actually achieving differentness.

NOTE Confidence: 0.92647624

00:21:09.680 --> 00:21:10.440 When is the version on

NOTE Confidence: 0.92647624

00:21:10.440 --> 00:21:13.720 the team actually most important?

NOTE Confidence: 0.92647624

00:21:13.720 --> 00:21:16.120 Is it doing that Monday task?

NOTE Confidence: 0.92647624

00:21:16.120 --> 00:21:17.820 Is it doing that simple

NOTE Confidence: 0.92647624

00:21:17.820 --> 00:21:19.800 thing that one expert can do?

NOTE Confidence: 0.92647624

00:21:19.800 --> 00:21:22.635 Or is it when the brainstorming happens,

NOTE Confidence: 0.92647624

00:21:22.640 --> 00:21:24.080 when the problem solving happens?

NOTE Confidence: 0.92647624

00:21:26.320 --> 00:21:27.727 Actually, the diversity on

NOTE Confidence: 0.92647624

00:21:27.727 --> 00:21:29.472 the team actually is most

NOTE Confidence: 0.92647624

00:21:29.472 --> 00:21:31.359 beneficial in the brainstorming,

NOTE Confidence: 0.92647624

00:21:31.360 --> 00:21:33.145 the problem solving when you

NOTE Confidence: 0.92647624

00:21:33.145 --> 00:21:35.679 really want all ideas on the table.

NOTE Confidence: 0.9308505

00:21:38.420 --> 00:21:41.090 So you have to be sure that you're

NOTE Confidence: 0.9308505

00:21:41.090 --> 00:21:43.853 created for your team and environment

NOTE Confidence: 0.9308505

00:21:43.853 --> 00:21:46.577 that is psychologically safe.

NOTE Confidence: 0.9308505

00:21:46.580 --> 00:21:49.040 So when they're most minoritized in

NOTE Confidence: 0.9308505

00:21:49.040 --> 00:21:52.020 that space, marginalized in that space,

NOTE Confidence: 0.9308505

00:21:52.020 --> 00:21:53.932 stigmatized in that space,

NOTE Confidence: 0.9308505

00:21:53.932 --> 00:21:56.800 feels that they actually have a

NOTE Confidence: 0.9308505

00:21:56.887 --> 00:21:59.420 voice and they can contribute.

NOTE Confidence: 0.9308505

00:21:59.420 --> 00:22:01.178 Otherwise, it's toughenism.

NOTE Confidence: 0.9341568

00:22:08.400 --> 00:22:10.470 The most effective teams actually the

NOTE Confidence: 0.9341568

00:22:10.470 --> 00:22:12.550 teams that actually have a spirit

NOTE Confidence: 0.9341568

00:22:12.550 --> 00:22:14.744 of collaboration and the weak is

NOTE Confidence: 0.9341568

00:22:14.744 --> 00:22:17.759 the keyword versus individual eyes.

NOTE Confidence: 0.9341568

00:22:17.760 --> 00:22:20.120 So the more you can make create an

NOTE Confidence: 0.9341568

00:22:20.120 --> 00:22:22.120 environment culture within your team

NOTE Confidence: 0.9341568

00:22:22.120 --> 00:22:24.008 of collaboration and working together

NOTE Confidence: 0.9341568

00:22:24.008 --> 00:22:26.395 and that there's a higher purpose and

NOTE Confidence: 0.9341568

00:22:26.460 --> 00:22:28.638 their individual part of the project,

NOTE Confidence: 0.9341568

00:22:28.640 --> 00:22:30.416 the more you can remind your teams of

NOTE Confidence: 0.9341568

00:22:30.416 --> 00:22:32.316 that the better your outcomes will be.

NOTE Confidence: 0.9022077

00:22:36.550 --> 00:22:38.111 I'm not going to speak to the

NOTE Confidence: 0.9022077

00:22:38.111 --> 00:22:39.644 citizens of this because my dear

NOTE Confidence: 0.9022077

00:22:39.644 --> 00:22:41.270 Carla colleague who's going to talk

NOTE Confidence: 0.9022077

00:22:41.270 --> 00:22:43.144 next is going to talk in great depth.

NOTE Confidence: 0.9022077

00:22:43.150 --> 00:22:46.470 But what I am going to say

NOTE Confidence: 0.9022077

00:22:49.350 --> 00:22:53.330 0 tolerance. If you really

NOTE Confidence: 0.9022077

00:22:53.330 --> 00:22:56.030 want a high functioning team,

NOTE Confidence: 0.9022077

00:22:56.030 --> 00:22:59.790 you cannot have toxicity.

NOTE Confidence: 0.9022077

00:22:59.790 --> 00:23:02.170 So often we find reasons to excuse

NOTE Confidence: 0.9022077

00:23:02.170 --> 00:23:04.390 toxicity over there are high achieved.

NOTE Confidence: 0.9022077

00:23:04.390 --> 00:23:06.310 Oh, they're really productive.

NOTE Confidence: 0.9022077

00:23:06.310 --> 00:23:09.589 Oh, they're just young.

NOTE Confidence: 0.9022077

00:23:09.590 --> 00:23:12.286 I can assure you more than just the

NOTE Confidence: 0.9022077

00:23:12.286 --> 00:23:14.324 individual and the person that's

NOTE Confidence: 0.9022077

00:23:14.324 --> 00:23:16.765 the recipients of the toxicity

NOTE Confidence: 0.9022077

00:23:16.765 --> 00:23:19.390 are affected by the toxicity.

NOTE Confidence: 0.9022077

00:23:19.390 --> 00:23:21.760 Here's a cancer that will affect

NOTE Confidence: 0.9022077

00:23:21.760 --> 00:23:25.008 your entire team and will decrease

NOTE Confidence: 0.9022077

00:23:25.008 --> 00:23:27.066 collaboration and communication.

NOTE Confidence: 0.9022077

00:23:27.070 --> 00:23:28.810 You are the leader.

NOTE Confidence: 0.9022077

00:23:28.810 --> 00:23:30.550 You set the tone,

NOTE Confidence: 0.9022077

00:23:30.550 --> 00:23:34.060 you set the culture and I beg you to

NOTE Confidence: 0.9022077

00:23:34.060 --> 00:23:38.086 set it as a no tolerance period so that

NOTE Confidence: 0.9022077

00:23:38.086 --> 00:23:40.584 everybody on the team, not just Mr.

NOTE Confidence: 0.9022077

00:23:40.584 --> 00:23:42.136 Mrs. Toxic can rhyme.

NOTE Confidence: 0.910789

00:23:44.540 --> 00:23:47.260 And then lastly, and I'm going to jump

NOTE Confidence: 0.910789

00:23:47.260 --> 00:23:52.260 and abort you to death. As leaders,

NOTE Confidence: 0.910789

00:23:52.260 --> 00:23:55.180 please consider your responsibility

NOTE Confidence: 0.910789

00:23:59.020 --> 00:24:02.175 to find and develop the

NOTE Confidence: 0.910789

00:24:02.175 --> 00:24:03.689 potential those around you

NOTE Confidence: 0.9242108

00:24:06.010 --> 00:24:09.685 as individuals to find and

NOTE Confidence: 0.9242108

00:24:09.685 --> 00:24:11.810 develop the potential of Yale

NOTE Confidence: 0.9242108

00:24:11.810 --> 00:24:14.407 School of Medicine as a whole.

NOTE Confidence: 0.9242108

00:24:14.410 --> 00:24:15.970 I want to thank you for your time.