WEBVTT

NOTE duration:"01:14:13.8900000"

NOTE recognizability:0.832

NOTE language:en-us

NOTE Confidence: 0.914460967142857

00:00:00.000 --> 00:00:02.737 So on behalf of the pathology department,

NOTE Confidence: 0.914460967142857

00:00:02.740 --> 00:00:05.680 Grand Rounds Committee and also the swim

NOTE Confidence: 0.914460967142857

00:00:05.680 --> 00:00:08.977 liaison to status of women in medicine

NOTE Confidence: 0.914460967142857

00:00:08.977 --> 00:00:10.933 liaisons including Joanna Gibson,

NOTE Confidence: 0.914460967142857

00:00:10.940 --> 00:00:12.768 Rita Aviraj and myself,

NOTE Confidence: 0.914460967142857

00:00:12.768 --> 00:00:15.510 it's really my honor to introduce

NOTE Confidence: 0.914460967142857

00:00:15.594 --> 00:00:17.985 Doctor Jennifer Grandes. Dr.

NOTE Confidence: 0.914460967142857

00:00:17.985 --> 00:00:20.775 Grandis is the Robert K whereby

NOTE Confidence: 0.914460967142857

00:00:20.780 --> 00:00:22.536 we're forby distinguished professor

NOTE Confidence: 0.914460967142857

00:00:22.536 --> 00:00:25.667 and head and neck cancer and the

NOTE Confidence: 0.914460967142857

00:00:25.667 --> 00:00:27.762 Department of Otolaryngology and had

NOTE Confidence: 0.914460967142857

00:00:27.762 --> 00:00:30.539 neck surgery at UCSF she's received.

NOTE Confidence: 0.914460967142857

00:00:30.540 --> 00:00:33.216 Um numerous awards for her mentoring

NOTE Confidence: 0.914460967142857

00:00:33.216 --> 00:00:36.264 and teaching as well as her research

NOTE Confidence: 0.914460967142857

00:00:36.264 --> 00:00:38.616 into basic and basic and translational

NOTE Confidence: 0.914460967142857

00:00:38.616 --> 00:00:40.576 research into the genomics of

NOTE Confidence: 0.914460967142857

00:00:40.580 --> 00:00:41.740 squamous cell and other head,

NOTE Confidence: 0.914460967142857

00:00:41.740 --> 00:00:43.846 neck cancers and also the role

NOTE Confidence: 0.914460967142857

00:00:43.846 --> 00:00:45.730 of stat mediated EGFR signaling

NOTE Confidence: 0.914460967142857

00:00:45.730 --> 00:00:47.755 and head and neck cancers.

NOTE Confidence: 0.914460967142857

00:00:47.760 --> 00:00:49.368 And for her research,

NOTE Confidence: 0.914460967142857

00:00:49.368 --> 00:00:50.976 she's received the prestigious

NOTE Confidence: 0.914460967142857

00:00:50.980 --> 00:00:53.448 R35 Outstanding Investigator award

NOTE Confidence: 0.914460967142857

00:00:53.448 --> 00:00:55.916 from National Cancer Institute.

NOTE Confidence: 0.914460967142857

00:00:55.920 --> 00:00:58.566 She currently actually serves on the

NOTE Confidence: 0.914460967142857

00:00:58.566 --> 00:01:00.950 Board of Scientific Advisors for NCI.

NOTE Confidence: 0.914460967142857

00:01:00.950 --> 00:01:04.334 And she's also been an editor of The Who

NOTE Confidence: 0.914460967142857

00:01:04.334 --> 00:01:07.389 Blue Book for head and neck cancers.

NOTE Confidence: 0.914460967142857

00:01:07.390 --> 00:01:09.399 And in addition to all of that

00:01:09.399 --> 00:01:11.632 amazing work and all of those

00:01:11.632 --> 00:01:13.376 contributions as position scientists,

00:01:13.380 --> 00:01:14.505 throughout her career,

00:01:14.505 --> 00:01:16.380 Doctor Grandis has also been

00:01:16.380 --> 00:01:18.029 an advocate for diversity,

00:01:18.030 --> 00:01:19.149 equity and inclusion.

00:01:19.149 --> 00:01:21.760 And in her role as the director

00:01:21.838 --> 00:01:24.188 of the Clinical and Translational

00:01:24.188 --> 00:01:26.068 Science Institute at UCSF,

00:01:26.070 --> 00:01:28.870 she developed and implemented programs

00:01:28.870 --> 00:01:31.110 to enhance professional development.

00:01:31.110 --> 00:01:32.835 Training and mentorship of women

00:01:32.835 --> 00:01:33.870 and junior faculty,

00:01:33.870 --> 00:01:36.960 as well as trainees from underrepresented

00:01:36.960 --> 00:01:39.770 backgrounds in medicine and research.

00:01:39.770 --> 00:01:42.986 And she's also published on on that work.

NOTE Confidence: 0.914460967142857

00:01:42.990 --> 00:01:45.306 And so today we're really extremely

NOTE Confidence: 0.914460967142857

00:01:45.306 --> 00:01:47.326 lucky to have Doctor Grandis

NOTE Confidence: 0.914460967142857

00:01:47.326 --> 00:01:49.336 as our grand round speaker.

NOTE Confidence: 0.914460967142857

00:01:49.340 --> 00:01:52.196 So please join me in welcoming her.

NOTE Confidence: 0.879098172307692

00:01:57.000 --> 00:01:59.632 So much it is so wonderful to be

NOTE Confidence: 0.879098172307692

00:01:59.632 --> 00:02:01.644 here with the connections from

NOTE Confidence: 0.879098172307692

00:02:01.644 --> 00:02:04.605 college and from my prior work in

NOTE Confidence: 0.879098172307692

00:02:04.693 --> 00:02:07.435 Pittsburgh and old friends and new.

NOTE Confidence: 0.879098172307692

00:02:07.440 --> 00:02:09.750 And this is a topic that is

NOTE Confidence: 0.879098172307692

00:02:09.750 --> 00:02:11.460 especially dear to my heart.

NOTE Confidence: 0.879098172307692

00:02:11.460 --> 00:02:13.737 I've done a lot of work and had neck

NOTE Confidence: 0.879098172307692

00:02:13.737 --> 00:02:15.966 cancer when a very dear friend of

NOTE Confidence: 0.879098172307692

00:02:15.966 --> 00:02:17.608 mine developed HPV positive head

NOTE Confidence: 0.879098172307692

00:02:17.608 --> 00:02:19.426 neck cancer about a decade ago.

NOTE Confidence: 0.879098172307692

00:02:19.430 --> 00:02:21.575 I understood the difference between

NOTE Confidence: 0.879098172307692

00:02:21.575 --> 00:02:24.146 research and me search because it

NOTE Confidence: 0.879098172307692

00:02:24.146 --> 00:02:25.901 suddenly became really important for

NOTE Confidence: 0.879098172307692

00:02:25.901 --> 00:02:28.549 me to save the life of my friend.

NOTE Confidence: 0.879098172307692

00:02:28.550 --> 00:02:31.350 And my work on gender equity has really

NOTE Confidence: 0.879098172307692

00:02:31.350 --> 00:02:33.540 evolved from research to research,

NOTE Confidence: 0.879098172307692

00:02:33.540 --> 00:02:35.490 and I'm happy to share that

NOTE Confidence: 0.879098172307692

00:02:35.490 --> 00:02:36.790 story with you today.

NOTE Confidence: 0.879098172307692

00:02:36.790 --> 00:02:40.383 So we all are little CEO's.

NOTE Confidence: 0.879098172307692

00:02:40.383 --> 00:02:42.154 At least it used to feel like

NOTE Confidence: 0.879098172307692

00:02:42.154 --> 00:02:43.994 we were little mini CEO's when

NOTE Confidence: 0.879098172307692

00:02:43.994 --> 00:02:45.604 we began our academic career,

NOTE Confidence: 0.879098172307692

00:02:45.610 --> 00:02:48.442 and it was almost passed on to us

NOTE Confidence: 0.879098172307692

00:02:48.442 --> 00:02:50.150 without explicit instructions.

NOTE Confidence: 0.879098172307692

00:02:50.150 --> 00:02:52.628 But I understood early on that the

NOTE Confidence: 0.879098172307692

00:02:52.628 --> 00:02:56.103 way to be successful that was to be

NOTE Confidence: 0.879098172307692

00:02:56.103 --> 00:02:59.146 promoted to secure tenure, was to.

NOTE Confidence: 0.879098172307692

00:02:59.146 --> 00:03:02.674 Respect and adhere to the meritocracy,

NOTE Confidence: 0.879098172307692

00:03:02.680 --> 00:03:05.592 whether it be grant funding or peer

NOTE Confidence: 0.879098172307692

00:03:05.592 --> 00:03:07.361 reviewed publications or service

NOTE Confidence: 0.879098172307692

00:03:07.361 --> 00:03:09.137 or invitations to speak.

NOTE Confidence: 0.879098172307692

00:03:09.140 --> 00:03:10.455 I understood what was expected

NOTE Confidence: 0.879098172307692

00:03:10.455 --> 00:03:12.000 of me and I did it.

NOTE Confidence: 0.879098172307692

00:03:12.000 --> 00:03:14.799 And in 2004 I I climbed to the top

NOTE Confidence: 0.879098172307692

00:03:14.799 --> 00:03:17.479 of the mountain and I thought,

NOTE Confidence: 0.879098172307692

00:03:17.480 --> 00:03:20.497 oh what do I see from here?

NOTE Confidence: 0.879098172307692

00:03:20.500 --> 00:03:22.580 And what I saw is I was done with me.

NOTE Confidence: 0.879098172307692

00:03:22.580 --> 00:03:24.435 I was so uninterested in in building

NOTE Confidence: 0.879098172307692

00:03:24.435 --> 00:03:26.420 me up as a business anymore.

NOTE Confidence: 0.879098172307692

00:03:26.420 --> 00:03:29.157 I had no interest in in franchising.

NOTE Confidence: 0.879098172307692

00:03:29.160 --> 00:03:31.112 But I really felt like I learned a

NOTE Confidence: 0.879098172307692

00:03:31.112 --> 00:03:33.006 lot and it was my opportunity to

00:03:33.006 --> 00:03:35.569 really give back in a fully authentic way.

00:03:35.570 --> 00:03:37.070 And so at around this time,

00:03:37.070 --> 00:03:39.212 I was given a lot of opportunities

00:03:39.212 --> 00:03:41.455 to learn about leadership in science

00:03:41.455 --> 00:03:44.388 and medicine at the University of Pittsburgh,

00:03:44.390 --> 00:03:47.449 whereas Dr. Dasik and I were reminiscing.

00:03:47.450 --> 00:03:49.364 It was really an extraordinary time

00:03:49.364 --> 00:03:51.569 to be there because we went from

00:03:51.569 --> 00:03:53.019 really an average medical school

00:03:53.019 --> 00:03:54.935 to a top tier research institution

00:03:54.935 --> 00:03:57.604 and we came along for the ride and

00:03:57.604 --> 00:03:59.866 we really believed in the mission.

00:03:59.870 --> 00:04:01.985 Which was discovery brings patients

00:04:01.985 --> 00:04:05.060 and if the patient mission is efficient,

00:04:05.060 --> 00:04:07.190 it will then be reinforced into

00:04:07.190 --> 00:04:08.255 the discovery mission,

NOTE Confidence: 0.879098172307692

00:04:08.260 --> 00:04:09.492 which was absolutely true.

NOTE Confidence: 0.879098172307692

00:04:09.492 --> 00:04:11.670 And so I had had leadership roles

NOTE Confidence: 0.879098172307692

00:04:11.670 --> 00:04:13.581 in the Cancer Center where I ran

NOTE Confidence: 0.879098172307692

00:04:13.581 --> 00:04:15.737 a program back when we had Oregon

NOTE Confidence: 0.879098172307692

00:04:15.737 --> 00:04:16.355 site programs.

NOTE Confidence: 0.879098172307692

00:04:16.360 --> 00:04:17.956 I became the vice chair for

NOTE Confidence: 0.879098172307692

00:04:17.956 --> 00:04:19.020 research and my department,

NOTE Confidence: 0.879098172307692

00:04:19.020 --> 00:04:20.885 which is otolaryngology and then

NOTE Confidence: 0.879098172307692

00:04:20.885 --> 00:04:23.869 Art Levine who came from NIH is our

NOTE Confidence: 0.879098172307692

00:04:23.869 --> 00:04:25.624 Dean and Senior Vice Chancellor,

NOTE Confidence: 0.879098172307692

00:04:25.630 --> 00:04:26.592 Health Sciences.

NOTE Confidence: 0.879098172307692

00:04:26.592 --> 00:04:29.959 Kind of plucked me out and said,

NOTE Confidence: 0.879098172307692

00:04:29.960 --> 00:04:31.520 let me teach you what it's like to

NOTE Confidence: 0.879098172307692

00:04:31.520 --> 00:04:33.360 be a leader in academic medicine.

NOTE Confidence: 0.879098172307692

00:04:33.360 --> 00:04:35.259 And it was really an effort to retain me.

00:04:35.260 --> 00:04:36.856 But I really appreciated the effort

00:04:36.856 --> 00:04:38.385 because it wasn't the right time

00:04:38.385 --> 00:04:39.834 for me and my family to move.

00:04:39.840 --> 00:04:41.520 And so for about five years,

00:04:41.520 --> 00:04:43.416 I went to every Dean meeting,

00:04:43.420 --> 00:04:44.980 every chancellor meeting,

00:04:44.980 --> 00:04:46.540 every chair meeting,

00:04:46.540 --> 00:04:50.158 and I watched and I listened and I learned,

00:04:50.160 --> 00:04:52.038 and I worked on some projects

00:04:52.038 --> 00:04:53.290 that were potentially important

00:04:53.345 --> 00:04:55.037 to me that helped the university.

00:04:55.040 --> 00:04:56.080 And I also, you know,

00:04:56.080 --> 00:04:57.544 was elected to all the societies

00:04:57.544 --> 00:04:58.520 we're supposed to get.

00:04:58.520 --> 00:05:00.452 Elected to but one thing I became

00:05:00.452 --> 00:05:02.079 aware of after so many years

NOTE Confidence: 0.873038398125

00:05:02.079 --> 00:05:03.808 of being one of the very few,

NOTE Confidence: 0.873038398125

00:05:03.810 --> 00:05:05.962 if not the only women in the room

NOTE Confidence: 0.873038398125

00:05:05.962 --> 00:05:08.744 is I couldn't really rely on my

NOTE Confidence: 0.873038398125

00:05:08.744 --> 00:05:10.909 experiences alone to guide others.

NOTE Confidence: 0.873038398125

00:05:10.910 --> 00:05:13.955 This is particularly true in my clinical

NOTE Confidence: 0.873038398125

00:05:13.955 --> 00:05:16.451 field of head neck surgery where

NOTE Confidence: 0.873038398125

00:05:16.451 --> 00:05:19.610 when I started I I was only woman.

NOTE Confidence: 0.873038398125

00:05:19.610 --> 00:05:22.554 It was me and 18 men in internship,

NOTE Confidence: 0.873038398125

00:05:22.560 --> 00:05:24.568 and then I was the only woman resident.

NOTE Confidence: 0.873038398125

00:05:24.570 --> 00:05:26.568 And now I'm very happy to say that half

NOTE Confidence: 0.873038398125

00:05:26.568 --> 00:05:28.961 of our trainees are women, half of our.

NOTE Confidence: 0.873038398125

00:05:28.961 --> 00:05:30.149 Junior faculty or women.

NOTE Confidence: 0.873038398125

00:05:30.150 --> 00:05:31.920 But it was a very different

NOTE Confidence: 0.873038398125

00:05:31.920 --> 00:05:32.805 experience back then.

NOTE Confidence: 0.873038398125

00:05:32.810 --> 00:05:34.808 And as more medical students were

NOTE Confidence: 0.873038398125

00:05:34.808 --> 00:05:36.803 interested in going into ENT and

NOTE Confidence: 0.873038398125

00:05:36.803 --> 00:05:38.896 they would come to me for mentorship

NOTE Confidence: 0.873038398125

00:05:38.896 --> 00:05:40.749 because I had a successful career.

NOTE Confidence: 0.873038398125

00:05:40.750 --> 00:05:43.387 I was a mother, I had a happy marriage.

NOTE Confidence: 0.873038398125

00:05:43.390 --> 00:05:44.284 I I did.

NOTE Confidence: 0.873038398125

00:05:44.284 --> 00:05:46.072 I was concerned that my experience

NOTE Confidence: 0.873038398125

00:05:46.072 --> 00:05:47.721 couldn't be replicated because I

NOTE Confidence: 0.873038398125

00:05:47.721 --> 00:05:49.647 was so research focused and like

NOTE Confidence: 0.873038398125

00:05:49.713 --> 00:05:51.519 we could talk about why I decided

NOTE Confidence: 0.873038398125

00:05:51.519 --> 00:05:53.688 to spend so much time on research,

NOTE Confidence: 0.873038398125

00:05:53.688 --> 00:05:56.222 but I decided that I really needed

NOTE Confidence: 0.873038398125

00:05:56.222 --> 00:05:58.840 to understand what the women in ENT.

NOTE Confidence: 0.873038398125

00:05:58.840 --> 00:06:00.639 What the world looked like to them.

NOTE Confidence: 0.873038398125

00:06:00.640 --> 00:06:03.622 And so I took a validated statistical

NOTE Confidence: 0.873038398125

00:06:03.622 --> 00:06:06.100 survey developed by Susan McKinnon,

NOTE Confidence: 0.873038398125

00:06:06.100 --> 00:06:09.194 who is a plastic surgeon at Washu,

NOTE Confidence: 0.873038398125

00:06:09.200 --> 00:06:13.136 and I modified it for otolaryngology.

NOTE Confidence: 0.873038398125

00:06:13.140 --> 00:06:15.676 And I sent it to all the women

NOTE Confidence: 0.873038398125

00:06:15.676 --> 00:06:17.140 otolaryngologist in the country,

NOTE Confidence: 0.873038398125

00:06:17.140 --> 00:06:19.075 which was 504.

NOTE Confidence: 0.873038398125

00:06:19.075 --> 00:06:21.568 And I matched each woman with two

NOTE Confidence: 0.873038398125

00:06:21.568 --> 00:06:23.665 men who were practicing ENT in the

NOTE Confidence: 0.873038398125

00:06:23.665 --> 00:06:25.267 same region of the country who

NOTE Confidence: 0.873038398125

00:06:25.267 --> 00:06:27.556 were the same age because all the

NOTE Confidence: 0.873038398125

00:06:27.556 --> 00:06:29.282 surveys previously in other fields.

NOTE Confidence: 0.873038398125

00:06:29.282 --> 00:06:31.392 Medicine had concluded that women

NOTE Confidence: 0.873038398125

00:06:31.392 --> 00:06:33.400 were underpaid compared to men,

NOTE Confidence: 0.873038398125

00:06:33.400 --> 00:06:35.025 but people minimized those findings

NOTE Confidence: 0.873038398125

00:06:35.025 --> 00:06:37.041 because it was like they were

NOTE Confidence: 0.873038398125

00:06:37.041 --> 00:06:39.039 comparing older men and younger women.

NOTE Confidence: 0.873038398125

00:06:39.040 --> 00:06:41.020 And of course those weren't comparable.

00:06:41.020 --> 00:06:43.828 And I decided I would try to eliminate

00:06:43.828 --> 00:06:46.139 that bias by doing it this way.

00:06:46.140 --> 00:06:48.188 And it was very eye opening to me.

00:06:48.190 --> 00:06:50.286 This is before we had, you know,

00:06:50.286 --> 00:06:53.244 electronic surveys of the 121 questions,

00:06:53.244 --> 00:06:55.899 like almost 70% of the people

00:06:55.899 --> 00:06:56.838 returned the questionnaire,

00:06:56.840 --> 00:06:59.248 which was exceptionally rewarding.

00:06:59.248 --> 00:07:03.615 But I learned that women were less

00:07:03.615 --> 00:07:06.247 successful and less satisfied.

00:07:06.250 --> 00:07:08.170 And this is despite having tried

00:07:08.170 --> 00:07:10.925 to put in controls for all these

00:07:10.925 --> 00:07:12.335 different variables personally.

00:07:12.340 --> 00:07:13.894 They were more likely to be diverse,

00:07:13.900 --> 00:07:15.235 divorced or childless,

00:07:15.235 --> 00:07:17.905 and regret their choice of career

NOTE Confidence: 0.873038398125

00:07:17.905 --> 00:07:20.039 and experience higher instance

NOTE Confidence: 0.873038398125

00:07:20.039 --> 00:07:22.179 of discrimination and harassment

NOTE Confidence: 0.873038398125

00:07:22.179 --> 00:07:24.900 on the basis of gender and.

NOTE Confidence: 0.873038398125

00:07:24.900 --> 00:07:28.340 I felt like in my naive and we can talk

NOTE Confidence: 0.873038398125

00:07:28.430 --> 00:07:31.958 about my awakening as I've gotten older.

NOTE Confidence: 0.873038398125

00:07:31.960 --> 00:07:32.520 I thought,

NOTE Confidence: 0.873038398125

00:07:32.520 --> 00:07:33.920 OK now this is information.

NOTE Confidence: 0.873038398125

00:07:33.920 --> 00:07:34.660 Two things.

NOTE Confidence: 0.873038398125

00:07:34.660 --> 00:07:37.250 I'll publish this because we also earned

NOTE Confidence: 0.873038398125

00:07:37.250 --> 00:07:39.216 20% less money for doing the same work.

NOTE Confidence: 0.873038398125

00:07:39.220 --> 00:07:40.650 I'll publish this and that

NOTE Confidence: 0.873038398125

00:07:40.650 --> 00:07:41.794 will change everything right.

NOTE Confidence: 0.873038398125

00:07:41.800 --> 00:07:43.036 Because we're we're data-driven

NOTE Confidence: 0.873038398125

00:07:43.036 --> 00:07:44.890 and here's the data and people

NOTE Confidence: 0.873038398125

00:07:44.942 --> 00:07:46.556 are going to change their habits

NOTE Confidence: 0.873038398125

00:07:46.556 --> 00:07:47.632 and everybody wake up

NOTE Confidence: 0.889626476

00:07:47.686 --> 00:07:49.254 and and and and be mindful of

NOTE Confidence: 0.889626476

00:07:49.254 --> 00:07:50.345 your own career development.

NOTE Confidence: 0.889626476

00:07:50.345 --> 00:07:52.420 And these are the pitfalls.

NOTE Confidence: 0.889626476

00:07:52.420 --> 00:07:54.200 And lo and behold,

NOTE Confidence: 0.889626476

00:07:54.200 --> 00:07:55.980 it was so disappointing.

NOTE Confidence: 0.889626476

00:07:55.980 --> 00:07:58.094 2019 where and when Aaron O'Brien from

NOTE Confidence: 0.889626476

00:07:58.094 --> 00:08:00.350 Mayo Clinic wrote this piece and she said,

NOTE Confidence: 0.889626476

00:08:00.350 --> 00:08:02.132 you know, Jennifer Grant has published

NOTE Confidence: 0.889626476

00:08:02.132 --> 00:08:04.046 this I'll really long time ago

NOTE Confidence: 0.889626476

00:08:04.046 --> 00:08:05.398 and newsflash nothing's changed.

NOTE Confidence: 0.889626476

00:08:05.400 --> 00:08:07.670 And in 2020 the DOXIMITY

NOTE Confidence: 0.889626476

00:08:07.670 --> 00:08:10.490 data to look at a pay,

NOTE Confidence: 0.889626476

00:08:10.490 --> 00:08:13.508 a compensation and medicine across all

NOTE Confidence: 0.889626476

00:08:13.508 --> 00:08:16.654 fields found that older Laryngology had

NOTE Confidence: 0.889626476

00:08:16.654 --> 00:08:20.315 the highest degree of gender pay inequity.

NOTE Confidence: 0.889626476

00:08:20.320 --> 00:08:21.928 So here I am.

NOTE Confidence: 0.889626476

00:08:21.928 --> 00:08:26.020 We're still here and so the question is why?

NOTE Confidence: 0.889626476

00:08:26.020 --> 00:08:27.238 And that's going to be a theme

NOTE Confidence: 0.889626476

00:08:27.238 --> 00:08:28.290 for the rest of the talk.

NOTE Confidence: 0.889626476

00:08:28.290 --> 00:08:31.068 Why? When we know a problem,

NOTE Confidence: 0.889626476

00:08:31.070 --> 00:08:34.445 and we all overtly admit that it's a problem,

NOTE Confidence: 0.889626476

00:08:34.450 --> 00:08:37.940 why doesn't it get better?

NOTE Confidence: 0.889626476

00:08:37.940 --> 00:08:40.300 So it's called and NIH.

NOTE Confidence: 0.889626476

00:08:40.300 --> 00:08:43.300 So this is a work by Tim Lay at Washu,

NOTE Confidence: 0.889626476

00:08:43.300 --> 00:08:46.300 wonderful Guy, also an R35 ALDI.

NOTE Confidence: 0.889626476

00:08:46.300 --> 00:08:48.559 And what Tim did he he directed the MD,

NOTE Confidence: 0.889626476

00:08:48.560 --> 00:08:51.059 PhD program. Maybe still does at Washu.

NOTE Confidence: 0.889626476

00:08:51.060 --> 00:08:51.676 He asked.

NOTE Confidence: 0.889626476

00:08:51.676 --> 00:08:52.908 The really important question

NOTE Confidence: 0.889626476

00:08:52.908 --> 00:08:54.875 is is there any evidence that

16

NOTE Confidence: 0.889626476

00:08:54.875 --> 00:08:56.219 women are discriminated against

NOTE Confidence: 0.889626476

00:08:56.219 --> 00:08:58.299 at the time of peer review?

NOTE Confidence: 0.889626476

00:08:58.300 --> 00:08:59.620 And the answer is no.

NOTE Confidence: 0.889626476

00:08:59.620 --> 00:09:03.246 But here's the bottom line is that.

NOTE Confidence: 0.889626476

00:09:03.250 --> 00:09:06.490 Women stop applying for grants.

NOTE Confidence: 0.889626476

00:09:06.490 --> 00:09:08.716 They're equal numbers of women and men

NOTE Confidence: 0.889626476

00:09:08.716 --> 00:09:11.430 at the F level and at the K level.

NOTE Confidence: 0.889626476

00:09:11.430 --> 00:09:14.170 By the time you get to the ER level and

NOTE Confidence: 0.889626476

00:09:14.246 --> 00:09:16.706 beyond the the gap starts widening,

NOTE Confidence: 0.889626476

00:09:16.710 --> 00:09:18.735 but the gap is in

NOTE Confidence: 0.889626476

00:09:18.735 --> 00:09:19.950 proportionate to application.

NOTE Confidence: 0.889626476

00:09:19.950 --> 00:09:20.841 It's not proportionate,

NOTE Confidence: 0.889626476

00:09:20.841 --> 00:09:22.029 it has nothing it,

NOTE Confidence: 0.889626476

00:09:22.030 --> 00:09:24.118 it seems to be independent of peer review.

NOTE Confidence: 0.889626476

00:09:24.120 --> 00:09:25.776 And so for the last couple of years

NOTE Confidence: 0.889626476

17

00:09:25.776 --> 00:09:27.682 I was working as a consultant for

NOTE Confidence: 0.889626476

00:09:27.682 --> 00:09:29.458 the intramural program at NIH and

NOTE Confidence: 0.889626476

00:09:29.458 --> 00:09:30.888 some extramural stuff as well.

NOTE Confidence: 0.889626476

00:09:30.890 --> 00:09:33.226 And I said, wait, you guys have data.

NOTE Confidence: 0.889626476

00:09:33.230 --> 00:09:35.648 You know, let's say from Yale,

NOTE Confidence: 0.889626476

00:09:35.650 --> 00:09:38.135 you know how many of the applications

NOTE Confidence: 0.889626476

00:09:38.135 --> 00:09:41.202 to the NIH come from women and

NOTE Confidence: 0.889626476

00:09:41.202 --> 00:09:43.126 other individuals who are

NOTE Confidence: 0.889626476

00:09:43.126 --> 00:09:44.830 underrepresented in medicine?

NOTE Confidence: 0.889626476

00:09:44.830 --> 00:09:47.506 Yes, you do. Does Yale know?

NOTE Confidence: 0.889626476

00:09:47.510 --> 00:09:48.320 And they're like,

NOTE Confidence: 0.889626476

00:09:48.320 --> 00:09:49.130 we don't know.

NOTE Confidence: 0.889626476

00:09:49.130 --> 00:09:50.530 I said I'll bet you they don't

NOTE Confidence: 0.889626476

00:09:50.530 --> 00:09:52.020 because I went to UCSF and I said,

NOTE Confidence: 0.889626476

00:09:52.020 --> 00:09:53.079 do you have,

NOTE Confidence: 0.889626476

00:09:53.079 --> 00:09:54.844 does anybody here have any

NOTE Confidence: 0.889626476

00:09:54.844 --> 00:09:56.993 idea how well represented are

NOTE Confidence: 0.889626476

00:09:56.993 --> 00:09:58.817 women and minority populations

NOTE Confidence: 0.889626476

00:09:58.817 --> 00:10:01.509 are in the application pool?

NOTE Confidence: 0.889626476

00:10:01.510 --> 00:10:03.554 And the answer was nobody knew because.

NOTE Confidence: 0.889626476

00:10:03.560 --> 00:10:05.394 And and so I am really pushing

NOTE Confidence: 0.889626476

00:10:05.394 --> 00:10:07.712 hard at the NIH to give us our

NOTE Confidence: 0.889626476

00:10:07.712 --> 00:10:09.558 scorecards even if they give it

NOTE Confidence: 0.889626476

00:10:09.558 --> 00:10:11.430 to us privately because they're I

NOTE Confidence: 0.889626476

00:10:11.430 --> 00:10:13.558 I've seen the data and there are

NOTE Confidence: 0.889626476

00:10:13.558 --> 00:10:15.340 institutions where close to half of

NOTE Confidence: 0.889626476

00:10:15.401 --> 00:10:17.216 the applications come from women.

NOTE Confidence: 0.889626476

00:10:17.220 --> 00:10:19.308 And the only reason I'm using

NOTE Confidence: 0.889626476

00:10:19.308 --> 00:10:21.816 women as a proxy because we make

NOTE Confidence: 0.889626476

00:10:21.816 --> 00:10:24.373 up enough of the pool of potential

NOTE Confidence: 0.889626476

00:10:24.373 --> 00:10:26.328 applicants that it's actually the

NOTE Confidence: 0.889626476

00:10:26.328 --> 00:10:28.538 numbers are worth looking at it's.

NOTE Confidence: 0.889626476

00:10:28.540 --> 00:10:30.496 Dismal when it comes to other

NOTE Confidence: 0.889626476

00:10:30.496 --> 00:10:31.800 groups who are underrepresented

NOTE Confidence: 0.889626476

00:10:31.854 --> 00:10:33.882 in medicine with no evidence of

NOTE Confidence: 0.889626476

00:10:33.882 --> 00:10:34.896 any improvement overtime.

NOTE Confidence: 0.889626476

00:10:34.900 --> 00:10:37.182 So I'm I'm hopeful that we can

NOTE Confidence: 0.889626476

00:10:37.182 --> 00:10:38.898 get that information back to

NOTE Confidence: 0.889626476

00:10:38.898 --> 00:10:40.896 institution so that the Deans and

NOTE Confidence: 0.889626476

00:10:40.896 --> 00:10:42.832 the chairs know who is putting

NOTE Confidence: 0.889626476

00:10:42.832 --> 00:10:44.638 in grants and and those and

NOTE Confidence: 0.923113315

00:10:44.640 --> 00:10:48.900 I would say that the application.

NOTE Confidence: 0.923113315

00:10:48.900 --> 00:10:52.908 Discordance is reflective of a lot of things,

NOTE Confidence: 0.923113315

00:10:52.910 --> 00:10:54.230 but most importantly,

NOTE Confidence: 0.923113315

00:10:54.230 --> 00:10:55.494 resource allocation, discordance and

NOTE Confidence: 0.923113315

00:10:55.494 --> 00:10:57.030 we'll get to a little bit of that.

NOTE Confidence: 0.923113315

00:10:57.030 --> 00:10:59.585 So this is back in 2810.

00:10:59.585 --> 00:11:01.930 Years later, Tim looked at the data

00:11:01.930 --> 00:11:04.246 again and it was exactly the same.

00:11:04.250 --> 00:11:05.390 So once again, you know,

00:11:05.390 --> 00:11:08.267 science publication, here we have an issue.

00:11:08.270 --> 00:11:11.360 10 years later, nothing's changed.

00:11:11.360 --> 00:11:14.438 Now, what we've all held on to sort of

00:11:14.438 --> 00:11:17.490 as a beacon of hope is when, let's say,

00:11:17.490 --> 00:11:19.380 a woman gets a leadership position like

00:11:19.380 --> 00:11:21.177 you're Dean of the School of Medicine.

00:11:21.180 --> 00:11:22.080 The rest of us are like,

00:11:22.080 --> 00:11:24.300 you go girl and ohh progress.

00:11:24.300 --> 00:11:25.623 Things are changing,

00:11:25.623 --> 00:11:28.269 but the challenges is that the

00:11:28.269 --> 00:11:30.460 denominator has not been considered.

00:11:30.460 --> 00:11:32.956 So what I want to share with you,

00:11:32.960 --> 00:11:34.176 if you saw this,

NOTE Confidence: 0.923113315

00:11:34.176 --> 00:11:36.441 is that a few years ago they

NOTE Confidence: 0.923113315

00:11:36.441 --> 00:11:38.216 did a very smart thing.

NOTE Confidence: 0.923113315

00:11:38.220 --> 00:11:40.160 They they instead of looking

NOTE Confidence: 0.923113315

00:11:40.160 --> 00:11:42.100 at the numbers of women.

NOTE Confidence: 0.923113315

00:11:42.100 --> 00:11:44.284 Who were advancing along

NOTE Confidence: 0.923113315

00:11:44.284 --> 00:11:45.914 the academic trajectory.

NOTE Confidence: 0.923113315

00:11:45.914 --> 00:11:49.118 They took into consideration the denominator,

NOTE Confidence: 0.923113315

00:11:49.120 --> 00:11:51.228 how many women proportionally

NOTE Confidence: 0.923113315

00:11:51.228 --> 00:11:53.336 were eligible for advancement?

NOTE Confidence: 0.923113315

00:11:53.340 --> 00:11:58.804 And the sad news is that over 35 years,

NOTE Confidence: 0.923113315

00:11:58.804 --> 00:12:00.652 there's no evidence that

NOTE Confidence: 0.923113315

00:12:00.652 --> 00:12:02.500 the slopes are changing.

NOTE Confidence: 0.923113315

00:12:02.500 --> 00:12:05.152 There's no evidence that there's any

NOTE Confidence: 0.923113315

00:12:05.152 --> 00:12:06.920 significant change in advancement

NOTE Confidence: 0.923113315

00:12:06.990 --> 00:12:09.139 or narrowing of the gap over time.

NOTE Confidence: 0.923113315

00:12:09.140 --> 00:12:10.485 So that's the background to

NOTE Confidence: 0.923113315

00:12:10.485 --> 00:12:12.240 what I want to talk about.

NOTE Confidence: 0.923113315

00:12:12.240 --> 00:12:12.668 Today.

NOTE Confidence: 0.923113315

00:12:12.668 --> 00:12:15.664 Now, I mentioned to you that gender

NOTE Confidence: 0.923113315

00:12:15.664 --> 00:12:19.107 in my own career was an awakening.

NOTE Confidence: 0.923113315

00:12:19.110 --> 00:12:21.427 So when doctor Mcniff and I were

NOTE Confidence: 0.923113315

00:12:21.427 --> 00:12:22.970 students at Swarthmore College,

NOTE Confidence: 0.923113315

00:12:22.970 --> 00:12:23.834 it was Coed.

NOTE Confidence: 0.923113315

00:12:23.834 --> 00:12:25.850 It had been co-ed since its inception,

NOTE Confidence: 0.923113315

00:12:25.850 --> 00:12:28.034 and I never once Jen got

NOTE Confidence: 0.923113315

00:12:28.034 --> 00:12:29.920 the feeling that I was.

NOTE Confidence: 0.923113315

00:12:29.920 --> 00:12:31.876 Inhibited from doing anything I wanted

NOTE Confidence: 0.923113315

00:12:31.876 --> 00:12:34.039 to in life because I was a woman.

NOTE Confidence: 0.923113315

00:12:34.040 --> 00:12:36.440 It it was not part of the vocabulary,

NOTE Confidence: 0.923113315

00:12:36.440 --> 00:12:37.570 although I did learn later

NOTE Confidence: 0.923113315

23

00:12:37.570 --> 00:12:38.700 on this Jenny may recall,

NOTE Confidence: 0.923113315

00:12:38.700 --> 00:12:40.700 I got an award when we graduated and

NOTE Confidence: 0.923113315

00:12:40.700 --> 00:12:42.931 there was a comparable war to a man and

NOTE Confidence: 0.923113315

00:12:42.931 --> 00:12:44.958 we called them best girl and Best Boy.

NOTE Confidence: 0.923113315

00:12:44.960 --> 00:12:47.336 And I found out later on that the best

NOTE Confidence: 0.923113315

00:12:47.336 --> 00:12:49.798 boy got more money than the best girl.

NOTE Confidence: 0.923113315

00:12:49.800 --> 00:12:52.602 So even good old Quaker Swarthmore

NOTE Confidence: 0.923113315

00:12:52.602 --> 00:12:55.390 College has an opportunity for growth.

NOTE Confidence: 0.923113315

00:12:55.390 --> 00:12:55.862 Trust me,

NOTE Confidence: 0.923113315

00:12:55.862 --> 00:12:57.042 when when the Provost discovered

NOTE Confidence: 0.923113315

00:12:57.042 --> 00:12:58.363 that there was more money being

NOTE Confidence: 0.923113315

00:12:58.363 --> 00:12:59.947 given to the male who won the prize

NOTE Confidence: 0.923113315

00:12:59.947 --> 00:13:01.189 and the female won the prize,

NOTE Confidence: 0.923113315

00:13:01.190 --> 00:13:02.474 they changed the rules.

NOTE Confidence: 0.923113315

00:13:02.474 --> 00:13:04.090 But it's just endemic, you know,

NOTE Confidence: 0.923113315

00:13:04.090 --> 00:13:05.245 that's my feeling is I don't want,

NOTE Confidence: 0.923113315

00:13:05.250 --> 00:13:06.336 I don't think I want to.

NOTE Confidence: 0.923113315

00:13:06.340 --> 00:13:07.084 I want to.

NOTE Confidence: 0.923113315

00:13:07.084 --> 00:13:08.324 It probably are our villains

NOTE Confidence: 0.923113315

00:13:08.324 --> 00:13:09.890 and there probably are heroes,

NOTE Confidence: 0.923113315

00:13:09.890 --> 00:13:11.465 but most of us are just people,

NOTE Confidence: 0.923113315

00:13:11.470 --> 00:13:13.230 and most of us just come to work

NOTE Confidence: 0.923113315

00:13:13.230 --> 00:13:15.088 with the same sort of assumptions

NOTE Confidence: 0.923113315

00:13:15.088 --> 00:13:16.783 about ourselves and other human

NOTE Confidence: 0.923113315

00:13:16.783 --> 00:13:18.365 beings that we live in the

NOTE Confidence: 0.923113315

00:13:18.365 --> 00:13:20.010 life outside of work and it.

NOTE Confidence: 0.923113315

00:13:20.010 --> 00:13:22.770 Ends up contributing to this intractability.

NOTE Confidence: 0.923113315

00:13:22.770 --> 00:13:25.290 So I realized when I became a surgical

NOTE Confidence: 0.923113315

00:13:25.290 --> 00:13:27.244 intern that being a woman was

NOTE Confidence: 0.923113315

00:13:27.244 --> 00:13:29.450 different because I was the only one.

NOTE Confidence: 0.923113315

00:13:29.450 --> 00:13:32.506 And there's no doubt that I was treated

NOTE Confidence: 0.923113315

00:13:32.506 --> 00:13:34.369 differently from everybody else.

NOTE Confidence: 0.923113315

00:13:34.370 --> 00:13:36.422 But whether it was grit or

NOTE Confidence: 0.923113315

00:13:36.422 --> 00:13:37.790 resilience or my personality

NOTE Confidence: 0.886446697826087

00:13:37.859 --> 00:13:40.347 type or the simple awareness that there was

NOTE Confidence: 0.886446697826087

00:13:40.347 --> 00:13:42.798 no one to complain to, I mean, you know,

NOTE Confidence: 0.886446697826087

00:13:42.798 --> 00:13:44.560 my daughter's now an intern in Pediatrics.

NOTE Confidence: 0.886446697826087

00:13:44.560 --> 00:13:46.130 They're much nicer than surgeons.

NOTE Confidence: 0.886446697826087

00:13:46.130 --> 00:13:47.194 But the truth is,

NOTE Confidence: 0.886446697826087

00:13:47.194 --> 00:13:48.524 is that there's mechanisms now.

NOTE Confidence: 0.886446697826087

00:13:48.530 --> 00:13:49.618 So if, if, if.

NOTE Confidence: 0.886446697826087

00:13:49.618 --> 00:13:52.359 What had happened to me was happening today.

NOTE Confidence: 0.886446697826087

00:13:52.360 --> 00:13:54.290 There would have been an

NOTE Confidence: 0.886446697826087

00:13:54.290 --> 00:13:56.220 institutional mechanism or or Ave.

NOTE Confidence: 0.886446697826087

00:13:56.220 --> 00:13:57.780 for it to be reported it.

NOTE Confidence: 0.886446697826087

00:13:57.780 --> 00:13:58.482 It didn't exist.

NOTE Confidence: 0.886446697826087

00:13:58.482 --> 00:14:00.120 And I realized I had to learn

NOTE Confidence: 0.886446697826087

00:14:00.179 --> 00:14:01.199 how to be a surgeon.

NOTE Confidence: 0.886446697826087

00:14:01.200 --> 00:14:03.060 I had to learn the trade.

NOTE Confidence: 0.886446697826087

00:14:03.060 --> 00:14:05.118 So I just dealt with it.

NOTE Confidence: 0.886446697826087

00:14:05.120 --> 00:14:07.780 And I think one of the reasons

NOTE Confidence: 0.886446697826087

00:14:07.780 --> 00:14:10.208 that I became so connected to

NOTE Confidence: 0.886446697826087

00:14:10.208 --> 00:14:12.778 research is that it was,

NOTE Confidence: 0.886446697826087

00:14:12.780 --> 00:14:14.109 it seemed, less.

NOTE Confidence: 0.836973490909091

00:14:17.030 --> 00:14:18.566 Vulnerable to these biases.

NOTE Confidence: 0.836973490909091

00:14:18.566 --> 00:14:21.490 I felt like I understood the metrics.

NOTE Confidence: 0.836973490909091

00:14:21.490 --> 00:14:22.505 I understood how to write

NOTE Confidence: 0.836973490909091

00:14:22.505 --> 00:14:23.317 grants and get grants.

NOTE Confidence: 0.836973490909091

00:14:23.320 --> 00:14:25.366 Swarthmore taught us how to write,

NOTE Confidence: 0.836973490909091

00:14:25.370 --> 00:14:28.434 and I could publish papers and and it

NOTE Confidence: 0.836973490909091

00:14:28.434 --> 00:14:30.781 felt somehow protected from the swirl

NOTE Confidence: 0.836973490909091

00:14:30.781 --> 00:14:34.190 of is she a good surgeon kind of thing,

NOTE Confidence: 0.836973490909091

00:14:34.190 --> 00:14:36.350 you know, or or or something like that.

NOTE Confidence: 0.836973490909091

00:14:36.350 --> 00:14:38.014 On the other hand, there's lots of other

NOTE Confidence: 0.836973490909091

00:14:38.014 --> 00:14:39.350 reasons why I became a researcher,

NOTE Confidence: 0.836973490909091

00:14:39.350 --> 00:14:41.158 mostly because it was a way to help

NOTE Confidence: 0.836973490909091

00:14:41.158 --> 00:14:43.240 a whole lot more people beyond my

NOTE Confidence: 0.836973490909091

00:14:43.240 --> 00:14:44.185 own clinical practice.

NOTE Confidence: 0.836973490909091

00:14:44.190 --> 00:14:45.314 I got kind of.

NOTE Confidence: 0.836973490909091

00:14:45.314 --> 00:14:47.860 Used to being the only woman in the room.

NOTE Confidence: 0.836973490909091

00:14:47.860 --> 00:14:50.084 And I want to say this now because

NOTE Confidence: 0.836973490909091

00:14:50.084 --> 00:14:52.274 at the time I wasn't aware that

NOTE Confidence: 0.836973490909091

00:14:52.274 --> 00:14:54.211 it kind of felt good. Sometimes.

NOTE Confidence: 0.836973490909091

00:14:54.211 --> 00:14:56.437 I didn't process that at first.

NOTE Confidence: 0.836973490909091

00:14:56.440 --> 00:14:57.964 It was deeply uncomfortable and then

NOTE Confidence: 0.836973490909091

00:14:57.964 --> 00:15:00.132 I quote UN quote, got used to it.

NOTE Confidence: 0.836973490909091

00:15:00.132 --> 00:15:01.532 And, and I'll never forget,

NOTE Confidence: 0.836973490909091

00:15:01.532 --> 00:15:03.900 I was at a meeting in Europe and

NOTE Confidence: 0.836973490909091

00:15:03.900 --> 00:15:05.796 I was the only woman speaker.

NOTE Confidence: 0.836973490909091

00:15:05.800 --> 00:15:07.276 And I actually found the words

NOTE Confidence: 0.836973490909091

00:15:07.276 --> 00:15:09.329 to say to the meeting organizer,

NOTE Confidence: 0.836973490909091

00:15:09.330 --> 00:15:11.058 I can't believe that there aren't

NOTE Confidence: 0.836973490909091

00:15:11.058 --> 00:15:12.820 any other women in the world,

NOTE Confidence: 0.836973490909091

00:15:12.820 --> 00:15:14.507 you know, who would be able to

NOTE Confidence: 0.836973490909091

00:15:14.507 --> 00:15:16.519 speak on the topic of this meeting.

NOTE Confidence: 0.836973490909091

00:15:16.520 --> 00:15:17.930 And that he said something

NOTE Confidence: 0.836973490909091

00:15:17.930 --> 00:15:19.343 along the lines of, well,

NOTE Confidence: 0.836973490909091

00:15:19.343 --> 00:15:20.192 you, you know,

NOTE Confidence: 0.836973490909091

00:15:20.192 --> 00:15:22.251 you are at the same caliber as

NOTE Confidence: 0.836973490909091

00:15:22.251 --> 00:15:24.021 all of the other speakers here

NOTE Confidence: 0.836973490909091

00:15:24.021 --> 00:15:25.618 and you wouldn't want us to,

NOTE Confidence: 0.836973490909091

00:15:25.620 --> 00:15:26.148 you know,

NOTE Confidence: 0.836973490909091

00:15:26.148 --> 00:15:27.996 have to go down into like the

NOTE Confidence: 0.836973490909091

00:15:27.996 --> 00:15:29.725 second rank and and party was

NOTE Confidence: 0.836973490909091

00:15:29.725 --> 00:15:31.480 deeply offended by what he said.

NOTE Confidence: 0.836973490909091

00:15:31.480 --> 00:15:33.720 But I was also a little flattered.

NOTE Confidence: 0.836973490909091

00:15:33.720 --> 00:15:35.078 So what I would have liked to

NOTE Confidence: 0.836973490909091

00:15:35.078 --> 00:15:36.660 say is that what happens to you,

NOTE Confidence: 0.836973490909091

00:15:36.660 --> 00:15:38.178 it's kind of like Stockholm syndrome.

NOTE Confidence: 0.836973490909091

00:15:38.180 --> 00:15:41.420 You become used to feeling exceptional.

NOTE Confidence: 0.836973490909091

00:15:41.420 --> 00:15:41.766 You know,

NOTE Confidence: 0.836973490909091

00:15:41.766 --> 00:15:43.150 Doctor **** and I were talking about that.

NOTE Confidence: 0.836973490909091

00:15:43.150 --> 00:15:44.290 So in Pittsburgh, you know,

NOTE Confidence: 0.836973490909091

00:15:44.290 --> 00:15:46.513 by the time I was on like the 20th.

NOTE Confidence: 0.836973490909091

00:15:46.520 --> 00:15:47.906 You know a chair search committee

NOTE Confidence: 0.836973490909091

00:15:47.906 --> 00:15:48.830 is the only woman.

NOTE Confidence: 0.836973490909091

00:15:48.830 --> 00:15:49.950 I finally went to the Dean and

NOTE Confidence: 0.836973490909091

00:15:49.950 --> 00:15:51.150 said you gotta find another woman.

NOTE Confidence: 0.836973490909091

00:15:51.150 --> 00:15:52.676 Like there has to be more than

00:15:52.676 --> 00:15:54.129 me but but you need that.

00:15:54.130 --> 00:15:54.674 They're interesting.

00:15:54.674 --> 00:15:56.034 It's interesting, it's fun work.

00:15:56.040 --> 00:15:56.950 You get to meet people.

00:15:56.950 --> 00:15:58.322 So but it's a double edged sword

00:15:58.322 --> 00:15:59.788 and and it's something that I'm.

00:15:59.790 --> 00:16:00.123 I'm.

00:16:00.123 --> 00:16:01.788 I'm pleased I realized now.

00:16:01.790 --> 00:16:03.848 But I wasn't always a realized in

00:16:03.848 --> 00:16:06.307 that and I had this belief and I

00:16:06.307 --> 00:16:08.601 think it was naive that if I was

00:16:08.601 --> 00:16:10.526 great at what I did I would pave

00:16:10.526 --> 00:16:12.178 the way for others and I would

00:16:12.178 --> 00:16:13.828 make the world a better place.

00:16:13.830 --> 00:16:15.396 And then I kept looking behind

00:16:15.396 --> 00:16:16.940 me and like they weren't.

NOTE Confidence: 0.836973490909091

00:16:16.940 --> 00:16:18.998 Air like where where was the

NOTE Confidence: 0.836973490909091

00:16:18.998 --> 00:16:20.820 second string coming from where.

NOTE Confidence: 0.836973490909091

00:16:20.820 --> 00:16:24.006 And so it was a it was it was

NOTE Confidence: 0.836973490909091

00:16:24.006 --> 00:16:27.448 not necessarily a good solution.

NOTE Confidence: 0.836973490909091

00:16:27.448 --> 00:16:32.351 Now I was vulnerable to powerful

NOTE Confidence: 0.836973490909091

00:16:32.351 --> 00:16:34.999 men who for reasons that we can only

NOTE Confidence: 0.836973490909091

00:16:34.999 --> 00:16:36.839 speculate about wanted to harm me.

NOTE Confidence: 0.836973490909091

00:16:36.840 --> 00:16:39.311 And but by training and staying at

NOTE Confidence: 0.836973490909091

00:16:39.311 --> 00:16:41.283 the same institution for a long

NOTE Confidence: 0.836973490909091

00:16:41.283 --> 00:16:42.975 time I had even more powerful

NOTE Confidence: 0.836973490909091

00:16:42.975 --> 00:16:44.420 men who protected me.

NOTE Confidence: 0.829725447142857

00:16:44.420 --> 00:16:46.898 So when my postdoc mentor you know,

NOTE Confidence: 0.829725447142857

00:16:46.900 --> 00:16:49.410 stole my. Stuff and applied.

NOTE Confidence: 0.829725447142857

00:16:49.410 --> 00:16:51.531 And for an NIH grant with my

NOTE Confidence: 0.829725447142857

00:16:51.531 --> 00:16:53.449 data that didn't belong to him.

00:16:53.450 --> 00:16:54.626 The Cancer Center director

00:16:54.626 --> 00:16:55.508 fought that battle.

00:16:55.510 --> 00:16:57.694 I had to meet with the committee,

00:16:57.700 --> 00:17:00.049 but I didn't have to take it on myself.

00:17:00.050 --> 00:17:01.866 And I won't go through all the details,

00:17:01.870 --> 00:17:03.704 but I had other experiences where the

00:17:03.704 --> 00:17:06.018 CEO of the health system protected me,

00:17:06.020 --> 00:17:07.850 or my team protected me,

00:17:07.850 --> 00:17:09.510 or my chair protected me.

00:17:09.510 --> 00:17:12.219 And at the time, I didn't understand

00:17:12.219 --> 00:17:14.490 how important their protection was.

00:17:14.490 --> 00:17:16.134 It just felt like this was

00:17:16.134 --> 00:17:17.520 this was what mentors did.

00:17:17.520 --> 00:17:18.708 This is part of, you know.

00:17:18.710 --> 00:17:20.480 Living in a full throated world.

00:17:20.480 --> 00:17:23.362 And so I moved to a new institution in 2015,

NOTE Confidence: 0.829725447142857

00:17:23.362 --> 00:17:26.374 to a very top leadership position.

NOTE Confidence: 0.829725447142857

00:17:26.380 --> 00:17:28.630 I was and and I couldn't

NOTE Confidence: 0.829725447142857

00:17:28.630 --> 00:17:29.755 be protected anymore.

NOTE Confidence: 0.829725447142857

00:17:29.760 --> 00:17:31.200 There was no one there to protect me.

NOTE Confidence: 0.829725447142857

00:17:31.200 --> 00:17:34.343 So when the person who was became

NOTE Confidence: 0.829725447142857

00:17:34.343 --> 00:17:36.658 my boss started harassing me,

NOTE Confidence: 0.829725447142857

00:17:36.660 --> 00:17:40.108 I couldn't solve it, I couldn't fix it.

NOTE Confidence: 0.829725447142857

00:17:40.110 --> 00:17:41.650 And that was really the

NOTE Confidence: 0.829725447142857

00:17:41.650 --> 00:17:43.570 motivation to take on this work.

NOTE Confidence: 0.829725447142857

00:17:43.570 --> 00:17:46.456 And I realized with my accomplishments,

NOTE Confidence: 0.829725447142857

00:17:46.460 --> 00:17:49.530 if it could happen to me, it could happen.

NOTE Confidence: 0.829725447142857

00:17:49.530 --> 00:17:50.310 Absolutely anyone.

NOTE Confidence: 0.829725447142857

00:17:50.310 --> 00:17:51.526 And at this point,

NOTE Confidence: 0.829725447142857

00:17:51.526 --> 00:17:53.765 my daughter was about to start medical

NOTE Confidence: 0.829725447142857

00:17:53.765 --> 00:17:56.525 school and I just felt this powerful need,

NOTE Confidence: 0.829725447142857

00:17:56.530 --> 00:17:56.898 one,

NOTE Confidence: 0.829725447142857

00:17:56.898 --> 00:17:58.370 to heal and two,

NOTE Confidence: 0.829725447142857

00:17:58.370 --> 00:18:00.200 to use whatever voice I

NOTE Confidence: 0.829725447142857

00:18:00.200 --> 00:18:02.030 had to make a difference.

NOTE Confidence: 0.829725447142857

00:18:02.030 --> 00:18:04.470 But now it's a really important time for

NOTE Confidence: 0.829725447142857

00:18:04.470 --> 00:18:07.350 me to acknowledge that I am privileged.

NOTE Confidence: 0.829725447142857

00:18:07.350 --> 00:18:09.406 I am a cisgender,

NOTE Confidence: 0.829725447142857

00:18:09.406 --> 00:18:10.948 white rich woman,

NOTE Confidence: 0.829725447142857

00:18:10.950 --> 00:18:12.785 and even though bad things

NOTE Confidence: 0.829725447142857

00:18:12.785 --> 00:18:16.016 happen to me and I see bad things

NOTE Confidence: 0.829725447142857

00:18:16.016 --> 00:18:18.206 happening to people like me.

NOTE Confidence: 0.829725447142857

00:18:18.210 --> 00:18:20.532 I I need to acknowledge that

NOTE Confidence: 0.829725447142857

00:18:20.532 --> 00:18:22.530 the experiences of people who

NOTE Confidence: 0.829725447142857

00:18:22.530 --> 00:18:24.395 are even more different from

NOTE Confidence: 0.829725447142857

00:18:24.395 --> 00:18:27.393 the status quo than I am can be

NOTE Confidence: 0.829725447142857

00:18:27.393 --> 00:18:29.183 really amplified in this context.

NOTE Confidence: 0.829725447142857

00:18:29.190 --> 00:18:30.814 And I learned a lot in the study

NOTE Confidence: 0.829725447142857

00:18:30.814 --> 00:18:32.798 that I'll tell you about by

NOTE Confidence: 0.829725447142857

00:18:32.798 --> 00:18:34.326 interviewing people from really

NOTE Confidence: 0.829725447142857

00:18:34.326 --> 00:18:35.090 underrepresented backgrounds,

NOTE Confidence: 0.829725447142857

00:18:35.090 --> 00:18:37.610 people who are not necessarily cisgendered.

NOTE Confidence: 0.829725447142857

00:18:37.610 --> 00:18:39.426 And I understand that

NOTE Confidence: 0.829725447142857

00:18:39.426 --> 00:18:40.788 intersectionality is powerful,

NOTE Confidence: 0.829725447142857

00:18:40.790 --> 00:18:44.136 and we won't really understand each other's

NOTE Confidence: 0.829725447142857

00:18:44.136 --> 00:18:46.989 experiences until we ask and we listen.

NOTE Confidence: 0.829725447142857

00:18:46.990 --> 00:18:48.730 So right around the time

NOTE Confidence: 0.829725447142857

00:18:48.730 --> 00:18:50.122 that I was struggling,

NOTE Confidence: 0.829725447142857

00:18:50.130 --> 00:18:52.290 this report came out from the

NOTE Confidence: 0.829725447142857

00:18:52.290 --> 00:18:53.730 National Academies of Medicine.

NOTE Confidence: 0.829725447142857

00:18:53.730 --> 00:18:55.746 Well, it was medicine,

NOTE Confidence: 0.829725447142857

00:18:55.746 --> 00:18:57.450 sciences, and engineering was

NOTE Confidence: 0.829725447142857

00:18:57.450 --> 00:18:59.050 all the national academies.

NOTE Confidence: 0.829725447142857

00:18:59.050 --> 00:19:00.682 And surprise,

NOTE Confidence: 0.829725447142857

00:19:00.682 --> 00:19:01.498 surprise,

NOTE Confidence: 0.829725447142857

00:19:01.498 --> 00:19:04.321 the most pervasive harassment and

NOTE Confidence: 0.829725447142857

00:19:04.321 --> 00:19:06.306 discrimination on the basis of

NOTE Confidence: 0.829725447142857

00:19:06.306 --> 00:19:08.228 gender took place in medicine,

NOTE Confidence: 0.829725447142857

00:19:08.230 --> 00:19:09.750 even though the others had

NOTE Confidence: 0.829725447142857

00:19:09.750 --> 00:19:10.966 their challenges as well.

NOTE Confidence: 0.829725447142857

00:19:10.970 --> 00:19:12.895 There were five factors that

NOTE Confidence: 0.829725447142857

00:19:12.895 --> 00:19:14.820 they concluded in the report

NOTE Confidence: 0.829725447142857

00:19:14.888 --> 00:19:17.048 that created the conditions for.

NOTE Confidence: 0.829725447142857

00:19:17.050 --> 00:19:18.493 Harassment and discrimination

NOTE Confidence: 0.829725447142857

00:19:18.493 --> 00:19:20.417 in science and medicine,

NOTE Confidence: 0.829725447142857

00:19:20.420 --> 00:19:23.480 a perceived tolerance in the workplace.

NOTE Confidence: 0.829725447142857

00:19:23.480 --> 00:19:25.368 Male dominated work settings

NOTE Confidence: 0.829725447142857

00:19:25.368 --> 00:19:28.200 with men in positions of power.

NOTE Confidence: 0.829725447142857

00:19:28.200 --> 00:19:29.376 Hierarchical power structure.

NOTE Confidence: 0.829725447142857

00:19:29.376 --> 00:19:32.120 So there really is a chain of

NOTE Confidence: 0.829725447142857

00:19:32.193 --> 00:19:34.065 command and no real way to

NOTE Confidence: 0.829725447142857

00:19:34.065 --> 00:19:35.920 escape that chain of command,

NOTE Confidence: 0.829725447142857

00:19:35.920 --> 00:19:37.480 particularly if the perpetrator

NOTE Confidence: 0.829725447142857

00:19:37.480 --> 00:19:39.820 is in that chain of command.

NOTE Confidence: 0.829725447142857

00:19:39.820 --> 00:19:41.240 Title 7 and Title 9,

NOTE Confidence: 0.829725447142857

00:19:41.240 --> 00:19:43.118 but only symbolic compliance with it.

NOTE Confidence: 0.829725447142857

00:19:43.120 --> 00:19:45.080 We could talk a little bit more about

NOTE Confidence: 0.829725447142857

00:19:45.080 --> 00:19:46.909 that and maybe what's most important

NOTE Confidence: 0.829725447142857

00:19:46.909 --> 00:19:48.829 since the messages come from the

NOTE Confidence: 0.884084385714286

00:19:48.886 --> 00:19:51.500 top, if leadership doesn't get it,

NOTE Confidence: 0.884084385714286

00:19:51.500 --> 00:19:53.000 doesn't understand what's happening,

NOTE Confidence: 0.884084385714286

00:19:53.000 --> 00:19:55.730 it just has a trickle down impact.

NOTE Confidence: 0.884084385714286

00:19:55.730 --> 00:19:57.648 There may be very enlightened individuals and

NOTE Confidence: 0.884084385714286

00:19:57.648 --> 00:19:59.958 we can talk about the heroes and heroines,

NOTE Confidence: 0.884084385714286

00:19:59.960 --> 00:20:01.994 and I met many of them and I know

NOTE Confidence: 0.884084385714286

00:20:01.994 --> 00:20:05.024 many of them. But if we don't

NOTE Confidence: 0.884084385714286

00:20:05.024 --> 00:20:07.854 have systemic factors in place,

NOTE Confidence: 0.884084385714286

00:20:07.860 --> 00:20:09.930 we will continue to be vulnerable.

NOTE Confidence: 0.884084385714286

00:20:09.930 --> 00:20:12.792 To people who happen to be wonderful and then

NOTE Confidence: 0.884084385714286

00:20:12.792 --> 00:20:15.256 people who happen to be not so wonderful.

NOTE Confidence: 0.884084385714286

00:20:15.260 --> 00:20:18.059 What happens to women is that they are less

NOTE Confidence: 0.884084385714286

00:20:18.059 --> 00:20:20.315 satisfied with their job and their career,

NOTE Confidence: 0.884084385714286

00:20:20.320 --> 00:20:21.520 and they tend to withdraw.

NOTE Confidence: 0.884084385714286

00:20:21.520 --> 00:20:25.132 Maybe part of the dropping out from

NOTE Confidence: 0.884084385714286

00:20:25.132 --> 00:20:27.720 the NIH application workforce.

NOTE Confidence: 0.884084385714286

00:20:27.720 --> 00:20:29.992 And what I also encountered in my study

NOTE Confidence: 0.884084385714286

00:20:29.992 --> 00:20:32.502 that I'll share with you is when women

NOTE Confidence: 0.884084385714286

00:20:32.502 --> 00:20:34.340 report that they're being harassed,

NOTE Confidence: 0.884084385714286

00:20:34.340 --> 00:20:36.300 people either minimize the experience.

NOTE Confidence: 0.884084385714286

00:20:36.300 --> 00:20:39.756 My favorite response always was him.

NOTE Confidence: 0.884084385714286

00:20:39.760 --> 00:20:41.428 He seems so nice.

NOTE Confidence: 0.884084385714286

00:20:41.428 --> 00:20:45.208 And what are you supposed to do with that?

NOTE Confidence: 0.884084385714286

00:20:45.210 --> 00:20:47.905 Um, you know, because we're all complicated.

NOTE Confidence: 0.884084385714286

00:20:47.910 --> 00:20:49.842 And of course the people who harm

NOTE Confidence: 0.884084385714286

00:20:49.842 --> 00:20:51.700 us are loved by other people.

NOTE Confidence: 0.884084385714286

00:20:51.700 --> 00:20:52.636 They have families,

NOTE Confidence: 0.884084385714286

00:20:52.636 --> 00:20:54.508 they are decent people in some

NOTE Confidence: 0.884084385714286

00:20:54.508 --> 00:20:55.650 realms of their life.

NOTE Confidence: 0.884084385714286

00:20:55.650 --> 00:20:56.388 It doesn't mean,

NOTE Confidence: 0.884084385714286

00:20:56.388 --> 00:20:56.634 though,

NOTE Confidence: 0.884084385714286

00:20:56.634 --> 00:20:58.423 that what they're doing to you or

NOTE Confidence: 0.884084385714286

00:20:58.423 --> 00:20:59.995 what's happening to you doesn't count.

NOTE Confidence: 0.944454243636364

00:21:02.070 --> 00:21:05.418 I want to make sure that we all remember

NOTE Confidence: 0.944454243636364

00:21:05.418 --> 00:21:08.810 that women are just as biased as men.

NOTE Confidence: 0.944454243636364

00:21:08.810 --> 00:21:11.526 This was a brilliant study from Yale,

NOTE Confidence: 0.944454243636364

00:21:11.530 --> 00:21:13.429 and for those of you who don't remember it,

NOTE Confidence: 0.944454243636364

00:21:13.430 --> 00:21:16.310 I love this study was so eye opening.

NOTE Confidence: 0.944454243636364

00:21:16.310 --> 00:21:19.190 There was a CV and the CV was identical

NOTE Confidence: 0.944454243636364

00:21:19.190 --> 00:21:22.294 and the CD was either Jennifer or John.

NOTE Confidence: 0.944454243636364

00:21:22.294 --> 00:21:25.350 And they sent the CV to science professors

NOTE Confidence: 0.944454243636364

00:21:25.432 --> 00:21:28.282 at Ivy League institutions and they

NOTE Confidence: 0.944454243636364

00:21:28.282 --> 00:21:30.730 asked the professors, men and women,

NOTE Confidence: 0.944454243636364

00:21:30.730 --> 00:21:33.110 would you be more likely to hire?

NOTE Confidence: 0.944454243636364

00:21:33.110 --> 00:21:35.035 John or Jennifer and what

NOTE Confidence: 0.944454243636364

00:21:35.035 --> 00:21:36.960 would you likely pay them?

NOTE Confidence: 0.944454243636364

00:21:36.960 --> 00:21:38.412 And women and men,

NOTE Confidence: 0.944454243636364

00:21:38.412 --> 00:21:40.590 science professors in the Ivy League

NOTE Confidence: 0.944454243636364

00:21:40.656 --> 00:21:42.686 were more likely to want to hire

NOTE Confidence: 0.944454243636364

00:21:42.686 --> 00:21:44.878 John and to pay him more money.

NOTE Confidence: 0.944454243636364

00:21:44.880 --> 00:21:48.584 So all this means is we bring our

NOTE Confidence: 0.944454243636364

00:21:48.584 --> 00:21:51.230 sense of self, our impostor phenomenon,

NOTE Confidence: 0.944454243636364

00:21:51.230 --> 00:21:53.330 whatever we want to call it,

NOTE Confidence: 0.944454243636364

00:21:53.330 --> 00:21:56.378 to the workplace and we are all biased.

NOTE Confidence: 0.944454243636364

00:21:56.380 --> 00:21:58.116 It's just a matter of being human

NOTE Confidence: 0.944454243636364

00:21:58.116 --> 00:21:59.744 and it's something we just need to

NOTE Confidence: 0.944454243636364

00:21:59.744 --> 00:22:01.340 talk about a little bit more often,

NOTE Confidence: 0.944454243636364

00:22:01.340 --> 00:22:02.960 especially when it's gets gets

NOTE Confidence: 0.944454243636364

00:22:02.960 --> 00:22:03.608 manifested has.

NOTE Confidence: 0.944454243636364

00:22:03.610 --> 00:22:05.002 Consequences for other people.

NOTE Confidence: 0.944454243636364

00:22:05.002 --> 00:22:07.476 So my study that I'm going to

NOTE Confidence: 0.944454243636364

00:22:07.476 --> 00:22:09.702 tell you about is really trying to

NOTE Confidence: 0.944454243636364

00:22:09.702 --> 00:22:11.570 understand how gender shapes career

NOTE Confidence: 0.944454243636364

00:22:11.570 --> 00:22:13.520 paths in science and medicine.

NOTE Confidence: 0.944454243636364

00:22:13.520 --> 00:22:15.480 I hope I've now convinced you that

NOTE Confidence: 0.944454243636364

00:22:15.480 --> 00:22:17.768 the problem is that women physicians

NOTE Confidence: 0.944454243636364

00:22:17.768 --> 00:22:19.620 and scientists are underrepresented

NOTE Confidence: 0.944454243636364

00:22:19.620 --> 00:22:21.009 in leadership position,

NOTE Confidence: 0.944454243636364

00:22:21.010 --> 00:22:22.462 particularly in proportion to

NOTE Confidence: 0.944454243636364

00:22:22.462 --> 00:22:24.277 our presence in the field.

NOTE Confidence: 0.944454243636364

00:22:24.280 --> 00:22:26.024 We experience more discrimination

NOTE Confidence: 0.944454243636364

00:22:26.024 --> 00:22:26.896 and harassment,

NOTE Confidence: 0.944454243636364

00:22:26.900 --> 00:22:28.265 and we're paid less than

NOTE Confidence: 0.944454243636364

00:22:28.265 --> 00:22:29.084 our male counterparts.

NOTE Confidence: 0.944454243636364

00:22:29.090 --> 00:22:30.140 By the way,

NOTE Confidence: 0.944454243636364

00:22:30.140 --> 00:22:31.792 the doximity data that I told

NOTE Confidence: 0.944454243636364

00:22:31.792 --> 00:22:33.220 you about where my field is,

NOTE Confidence: 0.944454243636364

00:22:33.220 --> 00:22:36.468 like the worst offender, there was no field.

NOTE Confidence: 0.944454243636364

00:22:36.470 --> 00:22:37.082 In medicine,

NOTE Confidence: 0.944454243636364

00:22:37.082 --> 00:22:39.530 where women made as much as men zero.

NOTE Confidence: 0.944454243636364

00:22:39.530 --> 00:22:40.810 So every single there were

NOTE Confidence: 0.944454243636364

00:22:40.810 --> 00:22:42.090 better and they were worse,

NOTE Confidence: 0.944454243636364

00:22:42.090 --> 00:22:44.565 but there was no one where it was equal.

NOTE Confidence: 0.944454243636364

00:22:44.570 --> 00:22:46.046 So the reality is,

NOTE Confidence: 0.944454243636364

00:22:46.046 --> 00:22:48.709 I think I've said already is we

NOTE Confidence: 0.944454243636364

00:22:48.709 --> 00:22:50.929 recognize as this is not news.

NOTE Confidence: 0.944454243636364

00:22:50.930 --> 00:22:53.940 What's news is that it isn't changing.

NOTE Confidence: 0.944454243636364

00:22:53.940 --> 00:22:56.268 And So what I realized is that I

NOTE Confidence: 0.944454243636364

00:22:56.268 --> 00:22:58.722 needed to develop the research skills

NOTE Confidence: 0.944454243636364

00:22:58.722 --> 00:23:01.422 to understand why it wasn't changing.

NOTE Confidence: 0.944454243636364

00:23:01.430 --> 00:23:04.132 So I learned how to be a

NOTE Confidence: 0.944454243636364

00:23:04.132 --> 00:23:04.904 qualitative researcher,

NOTE Confidence: 0.944454243636364

00:23:04.910 --> 00:23:06.770 which is really different from doing.

NOTE Confidence: 0.944454243636364

00:23:06.770 --> 00:23:07.452 You know,

NOTE Confidence: 0.944454243636364

00:23:07.452 --> 00:23:09.157 high touch clinical investigation and

NOTE Confidence: 0.944454243636364

00:23:09.157 --> 00:23:11.209 cancer or molecular biology and cancer.

NOTE Confidence: 0.944454243636364

00:23:11.210 --> 00:23:13.652 But I was mentored by some

NOTE Confidence: 0.944454243636364

00:23:13.652 --> 00:23:15.280 wonderful sociologists at UCSF,

NOTE Confidence: 0.944454243636364

00:23:15.280 --> 00:23:17.040 and then Arlie Russell Hackshield,

NOTE Confidence: 0.944454243636364

00:23:17.040 --> 00:23:18.110 who's one of my heroes,

NOTE Confidence: 0.944454243636364

00:23:18.110 --> 00:23:19.430 also went to Swarthmore.

NOTE Confidence: 0.944454243636364

00:23:19.430 --> 00:23:21.712 But she's a sociologist at Berkeley and

NOTE Confidence: 0.944454243636364

00:23:21.712 --> 00:23:23.472 had written a lot about women's experiences.

NOTE Confidence: 0.944454243636364

00:23:23.472 --> 00:23:25.864 And I went out there a few times and

NOTE Confidence: 0.944454243636364

00:23:25.864 --> 00:23:27.880 really got some very good advice from her.

NOTE Confidence: 0.944454243636364

00:23:27.880 --> 00:23:29.638 So my objective and I was,

NOTE Confidence: 0.944454243636364

00:23:29.640 --> 00:23:30.836 I got IRB approval,

NOTE Confidence: 0.944454243636364

00:23:30.836 --> 00:23:33.420 I used my endowed chair to pay for it,

NOTE Confidence: 0.944454243636364

00:23:33.420 --> 00:23:36.900 and I wanted to listen and.

NOTE Confidence: 0.944454243636364

00:23:36.900 --> 00:23:40.302 Understand lots of voices in the in

NOTE Confidence: 0.944454243636364

00:23:40.302 --> 00:23:43.609 the all across the United States,

NOTE Confidence: 0.944454243636364

00:23:43.610 --> 00:23:44.936 men and women.

NOTE Confidence: 0.944454243636364

00:23:44.936 --> 00:23:46.704 Really importantly men too,

NOTE Confidence: 0.944454243636364

00:23:46.710 --> 00:23:48.760 to understand where we were.

NOTE Confidence: 0.944454243636364

00:23:48.760 --> 00:23:50.540 And I've always thought this,

NOTE Confidence: 0.944454243636364

00:23:50.540 --> 00:23:52.908 but I think Albert Einstein said it best.

NOTE Confidence: 0.944454243636364

00:23:52.910 --> 00:23:54.980 If I had an hour to solve a problem,

NOTE Confidence: 0.944454243636364

00:23:54.980 --> 00:23:56.700 I'd spend 55 minutes thinking

NOTE Confidence: 0.944454243636364

00:23:56.700 --> 00:23:58.420 about the problem in 5

NOTE Confidence: 0.856853826428572

00:23:58.487 --> 00:24:00.339 minutes about the solutions.

NOTE Confidence: 0.856853826428572

00:24:00.340 --> 00:24:01.656 We don't do that.

NOTE Confidence: 0.856853826428572

00:24:01.656 --> 00:24:03.630 We especially don't do it when

NOTE Confidence: 0.856853826428572

00:24:03.703 --> 00:24:05.899 it comes to these really thorny,

NOTE Confidence: 0.856853826428572

00:24:05.900 --> 00:24:07.352 complicated social problems.

NOTE Confidence: 0.856853826428572

00:24:07.352 --> 00:24:10.256 We immediately come up with solutions,

NOTE Confidence: 0.856853826428572

00:24:10.260 --> 00:24:12.640 and we don't fully understand the problem.

NOTE Confidence: 0.856853826428572

00:24:12.640 --> 00:24:13.850 So we're all surprised when

NOTE Confidence: 0.856853826428572

00:24:13.850 --> 00:24:14.818 the solutions don't work.

NOTE Confidence: 0.856853826428572

00:24:14.820 --> 00:24:16.548 So here's an example.

NOTE Confidence: 0.856853826428572

00:24:16.548 --> 00:24:19.950 20 years ago or so it became.

NOTE Confidence: 0.856853826428572

00:24:19.950 --> 00:24:22.140 Popular to often offer women an

NOTE Confidence: 0.856853826428572

00:24:22.140 --> 00:24:23.973 opportunity to lengthen the 10

NOTE Confidence: 0.856853826428572

00:24:23.973 --> 00:24:25.827 year clock so they could have

NOTE Confidence: 0.856853826428572

00:24:25.827 --> 00:24:27.910 children and they could get tenure

NOTE Confidence: 0.856853826428572

00:24:27.910 --> 00:24:29.725 and they wouldn't be punished.

NOTE Confidence: 0.856853826428572

00:24:29.730 --> 00:24:32.826 But because we are equitable institutions,

NOTE Confidence: 0.856853826428572

00:24:32.830 --> 00:24:35.990 anyone who was having a child had the

NOTE Confidence: 0.856853826428572

00:24:35.990 --> 00:24:39.023 opportunity to use the 10 year clock

NOTE Confidence: 0.856853826428572

00:24:39.023 --> 00:24:41.188 lengthening process 20 years later.

NOTE Confidence: 0.856853826428572

00:24:41.190 --> 00:24:42.947 When we look back at the data,

NOTE Confidence: 0.856853826428572

00:24:42.950 --> 00:24:44.345 men were advantaged,

NOTE Confidence: 0.856853826428572

00:24:44.345 --> 00:24:45.740 women were not,

NOTE Confidence: 0.856853826428572

00:24:45.740 --> 00:24:47.504 and the same thing seems to be

NOTE Confidence: 0.856853826428572

00:24:47.504 --> 00:24:49.438 likely to have happened with COVID.

NOTE Confidence: 0.856853826428572

00:24:49.440 --> 00:24:51.648 You know, because in most families,

NOTE Confidence: 0.856853826428572

00:24:51.650 --> 00:24:53.334 women are the primary

NOTE Confidence: 0.856853826428572

00:24:53.334 --> 00:24:55.018 caretakers of the children.

NOTE Confidence: 0.856853826428572

00:24:55.020 --> 00:24:58.240 Men took advantage of the COVID policies,

NOTE Confidence: 0.856853826428572

00:24:58.240 --> 00:25:00.160 dug deep, wrote more grants,

NOTE Confidence: 0.856853826428572

00:25:00.160 --> 00:25:01.189 wrote more papers,

NOTE Confidence: 0.856853826428572

00:25:01.189 --> 00:25:04.645 and my guess is this is going to be a

NOTE Confidence: 0.856853826428572

00:25:04.645 --> 00:25:06.941 space where we see an amplification of

NOTE Confidence: 0.856853826428572

00:25:07.019 --> 00:25:09.519 whatever inequities existed before.

NOTE Confidence: 0.856853826428572

00:25:09.520 --> 00:25:10.772 So I in 2019,

NOTE Confidence: 0.856853826428572

00:25:10.772 --> 00:25:12.337 it's important because I did

NOTE Confidence: 0.856853826428572

00:25:12.337 --> 00:25:14.320 this all before the pandemic.

NOTE Confidence: 0.856853826428572

00:25:14.320 --> 00:25:16.774 I traveled around the country and

NOTE Confidence: 0.856853826428572

00:25:16.774 --> 00:25:20.547 I and I sat down with 52 men and

NOTE Confidence: 0.856853826428572

00:25:20.547 --> 00:25:23.238 52 women at 16 different academic

NOTE Confidence: 0.856853826428572

00:25:23.238 --> 00:25:26.562 medical centers and I got their

NOTE Confidence: 0.856853826428572

00:25:26.562 --> 00:25:29.448 IRB approved consent and I recorded

NOTE Confidence: 0.856853826428572

00:25:29.448 --> 00:25:30.260 the interviews.

NOTE Confidence: 0.856853826428572

00:25:30.260 --> 00:25:32.381 I tried very hard to have a

NOTE Confidence: 0.856853826428572

00:25:32.381 --> 00:25:34.240 real diversity of institutions,

NOTE Confidence: 0.856853826428572

00:25:34.240 --> 00:25:36.814 both geographic location and you know

NOTE Confidence: 0.856853826428572

00:25:36.814 --> 00:25:39.460 top tier versus middle tier versus.

NOTE Confidence: 0.856853826428572

00:25:39.460 --> 00:25:41.956 Not so middle tier using NIH

NOTE Confidence: 0.856853826428572

00:25:41.956 --> 00:25:43.494 and use news rankings.

NOTE Confidence: 0.856853826428572

00:25:43.494 --> 00:25:44.550 The question was,

NOTE Confidence: 0.856853826428572

00:25:44.550 --> 00:25:45.846 was it any evidence that it

NOTE Confidence: 0.856853826428572

00:25:45.846 --> 00:25:47.390 was better at one than another?

NOTE Confidence: 0.856853826428572

00:25:47.390 --> 00:25:47.705 Newsflash?

NOTE Confidence: 0.856853826428572

00:25:47.705 --> 00:25:48.020 No.

NOTE Confidence: 0.856853826428572

00:25:48.020 --> 00:25:49.280 It's the same everywhere,

NOTE Confidence: 0.856853826428572

00:25:49.280 --> 00:25:49.904 but it's just,

NOTE Confidence: 0.856853826428572

00:25:49.904 --> 00:25:50.320 you know,

NOTE Confidence: 0.856853826428572

00:25:50.320 --> 00:25:52.570 different versions of social language.

NOTE Confidence: 0.856853826428572

00:25:52.570 --> 00:25:54.406 But it's really the same everywhere.

NOTE Confidence: 0.856853826428572

00:25:54.410 --> 00:25:55.439 Half by population.

NOTE Confidence: 0.856853826428572

00:25:55.439 --> 00:25:57.154 We're full professors or leaders.

NOTE Confidence: 0.856853826428572

00:25:57.160 --> 00:25:58.595 Because I really wanted people

NOTE Confidence: 0.856853826428572

00:25:58.595 --> 00:25:59.743 who had a Longview,

NOTE Confidence: 0.856853826428572

00:25:59.750 --> 00:26:01.134 and I also kind of wanted people who

NOTE Confidence: 0.856853826428572

00:26:01.134 --> 00:26:02.650 are in positions of accountability.

NOTE Confidence: 0.856853826428572

00:26:02.650 --> 00:26:04.414 I wanted to hear from their point of view,

NOTE Confidence: 0.856853826428572

00:26:04.420 --> 00:26:05.890 what they thought about it.

NOTE Confidence: 0.856853826428572

00:26:05.890 --> 00:26:07.804 All the interviews lasted about 60

NOTE Confidence: 0.856853826428572

00:26:07.804 --> 00:26:09.830 minutes and they were transcribed.

NOTE Confidence: 0.856853826428572

00:26:09.830 --> 00:26:13.004 And and and then coded and so

NOTE Confidence: 0.856853826428572

00:26:13.004 --> 00:26:14.414 this was new for me,

NOTE Confidence: 0.856853826428572

00:26:14.420 --> 00:26:16.268 but this is how we developed the code.

NOTE Confidence: 0.856853826428572

00:26:16.270 --> 00:26:18.258 So I had a team of sociologists

NOTE Confidence: 0.856853826428572

00:26:18.258 --> 00:26:20.505 and we developed our codes for the

NOTE Confidence: 0.856853826428572

00:26:20.505 --> 00:26:22.165 interviews based on the literature

NOTE Confidence: 0.856853826428572

00:26:22.165 --> 00:26:24.586 and also the salient features the 1st

NOTE Confidence: 0.856853826428572

00:26:24.586 --> 00:26:26.786 10 interviews trying to right size it.

NOTE Confidence: 0.856853826428572

00:26:26.786 --> 00:26:28.760 So we had two sets of codes.

NOTE Confidence: 0.856853826428572

00:26:28.760 --> 00:26:30.349 The first set of codes was all

NOTE Confidence: 0.856853826428572

00:26:30.349 --> 00:26:31.661 the features of academic medicine

NOTE Confidence: 0.856853826428572

00:26:31.661 --> 00:26:33.383 ecosystem and you can read them

NOTE Confidence: 0.856853826428572

00:26:33.383 --> 00:26:35.116 here and all this information is

NOTE Confidence: 0.856853826428572

00:26:35.116 --> 00:26:36.778 in the papers that we published,

NOTE Confidence: 0.856853826428572

00:26:36.780 --> 00:26:38.744 but they're pretty standard

NOTE Confidence: 0.856853826428572

00:26:38.744 --> 00:26:40.217 mentorship recruitment negotiations.

NOTE Confidence: 0.856853826428572

00:26:40.220 --> 00:26:40.948 Resources, etcetera.

NOTE Confidence: 0.856853826428572

00:26:40.948 --> 00:26:43.860 The second set of codes was So what

NOTE Confidence: 0.856853826428572

00:26:43.931 --> 00:26:46.079 we call gender related bad stuff.

NOTE Confidence: 0.856853826428572

00:26:46.080 --> 00:26:48.240 And it was really what are your experiences,

NOTE Confidence: 0.856853826428572

00:26:48.240 --> 00:26:49.580 what is your awareness,

NOTE Confidence: 0.856853826428572

00:26:49.580 --> 00:26:50.920 what is your observations,

NOTE Confidence: 0.856853826428572

00:26:50.920 --> 00:26:52.677 what is your perceived lack of awareness,

NOTE Confidence: 0.856853826428572

00:26:52.680 --> 00:26:53.380 et cetera.

NOTE Confidence: 0.856853826428572

00:26:53.380 --> 00:26:55.480 And then we analyze the data

NOTE Confidence: 0.856853826428572

00:26:55.480 --> 00:26:56.180 by looking

NOTE Confidence: 0.888727006923077

00:26:56.256 --> 00:26:58.426 for the intersections between gender

NOTE Confidence: 0.888727006923077

00:26:58.426 --> 00:27:01.188 related bad stuff and the features

NOTE Confidence: 0.888727006923077

00:27:01.188 --> 00:27:03.758 of the academic medicine ecosystem.

NOTE Confidence: 0.888727006923077

00:27:03.760 --> 00:27:05.900 So here are the interviewees.

NOTE Confidence: 0.888727006923077

00:27:05.900 --> 00:27:08.510 It was 52 men and 52

NOTE Confidence: 0.888727006923077

00:27:08.510 --> 00:27:10.780 women about the same age.

NOTE Confidence: 0.888727006923077

00:27:10.780 --> 00:27:14.655 The men were more likely to be MD's,

00:27:14.655 --> 00:27:16.399 the women more likely to be PHD's.

00:27:16.399 --> 00:27:17.862 And this is because I really tried

00:27:17.862 --> 00:27:19.060 to enrich for senior people,

00:27:19.060 --> 00:27:21.160 and there are very few women

00:27:21.160 --> 00:27:22.990 MD's who who were leaders.

00:27:22.990 --> 00:27:24.572 There were more likely to be women

00:27:24.572 --> 00:27:26.159 who were chairs of basic science

00:27:26.159 --> 00:27:28.122 departments than there were MD's who

00:27:28.122 --> 00:27:30.864 are chairs of clinical departments, 25%,

00:27:30.864 --> 00:27:34.081 assistant professors 25%, associate 50%.

00:27:34.081 --> 00:27:36.967 Um of full for the women,

00:27:36.970 --> 00:27:38.470 even more for the men.

00:27:38.470 --> 00:27:39.880 Men were more likely to

00:27:39.880 --> 00:27:40.726 have leadership positions.

00:27:40.730 --> 00:27:42.718 I tried very hard to find women

00:27:42.718 --> 00:27:43.570 with leadership positions,

NOTE Confidence: 0.888727006923077

00:27:43.570 --> 00:27:45.100 and men were significantly more

NOTE Confidence: 0.888727006923077

00:27:45.100 --> 00:27:46.630 likely to hold endowed chairs.

NOTE Confidence: 0.888727006923077

00:27:46.630 --> 00:27:48.445 And I think that's pretty

NOTE Confidence: 0.888727006923077

00:27:48.445 --> 00:27:49.534 much true everywhere.

NOTE Confidence: 0.888727006923077

00:27:49.540 --> 00:27:51.640 So we have published 3 papers to

NOTE Confidence: 0.888727006923077

00:27:51.640 --> 00:27:53.737 date in the peer reviewed literature

NOTE Confidence: 0.888727006923077

00:27:53.737 --> 00:27:56.362 and I'll tell you a little bit

NOTE Confidence: 0.888727006923077

00:27:56.434 --> 00:27:58.546 about each of those papers now.

NOTE Confidence: 0.888727006923077

00:27:58.550 --> 00:28:00.986 So the 1st paper we published

NOTE Confidence: 0.888727006923077

00:28:00.986 --> 00:28:04.089 had to do with mentorship now.

NOTE Confidence: 0.888727006923077

00:28:04.090 --> 00:28:07.178 Only the women reported to me that they

NOTE Confidence: 0.888727006923077

00:28:07.178 --> 00:28:10.769 had been sexually harassed by their mentor.

NOTE Confidence: 0.888727006923077

00:28:10.770 --> 00:28:11.060 Now,

NOTE Confidence: 0.888727006923077

00:28:11.060 --> 00:28:14.117 I'm sure that there are men in this world who

NOTE Confidence: 0.888727006923077

00:28:14.117 --> 00:28:16.770 have been sexually harassed by their mentor,

54

00:28:16.770 --> 00:28:17.890 but I didn't meet them,

00:28:17.890 --> 00:28:19.978 so I can only conclude that

00:28:19.978 --> 00:28:21.370 it's probably less common.

00:28:21.370 --> 00:28:23.788 But imagine that when this happens,

00:28:23.790 --> 00:28:26.250 mentorship is such a private place,

00:28:26.250 --> 00:28:29.298 it's so difficult to know what to do.

00:28:29.300 --> 00:28:32.495 The one woman who I met who had a

00:28:32.495 --> 00:28:35.450 postdoc mentor who sexually harassed.

00:28:35.450 --> 00:28:38.376 Who was encouraged to go to the

00:28:38.376 --> 00:28:40.998 Title 9 Office and report it,

00:28:41.000 --> 00:28:44.785 went through a formal adjudication

00:28:44.785 --> 00:28:47.996 process where his he he basically

00:28:47.996 --> 00:28:49.556 just had his hand slapped.

00:28:49.560 --> 00:28:53.366 She had to stay in his lab and she

00:28:53.366 --> 00:28:54.905 was geographically constrained

00:28:54.905 --> 00:28:56.957 by her family situation.

NOTE Confidence: 0.888727006923077

00:28:56.960 --> 00:28:59.810 And his argument was she misinterpreted

NOTE Confidence: 0.888727006923077

00:28:59.810 --> 00:29:02.816 my embrace and I'm thinking the

NOTE Confidence: 0.888727006923077

00:29:02.816 --> 00:29:05.118 word embrace is the problematic.

NOTE Confidence: 0.888727006923077

00:29:05.118 --> 00:29:06.363 Were there, however,

NOTE Confidence: 0.888727006923077

00:29:06.363 --> 00:29:09.507 she did what we think people should do,

NOTE Confidence: 0.888727006923077

00:29:09.510 --> 00:29:11.764 and it didn't help her at all.

NOTE Confidence: 0.888727006923077

00:29:11.770 --> 00:29:14.670 In fact, I would say from my point of view,

NOTE Confidence: 0.888727006923077

00:29:14.670 --> 00:29:17.040 it probably hurt her career because

NOTE Confidence: 0.888727006923077

00:29:17.040 --> 00:29:19.323 now she's officially labeled as a

NOTE Confidence: 0.888727006923077

00:29:19.323 --> 00:29:21.249 troublemaker and she wasn't able to

NOTE Confidence: 0.888727006923077

00:29:21.249 --> 00:29:23.308 get herself out of that situation.

NOTE Confidence: 0.888727006923077

00:29:23.310 --> 00:29:25.734 So that's what happens when a

NOTE Confidence: 0.888727006923077

00:29:25.734 --> 00:29:27.350 mentor harasses a mentee.

NOTE Confidence: 0.888727006923077

00:29:27.350 --> 00:29:29.118 The good news, though,

NOTE Confidence: 0.888727006923077

00:29:29.118 --> 00:29:31.328 about mentorship is both women

NOTE Confidence: 0.888727006923077

00:29:31.328 --> 00:29:34.281 and men became aware of gender

NOTE Confidence: 0.888727006923077

00:29:34.281 --> 00:29:35.736 inequities in academia.

NOTE Confidence: 0.888727006923077

00:29:35.740 --> 00:29:37.910 Because of their relationships with

NOTE Confidence: 0.888727006923077

00:29:37.910 --> 00:29:40.080 women mentors and women mentees.

NOTE Confidence: 0.888727006923077

00:29:40.080 --> 00:29:42.800 I heard from men who happened to train

NOTE Confidence: 0.888727006923077

00:29:42.800 --> 00:29:45.141 with women that their their mentors

NOTE Confidence: 0.888727006923077

00:29:45.141 --> 00:29:47.517 taught them about the world that

NOTE Confidence: 0.888727006923077

00:29:47.589 --> 00:29:50.437 existed for them as opposed to these men.

NOTE Confidence: 0.888727006923077

00:29:50.440 --> 00:29:52.464 And you know I can tell you I'm

NOTE Confidence: 0.888727006923077

00:29:52.464 --> 00:29:54.479 married to a man who's 6 foot four.

NOTE Confidence: 0.888727006923077

00:29:54.480 --> 00:29:56.574 And what he has learned probably

NOTE Confidence: 0.888727006923077

00:29:56.574 --> 00:29:58.979 by being married to little old me,

NOTE Confidence: 0.888727006923077

00:29:58.980 --> 00:30:01.716 is that by being a man who's tall,

NOTE Confidence: 0.888727006923077

00:30:01.720 --> 00:30:05.944 he is awarded so much respect and and.

NOTE Confidence: 0.888727006923077

00:30:05.950 --> 00:30:08.570 And um.

NOTE Confidence: 0.888727006923077

00:30:08.570 --> 00:30:11.664 Accolades simply by walking into a room.

NOTE Confidence: 0.842819523

00:30:11.670 --> 00:30:13.650 And I can tell you the number of times I

NOTE Confidence: 0.842819523

00:30:13.706 --> 00:30:15.930 walked into a room with my male resident

NOTE Confidence: 0.842819523

00:30:15.930 --> 00:30:17.802 where everybody assumed that I was the

NOTE Confidence: 0.842819523

00:30:17.802 --> 00:30:19.931 nurse and that male resident was the doctor.

NOTE Confidence: 0.842819523

00:30:19.931 --> 00:30:21.366 It's too numerous to count.

NOTE Confidence: 0.842819523

00:30:21.370 --> 00:30:23.134 It was just standard and it's kind

NOTE Confidence: 0.842819523

00:30:23.134 --> 00:30:25.176 of funny and we would joke about it,

NOTE Confidence: 0.842819523

00:30:25.180 --> 00:30:26.740 but it's not so funny after a while,

NOTE Confidence: 0.842819523

00:30:26.740 --> 00:30:28.804 you know. So, but so the point is,

NOTE Confidence: 0.842819523

00:30:28.810 --> 00:30:30.790 is that my husband has become

NOTE Confidence: 0.842819523

00:30:30.790 --> 00:30:32.110 aware of these inequities.

NOTE Confidence: 0.842819523

00:30:32.110 --> 00:30:34.230 But through through being married to me now,

NOTE Confidence: 0.842819523

00:30:34.230 --> 00:30:36.092 our daughter who's a physician and and

NOTE Confidence: 0.842819523

00:30:36.092 --> 00:30:38.766 it's just an awareness problem, both women.

NOTE Confidence: 0.842819523

00:30:38.766 --> 00:30:40.956 And men mentors recognize challenges

00:30:40.956 --> 00:30:43.249 that they're women mentees faced,

00:30:43.250 --> 00:30:44.426 and they really went out of their

00:30:44.426 --> 00:30:45.887 way to try to help them. Now,

00:30:45.887 --> 00:30:48.806 I would say sometimes they felt powerless.

00:30:48.810 --> 00:30:50.592 So I'm recalling an interview with

00:30:50.592 --> 00:30:53.020 a man who ran a graduate program.

00:30:53.020 --> 00:30:54.748 And one of the graduate students,

00:30:54.750 --> 00:30:56.100 a woman in the graduate program,

00:30:56.100 --> 00:30:57.942 was being harassed by a senior

00:30:57.942 --> 00:30:58.556 faculty member,

00:30:58.560 --> 00:30:59.880 and he saw it.

00:30:59.880 --> 00:31:01.860 But because the senior faculty member

00:31:01.928 --> 00:31:04.280 had so much power in the institution,

00:31:04.280 --> 00:31:06.296 and this man was more junior,

00:31:06.300 --> 00:31:08.029 he didn't know what to do except

00:31:08.029 --> 00:31:09.310 help her move her desk.

NOTE Confidence: 0.842819523

00:31:09.310 --> 00:31:11.654 So he made an effort to help her.

NOTE Confidence: 0.842819523

00:31:11.660 --> 00:31:14.172 But I would call that a hero action

NOTE Confidence: 0.842819523

00:31:14.172 --> 00:31:16.199 and not a systemic action.

NOTE Confidence: 0.842819523

00:31:16.200 --> 00:31:19.832 And what we need are systemic actions with

NOTE Confidence: 0.842819523

00:31:19.832 --> 00:31:22.398 systemic recognition that these things are,

NOTE Confidence: 0.842819523

00:31:22.400 --> 00:31:23.950 are really odious and they

NOTE Confidence: 0.842819523

00:31:23.950 --> 00:31:25.880 really bring all of us down.

NOTE Confidence: 0.842819523

00:31:25.880 --> 00:31:28.022 And both women and men modeled

NOTE Confidence: 0.842819523

00:31:28.022 --> 00:31:30.711 family work balance and tried to

NOTE Confidence: 0.842819523

00:31:30.711 --> 00:31:32.496 create family-friendly environments,

NOTE Confidence: 0.842819523

00:31:32.500 --> 00:31:33.764 but sometimes it backfired.

NOTE Confidence: 0.842819523

00:31:33.764 --> 00:31:36.479 So I heard from women who were Graduate

NOTE Confidence: 0.842819523

00:31:36.479 --> 00:31:38.759 School or medical school or training,

NOTE Confidence: 0.842819523

00:31:38.760 --> 00:31:39.884 and they saw that.

NOTE Confidence: 0.842819523

00:31:39.884 --> 00:31:41.720 And their, their male mentor took off

00:31:41.720 --> 00:31:43.862 in the middle of the day, you know,

00:31:43.862 --> 00:31:45.934 to go to their sons baseball game.

00:31:45.940 --> 00:31:47.100 That really inspired them that

00:31:47.100 --> 00:31:48.570 they could do the same thing,

00:31:48.570 --> 00:31:51.030 but the price that they paid

00:31:51.030 --> 00:31:53.750 for taking advantage of the same

00:31:53.750 --> 00:31:55.746 flexibility was so different.

00:31:55.750 --> 00:31:56.878 And so again,

00:31:56.878 --> 00:31:59.134 it helps to have your mentor

00:31:59.134 --> 00:32:00.997 understand you and respect you,

00:32:01.000 --> 00:32:03.331 but if your mentor can't address the

00:32:03.331 --> 00:32:05.698 challenges in the room, it's difficult.

00:32:05.698 --> 00:32:09.650 But let me now point out the real.

00:32:09.650 --> 00:32:10.060 Issue.

00:32:12.620 --> 00:32:15.804 In 2018, at the end of the annual

00:32:15.804 --> 00:32:17.679 INSERVICE exam for surgery,

NOTE Confidence: 0.857378856666667

00:32:17.680 --> 00:32:19.700 so every surgical resident in

NOTE Confidence: 0.857378856666667

00:32:19.700 --> 00:32:21.720 the country takes this exam,

NOTE Confidence: 0.857378856666667

00:32:21.720 --> 00:32:24.156 they had the opportunity to participate

NOTE Confidence: 0.857378856666667

00:32:24.156 --> 00:32:27.519 in a survey to assess discrimination,

NOTE Confidence: 0.857378856666667

00:32:27.520 --> 00:32:30.560 abuse, harassment and burnout.

NOTE Confidence: 0.857378856666667

00:32:30.560 --> 00:32:32.030 97% took part.

NOTE Confidence: 0.857378856666667

00:32:32.030 --> 00:32:35.460 And what this article found was that

NOTE Confidence: 0.857378856666667

00:32:35.563 --> 00:32:38.928 the attending surgeons the mentors.

NOTE Confidence: 0.857378856666667

00:32:38.930 --> 00:32:41.606 They were the most frequent sources

NOTE Confidence: 0.857378856666667

00:32:41.606 --> 00:32:43.920 of sexual harassment and abuse.

NOTE Confidence: 0.857378856666667

00:32:43.920 --> 00:32:46.144 The next month I'm sitting in a chair

NOTE Confidence: 0.857378856666667

00:32:46.144 --> 00:32:47.871 of surgery's office and he is agreed

NOTE Confidence: 0.857378856666667

00:32:47.871 --> 00:32:50.292 to be part of my study, and I asked

NOTE Confidence: 0.857378856666667

00:32:50.292 --> 00:32:52.420 him what he thought about this paper.

NOTE Confidence: 0.857378856666667

00:32:52.420 --> 00:32:54.288 Oh, that was awful.

NOTE Confidence: 0.857378856666667

00:32:54.288 --> 00:32:57.090 I cannot believe that's still happening.

NOTE Confidence: 0.857378856666667

00:32:57.090 --> 00:32:58.590 I said I agree with you,

NOTE Confidence: 0.857378856666667

00:32:58.590 --> 00:33:00.726 So what are you doing about it here?

NOTE Confidence: 0.857378856666667

00:33:00.730 --> 00:33:03.478 And he looked at me and I said,

NOTE Confidence: 0.857378856666667

00:33:03.478 --> 00:33:05.222 you realize your residents

NOTE Confidence: 0.857378856666667

00:33:05.222 --> 00:33:07.559 were part of this study.

NOTE Confidence: 0.857378856666667

00:33:07.560 --> 00:33:08.955 And it was.

NOTE Confidence: 0.857378856666667

00:33:08.955 --> 00:33:11.280 The ability to connect those

NOTE Confidence: 0.857378856666667

00:33:11.280 --> 00:33:13.469 dots is not trivial.

NOTE Confidence: 0.857378856666667

00:33:13.470 --> 00:33:14.200 It's really,

NOTE Confidence: 0.857378856666667

00:33:14.200 --> 00:33:16.755 really hard when people are in positions

NOTE Confidence: 0.857378856666667

00:33:16.755 --> 00:33:19.138 of accountability and leadership.

NOTE Confidence: 0.857378856666667

00:33:19.140 --> 00:33:21.289 To not be frightened to learn about

NOTE Confidence: 0.857378856666667

00:33:21.289 --> 00:33:23.169 what might be happening because

NOTE Confidence: 0.857378856666667

00:33:23.169 --> 00:33:25.404 it means they'll be responsible,

NOTE Confidence: 0.857378856666667

00:33:25.410 --> 00:33:27.154 then they'll have to do something about it.

NOTE Confidence: 0.857378856666667

00:33:27.160 --> 00:33:28.968 So it's just so much easier to believe

NOTE Confidence: 0.857378856666667

00:33:28.968 --> 00:33:31.113 that the people who took part of this

NOTE Confidence: 0.857378856666667

00:33:31.113 --> 00:33:32.500 study are training somewhere else,

NOTE Confidence: 0.857378856666667

00:33:32.500 --> 00:33:35.048 and that your faculty members aren't the

NOTE Confidence: 0.857378856666667

00:33:35.048 --> 00:33:37.798 ones doing the abuse or the harassment.

NOTE Confidence: 0.857378856666667

00:33:37.800 --> 00:33:40.055 So I mostly had wonderful

NOTE Confidence: 0.857378856666667

00:33:40.055 --> 00:33:40.957 mentoring experiences.

NOTE Confidence: 0.857378856666667

00:33:40.960 --> 00:33:43.760 They almost were always men by definition.

NOTE Confidence: 0.857378856666667

00:33:43.760 --> 00:33:45.662 And I mentioned that my postdoc

NOTE Confidence: 0.857378856666667

00:33:45.662 --> 00:33:47.319 mentor did something awful to me,

NOTE Confidence: 0.857378856666667

00:33:47.320 --> 00:33:49.813 but all I had to do was discover it,

NOTE Confidence: 0.857378856666667

00:33:49.820 --> 00:33:51.500 report it to the Cancer Center director,

NOTE Confidence: 0.857378856666667

00:33:51.500 --> 00:33:54.076 and then he took care of it.

NOTE Confidence: 0.857378856666667

00:33:54.080 --> 00:33:57.617 I've now been a mentor for longer than I

NOTE Confidence: 0.857378856666667

00:33:57.617 --> 00:34:01.073 have been a mentee and it is hard work.

00:34:01.080 --> 00:34:02.496 Frequent communication is key.

00:34:02.496 --> 00:34:05.460 And being able to admit when you're wrong,

00:34:05.460 --> 00:34:06.618 I can tell you a story.

00:34:06.620 --> 00:34:09.038 I had a woman graduate student,

00:34:09.040 --> 00:34:11.128 and this was about 15 years ago when there

00:34:11.128 --> 00:34:13.278 was a lot of cell line misidentification.

00:34:13.280 --> 00:34:15.048 And she came to me and she said,

00:34:15.050 --> 00:34:15.905 you know, we published this

00:34:15.905 --> 00:34:17.000 paper and it wasn't her paper.

00:34:17.000 --> 00:34:18.220 She was a middle author.

00:34:18.220 --> 00:34:20.060 And she said we used these cell lines,

00:34:20.060 --> 00:34:22.196 but we didn't, you know, a genotype

00:34:22.196 --> 00:34:24.734 because we weren't genotyping back then.

00:34:24.740 --> 00:34:26.215 I'm worried that they might

00:34:26.215 --> 00:34:27.100 have been misidentified.

00:34:27.100 --> 00:34:28.504 And I said, well,

NOTE Confidence: 0.857378856666667

00:34:28.504 --> 00:34:30.259 I guess that's theoretically possible,

NOTE Confidence: 0.857378856666667

00:34:30.260 --> 00:34:31.520 but, you know, the results were.

NOTE Confidence: 0.857378856666667

00:34:31.520 --> 00:34:32.300 Producible and like,

NOTE Confidence: 0.857378856666667

00:34:32.300 --> 00:34:33.950 you know, 5 or 10 cell lines.

NOTE Confidence: 0.857378856666667

00:34:33.950 --> 00:34:35.714 I don't know how we would ever find those

NOTE Confidence: 0.857378856666667

00:34:35.714 --> 00:34:37.488 cell lines and go back in genotyping now.

NOTE Confidence: 0.857378856666667

00:34:37.490 --> 00:34:38.715 And I think that's something

NOTE Confidence: 0.857378856666667

00:34:38.715 --> 00:34:40.410 we need to do going forward.

NOTE Confidence: 0.857378856666667

00:34:40.410 --> 00:34:41.810 Basically, I dismissed her.

NOTE Confidence: 0.857378856666667

00:34:41.810 --> 00:34:43.910 She wasn't happy with my answer.

NOTE Confidence: 0.857378856666667

00:34:43.910 --> 00:34:45.467 So she went to the chair of her department,

NOTE Confidence: 0.857378856666667

00:34:45.470 --> 00:34:46.283 which is pharmacology,

NOTE Confidence: 0.857378856666667

00:34:46.283 --> 00:34:47.909 and he reached out to me.

NOTE Confidence: 0.857378856666667

00:34:47.910 --> 00:34:50.185 My first reaction was I was mortified.

NOTE Confidence: 0.857378856666667

00:34:50.190 --> 00:34:51.662 I was so embarrassed.

NOTE Confidence: 0.857378856666667

00:34:51.662 --> 00:34:54.330 And then I realized she was right

NOTE Confidence: 0.857378856666667

00:34:54.330 --> 00:34:57.648 and I didn't realize that she was.

NOTE Confidence: 0.857378856666667

00:34:57.650 --> 00:34:58.618 My answer was inadequate.

NOTE Confidence: 0.857378856666667

00:34:58.618 --> 00:35:00.760 And so we went back and we repeated

NOTE Confidence: 0.857378856666667

00:35:00.760 --> 00:35:02.350 all the experiments and genotype.

NOTE Confidence: 0.756870375714286

00:35:02.350 --> 00:35:05.038 The lines and the results were validated.

NOTE Confidence: 0.756870375714286

00:35:05.040 --> 00:35:06.462 And today she and I have

NOTE Confidence: 0.756870375714286

00:35:06.462 --> 00:35:07.173 a wonderful relationship.

NOTE Confidence: 0.756870375714286

00:35:07.180 --> 00:35:08.296 She's now chair of her department.

NOTE Confidence: 0.756870375714286

00:35:08.300 --> 00:35:09.560 I'm really proud of her,

NOTE Confidence: 0.756870375714286

00:35:09.560 --> 00:35:10.736 but all I can say is none

NOTE Confidence: 0.756870375714286

00:35:10.736 --> 00:35:12.059 of us are perfect mentors.

NOTE Confidence: 0.756870375714286

00:35:12.060 --> 00:35:13.356 None of us are perfect parents.

NOTE Confidence: 0.756870375714286

00:35:13.360 --> 00:35:15.412 We make mistakes, and recognizing those

NOTE Confidence: 0.756870375714286

00:35:15.412 --> 00:35:17.740 mistakes is really an important thing.

NOTE Confidence: 0.756870375714286

00:35:17.740 --> 00:35:19.830 Choosing mentors and mentees is

NOTE Confidence: 0.756870375714286

00:35:19.830 --> 00:35:21.920 both strategic but also organic,

NOTE Confidence: 0.756870375714286

00:35:21.920 --> 00:35:23.740 and we are all people.

NOTE Confidence: 0.756870375714286

00:35:23.740 --> 00:35:26.878 We're both exceptional and we're complicated.

NOTE Confidence: 0.756870375714286

00:35:26.880 --> 00:35:30.976 The next paper was on promotion and tenure,

NOTE Confidence: 0.756870375714286

00:35:30.980 --> 00:35:33.556 and I wanted to analyze the data from

NOTE Confidence: 0.756870375714286

00:35:33.556 --> 00:35:36.057 the women and the data from the men,

NOTE Confidence: 0.756870375714286

00:35:36.060 --> 00:35:39.287 but I couldn't because only two men

NOTE Confidence: 0.756870375714286

00:35:39.287 --> 00:35:41.634 reported any problems with promotion

NOTE Confidence: 0.756870375714286

00:35:41.634 --> 00:35:44.714 and tenure and they were both gay.

NOTE Confidence: 0.756870375714286

00:35:44.720 --> 00:35:47.280 Could have been a coincidence,

NOTE Confidence: 0.756870375714286

00:35:47.280 --> 00:35:48.924 but I realized I just didn't

NOTE Confidence: 0.756870375714286

00:35:48.924 --> 00:35:50.619 have that data in my study,

NOTE Confidence: 0.756870375714286

00:35:50.620 --> 00:35:52.522 so it was only about the

NOTE Confidence: 0.756870375714286

00:35:52.522 --> 00:35:53.473 experiences of women.

NOTE Confidence: 0.756870375714286

00:35:53.480 --> 00:35:55.482 So take it for what it's worth

NOTE Confidence: 0.756870375714286

00:35:55.482 --> 00:35:57.807 and what the women reported to me.

NOTE Confidence: 0.756870375714286

00:35:57.810 --> 00:35:59.538 Even if they had sailed through,

NOTE Confidence: 0.756870375714286

00:35:59.540 --> 00:36:01.904 the process was that they spelled

NOTE Confidence: 0.756870375714286

00:36:01.904 --> 00:36:04.378 that the the criteria for promotion

NOTE Confidence: 0.756870375714286

00:36:04.378 --> 00:36:06.832 and tenure were either ambiguous or

NOTE Confidence: 0.756870375714286

00:36:06.832 --> 00:36:09.590 seem to be inconsistently applied.

NOTE Confidence: 0.756870375714286

00:36:09.590 --> 00:36:11.510 The most common story I heard was I

NOTE Confidence: 0.756870375714286

00:36:11.510 --> 00:36:13.726 went to my chair or my division chief.

NOTE Confidence: 0.756870375714286

00:36:13.730 --> 00:36:15.844 I said I was ready and he said no, no,

NOTE Confidence: 0.756870375714286

00:36:15.844 --> 00:36:17.608 you're not. You need another year.

NOTE Confidence: 0.756870375714286

00:36:17.610 --> 00:36:19.115 And then I saw this guy over

NOTE Confidence: 0.756870375714286

00:36:19.115 --> 00:36:20.580 there who was hired after me,

NOTE Confidence: 0.756870375714286

00:36:20.580 --> 00:36:22.100 who doesn't have many publications

NOTE Confidence: 0.756870375714286

00:36:22.100 --> 00:36:23.946 and grants. He was put forward.

NOTE Confidence: 0.756870375714286

00:36:23.946 --> 00:36:25.800 So it was basically trying to

NOTE Confidence: 0.756870375714286

00:36:25.870 --> 00:36:27.830 reconcile their own experience.

NOTE Confidence: 0.756870375714286

00:36:27.830 --> 00:36:29.786 With the experience of a colleague

NOTE Confidence: 0.756870375714286

00:36:29.786 --> 00:36:31.843 and trying to make sense of

NOTE Confidence: 0.756870375714286

00:36:31.843 --> 00:36:33.558 that in their own institution,

NOTE Confidence: 0.756870375714286

00:36:33.560 --> 00:36:35.520 there appeared to be a lack of

NOTE Confidence: 0.756870375714286

00:36:35.520 --> 00:36:37.265 standard processes for reviewing the

NOTE Confidence: 0.756870375714286

00:36:37.265 --> 00:36:38.957 applications and making decisions.

NOTE Confidence: 0.756870375714286

00:36:38.960 --> 00:36:40.319 I could tell you one of my own stories,

NOTE Confidence: 0.756870375714286

00:36:40.320 --> 00:36:43.275 and at UCSF throughout the

NOTE Confidence: 0.756870375714286

00:36:43.275 --> 00:36:45.048 University of California,

NOTE Confidence: 0.756870375714286

00:36:45.050 --> 00:36:46.118 we have an opportunity

NOTE Confidence: 0.756870375714286

00:36:46.118 --> 00:36:46.919 for accelerated promotion.

NOTE Confidence: 0.756870375714286

00:36:46.920 --> 00:36:49.034 We have these very Byzantine step levels,

NOTE Confidence: 0.756870375714286

00:36:49.040 --> 00:36:50.545 but the more the higher you are,

NOTE Confidence: 0.756870375714286

00:36:50.550 --> 00:36:51.678 the more you make in retirement.

NOTE Confidence: 0.756870375714286

00:36:51.680 --> 00:36:52.528 So it's not trivial.

NOTE Confidence: 0.756870375714286

00:36:52.528 --> 00:36:54.580 So if you have some big accomplishment,

NOTE Confidence: 0.756870375714286

00:36:54.580 --> 00:36:57.844 you can apply to jump a step level.

NOTE Confidence: 0.756870375714286

00:36:57.850 --> 00:36:58.760 So something big had happened

NOTE Confidence: 0.756870375714286

00:36:58.760 --> 00:37:00.188 to me and I went to my chair,

NOTE Confidence: 0.756870375714286

00:37:00.190 --> 00:37:02.926 who is wonderful, who supports me?

NOTE Confidence: 0.756870375714286

00:37:02.930 --> 00:37:04.220 And I said, you know,

NOTE Confidence: 0.756870375714286

00:37:04.220 --> 00:37:05.868 do you think this year I can go

NOTE Confidence: 0.756870375714286

00:37:05.868 --> 00:37:07.530 for an accelerated promotion?

NOTE Confidence: 0.756870375714286

00:37:07.530 --> 00:37:08.958 He said, oh, Jennifer,

NOTE Confidence: 0.756870375714286

00:37:08.958 --> 00:37:10.743 you're already ahead of me.

NOTE Confidence: 0.756870375714286

00:37:10.750 --> 00:37:12.930 And this would make it even more ahead of me.

NOTE Confidence: 0.756870375714286

00:37:12.930 --> 00:37:14.530 And that would be really

NOTE Confidence: 0.756870375714286

00:37:14.530 --> 00:37:15.490 uncomfortable for me.

NOTE Confidence: 0.756870375714286

00:37:15.490 --> 00:37:17.770 And in the moment, I thought,

NOTE Confidence: 0.756870375714286

00:37:17.770 --> 00:37:19.110 thank you for being honest,

NOTE Confidence: 0.756870375714286

00:37:19.110 --> 00:37:21.058 but what a wacky thing to think, right?

NOTE Confidence: 0.756870375714286

00:37:21.058 --> 00:37:23.026 But this is what people think.

NOTE Confidence: 0.756870375714286

00:37:23.030 --> 00:37:24.470 I was just grateful that

NOTE Confidence: 0.756870375714286

00:37:24.470 --> 00:37:26.170 he was so honest with me.

NOTE Confidence: 0.756870375714286

00:37:26.170 --> 00:37:28.120 So this is what I mean.

NOTE Confidence: 0.756870375714286

00:37:28.120 --> 00:37:30.766 But it's it's seemingly ambiguous now.

NOTE Confidence: 0.756870375714286

00:37:30.770 --> 00:37:33.674 Some women were so vulnerable to

NOTE Confidence: 0.756870375714286

00:37:33.674 --> 00:37:36.330 malicious behavior of senior faculty,

NOTE Confidence: 0.756870375714286

00:37:36.330 --> 00:37:38.190 division chiefs and department chairs.

NOTE Confidence: 0.756870375714286

00:37:38.190 --> 00:37:41.038 The most awful story was a person who

NOTE Confidence: 0.756870375714286

00:37:41.038 --> 00:37:42.958 was hired, basic scientist, you know,

NOTE Confidence: 0.756870375714286

00:37:42.958 --> 00:37:44.941 moved her family, all her children.

NOTE Confidence: 0.756870375714286

00:37:44.941 --> 00:37:46.369 The chair discovered the

NOTE Confidence: 0.756870375714286

00:37:46.369 --> 00:37:47.440 resources that he'd

NOTE Confidence: 0.828018002857143

00:37:47.506 --> 00:37:48.831 counted on to support her

NOTE Confidence: 0.828018002857143

00:37:48.831 --> 00:37:50.450 were not his to give out.

00:37:50.450 --> 00:37:51.785 And he essentially,

00:37:51.785 --> 00:37:53.565 from that day forward,

00:37:53.570 --> 00:37:55.622 tried to destroy her.

00:37:55.622 --> 00:37:58.187 And it was extraordinary that.

00:37:58.190 --> 00:38:00.404 She was able to survive and

00:38:00.404 --> 00:38:01.880 go to another institution,

00:38:01.880 --> 00:38:03.370 but listening to her experiences

00:38:03.370 --> 00:38:05.480 was harrowing and when she went to

00:38:05.480 --> 00:38:06.890 the Provost office to complain,

00:38:06.890 --> 00:38:08.136 she was told to suck it up.

00:38:08.140 --> 00:38:09.980 This guy and the Provost were really good

00:38:09.980 --> 00:38:11.699 friends and nothing was going to happen.

00:38:11.700 --> 00:38:13.725 And as I said, women see the men having

00:38:13.725 --> 00:38:16.049 a different experiences of advancement.

00:38:16.050 --> 00:38:17.226 So I sailed through,

00:38:17.226 --> 00:38:20.250 and part of it is I was really good.

NOTE Confidence: 0.828018002857143

00:38:20.250 --> 00:38:22.210 But I also had a friend on the

NOTE Confidence: 0.828018002857143

00:38:22.210 --> 00:38:23.709 promotion and tenure committee,

NOTE Confidence: 0.828018002857143

00:38:23.710 --> 00:38:25.019 and she came to me when I

NOTE Confidence: 0.828018002857143

00:38:25.019 --> 00:38:26.319 was going up for promotion.

NOTE Confidence: 0.828018002857143

00:38:26.320 --> 00:38:28.924 And she said, OK, here's the truth.

NOTE Confidence: 0.828018002857143

00:38:28.930 --> 00:38:30.990 The truth is you're going to be asked to give

NOTE Confidence: 0.828018002857143

00:38:31.045 --> 00:38:32.926 us a list of people to write you letters,

NOTE Confidence: 0.828018002857143

00:38:32.930 --> 00:38:34.022 and then we're going to come

NOTE Confidence: 0.828018002857143

00:38:34.022 --> 00:38:35.270 up with a list on our own.

NOTE Confidence: 0.828018002857143

00:38:35.270 --> 00:38:37.078 And the letters from our list are going

NOTE Confidence: 0.828018002857143

00:38:37.078 --> 00:38:39.186 to matter more than the letters on your list.

NOTE Confidence: 0.828018002857143

00:38:39.190 --> 00:38:41.750 And so why don't you let me know

NOTE Confidence: 0.828018002857143

00:38:41.750 --> 00:38:45.270 who should be on our list and.

NOTE Confidence: 0.828018002857143

00:38:45.270 --> 00:38:47.565 I don't know that this was right or wrong,

NOTE Confidence: 0.828018002857143

00:38:47.570 --> 00:38:50.459 but all I can say is that it was

NOTE Confidence: 0.828018002857143

00:38:50.459 --> 00:38:52.510 standard knowledge in circles,

NOTE Confidence: 0.828018002857143

00:38:52.510 --> 00:38:54.628 but not usually circles of women.

NOTE Confidence: 0.828018002857143

00:38:54.630 --> 00:38:56.174 So I would just want to say that

NOTE Confidence: 0.828018002857143

00:38:56.174 --> 00:38:57.607 if we're going to play a game,

NOTE Confidence: 0.828018002857143

00:38:57.610 --> 00:38:59.662 we all need to play by the same rules.

NOTE Confidence: 0.828018002857143

00:38:59.670 --> 00:39:00.926 If we're not going to play a game,

NOTE Confidence: 0.828018002857143

00:39:00.930 --> 00:39:02.170 let's not play a game.

NOTE Confidence: 0.828018002857143

00:39:02.170 --> 00:39:03.650 But I was really Privy.

NOTE Confidence: 0.828018002857143

00:39:03.650 --> 00:39:04.511 I I thought,

NOTE Confidence: 0.828018002857143

00:39:04.511 --> 00:39:05.946 to some inside baseball knowledge

NOTE Confidence: 0.828018002857143

00:39:05.946 --> 00:39:07.988 that I would have been otherwise.

NOTE Confidence: 0.828018002857143

00:39:07.990 --> 00:39:10.489 So I was hired right after residency.

NOTE Confidence: 0.828018002857143

00:39:10.490 --> 00:39:11.610 I just had a baby.

NOTE Confidence: 0.828018002857143

00:39:11.610 --> 00:39:14.010 I got my key award when I was a resident,

NOTE Confidence: 0.828018002857143

00:39:14.010 --> 00:39:15.888 and I had no startup package.

NOTE Confidence: 0.828018002857143

00:39:15.890 --> 00:39:18.218 I was just, I was like so grateful

NOTE Confidence: 0.828018002857143

00:39:18.218 --> 00:39:19.640 that they hired me again,

NOTE Confidence: 0.828018002857143

00:39:19.640 --> 00:39:20.840 something more to talk about.

NOTE Confidence: 0.828018002857143

00:39:20.840 --> 00:39:23.030 But I realized after a time

NOTE Confidence: 0.828018002857143

00:39:23.030 --> 00:39:25.170 that I needed startup package,

NOTE Confidence: 0.828018002857143

00:39:25.170 --> 00:39:26.185 even though I had my key award,

NOTE Confidence: 0.828018002857143

00:39:26.190 --> 00:39:27.360 and then we got an R1.

NOTE Confidence: 0.828018002857143

00:39:27.360 --> 00:39:28.980 I still need some resources

NOTE Confidence: 0.828018002857143

00:39:28.980 --> 00:39:30.276 to really take risks.

NOTE Confidence: 0.828018002857143

00:39:30.280 --> 00:39:32.990 My chairman bless his heart.

NOTE Confidence: 0.828018002857143

00:39:32.990 --> 00:39:35.480 Raised money to recruit his son.

NOTE Confidence: 0.868164367142857

00:39:37.720 --> 00:39:39.708 His son wisely chose not to come.

NOTE Confidence: 0.868164367142857

00:39:39.710 --> 00:39:41.350 But I knew my chairman had this money,

NOTE Confidence: 0.868164367142857

00:39:41.350 --> 00:39:42.878 so I don't know how I had the

NOTE Confidence: 0.868164367142857

00:39:42.878 --> 00:39:44.446 courage to do this, but I walked

NOTE Confidence: 0.868164367142857

00:39:44.446 --> 00:39:46.252 into his office and said, you know,

NOTE Confidence: 0.868164367142857

00:39:46.252 --> 00:39:48.149 that money that you raised to support,

NOTE Confidence: 0.868164367142857

00:39:48.150 --> 00:39:49.886 blah, blah, blah, can I have it?

NOTE Confidence: 0.868164367142857

00:39:49.890 --> 00:39:51.367 I could really use it and that's

NOTE Confidence: 0.868164367142857

00:39:51.367 --> 00:39:53.177 that's how I got my start up package.

NOTE Confidence: 0.868164367142857

00:39:53.180 --> 00:39:54.550 It's like three years later.

NOTE Confidence: 0.868164367142857

00:39:54.550 --> 00:39:57.151 But it was only because his son had the

NOTE Confidence: 0.868164367142857

00:39:57.151 --> 00:39:59.525 decency not to come and work for his dad.

NOTE Confidence: 0.868164367142857

00:39:59.530 --> 00:40:01.570 Every time I've learned that I was underpaid,

NOTE Confidence: 0.868164367142857

00:40:01.570 --> 00:40:03.794 it was an accident the first time and

NOTE Confidence: 0.868164367142857

00:40:03.794 --> 00:40:06.506 now is working for a chair who I adored,

NOTE Confidence: 0.868164367142857

00:40:06.510 --> 00:40:07.200 who adored me.

NOTE Confidence: 0.868164367142857

00:40:07.200 --> 00:40:08.580 And he was trying to retain

NOTE Confidence: 0.868164367142857

00:40:08.580 --> 00:40:10.019 a junior faculty member.

NOTE Confidence: 0.868164367142857

00:40:10.020 --> 00:40:12.036 And I was his key award mentor.

NOTE Confidence: 0.868164367142857

00:40:12.040 --> 00:40:13.966 That's how much older I am.

NOTE Confidence: 0.868164367142857

00:40:13.970 --> 00:40:15.518 And he told me the salary

NOTE Confidence: 0.868164367142857

00:40:15.518 --> 00:40:17.069 that he offered him to stay.

NOTE Confidence: 0.868164367142857

00:40:17.070 --> 00:40:18.630 And I went speechless,

NOTE Confidence: 0.868164367142857

00:40:18.630 --> 00:40:20.970 which is really an unusual thing.

NOTE Confidence: 0.868164367142857

00:40:20.970 --> 00:40:23.166 And he said. I don't pay you that much.

NOTE Confidence: 0.868164367142857

00:40:23.170 --> 00:40:23.854 Do I like?

NOTE Confidence: 0.868164367142857

00:40:23.854 --> 00:40:24.538 No, you don't.

NOTE Confidence: 0.919525342857143

00:40:26.630 --> 00:40:27.918 And he corrected it.

NOTE Confidence: 0.919525342857143

00:40:27.918 --> 00:40:30.538 But it was, it was just accidental.

NOTE Confidence: 0.919525342857143

00:40:30.538 --> 00:40:32.693 Now, one of the things that I appreciate

NOTE Confidence: 0.919525342857143

00:40:32.693 --> 00:40:34.971 is I now work at a public institution

NOTE Confidence: 0.919525342857143

00:40:34.971 --> 00:40:37.130 and all of our salaries are public.

NOTE Confidence: 0.919525342857143

00:40:37.130 --> 00:40:39.710 And it has really made this

NOTE Confidence: 0.919525342857143

00:40:39.710 --> 00:40:41.430 conversation so much easier.

NOTE Confidence: 0.919525342857143

00:40:41.430 --> 00:40:44.559 And I see no good reason for

NOTE Confidence: 0.919525342857143

00:40:44.559 --> 00:40:46.930 compensation not to be public.

NOTE Confidence: 0.919525342857143

00:40:46.930 --> 00:40:48.113 You know, I grew up in an

NOTE Confidence: 0.919525342857143

00:40:48.113 --> 00:40:49.250 era where it was unseemly.

NOTE Confidence: 0.919525342857143

00:40:49.250 --> 00:40:50.470 We didn't talk about it.

NOTE Confidence: 0.919525342857143

00:40:50.470 --> 00:40:53.629 But if we have a problem called pay equity,

NOTE Confidence: 0.919525342857143

00:40:53.630 --> 00:40:55.940 which we do in science and medicine.

NOTE Confidence: 0.919525342857143

00:40:55.940 --> 00:40:58.370 And I don't know how we're going to get

NOTE Confidence: 0.919525342857143

00:40:58.370 --> 00:41:00.937 better if we don't actually look at the data.

NOTE Confidence: 0.919525342857143

00:41:00.940 --> 00:41:03.324 I was lucky too, in that I received

NOTE Confidence: 0.919525342857143

00:41:03.324 --> 00:41:05.418 endowed chairs without asking for them.

NOTE Confidence: 0.919525342857143

00:41:05.420 --> 00:41:06.998 You know, my chair at UCSF.

NOTE Confidence: 0.919525342857143

00:41:07.000 --> 00:41:09.600 My chair and ENT wanted to retain me.

NOTE Confidence: 0.919525342857143

00:41:09.600 --> 00:41:13.475 But my message to all of us is be mindful of

NOTE Confidence: 0.919525342857143

00:41:13.475 --> 00:41:16.674 the advancement criteria and ask for help.

NOTE Confidence: 0.919525342857143

00:41:16.680 --> 00:41:17.530 There are people to help.

NOTE Confidence: 0.919525342857143

00:41:17.530 --> 00:41:19.538 I can't tell you how many women I

NOTE Confidence: 0.919525342857143

00:41:19.538 --> 00:41:20.990 interviewed when they were being

NOTE Confidence: 0.919525342857143

00:41:20.990 --> 00:41:22.475 recruited someplace got like a

NOTE Confidence: 0.919525342857143

00:41:22.475 --> 00:41:24.028 super secret private phone call

NOTE Confidence: 0.919525342857143

00:41:24.028 --> 00:41:25.538 from another woman there say,

NOTE Confidence: 0.919525342857143

00:41:25.540 --> 00:41:26.600 OK, here's how it works.

NOTE Confidence: 0.919525342857143

00:41:26.600 --> 00:41:27.816 This is what you need to ask for.

NOTE Confidence: 0.919525342857143

00:41:27.820 --> 00:41:30.853 I mean, and this is not written down and.

NOTE Confidence: 0.919525342857143

00:41:30.860 --> 00:41:33.576 We have to be mindful that what

NOTE Confidence: 0.919525342857143

00:41:33.576 --> 00:41:35.897 is secretive is not going to

NOTE Confidence: 0.919525342857143

00:41:35.897 --> 00:41:38.382 get to the people who need it.

NOTE Confidence: 0.919525342857143

00:41:38.390 --> 00:41:40.190 But maybe the most important paper

NOTE Confidence: 0.919525342857143

00:41:40.190 --> 00:41:42.557 that we wrote was about networking

NOTE Confidence: 0.919525342857143

00:41:42.557 --> 00:41:44.219 and professional relationships.

NOTE Confidence: 0.887281463571429

00:41:46.520 --> 00:41:49.502 The conclusions were that women are

NOTE Confidence: 0.887281463571429

00:41:49.502 --> 00:41:51.490 routinely excluded from networking

NOTE Confidence: 0.887281463571429

00:41:51.569 --> 00:41:53.557 activities dominated by men.

NOTE Confidence: 0.887281463571429

00:41:53.560 --> 00:41:55.152 Almost everybody I interviewed

NOTE Confidence: 0.887281463571429

00:41:55.152 --> 00:41:57.142 talked about the boys club,

NOTE Confidence: 0.887281463571429

00:41:57.150 --> 00:41:58.842 whether it be the Medicine Boys

NOTE Confidence: 0.887281463571429

00:41:58.842 --> 00:42:00.579 Club or the Science Boys Club,

NOTE Confidence: 0.887281463571429

00:42:00.580 --> 00:42:03.172 and they understood that being in

NOTE Confidence: 0.887281463571429

00:42:03.172 --> 00:42:05.870 this club was really beneficial.

NOTE Confidence: 0.887281463571429

00:42:05.870 --> 00:42:07.646 And if you were not in the club,

NOTE Confidence: 0.887281463571429

00:42:07.650 --> 00:42:09.546 you did not have those benefits.

NOTE Confidence: 0.887281463571429

00:42:09.550 --> 00:42:11.300 One of my favorite stories was a

NOTE Confidence: 0.887281463571429

00:42:11.300 --> 00:42:13.169 guy whose wife is also in medicine.

NOTE Confidence: 0.887281463571429

00:42:13.170 --> 00:42:14.930 He golfed, and so he got to meet

NOTE Confidence: 0.887281463571429

00:42:14.930 --> 00:42:16.383 all these really powerful men

NOTE Confidence: 0.887281463571429

00:42:16.383 --> 00:42:17.983 who golfed at these meetings.

NOTE Confidence: 0.887281463571429

00:42:17.990 --> 00:42:20.249 And when it came time for him to be

NOTE Confidence: 0.887281463571429

00:42:20.249 --> 00:42:22.130 nominated for a prize or go promotion,

NOTE Confidence: 0.887281463571429

00:42:22.130 --> 00:42:23.621 he just reached out to his golf

NOTE Confidence: 0.887281463571429

00:42:23.621 --> 00:42:25.110 buddies and they all wrote letters.

NOTE Confidence: 0.887281463571429

00:42:25.110 --> 00:42:27.728 And he knew that his wife did

NOTE Confidence: 0.887281463571429

00:42:27.728 --> 00:42:30.015 not have the same opportunity

NOTE Confidence: 0.887281463571429

00:42:30.015 --> 00:42:32.690 to find people like this.

NOTE Confidence: 0.887281463571429

00:42:32.690 --> 00:42:37.190 Women make efforts to counteract exclusion,

NOTE Confidence: 0.887281463571429

00:42:37.190 --> 00:42:40.298 but I have to say that the

NOTE Confidence: 0.887281463571429

00:42:40.298 --> 00:42:42.730 limitations are real, that until,

NOTE Confidence: 0.887281463571429

00:42:42.730 --> 00:42:44.930 you know, women have.

NOTE Confidence: 0.887281463571429

00:42:44.930 --> 00:42:47.386 Equal power, equal accountability.

NOTE Confidence: 0.887281463571429

00:42:47.386 --> 00:42:51.800 These were much more like support groups.

NOTE Confidence: 0.887281463571429

00:42:51.800 --> 00:42:53.710 So women getting together and

NOTE Confidence: 0.887281463571429

00:42:53.710 --> 00:42:55.620 and talking about childcare or

NOTE Confidence: 0.887281463571429

00:42:55.687 --> 00:42:57.787 how to navigate this environment,

NOTE Confidence: 0.887281463571429

00:42:57.790 --> 00:42:59.685 then there's there's nothing wrong

NOTE Confidence: 0.887281463571429

00:42:59.685 --> 00:43:02.889 with it but it's not the same as the

NOTE Confidence: 0.887281463571429

00:43:02.889 --> 00:43:05.121 mail networks and one thing I want

NOTE Confidence: 0.887281463571429

00:43:05.121 --> 00:43:07.545 to say is and and then there were

NOTE Confidence: 0.887281463571429

00:43:07.545 --> 00:43:09.474 other patterns of gender related

NOTE Confidence: 0.887281463571429

00:43:09.474 --> 00:43:11.098 exclusion that were unrelated

NOTE Confidence: 0.887281463571429

00:43:11.098 --> 00:43:13.475 to the boys Club and maybe the

NOTE Confidence: 0.887281463571429

00:43:13.475 --> 00:43:15.748 most common one was alcohol.

NOTE Confidence: 0.887281463571429

00:43:15.748 --> 00:43:18.700 So alcohol shows up in professional

NOTE Confidence: 0.887281463571429

00:43:18.784 --> 00:43:21.744 environments and people become disinhibited

NOTE Confidence: 0.887281463571429

00:43:21.744 --> 00:43:25.539 when they drink alcohol and when the.

NOTE Confidence: 0.68968874

00:43:27.590 --> 00:43:31.428 Senior. People present are men

NOTE Confidence: 0.68968874

00:43:31.428 --> 00:43:32.863 and they're just inhibiting the

NOTE Confidence: 0.68968874

00:43:32.863 --> 00:43:34.357 younger people present are women.

NOTE Confidence: 0.68968874

00:43:34.360 --> 00:43:36.885 It becomes a fairly challenging

NOTE Confidence: 0.68968874

00:43:36.885 --> 00:43:40.200 environment to navigate. This is true.

NOTE Confidence: 0.68968874

00:43:40.200 --> 00:43:42.056 And I could say it happened at UCSF.

NOTE Confidence: 0.68968874

00:43:42.060 --> 00:43:43.458 I'm, I'm able to disclose this,

NOTE Confidence: 0.68968874

00:43:43.460 --> 00:43:44.184 my institution,

NOTE Confidence: 0.68968874

00:43:44.184 --> 00:43:46.718 I was interviewing someone for the book,

NOTE Confidence: 0.68968874

00:43:46.720 --> 00:43:49.135 another institution, and she said to me,

NOTE Confidence: 0.68968874

00:43:49.140 --> 00:43:51.312 oh, you've heard about the Wilbur

NOTE Confidence: 0.68968874

00:43:51.312 --> 00:43:53.040 Hot Springs resorts, haven't you?

NOTE Confidence: 0.68968874

00:43:53.040 --> 00:43:54.780 I'm like, no, what's that?

NOTE Confidence: 0.68968874

00:43:54.780 --> 00:43:56.340 Just Oh my God.

NOTE Confidence: 0.68968874

00:43:56.340 --> 00:43:57.900 So not that long ago,

NOTE Confidence: 0.68968874

00:43:57.900 --> 00:44:00.160 let's say 15 years ago.

NOTE Confidence: 0.68968874

00:44:00.160 --> 00:44:02.645 The basic science departments would

NOTE Confidence: 0.68968874

00:44:02.645 --> 00:44:04.633 have their departmental retreat

NOTE Confidence: 0.68968874

00:44:04.633 --> 00:44:07.116 at this venue in the Bay Area.

NOTE Confidence: 0.68968874

00:44:07.120 --> 00:44:09.626 And this woman and the only graduate

NOTE Confidence: 0.68968874

00:44:09.626 --> 00:44:11.880 students at the time were women,

NOTE Confidence: 0.68968874

00:44:11.880 --> 00:44:12.720 and they show up.

NOTE Confidence: 0.68968874

00:44:12.720 --> 00:44:13.770 They're so excited to present

NOTE Confidence: 0.68968874

00:44:13.770 --> 00:44:14.739 their research to these,

NOTE Confidence: 0.68968874

00:44:14.740 --> 00:44:16.500 you know, famous senior people.

NOTE Confidence: 0.68968874

00:44:16.500 --> 00:44:19.396 And the talks go well during the day.

NOTE Confidence: 0.68968874

00:44:19.400 --> 00:44:20.350 And then they're supposed to

NOTE Confidence: 0.68968874

00:44:20.350 --> 00:44:21.660 all go into the Hot Springs,

NOTE Confidence: 0.68968874

00:44:21.660 --> 00:44:24.733 and she describes going down to the

NOTE Confidence: 0.68968874

00:44:24.733 --> 00:44:27.937 water and seeing all of her male

NOTE Confidence: 0.68968874

00:44:27.937 --> 00:44:29.998 professors naked and realizes that

NOTE Confidence: 0.68968874

00:44:29.998 --> 00:44:32.700 she's expected to take off her clothes.

NOTE Confidence: 0.68968874

00:44:32.700 --> 00:44:34.540 And so she did.

NOTE Confidence: 0.68968874

00:44:34.540 --> 00:44:37.156 And she's describing this is 15 years later,

NOTE Confidence: 0.68968874

00:44:37.160 --> 00:44:38.498 she's now married with three children.

NOTE Confidence: 0.68968874

00:44:38.500 --> 00:44:39.972 She's describing what it

NOTE Confidence: 0.68968874

00:44:39.972 --> 00:44:42.640 felt like to have to do that.

NOTE Confidence: 0.68968874

00:44:42.640 --> 00:44:45.394 And I said. How did the,

NOTE Confidence: 0.68968874

00:44:45.394 --> 00:44:47.360 how did you experience that with your cohort?

NOTE Confidence: 0.68968874

00:44:47.360 --> 00:44:49.698 Because the other PhD students for women,

NOTE Confidence: 0.68968874

00:44:49.700 --> 00:44:51.786 she said we couldn't talk about it.

NOTE Confidence: 0.68968874

00:44:51.790 --> 00:44:53.310 We were so ashamed,

NOTE Confidence: 0.68968874

00:44:53.310 --> 00:44:55.038 you know, that we did this,

NOTE Confidence: 0.68968874

00:44:55.038 --> 00:44:56.808 that it took us years before we

NOTE Confidence: 0.68968874

00:44:56.808 --> 00:44:58.607 were actually able to talk about it.

NOTE Confidence: 0.68968874

00:44:58.610 --> 00:45:01.041 So I'm thinking, this is crazy, right?

NOTE Confidence: 0.68968874

00:45:01.041 --> 00:45:01.734 This can't happen.

NOTE Confidence: 0.68968874

00:45:01.734 --> 00:45:04.019 So I go back to UCSF and I find some

NOTE Confidence: 0.68968874

00:45:04.019 --> 00:45:05.590 senior faculty and I go to them.

NOTE Confidence: 0.68968874

00:45:05.590 --> 00:45:07.804 I said, tell me about the Wilbur Hot Springs.

NOTE Confidence: 0.68968874

00:45:07.810 --> 00:45:09.270 Oh man, that was awful.

NOTE Confidence: 0.68968874

00:45:09.270 --> 00:45:09.534 Yeah.

NOTE Confidence: 0.68968874

00:45:09.534 --> 00:45:11.646 And, and, and I said to the men,

86

NOTE Confidence: 0.68968874

00:45:11.650 --> 00:45:12.805 because the men were telling me this.

NOTE Confidence: 0.68968874

00:45:12.810 --> 00:45:15.176 I said, why didn't you do anything?

NOTE Confidence: 0.68968874

00:45:15.180 --> 00:45:16.030 I mean, why didn't you?

NOTE Confidence: 0.68968874

00:45:16.030 --> 00:45:18.088 I mean, even 15 years ago,

NOTE Confidence: 0.68968874

00:45:18.090 --> 00:45:20.120 it was not cool to get naked

NOTE Confidence: 0.68968874

00:45:20.120 --> 00:45:20.990 with your trainees.

NOTE Confidence: 0.68968874

00:45:20.990 --> 00:45:21.424 I mean,

NOTE Confidence: 0.68968874

00:45:21.424 --> 00:45:23.160 I can't imagine a time in this country

NOTE Confidence: 0.68968874

00:45:23.207 --> 00:45:24.665 where we thought that was good,

NOTE Confidence: 0.68968874

00:45:24.670 --> 00:45:25.994 a good mentoring policy,

NOTE Confidence: 0.68968874

00:45:25.994 --> 00:45:27.318 and they felt powerless.

NOTE Confidence: 0.68968874

00:45:27.320 --> 00:45:29.066 So they knew it was bad.

NOTE Confidence: 0.68968874

00:45:29.070 --> 00:45:30.582 They stopped showing up.

NOTE Confidence: 0.68968874

00:45:30.582 --> 00:45:33.310 They didn't feel like their voice was

NOTE Confidence: 0.68968874

00:45:33.310 --> 00:45:36.047 powerful enough to challenge the status quo.

NOTE Confidence: 0.68968874

00:45:36.050 --> 00:45:36.854 So.

NOTE Confidence: 0.68968874

00:45:36.854 --> 00:45:40.070 That's my appalling story.

NOTE Confidence: 0.68968874

00:45:40.070 --> 00:45:42.008 So my network experience is surprise,

NOTE Confidence: 0.68968874

00:45:42.010 --> 00:45:42.275 surprise.

NOTE Confidence: 0.68968874

00:45:42.275 --> 00:45:44.130 I'm an extrovert and I can say

NOTE Confidence: 0.68968874

00:45:44.130 --> 00:45:45.140 that it's helpful.

NOTE Confidence: 0.68968874

00:45:45.140 --> 00:45:47.246 So I'm married to an introvert.

NOTE Confidence: 0.68968874

00:45:47.250 --> 00:45:48.888 I have a child who's an introvert,

NOTE Confidence: 0.68968874

00:45:48.890 --> 00:45:50.800 and I really appreciate half

NOTE Confidence: 0.68968874

00:45:50.800 --> 00:45:52.328 of us are introverts.

NOTE Confidence: 0.68968874

00:45:52.330 --> 00:45:53.835 It can be really hard when you're

NOTE Confidence: 0.68968874

00:45:53.835 --> 00:45:55.317 the only one who looks like you

NOTE Confidence: 0.68968874

00:45:55.317 --> 00:45:56.960 in a room and you don't feel like

NOTE Confidence: 0.68968874

00:45:56.960 --> 00:45:58.608 you have a voice that you can use.

NOTE Confidence: 0.68968874

00:45:58.610 --> 00:46:00.368 It's hard to network in venues.

NOTE Confidence: 0.68968874

00:46:00.370 --> 00:46:02.134 As I just illustrated.

NOTE Confidence: 0.68968874

00:46:02.134 --> 00:46:03.898 We are not comfortable.

NOTE Confidence: 0.68968874

00:46:03.900 --> 00:46:06.012 Most power networks in science and

NOTE Confidence: 0.68968874

00:46:06.012 --> 00:46:08.090 medicine are still male dominated.

NOTE Confidence: 0.68968874

00:46:08.090 --> 00:46:09.738 But I can tell you that if you

NOTE Confidence: 0.68968874

00:46:09.738 --> 00:46:10.150 can show

NOTE Confidence: 0.908325788125

00:46:10.209 --> 00:46:11.475 up and you can speak up,

NOTE Confidence: 0.908325788125

00:46:11.480 --> 00:46:12.818 you can make a real difference.

NOTE Confidence: 0.908325788125

00:46:12.820 --> 00:46:15.084 I think that in this era of at

NOTE Confidence: 0.908325788125

00:46:15.084 --> 00:46:17.399 least an awareness of diversity,

NOTE Confidence: 0.908325788125

00:46:17.400 --> 00:46:19.340 equity, inclusion, we are beginning

NOTE Confidence: 0.908325788125

00:46:19.340 --> 00:46:22.078 to have a language that we can use.

NOTE Confidence: 0.908325788125

00:46:22.080 --> 00:46:24.500 And I want to say I was wrong about Elam.

NOTE Confidence: 0.908325788125

00:46:24.500 --> 00:46:26.740 So I don't know if anyone here has done Elam

NOTE Confidence: 0.908325788125

00:46:26.797 --> 00:46:28.937 executive leadership in academic medicine.

NOTE Confidence: 0.908325788125

00:46:28.940 --> 00:46:31.076 Every year my Dean, my chair would say,

NOTE Confidence: 0.908325788125

00:46:31.080 --> 00:46:32.600 oh, do you want to go do this?

NOTE Confidence: 0.908325788125

00:46:32.600 --> 00:46:34.598 And I thought it sounded like a really good.

NOTE Confidence: 0.908325788125

00:46:34.600 --> 00:46:37.006 Idea. But my kids were young.

NOTE Confidence: 0.908325788125

00:46:37.010 --> 00:46:38.635 I always already felt stretched

NOTE Confidence: 0.908325788125

00:46:38.635 --> 00:46:39.935 going to science meetings,

NOTE Confidence: 0.908325788125

00:46:39.940 --> 00:46:42.068 doing my surgical work and my research.

NOTE Confidence: 0.908325788125

00:46:42.070 --> 00:46:44.408 And I just didn't see how spending,

NOTE Confidence: 0.908325788125

00:46:44.410 --> 00:46:47.230 you know, a month away was going to help me.

NOTE Confidence: 0.908325788125

00:46:47.230 --> 00:46:49.540 And I naively thought and by the

NOTE Confidence: 0.908325788125

00:46:49.540 --> 00:46:50.950 way everybody empowers a man.

NOTE Confidence: 0.908325788125

00:46:50.950 --> 00:46:53.014 How would a bunch of women getting together

NOTE Confidence: 0.908325788125

00:46:53.014 --> 00:46:55.046 and training each other how to do leadership.

NOTE Confidence: 0.908325788125

00:46:55.050 --> 00:46:55.930 How would this help?

NOTE Confidence: 0.908325788125

00:46:55.930 --> 00:46:57.950 But I think I was wrong because many,

NOTE Confidence: 0.908325788125

00:46:57.950 --> 00:46:59.675 many women including your Dean

NOTE Confidence: 0.908325788125

00:46:59.675 --> 00:47:01.970 went through in the Elam program.

NOTE Confidence: 0.908325788125

00:47:01.970 --> 00:47:03.330 And I think it,

NOTE Confidence: 0.908325788125

00:47:03.330 --> 00:47:05.979 at least my understanding is giving them an.

NOTE Confidence: 0.908325788125

00:47:05.980 --> 00:47:07.108 Network to support them.

NOTE Confidence: 0.908325788125

00:47:07.108 --> 00:47:09.330 People that can go to for advice

NOTE Confidence: 0.908325788125

00:47:09.330 --> 00:47:10.728 outside their institution,

NOTE Confidence: 0.908325788125

00:47:10.730 --> 00:47:12.546 and I wish that I had taken advantage

NOTE Confidence: 0.908325788125

00:47:12.546 --> 00:47:16.010 of it back then, but I'm way too old.

NOTE Confidence: 0.908325788125

00:47:16.010 --> 00:47:18.450 So what keeps me here?

NOTE Confidence: 0.908325788125

00:47:18.450 --> 00:47:19.730 Well, I get to come here and talk with you,

NOTE Confidence: 0.908325788125

00:47:19.730 --> 00:47:20.730 which is really a joy.

NOTE Confidence: 0.908325788125

00:47:20.730 --> 00:47:23.859 But I love discovering things in our

NOTE Confidence: 0.908325788125

00:47:23.859 --> 00:47:27.267 research that can really change the world,

NOTE Confidence: 0.908325788125

00:47:27.270 --> 00:47:29.502 that can help so many people

NOTE Confidence: 0.908325788125

00:47:29.502 --> 00:47:30.990 beyond our clinical practice.

NOTE Confidence: 0.908325788125

00:47:30.990 --> 00:47:33.114 I love interacting with

NOTE Confidence: 0.908325788125

00:47:33.114 --> 00:47:34.707 colleagues and trainees,

NOTE Confidence: 0.908325788125

00:47:34.710 --> 00:47:36.642 and I keep hoping that I

NOTE Confidence: 0.908325788125

00:47:36.642 --> 00:47:37.930 can make a difference.

NOTE Confidence: 0.908325788125

00:47:37.930 --> 00:47:40.555 So what am I take home points?

NOTE Confidence: 0.908325788125

00:47:40.560 --> 00:47:43.290 Consolidation of power in places

NOTE Confidence: 0.908325788125

00:47:43.290 --> 00:47:46.020 otherwise known as people without

NOTE Confidence: 0.908325788125

00:47:46.111 --> 00:47:48.679 transparency or accountability,

NOTE Confidence: 0.908325788125

00:47:48.680 --> 00:47:51.232 facilitates and perpetuates the

NOTE Confidence: 0.908325788125

00:47:51.232 --> 00:47:55.060 inequities that we all realize exist.

NOTE Confidence: 0.908325788125

00:47:55.060 --> 00:47:57.028 After admissions to medical

NOTE Confidence: 0.908325788125

00:47:57.028 --> 00:47:58.996 school and Graduate School.

NOTE Confidence: 0.908325788125

00:47:59.000 --> 00:48:00.920 The deal is off.

NOTE Confidence: 0.908325788125

00:48:00.920 --> 00:48:02.840 We are persistently disadvantaged.

NOTE Confidence: 0.908325788125

00:48:02.840 --> 00:48:05.090 Women are and individuals who

NOTE Confidence: 0.908325788125

00:48:05.090 --> 00:48:06.440 are underrepresented after

NOTE Confidence: 0.908325788125

00:48:06.440 --> 00:48:07.910 the admissions process.

NOTE Confidence: 0.908325788125

00:48:07.910 --> 00:48:09.572 Policies are necessary,

NOTE Confidence: 0.908325788125

00:48:09.572 --> 00:48:11.788 but they're not sufficient,

NOTE Confidence: 0.908325788125

00:48:11.790 --> 00:48:13.830 as illustrated by the

NOTE Confidence: 0.908325788125

00:48:13.830 --> 00:48:15.870 10 year clock extension.

NOTE Confidence: 0.908325788125

00:48:15.870 --> 00:48:18.600 When something bad happens to you,

NOTE Confidence: 0.908325788125

00:48:18.600 --> 00:48:21.108 please know that you're not alone.

NOTE Confidence: 0.908325788125

00:48:21.110 --> 00:48:23.960 Find somebody you can talk to.

NOTE Confidence: 0.908325788125

00:48:23.960 --> 00:48:26.396 And when you see something bad

NOTE Confidence: 0.908325788125

00:48:26.396 --> 00:48:28.020 happening to someone else,

NOTE Confidence: 0.908325788125

00:48:28.020 --> 00:48:30.336 if you can find your voice,

NOTE Confidence: 0.908325788125

00:48:30.340 --> 00:48:32.360 say something, do something.

NOTE Confidence: 0.908325788125

00:48:32.360 --> 00:48:34.380 At the very least,

NOTE Confidence: 0.908325788125

00:48:34.380 --> 00:48:36.834 let that person know that you

NOTE Confidence: 0.908325788125

00:48:36.834 --> 00:48:39.180 saw what was happening to them.

NOTE Confidence: 0.908325788125

00:48:39.180 --> 00:48:40.212 A few years ago,

NOTE Confidence: 0.908325788125

00:48:40.212 --> 00:48:42.340 I was still in my leadership position.

NOTE Confidence: 0.908325788125

00:48:42.340 --> 00:48:43.244 We were.

NOTE Confidence: 0.908325788125

00:48:43.244 --> 00:48:45.052 We were brainstorming about

NOTE Confidence: 0.908325788125

00:48:45.052 --> 00:48:46.860 the capital campaign themes,

NOTE Confidence: 0.908325788125

00:48:46.860 --> 00:48:50.386 and a woman offered a theme radio silence.

NOTE Confidence: 0.908325788125

00:48:50.386 --> 00:48:53.820 About 5 minutes later, a man spoke up.

NOTE Confidence: 0.908325788125

00:48:53.820 --> 00:48:56.010 And essentially said the same thing.

NOTE Confidence: 0.908325788125

00:48:56.010 --> 00:48:58.790 Ohh, that's a wonderful idea.

NOTE Confidence: 0.908325788125

00:48:58.790 --> 00:49:00.428 And I'm looking at them and I'm

NOTE Confidence: 0.908325788125

00:49:00.428 --> 00:49:02.406 looking at her and she's looking at me.

NOTE Confidence: 0.908325788125

00:49:02.410 --> 00:49:04.666 I didn't have the courage then to say,

NOTE Confidence: 0.908325788125

00:49:04.670 --> 00:49:05.030 you know,

NOTE Confidence: 0.908325788125

00:49:05.030 --> 00:49:06.470 so and so just said that and that

NOTE Confidence: 0.908325788125

00:49:06.520 --> 00:49:07.843 is great that you both have the

NOTE Confidence: 0.908325788125

00:49:07.843 --> 00:49:09.167 same idea and it's a good idea.

NOTE Confidence: 0.826662781428572

00:49:09.170 --> 00:49:10.528 I think I would do that now.

00:49:10.530 --> 00:49:11.842 But afterwards I went up to her and

00:49:11.842 --> 00:49:13.504 said I am so sorry that happened to you.

00:49:13.510 --> 00:49:15.988 I saw that you know what happened?

00:49:15.990 --> 00:49:18.035 And and so we see it. We feel it.

00:49:18.035 --> 00:49:19.667 And and at least if you can't speak

00:49:19.667 --> 00:49:21.411 out in the moment to give her the

00:49:21.411 --> 00:49:23.054 credit that she needs or them the

00:49:23.054 --> 00:49:24.704 credit that they need at least.

00:49:24.704 --> 00:49:26.906 That's something, no about it afterwards.

00:49:26.910 --> 00:49:28.604 But at the end of the day,

00:49:28.610 --> 00:49:31.058 there's no quick fixes.

00:49:31.058 --> 00:49:33.506 This is hard stuff.

00:49:33.510 --> 00:49:36.566 Just like a great marriage is hard stuff.

00:49:36.570 --> 00:49:38.607 Being a great parent is hard stuff.

00:49:38.610 --> 00:49:41.004 Being a lifelong friend is hard stuff.

00:49:41.010 --> 00:49:44.205 We need a language and a culture free from

NOTE Confidence: 0.826662781428572

00:49:44.205 --> 00:49:46.807 retaliation to talk about what we experience.

NOTE Confidence: 0.826662781428572

00:49:46.810 --> 00:49:49.300 We need to get comfortable

NOTE Confidence: 0.826662781428572

00:49:49.300 --> 00:49:50.296 feeling uncomfortable.

NOTE Confidence: 0.826662781428572

00:49:50.300 --> 00:49:52.309 These are hard things to talk about,

NOTE Confidence: 0.826662781428572

00:49:52.310 --> 00:49:53.787 but we have to do it because

NOTE Confidence: 0.826662781428572

00:49:53.787 --> 00:49:55.080 at the end of the day.

NOTE Confidence: 0.826662781428572

00:49:55.080 --> 00:49:56.963 Right now what we have is a

NOTE Confidence: 0.826662781428572

00:49:56.963 --> 00:49:58.450 winner takes all mentality.

NOTE Confidence: 0.826662781428572

00:49:58.450 --> 00:50:00.386 Someone's either a villain or they're a hero.

NOTE Confidence: 0.826662781428572

00:50:00.390 --> 00:50:02.406 What about their a good person who stumble,

NOTE Confidence: 0.826662781428572

00:50:02.410 --> 00:50:03.570 who made a mistake,

NOTE Confidence: 0.826662781428572

00:50:03.570 --> 00:50:04.730 who said something disrespectful,

NOTE Confidence: 0.826662781428572

00:50:04.730 --> 00:50:07.403 who it doesn't mean that they go to jail,

NOTE Confidence: 0.826662781428572

00:50:07.410 --> 00:50:09.180 it just means there's an opportunity

NOTE Confidence: 0.826662781428572

00:50:09.180 --> 00:50:11.388 to educate each other in the world that

NOTE Confidence: 0.826662781428572

00:50:11.388 --> 00:50:13.160 we spend an enormous amount of time.

NOTE Confidence: 0.826662781428572

00:50:13.160 --> 00:50:15.085 And so I'd really like to take

NOTE Confidence: 0.826662781428572

00:50:15.085 --> 00:50:16.250 ratchet the stakes down,

NOTE Confidence: 0.826662781428572

00:50:16.250 --> 00:50:19.449 ratchet the noise down and just create

NOTE Confidence: 0.826662781428572

00:50:19.449 --> 00:50:22.327 communities where we work so that we

NOTE Confidence: 0.826662781428572

00:50:22.327 --> 00:50:24.808 can really be our best selves. So.

NOTE Confidence: 0.826662781428572

00:50:24.808 --> 00:50:27.512 Advice to my younger self and to you,

NOTE Confidence: 0.826662781428572

00:50:27.520 --> 00:50:28.176 of course.

NOTE Confidence: 0.826662781428572

00:50:28.176 --> 00:50:30.472 I wish I'd written down my experiences

NOTE Confidence: 0.826662781428572

00:50:30.472 --> 00:50:32.427 and how they made me feel before

NOTE Confidence: 0.826662781428572

00:50:32.427 --> 00:50:34.399 I got to such a crisis mode.

NOTE Confidence: 0.826662781428572

00:50:34.400 --> 00:50:35.780 One of my really wise mentors,

NOTE Confidence: 0.826662781428572

00:50:35.780 --> 00:50:37.159 when he saw me going into surgery,

NOTE Confidence: 0.826662781428572

00:50:37.160 --> 00:50:37.590 he said,

NOTE Confidence: 0.826662781428572

00:50:37.590 --> 00:50:37.805 oh,

NOTE Confidence: 0.826662781428572

00:50:37.805 --> 00:50:39.095 you should really keep a journal

NOTE Confidence: 0.826662781428572

00:50:39.095 --> 00:50:40.660 because what you're going to go through,

NOTE Confidence: 0.826662781428572

00:50:40.660 --> 00:50:42.436 other people going to want to know about.

NOTE Confidence: 0.826662781428572

00:50:42.440 --> 00:50:44.463 I was too overwhelmed and I don't

NOTE Confidence: 0.826662781428572

00:50:44.463 --> 00:50:46.574 think I could have handled being

NOTE Confidence: 0.826662781428572

00:50:46.574 --> 00:50:48.534 honest about what was happening.

NOTE Confidence: 0.826662781428572

00:50:48.540 --> 00:50:52.124 I really dismissed and minimized what was

NOTE Confidence: 0.826662781428572

00:50:52.124 --> 00:50:55.648 happening because it was too hard to manage.

NOTE Confidence: 0.826662781428572

00:50:55.650 --> 00:50:57.570 Your bosses, our bosses,

NOTE Confidence: 0.826662781428572

00:50:57.570 --> 00:50:59.490 are not our parents.

NOTE Confidence: 0.826662781428572

00:50:59.490 --> 00:51:01.485 We don't have to spend so much

NOTE Confidence: 0.826662781428572

00:51:01.485 --> 00:51:03.169 time trying to please them.

NOTE Confidence: 0.826662781428572

00:51:03.170 --> 00:51:05.627 Embrace Team science and hold on to

NOTE Confidence: 0.826662781428572

00:51:05.627 --> 00:51:08.120 your true research partners and friends.

NOTE Confidence: 0.826662781428572

00:51:08.120 --> 00:51:10.208 They will be with you forever.

NOTE Confidence: 0.826662781428572

00:51:10.210 --> 00:51:12.758 And find communities places to work where

NOTE Confidence: 0.826662781428572

00:51:12.758 --> 00:51:15.970 you can bring your full self and be accepted.

NOTE Confidence: 0.826662781428572

00:51:15.970 --> 00:51:18.688 If someone is uncomfortable with you,

NOTE Confidence: 0.826662781428572

00:51:18.690 --> 00:51:20.358 it's their problem,

NOTE Confidence: 0.826662781428572

00:51:20.358 --> 00:51:21.470 not yours.

NOTE Confidence: 0.826662781428572

00:51:21.470 --> 00:51:23.850 Family and friends are everything.

NOTE Confidence: 0.826662781428572

00:51:23.850 --> 00:51:25.453 Your children will love you for who

NOTE Confidence: 0.826662781428572

00:51:25.453 --> 00:51:27.259 you are and forgive your missteps.

NOTE Confidence: 0.826662781428572

00:51:27.260 --> 00:51:28.527 I can't tell you how many times

NOTE Confidence: 0.826662781428572

00:51:28.527 --> 00:51:29.714 I threatened to quit and stay

NOTE Confidence: 0.826662781428572

00:51:29.714 --> 00:51:30.510 home with my children.

NOTE Confidence: 0.826662781428572

00:51:30.510 --> 00:51:30.803 Luckily,

NOTE Confidence: 0.826662781428572

00:51:30.803 --> 00:51:33.880 they had the good sense to talk me out of it.

NOTE Confidence: 0.826662781428572

00:51:33.880 --> 00:51:35.500 Take the bad stuff seriously,

NOTE Confidence: 0.826662781428572

00:51:35.500 --> 00:51:36.235 but not personally.

NOTE Confidence: 0.826662781428572

00:51:36.235 --> 00:51:37.705 If you can realize it's bad

NOTE Confidence: 0.826662781428572

00:51:37.705 --> 00:51:38.959 but it's not your fault,

NOTE Confidence: 0.826662781428572

00:51:38.960 --> 00:51:40.940 there's nothing wrong with you.

NOTE Confidence: 0.826662781428572

00:51:40.940 --> 00:51:42.158 And if you can find a way,

NOTE Confidence: 0.826662781428572

00:51:42.160 --> 00:51:43.000 we were talking this point,

NOTE Confidence: 0.8930975975

00:51:43.000 --> 00:51:45.008 if you can lean into those hard times,

NOTE Confidence: 0.8930975975

00:51:45.010 --> 00:51:46.914 you will grow. So when I think back

NOTE Confidence: 0.8930975975

00:51:46.914 --> 00:51:48.730 about what happened to me, I say,

NOTE Confidence: 0.8930975975

00:51:48.730 --> 00:51:50.750 I used to say, well, if I'd known it,

NOTE Confidence: 0.8930975975

00:51:50.750 --> 00:51:52.724 I'm not sure I would have moved,

NOTE Confidence: 0.8930975975

00:51:52.730 --> 00:51:54.529 but now I know I would have,

NOTE Confidence: 0.8930975975

00:51:54.530 --> 00:51:56.418 because I wouldn't be here today and I

NOTE Confidence: 0.8930975975

00:51:56.418 --> 00:51:58.166 wouldn't be talking to you about this.

NOTE Confidence: 0.8930975975

00:51:58.170 --> 00:52:01.670 And as much as it was hard at the time,

NOTE Confidence: 0.8930975975

00:52:01.670 --> 00:52:02.494 I'm fine.

NOTE Confidence: 0.8930975975

00:52:02.494 --> 00:52:05.790 And now I can actually help the world.

NOTE Confidence: 0.8930975975

00:52:05.790 --> 00:52:07.248 And this is just to acknowledge,

NOTE Confidence: 0.8930975975

00:52:07.250 --> 00:52:08.510 no, I'm not standing in a hole.

NOTE Confidence: 0.8930975975

00:52:08.510 --> 00:52:10.340 I'm just that much shorter than

NOTE Confidence: 0.8930975975

00:52:10.340 --> 00:52:12.030 everybody else in my family.

NOTE Confidence: 0.8930975975

00:52:12.030 --> 00:52:13.388 Thank you very much and good luck.

NOTE Confidence: 0.748342522

00:52:20.830 --> 00:52:23.220 We have time for questions.

NOTE Confidence: 0.748342522

00:52:23.220 --> 00:52:26.018 Yes. That was amazing.

NOTE Confidence: 0.634289825

00:52:29.990 --> 00:52:30.970 You've done so much.

NOTE Confidence: 0.787421343333333

00:52:35.820 --> 00:52:39.680 Now that the new way is. Awareness.

NOTE Confidence: 0.6656762375

00:52:42.590 --> 00:52:46.226 Hmm. How do you think this

NOTE Confidence: 0.6656762375

00:52:46.226 --> 00:52:48.650 is this affecting all?

NOTE Confidence: 0.6656762375

00:52:48.650 --> 00:52:51.532 This is it, you know,

NOTE Confidence: 0.6656762375

00:52:51.532 --> 00:52:52.988 doesn't have any effect yet.

NOTE Confidence: 0.6656762375

00:52:52.988 --> 00:52:54.740 I think the jury's still out,

NOTE Confidence: 0.6656762375

00:52:54.740 --> 00:52:56.276 but I think it's a double edged sword.

NOTE Confidence: 0.6656762375

00:52:56.280 --> 00:52:57.617 I wrote a piece in stat news

NOTE Confidence: 0.6656762375

00:52:57.617 --> 00:52:59.300 about a month ago to another piece

NOTE Confidence: 0.6656762375

00:52:59.300 --> 00:53:00.620 coming out in the conversation.

NOTE Confidence: 0.6656762375

00:53:00.620 --> 00:53:02.468 I think the good news is we now

NOTE Confidence: 0.6656762375

00:53:02.468 --> 00:53:05.008 have a vocabulary and I don't think

NOTE Confidence: 0.6656762375

00:53:05.008 --> 00:53:06.616 there's a single institutional

NOTE Confidence: 0.6656762375

00:53:06.616 --> 00:53:08.179 leader who is against it.

NOTE Confidence: 0.6656762375

00:53:08.180 --> 00:53:10.493 It would be they would be unable to continue.

NOTE Confidence: 0.6656762375

00:53:10.500 --> 00:53:13.158 There's nobody who's in a position.

NOTE Confidence: 0.6656762375

00:53:13.160 --> 00:53:15.939 Um, of leadership in science and medicine?

NOTE Confidence: 0.6656762375

00:53:15.940 --> 00:53:19.738 Who who doesn't overtly embrace DEI?

NOTE Confidence: 0.6656762375

00:53:19.740 --> 00:53:21.260 So that's the good news.

NOTE Confidence: 0.6656762375

00:53:21.260 --> 00:53:23.426 The bad news is they don't

NOTE Confidence: 0.6656762375

00:53:23.426 --> 00:53:25.180 understand it or mean it.

NOTE Confidence: 0.6656762375

00:53:25.180 --> 00:53:27.840 And.

NOTE Confidence: 0.6656762375

00:53:27.840 --> 00:53:29.565 And that's where the hard

NOTE Confidence: 0.6656762375

00:53:29.565 --> 00:53:30.600 conversations come in.

NOTE Confidence: 0.6656762375

00:53:30.600 --> 00:53:33.525 And we also run the risk of assuming that

NOTE Confidence: 0.6656762375

00:53:33.525 --> 00:53:36.819 the policies are going to change everything.

NOTE Confidence: 0.6656762375

00:53:36.820 --> 00:53:37.968 So let me give you an example.

NOTE Confidence: 0.6656762375

00:53:37.970 --> 00:53:40.016 We now, anytime you're part of

NOTE Confidence: 0.6656762375

00:53:40.016 --> 00:53:41.380 a important search committee,

NOTE Confidence: 0.6656762375

00:53:41.380 --> 00:53:43.516 you have to get training on unconscious bias.

NOTE Confidence: 0.6656762375

00:53:43.520 --> 00:53:45.368 And someone from HR comes to talk

NOTE Confidence: 0.6656762375

00:53:45.368 --> 00:53:47.300 to you're like, OK, game on,

NOTE Confidence: 0.6656762375

00:53:47.300 --> 00:53:49.200 we're on the same page.

NOTE Confidence: 0.6656762375

00:53:49.200 --> 00:53:51.414 I can't tell you how many times in a

NOTE Confidence: 0.6656762375

00:53:51.414 --> 00:53:53.361 search committee setting I have heard

NOTE Confidence: 0.6656762375

00:53:53.361 --> 00:53:55.743 and other save reported to me that

NOTE Confidence: 0.6656762375

00:53:55.743 --> 00:53:57.807 women candidates are judged by gendered.

NOTE Confidence: 0.6656762375

00:53:57.810 --> 00:53:58.866 Language for example.

NOTE Confidence: 0.6656762375

00:53:58.866 --> 00:54:01.840 Ohh, she's just not warm and fuzzy enough.

NOTE Confidence: 0.6656762375

00:54:01.840 --> 00:54:06.138 And the woman sitting there saying thanks.

00:54:06.140 --> 00:54:08.519 I just she.

00:54:08.520 --> 00:54:10.896 Yeah, have to be more of a department,

00:54:10.900 --> 00:54:12.797 and we certainly didn't talk about that.

00:54:12.800 --> 00:54:15.880 Male candidates, warmth and fuzziness.

00:54:15.880 --> 00:54:20.386 So, you know, things still happen.

00:54:20.390 --> 00:54:20.761 And,

00:54:20.761 --> 00:54:23.358 and but I'm hoping that rather than

00:54:23.358 --> 00:54:25.857 us believing that the policies and

00:54:25.857 --> 00:54:28.377 the mission are limitations that their

00:54:28.454 --> 00:54:30.596 opportunities and what it's going to

00:54:30.596 --> 00:54:33.230 take is we all have to find her voice.

00:54:33.230 --> 00:54:35.900 And I promise you that when

00:54:35.900 --> 00:54:37.680 you say something respectfully

00:54:37.765 --> 00:54:39.840 the backlash is so minimal.

00:54:39.840 --> 00:54:41.030 I'll give you an example.

00:54:41.030 --> 00:54:43.145 I was at a meeting we were trying to

00:54:43.145 --> 00:54:45.024 identify people for an individual role

00:54:45.024 --> 00:54:46.919 was an opportunity woman's name came

00:54:46.919 --> 00:54:48.634 up and the chair of the department

00:54:48.634 --> 00:54:50.536 and man said, oh, no, no, no, no.

00:54:50.536 --> 00:54:51.440 She can't do it.

00:54:51.440 --> 00:54:52.920 She has three young children.

00:54:52.920 --> 00:54:54.477 And I don't know how I found the words.

00:54:54.480 --> 00:54:56.272 I said so and so I'm so grateful

00:54:56.272 --> 00:54:57.879 that you want to protect her.

00:54:57.880 --> 00:55:00.814 But I was a woman with young children once,

00:55:00.820 --> 00:55:03.276 too. And I would have wanted the opportunity.

00:55:03.280 --> 00:55:04.981 I would have wanted to be my

00:55:04.981 --> 00:55:06.540 decision whether I took it or not.

00:55:06.540 --> 00:55:07.910 I wouldn't have wanted my

00:55:07.910 --> 00:55:09.500 chair to protect me from it.

NOTE Confidence: 0.6656762375

00:55:09.500 --> 00:55:11.140 You can always be there as a resource

NOTE Confidence: 0.6656762375

00:55:11.140 --> 00:55:12.860 if she wants to talk to you about.

NOTE Confidence: 0.6656762375

00:55:12.860 --> 00:55:14.084 I saw the women, all the women there.

NOTE Confidence: 0.6656762375

00:55:14.090 --> 00:55:17.580 But, but, but, but, you know,

NOTE Confidence: 0.6656762375

00:55:17.580 --> 00:55:19.340 it's a chance that we can speak out.

NOTE Confidence: 0.6656762375

00:55:19.340 --> 00:55:20.408 You have to find the voice

NOTE Confidence: 0.6656762375

00:55:20.408 --> 00:55:21.600 that has to be respected.

NOTE Confidence: 0.6656762375

00:55:21.600 --> 00:55:22.389 And it's hard.

NOTE Confidence: 0.6656762375

00:55:22.389 --> 00:55:23.178 I was telling,

NOTE Confidence: 0.6656762375

00:55:23.180 --> 00:55:23.740 you know,

NOTE Confidence: 0.6656762375

00:55:23.740 --> 00:55:25.420 the folks at dinner last night,

NOTE Confidence: 0.6656762375

00:55:25.420 --> 00:55:27.355 I was on a I won't board the details,

NOTE Confidence: 0.855633142857143

00:55:27.360 --> 00:55:29.362 but an investor call, so trying to

NOTE Confidence: 0.855633142857143

00:55:29.362 --> 00:55:31.294 raise millions of dollars to get a

NOTE Confidence: 0.855633142857143

00:55:31.294 --> 00:55:33.260 drug that I invented into the clinic.

NOTE Confidence: 0.855633142857143

00:55:33.260 --> 00:55:35.516 And umm, a woman asked another

NOTE Confidence: 0.855633142857143

00:55:35.516 --> 00:55:37.389 woman a question before she

NOTE Confidence: 0.855633142857143

00:55:37.389 --> 00:55:39.177 had a chance to answer it.

NOTE Confidence: 0.855633142857143

00:55:39.180 --> 00:55:40.080 A senior man said,

NOTE Confidence: 0.855633142857143

00:55:40.080 --> 00:55:42.198 I'll answer that and he just shuts her down.

NOTE Confidence: 0.855633142857143

00:55:42.200 --> 00:55:47.688 And I saw the women recoil and immediately,

NOTE Confidence: 0.855633142857143

00:55:47.690 --> 00:55:50.570 you know, I called the man and said.

NOTE Confidence: 0.855633142857143

00:55:50.570 --> 00:55:52.726 Didn't know yet we're doing this but

NOTE Confidence: 0.855633142857143

00:55:52.726 --> 00:55:54.825 this is what's happening and and it

NOTE Confidence: 0.855633142857143

00:55:54.825 --> 00:55:57.240 was OK and then I reached out to her

NOTE Confidence: 0.855633142857143

00:55:57.240 --> 00:55:59.262 and said I saw that and I'm so sorry

NOTE Confidence: 0.855633142857143

00:55:59.262 --> 00:56:00.910 and and it meant so much to her.

NOTE Confidence: 0.855633142857143

00:56:00.910 --> 00:56:01.870 It took her a while to come back.

NOTE Confidence: 0.855633142857143

00:56:01.870 --> 00:56:04.201 She's you know in her late 50s early 60s

NOTE Confidence: 0.855633142857143

00:56:04.201 --> 00:56:06.825 and it just we call these microaggressions.

NOTE Confidence: 0.855633142857143

00:56:06.830 --> 00:56:08.398 So I would like to say they're neither

NOTE Confidence: 0.855633142857143

00:56:08.398 --> 00:56:09.769 micro nor necessarily aggressive.

NOTE Confidence: 0.855633142857143

00:56:09.770 --> 00:56:11.989 I don't like the term because it

NOTE Confidence: 0.855633142857143

00:56:11.989 --> 00:56:14.526 kind of makes it sound like it's

NOTE Confidence: 0.855633142857143

00:56:14.526 --> 00:56:16.421 trivial but repeatedly you know

NOTE Confidence: 0.855633142857143

00:56:16.421 --> 00:56:18.490 your your voice isn't heard one

NOTE Confidence: 0.855633142857143

00:56:18.490 --> 00:56:20.780 of the IT can really destroy you.

NOTE Confidence: 0.855633142857143

00:56:20.780 --> 00:56:23.125 And one of the my male interviews,

NOTE Confidence: 0.855633142857143

00:56:23.130 --> 00:56:26.550 he's told me about a culture in in where

NOTE Confidence: 0.855633142857143

00:56:26.550 --> 00:56:30.293 he trained and this was in cardiology and

NOTE Confidence: 0.855633142857143

00:56:30.293 --> 00:56:32.317 he described it as a really sexist culture.

NOTE Confidence: 0.855633142857143

00:56:32.320 --> 00:56:33.076 I said what do you mean?

NOTE Confidence: 0.855633142857143

00:56:33.080 --> 00:56:36.316 He said, Oh yeah, in the Cath lab, you know,

NOTE Confidence: 0.855633142857143

00:56:36.316 --> 00:56:40.060 they wouldn't even talk to the women fellows,

NOTE Confidence: 0.855633142857143

00:56:40.060 --> 00:56:42.040 so.

NOTE Confidence: 0.855633142857143

00:56:42.040 --> 00:56:42.860 What does that mean?

NOTE Confidence: 0.855633142857143

00:56:42.860 --> 00:56:44.332 If you're in a fellowship and you

NOTE Confidence: 0.855633142857143

00:56:44.332 --> 00:56:45.697 want to learn how to do something,

NOTE Confidence: 0.855633142857143

00:56:45.700 --> 00:56:47.790 but your your professors choose

NOTE Confidence: 0.855633142857143

00:56:47.790 --> 00:56:49.880 to pretend you don't exist,

NOTE Confidence: 0.855633142857143

00:56:49.880 --> 00:56:51.340 that's a pretty big problem.

NOTE Confidence: 0.855633142857143

00:56:51.340 --> 00:56:52.580 Hard to call it out.

NOTE Confidence: 0.855633142857143

00:56:52.580 --> 00:56:53.726 He was a trainee as well.

NOTE Confidence: 0.855633142857143

00:56:53.730 --> 00:56:54.816 There was nothing he can say.

NOTE Confidence: 0.855633142857143

00:56:54.820 --> 00:56:56.596 But I'd like to say that you accumulate

NOTE Confidence: 0.855633142857143

00:56:56.596 --> 00:56:58.576 this over a lifetime and you hang in there.

NOTE Confidence: 0.855633142857143

00:56:58.580 --> 00:56:59.765 I'm not even thinking about

NOTE Confidence: 0.855633142857143

00:56:59.765 --> 00:57:00.713 the people who leave,

NOTE Confidence: 0.855633142857143

00:57:00.720 --> 00:57:02.750 and it's really gut wrenching.

NOTE Confidence: 0.855633142857143

00:57:02.750 --> 00:57:06.474 And we're a field dedicated to healing,

NOTE Confidence: 0.855633142857143

00:57:06.480 --> 00:57:08.118 and I'd like us to remember that,

NOTE Confidence: 0.855633142857143

00:57:08.120 --> 00:57:10.185 you know, when we think about the

NOTE Confidence: 0.855633142857143

00:57:10.185 --> 00:57:12.237 impact we have on each other and.

NOTE Confidence: 0.855633142857143

00:57:12.240 --> 00:57:13.760 If you're talking about a

NOTE Confidence: 0.855633142857143

00:57:13.760 --> 00:57:14.976 person who's an investigator,

NOTE Confidence: 0.855633142857143

00:57:14.980 --> 00:57:17.900 you don't know if they're going to cure.

NOTE Confidence: 0.855633142857143

00:57:17.900 --> 00:57:18.768 The disease that's going

NOTE Confidence: 0.855633142857143

00:57:18.768 --> 00:57:19.853 to kill your loved one.

NOTE Confidence: 0.855633142857143

00:57:19.860 --> 00:57:21.316 And then when we force people out,

NOTE Confidence: 0.855633142857143

00:57:21.320 --> 00:57:23.357 he'll have the same amount of talent.

NOTE Confidence: 0.855633142857143

00:57:23.360 --> 00:57:24.736 You know we were just talking last night.

NOTE Confidence: 0.855633142857143

00:57:24.740 --> 00:57:28.763 I'm doing a study now on MD PHD's and.

NOTE Confidence: 0.855633142857143

00:57:28.770 --> 00:57:32.510 30 years, MD, PhD, trainees, women and men.

NOTE Confidence: 0.855633142857143

00:57:32.510 --> 00:57:34.550 Equal number of F awards equal

NOTE Confidence: 0.855633142857143

00:57:34.550 --> 00:57:36.785 number of K awards at the ER level.

NOTE Confidence: 0.855633142857143

00:57:36.790 --> 00:57:38.130 It starts going like this.

NOTE Confidence: 0.855633142857143

00:57:38.130 --> 00:57:40.008 Today there are 100 program project

00:57:40.008 --> 00:57:42.797 grants in the country led by an MD, PhD.

00:57:42.797 --> 00:57:45.098 Three are women.

00:57:45.100 --> 00:57:48.334 So what you see is that this.

00:57:48.340 --> 00:57:49.004 Silencing now,

00:57:49.004 --> 00:57:51.660 maybe all these women chose to be clinician.

00:57:51.660 --> 00:57:53.448 Educators chose going to private practice,

00:57:53.450 --> 00:57:55.746 but the point is they started in the

00:57:55.746 --> 00:57:57.858 same place with the same ambitions.

00:57:57.860 --> 00:57:59.680 And I would argue there were myriad

00:57:59.680 --> 00:58:01.400 of things that happened to them.

00:58:01.400 --> 00:58:04.120 What I heard most often from the men

00:58:04.120 --> 00:58:05.968 is that the reason the women

00:58:05.968 --> 00:58:08.099 dropped out is they had families.

00:58:08.100 --> 00:58:10.172 Not a single woman told me that

00:58:10.172 --> 00:58:12.050 the reason that she was held

00:58:12.050 --> 00:58:13.898 back was because of her family.

NOTE Confidence: 0.853603775

00:58:13.900 --> 00:58:16.028 So there are people who choose to pull

NOTE Confidence: 0.853603775

00:58:16.028 --> 00:58:18.656 back and go part time, and that's fine.

NOTE Confidence: 0.853603775

00:58:18.656 --> 00:58:20.816 But there's this perception disconnect.

NOTE Confidence: 0.853603775

00:58:20.820 --> 00:58:22.170 I would say the one last

NOTE Confidence: 0.853603775

00:58:22.170 --> 00:58:23.070 answer to your question,

NOTE Confidence: 0.853603775

00:58:23.070 --> 00:58:24.820 I'm sorry I've gone on so long,

NOTE Confidence: 0.853603775

00:58:24.820 --> 00:58:27.812 is I think when you're working in an

NOTE Confidence: 0.853603775

00:58:27.812 --> 00:58:30.188 environment that is overtly committed to

NOTE Confidence: 0.853603775

00:58:30.188 --> 00:58:33.086 DIY and you're not feeling very included

NOTE Confidence: 0.853603775

00:58:33.086 --> 00:58:35.556 or that you're treated equitably,

NOTE Confidence: 0.853603775

00:58:35.560 --> 00:58:37.792 it can be very painful because it feels

NOTE Confidence: 0.853603775

00:58:37.792 --> 00:58:40.259 like maybe there's something wrong with you.

NOTE Confidence: 0.853603775

00:58:40.260 --> 00:58:41.184 Maybe you're misinterpreting,

NOTE Confidence: 0.853603775

00:58:41.184 --> 00:58:42.724 maybe you're not getting it,

NOTE Confidence: 0.853603775

00:58:42.730 --> 00:58:44.210 maybe you don't belong there.

NOTE Confidence: 0.853603775

00:58:44.210 --> 00:58:45.466 So I think it's a double edged sword.

NOTE Confidence: 0.853603775

00:58:45.470 --> 00:58:46.990 I'd like to see it as an opportunity,

NOTE Confidence: 0.853603775

00:58:46.990 --> 00:58:48.467 but I'd love to hear you know,

NOTE Confidence: 0.853603775

00:58:48.470 --> 00:58:51.660 what other people think. Yes.

NOTE Confidence: 0.853603775

00:58:51.660 --> 00:58:54.410 Thank you so much. Bing.

NOTE Confidence: 0.853603775

00:58:54.410 --> 00:58:57.270 Stop. So my question.

NOTE Confidence: 0.43222031

00:59:01.330 --> 00:59:05.030 This problem. This.

NOTE Confidence: 0.43222031

00:59:05.030 --> 00:59:09.990 Questions. Otherwise, yeah.

NOTE Confidence: 0.659670838333333

00:59:14.500 --> 00:59:17.746 How do we encourage open discussion?

NOTE Confidence: 0.9202166

00:59:20.610 --> 00:59:26.270 Yeah. Something, yeah.

NOTE Confidence: 0.9202166

00:59:26.270 --> 00:59:28.350 Become a problem with safety.

NOTE Confidence: 0.9202166

00:59:28.350 --> 00:59:30.708 And it's not like people know

NOTE Confidence: 0.9202166

00:59:30.710 --> 00:59:34.395 because they don't pop over, right?

NOTE Confidence: 0.9202166

00:59:34.395 --> 00:59:39.940 Right. Right. Right. Yeah.

NOTE Confidence: 0.594073175

00:59:43.650 --> 00:59:46.495 Some, some. Yeah, yeah, yeah.

NOTE Confidence: 0.594073175

00:59:46.495 --> 00:59:48.505 Oh, that's such a thank you

NOTE Confidence: 0.594073175

00:59:48.505 --> 00:59:50.658 so much for for asking that.

NOTE Confidence: 0.594073175

00:59:50.660 --> 00:59:52.352 Which means you're, you're,

NOTE Confidence: 0.594073175

00:59:52.352 --> 00:59:54.044 you're a wonderful chair.

NOTE Confidence: 0.594073175

00:59:54.050 --> 00:59:55.670 So I would start with you.

NOTE Confidence: 0.594073175

00:59:55.670 --> 00:59:59.030 I would start by saying I'm new here.

NOTE Confidence: 0.594073175

00:59:59.030 --> 01:00:02.228 I wasn't born in this country.

NOTE Confidence: 0.594073175

01:00:02.230 --> 01:00:04.402 I need to understand.

NOTE Confidence: 0.594073175

01:00:04.402 --> 01:00:08.789 Where I'm missing things and so I'm human.

NOTE Confidence: 0.594073175

01:00:08.790 --> 01:00:10.178 I bring unconscious bias

NOTE Confidence: 0.594073175

01:00:10.178 --> 01:00:11.913 every day to my world,

NOTE Confidence: 0.594073175

01:00:11.920 --> 01:00:12.646 and I'm unconscious.

NOTE Confidence: 0.594073175

01:00:12.646 --> 01:00:13.856 I don't even know it.

NOTE Confidence: 0.594073175

01:00:13.860 --> 01:00:16.596 So I would really like to invite you

NOTE Confidence: 0.594073175

01:00:16.596 --> 01:00:19.918 all to give me feedback when I misstep,

NOTE Confidence: 0.594073175

01:00:19.920 --> 01:00:22.260 when I misstate, when I stumble.

114

NOTE Confidence: 0.594073175

01:00:22.260 --> 01:00:24.840 I would really like to learn from all of you,

NOTE Confidence: 0.594073175

01:00:24.840 --> 01:00:27.624 and if you can create an environment where

NOTE Confidence: 0.594073175

01:00:27.624 --> 01:00:30.320 they can give you feedback and you can

NOTE Confidence: 0.594073175

01:00:30.320 --> 01:00:33.519 listen and not be destroyed by that feedback,

NOTE Confidence: 0.594073175

01:00:33.520 --> 01:00:36.148 it will be such a wonderful.

NOTE Confidence: 0.594073175

01:00:36.150 --> 01:00:38.038 Model for everybody else.

NOTE Confidence: 0.594073175

01:00:38.038 --> 01:00:40.870 So first be willing to listen.

NOTE Confidence: 0.594073175

01:00:40.870 --> 01:00:43.108 The other thing is listening really,

NOTE Confidence: 0.594073175

01:00:43.110 --> 01:00:44.436 really matters that so many of

NOTE Confidence: 0.594073175

01:00:44.436 --> 01:00:45.970 the men that I interviewed,

NOTE Confidence: 0.594073175

01:00:45.970 --> 01:00:46.366 you know,

NOTE Confidence: 0.594073175

01:00:46.366 --> 01:00:47.950 at the end of the interview is like

NOTE Confidence: 0.594073175

01:00:48.000 --> 01:00:49.477 all these light bulbs had gone off

NOTE Confidence: 0.594073175

01:00:49.477 --> 01:00:51.088 in their head and they'd say to me,

NOTE Confidence: 0.594073175

01:00:51.090 --> 01:00:52.162 what can I do?

NOTE Confidence: 0.594073175

01:00:52.162 --> 01:00:53.307 And I said, well,

NOTE Confidence: 0.594073175

01:00:53.307 --> 01:00:55.666 when was the last time you reached

NOTE Confidence: 0.594073175

01:00:55.666 --> 01:00:58.359 out to a woman colleague or woman

NOTE Confidence: 0.594073175

01:00:58.359 --> 01:01:00.911 trainee and asked her about her

NOTE Confidence: 0.594073175

01:01:00.911 --> 01:01:03.046 experiences and they had never done it.

NOTE Confidence: 0.594073175

01:01:03.050 --> 01:01:04.730 It's so simple and what

NOTE Confidence: 0.594073175

01:01:04.730 --> 01:01:07.110 you can do as a leader.

NOTE Confidence: 0.594073175

01:01:07.110 --> 01:01:09.540 You can invite small groups.

NOTE Confidence: 0.594073175

01:01:09.540 --> 01:01:11.676 It's probably too hard in in large groups.

NOTE Confidence: 0.594073175

01:01:11.680 --> 01:01:14.176 Small groups of people have a monthly lunch,

NOTE Confidence: 0.594073175

01:01:14.180 --> 01:01:15.825 and the monthly lunch is just let's

NOTE Confidence: 0.594073175

01:01:15.825 --> 01:01:17.337 talk about how did we get here?

NOTE Confidence: 0.594073175

01:01:17.340 --> 01:01:18.740 What are our joint values,

NOTE Confidence: 0.594073175

01:01:18.740 --> 01:01:20.180 what do we want to accomplish?

NOTE Confidence: 0.594073175

01:01:20.180 --> 01:01:21.240 What's holding you back?

NOTE Confidence: 0.594073175

01:01:21.240 --> 01:01:23.488 What can I do to eliminate those barriers

NOTE Confidence: 0.594073175

01:01:23.488 --> 01:01:25.720 to holding you back? And listen.

NOTE Confidence: 0.594073175

01:01:25.720 --> 01:01:28.780 So one of my favorite interviews.

NOTE Confidence: 0.594073175

01:01:28.780 --> 01:01:30.388 I love this guy.

NOTE Confidence: 0.594073175

01:01:30.388 --> 01:01:31.996 He's so the men.

NOTE Confidence: 0.594073175

01:01:32.000 --> 01:01:32.472 And Peter,

NOTE Confidence: 0.594073175

01:01:32.472 --> 01:01:33.180 you'll appreciate this.

NOTE Confidence: 0.594073175

01:01:33.180 --> 01:01:35.332 The men who are most clued in were

NOTE Confidence: 0.594073175

01:01:35.332 --> 01:01:37.548 the men who are married to women.

NOTE Confidence: 0.594073175

01:01:37.550 --> 01:01:38.840 Who are also in the field

NOTE Confidence: 0.594073175

01:01:38.840 --> 01:01:39.700 because they'd heard it,

NOTE Confidence: 0.594073175

01:01:39.700 --> 01:01:40.540 you know, like my husband,

NOTE Confidence: 0.594073175

01:01:40.540 --> 01:01:42.255 they'd come home every day and they'd

NOTE Confidence: 0.594073175

01:01:42.255 --> 01:01:44.174 heard their wife talk about what their

NOTE Confidence: 0.594073175

01:01:44.174 --> 01:01:45.589 experiences were in the workplace.

NOTE Confidence: 0.594073175

01:01:45.590 --> 01:01:48.070 And so he's describing in the beginning of

NOTE Confidence: 0.594073175

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01:01:48.070 --> 01:01:50.999 you how his wife is Mansplain Mantera opted,

NOTE Confidence: 0.594073175

01:01:51.000 --> 01:01:53.106 you know, frustrated all these meetings.

NOTE Confidence: 0.594073175

01:01:53.110 --> 01:01:56.050 And I said to him so, and he ran a center.

NOTE Confidence: 0.594073175

01:01:56.050 --> 01:01:57.982 How do you mitigate against that

NOTE Confidence: 0.594073175

01:01:57.982 --> 01:02:00.048 happening in the meetings that you run?

NOTE Confidence: 0.594073175

01:02:00.050 --> 01:02:02.140 He said.

NOTE Confidence: 0.594073175

01:02:02.140 --> 01:02:04.750 I don't think it's ever happened.

NOTE Confidence: 0.594073175

01:02:04.750 --> 01:02:07.010 Oh, it must have happened.

NOTE Confidence: 0.594073175

01:02:07.010 --> 01:02:09.128 Oh, I just didn't see it.

NOTE Confidence: 0.594073175

01:02:09.130 --> 01:02:11.685 So, but, but it but that's it.

NOTE Confidence: 0.594073175

01:02:11.690 --> 01:02:13.654 I mean I I honestly, when I you know,

NOTE Confidence: 0.594073175

01:02:13.654 --> 01:02:15.255 the man who who you know Mantra

NOTE Confidence: 0.594073175

01:02:15.255 --> 01:02:16.670 opted the woman last week,

NOTE Confidence: 0.594073175

01:02:16.670 --> 01:02:18.350 he didn't realize he was doing it.

NOTE Confidence: 0.594073175

01:02:18.350 --> 01:02:20.690 I mean, when it was pointed out he did.

NOTE Confidence: 0.594073175

01:02:20.690 --> 01:02:23.522 But we have to find ways to give

NOTE Confidence: 0.594073175

01:02:23.522 --> 01:02:25.750 feedback without it feeling crushing,

NOTE Confidence: 0.594073175

01:02:25.750 --> 01:02:27.140 without it feeling like career.

NOTE Confidence: 0.594073175

01:02:27.140 --> 01:02:30.440 And we have to be able to judge high crimes

NOTE Confidence: 0.861029354375

01:02:30.520 --> 01:02:32.323 and misdemeanors from

NOTE Confidence: 0.861029354375

01:02:32.323 --> 01:02:34.126 day-to-day human foibles.

NOTE Confidence: 0.861029354375

01:02:34.130 --> 01:02:35.894 But I would say that the

NOTE Confidence: 0.861029354375

01:02:35.894 --> 01:02:37.469 cumulation of the day-to-day human

NOTE Confidence: 0.861029354375

01:02:37.469 --> 01:02:39.179 foibles is so powerfully toxic.

NOTE Confidence: 0.861029354375

01:02:39.180 --> 01:02:41.028 So create an environment,

NOTE Confidence: 0.861029354375

01:02:41.028 --> 01:02:42.876 be open to feedback,

NOTE Confidence: 0.861029354375

01:02:42.880 --> 01:02:45.310 and walk the walk.

NOTE Confidence: 0.780006216666667

01:02:47.340 --> 01:02:48.750 Thank you, Peter.

NOTE Confidence: 0.31684348

01:02:51.010 --> 01:02:54.490 Salary. You know, there's been a

NOTE Confidence: 0.31684348

01:02:54.490 --> 01:02:56.330 lot of pressure around here, but.

NOTE Confidence: 0.49393788

01:02:59.810 --> 01:03:02.780 Business basic type, yeah.

NOTE Confidence: 0.9532757

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01:03:04.950 --> 01:03:09.335 Yeah. But one of the biggest

NOTE Confidence: 0.9532757

01:03:09.335 --> 01:03:11.689 challenge. Hmm, huge problem.

NOTE Confidence: 0.074053764

01:03:14.300 --> 01:03:14.910 Prosperity.

NOTE Confidence: 0.9138172025

01:03:17.180 --> 01:03:18.050 Absolutely. OK.

NOTE Confidence: 0.9138172025

01:03:18.050 --> 01:03:20.660 So this is the Wild West.

NOTE Confidence: 0.9138172025

01:03:20.660 --> 01:03:23.198 So what I and I hope that we're moving.

NOTE Confidence: 0.9138172025

01:03:23.200 --> 01:03:25.580 So bottom line, thank you for recognizing

NOTE Confidence: 0.9138172025

01:03:25.580 --> 01:03:27.619 because here's the typical scenario.

NOTE Confidence: 0.9138172025

01:03:27.620 --> 01:03:29.168 It costs a lot more to hire a new

NOTE Confidence: 0.9138172025

01:03:29.168 --> 01:03:30.547 person than their retainer person.

NOTE Confidence: 0.9138172025

01:03:30.550 --> 01:03:31.758 That's the bottom line.

NOTE Confidence: 0.9138172025

01:03:31.758 --> 01:03:33.268 So it's really economically to

NOTE Confidence: 0.9138172025

01:03:33.268 --> 01:03:34.498 everybody's advantage to retain

NOTE Confidence: 0.9138172025

01:03:34.498 --> 01:03:35.958 the person who's already there.

NOTE Confidence: 0.9138172025

01:03:35.960 --> 01:03:40.016 Women tend not to job search so much,

NOTE Confidence: 0.9138172025

01:03:40.020 --> 01:03:41.730 and whether it's because we don't

01:03:41.730 --> 01:03:43.279 think we're worthy or whether

01:03:43.279 --> 01:03:45.778 because we have a partners who are

01:03:45.778 --> 01:03:47.120 geographically constrained or whatnot,

01:03:47.120 --> 01:03:48.452 that's a different conversation.

01:03:48.452 --> 01:03:50.925 But it's far more common for a man

01:03:50.925 --> 01:03:52.581 to come in and say I've got this

01:03:52.644 --> 01:03:54.336 other offer and to be retained.

01:03:54.340 --> 01:03:55.760 And when they're retained

01:03:55.760 --> 01:03:57.180 they get more resources.

01:03:57.180 --> 01:03:58.455 So every time they interviewed

01:03:58.455 --> 01:03:59.475 a chair I said,

01:03:59.480 --> 01:04:01.576 So what do you do under those circumstances?

01:04:01.580 --> 01:04:05.860 Only two chairs recognized it and solved it.

01:04:05.860 --> 01:04:07.648 Well, recognized it to solve it.

01:04:07.650 --> 01:04:10.017 And one of them was happened to be an

01:04:10.017 --> 01:04:11.900 institution where the Dean had been

NOTE Confidence: 0.9138172025

01:04:11.900 --> 01:04:13.890 publicly humiliated for salary and equity.

NOTE Confidence: 0.9138172025

01:04:13.890 --> 01:04:16.650 So every time that a man was retained,

NOTE Confidence: 0.9138172025

01:04:16.650 --> 01:04:18.248 this guy went to the Dean and said, OK,

NOTE Confidence: 0.9138172025

01:04:18.248 --> 01:04:20.036 we need to raise everybody's salary.

NOTE Confidence: 0.9138172025

01:04:20.040 --> 01:04:20.346 You know,

NOTE Confidence: 0.9138172025

01:04:20.346 --> 01:04:21.264 this is what I'm giving him.

NOTE Confidence: 0.9138172025

01:04:21.270 --> 01:04:22.998 And the guy did it because his job

NOTE Confidence: 0.9138172025

01:04:22.998 --> 01:04:25.238 was on the line and I'm trying to

NOTE Confidence: 0.9138172025

01:04:25.238 --> 01:04:26.566 remember the other institution.

NOTE Confidence: 0.9138172025

01:04:26.570 --> 01:04:28.610 There was more of a mechanism there to do it.

NOTE Confidence: 0.9138172025

01:04:28.610 --> 01:04:30.304 But most people just throw up their

NOTE Confidence: 0.9138172025

01:04:30.304 --> 01:04:32.066 hands and say I I can't afford it,

NOTE Confidence: 0.9138172025

01:04:32.070 --> 01:04:33.170 I just can't do it.

NOTE Confidence: 0.9138172025

01:04:33.170 --> 01:04:35.906 And it's huge and and and guess what?

NOTE Confidence: 0.9138172025

01:04:35.910 --> 01:04:37.662 There's no institutional records.

01:04:37.662 --> 01:04:41.677 So here's what we and also it's kind of like,

01:04:41.680 --> 01:04:44.104 you know, Woody Allen, you know,

01:04:44.104 --> 01:04:45.459 how many times a week do you have sex?

01:04:45.460 --> 01:04:46.370 Ohh, we have it all the time.

01:04:46.370 --> 01:04:47.756 Three times a week. We never have.

01:04:47.760 --> 01:04:48.915 We have a three times a week.

01:04:48.920 --> 01:04:51.080 So someone's impression of retaining some

01:04:51.080 --> 01:04:53.944 like thinking of our conversation, really.

01:04:53.944 --> 01:04:56.360 You didn't feel retained.

01:04:56.360 --> 01:04:56.588 Right.

01:04:56.588 --> 01:04:57.044 You know,

01:04:57.044 --> 01:04:58.184 because it was too little,

01:04:58.190 --> 01:04:58.678 too late.

01:04:58.678 --> 01:05:00.630 But I promise the people who sat her

01:05:00.690 --> 01:05:02.587 down and tried to keep her thought

01:05:02.587 --> 01:05:04.199 they were trying to retain her,

NOTE Confidence: 0.9138172025

01:05:04.200 --> 01:05:05.658 but they had missed the boat,

NOTE Confidence: 0.9138172025

01:05:05.660 --> 01:05:07.700 you know, so many years before.

NOTE Confidence: 0.9138172025

01:05:07.700 --> 01:05:09.140 So what I think we need to do

NOTE Confidence: 0.9138172025

01:05:09.140 --> 01:05:10.180 as an institution,

NOTE Confidence: 0.9138172025

01:05:10.180 --> 01:05:12.952 I'd love CEO ahead of the curve on this.

NOTE Confidence: 0.9138172025

01:05:12.960 --> 01:05:14.324 Let's collect the data.

NOTE Confidence: 0.9138172025

01:05:14.324 --> 01:05:15.688 You know we can't.

NOTE Confidence: 0.9138172025

01:05:15.690 --> 01:05:17.979 Again, you can't solve a problem you

NOTE Confidence: 0.9138172025

01:05:17.979 --> 01:05:19.675 don't understand. We need metrics.

NOTE Confidence: 0.9138172025

01:05:19.675 --> 01:05:21.055 These are emotional things.

NOTE Confidence: 0.9138172025

01:05:21.060 --> 01:05:24.714 So bottom line is when someone leaves,

NOTE Confidence: 0.9138172025

01:05:24.720 --> 01:05:26.538 there needs to be a rigorous.

NOTE Confidence: 0.9138172025

01:05:26.540 --> 01:05:29.996 Exit interview and it can't be by the person.

NOTE Confidence: 0.9138172025

01:05:30.000 --> 01:05:30.760 They're leaving.

NOTE Confidence: 0.9138172025

01:05:30.760 --> 01:05:33.040 And we need to deeply understand

NOTE Confidence: 0.9138172025

01:05:33.040 --> 01:05:34.430 what didn't they get?

NOTE Confidence: 0.9138172025

01:05:34.430 --> 01:05:36.206 Why couldn't they stay?

NOTE Confidence: 0.9138172025

01:05:36.206 --> 01:05:39.192 Yes, maybe it was. So shiny out there.

NOTE Confidence: 0.9138172025

01:05:39.192 --> 01:05:40.779 There was no way they're going to stay.

NOTE Confidence: 0.9138172025

01:05:40.780 --> 01:05:41.610 But maybe there's a lot

NOTE Confidence: 0.9138172025

01:05:41.610 --> 01:05:42.440 to be learned from that.

NOTE Confidence: 0.9138172025

01:05:42.440 --> 01:05:43.412 And the question is,

NOTE Confidence: 0.9138172025

01:05:43.412 --> 01:05:45.241 did did you feel like there was

NOTE Confidence: 0.9138172025

01:05:45.241 --> 01:05:46.497 a sincere retention effort?

NOTE Confidence: 0.9138172025

01:05:46.500 --> 01:05:49.614 I think we'd be stunned at what we hear.

NOTE Confidence: 0.87803802

01:05:49.620 --> 01:05:50.540 And the other thing is,

NOTE Confidence: 0.87803802

01:05:50.540 --> 01:05:51.976 when someone retains someone,

NOTE Confidence: 0.87803802

01:05:51.976 --> 01:05:54.999 they have to look at the big picture.

NOTE Confidence: 0.87803802

01:05:55.000 --> 01:05:56.413 Even if you don't know how to fix it,

NOTE Confidence: 0.87803802

01:05:56.420 --> 01:05:58.975 you have to say, OK, now I've given

NOTE Confidence: 0.87803802

01:05:58.975 --> 01:06:00.675 him these additional resources.

NOTE Confidence: 0.87803802

01:06:00.680 --> 01:06:03.335 So we looked at the you have to say,

NOTE Confidence: 0.87803802

01:06:03.340 --> 01:06:04.300 this has happened.

NOTE Confidence: 0.87803802

01:06:04.300 --> 01:06:05.580 I have a problem.

NOTE Confidence: 0.87803802

01:06:05.580 --> 01:06:07.020 What are we gonna do about this is

NOTE Confidence: 0.87803802

01:06:07.020 --> 01:06:08.029 something probably exists everywhere,

NOTE Confidence: 0.87803802

01:06:08.030 --> 01:06:10.025 but at least you can collect the

NOTE Confidence: 0.87803802

01:06:10.025 --> 01:06:12.188 data and know what to do about it.

NOTE Confidence: 0.87803802

01:06:12.190 --> 01:06:14.206 So I'm thank you for turning on the lights,

NOTE Confidence: 0.87803802

01:06:14.210 --> 01:06:16.408 but I think retention is the Wild

NOTE Confidence: 0.87803802

01:06:16.408 --> 01:06:18.668 West and I'm hopeful that UCSF

NOTE Confidence: 0.87803802

01:06:18.668 --> 01:06:20.748 neck right now because they're

NOTE Confidence: 0.87803802

01:06:20.748 --> 01:06:22.608 really tired of me nagging.

NOTE Confidence: 0.87803802

01:06:22.610 --> 01:06:24.154 But I think we're going to start collecting

NOTE Confidence: 0.87803802

01:06:24.154 --> 01:06:25.439 the data because it's important.

NOTE Confidence: 0.700993445

01:06:28.120 --> 01:06:30.350 Yes. You mentioned the beginning

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NOTE Confidence: 0.700993445

01:06:30.350 --> 01:06:32.994 that there is a dramatic NIH

NOTE Confidence: 0.700993445

01:06:32.994 --> 01:06:34.650 transfer submitted by women.

NOTE Confidence: 0.633299337

01:06:36.670 --> 01:06:43.638 Spitting ohh let me start the ways OK.

NOTE Confidence: 0.633299337

01:06:43.640 --> 01:06:47.006 I think I I call it the protege phenomenon,

NOTE Confidence: 0.633299337

01:06:47.010 --> 01:06:49.719 and I've seen it up close too

NOTE Confidence: 0.633299337

01:06:49.719 --> 01:06:52.689 many times to be able to recount.

NOTE Confidence: 0.633299337

01:06:52.690 --> 01:06:55.014 If they're being hired by a man.

NOTE Confidence: 0.633299337

01:06:55.020 --> 01:06:57.692 They see in a young man a younger

NOTE Confidence: 0.633299337

01:06:57.692 --> 01:06:59.671 version of themselves and they

NOTE Confidence: 0.633299337

01:06:59.671 --> 01:07:02.541 want to invest in that protege and

NOTE Confidence: 0.633299337

01:07:02.623 --> 01:07:05.358 whether that be discretionary funds,

NOTE Confidence: 0.633299337

01:07:05.360 --> 01:07:07.223 space, administrative support,

NOTE Confidence: 0.633299337

01:07:07.223 --> 01:07:10.949 we'll call it the startup package.

NOTE Confidence: 0.633299337

01:07:10.950 --> 01:07:13.222 When a woman comes along with the same

NOTE Confidence: 0.633299337

01:07:13.222 --> 01:07:16.530 ambitions, if they're not so inclined,

NOTE Confidence: 0.633299337

01:07:16.530 --> 01:07:18.506 they may not see her the same way.

NOTE Confidence: 0.633299337

01:07:18.510 --> 01:07:20.610 They may have a very different impression,

NOTE Confidence: 0.633299337

01:07:20.610 --> 01:07:21.720 you know, if she comes in

NOTE Confidence: 0.633299337

01:07:21.720 --> 01:07:22.460 with the same qualifications,

NOTE Confidence: 0.633299337

01:07:22.460 --> 01:07:24.452 with the same ambition.

NOTE Confidence: 0.633299337

01:07:24.452 --> 01:07:26.942 And so I think that.

NOTE Confidence: 0.633299337

01:07:26.950 --> 01:07:30.622 It starts early on with differential

NOTE Confidence: 0.633299337

01:07:30.622 --> 01:07:33.070 support and resource allocation

NOTE Confidence: 0.633299337

01:07:33.167 --> 01:07:35.687 and mentorship rich funding.

NOTE Confidence: 0.633299337

01:07:35.690 --> 01:07:38.010 I mean, there's, I mean.

NOTE Confidence: 0.633299337

01:07:38.010 --> 01:07:40.376 So many women I interviewed who dropped

NOTE Confidence: 0.633299337

01:07:40.376 --> 01:07:43.147 out of the investigator track and gone

NOTE Confidence: 0.633299337

01:07:43.147 --> 01:07:45.667 into the mostly the educator track

NOTE Confidence: 0.633299337

01:07:45.670 --> 01:07:48.298 talked about not having the resources

NOTE Confidence: 0.633299337

01:07:48.298 --> 01:07:51.518 that they needed in order to stay

NOTE Confidence: 0.633299337

01:07:51.518 --> 01:07:53.823 competitive and submit the grants.

01:07:53.830 --> 01:07:55.732 Now, sometimes it's probably a genuine

01:07:55.732 --> 01:07:57.290 interest in doing something else,

01:07:57.290 --> 01:07:59.943 but I don't see any gender biological

01:07:59.943 --> 01:08:02.638 basis for why a woman would choose

01:08:02.638 --> 01:08:04.864 a different track than a man,

01:08:04.870 --> 01:08:06.220 and especially the MD PHD's.

01:08:06.220 --> 01:08:07.984 To me, that's.

01:08:07.984 --> 01:08:10.924 So blatantly a cohort of

01:08:10.924 --> 01:08:12.792 homogeneous individuals, you know,

01:08:12.792 --> 01:08:14.446 most people go into MDP's.

01:08:14.446 --> 01:08:16.308 Don't do it to be clinician educators.

01:08:16.310 --> 01:08:16.818 You know,

01:08:16.818 --> 01:08:18.596 there's a much quicker route to become

01:08:18.596 --> 01:08:20.777 a clinician educator than to get a PhD.

01:08:20.780 --> 01:08:23.054 So I think it's an accumulation

01:08:23.054 --> 01:08:26.079 of a lot of different facts,

NOTE Confidence: 0.633299337

01:08:26.080 --> 01:08:27.893 not the least of which is sometimes

NOTE Confidence: 0.633299337

01:08:27.893 --> 01:08:29.176 not seeing anybody who looks

NOTE Confidence: 0.633299337

01:08:29.176 --> 01:08:30.306 like you in that track.

NOTE Confidence: 0.633299337

01:08:30.310 --> 01:08:31.600 I'll tell you a story.

NOTE Confidence: 0.633299337

01:08:31.600 --> 01:08:35.380 We had in our department a woman

NOTE Confidence: 0.633299337

01:08:35.380 --> 01:08:37.632 who came mostly do clinical work,

NOTE Confidence: 0.633299337

01:08:37.632 --> 01:08:38.804 but she had research.

NOTE Confidence: 0.633299337

01:08:38.810 --> 01:08:39.109 Training.

NOTE Confidence: 0.633299337

01:08:39.109 --> 01:08:40.604 And she had researched ambitions

NOTE Confidence: 0.633299337

01:08:40.604 --> 01:08:42.180 and she got research grants.

NOTE Confidence: 0.633299337

01:08:42.180 --> 01:08:45.134 And every time she asked the chair

NOTE Confidence: 0.633299337

01:08:45.140 --> 01:08:46.544 to give her some protected time

NOTE Confidence: 0.633299337

01:08:46.544 --> 01:08:48.180 so she could do the research,

NOTE Confidence: 0.633299337

01:08:48.180 --> 01:08:49.395 the answer was no, no, no.

NOTE Confidence: 0.633299337

01:08:49.395 --> 01:08:51.165 You were hired to do this,

NOTE Confidence: 0.633299337

01:08:51.170 --> 01:08:51.646 OK.

NOTE Confidence: 0.633299337

01:08:51.646 --> 01:08:53.550 At the same time,

NOTE Confidence: 0.633299337

01:08:53.550 --> 01:08:55.254 the chair is recruiting a former

NOTE Confidence: 0.633299337

01:08:55.254 --> 01:08:57.254 male resident back to the program who

NOTE Confidence: 0.633299337

01:08:57.254 --> 01:08:59.130 hasn't done a lick of research than

NOTE Confidence: 0.633299337

01:08:59.191 --> 01:09:01.300 has since his PhD, like 10 years ago.

NOTE Confidence: 0.633299337

01:09:01.300 --> 01:09:03.040 And it's throwing the moon at

NOTE Confidence: 0.633299337

01:09:03.106 --> 01:09:04.678 him in terms of a package.

NOTE Confidence: 0.633299337

01:09:04.680 --> 01:09:07.816 And I'm like, there's a real disconnect here,

NOTE Confidence: 0.633299337

01:09:07.820 --> 01:09:10.308 but it really has to do with, you know,

NOTE Confidence: 0.633299337

01:09:10.308 --> 01:09:11.700 probably gendered assumptions,

NOTE Confidence: 0.633299337

01:09:11.700 --> 01:09:12.945 impressions of who people are

NOTE Confidence: 0.633299337

01:09:12.945 --> 01:09:14.380 and what they're meant to be.

NOTE Confidence: 0.633299337

01:09:14.380 --> 01:09:16.480 We are terrible at picking winners.

NOTE Confidence: 0.633299337

01:09:16.480 --> 01:09:18.328 I would just like us all to acknowledge

NOTE Confidence: 0.633299337

01:09:18.328 --> 01:09:20.319 that we think we can pick the winners,

NOTE Confidence: 0.633299337

01:09:20.320 --> 01:09:21.440 but we really can't because

NOTE Confidence: 0.633299337

01:09:21.440 --> 01:09:22.810 at the end of the day.

NOTE Confidence: 0.633299337

01:09:22.810 --> 01:09:25.485 What matters most is the

NOTE Confidence: 0.633299337

01:09:25.485 --> 01:09:27.625 individuals commitment and passion.

NOTE Confidence: 0.633299337

01:09:27.630 --> 01:09:27.982 And,

NOTE Confidence: 0.633299337

01:09:27.982 --> 01:09:31.150 and I can tell you lots of stories offline,

NOTE Confidence: 0.633299337

01:09:31.150 --> 01:09:32.592 but if you have a person who's

NOTE Confidence: 0.633299337

01:09:32.592 --> 01:09:33.690 equally committed and passionate,

NOTE Confidence: 0.633299337

01:09:33.690 --> 01:09:35.730 but they happen to look a certain way,

NOTE Confidence: 0.633299337

01:09:35.730 --> 01:09:36.792 they may not get what they

NOTE Confidence: 0.633299337

01:09:36.792 --> 01:09:37.500 need in order to

NOTE Confidence: 0.911826580833333

01:09:37.551 --> 01:09:39.432 be successful. But it's it's

NOTE Confidence: 0.911826580833333

01:09:39.432 --> 01:09:41.168 a profoundly big difference.

NOTE Confidence: 0.911826580833333

01:09:41.170 --> 01:09:43.274 And I think such a waste of talent.

NOTE Confidence: 0.911826580833333

01:09:43.280 --> 01:09:45.954 Not that the women physician educators

NOTE Confidence: 0.911826580833333

01:09:45.954 --> 01:09:48.010 aren't doing wonderful work,

NOTE Confidence: 0.911826580833333

01:09:48.010 --> 01:09:50.200 but that's not why they

NOTE Confidence: 0.911826580833333

01:09:50.200 --> 01:09:51.514 became physician scientists.

NOTE Confidence: 0.831589215

01:09:54.400 --> 01:09:56.948 I have a question.

NOTE Confidence: 0.831589215

01:09:56.950 --> 01:09:58.390 Well, First off, I'm a winner.

NOTE Confidence: 0.831589215

01:09:58.390 --> 01:10:00.675 Thank you so much Doctor

NOTE Confidence: 0.831589215

01:10:00.675 --> 01:10:02.503 Granese for your talk.

NOTE Confidence: 0.831589215

01:10:02.510 --> 01:10:07.088 So first just to illustrate how how?

NOTE Confidence: 0.831589215

01:10:07.090 --> 01:10:08.438 You know, maybe innocuous.

NOTE Confidence: 0.831589215

01:10:08.438 --> 01:10:10.797 Some of these examples are like for

NOTE Confidence: 0.831589215

01:10:10.797 --> 01:10:13.013 example when I was doing sign out with.

NOTE Confidence: 0.831589215

01:10:13.020 --> 01:10:14.900 An attending, a male attending,

NOTE Confidence: 0.831589215

01:10:14.900 --> 01:10:18.365 and I had a male senior resident with him.

NOTE Confidence: 0.831589215

01:10:18.370 --> 01:10:22.016 With me, I was a, I think a PG Y two.

NOTE Confidence: 0.831589215

01:10:22.020 --> 01:10:23.964 They would talk about fishing and

NOTE Confidence: 0.831589215

133

01:10:23.964 --> 01:10:26.087 golf and these are activities that

NOTE Confidence: 0.831589215

01:10:26.087 --> 01:10:28.373 I personally have not engaged in.

NOTE Confidence: 0.831589215

01:10:28.380 --> 01:10:32.198 So being the extrovert that I am,

NOTE Confidence: 0.831589215

01:10:32.200 --> 01:10:34.280 I felt like, you know,

NOTE Confidence: 0.831589215

01:10:34.280 --> 01:10:35.765 there wasn't really like much

NOTE Confidence: 0.831589215

01:10:35.765 --> 01:10:37.578 of an impression that they could

NOTE Confidence: 0.831589215

01:10:37.578 --> 01:10:39.468 make of me because I could not

NOTE Confidence: 0.831589215

01:10:39.468 --> 01:10:40.920 participate in that discussion.

NOTE Confidence: 0.831589215

01:10:40.920 --> 01:10:42.685 So actually my my question

NOTE Confidence: 0.831589215

01:10:42.685 --> 01:10:44.450 is how do we safeguard?

NOTE Confidence: 0.831589215

01:10:44.450 --> 01:10:46.780 Um, from repeating exhibiting traits

NOTE Confidence: 0.831589215

01:10:46.780 --> 01:10:49.110 and behaviors that are stereotypically,

NOTE Confidence: 0.831589215

01:10:49.110 --> 01:10:50.766 say, sexist, racist, ableist.

NOTE Confidence: 0.831589215

01:10:50.766 --> 01:10:53.250 All that is because even within

NOTE Confidence: 0.831589215

01:10:53.324 --> 01:10:55.164 women organizations and groups

NOTE Confidence: 0.831589215

01:10:55.164 --> 01:10:57.464 or even other minority groups,

01:10:57.470 --> 01:10:59.635 there are still implicit biases

01:10:59.635 --> 01:11:02.645 and behaviors that we have sort of

01:11:02.645 --> 01:11:04.740 been ingrained and umm, you know,

01:11:04.740 --> 01:11:05.840 we, we're pretty much,

01:11:05.840 --> 01:11:08.050 we're nurtured with it, right?

01:11:08.050 --> 01:11:10.786 In surgery, we have, you know,

01:11:10.790 --> 01:11:13.149 women or residents who would be very,

01:11:13.150 --> 01:11:14.930 you know, brash and cussing.

01:11:14.930 --> 01:11:16.360 Just like our male attendings,

01:11:16.360 --> 01:11:17.680 you know, like, you know,

01:11:17.680 --> 01:11:19.789 copying these behaviors,

01:11:19.789 --> 01:11:23.124 these gendered behaviors to sort of

01:11:23.124 --> 01:11:25.572 elevate themselves or that perception of,

01:11:25.580 --> 01:11:26.140 OK, I'm,

01:11:26.140 --> 01:11:28.380 I want to be just like them so

01:11:28.460 --> 01:11:30.980 that they can see themselves in me.

NOTE Confidence: 0.831589215

01:11:30.980 --> 01:11:34.040 But they may be detrimental to,

NOTE Confidence: 0.831589215

01:11:34.040 --> 01:11:34.616 you know,

NOTE Confidence: 0.831589215

01:11:34.616 --> 01:11:36.632 people who are not going to try

NOTE Confidence: 0.831589215

01:11:36.632 --> 01:11:39.121 to do those types of behaviors

NOTE Confidence: 0.831589215

01:11:39.121 --> 01:11:41.660 because they're honestly not savory.

NOTE Confidence: 0.831589215

01:11:41.660 --> 01:11:46.070 You said thank you so much for.

NOTE Confidence: 0.831589215

01:11:46.070 --> 01:11:49.470 Your observations, they're spot on.

NOTE Confidence: 0.831589215

01:11:49.470 --> 01:11:51.954 I call it the aggressive, assertive dilemma.

NOTE Confidence: 0.831589215

01:11:51.954 --> 01:11:52.758 You know,

NOTE Confidence: 0.831589215

01:11:52.758 --> 01:11:55.420 somebody wants in Pittsburgh said to me,

NOTE Confidence: 0.831589215

01:11:55.420 --> 01:11:56.668 you know, you're a little aggressive.

NOTE Confidence: 0.831589215

01:11:56.670 --> 01:11:58.326 And I said, well, tell me what you mean.

NOTE Confidence: 0.831589215

01:11:58.330 --> 01:11:59.420 And they describe the behavior.

NOTE Confidence: 0.831589215

01:11:59.420 --> 01:12:00.770 I said that sounds assertive.

NOTE Confidence: 0.831589215

01:12:00.770 --> 01:12:01.790 And if I was a man,

NOTE Confidence: 0.831589215

01:12:01.790 --> 01:12:03.158 you'd probably compliment me.

NOTE Confidence: 0.831589215

01:12:03.158 --> 01:12:04.726 And they're like, oh, yeah.

NOTE Confidence: 0.831589215

01:12:04.726 --> 01:12:04.994 So,

NOTE Confidence: 0.831589215

01:12:04.994 --> 01:12:07.202 but it took me a long time to

NOTE Confidence: 0.831589215

01:12:07.202 --> 01:12:08.487 be able to say that.

NOTE Confidence: 0.831589215

01:12:08.490 --> 01:12:11.115 So what I would suggest is that

NOTE Confidence: 0.831589215

01:12:11.115 --> 01:12:13.719 we all decide we're going to

NOTE Confidence: 0.831589215

01:12:13.719 --> 01:12:15.575 talk about these things.

NOTE Confidence: 0.831589215

01:12:15.580 --> 01:12:17.644 And we're going to give each other feedback.

NOTE Confidence: 0.831589215

01:12:17.650 --> 01:12:19.400 And we're going to acknowledge

NOTE Confidence: 0.831589215

01:12:19.400 --> 01:12:21.719 that we're going to bring our own,

NOTE Confidence: 0.831589215

01:12:21.720 --> 01:12:22.556 you know,

NOTE Confidence: 0.831589215

01:12:22.556 --> 01:12:24.646 biases and ableist and gendered

NOTE Confidence: 0.831589215

01:12:24.646 --> 01:12:26.334 expectations into the workplace

NOTE Confidence: 0.831589215

01:12:26.334 --> 01:12:28.494 through no fault of her own.

NOTE Confidence: 0.831589215

01:12:28.500 --> 01:12:30.509 But we work hard, we work evenings,

NOTE Confidence: 0.831589215

01:12:30.510 --> 01:12:31.671 we work weekends,

NOTE Confidence: 0.831589215

01:12:31.671 --> 01:12:34.380 and give permission to the people that

NOTE Confidence: 0.831589215

01:12:34.456 --> 01:12:36.738 we work with to give us feedback.

NOTE Confidence: 0.831589215

01:12:36.740 --> 01:12:38.980 So start by asking for feedback and

NOTE Confidence: 0.831589215

01:12:38.980 --> 01:12:41.219 then asking permission to give them feedback,

NOTE Confidence: 0.831589215

01:12:41.220 --> 01:12:41.614 too.

NOTE Confidence: 0.831589215

01:12:41.614 --> 01:12:42.402 It's interesting.

NOTE Confidence: 0.831589215

01:12:42.402 --> 01:12:46.079 I wrote a piece that got that went viral.

NOTE Confidence: 0.831589215

01:12:46.080 --> 01:12:48.684 On I think it was like fishing,

NOTE Confidence: 0.831589215

01:12:48.690 --> 01:12:50.130 hunting and strip clubs because

NOTE Confidence: 0.831589215

01:12:50.130 --> 01:12:51.570 those were the places that,

NOTE Confidence: 0.831589215

01:12:51.570 --> 01:12:52.022 you know,

NOTE Confidence: 0.831589215

01:12:52.022 --> 01:12:53.830 that the men went to hang out and

NOTE Confidence: 0.831589215

01:12:53.887 --> 01:12:55.687 I had a woman reach out to me from

NOTE Confidence: 0.831589215

01:12:55.687 --> 01:12:57.170 the business world, she says.

NOTE Confidence: 0.831589215

01:12:57.170 --> 01:12:57.610 You know,

NOTE Confidence: 0.831589215

01:12:57.610 --> 01:12:58.930 my daughter's in medicine and I

NOTE Confidence: 0.822555738148148

01:12:58.981 --> 01:13:00.223 wish she had learned how to

NOTE Confidence: 0.822555738148148

01:13:00.223 --> 01:13:01.584 golf because I think golfing is

NOTE Confidence: 0.822555738148148

01:13:01.584 --> 01:13:02.789 so important for the career.

NOTE Confidence: 0.822555738148148

01:13:02.790 --> 01:13:06.838 And I'm thinking, well, that is one solution.

NOTE Confidence: 0.822555738148148

01:13:06.840 --> 01:13:08.390 But it doesn't really address

NOTE Confidence: 0.822555738148148

01:13:08.390 --> 01:13:09.940 the nugget of the problem.

NOTE Confidence: 0.822555738148148

01:13:09.940 --> 01:13:12.316 And so you're right, when you were PG Y2,

NOTE Confidence: 0.822555738148148

01:13:12.320 --> 01:13:14.756 you probably had no ability to say,

NOTE Confidence: 0.822555738148148

01:13:14.760 --> 01:13:17.440 I'm so glad you guys liked to hunt and fish,

NOTE Confidence: 0.822555738148148

01:13:17.440 --> 01:13:20.240 but how about did you see this movie?

NOTE Confidence: 0.822555738148148

01:13:20.240 --> 01:13:21.717 I mean, I'm not a hunter Fisher,

NOTE Confidence: 0.822555738148148

01:13:21.720 --> 01:13:23.568 but it's hard because when you're

NOTE Confidence: 0.822555738148148

01:13:23.568 --> 01:13:25.680 in that position of vulnerability,

NOTE Confidence: 0.822555738148148

01:13:25.680 --> 01:13:27.255 it's really hard to find the language.

NOTE Confidence: 0.822555738148148

01:13:27.260 --> 01:13:29.339 But that's where going to your chair,

NOTE Confidence: 0.822555738148148

01:13:29.340 --> 01:13:30.810 your program director, and say,

NOTE Confidence: 0.822555738148148

01:13:30.810 --> 01:13:32.220 how do I navigate this?

NOTE Confidence: 0.822555738148148

01:13:32.220 --> 01:13:34.278 And then maybe in a different environment

NOTE Confidence: 0.822555738148148

01:13:34.278 --> 01:13:36.508 where it's safe for them to get feedback.

NOTE Confidence: 0.822555738148148

01:13:36.510 --> 01:13:38.222 They can get feedback.

NOTE Confidence: 0.822555738148148

01:13:38.222 --> 01:13:41.320 There is no easy answer except to

NOTE Confidence: 0.822555738148148

01:13:41.320 --> 01:13:43.540 recognize how pervasive these issues

NOTE Confidence: 0.822555738148148

01:13:43.540 --> 01:13:46.688 are and to find a creative environment

NOTE Confidence: 0.822555738148148

01:13:46.688 --> 01:13:50.572 and a climate at work where we can be

NOTE Confidence: 0.822555738148148

01:13:50.572 --> 01:13:53.218 ourselves and talk about these things.

NOTE Confidence: 0.822555738148148

01:13:53.220 --> 01:13:54.306 But it's hard.

NOTE Confidence: 0.822555738148148

01:13:54.306 --> 01:13:55.030 Thank you.

NOTE Confidence: 0.678940906

01:14:06.680 --> 01:14:11.610 Thank you so much. Ohh. Ohh my pleasure.