# URM Leadership Pathways in Academic Medicine

Assignments and Activities Journal

# Instructions

These assignments can be done alone as your work through the course, but you may find additional benefits and new ideas by doing these activities with your mentor.

# Module 1: Your Journey in Academic Leadership

## Lesson 1—The Importance of URM Representation in Leadership

### Activity 1

There are many reasons to pursue leadership in academic medicine. In the space below, make note of what inspires you to lead. Ask a mentor or colleague for one step you can take to develop your leadership skills.

### Activity 2

We’ve seen in the lesson above how diversity in leadership can benefit institutions and medicine in general. In what specific ways have you seen and/or experienced the unique benefits of diverse leadership?

## Lesson 2—The Roadmap: Academic Structure & Professional Advancement

### Activity 1

Take some time to reflect on the following:

* What are your personal priorities? For example, is there a region of the country you wish to live in? Are you interested in loan repayment opportunities? Living in a rural or urban setting?
* What are your professional goals? Do you want to work primarily with residents or medical students? Do you want to work with the underserved?
* Where do you see yourself in ten years?

As you reflect on the above, select one priority or goal and consider how it can guide your career path through academic medicine. Write your thoughts in the space below.

### Activity 2

Find your institution's written policies/requirements for advancement and promotion. Review the policies and consider what you need to achieve to continue on your leadership journey in the next two years.

Do you need to strengthen your scholarship by present at conferences or publishing in a journal? Do you need to expand your contributions to the mission of your institution or need more leadership roles?

Identify a senior member of your department or institution that you can discuss this with and make an appointment.

### Activity 3

Go to the [STFM Family Medicine Leadership Opportunities page](https://www.stfm.org/facultydevelopment/otherfacultytraining/leadershipdevelopmentopportunities/overview/) (mentioned in the article) and pick one opportunity that seems of interest. Explain how it might help you on your leadership journey.

## Lesson 3—Recognizing the Impact of Systemic Racism on Promotion Structures

### Activity

Given what we've just discussed about systemic racism and the minority tax in academic medicine:

* What brings you joy, and how can that focus bring you to the next step in your leadership journey?
* How can you document your unique achievements and perspective to support your path to promotion?

## Lesson 4—Role of Mentors, Sponsors, and Coaches

### Activity 1

Consider different aspects of your professional life, such as research, panel management, curriculum development, personal wellness, or community engagement.

Are there any areas where you feel like you are lacking a coach, mentor, or sponsor?

If so, write down a list of people you could approach to fill that gap.

If you can’t think of anyone, who might you ask for recommendations?

### Activity 2

Think about an area, such as scholarship, teaching, career development, or work/life balance, where you could use short-term mentoring and sign up for [STFM's virtual coaching program](https://www.stfm.org/facultydevelopment/otherfacultytraining/virtual-coaching-program/overiew/).

## Lesson 5—Match Opportunities to Your Goals

### Activity 1

A personal mission statement is a brief 2-5 sentence description of what you want to focus on, what you are passionate, and who you want to become over the next 3-5 years. What qualities of your personal mission statement can guide you when you need to choose between opportunities?

[Visit this link](https://resourcelibrary.stfm.org/viewdocument/using-mission-statement-as-a-career?CommunityKey=2751b51d-483f-45e2-81de-4faced0a290a&tab=librarydocuments) for a presentation and worksheet on how to draft your mission statement.

If you don't currently have a mission statement, write a draft below.

### Activity 2

Think about any scholarly activities you have worked on in the past 18 months (a peer-reviewed curriculum, a QI project, a poster, a conference session, a letter to an editor, a peer-reviewed paper).

* + Which of these past projects can be developed into a 2.0 version or submitted for publication in a different format?
  + What steps could you take this week to get closer to starting that project?

# Module 2: Leadership Strategies for URM Faculty

## Lesson 1—Money Matters

### Activity

Look at your personal budget and financial needs to gain clarity on your financial status and how this affects your short-term and long-term goals. Consider using a resource, such as the [AAMC Financial Wellness course](https://aamcfinancialwellness.com/index.cfm) or reading books, such as [The White Coat Investor](https://bookshop.org/books/the-white-coat-investor-a-doctor-s-guide-to-personal-finance-and-investing/9780991433100) by James Dahle, MD.

## Lesson 2—Promotion & Scholarship at Your Institution

### Activity

Take this opportunity to update your CV and then go over it with a mentor.

1. Update your CV with recent presentations, publications, awards, etc.
2. Ask your mentor to review your updated CV and provide feedback and guidance
3. Plan for anything you’d like to do in the near future to strengthen your CV
4. Set a calendar reminder to update your CV in 6 months.

## Lesson 3—Getting Support & Learning to Say No

Contact a trusted mentor and ask them how, when, or if they’ve had an opportunity to use data to make a case for leading change at their institution.

Ask them some or all of these questions:

* How did you identify an area to focus on?
* How did you find data to support your request? If data wasn't yet being tracked regularly, why was it not being looked at before?
* What did your leadership find most compelling in your request for change?

## Lesson 4—Finding your Leadership Voice

### Activity 1

Write down what you see as your leadership strengths and weaknesses. What opportunities exist in your local area to improve on these skills and find your voice? Talk about your reflections with a mentor.

### Activity 2

Imagine you are in an elevator with the new chair of your department, dean, or program director. You have only 1-2 minutes to explain who you are professionally. What would you say as you introduce yourself? This brief introduction could be thought of your academic elevator speech.

Read this one-pager for more information on how to write an elevator speech.

In the space below, write your elevator speech about your academic identity. Possible sections include[:3](https://journals.lww.com/academicmedicine/_layouts/15/oaks.journals/ImageView.aspx?k=academicmedicine:2018:12000:00039&i=FU1&year=2018&issue=12000&article=00039&type=Fulltext)

1. Who are you?
2. What is your ask?
3. What do you add?
4. How can you take action?

## Lesson 5—Fighting Isolation Using Community & Networks

### Activity

In the space below, write down several ways you can find or build a supportive community. Commit to getting involved with at least one of those communities or organizations by setting a next step and a personal deadline for involvement.

## Lesson 6—Conflict Management & Leadership Style

### Activity

Knowing your conflict management style and the style of others is vital to improving your conflict management skills.

Based on the [Thomas-Kilmann categories](https://managementweekly.org/thomas-kilmann-conflict-resolution-model/), which of the conflict management styles do you feel best describes you?

* Accommodator - inclined to be less assertive and highly cooperative, preferring to avoid conflict and wanting to be liked by others
* Avoider - inclined to be unassertive and uncooperative, giving up personal goals to avoid conflict
* Collaborator - inclined to be both goal- and relationship-oriented, helping both sides receive what they want
* Competitor - inclined to be highly assertive and uncooperative, accommodating individual goals over relationships
* Compromiser - inclined to be assertive and highly cooperative, prioritizing the collective goal over the individual goal

Keeping in mind your conflict management style, what's something you might try if you are in conflict with someone who has a different conflict management style?