

Women Leaders, Wicked Problems

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UCSF School of Medicine

Conclusions

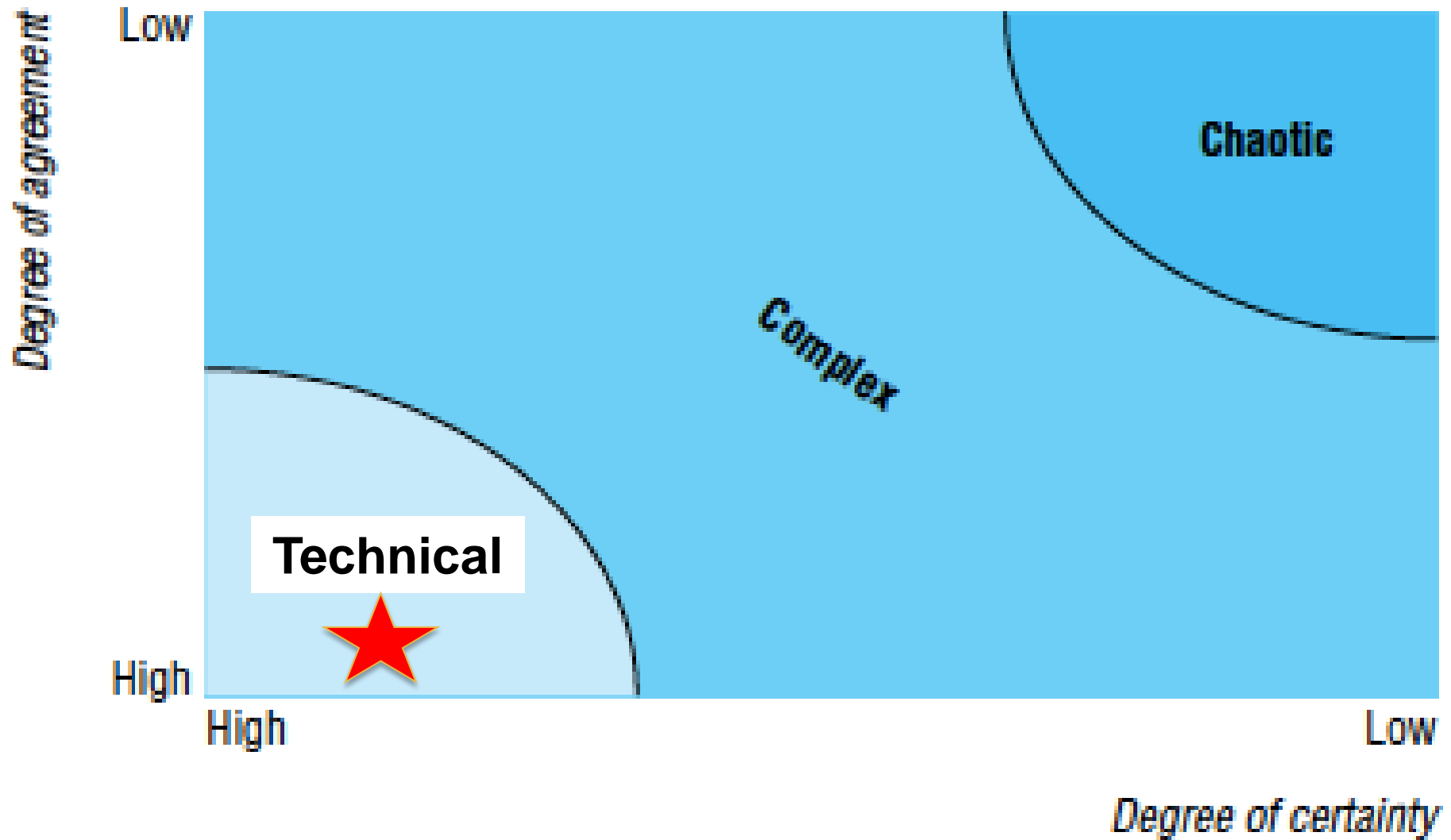
- Today's health professionals must accept that fulfilling their obligations to society will require leadership skills.
- Today's health care problems will not be solved by yesterday's leadership models.
- Today's health leaders must commit to creating strategies to optimize the leadership potential of all professionals.



20th Century Medicine





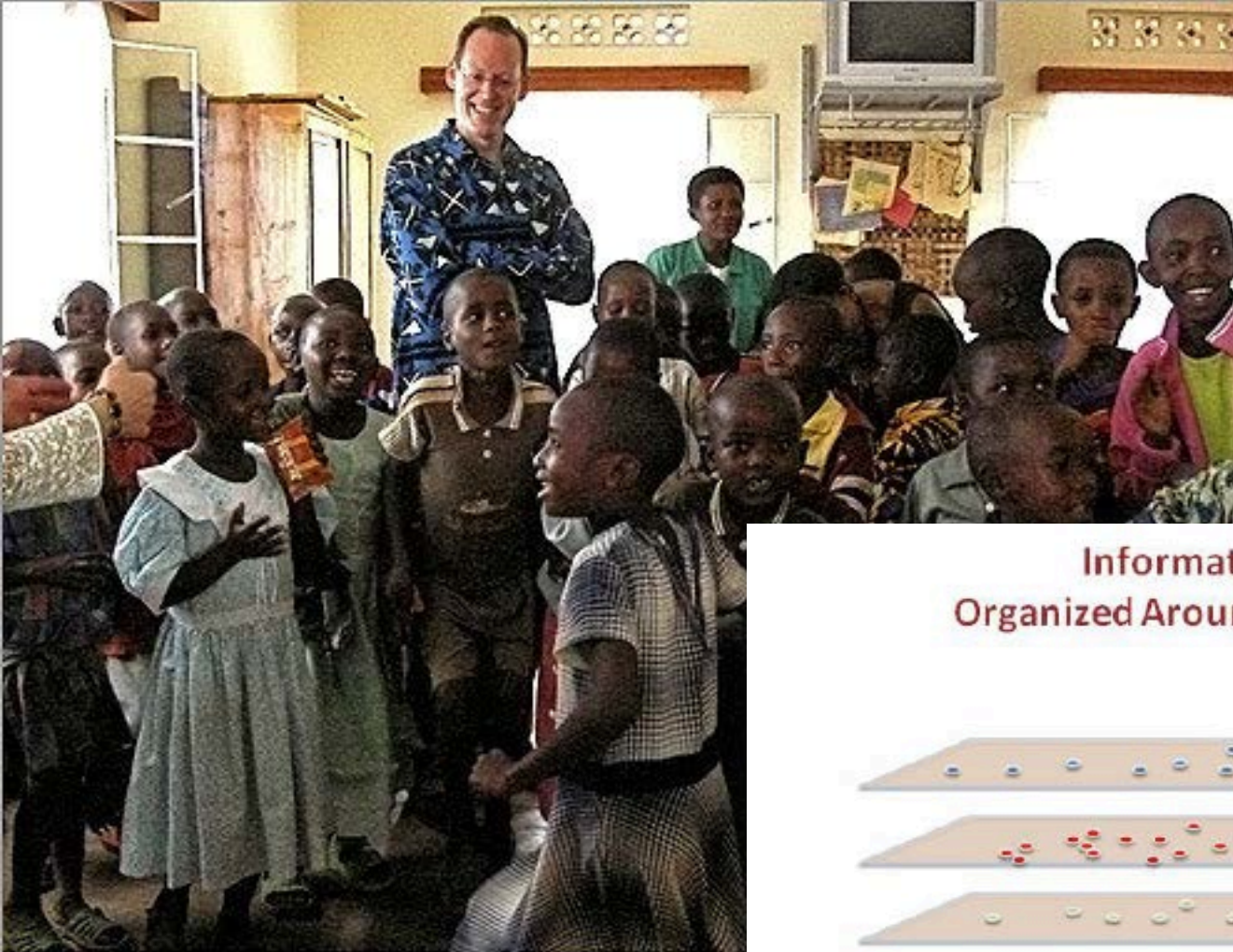


The certainty-agreement diagram (based on Stacey²³)

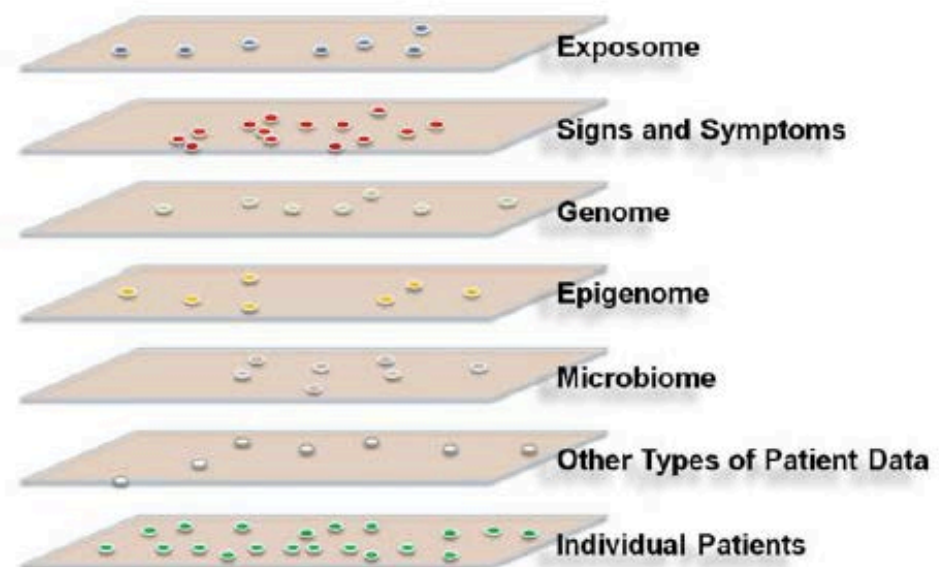
Technical Problems need **Transactional** Leaders

*Approaches followers
with an eye towards
exchanging one thing
for another.
.....Burns*

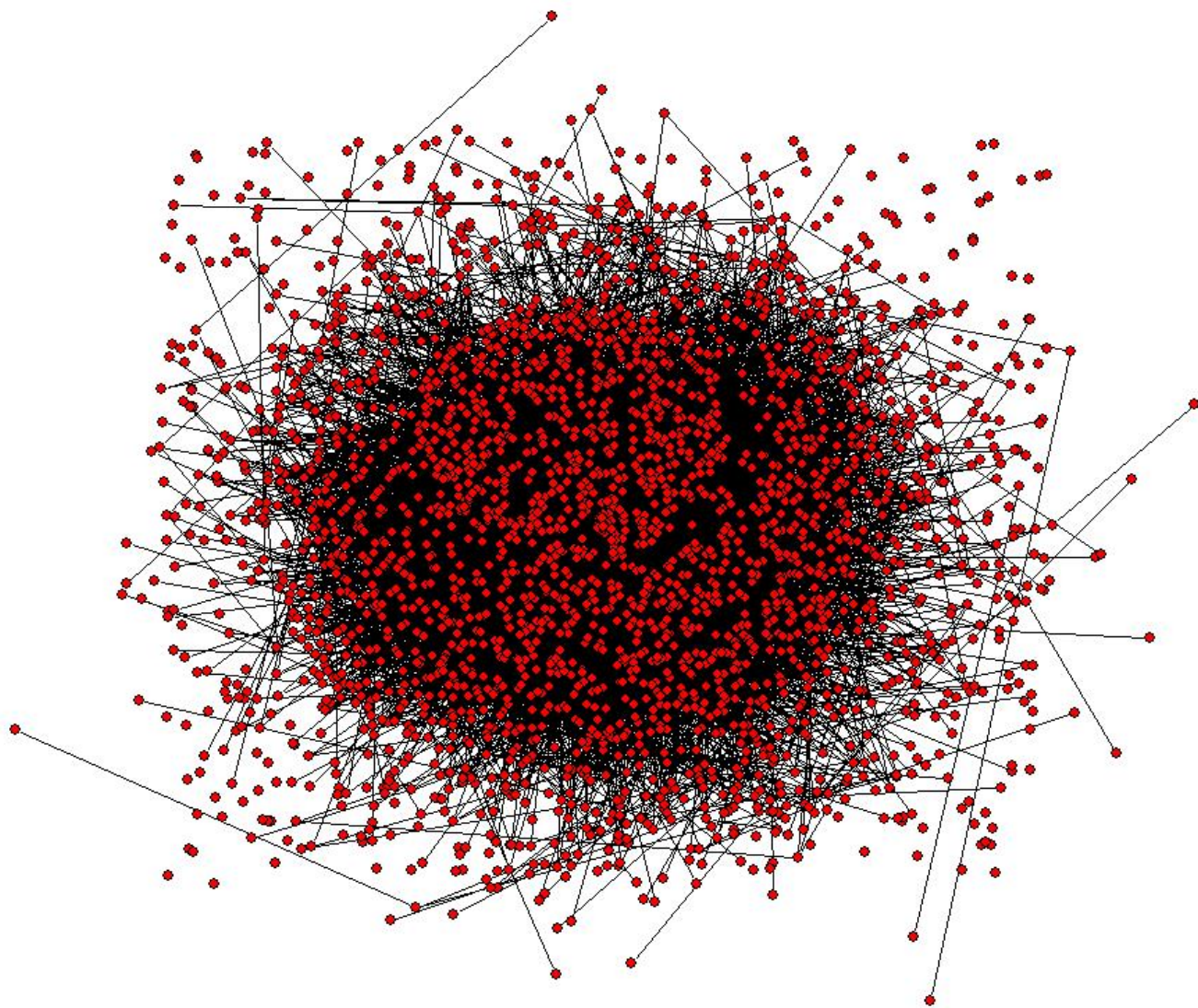
**Plan
Control
Organize
Assign**

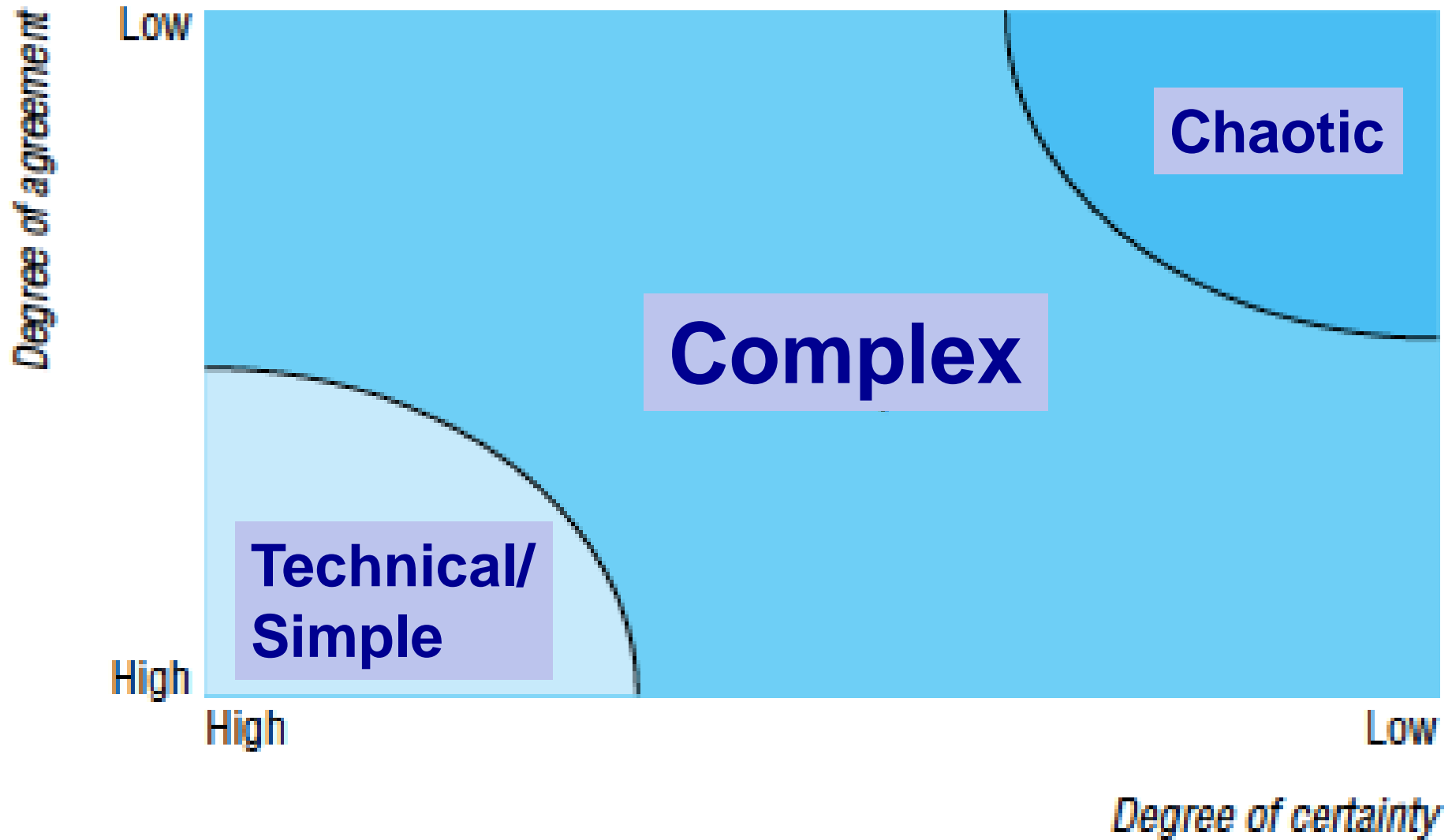


Information Commons Organized Around Individual Patients



Toward Precision Medicine:
Building a Knowledge Network for Biomedical
Research and a New Taxonomy of Disease





The certainty-agreement diagram (based on Stacey²³)









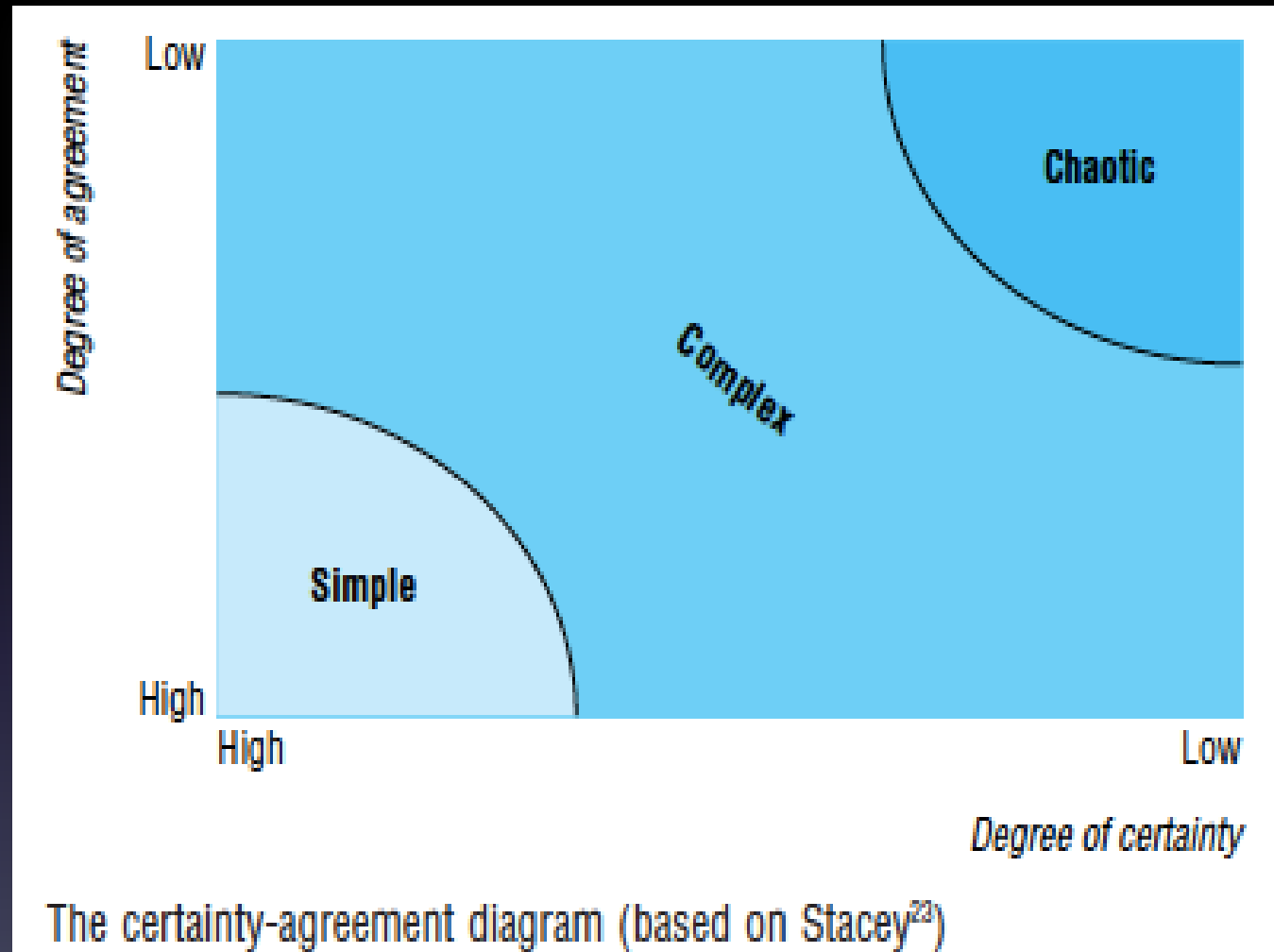
Transactional Leaders Like Technical Solutions

Welfare To
Work

Mandatory
Sentencing

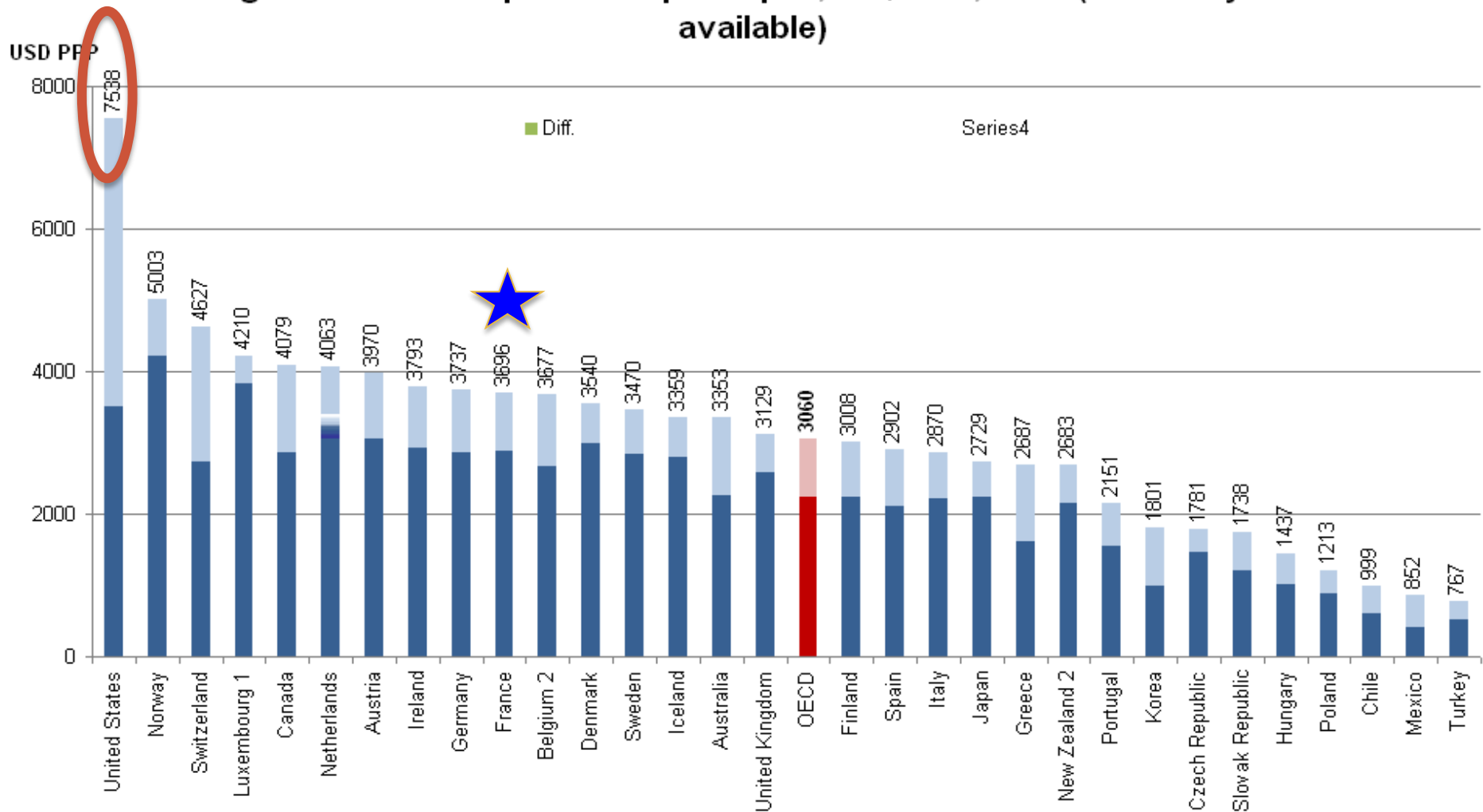
Teacher
Ratings

Trickle Down
Economics



Health Care is No Different

Figure 3. Health expenditure per capita, US\$ PPP, 2008 (or latest year available)



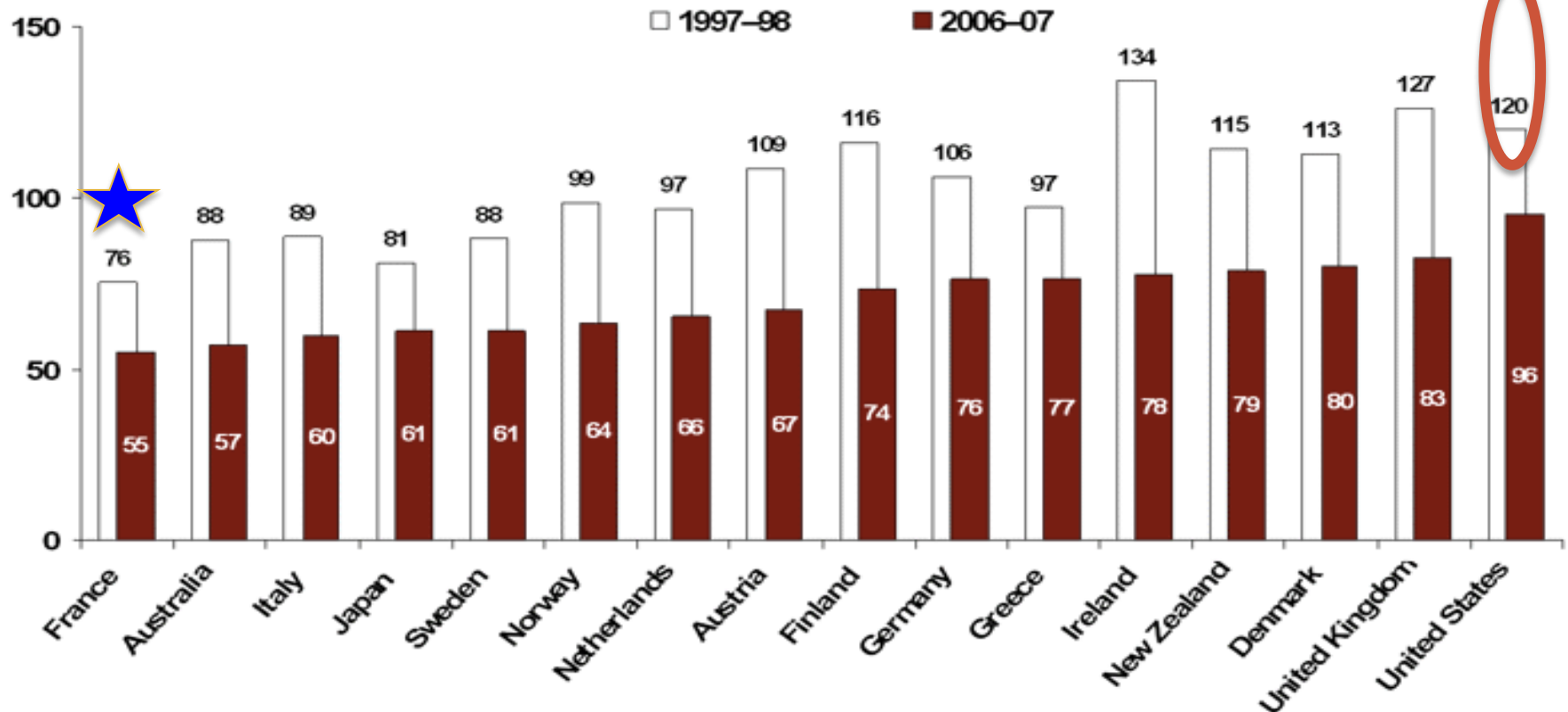
1. Refers to insured population rather than resident population. 2. Current expenditure. Source: OECD Health Data 2010.

Data are expressed in US dollars adjusted for purchasing power parities (PPPs), which provide a means of comparing spending between countries on a common base. PPPs are the rates of currency conversion that equalise the cost of a given 'basket' of goods and services in different countries.

Costs are High

U.S. Lags Other Countries: Mortality Amenable to Health Care

Deaths per 100,000 population*



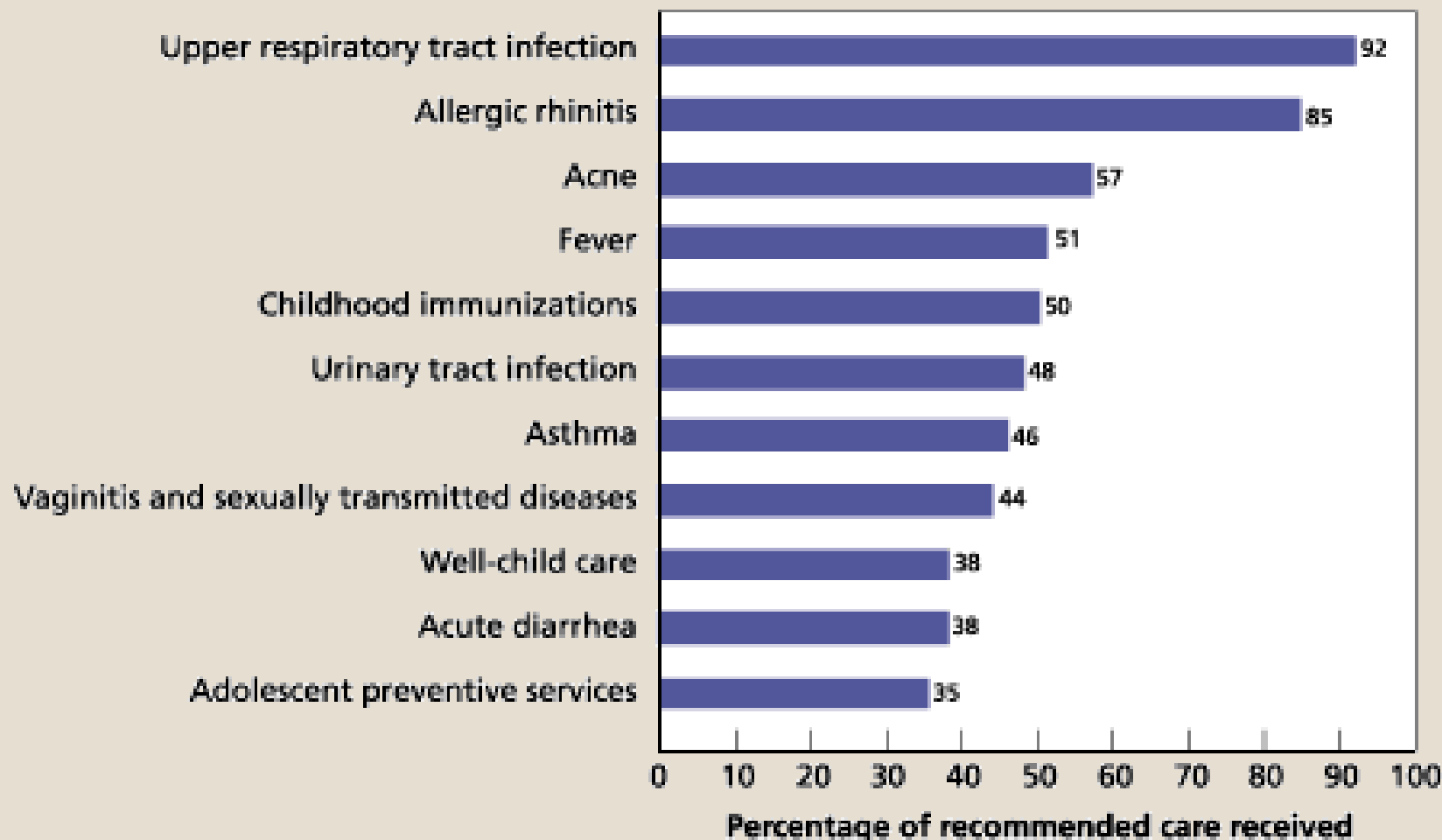
* Countries' age-standardized death rates before age 75; including ischemic heart disease, diabetes, stroke, and bacterial infections. Analysis of World Health Organization mortality files and CDC mortality data for U.S.

Source: Adapted from E. Nolte and M. McKee, "Variations in Amenable Mortality—Trends in 16 High-Income Nations," *Health Policy*, published online Sept. 12, 2011.

THE
COMMONWEALTH
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Value is not

For Children, There Are Great Differences in Performance by Medical Condition



SOURCE: "The Quality of Ambulatory Care Delivered to Children in the United States," *The New England Journal of Medicine*, Vol. 357, No. 15, pp. 1515-1523, October 11, 2007, Rita Mangione-Smith, Alison H. DeCristofaro, Claude M. Setodji, Joan Keesey, David J. Klein, John L. Adams, Mark A. Schuster, Elizabeth A. McGlynn.



Quality: 2.4%/yr
Disparities: 0.5%/yr
Safety: ?%/yr

Wicked Problems



Insidious

Controversial

Slippery

Disruptive

Recalcitrant





Purpose

Learning

Empowerment

Collaboration

Creativity

Wicked Problems need Transformational Leaders

“It is a relationship of mutual stimulation and elevation that converts followers into leaders and may convert leaders into moral agents.” Leithwood 2000.

**Envision
Empower
Experiment
Entrust**

Transformational
leaders bring people
together to envision a
better world and then
create it.

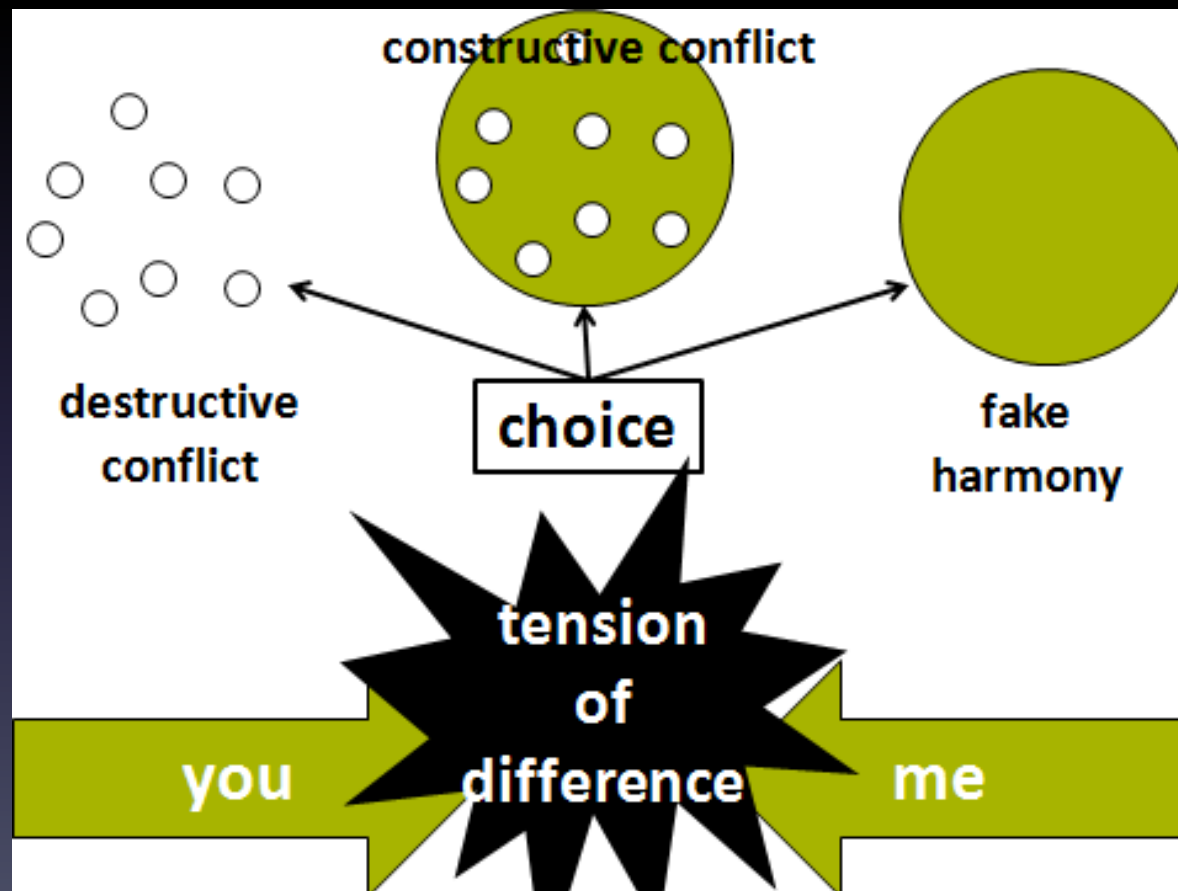


Focus on
Purpose



Build Learning Coalitions

Welcome Constructive Conflict

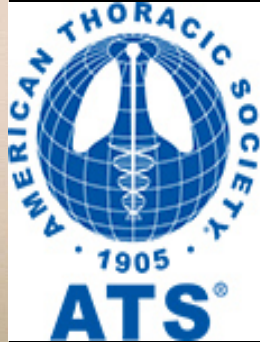


Experiment And Learn





Share
Leadership

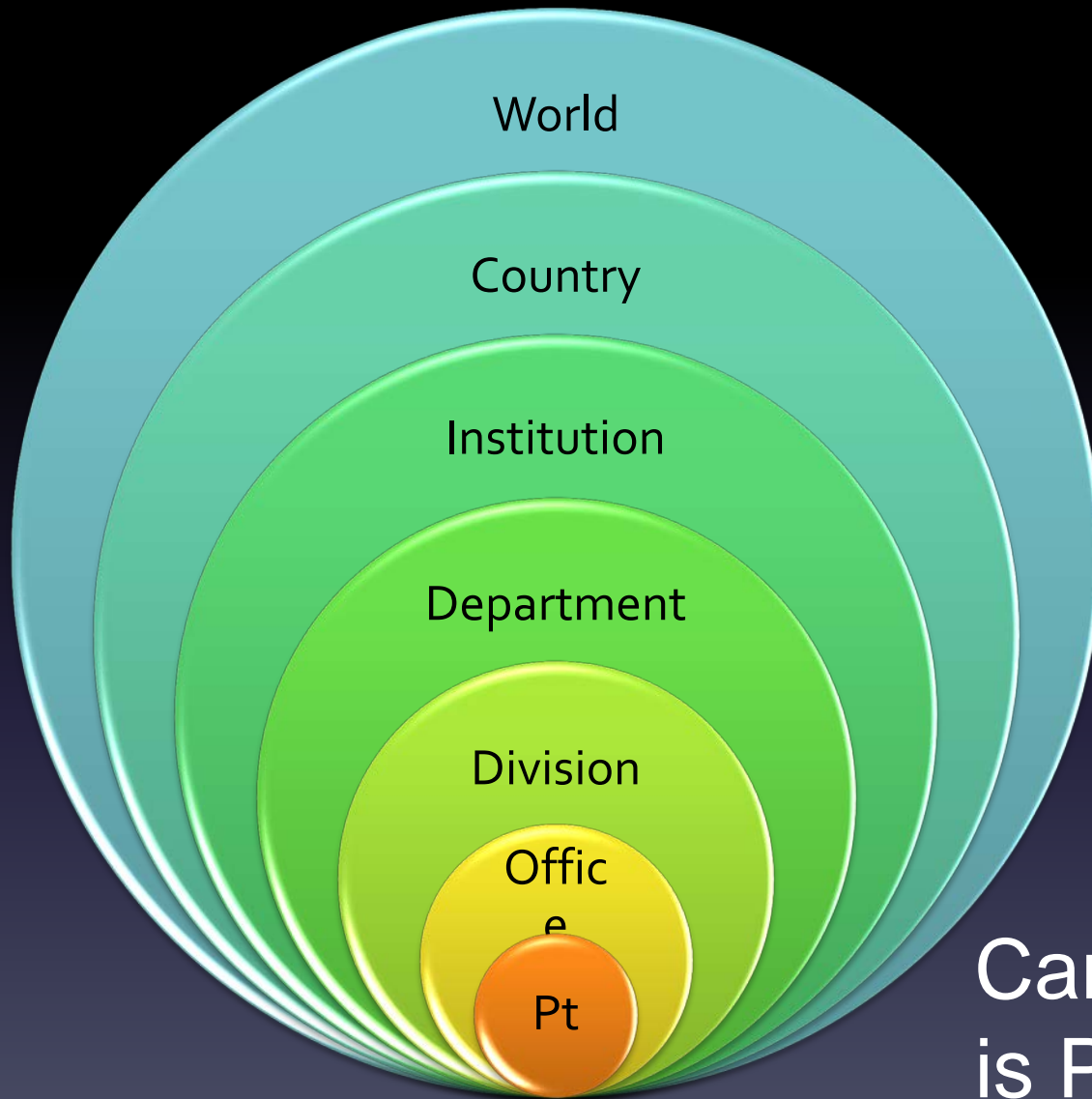


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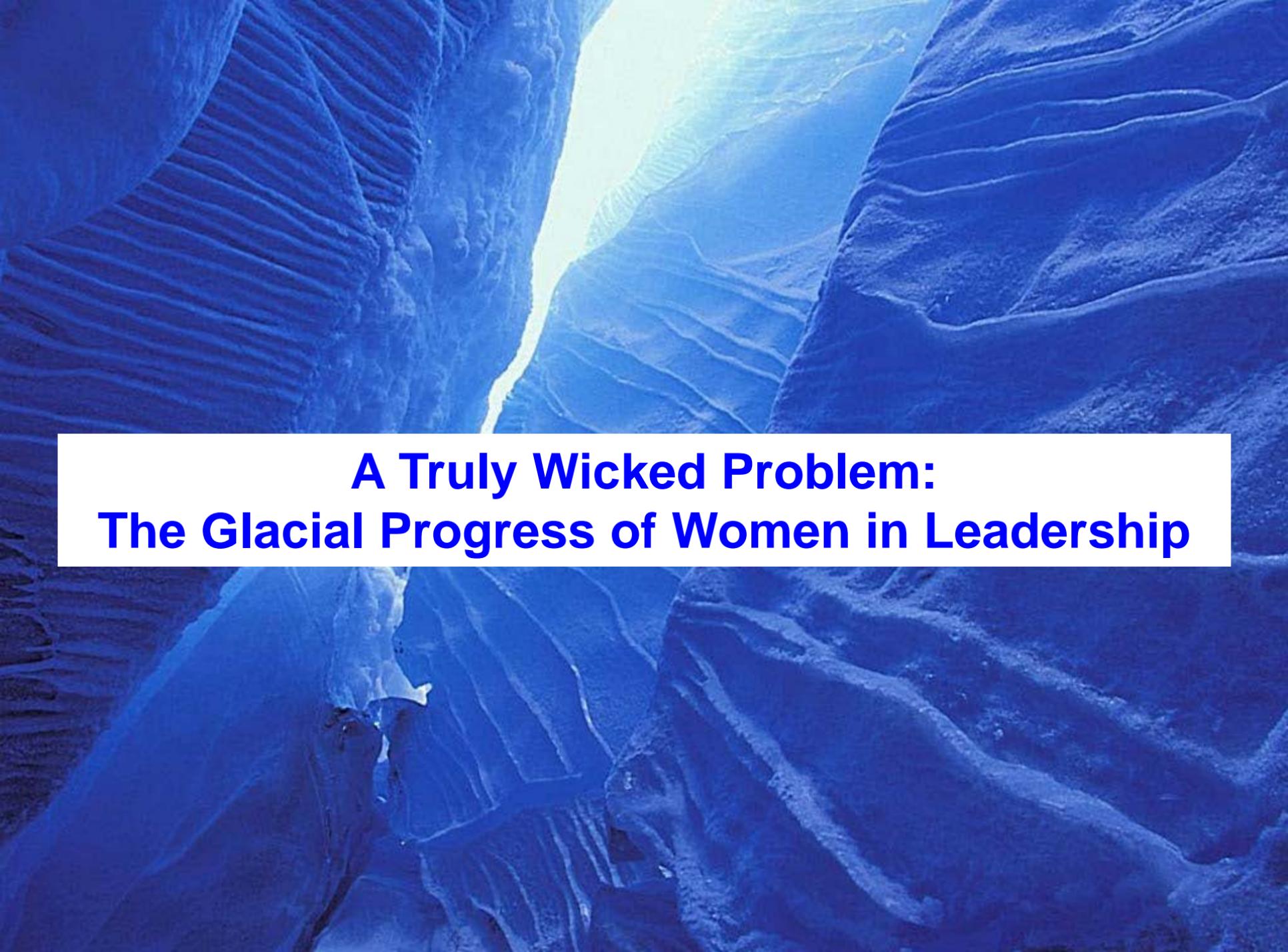
Physicians & scientists today
must be transformational leaders.



Leadership is Influence



Career Advancement is Progressive Influence

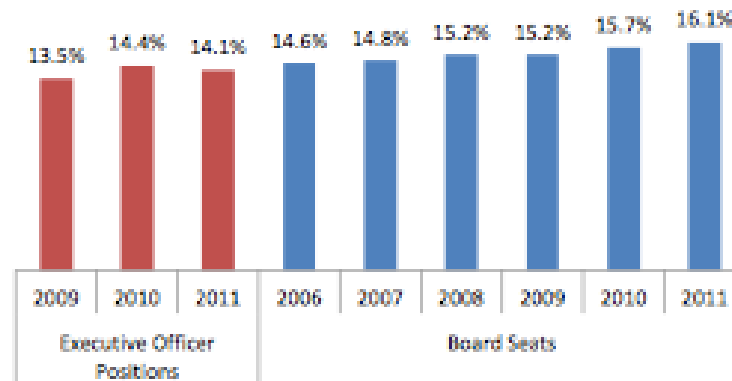


**A Truly Wicked Problem:
The Glacial Progress of Women in Leadership**

Women at the Top

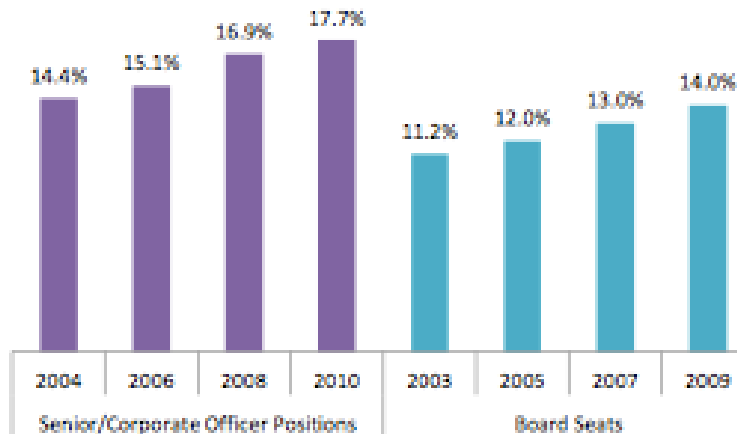
- Women's representation in *Fortune* 500 leadership positions has stagnated in recent years.

Women's Share of *Fortune* 500 Leadership¹

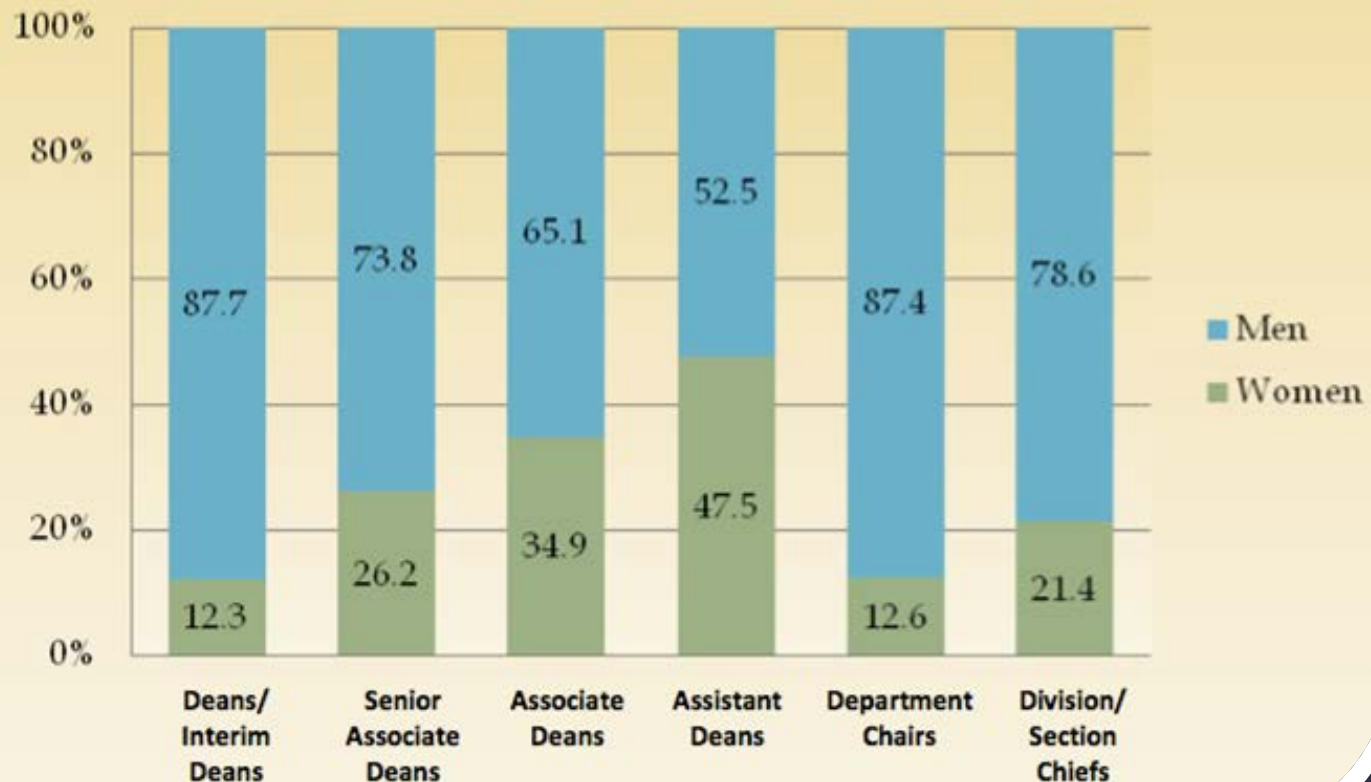


- Women's representation in *Financial Post* 500 leadership positions has slowly increased in recent years.

Women's Share of *Financial Post* 500 Leadership^{2*}

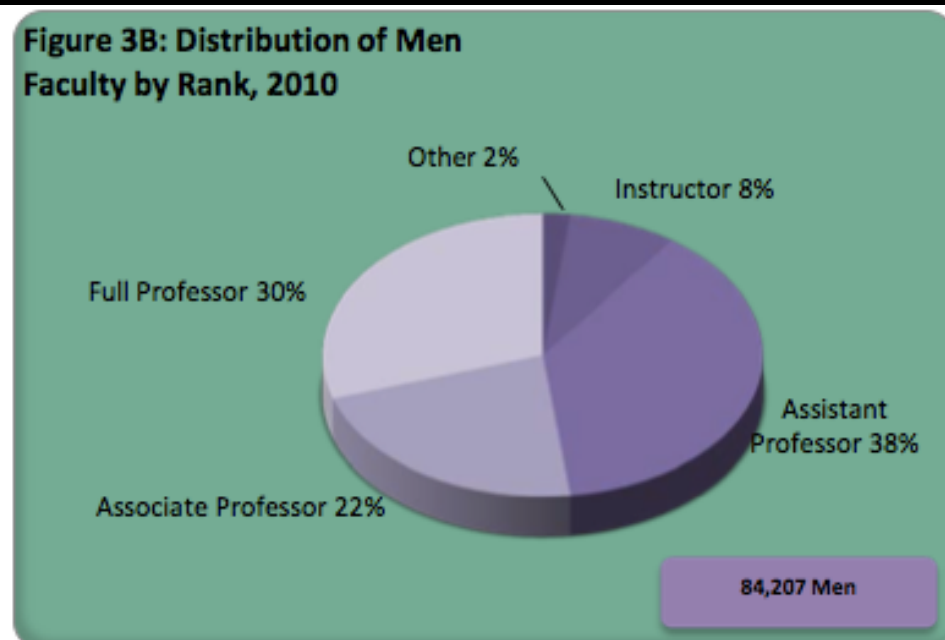
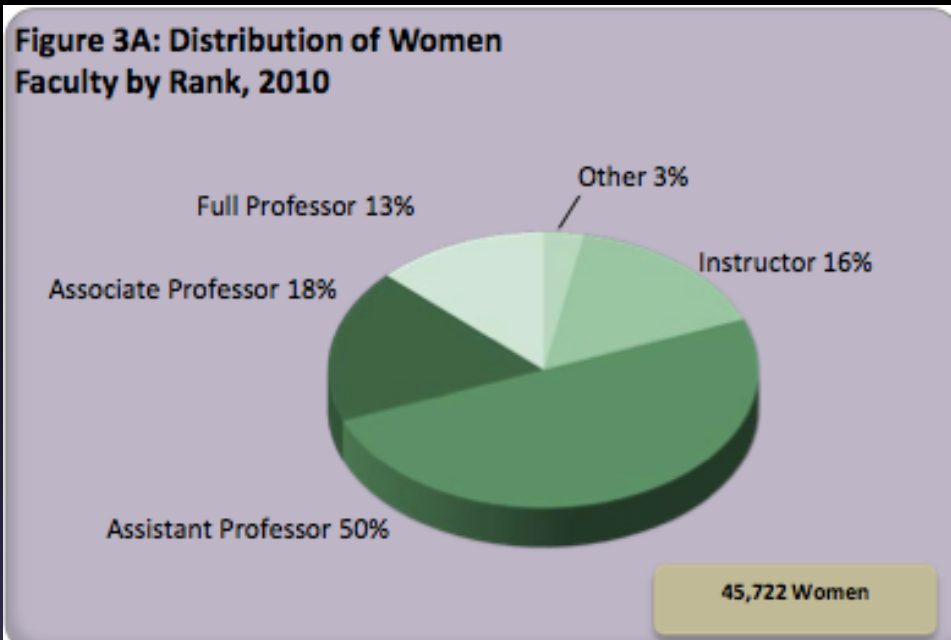


LEADERSHIP AT US MEDICAL SCHOOLS BY GENDER

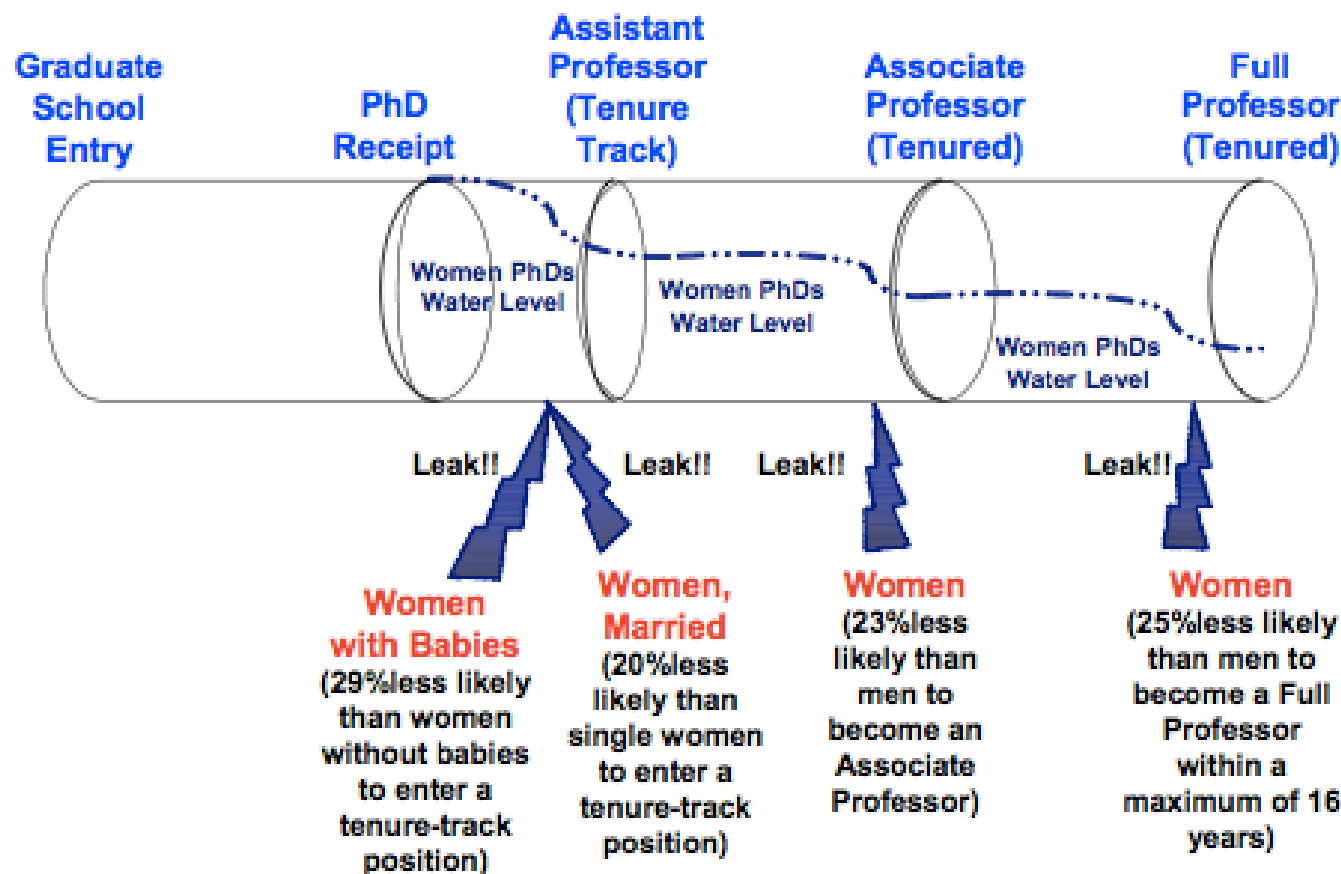


AAMC 2008

Since 1982, more than 30% of all medical school graduates have been women



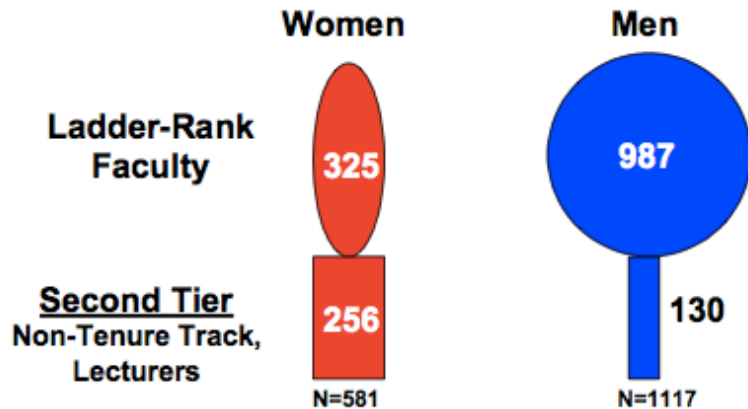
Leaks in the Academic Pipeline for Women*



* Preliminary results based on Survival Analysis of the *Survey of Doctorate Recipients* (a national biennial longitudinal data set funded by the National Science Foundation and others, 1979 to 1995). Percentages take into account disciplinary, age, ethnicity, PhD calendar year, time-to-PhD degree, and National Research Council academic reputation rankings of PhD program effects. For each event (PhD to TT job procurement, or Associate to Full Professor), data is limited to a maximum of 16 years. The waterline is an artistic rendering of the statistical effects of family and gender.

Parity without Power

University of California, Berkeley



Mason & Goulden, *Marriage and Baby Blues: Re-defining Gender Equity*.

Figure 1a: Percentage distributions of full-time clinical M.D. faculty by tenure status, 1984-2009

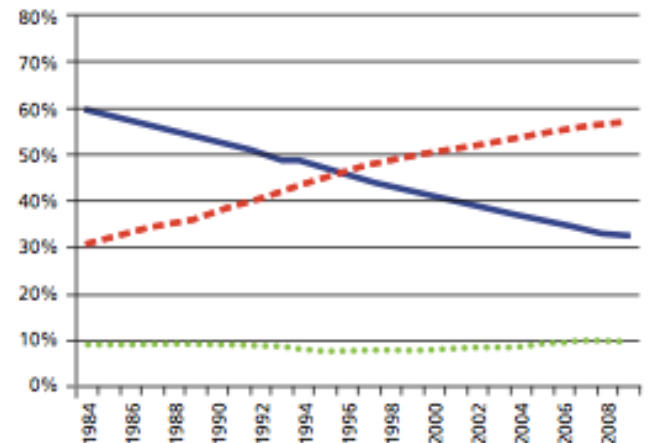
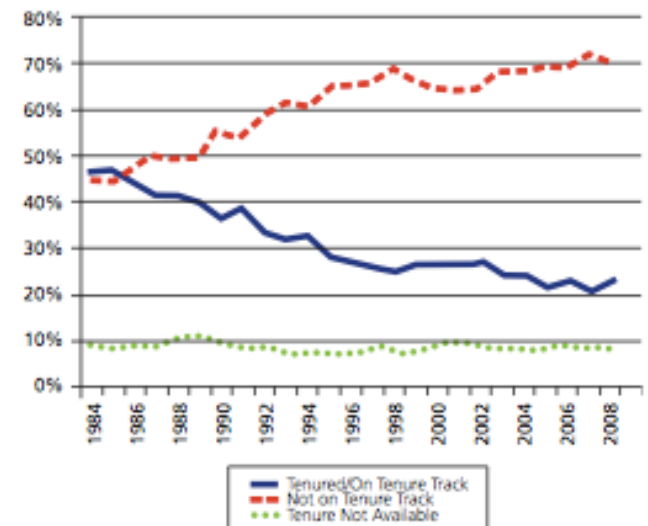
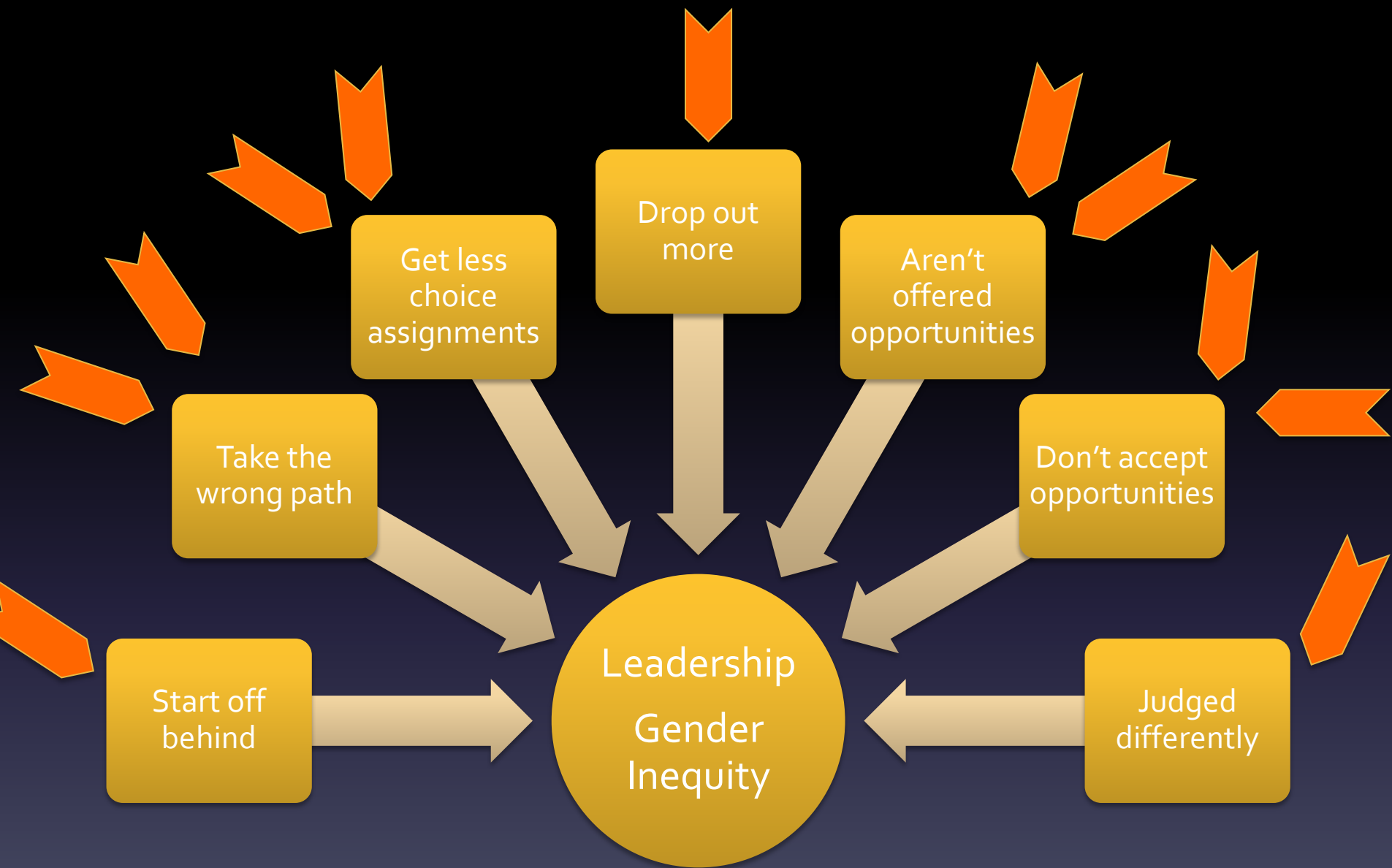


Figure 1b: Percentage distributions of newly hired, full-time clinical M.D. faculty by tenure status, 1984-2009





Women Leaders must approach this problem
with transformation in mind.

1. Lead with Purpose

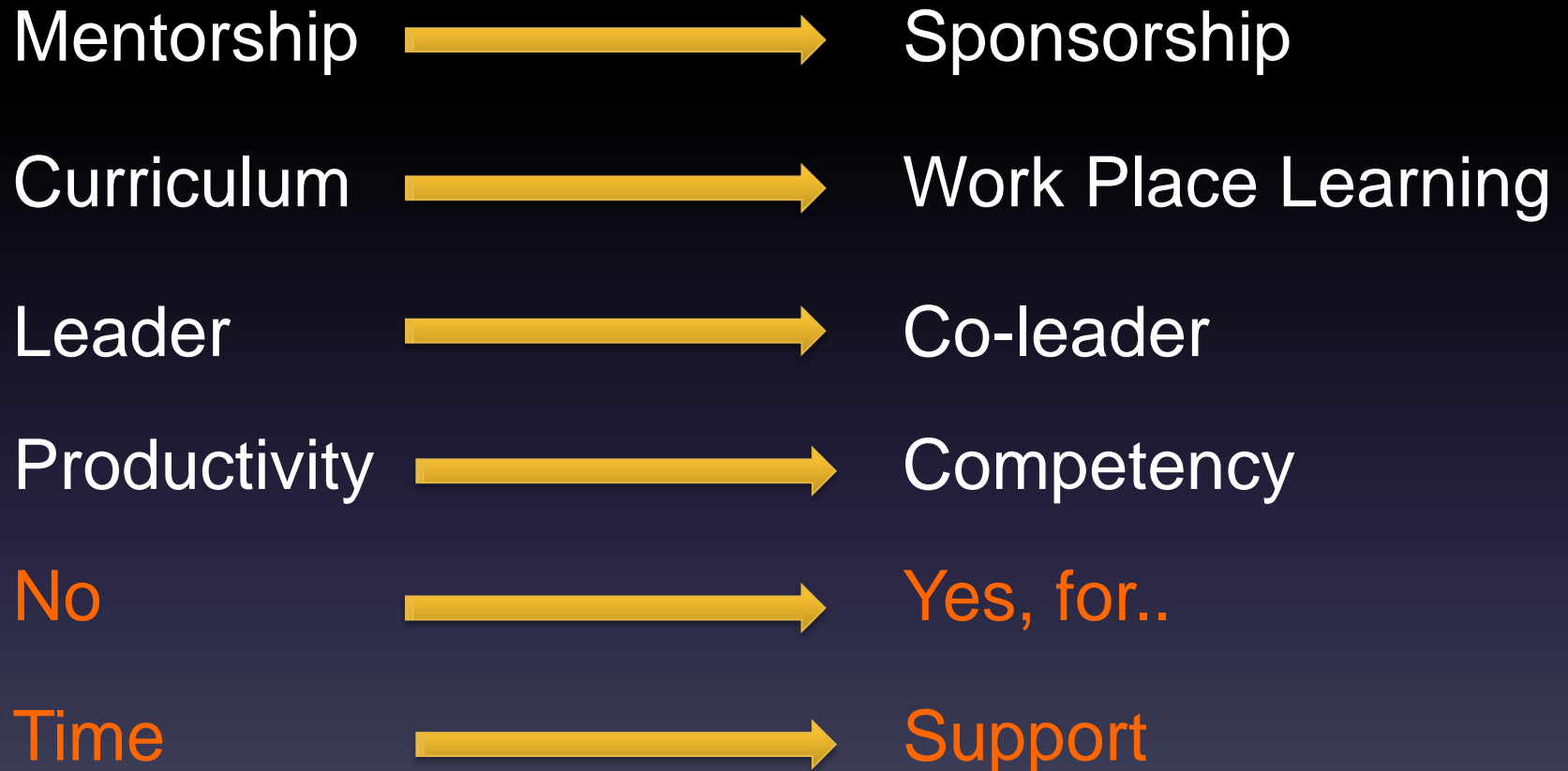
Diverse Leadership Teams Get Better Results



2. Build a Learning Coalition



3. Experiment and Learn



4. Challenge Assumptions, Accept Controversy



Is there a rationale for 2 class faculty system?

Does academic success ensure leadership success?

Should there be term limits?

Who should choose leaders?

What if 40 hours a week was a full time academic job?

What if evaluations were tied to outcomes in gender balanced leadership?

Conclusions

- Today's health care problems will not be solved by yesterday's leadership models.
- Today's health professionals must accept that fulfilling their obligations to society will require leadership skills.
- Today's health leaders must commit to creating strategies to optimize the leadership potential of all professionals.

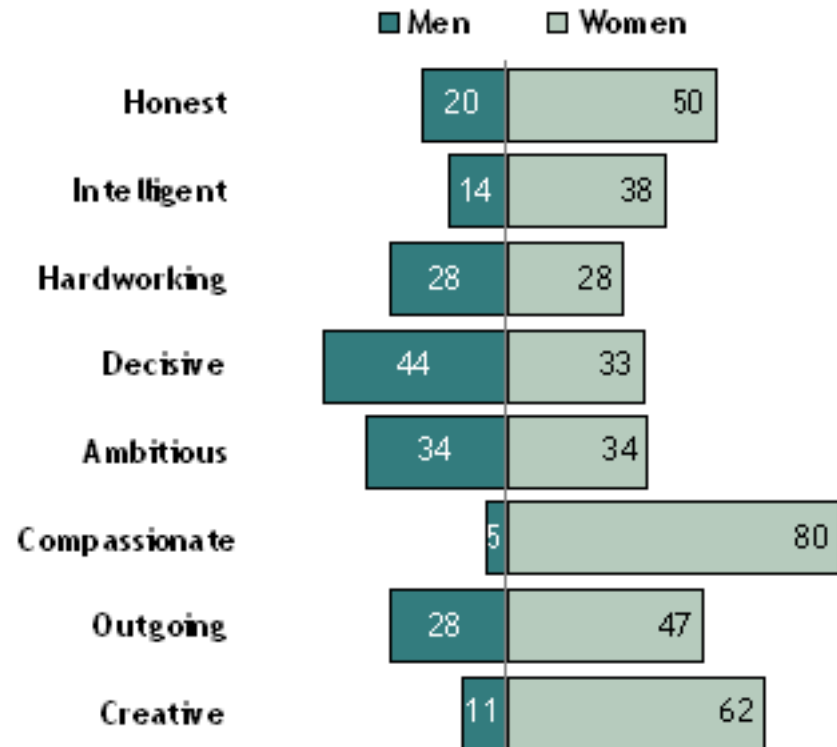
Q. Are Women Better Transformational Leaders?



A. Maybe,
but that's
the wrong
question.

Leadership Traits: Women Rule!

% saying this trait is more true of ...



Note: Traits listed in order of the public's ranking of their importance to leadership. "Equally true" and "don't know" responses are not shown.

<http://www.pewsocialtrends.org/2008/08/25/men-or-women-whos-the-better-leader/>

PewResearchCenter