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# ACADEMIC MEDICINE

## STARTER KIT

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TIMELESS TIPS & GUIDANCE FOR  
EARLY-CAREER FACULTY MEMBERS

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A FACULTY FACTORY BOOK

# The Academic Medicine Starter Kit

Timeless Tips & Guidance for  
Early-Career Faculty Members

**A Faculty Factory Book**

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## WHAT IS THE FACULTY FACTORY?

The mission of the Faculty Factory and its companion website (FacultyFactory.org) is to build and support a community of leaders in faculty development. This community shares tools, resources, wisdom, and encouragement in service to our faculty members, schools, and institutions. Since its inception, it has been graciously sponsored by the Johns Hopkins University, School of Medicine, Office of Faculty.

Launched in 2019, the Faculty Factory is celebrating its milestone fifth year in 2024. To commemorate this achievement, we are thrilled to announce the release of our inaugural print book.

The Faculty Factory is a weekly podcast series, complemented by resources such as our two eBooks: *Snippets for Success* (published in 2021) and *Habits and Hacks from Hopkins* (published in 2022). Additionally, our Scholarship webpage on FacultyFactory.org serves as a comprehensive database of peer-reviewed and other essential published works in faculty affairs and faculty development.

Further resources include an online directory of faculty affairs and faculty development departments throughout the United States and Canada. Over the past year or two, we have also expanded our offerings to include Faculty Factory coaching services.

At the foundation of it all are the incredible guests who generously contribute their time, energy, and limitless knowledge to our podcast. This book represents a culmination of some of the best conversations, particularly focusing on early-career faculty preparedness.

Did you know? As of February 2024, the Faculty Factory podcast has garnered nearly 90,000 total downloads and YouTube views from folks in 95 different countries. Furthermore, [Faculty Factory.org](https://FacultyFactory.org) has drawn over 41,000 web visits from users in 122 different countries. It

is truly an international platform, and we would love to invite you to be a guest on our show!

Please reach out if you'd like to be a guest or nominate someone in our academic medicine community whom you think we need to hear from as a guest. You can visit the Contact Us webpage on FacultyFactory.org to send us a message or contact our podcast host, Kimberly A. Skarupski, PhD, MPH, at [kskarupski@jhmi.edu](mailto:kskarupski@jhmi.edu).

## OUR GOAL

The goal of this book is to equip you with the advice, strategies, tools, and wisdom to build a successful career in academic medicine. It represents a culmination of over five years of in-depth interviews on the Faculty Factory podcast, featuring more than 120 academic leaders and faculty members from 31 academic health centers across North America.

We have organized the book into eight chapters, each focused on thematic content. The content areas include Promotion, Research & Scholarship; Mentorship, Coaching, & Sponsorship; Education; Self-Awareness, Self-Management, & Well-Being; Leadership; Networking; Communication; and a “catch-all” category of wisdom we’re calling “Pod” Potpourri.

Within each chapter, you will find a series of compelling podcast episodes featuring the name and title of the podcast guest, along with “key takeaways” from the episode. We are confident that you will find tremendous value in these conversational gems as you navigate your academic medicine journey. Our aim is to foster both personal and professional growth through these interview highlights spanning more than five years of Faculty Factory podcast episodes!

Learn more at [FacultyFactory.org](https://FacultyFactory.org).

## ACKNOWLEDGMENTS

This book would not have been possible without you – the Faculty Factory podcast listener and contributor. Thank you for your support over the past five years of our program and for being a part of the Faculty Factory community.

The Faculty Factory is sponsored by the Johns Hopkins University School of Medicine, Office of Faculty, and the Faculty Factory Podcast is hosted by Kimberly A. Skarupski, PhD, MPH.

We would like to express our gratitude to Maria Oliva-Hemker, MD, Vice Dean for Faculty at the Johns Hopkins University School of Medicine, for her unwavering support of this Faculty Factory initiative. She holds the Stermer Family Professorship in Pediatric Inflammatory Bowel Disease (IBD) and serves as the Director of the Division of Pediatric Gastroenterology, Hepatology, and Nutrition at the Johns Hopkins Children's Center. Simply put, without Dr. Oliva-Hemker's support, this podcast and book would not be possible. We sincerely thank her for her continued support of our podcast, our companion website ([FacultyFactory.org](https://FacultyFactory.org)), and all its resources.

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# CHAPTER 1

## PROMOTION, RESEARCH, & SCHOLARSHIP

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You may not care about getting promoted. In fact, I know faculty members who have told me something along the lines of:

- “I am not into career-ism.”
- “Ranks and titles don’t matter to me.”
- “I don’t have time to get all my promotion materials in order.”
- “I don’t think I’m promotable.”

Those first two viewpoints are totally fine unless you happen to be at an institution that has the “you’re up or you’re out” policy – meaning you have X number of years to get promoted, and if you’re not, we’ll invite you to leave.

The latter two views are manageable, coachable challenges. Yes, a good mentor, advisor, sponsor, colleague, partner, or coach can help you find the time - or resources – to get your promotion materials in order.

Similarly, that same batch of people can help you figure out *how* to get promoted.

If you're already on the promotion bandwagon, you know what you need to do. Each institution has promotion policies, procedures, and guidelines to help you navigate the promotions gauntlet, and of course, your content, process, career, and peer mentors can also help guide you.

If you're on a traditional research track, scholarship (publications) is indeed the "coin of the realm and currency of the trade." But what is research exactly?

Research is inquiry, and inquiry doesn't only happen in a lab at the bench. Scientific exploration occurs in the classroom, on rounds, in the simulation lab, on Zoom, in the community, in secondary databases, in the clinic, and in all spaces and places.

If you're not a basic scientist, try to figure out how to leverage what you do during your daily work as research. Think about it:

- Can you probe your patient data to examine the factors associated with outcome Y?
- Can you experiment with patient experience process improvement models in the clinic?
- Can you develop standard operating procedures for process X?

Ask mentors and colleagues to collaborate with you and help identify trainees and/or collaborators from other schools (e.g., engineering, business, education, nursing, public health, etc.) to maximize efficiencies and, hence, productivity through manuscripts, proposals, and presentations!

Regarding scholarship, it's not truly "publish or perish." Clearly, you won't die if you don't publish, but you certainly will not get promoted on a research track without publishing.

If you're on a clinical excellence, educational excellence, or administrative/program-building track, traditional scholarship may not weigh as heavily.

Scholarship may include teaching curricula, best practices, clinical guidelines, social media content, presentations, patient draw, and testimonials, relative value units, programs built, etc.

Regardless of your indicators of productivity, you must demonstrate evidence of *impact*. You will need to show proof of the effect or outcomes of your unique scholarly work.

In this chapter, we hear from experts in our field about the nuts and bolts of promotion, research, and scholarship.

## Ten Strategies for Success for Early-Career Faculty and Beyond

with Jessica Kahn, MD, MPH

*Key takeaways from this interview:*

- Early-career faculty should create both an individual development plan and a developmental network plan, which serve as roadmaps for success.
- Prioritize your publishing by scheduling regular writing sessions to combat procrastination. Quality is more important than quantity when it comes to publishing.
- Market yourself. Doing great work and working hard is often not enough to achieve our professional goals. You must learn how to self-promote.
- Enhance your "managing up" skills by managing the relationships with those you report to. Don't hesitate to go above and beyond what is asked of you.
- Engaging in organizational politics is often inevitable, as much as we may dislike it. Being a strong listener can assist you with this.

Listen to the full interview here:

<https://facultyfactory.org/jessica-kahn/>

## Navigating the Early-Career Faculty Years

with Namandjé N. Bumpus, PhD

*Key takeaways from this interview:*

- As an early-career faculty member, you'll receive a lot of advice, but it's essential to consider forming and following your own vision for your career.
- Stay true to your vision, even if it seems unconventional to others, and seek out people who can constructively help you identify the steps to reach your goals.
- Join professional societies relevant to your field and volunteer for a committee within those societies. This involvement will integrate you into your field and provide a broad support network.
- You must be highly disciplined and systematic with your time and calendars. Dr. Bumpus reserves an hour every day for writing and reading, and it's non-negotiable.
- Having mentors to guide you through challenging career decisions can be very beneficial. Dr. Bumpus has even developed criteria to assist her in making decisions.

Listen to the full interview here:

<https://facultyfactory.org/namandje-bumpus/>

## Pearls of Wisdom for Faculty to Build a Career

with Susan Chubinskaya, PhD

*Key takeaways from this interview:*

- Learn the rules of your institution for promotion as soon as you are hired.
- Have frequent conversations with your supervisors and chairs to make sure that they are aware of your successes, and don't be shy about taking your career into your own hands.
- Identify and work with the faculty affairs leaders at your institution because their job is to help make you successful.
- Try to approach whatever you do from a research perspective. Much of what we do constitutes scholarly work, but you have to think ahead of time about how you will collect data before you begin.

Listen to the full interview here:

<https://facultyfactory.org/chubinskaya-reunion/>

## **Finding your Expertise: Habits and Hacks**

with Helen Kinsman Hughes, MD, MPH

*Key takeaways from this interview:*

- Establish your mission and values early in your career.
- Strive to develop expertise in a specific area.
- Don't let the pursuit of perfection become your enemy.
- Be open to new opportunities, even if you're making a significant pivot that completely changes your career. If you know it's for the right reasons, confidence becomes easier to find.

Listen to the full interview here:

<https://facultyfactory.org/helen-hughes/>



## Ten Things Early-Career Professionals Can Do to Prepare for Promotion Success

with Wendy Ward, PhD, ABPP, FAPA

*Key takeaways from this interview:*

- Read your institution's promotions and tenure document during your first few months in a new job so you can start to formulate a plan.
- Most people need more than one mentor; routinely ask each of them how you can best prepare for promotion.
- Update your CV and create a promotion and tenure shell draft.
- Have a pre-review of your draft promotion and tenure packet to receive constructive feedback about a year before you go for your promotion in earnest.

Listen to the full interview here:

<https://facultyfactory.org/promotion-success/>

## **Promotion Criteria and Rewarding the Work of our Faculty**

with Maureen Connelly, MD, MPH

*Key takeaways from this interview:*

- Promotion criteria can be described in our field as a "hidden curriculum," and it is your responsibility to understand it.
- Institutions should work to ensure that their mission is driving the promotion criteria.
- Promotion criteria should align with rewarding the things your institution's mission says it should reward.

Listen to the full interview here:

<https://facultyfactory.org/promotion-criteria/>

## Writing the Right Grant

with Elise M. Weerts, PhD

*Key takeaways from this interview:*

- Ensure that your first grant proposal addresses a logical and fundable topic. Reach out to a program officer in your field or consult the program announcement.
- Review previously funded grants for reference.
- Have someone else review your work and brainstorm ideas. Consider forming a peer group for collaborative feedback. Ask a friend to identify repetitive keywords in your CV; this will provide a fresh perspective on your areas of expertise.
- Create a biosketch that aligns with your research. Developing your biosketch will also aid you in writing your grant proposal.
- In your grant proposal, clearly state what you intend to accomplish, how you plan to achieve it, and then reiterate your goals.

Listen to the full interview here:

<https://facultyfactory.org/writing-the-right-grant/>

## Grant Writing Habits and Hacks

with Dionna W. Williams, PhD

*Key takeaways from this interview:*

- Dr. Williams has learned that strategic grant application is essential. Read the institution's website thoroughly to understand their funding priorities.
- NIH Matchmaker is a fantastic online tool for grant research.
- Write in a clear and simple manner. Make your scientific work easily understandable by scientists of all backgrounds.
- Empathize with your readers and ensure that your content is easy for them to understand.

Listen to the full interview here:

<https://facultyfactory.org/grant-writing/>

## Applying for Funding, Top Ten Things to Know

with Donna L. Vogel, MD, PhD

*Key takeaways from this interview:*

- Read the NIH Guide for grants and contracts for announcements, and subscribe to the weekly e-newsletter. For non-federal grants, obtain information from your office of sponsored research or the library informationists. Know high-priority topics for the upcoming year.
- Give yourself and your collaborators enough time. Think in terms of months, not weeks.
- Know what the parts of the application are for—each section has its purpose, but they should all fit together. Ensure that the data you obtain can be interpreted to support your hypothesis or research question and demonstrate preliminary data (if they are good!).
- Account for pitfalls, alternatives, and benchmarks. Anticipate what could go wrong and how you will address it.
- Talk to a human! Ask questions to a knowledgeable individual; at NIH, approach a program officer; at foundations or non-federal agencies, individuals in similar roles. Introduce yourself and remember they are there to help.

Listen to the full interview here:

<https://facultyfactory.org/applying-for-funding-top-ten-things-to-know-with-donna-l-vogel-md-phd/>

## Operating a Successful Research Lab

with Douglas N. Robinson, PhD

*Key takeaways from this interview:*

- Dr. Robinson opened a lab in 2001, and he details many of the habits and hacks that are key to the lab's success.
- Having strong mentorship is priceless when it comes to getting a research lab off the ground.
- Opening and operating a successful lab is actually very similar to running a business.
- Make sure your lab has a vision statement that describes the long-term goals of your lab.
- The vision statement should also describe expectations for everyone, including the PI and trainees. This approach generally avoids conflicts down the road when everyone starts out with that understanding.

Listen to the full interview here:

<https://facultyfactory.org/douglas-robinson/>

## Interdisciplinary Science Habits and Hacks

with Sarah Amend, PhD

*Key takeaways from this interview:*

- This interview with Dr. Amend focuses on fostering healthy and productive collaborations between diverse-minded experts.
- Listening and maintaining an open mind are key factors when navigating the dynamics of an interdisciplinary team.
- Most interdisciplinary collaborations break down because they lack formalization or a shared set of core values.
- Assuming that other people have noble intentions is a powerful tool for building a successful interdisciplinary collaboration.

Listen to the full interview here:

<https://facultyfactory.org/interdisciplinary-science/>

## **A Comprehensive Guide to the Fundamentals of Scholarly Writing**

with Sarah Poynton, PhD, and Rachel Walden, MS, ELS

*Key takeaways from this interview:*

- At its most fundamental level, the process of scholarly writing should begin by asking ourselves, before we start writing, “What is our intent?”
- You must strike a balance between ensuring the reader has enough background and context without overloading them with knowledge they may already be aware of. However, the real barrier should never be the words; it should be the coherence of the writing.
- If you have a great outline, your paper will practically write itself. It's encouraged to spend at least as much time (or more time) on your outline as on your actual paper.
- Have your paper reviewed by both a subject-matter expert and a non-subject matter expert to get a complete and thorough critique of your article's effectiveness from all angles.
- You can download Rachel Walden’s Clinical article template as a PDF here: <https://facultyfactory.org/wp-content/uploads/2023/09/Clinical-article-template.pdf>

Listen to the full interview here:

<https://facultyfactory.org/scholarly-writing>



## **Writing Accountability Groups (WAGs) for Increasing Scholarly Productivity**

with Kimberly A. Skarupski, PhD, MPH

*Key takeaways from this interview:*

- WAGs (Writing Accountability Groups) began when Dr. Skarupski started gathering faculty to meet once a week in small groups with the clear goal of developing a process and habit of writing.
- WAGs are like a writing bootcamp for faculty members in academia, helping them develop a regular writing habit.
- Participants report increased writing regularity and decreased writing session durations after 10 weeks of WAGs, resulting in sustainable writing habits.
- WAGs help break down common writing myths and barriers and establish a routine for writing.
- Anyone can join or start WAGs. Visit [WAGYourWork.com](https://wagyourwork.com) to learn more.

Listen to the full interview here:

<https://facultyfactory.org/writing-groups/>

## Habits, Hacks, and Editorial Services

with Rachel Box, MS, ELS

*Key takeaways from this interview:*

- Ms. Box outlines the many benefits of employing specialized technical editors in scholarly publishing. While technical editors are not ghostwriters, making revisions falls within the scope of their work.
- Ms. Box's team of technical editors seeks to anticipate the questions the reviewers will have and then works with authors to address them before the manuscript is submitted to a journal.
- Working with a technical editor can save authors a lot of time and increase the likelihood of acceptance of their paper.
- Technical editors help guide writers to ensure that their papers are accessible to a broad audience.
- When authors work with technical editors, they learn how to become more effective writers.

Listen to the full interview here:

<https://facultyfactory.org/rachel-box/>

## **Writing, Co-Editing, and Productivity Guidance for Faculty**

with Richard Edden, PhD, MSc

*Key takeaways from this interview:*

- Writing is one of the essential skills you need at any level of science, and you must focus on developing your writing as a postdoctoral fellow and early-career faculty member.
- You can't get far in this field without the ability to communicate your material effectively.
- It helps to plan ahead and understand the structure of what you will be writing about before you start writing. As Dr. Edden says, "I struggle when I don't know what to write about."
- Get used to judging each sentence in terms of how well it serves the paragraph's purpose and assess each word and phrase within a sentence in terms of how well it serves the sentence.

Listen to the full interview here:

<https://facultyfactory.org/richard-edden/>

## Simple and Effective Publishing Advice for Faculty

with Thomas A. Louis, PhD

*Key takeaways from this interview:*

- Select a journal - aim high, but be realistic. Assess the compatibility of the journal with your work area and spend time researching the writing styles featured in the journal.
- Be sure to follow all guidelines and select the content you want to feature in the article.
- It is okay to contact the editors for an update after a few weeks have passed. Be sure to return edits promptly.
- Design your title and abstract to attract your reader.
- Write! Comment on the drafts of others; it can help you learn more about good (and bad) writing. Be persistent and enjoy communicating your findings to others.

Listen to the full interview here:

<https://facultyfactory.org/publishing-advice/>

## Get That Paper off the Ground

with Donna L. Vogel, MD, PhD

*Key takeaways from this interview:*

- If you understand what the sections of a paper are for, it is easier to write them well. Write them all down and insert sub-headings. Start with the sections that require the least amount of decision making.
- Start your paper with a question. Your message should be the answer to your question, and it should be singular. Focus on items that provide evidence for your answer (also known as your message!).
- Choose the right journal for publication. Look at the types of articles they are publishing and how often, and consider the audience. Read what the journal editors tell the reviewers, so you know how to write for that journal.
- Who are the authors of the paper, and in what order? Decide ahead of time.
- If you feel overwhelmed by your paper, imagine how your reader will feel.

Listen to the full interview here:

<https://facultyfactory.org/getting-that-paper-off-the-ground-with-donna-l-vogel-md-phd/>

## Ten Tips for Busy Clinicians Looking to Get Published

with Wendy Ward, PhD, ABPP, FAPA

*Key takeaways from this interview:*

- Rope in others. Health science librarians can help with many tasks: finding articles, conducting a systematic literature review, organizing references, selecting the right journal, and creating tables. Leverage the available time of students; this can expedite the completion of your paper and provide a mentoring opportunity. Ask an appropriate mentor to review your paper before submission.
- Work smarter, not harder: write about what you are currently doing, block out time to write, learn how to use a reference manager (you can ask a librarian for assistance), and check your abstract on jane.org.
- Make sure no one has written on your topic already. If a relevant article is published while you're working on your project, read it to see if there is a call for further research.
- Present your findings at a conference and then publish that information. This provides both a presentation and a publication for your CV.
- Get trained in quality improvement. The Institute for Healthcare Innovation offers no- and low-cost online modules. You can also design a QI project, publish it, and motivate residents/fellows to assist.

Listen to the full interview here:

<https://facultyfactory.org/10-tips-for-busy-clinicians-looking-to-get-published/>

## Getting that Paper Out the Door

with David Yousem, MD, MBA

*Key takeaways from this interview:*

- Break big ideas down into publishable components.
- Once you reach the point where your work is publishable, understand that spending more time may cause delays; don't let perfectionism slow you down.
- When you send out a paper for review, establish a deadline for receiving feedback. If you're requesting a review from someone senior to you, perhaps your mentor can make the request via email.
- Communicate your message clearly and concisely.

Listen to the full interview here:

<https://facultyfactory.org/paper-out-the-door/>

## CHAPTER 2

### MENTORSHIP, COACHING, & SPONSORSHIP

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In the epic poem "The Odyssey," Homer tells the story of Odysseus, the Greek hero and king of Ithaca, during his 10-year journey home after the Trojan War. Odysseus, with a 20-year-old son named Telemachus in Ithaca, is aided by Athena, the goddess and his protectress. Athena, granted permission by Zeus (the king of the gods), takes the form of a male chieftain named Mentos to guide Telemachus in finding his father. This is how the term "Mentor" originated.

Short of your finding a goddess of wisdom and victory, rest assured that you are surrounded by mentors.

Historically, mentorship involved a wise elder imparting wisdom to an upward-gazing, worshipping young student. Nowadays, we seek wisdom from peer mentors and diverse teams of mentors. We look for mentors renowned for their expertise in specific educational, scholarly, clinical, procedural, or scientific areas—these are our content mentors.



We also seek mentors skilled at navigating systems, such as organizational cultures, institutional politics, grant funding agencies, and challenging situations—these are our process mentors.

Guidance around promotions, leadership opportunities, and job changes comes from our career mentors. Peer mentors, colleagues at similar career stages or a rung or two above us on the career ladder, offer invaluable support.

Ideally, having a team of mentors is like being the CEO of "Me, Inc." with mentors serving as your board of directors. Have you considered who is on your board of directors?

Sponsors connect you to resources and opportunities while advocating for your career development. A strong sponsor nominates and suggests you for awards, honors, talks at external institutions, panel presentations, and leadership positions. However, sponsors don't appear magically—you must ask them to sponsor you. Moreover, they won't sponsor someone who doesn't deliver on promises.

Coaching helps clarify goals, strategize options, and action plans, anticipate and overcome obstacles, and holds you accountable to progress. Coaches are thought partners who help you discover and activate your full potential.

In this chapter, we glean wisdom on mentoring, sponsorship, and coaching from experts!

## **Finding the Right Mentors: Habits and Hacks**

with Eric B. Bass, MD, MPH

*Key takeaways from this interview:*

- According to Dr. Bass, he "trusted his gut" when he made a major decision that benefited his family more than his career.
- Dr. Bass shared that he benefitted from having mentors who supported decisions to follow his gut.
- The decision to follow a non-traditional path is more likely to yield success when you are surrounded by great people.

Listen to the full interview here:

<https://facultyfactory.org/eric-bass/>

## Questions to Ask Your Mentor

with Wendy Ward, PhD, ABPP, FAPA

*Key takeaways from this interview:*

- As you get to know a new mentor, ask them to share stories about a leadership challenge they've encountered or the mistakes they've made. This will help you get to know each other and build trust.
- "What should I be doing to prepare for promotion?" Get feedback on your CV and promotion packet.
- Ask your mentor to help you with self-awareness and how to develop/improve those strengths and weaknesses.
- Ask, "What should I be asking that I haven't?"
- Spend time thanking your mentor and pay it forward by mentoring others.

Listen to the full interview here:

<https://facultyfactory.org/questions-to-ask-your-mentor-with-wendy-ward-phd-abpp-fapa/>

## Ten Mentee Rules for Faculty

with Dave Yousem, MD, MBA

*Key takeaways from this interview:*

- Select good mentors using the five A's: available, altruistic, advocate, approachable, and affable.
- Build a committee of mentors: peers, promotion mentors, process mentors, and content mentors. Each one can help you achieve a different goal.
- The mentee should be proactive and shape the relationship. State goals and objectives to address in your mentoring relationship, establish a regular schedule with your mentor, create an agenda in advance, practice reflective listening, summarize the meeting, and send it to the mentor. Always express your appreciation.
- Know your mission! Know when to say "no." If it doesn't serve your mission, should you be doing it?
- You can move on from a mentoring experience and still preserve the relationship by remaining thankful and grateful.

Listen to the full interview here:

<https://facultyfactory.org/10-mentee-rules/>

## Invaluable Lessons from Mentors

with Janet Serwint, MD

*Key takeaways from this interview:*

- The importance of finding mentors early in your career cannot be overstated.
- Over the years, Dr. Serwint has learned much more from her mistakes and failures than her successes.
- The best mentors hope that their mentees will exceed what they have accomplished. Or as Yoda says, “We are what they grow beyond.”
- Having a foundation of people around you who care about you and who you care about is a culture of caring. It is key to wellbeing and resilience.

Listen to the full interview here:

<https://facultyfactory.org/janet-serwint/>

## Be a Memorable Mentor

with Donna L. Vogel, PhD

*Key takeaways from this interview:*

- Expectations and responsibilities go hand in hand. Mentors provide the opportunities, and mentees are responsible for following up.
- Visibility: Provide opportunities for your mentees to showcase their work (e.g., talks, awards, poster presentations, etc.).
- Communication: Find opportunities to develop your mentees' communication skills. Offer courses for presentation, speaking, writing, and grant applications.
- Employability: Allow your mentee to participate in job skills training. This includes interviewing skills, CV writing, and making introductions.
- Evaluation: Documentation is necessary for success. Mentors should provide frequent, informal feedback, as well as required formal feedback.

Listen to the full interview here:

<https://facultyfactory.org/what-it-means-to-be-a-memorable-mentor-an-interview-with-dr-donna-vogel/>

## Mentoring Programs

with Wendy Ward, PhD, ABPP, FAPA

*Key takeaways from this interview:*

- One example of a successful mentoring program is the three-person mentoring committee. Three mentors and one mentee meet twice a year to discuss what should be done at the mentee's specific stage of their career.
- When there are not enough senior faculty members for a 3:1 ratio, explore other types of programs.
- Women's faculty groups have been effective in increasing the success of women faculty in leadership positions and use a 1:1 senior faculty to early-career faculty ratio. This type of group can also be used for UIM as well.
- Matching mentors based on personality is likely to create a better mentoring experience.
- Mentoring is an excellent platform for normalizing conversations about stress and wellness. It can also be a valuable means of collecting data on institution-wide stress points that can lead to institutional change.

Listen to the full interview here:

<https://facultyfactory.org/mentoring-programs-with-wendy-ward-phd-abpp-fapa/>

## **Finding Focus, Collaborators and Mentors for Accelerating Scholarly Productivity**

with Brian Clyne, MD, MHL

*Key takeaways from this interview:*

- When it comes to being successful in the realm of scholarship, you have to have focus, mentorship and a strong group of collaborators.
- Seeking opportunities to continuously learn was at the heart of Dr. Clyne's pathway to promotion.
- Having a coach is not a panacea, but it is likely it will strongly help with your career development, self-awareness, and fighting burnout.

Listen to the full interview here:

<https://facultyfactory.org/brian-clyne/>



## How Faculty Can Better Develop Their Mentoring Network

with Clara L. Lapiner, MPH

*Key takeaways from this interview:*

- Mentoring roles can be grouped into two categories: technical or instrumental career development and psychosocial support. High quality mentoring should include both!
- Women and URM faculty are less likely to receive high-quality mentoring in both categories.
- Don't rely on a single person for all your mentoring needs. Embrace distributive mentoring, which can include any level of faculty and multiple relationships.
- Faculty should feel empowered to enhance their mentoring experiences.
- Peer mentoring groups can be very successful and provide a safe space for sharing.

Listen to the full interview here:

<https://facultyfactory.org/how-faculty-can-better-develop-their-mentoring-network/>

## Successful Peer-Mentorship: Habits and Hacks

with Giorgio Raimondi, PhD

*Key takeaways from this interview:*

- Dr. Raimondi describes ways of organizing and executing effective peer mentoring-based meetings.
- Building structure and accountability around peer-mentorship is key for contributing to career growth, according to Dr. Raimondi.
- Dr. Raimondi advocates approaching peer mentoring with an open mind and courage. He adds, "You don't know what you don't know, and realizations happen regularly during these meetings."

Listen to the full interview here:

<https://facultyfactory.org/giorgio-raimondi/>

## Meaningful Mentorship

with Cynthia Rand, PhD

*Key takeaways from this interview:*

- According to academic medicine research, a strong mentoring relationship is important for a successful career.
- You should be familiar with a potential mentor's history as a mentor, their research or science background, and their presence outside of the institution.
- Use a multiple-mentor strategy. This can help fill in gaps that other mentors do not address. Surround yourself with a tribe of mentors: peer, career, and process mentors.
- If the mentoring relationship isn't going well, share your concerns and ask for your mentor's feedback on the issue. End the mentorship if it isn't fruitful or has come to the end of its lifespan.
- Be proactive and prepared as a mentee. Take ownership by planning and setting agendas, clarifying expectations, and being open to feedback.

Listen to the full interview here:

<https://facultyfactory.org/meaningful-mentorship/>

## **Prioritizing and the Art of Saying No**

with Jennifer Haythornthwaite, PhD

*Key takeaways from this interview:*

- Every time you say "yes," you are saying "no" to something to which you've already committed. Every time you say "no," you are saying "yes" to something to which you're already committed.
- Understand what gives you purpose and meaning in your work.
- When presented with an opportunity, don't get caught up in the moment. Take time to think if it is a good fit. Let them know you will get back to them or schedule a time to discuss it further.
- You may want to consult with a peer or mentor to help you decide if an opportunity is right for you.
- When saying no, compliment the person and thank them for thinking of you. Explain that you are not able to meet the expectations. Consider saying, "I don't want to disappoint you," and recommend another person to fill that role.

Listen to the full interview here:

<https://facultyfactory.org/the-art-of-prioritizing-and-saying-no/>

## Coaching Faculty Towards Self-Actualization

with Heather Brod, MA

*Key takeaways from this interview:*

- You can't reliably be there for other people if you aren't taking care of yourself first and foremost.
- Assumptions and inferences are at the root of many communication and relationship issues that Heather comes across in her role coaching faculty.
- We can ultimately have better relationships when we prioritize observation over inference. It is a much more effective way to communicate, as opposed to assuming we understand other people's motivations.

Listen to the full interview here:

<https://facultyfactory.org/heather-brod/>

## Coaching Habits and Hacks

with Rachel J. Bishop, MD, MPH

*Key takeaways from this interview:*

- Dr. Bishop defines coaching as the process of one person helping another person (or team) achieve their goals.
- Coaching is a judgment-free zone.
- A coach works as a partner with their client.
- A coach should offer observations and a different perspective, but the client makes the discoveries and ultimately paves their own path forward.

Listen to the full interview here:

<https://facultyfactory.org/coaching/>

## **Coaching and Strength-Based Approaches to Keep us Progressing**

with Rachel Salas, MD, MEd

*Key takeaways from this interview:*

- Having a growth mindset is about constantly thinking about who you are and how you can become better.
- Having a coach is much needed in academic medicine for faculty, residents, fellows, nursing students, medical students, etc.
- When you take the time to understand your strengths, you build better awareness of your special talents and let go of the expectation that everyone around you should have that same special talent.

Listen to the full interview here:

<https://facultyfactory.org/rachel-salas/>

## Coaching Advice for Faculty

with Elaine Schulte, MD, MPH

*Key takeaways from this interview:*

- Higher engagement, greater resilience, and increased fulfillment are outcomes of coach-coachee relationships.
- Coaches also reported using coaching skills with patients, peers, and in their personal lives.
- Listen carefully, employ empathy, and use empowering language.
- You can apply the coaching approach in various scenarios: feedback, quality improvement, mentoring, leadership, and annual reviews.
- Use exploratory questions to engage more with your coachee.

Listen to the full interview here:

<https://facultyfactory.org/coaching-advice-for-faculty-with-elaine-schulte-md-mph-faculty-factory-snippet-no-30/>



## Strengthening the Coach and Coachee Relationship

with Harriet W. Hopf, MD

*Key takeaways from this interview:*

- A good coachee is someone who wants to be there in the first place. You have to want it.
- Prepare and reflect ahead of the meeting with your coach. Be completely honest and vulnerable with your coach.
- An effective coach should give you assignments to work on after a coaching session.
- To avoid conflicts of interest, your coach should come from outside of your department.

Listen to the full interview here:

<https://facultyfactory.org/harriet-hopf/>

## **Organizational Savvy, Relationships, Followership, and Sponsorship**

with Rachel B. Levine, MD, MPH

*Key takeaways from this interview:*

- In a nutshell, organizational savvy is about understanding and navigating organizational power and politics.
- Understanding power, influence, and politics is essential. Faculty who neglect to learn about this may find themselves ineffective and unable to advance their own goals.
- It's important to periodically ensure that your leaders are aware of what you are doing. This could be as simple as sending an email. It is a misconception that if you just keep working hard and moving forward, you will be recognized for your efforts by leadership.
- Politics involves trying to understand people's motivations.
- Power and influence refer to the capacity or ability to direct the behavior of others or the course of events. Power is generally exerted through reward or coercive measures to make something happen, whereas influence relies on persuasion rather than authority.

Listen to the full interview here:

<https://facultyfactory.org/rachel-levine/>

# CHAPTER 3

## EDUCATION

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If you're in academia, you're an educator. The Oxford Languages defines "academy" as "a society or institution of distinguished scholars and artists or scientists that aims to promote and maintain standards in its particular field."

You probably got this far (with an MD, PhD, or other terminal professional degree) because you appreciate the value of education. Regardless of your role or title(s) in academic medicine, you are engaged in teaching every day.

Your learners may be traditional undergraduate, graduate, post-graduate, or medical school students, and they may also include your patients and their families, the staff, and colleagues with whom you work every day, and the myriad colleagues you have around the world.

Almost every institution offers formal education programs, courses, workshops, and seminars where you can enhance your skills and knowledge in teaching and facilitating learning; program and curriculum development; assessment and evaluation; educational

leadership; educational scholarship; and educational mentoring, coaching, and advising.

Many institutions have added “educational excellence” as a pathway for promotion, recognizing and valuing the vital work of faculty who are career educators.

In this chapter, we hear from a series of professionals who understand the deep nuances of education in the context of academic medicine, and as you’ll soon discover, their passion for the field is contagious.

## Educational Competencies

with Rachel B. Levine, MD, MPH

*Key takeaways from this interview:*

- Six domains to create faculty development offerings are: teaching and facilitating learning, mentoring/ coaching/ advising, program and curriculum development, assessment and evaluation, educational leadership and administration, and educational scholarship.
- These domains offer a framework for faculty educators to assess where they need to develop their skills and expertise and how they can structure their career development in these areas.
- From an institutional perspective, competencies and metrics within these domains will add value to the program, the faculty instructors, and the learners.
- LCME requires that faculty educators be trained in educational skills; institutions want you to succeed as educators.

Listen to the full interview here:

<https://facultyfactory.org/educational-competencies-with-rachel-b-levine-md-mph/>

## Ten Tips to Build your Clinic-based Teaching Skills

with Wendy Ward, PhD, ABPP, FAPA

*Key takeaways from this interview:*

- Teach with passion.
- Be compassionate, accessible, organized, and plan ahead for your teaching. Understand the learners' level and tailor the content to their needs.
- Conduct a pre-huddle to establish daily goals and clarify roles and expectations. Use open-ended questions to enhance learning throughout the day, and debrief at the end of the day.
- Model best practices and later discuss them with students. Train students in using the electronic health record, or have them shadow you.
- Delegate tasks and provide feedback; this can boost clinical confidence. When appropriate and well-considered, involve patients and peers in providing feedback.

Listen to the full interview here:

<https://facultyfactory.org/ten-tips-to-build-your-clinic-based-teaching-skills-with-dr-wendy-ward/>

## Exploring the Future of Learning and Online Education

with Peggy Semingson, PhD

*Key takeaways from this interview:*

- As technology continues to advance, you don't always have to be entertaining when teaching online, but you do need to be engaging.
- "Nudge" emails can help learners re-engage with the learning material before they become completely disconnected from the course content.
- Most people prefer not to read a wall of text. If possible, consider incorporating video to better engage your learners.

Listen to the full interview here:

<https://facultyfactory.org/peggy-semingson/>

## **The Must-Read Articles of the Month in Medical Education**

with Sean Tackett, MD, MPH

*Key takeaways from this interview:*

- Each month, Sean Tackett, MD, MPH, and his colleagues review the health professions education literature, identifying 3-4 noteworthy articles labeled as "must-reads."
- The process of selecting the "must-read" articles every month is very thorough and carefully executed by Dr. Tackett and his peers, who possess expertise in teaching, educational oversight, and research.
- Through this process, Dr. Tackett aims to make it easier for everyone to keep up with the extensive volume of health professions education articles available.
- Several criteria, including originality and methodological rigor, are considered when selecting the articles.
- To see the latest must-read articles and learn more, visit: <https://hopkinsbayviewinternalmedicine.org/must-reads/>

Listen to the full interview here:

<https://facultyfactory.org/sean-tackett/>



## Interprofessional Education

with Wendy Ward, PhD, ABPP, FAPA

*Key takeaways from this interview:*

- Interprofessional education is defined as two or more professional learners who learn about, from, and with each other. It fosters team-based collaborative practice skills, preparing students for team-based medical practice.
- Team-based healthcare improves outcomes across the quadruple aim, including enhancing patient outcomes, reducing costs, improving population health, and alleviating provider stress and enhancing satisfaction.
- If you aim to implement a widespread cultural change, discuss the socioeconomic factors driving us toward team-based care, its impact on patient outcomes, accreditation requirements, and collaboration in the scientific community.
- Workshops and one-on-one training are highly effective in gaining buy-in and promoting understanding.
- You can access online modules at <https://learnondemand.org/lms/home> (search for "interprofessional education").

Listen to the full interview here:

<https://facultyfactory.org/interprofessional-faculty-development-with-wendy-ward-phd-abpp-fapa/>

## **Just in Time Teaching (JiT'T), Evidence-based Knowledge, and Technology**

with Alice Fornari, EdD, FAMEE, RDN

*Key takeaways from this interview:*

- Dr. Fornari began emailing teaching tips to faculty, and this practice evolved into the free Just in Time Teaching (JiT'T) Infographics app, serving as a more efficient vehicle to present these invaluable teaching tips within health professions education.
- Here is a link to the JiTT Infographics app on the Apple Store: <https://apps.apple.com/us/app/jitt-infographics/id1536470883>
- Here is a link to it on Google Play: [https://play.google.com/store/apps/details?id=com.multieducator.jitt&hl=en\\_US&gl=US](https://play.google.com/store/apps/details?id=com.multieducator.jitt&hl=en_US&gl=US)

Listen to the full interview here:

<https://facultyfactory.org/just-in-time-teaching/>

# CHAPTER 4

## SELF-AWARENESS, SELF-MANAGEMENT, & WELL-BEING

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Socrates is credited with the dictum, “Know thyself,” and Aristotle with “Knowing yourself is the beginning of all wisdom.”

That’s why leadership programs and courses typically start with a standardized self-assessment tool designed to characterize our unique personalities, characteristics, strengths, and weaknesses. There are many such tools readily available, such as:

- The Myers-Briggs Type Indicator® (MBTI®)
- Enneagram Personality Test
- The CPI 260™ Personality Assessment
- CliftonStrengths Assessment
- Fundamental Interpersonal Relations Orientation™ (FIRO®)
- The Campbell Leadership Index (CLI)
- The Emotional Quotient 360 (EQ 360)

- Dominance, Influence, Steadiness, and Conscientiousness (DISC) Assessments
- Principles You Test
- The Influence Style Indicator

The bottom line is, high IQ (intelligence quotient) does not equate to high EQ (emotional quotient). In fact, IQ and EQ can be inversely associated, but if you're high in both, your success in our field should be all but inevitable!

Emotional intelligence includes not only knowing yourself to better manage yourself but also knowing others to better manage relationships.

Daniel Goleman is one of the emotional intelligence (EI) gurus and describes EI as being comprised of: self-awareness; self-regulation; social skill; empathy; and motivation.

In this chapter, we're going all out when it comes to cultivating some of the best minds in our field in conversations that form the building blocks of self-awareness, self-management, and overall well-being in academic medicine.

## Self-Determination Theory

with Jeffrey M. Lyness, MD, FACP<sub>psych</sub>

*Key takeaways from this interview:*

- Self-determination theory is a way to gauge our own and our colleagues' intrinsic motivations and can be understood in three parts: a sense of autonomy, a sense of competence, and a sense of relatedness.
- Self-determination theory can be used in various ways to motivate, engage, and promote understanding among faculty members on a micro level, such as within the department, or on a macro level, such as within the larger field of study or the institution's mission.
- It is important to use rational and clear communication when engaging with your faculty.
- Self-determination theory can also be used to promote wellness and reduce burnout among faculty members.

Listen to the full interview here:

<https://facultyfactory.org/self-determination-theory-in-academic-medicine/>

## **Keeping the Mind and Body Sharp: Habits and Hacks**

with Gabriela Cantarero, PhD

*Key takeaways from this interview:*

- Taking consistent, regularly scheduled breaks from work can enhance productivity.
- Creating "positive reinforcement loops" for projects and tasks has helped Dr. Cantarero maintain focus and productivity while working from home.
- Staying physically active and fit can actually improve your job performance.

Listen to the full interview here:

<https://facultyfactory.org/habits-and-hacks-with-gabriela-cantarero-phd/>

## What I Learned from the “Masters of Adversity”

with George S. Everly, Jr., PhD, FACLP, FAPA

*Key takeaways from this interview:*

- When dealing with adversity, focus on controlling what you can and coping with the rest. The only thing you can truly control is yourself.
- We must not allow adverse times or events to define us; instead, we should see them as just one point on the marathon of life. If we understand that life is a process, adverse times will never define us.
- The more you think about something, the better you become at it. (With that in mind, try to maintain a positive mindset instead of worrying.)
- Those who give up never know how close they came.
- Failure only occurs when you stop trying.

Listen to the full interview here:

<https://facultyfactory.org/masters-of-adversity/>

## Tips for Dealing with Uncertainty in Uncertain Times

with Neda Gould, PhD

*Key takeaways from this interview:*

- Mindfulness can greatly enhance decision making in the present and future.
- It is important to take a few moments each day to center yourself, whether through deep breathing, appreciating the beauty in our lives, or making time to connect with other people.
- Anxiety is not always detrimental; it can help us adhere to regulations and stay safe.

Listen to the full interview here:

<https://facultyfactory.org/uncertainty/>



## **Building the Lifestyle for Sustainable Success: Habits and Hacks**

with Andrew Demidowich, MD

*Key takeaways from this interview:*

- It's much more effective and realistic to allocate 20-30 minutes for writing each day rather than attempting to write in unsustainable 4-hour time periods.
- The key to developing a strong scholarly writing habit is to increase frequency and reduce the duration of each writing session.
- Getting warmed up through stretching or practicing yoga has helped Dr. Demidowich stimulate his mind in the morning.
- When Dr. Demidowich is at his computer, he is either fully focused on email, or he keeps his email app closed entirely. Otherwise, he finds it too distracting to have emails pop up while he is working.

Listen to the full interview here:

<https://facultyfactory.org/habits-and-hacks-with-andrew-demidowich-md/>

## **Staying Productive Inside and Outside of Professional Life: Habits and Hacks**

with Alexis S. Hammond, MD, PhD

*Key takeaways from this interview:*

- Dr. Hammond has found it very beneficial to use her free time on weekends and evenings to be productive outside of academia, which includes reading about financial literacy.
- Incorporating meditation into her daily routine has been important for Dr. Hammond. Her advice is to be kind to yourself during meditation, as it is normal for your mind to wander.
- Limit your media consumption before it becomes overwhelming, especially during times of high stress.

Listen to the full interview here:

<https://facultyfactory.org/alexis-hammond/>

## How Faculty Can Embrace Change and Imperfection

with Rashmi Vyas, MBBS, MD, MHPE

*Key takeaways from this interview:*

- During uncertain times, one thing that remains constant is change itself.
- Making a conscious effort to reinvent yourself through a willingness to change and self-investment can be beneficial.
- Avoid the trap of pursuing perfection over efficiency.
- "Perfection" is fluid and subjective, and it doesn't hold the same meaning for everyone, so it shouldn't be seen as a fixed destination.

Listen to the full interview here:

<https://facultyfactory.org/rashmi-vas/>

## **Developing an Attitude of Gratitude: Habits and Hacks**

with Michelle C. Johansen, MD, PhD

*Key takeaways from this interview:*

- Burnout and brokenness are two different things that are often confused, and Dr. Johansen helps us understand the difference.
- Verbally expressing our gratitude for the things we have can significantly benefit our overall wellness.
- Cultivating an attitude of gratitude can help us navigate tough times more effectively.
- If you are going through a period of brokenness, it's okay, and you may not be able to fix it, but you can control your response to it.

Listen to the full interview here:

<https://facultyfactory.org/michelle-johansen/>

## **Finding your Focus: Habits and Hacks**

with Zahra Maleki, MD, FCAP, MIAC

*Key takeaways from this interview:*

- According to Dr. Maleki, planning, preparation, and being well-organized and disciplined are the elements of success.
- You have to be able to pivot or transition to a new path when you encounter a hiccup in the original plan.
- Dr. Maleki says she is a big believer in the idea that we can accomplish so much more when we work as a team.
- You have to try to establish real connections with your teammates or colleagues; take the time to celebrate the good times and show genuine concern when things are not going well for them.

Listen to the full interview here:

<https://facultyfactory.org/zahra-maleki/>

## **Turning a Nightmare into a Positive Outcome: Habits and Hacks**

with Fawaz Al Ammary, MD PhD

*Key takeaways from this interview:*

- Dr. Al Ammary discusses what he learned from a brutal and unprovoked physical attack.
- We learn about the power of turning a nightmare into a positive outcome through Dr. Al Ammary's story.
- Dr. Al Ammary emphasizes the power of staying positive no matter what happens.

Listen to the full interview here:

<https://facultyfactory.org/fawaz-al-ammary/>

## **Building Healthy Behaviors: Habits and Hacks**

with Sarah Amend, PhD

*Key takeaways from this interview:*

- Post-it notes serve as a simple way to remind ourselves to engage in healthy behaviors we might otherwise forget.
- Revisit your Post-it notes and refresh them with new messages.
- Don't be afraid to discard Post-it note reminders that are no longer applicable or necessary.
- Dr. Amend discusses how passwords and PIN numbers can sometimes serve as reminders of the healthy behaviors we want to reinforce in ourselves.
- Save emails that remind you of your purpose and "your why," and reread them during bad days.

Listen to the full interview here:

<https://facultyfactory.org/sarah-amend/>

## **Balancing Home Life with Work: Habits and Hacks**

with Sarah R. Andrews, MD

*Key takeaways from this interview:*

- 
- Dr. Andrews discusses how she balances her career goals with being the best possible parent to her children.
- When Dr. Andrews is in the waiting room at her children's ballet practice, she says that it is a great time to catch up on work. However, she would never use her laptop during an actual performance.
- Modeling healthy work-life balance habits for your children is an important priority for Dr. Andrews.
- Everyone has their own work-life balance, and it does not have to be a perfect 50-50 split. Find what works best for you.

Listen to the full interview here:

<https://facultyfactory.org/sarah-andrews/>



## **Managing your Calendar and Making Time for Fun: Habits and Hacks**

with Lauren E. Benishek, PhD

*Key takeaways from this interview:*

- Dr. Benishek is an organizational psychologist. Essentially, an organizational psychologist applies psychological theory to improve workplace environments for the people who operate within them.
- Embrace the concept of "productive procrastination."
- It is crucial to schedule enjoyable meetings on your calendar.
- Don't let email control your life! Check it once or twice a day.

Listen to the full interview here:

<https://facultyfactory.org/habits-and-hacks-with-lauren-e-benishek-phd/>

## Simple and Sustainable Wellness Tips for Faculty

with Erika T. Brown, PhD

*Key takeaways from this interview:*

- Don't skip lunch, even if it's just for 20 minutes. Find time every day to enjoy a peaceful lunch.
- It's okay to mourn the loss of a lifestyle. When profound changes occur (such as what happened during the COVID-19 pandemic), it's okay to grieve the loss of a previous way of life.
- Don't wait for vacation time to take charge of your wellness. Discover habits you can implement today to sustain yourself between now and your next vacation.

Listen to the full interview here:

<https://facultyfactory.org/erika-brown-reunion/>

## **Collaboration, Teamwork, and Meditation for Unlocking Success: Habits and Hacks**

with Lorraine T. Dean, ScD

*Key takeaways from this interview:*

- Faculty should avoid attempting to lead every initiative and instead adopt a more collaborative and team-oriented approach to papers, grants, etc.
- Tracking your writing output in a spreadsheet to increase productivity in writing can be helpful.
- Seek support from senior faculty and peer mentors to familiarize yourself with resources and set yourself up for success.
- Dr. Dean's key stress relievers include engaging in at least one form of exercise every day and meditating using the Calm App.

Listen to the full interview here:

<https://facultyfactory.org/lorraine-dean/>

## **Mindfulness, Curiosity and Efficiency: Habits and Hacks**

with Amir Manbachi, PhD

*Key takeaways from this interview:*

- Dr. Manbachi reminds us that it is essential to keep improving ourselves and learning every single day.
- According to Dr. Manbachi, life is going to throw curveballs at us, so we need to be ready.
- Dr. Manbachi says it is important to realize that writing is his job, and he should be doing it every day.
- Getting up every day and meditating for about 15 minutes can have a massively positive impact on our lives.
- Professional development seminars can change your career and life.

Listen to the full interview here:

<https://facultyfactory.org/habits-and-hacks-with-amir-manbachi-phd/>

## **The Art of Self-Care: Habits and Hacks**

with Zainab Obaidi, MD

*Key takeaways from this interview:*

- Finding joy at work through making connections with patients and colleagues can be really beneficial to our general wellbeing.
- Dr. Obaidi encourages us to start honest conversations with our patients and colleagues by simply asking how they are handling the pandemic.
- As healthcare workers, we have a natural inclination to take care of others, but we also must remember to take care of ourselves.

Listen to the full interview here:

<https://facultyfactory.org/zainab-obaidi/>

## **The Practical Use of Strength-Based Psychology**

with Rachel Salas, MD, MEd

*Key takeaways from this interview:*

- Having a growth mindset is about constantly thinking about who you are and how you can be better.
- Having a coach is much needed in academic medicine for faculty, residents, fellows, nursing students, medical students, etc.
- When you take time to understand your strengths, you build better awareness of your special talents and end your expectations that everyone around you should have that special talent.

Listen to the full interview here:

<https://facultyfactory.org/rachel-salas/>

## Wellness, Equity, and Celebrating “Failure”

with Sylk Sotto, EdD, MBA, MPS

*Key takeaways from this interview:*

- We have to try to consider the unintended consequences of things we think are great ideas.
- According to Dr. Sotto, "You cannot work towards individual resiliency without working on institutional resiliency."
- Dr. Sotto describes the "Promotion Accountability Groups" she helps run at Indiana University. These groups are focused on the elements of a successful dossier. They are not review groups but accountability groups aimed at supporting process, community, and productivity.
- Failing and failure are part of the process of how we grow in our careers as faculty.

Listen to the full interview here:

<https://facultyfactory.org/sylk-sotto/>

## **Healthy Habits for your Professional and Personal Life: Habits and Hacks**

with Divya Srikumaran, MD

*Key takeaways from this interview:*

- Dr. Srikumaran describes the wonderful benefits of living in a multigenerational household.
- Coordinating logistics with her family at home has transferred to practical team-building skills that Dr. Srikumaran has implemented in her professional life.
- Look within your extended family or community-based organizations for opportunities to build relationships with folks beyond immediate family.

Listen to the full interview here:

<https://facultyfactory.org/habits-and-hacks-with-divya-srikumaran-md/>



## Staying Centered on What Matters Most: Habits and Hacks

with Eric C. Strain, MD

*Key takeaways from this interview:*

- When his kids were young, Dr. Strain left work at 3 pm two days a week to better balance his home and work life. He would make up for the lost time on Saturday mornings. Having a flexible schedule was very helpful.
- Be aware of your rhythms and strengths. Dr. Strain knows he is a morning person and that is when he functions best, so he attempts to structure his work schedule around his strength.
- Limiting alcohol consumption, exercising regularly, and attending church services are three habits that kept Dr. Strain centered.

Listen to the full interview here:

<https://facultyfactory.org/eric-strain/>

## **Perseverance and the Art of Experiencing Joy**

with Priya Umapathi, MD

*Key takeaways from this interview:*

- Find the things in your life (family, friends, exercise, etc.), that renew your energy because as a faculty member, you will need it.
- We all need external validation at some point, to understand and feel that we are loved and valued, so don't be afraid to reach out to other people who love you.
- We are always hardest on ourselves. Never forget to forgive and love yourself.

Listen to the full interview here:

<https://facultyfactory.org/priya-umapathi/>

## Overcoming Imposter Syndrome

with Donna L. Vogel, MD, PhD

*Key takeaways from this interview:*

- Imposter Syndrome is very common and takes various forms.
- Embracing positive feedback is important for overcoming feelings of incompetence and validating the person who is complimenting you.
- Do not attribute your success to luck.
- Keep a record of positive feedback and accomplishments to boost your confidence.
- Abandon ideas of perfection and admit when you need to seek help.

Listen to the full interview here:

<https://facultyfactory.org/imposter-syndrome/>

## **New Roles, Change, and Post-Traumatic Growth**

with Wendy Ward, PhD, ABPP, FAPA

*Key takeaways from this interview:*

- Policy work is not typically something that excites faculty, but getting involved in it can truly make a difference in shaping the future of important matters, such as maternity/paternity leave and remote work policies.
- When going through a traumatic event, it's possible to return to a better state than your baseline with the right amount of rest and reflection.
- Going through a traumatic event may help you discover more internal strength than you originally thought you had, and the confidence you gain from it is invaluable.

Listen to the full interview here:

<https://facultyfactory.org/wendy-ward/>

## Ten Things Early-Career Professionals Can Do to Promote Better Work-Life Balance

with Wendy Ward, PhD, ABPP, FAPA

*Key takeaways from this interview:*

- Start healthy habits early in your career to help sustain you for the rest of your professional life.
- Maintain an active lifestyle and ensure you get enough sleep.
- Utilize your vacation days, and make sure to stay home when you are sick.
- Financial wellness is crucial. You may have a large salary, but be mindful of any student loan debt you still owe and adjust your spending habits accordingly.
- Resilience may be a better goal than "balance," which can be elusive and fleeting.

Listen to the full interview here:

<https://facultyfactory.org/ten-things-early-career-professionals-can-do-to-promote-better-work-life-balance/>

## Thinking Holistically About Workforce Wellness

with Daniel Barnett, MD, MPH

*Key takeaways from this interview:*

- Everyone can benefit from taking a psychological first aid training session. It is essentially CPR training designed for individuals who are not mental health professionals but want to identify psychological distress in their colleagues and peers.
- We need to focus more rigorously on tools and approaches that have been peer-reviewed and represent best practices for self-care among healthcare providers in our institutions.
- There is great value in understanding the early signs of burnout and compassion fatigue in both ourselves and our peers. It would be beneficial to establish a system-wide training curriculum for this purpose.

Listen to the full interview here:

<https://facultyfactory.org/thinking-holistically/>

## Essentials of Wellbeing

with Lee Daugherty Biddison, MD, MPH

*Key takeaways from this interview:*

- Regardless of how busy we may be, wellness should never be pushed to the backburner. Being well at work is fundamental to achieving our goals.
- As we strive for wellness, it's crucial to prioritize self-awareness as a key attribute of our mindset. Self-awareness requires practice.
- Humility plays a vital role not only in workplace wellness but also in all aspects of life. Have the humility to recognize that "you are not the sole keeper of truth."
- Building workplace wellness heavily relies on fostering a sense of community and encouraging shared experiences.

Listen to the full interview here:

<https://facultyfactory.org/wellbeing/>

## Joy in the Workplace

with Dave Yousem, MD, MBA

*Key takeaways from this interview:*

- Belief in and commitment to the mission increase happiness in the workplace.
- Prioritizing a positive attitude and developing a regular practice of gratitude are beneficial.
- It is important to schedule activities that bring you joy, not only professional development but also celebrations at work.
- People are generally happier in workplaces with decorations such as plants, flowers, or holiday decor.

Listen to the full interview here:

<https://facultyfactory.org/the-importance-of-joy-in-the-workplace/>



## Taking Ownership of our Wellness

with David A. Rogers, MD, MHPE

*Key takeaways from this interview:*

- Be intentional about building your own social support networks.
- If you travel to a professional development meeting, take advantage of networking and social interactions during breaks; try to avoid being on your phone checking emails.
- Many faculty are so humble that they don't ask for a leadership title, but you need to get the title that's requisite with the work and the responsibility you have because it creates additional opportunities in the future.

Listen to the full interview here:

<https://facultyfactory.org/wellness/>

# CHAPTER 5

## LEADERSHIP

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We're all leaders. You may not have a formal leadership title, but you are leading simply by working in your roles (e.g., as clinician, investigator, educator, colleague, administrator, program builder, partner, parent, etc.). This is because your patients, students, colleagues, and leaders are watching, listening, and learning from you.

Our recommendation is that you begin to see yourself as a leader and start acting from that vision. Then start to think about the kind of leader you are or want to be.

There are many types of leaders. Daniel Goleman, the aforementioned emotional intelligence guru, describes six different leadership styles:

1. Coercive
2. Authoritative
3. Affiliative
4. Democratic

5. Pacesetting

6. Coaching

Goleman explains how excellent leaders nimbly switch between these styles to maximize performance and results. Which styles are natural to you? Which are uncomfortable? How can you start to practice and grow your leadership confidence?

You might start by exploring leadership competencies; that is, measurable indicators of good leadership.

For example, at Johns Hopkins, we have a set of 12 leadership competencies:

1. Establishing relationships
2. Developing talent
3. Inspiring and motivating others
4. Demonstrating emotional intelligence
5. Acting with integrity
6. Acting strategically
7. Managing risk
8. Navigating organizations
9. Communicating effectively
10. Promoting diversity and inclusion
11. Setting a strategic vision
12. Holding self and others accountable

You can do a self-assessment of leadership competencies, ask for feedback from trusted mentors, colleagues, and trainees, and/or request a more formal 360-degree assessment of your areas of strength and areas that could benefit from further development.

In this chapter, we will help you initiate the next steps in your leadership journey by exploring key interviews with some of the top leadership minds in our field.

## Successful Habits of Shifting to a New Leadership Role

with Maria Oliva-Hemker, MD

*Key takeaways from this interview:*

- Dr. Oliva-Hemker emphasizes the significance of initiating relationship building and collaborations immediately upon assuming a new leadership role. Establishing connections and fostering teamwork early on can lay a solid foundation for success.
- Leadership transitions offer valuable learning opportunities. Dr. Oliva-Hemker highlights the importance of embracing these experiences as chances to grow and improve one's leadership skills.
- There's no one-size-fits-all approach to a leadership transition, and individuals should adapt their approach based on their specific circumstances and goals.
- Expressing gratitude and acknowledging support are essential aspects of successful transitions. Always take time to recognize and appreciate the contributions of mentors, colleagues, and supporters in facilitating career transitions and achievements.

Listen to the full interview here:

<https://facultyfactory.org/maria-oliva-hemker/>

## Exploring Leadership Competencies in Academic Medicine

with Kimberly A. Skarupski, PhD, MPH

*Key takeaways from this interview:*

- Before delving into this discussion, Dr. Skarupski encourages listeners to recognize, first and foremost, that we are already leaders by virtue of being faculty members in academic medicine.
- To guide this discussion, Dr. Skarupski covers the leadership competencies framework developed by Johns Hopkins Medicine. This comprehensive matrix identifies 12 key competencies, each essential for effective leadership at different levels within academic medicine.
- The 12 competencies are as follows: Establishing Relationships; Developing Talent; Inspiring and Motivating Others; Demonstrating Emotional Intelligence; Acting with Integrity; Acting Strategically; Managing Risk; Navigating Organizations; Communicating Effectively; Promoting Diversity and Inclusion; Setting a Strategic Vision; and Holding Self and Others Accountable.
- You can download the Johns Hopkins Medicine Leadership Competencies matrix document as a PDF here: <https://facultyfactory.org/wp-content/uploads/2023/09/Leadership-Competencies.pdf>

Listen to the full interview here:

<https://facultyfactory.org/leadership-competencies/>

## Ten Tips for Building Leadership Skills

with Wendy Ward, PhD, ABPP, FAPA

*Key takeaways from this interview:*

- Active listening can be a major asset while in a leadership role. This is especially valuable when practicing empathy.
- Maintain flexibility in the face of unexpected events.
- Building relationships will help you adopt a collaborative approach to leadership.
- Be self-aware and mindful of how you can improve. Don't hesitate to ask your colleagues for constructive feedback.

Listen to the full interview here:

<https://facultyfactory.org/ten-tips-for-building-leadership-skills-with-wendy-ward-phd-abpp-fapa/>

## **Elevating your Career in Academic Medicine with Emotional Intelligence**

with Kimberly A. Skarupski, PhD, MPH

*Key takeaways from this interview:*

- Emotional Intelligence, often referred to as EQ (Emotional Quotient), is our ability to understand, use, and manage our emotions to enhance various aspects of our lives, including stress relief, effective communication, empathy, problem-solving, and conflict resolution.
- Unlike IQ (Intelligence Quotient), which remains relatively stable, EQ can be improved with effort, making it a valuable skill for those of us in academic medicine to develop.
- The first component of emotional intelligence is knowing yourself to better manage yourself, and knowing others to better manage your relationships with other people.
- Standardized personality profiling tools, such as the Myers-Briggs Type Indicator and the CliftonStrengths Assessment can help individuals gain self-awareness and identify areas for improvement in their EQ.
- Getting to know ourselves better will help us pinpoint where we are likely to encounter problems and face challenges when dealing with stress and adversity in our careers, enabling us to be proactive in preventing such issues.

Listen to the full interview here:

<https://facultyfactory.org/emotional-intelligence/>



## **Expanding Opportunities and Securing Leadership Positions: Habits and Hacks**

with Tina Tran, MD

*Key takeaways from this interview:*

- Dr. Tran describes the importance of attending events and conferences to expand your leadership and collaboration opportunities.
- Advocating for yourself is extremely important!
- Dr. Tran is a self-described introvert, and she utilized many different skills to secure leadership positions.
- To overcome her apprehensions about public speaking, Dr. Tran started small and then built her way up to larger and larger speaking engagements.

Listen to the full interview here:

<https://facultyfactory.org/tina-tran/>

## Why You Need a Mission Statement

with Dave Yousem, MD, MBA

*Key takeaways from this interview:*

- The best mission statements will translate across all aspects of your life.
- Your mission statement may change over time, and the themes of your mission will transcend a grant or project.
- Ask yourself, what are you most passionate about? Knowing your mission will help you focus on and prioritize work that is mission-centric.
- Developing your mission statement is crucial to helping you know what to say "yes" to and what to say "no" to, which, in turn, will help you manage your time.

Listen to the full interview here:

<https://facultyfactory.org/why-you-need-a-mission-statment/>

## Six Secrets to Success

with Charles G. Irvin, PhD, DE, ATSF, FERS

*Key takeaways from this interview:*

- Find your passion. Have a vision and a plan.
- Work hard and put the time in. You have to enjoy the challenge.
- Don't be afraid to fail. Be honest with yourself.
- Give back. Enjoy life and be grateful.
- You have to keep learning. Value collaborations and mentorships.

Listen to the full interview here:

<https://facultyfactory.org/keys-to-success-and-learning-from-mistakes-with-charles-g-irvin-ph-d-de-atsf-fers/>

## **Women's Empowerment and Leadership: Habits and Hacks**

with Jennifer Lee, MD

*Key takeaways from this interview:*

- Dr. Lee discusses why she founded the Women's Empowerment and Leadership Initiative (WELI) within the Society for Pediatric Anesthesia and the inequities it aims to address.
- Dr. Lee describes simple and effective ways for faculty to embrace work-life integration.
- In coaching, we should always ask ourselves, "Why am I talking?" and "Why am I not currently listening to my protege?"

Listen to the full interview here:

<https://facultyfactory.org/jennifer-lee/>

## Focusing on Leadership Over Management

with Kimara Ellefson, MBA

*Key takeaways from this interview:*

- There is a distinct difference between leadership and management, and people want to be led, not managed.
- You do not need a formal leadership title to lead others in academic medicine.
- The power is in always learning. You will never reach a point where you have “figured it all out,” but instead, there is an “always figuring it out” point.

Listen to the full interview here:

<https://facultyfactory.org/kimara-ellefson-reunion/>

## **Befriending Yourself and Overcoming Failure**

with Janet Bickel, MA

*Key takeaways from this interview:*

- Failure and success are not opposites. As faculty, we often experience failures on the path to success.
- You cannot possibly measure all the good you do as a faculty member. If we evaluate ourselves based on what we can't achieve, it becomes a recipe for burnout.
- Accepting the imperfection inherent in everything we do is a form of self-compassion and self-friendship.
- Ask yourself, "Whom can I express gratitude to today, especially those I haven't thanked recently?"

Listen to the full interview here:

<https://facultyfactory.org/janet-bickel/>

## Transitions, Transformational Change and Leadership

with Peter Densen, MD

*Key takeaways from this interview:*

- "No" represents a decision, while "Yes" signifies a responsibility.
- There are three phases of transformational change: 1. The conclusion of one stage. 2. A period of uncertainty. 3. A new beginning.
- If you are seeking to transition into or aspire to a formal leadership position, it is important to remember that no leader is highly effective unless they can clearly communicate their desired direction and inspire others to embark on that journey.

Listen to the full interview here:

<https://facultyfactory.org/peter-densen/>

## **Organizational Savvy in Academic Medicine and Science**

with R. Kevin Grigsby, MSW, DSW

*Key takeaways from this interview:*

- Trying to do everything at once and aiming to make everybody happy all the time is the antithesis of professional growth and leadership.
- If you are feeling overwhelmed, you need to identify tasks or activities that you should stop doing. This is an essential aspect of strategic planning.
- Meetings are for tasks such as making decisions or reaching a consensus, rather than just for sharing information.

Listen to the full interview here:

<https://facultyfactory.org/organizational-savvy/>



## Human-Centered Design and Design Thinking

with Danielle Piccinini Black, MPH, MBA

*Key takeaways from this interview:*

- Design thinking falls under the human-centered design umbrella. Human-centered design is a framework encompassing different approaches and techniques that are people-focused and built on empathy.
- Design thinking, taught by Danielle, is a creative and iterative, empathetic problem-solving process that emphasizes the importance of keeping the people for whom you're designing central to the process.
- Design thinking emphasizes that those closest to the problem are going to be best positioned to come up with the solutions.
- Design thinking involves assembling multidisciplinary teams, including stakeholders and end users, to collaboratively develop solutions.

Listen to the full interview here:

<https://facultyfactory.org/design-thinking/>

## **Formal Reviews for Lifelong Success in Academic Medicine: Habits and Hacks**

with Janice E. Clements, PhD

*Key takeaways from this interview:*

- The value of orientation cannot be overstated in relation to the future success of faculty.
- Dr. Clements discusses the ways Johns Hopkins supports its faculty through initiatives such as the Gold Book, salary equity, and clear faculty compensation plans.
- According to Dr. Clements, it is very valuable to prepare for annual reviews regularly throughout the year.
- Re-appointment and annual reviews are crucial for career development.
- Dr. Clements offers valuable advice on building a lab and emphasizes the importance of effective teamwork in this endeavor.
- If your institution does not have a formal annual review process, Dr. Clements recommends that faculty take the initiative to schedule one with their department or division leader. It may also be a good practice to meet with mentors to prepare for the annual review.

Listen to the full interview here:

<https://facultyfactory.org/janice-clements/>

## Your Career is a Marathon: Habits and Hacks

with Barbara Fivush, MD

*Key takeaways from this interview:*

- The importance of resilience cannot be overlooked or overstated.
- Dr. Fivush believes it's wise to view your career as a marathon, not a sprint. It's vital to remain focused and strong during tough times.
- When building a team, it's crucial to include people who may not agree with you, as this can help you understand the barriers and obstacles to your project.
- Self-reflection is essential. Take the time to consider how you want to present yourself so that you always present your best self.
- Be honest, transparent, and kind when delivering difficult news to someone.

Listen to the full interview here:

<https://facultyfactory.org/barbara-fivush/>

## Community Engagement Habits and Hacks

with Panagis Galiatsatos, MD, MHS

*Key takeaways from this interview:*

- Dr. Galiatsatos provides information on how individual faculty members and medical institutions can better serve the community.
- If you genuinely want to serve your community, you must dedicate time to active listening and understanding its needs from the community's perspective.
- Serving your community is distinct from providing charitable services. The community is not a charity.

Listen to the full interview here:

<https://facultyfactory.org/community-engagement/>

## Optimizing Performance through Preparation and Feedback

with Mark Guadagnoli, PhD

*Key takeaways from this interview:*

- No matter what they do, the best performers in the world have coaches. It is part of the reason why they are the best.
- "What got you here is not what is going to get you there" doesn't mean throw everything away. It's helpful to look at everything you are doing in an objective way and figure out what you need to keep and what you need to change.
- The challenge point framework, created by Dr. Guadagnoli and Timothy D. Lee in 2004, essentially says, "at some point you have to challenge yourself to create a sufficient difficulty so that you fail."

Listen to the full interview here:

<https://facultyfactory.org/optimizing-performance/>

## Risk Mitigation Habits and Hacks for Faculty

with Jeffrey Natterman, Esq.

*Key takeaways from this interview:*

- As faculty, limiting our exposure to liability often boils down to practicing thorough communication skills.
- Mr. Natterman reminds us that faculty should be aware that communication is not only important between healthcare providers and patients but also extremely crucial among colleagues.
- Documentation is a vital aspect of risk mitigation.
- Having a policy written on paper is not sufficient to fully protect ourselves from liability. You must also ensure that those who are supposed to adhere to the policy understand it.
- Written policies should not be ambiguous, overly vague, or nuanced.

Listen to the full interview here:

<https://facultyfactory.org/risk-mitigation/>

## Imposter Syndrome and Leadership Roles in Academia

with Cynthia Rand, PhD

*Key takeaways from this interview:*

- Feelings of imposter syndrome are pervasive in academic medicine, according to research cited by Dr. Rand.
- Those who are competent will express doubts about the extent of their knowledge because they have enough knowledge to recognize what they don't know.
- Imposter "syndrome" is so common and normal that it could probably be referred to as imposter "phenomenon" as it really is not a syndrome.
- When you take on a new leadership role, it is unrealistic to be fully competent in the position right away; it takes time to become fully competent through learning, hard work, practice, etc.
- With humility and the right partnerships, you will gain the skills you need for leadership.

Listen to the full interview here:

<https://facultyfactory.org/imposter-syndrome-rand/>

## **Reflections on Building Faculty Growth and Leadership in the Face of a Global Crisis**

with Patrick O. Smith, PhD, ABP

*Key takeaways from this interview:*

- You have to be able to adapt to ambiguity (especially during tumultuous times).
- Having the ability to make quick pivots is crucial when dealing with conflict or challenging situations.
- Don't make assumptions about your expectations. All faculty should exercise strong two-way communication with leadership to ensure they are clear on what is expected of them.

Listen to the full interview here:

<https://facultyfactory.org/building-faculty/>



## Fighting Leadership Burnout

with Nancy Spector, MD

*Key takeaways from this interview:*

- If you are not doing 20% of your mission-based work every week, you are more likely to be burned out.
- Building back the "time to think" in our busy professional lives is crucial; you cannot just be "putting out fires" all day.
- Leaders need to model things like healthy workstyles and effective time management techniques to help shape the culture for others.
- Shifting away from a command-and-control style of leadership is crucial.

Listen to the full interview here:

<https://facultyfactory.org/nancy-spector-reunion>

## How Diversity and an Inclusive Mindset Elevates Science

with Maria Trent, MD, MPH, FAAP, FSAHM

*Key takeaways from this interview:*

- Dr. Trent highlights the positive impact of diverse teams in healthcare, emphasizing that interdisciplinary collaboration among professionals with varied skills and backgrounds leads to better patient outcomes.
- It cannot be understated how important cognitive diversity is within teams that encompass different perspectives, skills, and approaches to problem-solving. Dr. Trent discusses how her research team, consisting of clinicians, nurses, outreach workers, and bench scientists, leverages a range of skills and experiences.
- Dr. Trent underscores the need for creating a safe and inclusive space in the workplace, where individuals feel comfortable sharing their personal experiences and challenges. This, she suggests, leads to transformative experiences, fostering a stronger sense of unity and collaboration within teams.
- The emphasis should not only be on valuing diversity itself but also on actively listening to and acknowledging diverse voices to build more inclusive cultures.

Listen to the full interview here:

<https://facultyfactory.org/maria-trent/>

## **You Deserve a Seat at the Table**

with Rashmi Vyas, MBBS, MD, MHPE

*Key takeaways from this interview:*

- Engage in leadership, coaching, mentorship, and continuing professional development opportunities as a strategy for investing in yourself.
- Learn to be assertive.
- We must learn to diplomatically decline tasks that are not aligned with our career goals.
- Learn how to communicate your value because you deserve a seat at the table!

Listen to the full interview here:

<https://facultyfactory.org/why-you-deserve-a-seat-at-the-table-with-rashmi-vyas-mbbs-md-mhpe/>

## Career and Time Management Advice

with Thomas A. Louis, PhD

*Key takeaways from this interview:*

- Networking is important, and you'll learn a lot, but don't try to "game it." Be sincere.
- It's important to set a framework for yourself, but don't be so goal-oriented that you become inflexible.
- Just because something is logical doesn't mean you will desire it. Desirability can be more important than logic.
- Remember that having five 20% commitments is vastly different from having twenty 5% commitments.

Listen to the full interview here:

<https://facultyfactory.org/career-and-time-management-advice-with-thomas-a-louis-phd/>

## Triaging Competing Demands and Skill-Building to Grow our Academic Careers

with Stuart Ray, MD

*Key takeaways from this interview:*

- To identify your area of career opportunity, it is crucial to recognize the point where your passions and skills intersect with the world's great needs.
- When meeting with peers and mentors for support, try to allocate a fixed time slot, such as 30 minutes, and allow the meeting to extend only if they desire it. Prepare beforehand and avoid going into the meeting unprepared.
- To effectively prioritize competing demands, distinguish between what is urgent but not important and what is important but not urgent. Focus on the latter.
- Make time for the things that bring you joy because they will give you energy. Make time for the things that are important because they keep the lights on.
- Try not to love your institution, as it will never reciprocate that affection. Instead, focus on nurturing relationships with people who can reciprocate your love, such as colleagues and family.

Listen to the full interview here:

<https://facultyfactory.org/stuart-ray/>

## Time Management and Efficiency

with David Yousem, MD, MBA

*Key takeaways from this interview:*

- Put first things first; prioritizing is the name of the game.
- Do only a few things, but do them well.
- To avoid mindlessly surfing the web, try making a rule for yourself to only do so in the evening, when you are away from work.
- Proper planning prevents poor performance.
- Not every task requires your best possible effort and execution; sometimes you just need to get it done.

Listen to the full interview here:

<https://facultyfactory.org/time-management/>

## Protecting Your Time: Habits and Hacks

with Alejandro V. Garcia, MD, FACS, FAAP

*Key takeaways from this interview:*

- Dr. Garcia noticed that one of the biggest sources of stress for him was the constant notifications on his phone and smartwatch. Turning most notifications off made a dramatic change in his life.
- You don't have to reply to emails immediately; people will adapt and be okay with delayed responses.
- Mindfulness is essential. When experiencing a lot of stress and anxiety, it's helpful to slow down and engage in calming activities, such as going for a walk or taking an extra lap around the hospital.
- Dr. Garcia realized the importance of slowing down, being aware of his surroundings, and taking the time to savor simple pleasures, like the taste of a good cup of coffee.

Listen to the full interview here:

<https://facultyfactory.org/habits-and-hacks-with-alejandro-v-garcia-md-facs-faap/>

## **Productivity and Time-Saving Techniques: Habits and Hacks**

with Shameema Sikder, MD

*Key takeaways from this interview:*

- Dr. Sikder has a "go-to" habit of making lists. It has been critical in helping her balance the demands of work and home life.
- Making maximum use of a calendar is key to staying organized. For Dr. Sikder, if something does not make its way onto her calendar as an actual event, it becomes difficult for her to set aside time for it.
- When it comes to making a list, and staying efficient, a good rule of thumb is to get the thing that you are dreading the most done first.
- Sometimes we must realize that priorities change, and we have to take things off our list when they don't actually get done.
- No is a complete sentence. There is power in saying no.

Listen to the full interview here:

<https://facultyfactory.org/shameema-sikder/>



## Myers–Briggs Type Indicator (MBTI)

with Kimberly A. Skarupski, PhD, MPH

*Key takeaways from this interview:*

- MBTI is a personality preference tool used worldwide, consisting of four dichotomies or preference pairs.
- The four preferences include: where or how we get energy (extrovert or introvert), how we take in information (sensor or intuitor), how we make decisions (thinker or feeler), and how we orient ourselves in the world (judgers or perceivers).
- Identifying these preferences is useful not only for better understanding ourselves but also for understanding those around us. It can assist in being a better leader, organizer, or teammate.

Listen to the full interview here:

<https://facultyfactory.org/myers-briggs-type-indicator-mbti-factory-factory-podcast-snippet-no-5/>

## A Leadership Roadmap for Faculty

with Jennifer Lee, MD

*Key takeaways from this interview:*

1. It is acceptable to have small goals in your career, and Dr. Lee advises aligning those small goals with something you are genuinely passionate about.
2. Although it may sound cliché, merging your passion with your work is a major key to building long-term success in our field and pursuing leadership opportunities.
3. While you may not have a clear picture of your ideal leadership role, it is beneficial to tailor your CV to reflect the job you aspire to hold in the future.
4. Networking is key to leadership. Let others know about your diligent efforts and your desire to contribute to specific groups, projects, and ideas. By doing so, you may discover previously unknown opportunities.

Listen to the full interview here:

<https://facultyfactory.org/leadership-roadmap/>

## **Accountability for Better Productivity: Habits and Hacks**

with Meghan Berkenstock, MD

*Key takeaways from this interview:*

- During the early phase lockdowns of 2020, Dr. Berkenstock saw fewer patients, which led her to engage in more research efforts with the extra time.
- Dr. Berkenstock initiated a Writing Accountability Group (WAG) with her colleagues, which proved helpful in maintaining her increased writing productivity.
- Having multiple mentors, or even a mentor team, can be beneficial for professional growth and advancement.
- Networking can foster valuable relationships on both a personal and professional level.
- Staying organized and prioritizing tasks are key factors that help Dr. Berkenstock maintain high productivity.

Listen to the full interview here:

<https://facultyfactory.org/meghan-berkenstock/>

# CHAPTER 6

## NETWORKING

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Networking is all about building relationships, and relationships are fundamental to the human condition.

Some of our connections are purely transactional (i.e., directing us from here to there, engaging in one-and-done business exchanges), while others are transformational (i.e., mentoring, sponsoring, advising, coaching us for personal growth and career success).

In academia, we typically associate networking with our professional society conference activities.

When we attend these society meetings and functions, we can meet so many likeminded people in a very short amount of time. From a pure logistical standpoint, this is crucially important for networking, and our careers overall, because during these events, we could (and should be):

- Showcasing our scholarly contributions and expertise.
- Socializing with old and new friends.
- Learning who is doing what.

- Discovering service and leadership opportunities within the society.
- Brainstorming new projects and initiatives.
- Forming new collaborations.
- Scouting future job openings and/or funding priorities.
- Building a panel of experts who will write letters in support of our promotion.

Furthermore, when we build our panel of experts, we are making connections with people who will provide glowing recommendations and endorsements of our work for future leadership roles, awards, or other recognition.

It's not hard to understand why these meetings are so important and heavily attended by faculty. Yet, while our society meetings are ideal for networking, we can also network in our local and regional ecosystems.

When was the last time you explored who is doing what in your own division, department, school, or university? Sometimes our best new colleagues can be right next door!

If you're not a natural networker, challenge yourself to do 20 minutes of networking each week; put it in your calendar.

During your networking challenge time, email, text, or call three people to say hello, give them an update about what you're doing, and pitch a request (or extend an invitation for coffee or lunch).

For example, you can ask for advice, sponsorship for an award or to give a talk at a conference, access to data, editing, a referral or introduction to someone, or brainstorming on an idea...you get the picture.

In this chapter, we're taking a deep dive into all things networking and how it can be done effectively (without being "icky" or awkward) for professionals in academic medicine.

## Advice for Engaging with your Professional Society

with Cynthia Rand, PhD

*Key takeaways from this interview:*

- In academic medicine, engaging with your professional society can be a rewarding way to expand your network and grow your career.
- It is possible and valuable to engage virtually with your society.
- Make the most of your time at conferences by doing the "pre-work," such as familiarizing yourself with the presenters' work and strategizing beforehand with your mentor about what sessions to attend and who to connect with.
- Joining committees within the society offers great opportunities for deeper connection and learning, but you must be prepared to do the work.

Listen to the full interview here:

<https://facultyfactory.org/advice-for-engaging-with-your-professional-society-in-academic-medicine/>

## **Crowdsourcing and Teamwork: Habits and Hacks**

with Risha Irvin, MD, MPH

*Key takeaways from this interview:*

- Dr. Irvin collaborates with her community to inform her research. The community assists in shaping her understanding of the issues and identifying the questions that need to be addressed.
- We should always strive to understand other people's perspectives. It is essential that we listen to one another.
- Sometimes, as researchers, we may believe we know how to solve problems, but the community is the authority on what issues matter most to them and possesses many valuable ideas for addressing these problems.
- Implementing the recommendations and interventions from the research is crucial, yet it often goes overlooked.

Listen to the full interview here:

<https://facultyfactory.org/risha-irvin/>

## Networking in a Virtual Environment

with Donna L. Vogel, MD, PhD

*Key takeaways from this interview:*

- Even if you are an introvert, you can still excel as a highly skilled and productive networker.
- Networking is about more than just job hunting.
- Dr. Vogel discusses the "informational interview" networking technique and how it can create opportunities for individuals.
- Networking is always a two-way street, intended for mutual benefit.

Listen to the full interview here:

<https://facultyfactory.org/virtual-networking/>



## Graceful Self-Promotion for Advancing Your Academic Medicine Career

with Harriet W. Hopf, MD, and Susan M. Pollart, MD, MS

*Key takeaways from this interview:*

- There comes a time in every academic medicine professional's career when they need to start promoting and marketing themselves, claiming what they've done, and putting themselves in the best possible light. This can be done with humility and grace, and it boils down to the fact that promotion and leadership roles necessitate such self-promotion.
- Take time to think about what you want to accomplish in your career. Then, you can start the process of reviewing what you've done (considering how best to promote that work), helping you get to where you want to be. This process of reflection may even help you choose activities to stop doing that don't bring you closer to your goal.
- A lot of graceful self-promotion comes back to good old-fashioned storytelling, and your CV is a great skeleton to help you build stories and highlight your strengths.
- Something that is innately easy for you to accomplish may be a very unique skill that you aren't aware of as a unique strength. It's important to have colleagues and mentors help you challenge the assumptions you have about yourself by having them read your CV.

Listen to the full interview here:

<https://facultyfactory.org/self-promotion/>

## Curating a Network of Support for Growth

with Rakhee Bhayani, MD

*Key takeaways from this interview:*

- Don't let the fear of failure prevent you from experiencing growth. Stepping outside your comfort zone fosters personal development, and cultivating a support network will aid you in this journey.
- Maintain a "feel-good" folder with positive feedback and emails you receive. This can be a source of reassurance during moments of self-doubt.
- Early in your career, it can be challenging to say no to various opportunities. If you don't take the time to identify your purpose, it will be difficult to determine which career opportunities to pursue.

Listen to the full interview here:

<https://facultyfactory.org/rakhee-bhayani/>

## **Building Stronger Communities of Social Support in Academic Medicine**

with Thomas Cudjoe, MD, MPH

*Key takeaways from this interview:*

- Dr. Cudjoe informed us that one in four older adults grapples with social isolation.
- Social isolation is a real concern for individuals working in academic medicine, making engagement in activities that combat loneliness even more important. These activities include having a network of peers with whom you can share your joys, collaborate on common projects, and even engage in an “accountability group.”
- A peer group, such as a promotion or writing accountability group, is a social group with a specific purpose and can help with building relationships while achieving career objectives.
- Taking advantage of attending activities, such as group outings funded by your institution, can foster a sense of belonging, build relationships, and establish connections.
- People in academic medicine often have the tendency to let their whole lives revolve around their work. This makes it even more important to be mindful of establishing connections with people in both our professional and personal lives.

Listen to the full interview here:

<https://facultyfactory.org/thomas-cudjoe/>

## **Achieving Objectives and Networking with Authenticity: Habits and Hacks**

with Dionna W. Williams, PhD

*Key takeaways from this interview:*

- Planning out what Dr. Williams wants to achieve a year or two in advance and then working backward to determine how she will accomplish it has been vital for her in maintaining productivity.
- When obstacles arise, Dr. Williams has learned the value of accepting them (not getting upset about them) and then adapting to a new plan.
- Networking and attempting to build authentic connections are essential.

Listen to the full interview here:

<https://facultyfactory.org/dionna-williams/>

## Professional Societies, Beyond Getting the Journal

with Donna L. Vogel, MD, PhD

*Key takeaways from this interview:*

- Belonging to a professional society is beneficial at all stages of your career.
- Membership is useful for finding jobs, expanding your network, and exploring new ideas as well as leadership and collaboration opportunities.
- If you are an introvert, there are strategies for engaging in networking opportunities, such as building in "you time" and focusing the conversation on the work.

Listen to the full interview here:

<https://facultyfactory.org/beyond-the-journal/>

## **Collaboration, Teamwork, and Meditation for Unlocking Success: Habits and Hacks**

with Lorraine T. Dean, ScD

*Key takeaways from this interview:*

- Faculty should avoid attempting to lead every initiative and instead embrace a more collaborative and team-oriented approach for projects, grants, etc.
- Dr. Dean found it very helpful to track her writing output in a spreadsheet to enhance her writing productivity.
- Dr. Dean recommends seeking support from senior faculty and peer mentors to become well-informed about available resources and establish a foundation for success.
- Dr. Dean's key stress-relievers include engaging in at least one form of exercise every day and practicing meditation using the Calm App.

Listen to the full interview here:

<https://facultyfactory.org/lorraine-dean/>

## **Relationship Building, Transferable Skills, and Professional Growth**

with Penny S. Edwards, MS, BS

*Key takeaways from this interview:*

- To pursue your passions and advance your career, there are times when you must consider leaving your current institution.
- It's likely that you've acquired various skills over the years that can be transferred to a new role, enabling your professional growth. Identifying these skills often requires self-reflection.
- The work we're engaged in shares characteristics essential for building relationships in any enterprise.

Listen to the full interview here:

<https://facultyfactory.org/transferable-skills/>

## How to Navigate a Successful Job Search

with Laura Schweitzer, PhD

*Key takeaways from this interview:*

- Securing the job depends less on the applicant's credentials and more on their attentiveness to the institution's needs throughout each step of the academic job search.
- When applying, ensure that your academic CV and letter of interest are tailored to the institution and demonstrate your ability to meet their requirements.
- During the interview, be well-prepared, understand your audience, and have a clear message with four to five key points that highlight why you are well-suited for this position.
- Emotional intelligence in the job search involves demonstrating sensitivity and self-reflection regarding the institution's needs.

Listen to the full interview here:

<https://facultyfactory.org/how-to-navigate-a-successful-job-search-with-laura-schweitzer-phd/>



## The 12 Mistakes Faculty Make on a Job Search

with Laura Schweitzer, PhD

*Key takeaways from this interview:*

- You don't have the job until you have a written offer!
- Treat all calls from job search consultants seriously, and don't embark on a job search impulsively.
- Seek legal advice early in the process.
- Always negotiate, and make sure to include a severance package in your negotiations.

Listen to the full interview here:

<https://facultyfactory.org/faculty-job-search>

# CHAPTER 7

## COMMUNICATION

---

Nothing is more critical and fundamental to human relationships than communication. In fact, you might want to read that sentence once more.

How many times can you remember finding yourself in a sticky situation where your words had a different *impact* than your *intention*?

We focus very hard on our written communication when we're working on manuscripts and grant applications.

For example, we know that our scientific prose should embody a set of “c’s” (clear, concise, compelling, coherent, and correct), yet we often fail to incorporate the same “c’s” (including, courteous) in our verbal communications, emails, and text messages.

Sometimes, we text, email, and talk to/at each other in terse, rapid-fire shorthand and expect others to understand what we mean—or what we meant to say—or what we should have said if we had paused for a few seconds to think.

We tend to excuse our communication misfires because of time – none of us has any time. Unfortunately, a habit of bad communication will cost you more on the back end than a few seconds of thoughtful communication on the front end.

Communication experts will tell us that approximately 70 - 90 percent of our communication is non-verbal.

When in a room (in person or Zoom) with other people, what does your body language convey? Are you even aware of your posture? What about your facial expressions and movements? Think about the pace, volume, tone, and clarity of your voice – what do they tell people about you? That you're confident, nervous, angry, disappointed, etc.? Similarly, in your emails and texts, what will the recipient think and feel when they read your words and emojis?

In this chapter, we learn insights and strategies from passionate and dedicated communications professionals!

## **Efficient Habits for Professional Success and Stronger Patient-Provider Relationships: Habits and Hacks**

with Vaninder K. Dhillon, MD, FACS

*Key takeaways from this interview:*

- Dr. Dhillon always tries to save 5 - 7 minutes at the end of seeing a patient to walk into her office and write down notes about the clinical encounter. It helps her be more present with patients and avoid long nights at the office after the clinic closes.
- Dr. Dhillon describes her detailed approach to building a meaningful relationship with her patients in a way that goes beyond sitting at a computer and filling in templates while in clinic.
- What has helped Dr. Dhillon maintain a strong mental focus over the years has been building a habit of always doing something active when she gets home from work (e.g., taking a run, fitness class, or walking).

Listen to the full interview here:

<https://facultyfactory.org/vaninder-dhillon-md/>

## Avoiding Zoom Fatigue: Habits and Hacks

with Charlene E. Gamaldo MD, FAAN, FANA, FAASM

*Key takeaways from this interview:*

- Dr. Gamaldo discusses the neuroscience behind why Zoom calls are so mentally draining and offers advice on how to mitigate Zoom fatigue.
- An email or a traditional phone call can be less energy-draining than a Zoom call; not everything needs to be conducted via Zoom.
- Try to take meetings or Zoom calls outside or near a window to allow for some extra sunshine and Vitamin D.
- Whenever possible, shorten 1-hour meetings to 50 minutes to give participants a chance to recharge between back-to-back Zoom meetings.
- During Zoom calls, explicitly grant permission for camera breaks or designate specific camera break times to allow for reflection and processing without video distractions or to give participants a periodic camera respite.

Listen to the full interview here:

<https://facultyfactory.org/charlene-gamaldo-md/>

## Managing Difficult Issues

with Charles G. Irvin, PhD, DE, ATSF, FERS

*Key takeaways from this interview:*

- Suspend judgment and assume good intent. Be objective and fair.
- Approach difficult conversations with curiosity and empathy.
- Consult with HR and the general counsel early, especially when the situation is very serious.
- Conduct timely, accurate, and honest evaluations to establish evidence of a pattern of troublesome behavior.
- Avoidance is not an option. Leaders cannot avoid conflict.

Listen to the full interview here:

<https://facultyfactory.org/how-to-better-manage-difficult-issues/>

## **Applications, Software, and Tools for Success: Habits and Hacks**

with Julia Johnson, MD, PhD

*Key takeaways from this interview:*

- Dr. Johnson has found great success in her professional life by utilizing Slack, an internal communications software.
- Slack allows for the easy dissemination of materials to collaborators and colleagues and is organized into customizable channels.
- Slack can be integrated with a variety of other applications, including Google Docs, Dropbox, and Google Calendar.
- Slack is frequently used at conferences that faculty members regularly attend. Dr. Johnson discusses a conference she attended where Slack was used as a live tool for disseminating information.

Listen to the full interview here:

<https://facultyfactory.org/habits-and-hacks-with-julia-johnson-md-phd/>

## Five Key Conversations to Have with your Employees

with Linda Dillon Jones, PhD

*Key takeaways from this interview:*

- The first conversation should focus on orienting your employee to the job and engaging them, ensuring their interest in the work.
- The second conversation should revolve around establishing a clear direction for the employee and explaining their responsibilities.
- The third conversation is about coaching the employee to immediately improve their behavior and performance.
- The fourth conversation should involve reviewing and managing performance over time, including activities such as performance appraisals and progressive discipline.
- The fifth conversation should address coaching an employee for long-term development, preparing them for growth in their next position.

Listen to the full interview here:

<https://facultyfactory.org/five-key-conversations-to-have-with-your-employees-with-linda-dillon-jones-phd/>



## Social Media Habits and Hacks

with Sapna Kudchadkar, MD, PhD

*Key takeaways from this interview:*

- Despite her very demanding schedule, Dr. Kudchadkar makes time for social media because it holds personal importance for her.
- Social media aids Dr. Kudchadkar in curating the professional information she requires for her career.
- Twitter can help break down some of the silos in academic medicine and unite different communities.
- Being a "lurker" on Twitter is not a negative; you can gain valuable knowledge by listening.

Listen to the full interview here:

<https://facultyfactory.org/sapna-kudchadkar/>

## Health Care Negotiations for Faculty

with Stacey B. Lee, JD

*Key takeaways from this interview:*

- Never be in the "emotional moment" of saying yes or no. Step away from the decision and give yourself some time to think.
- When negotiating, consider the importance of the outcome, relationship, and long-term goals.
- A support system of mentors will help you become a better negotiator and decision-maker.
- Use the mantra "Yes and" rather than "Yes but."

Listen to the full interview here:

<https://facultyfactory.org/stacey-lee/>

## **The Benefits and Pitfalls of Twitter in Academia**

with Mahadevappa Mahesh, MS, PhD

*Key takeaways from this interview:*

- When you "like" a Tweet, Twitter saves it. This feature can serve as a virtual hard disk drive for saving links you may want to revisit and reference later.
- Twitter can expose you to interests outside your field of expertise, helping you apply what you learn to your own area.
- Direct messaging individuals through Twitter can be as effective as emailing a colleague, especially if you don't have their contact information.
- Following academic journals on Twitter allows you to efficiently stay updated on the latest articles.
- One downside of Twitter is that it can serve as a vehicle for procrastination, so use it with caution!

Listen to the full interview here:

<https://facultyfactory.org/the-benefits-and-pitfalls-of-twitter-in-academia/>

## How to Turbocharge your Presentation Skills

with Donna L. Vogel, MD, PhD

*Key takeaways from this interview:*

- Your presentation must begin with one main point that you never lose sight of throughout your talk. Avoid veering from this point, as doing so risks diluting your message and causing the audience's attention to wander.
- Prepare for your presentation by carefully planning how you will organize the talk. Dedicate the necessary time for thorough preparation.
- A good rule of thumb for presentations is to spend 10% of the time on the introduction, 10% on the conclusion, and allocate the remaining 80% to the substance of the talk.
- Limit the amount of information you include in your presentation. Trying to cover too much ground in one talk can lead to running out of time or not giving enough attention to important points.

Listen to the full interview here:

<https://facultyfactory.org/presentation-skills/>

## **Effective Listening and Communication Strategies: Habits and Hacks**

with Stephen T. Wegener, PhD, ABPP

*Key takeaways from this interview:*

- Dr. Wegener discusses communication strategies with colleagues, mentees, and at home. This includes using open-ended questions, affirmations, and summaries. He adds, "It's universal because it works in many different situations."
- In mentoring situations, we aim for our mentees to feel empowered, and active listening is one way to achieve that.
- Listening to someone doesn't necessarily mean we agree with them; it signifies that we value what they are saying and want to understand it.
- When you focus on active listening, you begin to perceive and understand the other person's perspective. Consequently, the other person is likely to feel valued.

Listen to the full interview here:

<https://facultyfactory.org/habits-and-hacks-with-stephen-t-wegener-phd-abpp/>

## The Art of Navigating a Difficult Conversation

with Dave Yousem, MD, MBA

*Key takeaways from this interview:*

- Strive to reach a point where two people are describing what happened from the perspective of a third-person narrator. This can help identify the facts at stake in a difficult conversation.
- Using "I" language, also known as "I" statements, is an approach to communicate confidently and non-forcefully, making it helpful during conflicts.
- Avoid assigning blame. Instead, focus on attributing "contribution." It's more than just semantics.
- Be cautious with the word "but" as it can trigger defensiveness in people. Try using "and" instead.
- Sometimes, it's better to prioritize preserving the relationship over continuing to argue about a topic that might not be worth damaging the relationship.

Listen to the full interview here:

<https://facultyfactory.org/difficult-conversation/>

## How to Handle Conflict

with Dave Yousem, MD, MBA

*Key takeaways from this interview:*

- The Thomas–Kilmann Conflict Mode Instrument enables individuals to gain a better understanding of their responses to conflict based on levels of cooperativeness and assertiveness.
- Developing emotional intelligence starts with self-understanding. Once you achieve this, you'll be better equipped to interact with others.
- As a leader, you must advocate for your colleagues and subordinates, so you cannot simply avoid conflict by default.

Listen to the full interview here:

<https://facultyfactory.org/how-to-handle-conflict-with-dave-yousem-md-mba/>

# CHAPTER 8

## POD POTPOURRI

---

The wisdom we seek to glean in academic medicine might not always fall neatly into distinct categories. Sometimes, the best wisdom—like some of our favorite movies and music—simply defies classification. As much as we love bucketing and labeling things here at the Faculty Factory Podcast, there are times we must look beyond buckets!

Perhaps it's a cross-pollination of various categories, or it stands alone in a class of its own. As the book wraps up, we've curated an eclectic mix of some of our favorite interviews over the years, and we've aptly titled these discussions "Pod Potpourri."

We encounter guidance that serves as a compass, directing us through the intricate rules and relationships within our institutions, ensuring our careers advance with purpose. Breaking free from our comfort zones is a major theme throughout this chapter, while we also hope to break the stereotype that success in academic medicine is reserved for the extroverted.

In addition, we delve into the importance of financial wellness and the intersection of technology and evidence-based knowledge. These "Pod Potpourri" discussions also provide a blueprint for graceful



self-promotion, teaching us to be our own marketing agency grounded in humility and finesse.

We hear many different perspectives regarding the importance of organization, time management, and continuous learning.

These empowering voices guide us through the corridors of faculty empowerment, underscoring the significance of networking, relationship building, and advocating for a workplace rooted in respect and equity. As we stand on the threshold of this final chapter, let "Pod Potpourri" be a compass guiding you through the multifaceted realms of academic medicine, offering an abundance of perspectives to enrich your professional journey. Prepare to immerse yourself in this grand finale, where more of the collective wisdom of our guests converges into a crescendo, leaving you inspired and better equipped for the flourishing chapters yet to be written in your academic medicine narrative!

## Empowering Faculty in Academic Medicine

with Christina “Chris” Runge, PhD, CCC-A

*Key takeaways from this interview:*

- Be intentional about building your own social support networks.
- If you travel to a professional development meeting, take advantage of networking and social interactions during breaks; try to avoid being on your phone while checking emails.
- Many faculty are so humble that they don't ask for a leadership title, but you need to get the title that's requisite with the work and the responsibility you have because it creates additional opportunities in the future.

Listen to the full interview here:

<https://facultyfactory.org/empowering-faculty/>

## Building the “Lattice Framework” for Faculty Development

with Ann Brown, MD, MHS

*Key takeaways from this interview:*

- Communicate your wins and your impact to leadership. Don’t assume leadership knows about all of the great things you are doing.
- It’s important to regularly take a step back and reflect on whether you are focused on the work that you consider to be the most important and to evaluate the impact you want to have.
- Like a lattice, a strong career framework consists of interconnected and interdependent parts that work together to create a sturdy and flexible structure.
- Just as the lattice allows for growth and expansion in multiple directions, a strong career framework allows for flexibility and adaptability in response to changing circumstances and opportunities.

Listen to the full interview here:

<https://facultyfactory.org/ann-brown/>

## How Introverts Can Excel in Academic Medicine

with Margot Cohen, MD, MSED, and Andrew Orr, M.D., MSED

*Key takeaways from this interview:*

- Drs. Cohen and Orr, along with Aditi Kalotra, MD, authored the article, “Twelve Tips for Excelling as an Introvert in Academic Medicine.”
- Drs. Margot Cohen and Andrew Orr share valuable insights on how introverts can excel in a field that often values extroverted qualities.
- Success in academic medicine is not limited to extroverted individuals. By embracing introverted qualities, structuring self-promotion, flexing the extrovert muscle when necessary, and prioritizing self-care, introverts can navigate the academic medicine landscape with confidence.

Listen to the full interview here:

<https://facultyfactory.org/introverts/>

## **Running your Life Like a Business: Habits and Hacks**

with Alistair J. Kent, MD, MPH, FACS

*Key takeaways from this interview:*

- Dr. Kent approaches organization with the mindset of running his life and career like a small corporation.
- Project management software can help you stay on top of the various responsibilities in your work and home life.
- Dr. Kent has made a lasting commitment to never give up on reading things outside of work. He reads about 60 books a year.
- If you limit your email access, you may find that you end up getting more done.
- Creating blocks of uninterrupted time can allow you to do more complex, deeper, and higher-quality work.

Listen to the full interview here:

<https://facultyfactory.org/alistair-kent/>

## **Innovating to Solve Clinical Issues**

with Jose Suarez, MD, FNCS, FANA

*Key takeaways from this interview:*

- Dr. Suarez discusses ways to systematically address information overload for the benefit of our patients.
- Dr. Suarez introduces innovative methods for addressing clinical issues. For example, he discussed working with NASA engineers to improve ICU settings for patients.
- Discovering ways to better deal with data integration may be key to significantly improving ICU patient care.

Listen to the full interview here:

<https://facultyfactory.org/jose-suarez/>

## **The Role of Arts and Humanities in Medical Curricula**

with Margaret S. Chisolm, MD, FAMEE, FACP, FAAP

*Key takeaways from this interview:*

- Dr. Chisolm describes what faculty and students can learn from the arts and humanities.
- A good way to support critical thinking skills is by asking, "What do you see that leads you to that conclusion?" as it typically does not put people on the defensive, as a "why question" might.
- Art can be used to enhance communication between patients, doctors, and medical teams.

Listen to the full interview here:

<https://facultyfactory.org/margaret-chisolm/>

## **Transferable Skills from the Arts: Habits and Hacks**

with Bernard “Beau” Landry-Wegener, MD

*Key takeaways from this interview:*

- Dr. Landry-Wegener describes how having a musical theater background assists his daily interactions with colleagues, patients, and their families.
- Similar to how set designers create a mood in a theater, Dr. Landry-Wegener describes how healthcare providers can apply those principles to clinical settings for improved patient communications.
- Skills that are useful in improv theater, like staying in the moment and listening, are very useful when communicating with patients.
- There are many transferable skills from the arts that can help clinicians provide empathetic, open, and receptive interactions with their patients.

Listen to the full interview here:

<https://facultyfactory.org/bernard-landry-wegener/>



## **Fighting Hostility, Discrimination, and Harassment at Work Habits and Hacks**

with Garima Sharma, MD

*Key takeaways from this interview:*

- Dr. Sharma shares with us key takeaways from a recent journal article she worked on regarding toxic workplace culture in cardiology and its broader implications in medicine.
- The paper is titled "Global Prevalence and Impact of Hostility, Discrimination, and Harassment in the Cardiology Workplace."
- Dr. Sharma's paper found that of the 5,931 cardiologists (77% men; 23% women), 44% reported a hostile work environment (HWE).
- Gender equity and diversity science have important implications that impact the entire workforce.

Listen to the full interview here:

<https://facultyfactory.org/garima-sharma/>

## Addressing the Gender Pay Gap in Medicine

with Amy S. Gottlieb, MD, FACP

*Key takeaways from this interview:*

- Dr. Gottlieb is the author of the book, “Closing the Gender Pay Gap in Medicine: A Roadmap for Healthcare Organizations and the Women Physicians Who Work for Them.”
- Dr. Gottlieb informed us that women physicians in academic medicine earn 67 to 77 cents on the dollar compared to their male colleagues, and women physicians, regardless of race or ethnicity, earn less than men of every race and ethnicity.
- On an individual level, the most critical contributor to pay equity is knowing your worth and understanding the playing field. There are commercially available benchmark salary datasets for you to research (e.g., the AAMC Individual Salary Survey).
- When it comes to approaching conversations about salary, pretend as if you are reading a journal article and asking about the methods section.

Listen to the full interview here:

<https://facultyfactory.org/gender-pay-gap/>

## Financial Basics for Medical Professionals

with Yuval Bar-Or, PhD

*Key takeaways from this interview:*

- Unbiased financial advice is crucial because potentially conflicted professionals, such as insurance agents and bloggers, may have an agenda to sell products and services.
- Financial decisions may seem daunting, but it's a finite body of knowledge. You can handle much of your financial work yourself to avoid fees.
- Take full advantage of any employer match incentive in your institution's retirement plan. Fees can accumulate over time and significantly harm your nest egg.
- Cash is king. Always have reserves of cash, but remember, the more you have saved in cash, the less money you'll have in more productive assets like stocks.
- Make a financial plan with your family or loved ones. It will provide direction for all your major financial decisions.

Listen to the full interview here:

<https://facultyfactory.org/financial-basics-for-medical-professionals/>

## Financial Literacy Habits and Hacks for Faculty

with Yuval Bar-Or, PhD

*Key takeaways from this interview:*

- Dr. Bar-Or discusses how COVID-19 has impacted many of our lives financially and how we can prepare for future events that might drastically change our budgets.
- Faculty should understand the importance of maintaining a rainy-day fund. A rainy-day fund is cash set aside for unexpected expenses.
- Investing in a diverse set of assets is key to weathering tough economic times and market volatility.
- Live below your means to free up cash for paying down debt ahead of schedule and turbocharging your retirement savings.

Listen to the full interview here:

<https://facultyfactory.org/financial-literacy-for-faculty/>

**Thank you for being a part of the Faculty Factory family! If you enjoyed what you read, or have any feedback, please send us a message over at [FacultyFactory.org](http://FacultyFactory.org).**

**Godspeed, faculty!**

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The goal of this book is to equip you with the advice, strategies, tools, and wisdom to build a successful career in academic medicine. It represents a culmination of over five years of in-depth interviews on the Faculty Factory podcast, featuring more than 120 academic leaders and faculty members from 31 academic health centers across North America.

We have organized the book into eight chapters, each focused on thematic content. The content areas include Mentorship, Coaching, & Sponsorship; Communication; Promotion, Research & Scholarship; Education; Networking; Self-Awareness, Self-Management, & Well-Being; Leadership; and a 'catch-all' category of wisdom we're calling 'Pod' Potpourri.

Within each chapter, you will find a series of compelling podcast episodes featuring the name and title of the podcast guest, along with 'key takeaways' from the episode. We are confident that you will find tremendous value in these conversational gems as you navigate your academic medicine journey. Our aim is to foster both personal and professional growth through these interview highlights spanning more than 5 years of Faculty Factory podcast episodes!

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## ABOUT THE FACULTY FACTORY

The mission of the Faculty Factory and its companion website (FacultyFactory.org) is to build and support a community of leaders in faculty development. This community shares tools, resources, wisdom, and encouragement in service to our faculty members, schools, and institutions. Since its inception, it has been graciously sponsored by the Johns Hopkins University, School of Medicine, Office of Faculty.

