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- ▶ **Mentorship:  
Advocacy for  
Each Other**

# Disclosures

- I have no financial disclosures or conflicts of interest
- Titles relevant to this talk:
  - Professor and Senior Vice Chair of Orthopedic Surgery
  - Chief, Division of Sports Medicine
  - Ballantine Endowed Professor of Research
  - 2020 University of Wisconsin Slesinger Award for Excellence in Junior Faculty Mentoring

# Advocacy

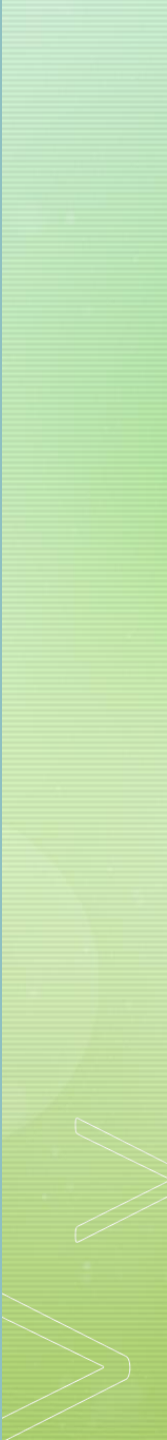
- an activity by an individual or group that aims to influence decisions within political, economic, and social institutions
- defined as any action that speaks in favor of, recommends, argues for a cause, supports or defends, or pleads on behalf of others.

## Mentorship

- the guidance provided by a mentor, especially an experienced person in a company or educational institution.
- derived from the name of the teacher, Mentor, whom Odysseus trusted to raise his son while he was away at war
- a selfless relationship guided by a wiser, more experienced person



## Mentorship

- focused on career development that leads to promotion on an academic path
  - in medicine, mentorship is associated with increased research productivity, faster academic promotion, greater faculty retention and career satisfaction
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# Developing a Culture of Mentorship to Strengthen Academic Medical Centers

Choi, Augustine M.K. MD; Moon, Jennifer E. PhD; Steinecke, Ann PhD; Prescott, John E. MD  
Academic Medicine: May 2019 - Volume 94 - Issue 5 - p 630-633

- central to academic medicine and its missions and should be a major strategic priority.
- capitalizes on the institution's intellectual resources, developing leaders in biomedical discovery, patient care and education
- ultimately enhances biomedical research, patient care, education and faculty diversity and leadership.

## Mentorship vs. Advocacy

- “A **mentor** can be a friend, a coworker or a therapist who will help you think through what you need to navigate your career more effectively. An **advocate** is someone who is going to create opportunities for you.”

”The Sponsor Effect”, Center for Work-Life Policy

## Who is an Advocate?

- Experienced senior leader who takes an interest in actively shepherding, coaching and promoting a protégé's career
- Gives advice, offers guidance, enlarges protégé's perception of what is possible
- ... much more: the advocate serves as a sponsor



- A sponsor:
  - Uses chips on my behalf
  - Advocates for my promotion
  - Makes connections to senior leaders
  - Promotes my visibility and connects me to career opportunities
  - Makes outside connections
  - Gives career advice

## Advocacy vs. Mentorship

- Advocates look for opportunities to leverage your skills and abilities, to open doors and to increase exposure, to demonstrate what you can do.
- Advocates are in a position of power or authority, enabling these moves.

## “The Sponsor Effect”

- Advocates impact pay: 49/38% (M/F) with sponsors ask for raises vs. 37/30% without sponsors
- Advocates facilitate stretch assignments: 56/44% (M/F) ask for stretch assignment vs 46/36%
- Advocates create career traction: 23% more men and 19% more women are satisfied with rate of advancement vs. unsupported

# Mentorship Is Not Enough: Exploring Sponsorship and Its Role in Career Advancement in Academic Medicine

Ayyala, Manasa S. MD; Skarupski, Kimberly PhD, MPH; Bodurtha, Joann N. MD, MPH; González-Fernández, Marlís MD, PhD; Ishii, Lisa E. MD, MHS; Fivush, Barbara MD; Levine, Rachel B. MD, MPH

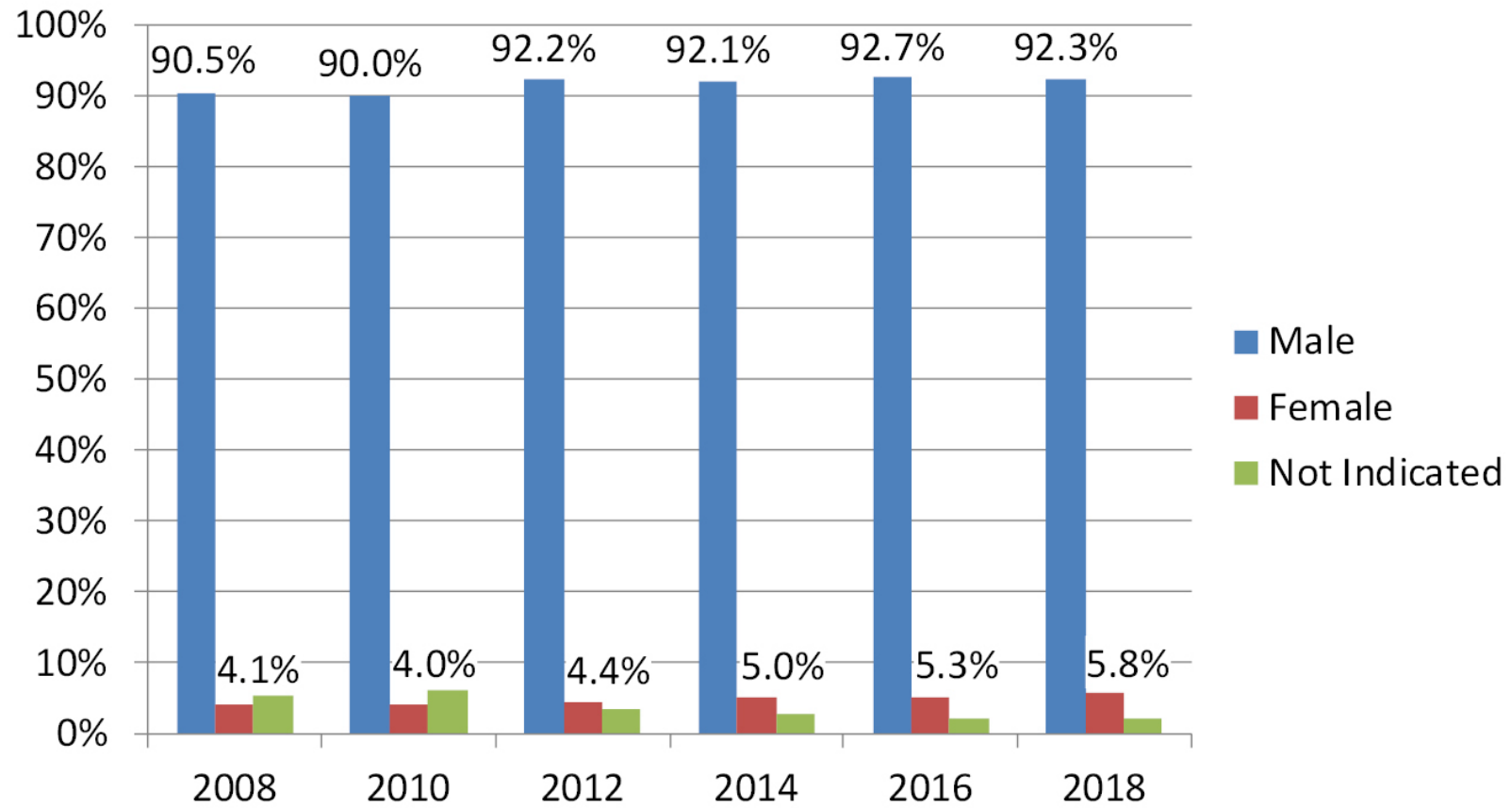
Academic Medicine: January 2019 - Volume 94 - Issue 1 - p 94-100

- Sponsorship is distinct from mentorship, but highly placed, well-connected mentors can be sponsors
- Sponsorship is critical to career advancement
- Women may be less likely to seek sponsorship but need the support it provides to be successful

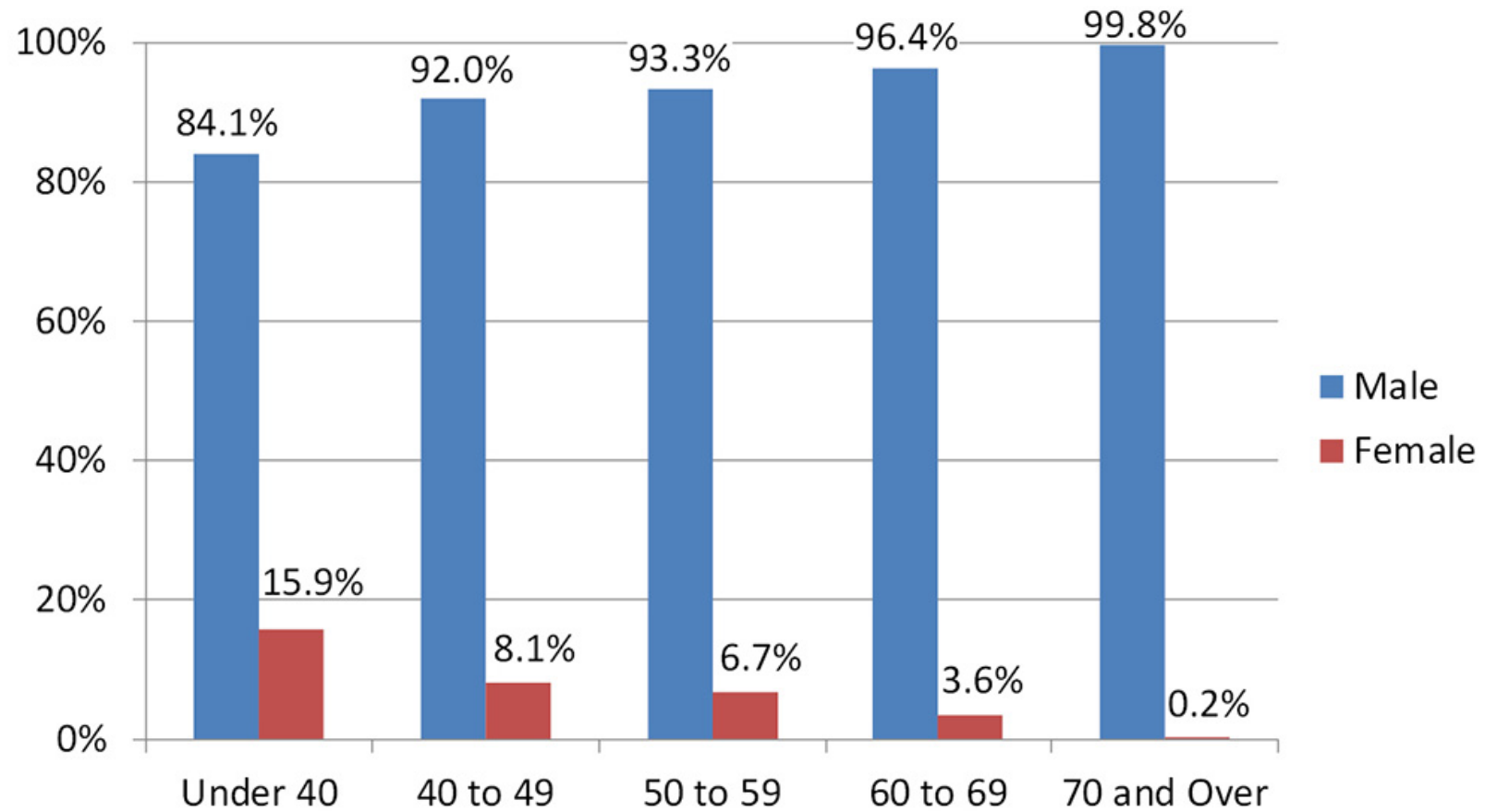
## ▶ The Orthopedic Mentor/Advocate/Sponsor “Problem”

- 71% of executives have proteges whose gender and race match their own (Center for Talent Innovation)
- Orthopedic Surgery has the lowest percentage of females and minorities vs. all other medical and surgical subspecialties
- There are not enough women and minority sponsors to go around

# AAOS 2019



# AAOS 2019



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	2008	2010	2012	2014	2016	2018
Caucasian	89.3%	88.5%	88.4%	88.0%	86.6%	84.7%
Asian	5.2%	5.3%	5.6%	5.2%	6.7%	6.7%
Hispanic/Latino	1.9%	1.8%	1.8%	1.5%	1.7%	2.2%
Other	1.1%	1.6%	1.4%	2.8%	1.7%	2.9%
African-American	1.6%	1.7%	1.6%	1.4%	1.5%	1.9%
Multiracial	0.6%	0.8%	0.9%	0.8%	1.2%	1.2%
Native American	0.4%	0.3%	0.3%	0.4%	0.4%	0.4%



## Advocacy to Improve Diversity

- Societies:
  - Ruth Jackson Orthopedic Society
  - American Medical Women's Association
  - The FORUM
- Pipeline Projects:
  - The Perry Initiative
  - Nth Dimensions



Madeline Albright  
“There is a special place in hell  
for women who don't help other  
women.”

# Harvard Business Review

## What Men Can Do to Be Better Mentors and Sponsors to Women

by Rania H. Anderson and David G. Smith

August 07, 2019



Advocating for advancement of women is integral to improved financial results, gender balance, and diversity.

- 48% men vs. 15% women report receiving detailed information on career path to P&L jobs in 24 mos.  
Working Mother Research Institute

## Men in positions of power must:

1. Identify high potential diverse talent
2. Determine the best stretch role for protégé –one in which they will excel
3. Provide opportunities for development – introduce them to other mentors and advisors
4. Pave the way – introduce proteges to influential and powerful people in organization or industry
5. Champion for promotions & recognition for deserving proteges
6. Help proteges persist – make sure criticism, mistakes, failures, naysayers don't derail them

- Mentorship, Advocacy and Sponsorship
  - Rely upon action
  - Critical to the mission of improving diversity
  - WE must advocate for one another – men for women, women for women, all for under-represented minorities

## Summary

