

## ABSTRACT: 2017 ELAM Institutional Action Project Symposium

**Project Title:** Stanford Networking Programs (SNaP)

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**Background, Challenge or Opportunity:** Leadership is isolating and success requires community and support to develop and enhance skills. Vulnerability and isolation are barriers to success. Gender and race pose additional obstacles, as they can increase vulnerability and isolation. Location and access to community are further complicated in Silicon Valley where diversity is a recognized issue. Increasing opportunities for community and skills building within these cohorts might decrease isolation and vulnerability and impact retention and recruitment. This program extends current efforts in its low structure, high impact format, establishing an intimate community, decreasing isolation and vulnerability, thus augmenting leadership success.

**Purpose/Objectives:**

The purpose of this project is to establish a small community forum(s) of female and URM faculty (4) to work closely on enhancing leadership skills and building a support network/community from which the participants can rely as they advance within the Stanford community.

The project is a pilot that would focus on 4 faculty + facilitator. Aim is in building skills on negotiations, leading people and difficult challenges within a fashioned community.

This design is scalable, having potential to reach numerous faculty groups.

**Method/Approach:**

- Focus on Professional and Social/Community
  1. Each group of 4 will be selected to have diverse representation and not include members who work closely together.
  2. Confidentiality, commitment and Psychological safety are key.
  3. Plan for a 6-months as the time-interval for pilot session.
  4. Meetings will be structured like a Business school case with structured presentation and feedback that is a dispassionate multi perspective review of a situation under the safety of the group (in terms of time, attention and confidence). Focus on problem solving and skills acquisition.
  5. Time will also be allocated to a top card issue, an issue in need of advice/quick action, although that faculty is not the assigned presenter.
  6. Presenter role will be cycled.
- Focus on Professional and Personal Skills: Faculty strengths and opportunities for growth in weaker skilled areas will be highlighted. Resources will be provided to support.
- Focus on Accountability and follow through NOT on development as an impact/goal.

**Outcomes and Evaluation Strategy:**

- Domains: value proposition, feedback and Stanford specific instrument. Value Proposition example:

Offering	Value
Expected Connections	Networking boosts personal development and opens to new directions
Peer support	Strong social connections boost productivity and retention by making employees more passionate about work.

Feedback -Surveys with focus on content, impact and relevance.

Stanford specific instrument—SMART (Specific, M measurable, Achievable, Realistic, Time limited)—to be created

**Selection:**

Leadership versus aspiration will be the focus. Members unknown to each other and in different departments. Established criteria for existing leadership programs

**Conclusions and Next Steps:**

- Plan for scalability

## BACKGROUND

Stanford has robust and ongoing efforts directed at leadership. Leadership is an isolating endeavor. Successful leaders need community and support to develop and enhance leadership skills. Vulnerability and opportunity are barriers to success. Gender and race pose additional obstacles, as they can increase isolation and vulnerability. Location and access to community are further issues in Silicon Valley and broader access. Retention of female and under-represented minority (URM) faculty can be improved at the School of Medicine. Increasing opportunities for skills and community within these cohorts might serve to enhance skills, decrease isolation and vulnerability and impact retention and recruitment.

This program extends/supports current efforts in its low structure, high impact format geared at establishing an intimate community, decreasing isolation and vulnerability, thus augmenting leadership success.



## PURPOSE/OBJECTIVE

The purpose of this project is to establish a discrete program/small community forum(s) comprised of female and URM Faculty under the guidance and support of a facilitator.

These small groups would work closely on enhancing leadership skills and building a support network/community from which the participants can rely on as they hopefully grow and advance within the Stanford community.

The project is a pilot that would focus on Faculty + Facilitator. Aim is in building skills on negotiations, leading people, difficult challenges, etc.... The project is intended to be a pilot and is scalable in its design, having potential to reach numerous faculty groups.

This is focused on enhancing community, addressing isolation and vulnerability and thus fostering successful leadership.

## METHODS

### • Focus on 2 domains: Professional and Social/Community

1. Each group would be selected to have diverse representation from the School of Medicine. Specifically, should not include members who work closely together.
2. Confidentiality and commitment will be key. Psychological safety.
3. All will be asked to set aside 2-2.5 hour block per month to meet. While we respect that all faculty are busy, committing to this is essential. If one is expected to need >10% absence predicted, we ask that they not participate.
4. Plan for a 6-months as the time-interval for pilot session (8 meetings—Intro and Conclusion embedded).
5. Meetings will start and end on time.
6. Each meeting will begin with a community building check-in exercise, approx. 10 minutes per participant.
7. Meetings will be structured much like a Business school case. Both presentation and feedback will be structured.
  - Panel:
    - Faculty will be asked to prepare a 40 minute presentation of a particular problem they are experiencing and need input from the group/facilitator. This will allow a dispassionate multi perspective review of a situation under the safety of the group (in terms of time, attention and confidence).
    - Structured feedback will be encouraged. Focus on problem solving and skills acquisition.
8. Support:
  - The remaining 40 minutes will be allocated to a top card issue—defined as an issue a faculty is having and in need of advice/quick action, although that faculty is not the presenter at the meeting.
9. The presenter role will be cycled.

### • Focus on Skills/Professional and Personal Development

1. All cases will hold a dimension of a particular challenge the faculty is facing.
2. The facilitator and later faculty will highlight strengths the faculty has to assess and highlight opportunities for growth in weaker skilled areas. Resources will be provided and goals set.
3. FYI will be available and consulted. Stanford will create its own instrument (Geno and OH) used to track impact.

### • Focus on Accountability and follow through as an impact/goal.

1. Please see above
2. FYI will be available and consulted. Stanford will create its own instrument (Geno and OH) used to track impact.

## OUTCOMES/EVALUATION STRATEGY

- Results will be assessed in three domains:  
Value proposition, Feedback and Stanford specific instrument.

### -Value Proposition (example):

Offering	Value
Expected Connections	Networking beyond current responsibilities boosts personal development and opens to new business directions
Peer support	Strong social connections at work can boost productivity and retention by making employees more passionate about work.

-**Feedback** - Surveys with focus on content, impact and relevance.

-**Stanford specific instrument—SMART**

(Specific, Measurable, Achievable, Realistic, Time limited)

## DISCUSSION

- Project is slated to begin launch in Summer 2017 for Academic year 2017-2018.
- Proposal has allowed a broadened focus on the importance of community and the its role in success of leadership.
- Allowed a greater understanding of the issues, extending beyond School of Medicine to the broader University, interest expressed.
- The proposal illuminated the strength and depth of interest of the Deans of Stanford in Diversity and wellness of the community.

## CONCLUSION

Plan for scalability-

Will plan to present at Executive Committee Meeting for adaptation into Departments and SoM- beyond pilot