# The dark side of leadership

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# Concepts of career



TLS Career event: Fi...ture
#boostyourcaree...

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# Concepts of career

**UP**

**DOWN**

Authority

Hierarchy

# Manager´s roles

**INTERPERSONAL ROLES**
Figurehead
Leader
Liaison

**INFORMATIONAL ROLES**
Monitor
Disseminator
Spokesperson

**DECISIONAL ROLES**
Entrepreneur
Disturbance Handler
Resource Allocator
Negotiator

**LEADERSHIP**

# Representation of leadership

Expectations:
- Scientific / clinical metrics
- Management
- Funding
- Lines of reporting and responsibility
- "Followership"





- Healthcare improvement
- Negotiation skills
- Conflict-management skills
- Self-awareness
- Empathy
- Networking abilities
- Teamwork ability

- Creation and communication of vision
- Strong personal values and beliefs
- Positive impact on the ones around them

# Are academics trained for leadership?

- Review of 45 programs for physician leadership that reported evaluation outcomes

- Mostly residents/fellows or mid-level management positions, no reports for training at top-level positions

- 2/3 skills training, technical training and conceptual knowledge

- 1/5 personal growth and awareness

- Very limited systems-level effect of the trainings

# Reactions to inability to perform

- Shift to more agentic / aggressive leadership style
- More directive style
- More micromanagement
- More control
- More pressure on co-workers, team members

- Disrespect for boundaries (personal, time, moral...)
- Abuse / harassment

**EDITORIAL**

# A professional disgrace

# Sexual harassment in academia



Sexual harassment 'at epidemic levels' in UK universities

Exclusive: Almost 300 claims against staff have been made in six years, but victims and lawyers say those are just tip of iceberg

▲ Oxford University reported the highest numbe[...]
Pete Lusabia/Alamy Stock Photo

The New York Times

How Universities Deal With Sexual Harassment Needs Sweeping Change, Panel Says

Science

Half of women in science experience harassment, a sweeping new report finds

Paula Johnson, committee co-chair and president of Wellesley College, speaks as Frazier Benya looks on during a news conference at the National Academy of Sciences building in Washington. (Oliver Contreras for The Washington Post)

By **Sarah Kaplan** and **Ben Guarino**

BZ

Bei Männern sind es 62%
3 von 4 Ärztinnen der Charité haben sexuelle Belästigung erlebt

CHARITÉ
UNIVERSITÄTSMEDIZIN BERLIN

70 Prozent der befragten Beschäftigten sagen, sie hätten im Laufe ihres Arbeitslebens Belästigungen erfahren    Foto: picture alliance / Jörg Carstensen

# Sexual harassment as an example

**Sexual harassment** – "unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature . . . when this conduct explicitly or implicitly affects an individual's employment, unreasonably interferes with an individual's work performance, or creates an intimidating, hostile, or offensive work environment" (US Equal Employment Opportunity Commission)

Harassment
in Dutch academia

Exploring manifestations, facilitating factors,
effects and solutions

Commissioned by the Dutch Network of Women Professors (LNVH)

Dr. Marijke Naezer, Radboud University
Prof. dr. Marieke van den Brink, Radboud University
Prof. dr. Yvonne Benschop, Radboud University

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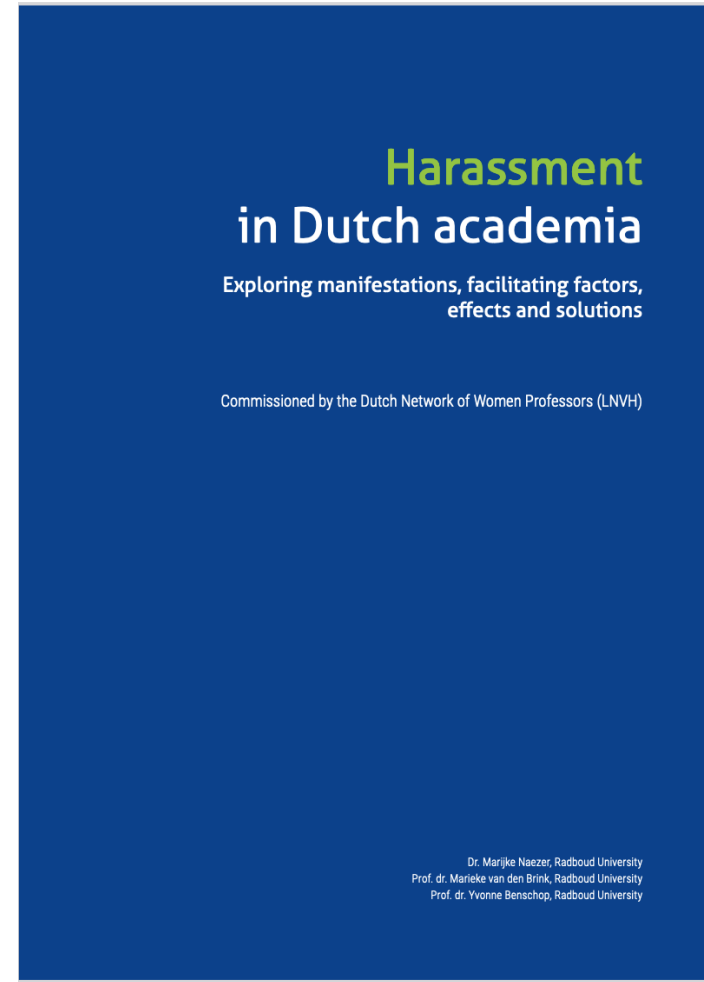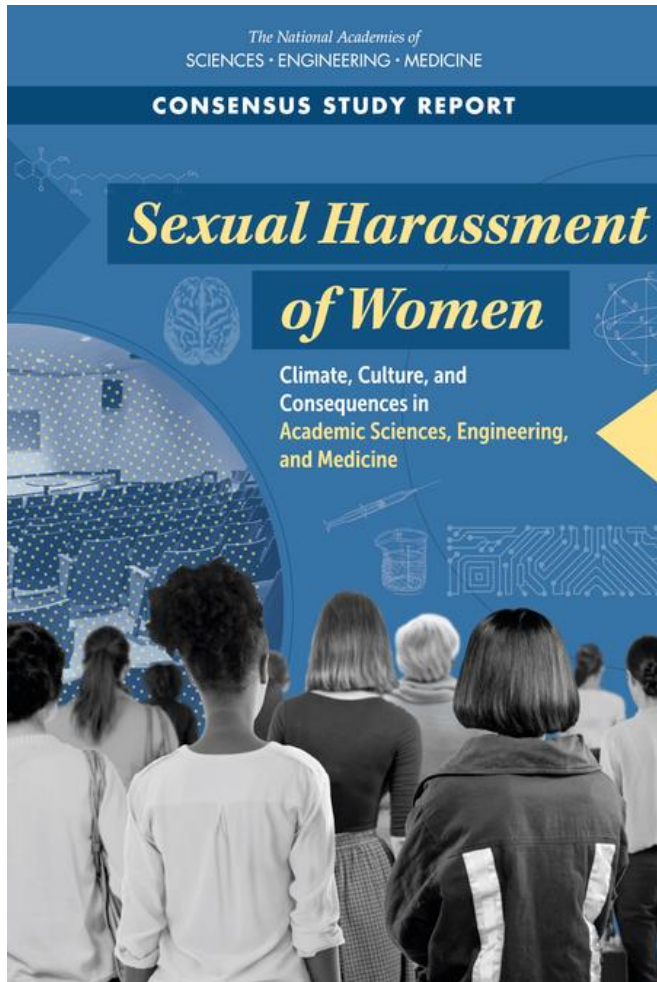
# Incidence of different forms of misconduct

| Harassment experiences (Entire career) | Total (n=737) | Women (n=448) | Men (n=289) | p |
|---|---|---|---|---|
| Any form of harassment | 519 (70.04 %) | 341 (76.12 %) | 178 (61.59 %) | < 0.0001 |
| Degrading speech / Obscene language* | 456 (61.87 %) | 297 (66.29 %) | 159 (55.02 %) | 0.002 |
| Letter, E-Mail, SMS, jokes, pictures* | 44 (5.97 %) | 21 (4.69 %) | 23 (7.96 %) | 0.067 |
| Sexualized speech, sexual innuendo* | 185 (25.1 %) | 145 (32.37 %) | 40 (13.84 %) | < 0.0001 |
| Whisteling, staring* | 96 (13.03 %) | 89 (19.87 %) | 7 (2.42 %) | < 0.0001 |
| Obscene gestures* | 39 (5.29 %) | 24 (5.36 %) | 15 (5.19 %) | 0.921 |
| Stories with sexual content* | 109 (14.79 %) | 79 (17.62 %) | 30 (10.38 %) | 0.007 |
| Sexual offers, unwanted invitations* | 53 (7.19 %) | 40 (8.93 %) | 13 (4.5 %) | 0.023 |
| Unwanted physical contact[#] | 127 (17.23 %) | 100 (22.32 %) | 27 (9.34 %) | < 0.0001 |
| Groping, attempted kissing[#] | 16 (2.17 %) | 13 (2.9 %) | 3 (1.04 %) | 0.09 |
| Advantages for sexual favors | 11 (1.49 %) | 9 (2.01 %) | 2 (0.69 %) | 0.15 |
| Sexual attack[#] | 4 (0.54 %) | 2 (0.45 %) | 2 (0.69 %) | 0.658 |
| Other situations | 15 (2.04 %) | 11 (2.46 %) | 4 (1.38 %) | 0.315 |
| None of the above | 218 (29.58 %) | 107 (23.88 %) | 111 (38.41 %) | < 0.0001 |

# Perpetrator profiles an structural factors

- Colleagues are the most frequently reported perpetrators

- Women are significantly more harassed by superiors

- Of all analyzed structural factors, the only one sigificantly correlated with harassment in women and men was working in an enviroment with strong hierarchies

Jenner S....Oertelt-Prigione S, JAMA Int Med, 2019
Jenner S and Oertelt-Prigione, JAMA Int Med, 2019

# Sexual harassment in context

- Sexual harassment is just one form of gender discrimination

- Gender discrimination is just one form of discrimination

- Discrimination is just one form of power abuse

➢ At which level do prevention efforts need to start?

# Levels of preventative interventions

## Case-related (individual) aspects

- Guideline / workplace policy

- Information campaigns / clear visibility of rights

- Transparent complaint procedure / case reporting

- Easily accessible contacts for counselling / aid

## Structural (organizational) aspects

- Organizational zero-tolerance policy

- Inclusion of the topic into the recruitment process

- Mandatory hands-on/ intervision trainings for all with personnel responsibility

- Optimization of overall work environment

- Gender equality and diversity  in the workplace

# Window of opportunity
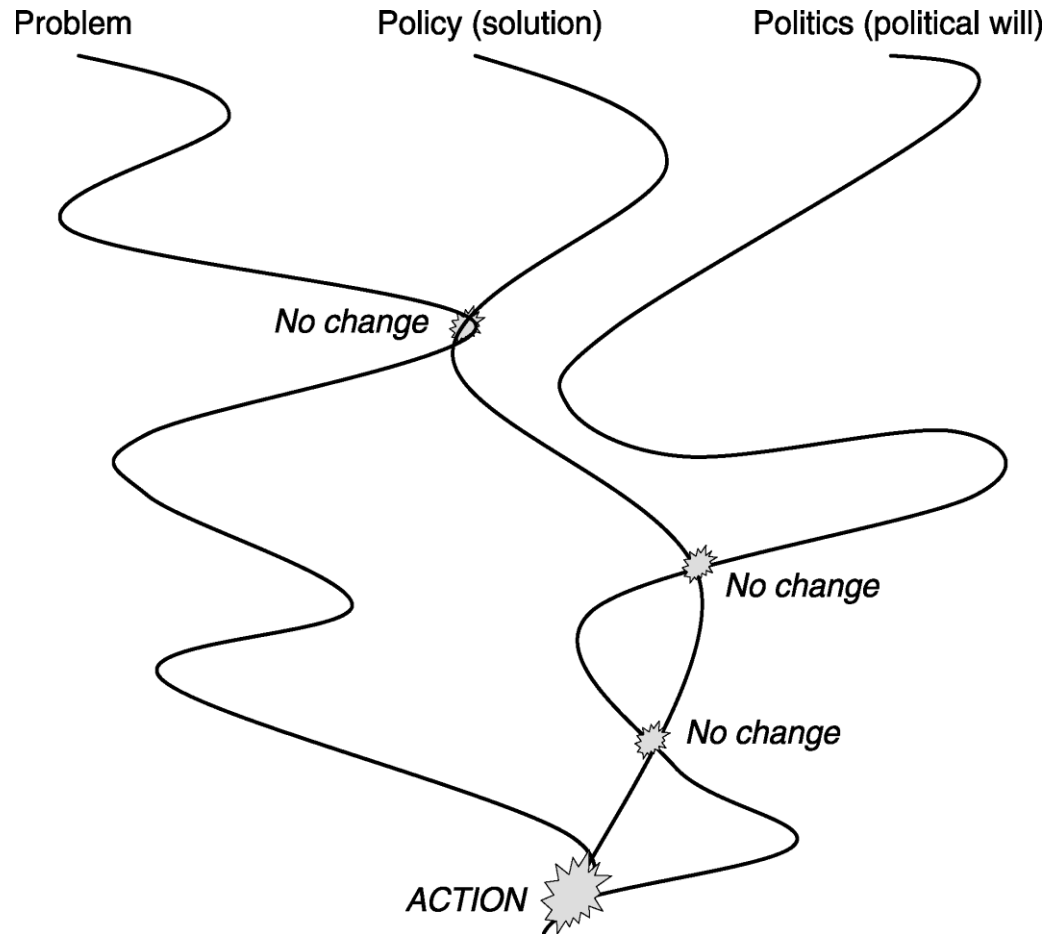
# A co-creative process for the development of a guideline

**Max Delbrück Centrum Taskforce (Berlin)**

Goal: Development of a guideline for the prevention of sexual harassment/ discrimination according to AGG / power abuse, intervention procedure, prevention measures

Participation level: ca. 50 members of the taskforce, representation of all institutional levels

Directorate/board: medium/strong support

Duration of the project: 6 months

Duration of the implementation: 3 months + ongoing

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# A co-creative process

50 individuals participating
- Administrative staff
- Assistant staff
- TAs
- PhD students
- Postdocs
- PIs
- Legal office / HR / Personnel representations / EOO

- All documents on the intranet
- Several interconnected working groups
- Representatives obtained feedback from the broader groups they were representing
- Monthly meetings with the full group

# Outcomes

Start of the guideline development process 1.1.2019 – signed into effect by the board of directors 1.12.2019

Guideline contains:
➢ Legal framework
➢ Complain procedure process details
➢ Recommendations for conduct and prevention

Psychological support and coaching

**2020**
Training of contact points for all staff groups

Information campaign

Integration into HR practices

Mandatory training of all (>100) senior leadership in small groups (5-15 participants)

# The participatory guideline process as the basis for re-thinking leadership

The guideline process demonstrated how a participatory process can work.

- Very high engagement and ownership, pride, motivation

- Definition of (leadership) goals

- Gave voice to unheard groups

- Transparency and regular updates

- Accountability

# The process is a powerful intervention

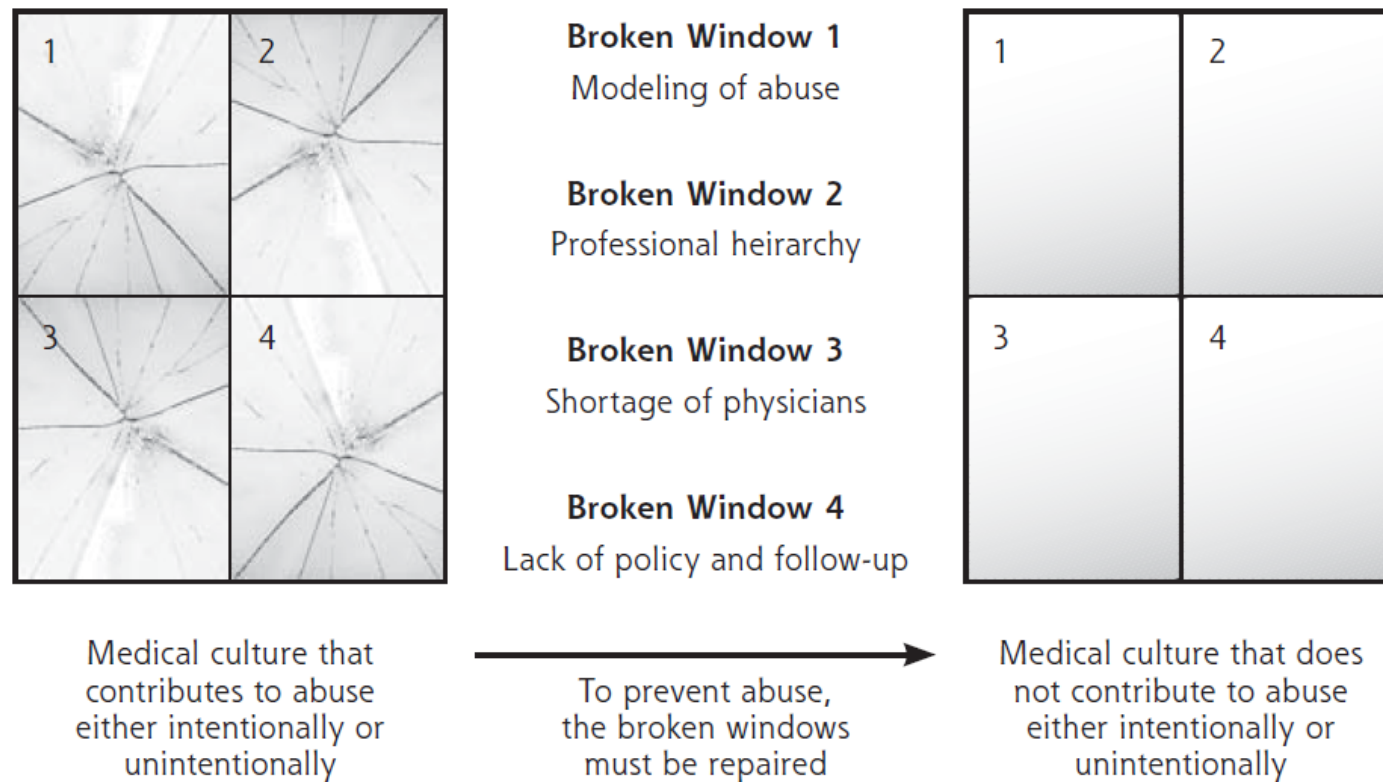# Thank you for your attention!

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@smoertelt

Sabine Oertelt-Prigione

# Structural causes to the inability to perform



Figure 1. Conceptual model of abuse of family physicians.

Miedema B, Ann Fam Med, 2012

# Consequences of harassment

- What happened after the fact?

| Measure | |
|---|---|
| Formal report | 6 (0.9 %) |
| 1st admonition | 8 (1.1 %) |
| 2nd admoniton | 1 (0.1 %) |
| Other | 23 (3 %) |
| None | 669 (87.9 %) |

The vast majority of cases go unreported....so no consequences can be expected

# Workplace policies – considerations for development

- Top- down vs bottom up

- Aspects to consider:
  - ➢ Speed
  - ➢ Need for compromise
  - ➢ Sustainability
  - ➢ Committment of employees
  - ➢ Procedural implementation
  - ➢ Accountability