



Advancing Your Career during COVID-19

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MASSACHUSETTS
GENERAL HOSPITAL



About Us



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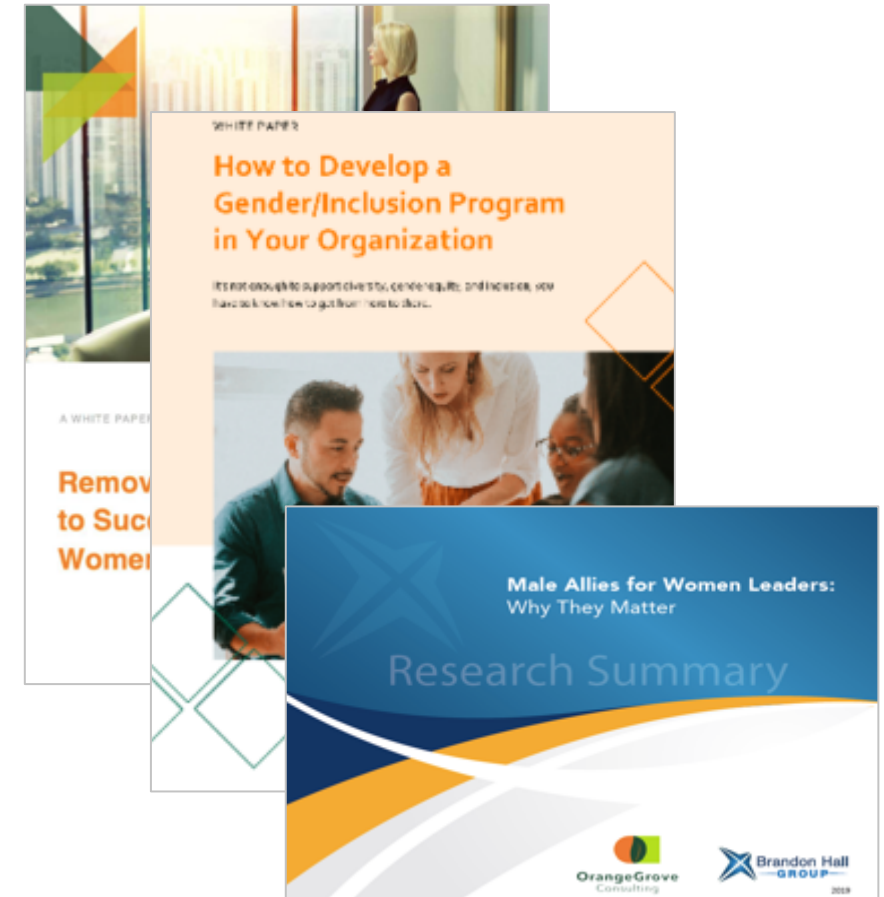
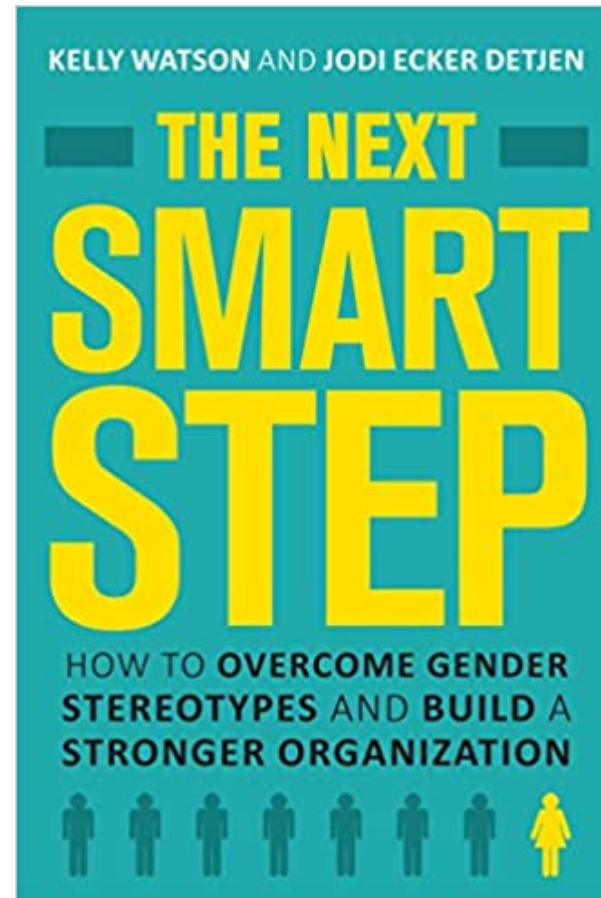
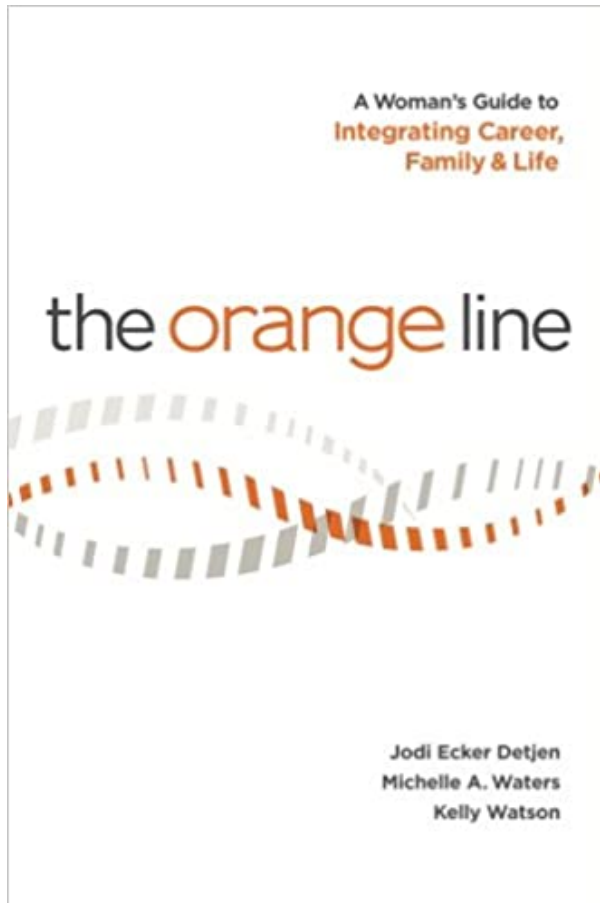
Orange Grove Consulting is a women-owned small business specializing in research-based leadership development and bias-removal.

We help organizations improve recruitment, retention and promotion of diverse talent across an organization. We can uncover barriers to diversity in current talent pipeline with a focus on removing them so all people can thrive. Our end goal is to create more innovative and productive workplaces.

Products & Services

We provide two equally important services. We train high potential women, men, managers and the leaders around them to recognize barriers to diverse talent's leadership development and remove or neutralize them by training new skills. We also provide a scaffold for the organization to apply our techniques more widely for systemic change. Our specialty is in merging these two by designing comprehensive leadership development programs based upon analysis of the organization, training & development, process change, coaching, and reporting.

OGC Thought Leadership



Our Clients



Your Facilitator



Camilla Heinzmann
Senior Facilitator



The Program

SEP 9

Session 1: Advancing Your Career During COVID-19

SEP 23

Session 2: Understanding Bias: Challenges & Opportunities for Women

OCT 7

Session 3: Quantifying Your Value | Self-Promotion

OCT 21

Session 4: Bringing it all Together: Making a Strategic Shift & Closing Celebration

Program Learning Objectives

1

Engage in strategic planning for your career advancement & promotion

3

Develop long lasting and sustainable connections with peers to foster career success

2

Actively plan to overcome barriers limiting advancement

4

Advance women in radiation and surgical oncology



Who, what, when, where, how?



1 WORD



Agenda

- 1 Opening and Program Overview
- 2 Forming Community
- 3 Leadership Today
- 4 Your Leadership Vision
- 5 Next Steps: Putting it into Practice



Learning Online – Some Guidelines

Overall

- Please turn your video on
- Please mute your mic unless you are speaking
- To contribute, comment, or ask questions at any time:
 - Use the chat box or
 - Just speak up

Breakout Rooms

- At certain times, you will be invited to join a breakout room for group discussion
- Please keep your videos on and unmute yourself
- I will give a sixty second warning before returning you back to the main session
- Audience members can click *leave breakout room* at anytime to rejoin the main session
- You can message Jimmy if you'd like me to join your breakout room for any questions



Building Community



In your breakout group, please take about 1 minute each to:

- Introduce yourself
- State what you want to take away from this course (expectations), or
- What they are excited about



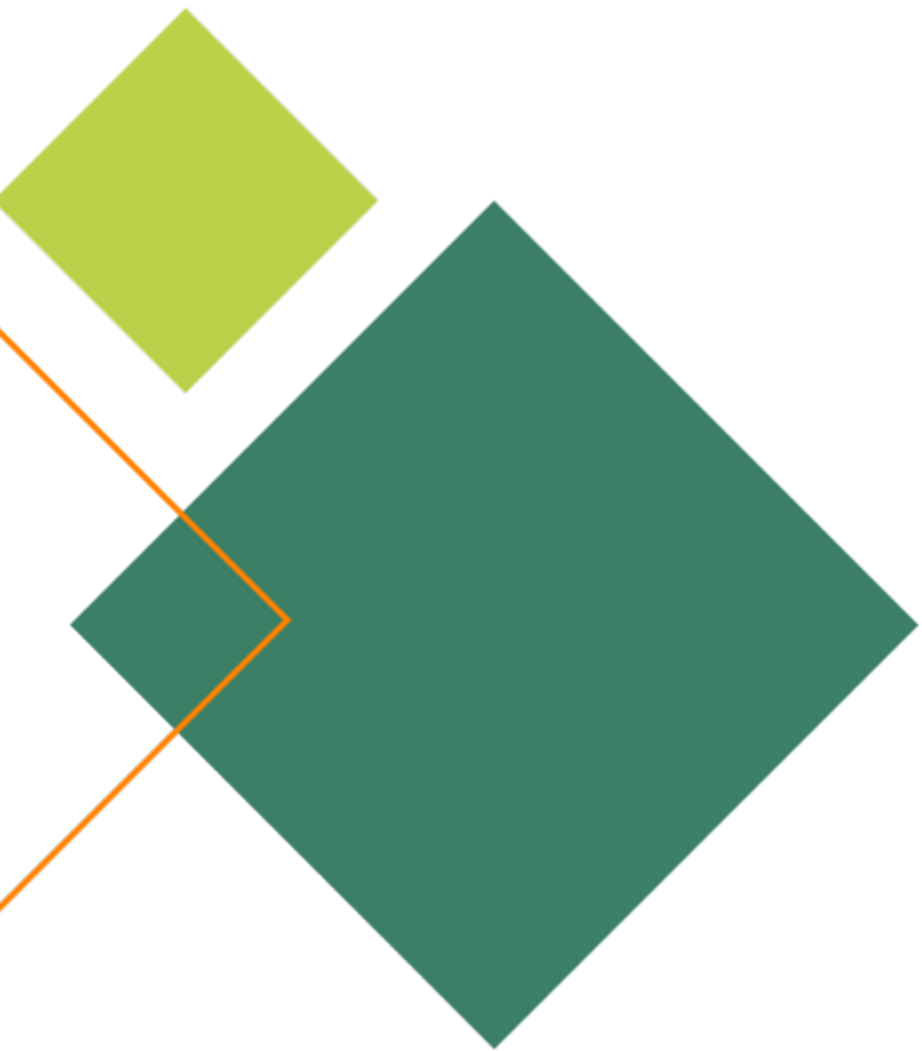
Our Engagement: Rules of Conduct

....What you expressed:

Safe
Supportive
Open
Confidential
Fun
Inspiring
Willing to be vulnerable
Non-judgmental
Curious

- Feel comfortable speaking
- Sharing of ideas
- Be in the muck together
- Be sure that people can be wherever they are without worrying about where they should be
- Freedom of thought; exploring ideas as they come
- Hearing diverse voices from this amazing group of women





Leadership Today: What is it?

Big Fat Hairy Audacious Vision and Goal

Owning your career
and leadership success





Vision of Leadership in Challenging Times

“

New Zealand's prime minister may be the most effective leader on the planet.”

The Atlantic , April 19, 2020



Strong
Consistent Creative
Empathetic Open
Calm Understanding
Open **Adaptable**
Flexible Compassionate
Decisive Tactful
Responsible



Adaptive Leadership



The Practice of Adaptive Leadership, Heifetz et al



Technical or Adaptive Challenge?

Challenge Type	Problem Definition	Solution	Locus of Work
Technical	Clear	Clear	Expert/ Authority
Adaptive	Not clear. Requires learning	Requires learning	Collective intelligence from all stakeholders





Your Leadership Vision

1. Exploring Your Leadership Vision
2. Exploring Potential Resistance
3. Establishing the Gap
4. Defining your Development Goal

Step 1 : Exploring your Leadership Vision

Imagine achieving a result in your career that you deeply desire...

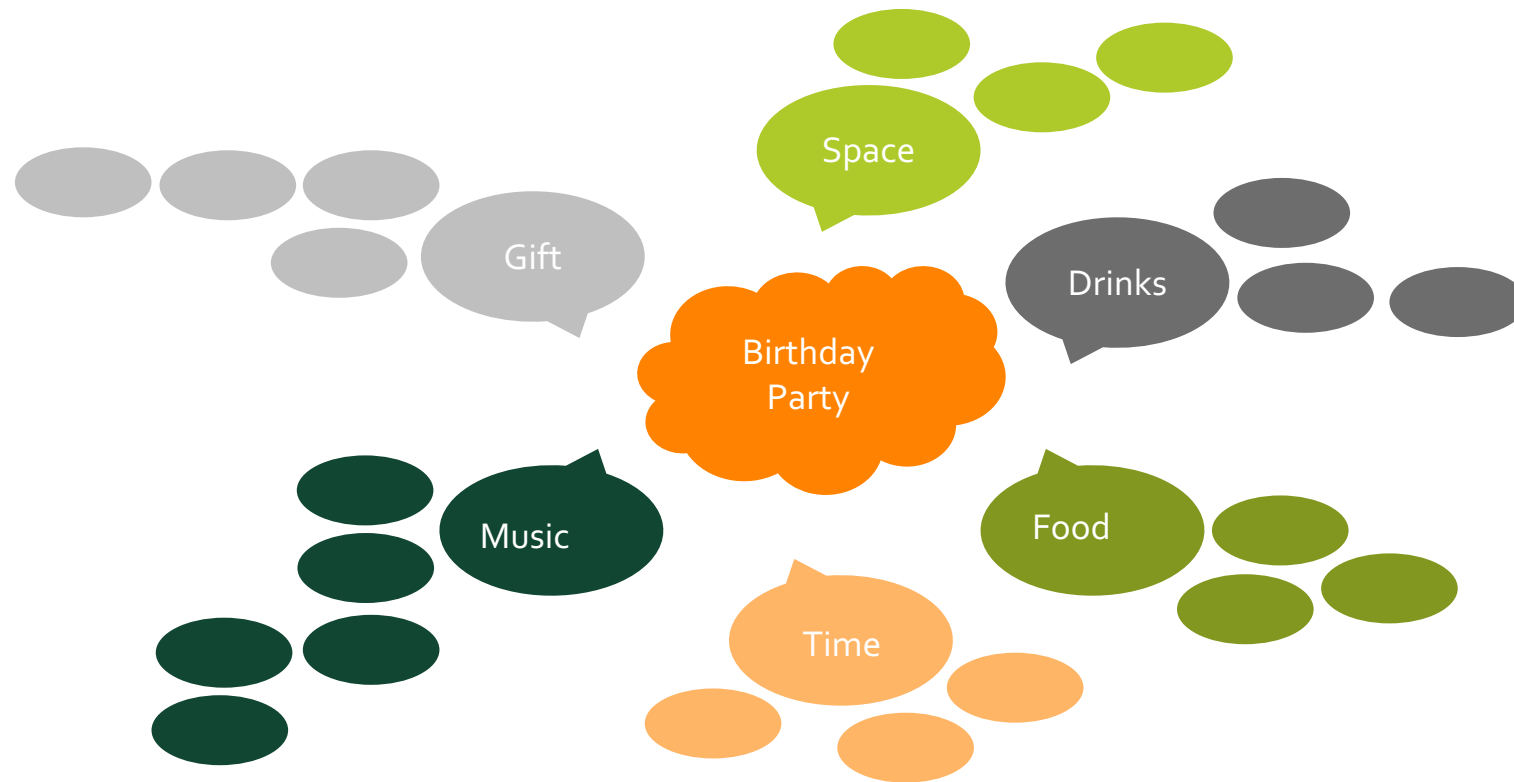
What kind of leader do you want to be?



Adapted from the 5th Discipline

Mind-mapping

Simple example: Birthday Party



Adapted from the 5th Discipline

Aspects of your Leadership Vision

How do people think of me? (use your feedback)

How do I think of myself?

Who do I admire and why?

What do I value?

What do I excel in?

What does it look like on a daily basis?

How do I feel when I am this person?



Step 2 : Exploring Potential Resistance



I can't have what I want



I don't know what I want



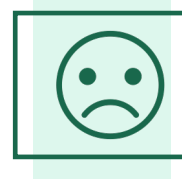
I want what someone else wants



I know what I want but I can't have it at work



I already know what I want



I am afraid of what I want

Adapted from the 5th Discipline



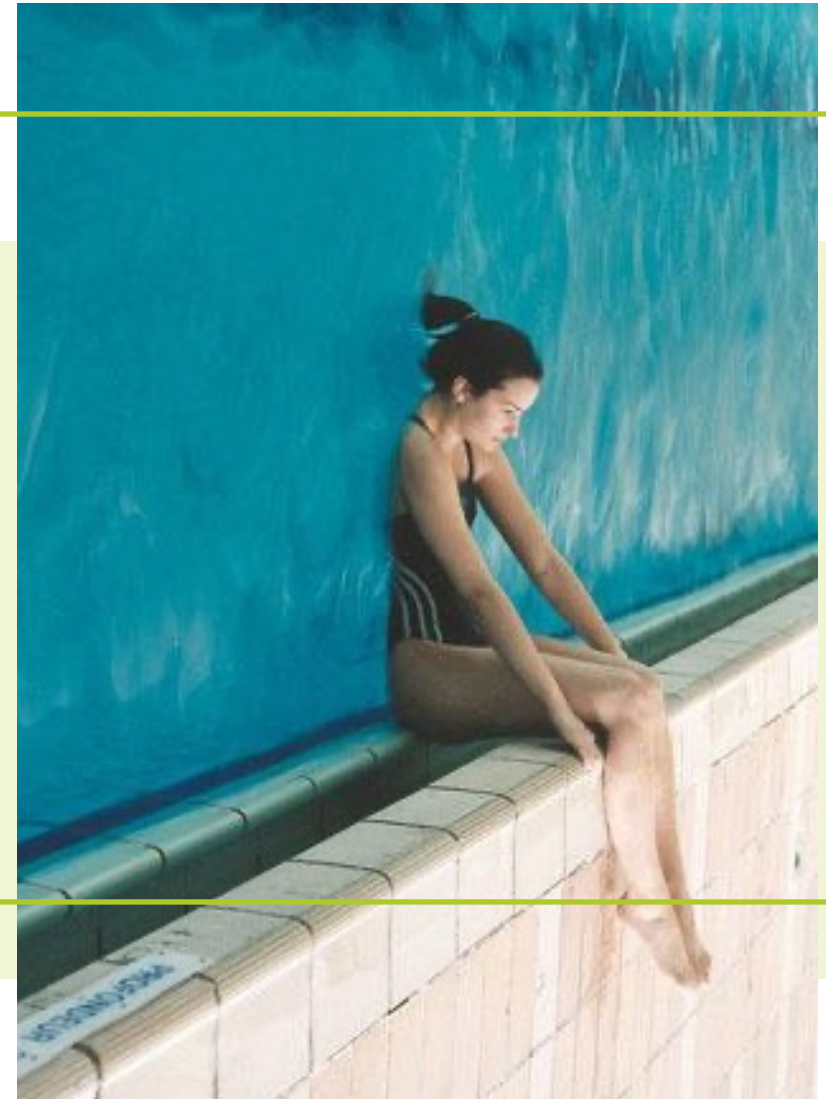
Exploring your Resistance

Feel the resistance and allow it to be

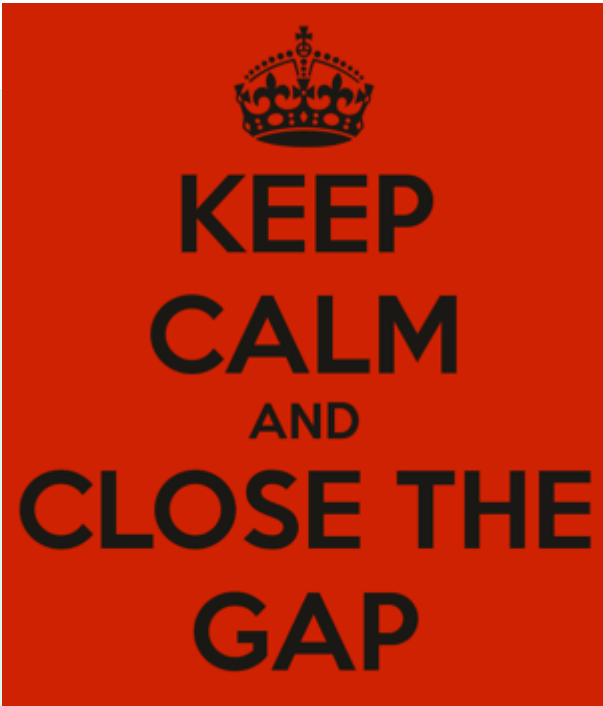
Be curious and explore...

- What's at the core of the resistance?
- Where is it the coming from?
- Who told you this is true?
- What's the fear behind it?

Reframe the resistance



Step 3 : Establishing the Gap



Take a look at your leadership vision – Where are you now and where do you want to be?

What are the gaps?

What are the two most relevant and important areas you need to work on to have the career and become the leader you aspire to be?



Step 4 : Your Development Goal

Review your personal development goal(s), and consider ...

- Is it true for you?
- Is there significant room for improvement?
- Does it implicate you; does it put you on the *hook* to make change?
- Is it significantly related to your career, work and leadership vision?
- Is it really important to you (at least a 4 on a scale of 5)



Where will you start?

Leadership Visioning – Action Planning

My Goal:		
What's one step forward I can make with my goal?	What will success look like? How will I measure success?	Target date
1.		
2.		
3.		
4.		
5.		
6.		



Expressing your Leadership



- Who do you aspire to be as a leader?
- What development goal(s) do you want to focus on this year?
- What is the first step you are going to take (tomorrow) to work on this goal?



Intersection Homework: Practice and Reflect



Photo: Raw Pixel

1. Revisit and rework your vision
2. Ask for feedback
3. Compare personal and organizational vision
4. Revisit and revise your goal(s)
5. Work with your accountability partner, and connect around your goal and goal progress



Coming in Action

What are you taking away?

**What are you going to do differently
starting tomorrow?**





MGH Women in Oncology Leadership Program

Thank you!



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Accountability Partners: Session 1

1. Amanda Guidon and Jen Shin
2. Amy Comander and Kerri Palamara-McGrath
3. Andrea Russo and Mary Beth Aronow
4. Becky Zon and Laura Spring
5. Minna Kohler and Rachel Rosovsky
6. Gaby Hobbs and Marcela Maus
7. Aparna Parikh and Meghan Sise
8. Kerry Reynolds and Rupa Narayan
9. Laura Petrillo and Ibiayi Dagogo-Jack
10. Kimberly Brennan and Lipika Goyal
11. Lecia Sequist and Priscilla Brastianos
12. Paige Walsh, Sophia Kamran and Genevieve Boland

