

# Leveraging Sponsors to Advance Careers

A Women's History Month Symposium

Jointly Offered by  
the Office of Diversity & Inclusion  
and Equal Opportunity  
and  
the Office of Women's Careers

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# Introduction to Sponsorship

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Helen Yin, PhD  
Professor of Physiology  
Associate Dean  
The Office of Women's Careers

***“In most senior level jobs,  
you need **SPONSORSHIP** to make it  
to the very top.”***

**Elizabeth J. Smith, General Manager, IBM Corporation**



*Source: Hewlett SA, Marshall M and Sherbin L, The Relationship You Need to Get Right, HBR. 10/2011*

# What's the Difference between a Coach, Mentor, and a Sponsor?

***“A coach tells you what to do, a mentor will listen to you and [advise you], but a sponsor will talk about you.”***

***Kathy H. Hannan  
Diversity and Corporate Responsibility***

**A sponsor is an advocate, a supporter and a defender**

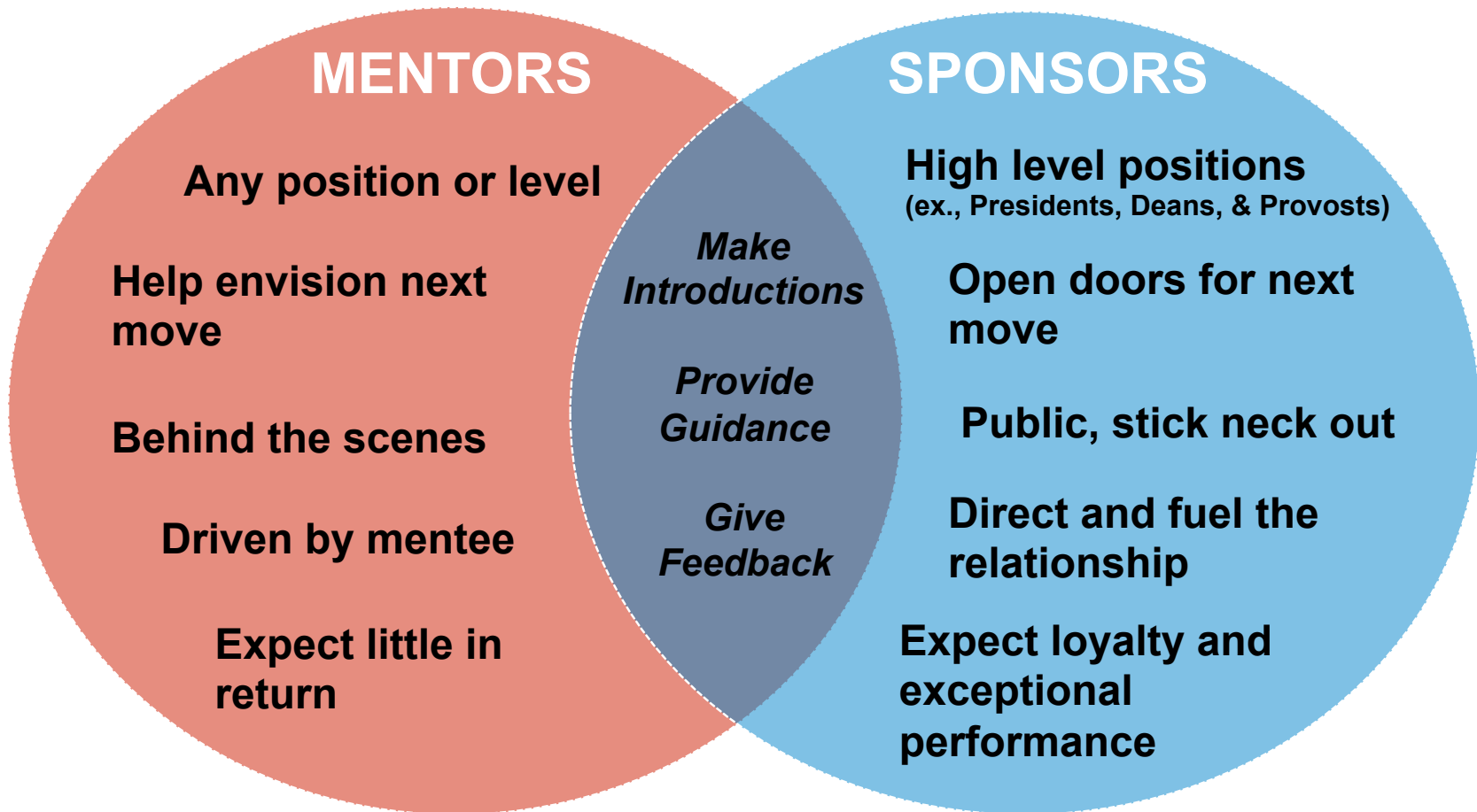
*Source: Fostering Sponsorship Success Among High Performers and Leaders, Catalyst, August 2011*

# Mentoring is Necessary but not Sufficient for Advancement



- Those who are mentored are more likely to be promoted
- Women and men are mentored (slightly more for women)
- Men are promoted into leadership positions more than women
- Men's mentors are more likely to be CEOs, or in other high level positions, and to act as sponsors

*Sources: (1) Mentoring: Necessary But Insufficient for Advancement, Catalyst, 2010. (2) Why Men Still Get More Promotions Than Women, HBR, 2010. (3) The Sponsor Effect: Breaking Through the Last Glass Ceiling, HBR, 2010.*



Sources: (1) Ibarra H, Carter NM, Silva C. Why Men Still Get More Promotions Than Women. Harvard Business Review. 9/1/2010. (2) Byyny, R. L., Mentoring and Coaching in Medicine, The Pharos, Winter 2012. (3) Hewlett, SA, Forget Mentor, Find a Sponsor, 2013.

# We Tend to Sponsor People We Like, or People Who Remind Us of Ourselves



Photo Source: <http://thebigmansworld.com/2014/02/25/blogging-politics-copycat-blogging/>

# Warrant Buffett Says:

*“.... We’ve seen what can be accomplished when we use 50% of our human capacity. Can you imagine what 100% would do?”*

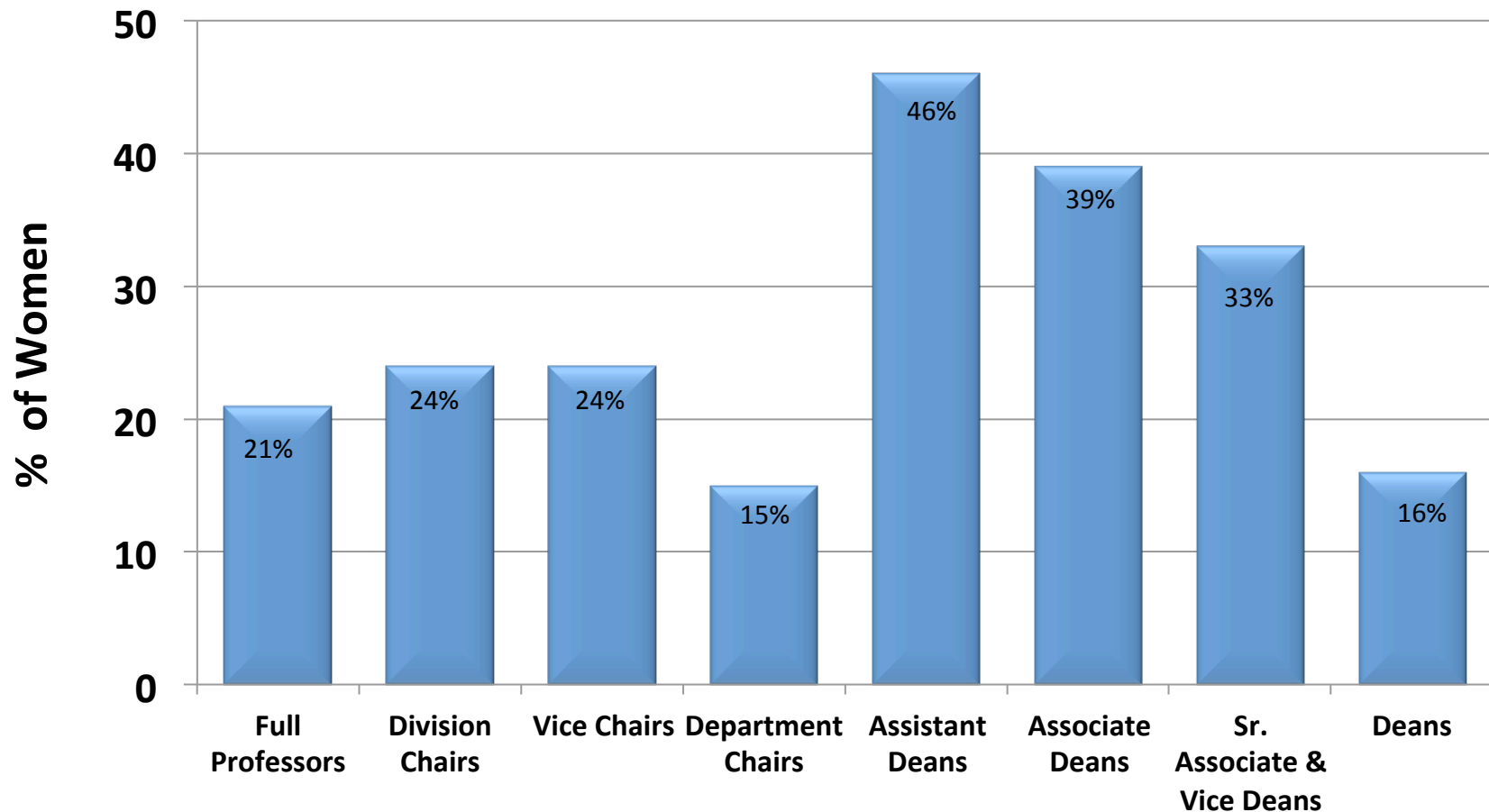


*“ Women have every potential that men do.”*



# The State of Women in Academic Medicine

## AAMC 2013-2014



Source: *The State of Women in Academic Medicine: The Pipeline and Pathways to Leadership*, AAMC, 2013-2014



# LEAN IN

WOMEN, WORK, AND  
THE WILL TO LEAD

SHERYL SANDBERG

**“No matter how fiercely  
you lean in, you still need  
someone with power  
to lean in with you.”**

**Sylvia Ann Hewlett**

*Mentors Are Good. Sponsors Are Better,  
New York Times 4/13/13*

“Senior male executives can sponsor high-potential junior women and position them for leadership, providing stretch opportunities and putting women on short lists for top jobs”

Helen Yin, Ph.D.  
Associate Dean, Office of Women's Career  
UT Southwestern Medical Center  
Chair, Sponsorship Workshop Organizing Committee

# Sponsorship developing women leaders

2015  
Workshop

The Women Senior Leaders Network  
THE UNIVERSITY of TEXAS SYSTEM  
*Nine Universities. Six Health Institutions. Unlimited Possibilities.*

Office of Faculty Diversity & Development  
Office of Women's Careers

UT Southwestern  
Medical Center

# Panel Discussion

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Moderated by  
Merridith Simpson,  
The Office of Diversity & Inclusion  
and Equal Opportunity