



This meeting is  
being recorded

# HBA Ambassador PROGRAM

Global Ambassador Community of  
Practice

#HBAIMPACT





# Community of Practice

## Agenda

- Welcome *(5 minutes)*
- HBA Insider Segment: HBA Mentoring *(10 minutes)*
- Mini-Master Class: *Elevating Your Influence with SCARF – a brain-based model* *(15 minutes)*
  - Today's speaker: **Stefanie Zechner, PhD**
- Connection Session *(20 minutes)*
- Insights and Highlights *(10 minutes)*

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# HBA Insider Segment

## HBA Mentoring



**Michelle Morse**  
Senior Manager, Member Programs, HBA

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# Agenda

- Why mentoring?
- How the program works
- Mentee/Mentor benefits
- Registration information
- Questions



# Why Mentoring?

- Key learning/developmental relationship
- Supports career growth and advancement

## Three Reasons Women Need Professional Mentorship<sup>1</sup>:

1. A strong professional network connects you to unique resources.
2. A mentor helps you get unstuck and prevents you from making avoidable mistakes.
3. No [one] can make it on their own.

<sup>1</sup>. Three Reasons Women Need Professional Mentorship in 2018," by Maleeka T. Hollaway, Forbes Coaches Council, Forbes CommunityVoice, January 18, 2018. Available at: <https://www.forbes.com/sites/forbescoachescouncil/2018/01/18/three-reasons-women-need-professional-mentorship-in-2018/#4843bbc242b2>. Accessed October 21, 2018.





# Why does HBA conduct mentoring programs for its members?

- HBA member feedback consistently reveals both a **need** and **requests** for mentoring
- To increase the **availability** of mentoring relationships and their **benefits** for HBA members
- Women get less of the mentorship and sponsorship that opens doors<sup>1</sup>
- Women are 24% less likely than men to get advice from senior leaders<sup>2</sup>
- 62% of women of color say the lack of an influential mentor holds them back<sup>3</sup>

1. George F. Dreher and Taylor H. Cox, Jr: Race, gender and opportunity: A study of compensation attainment and the establishment of mentoring relationships. *Journal of Applied Psychology* 1996; 81(3):297-308, as cited in "Mentor Her," at leanin.org (<https://leanin.org/mentor-her>). 2. Leanin.org and McKinsey and Company, *Women in the Workplace 2017*, as cited in "Mentor Her," at leanin.org (<https://leanin.org/mentor-her>). 3. Deepali Bagati: *Women of color in US Law Firms*, Catalyst, 2009, as cited in "Mentor Her," at leanin.org (<https://leanin.org/mentor-her>).

# The HBA Mentoring Program Difference

- Access to a **global network** of leaders and talent from the full spectrum of healthcare companies
- **Safe space** to allow for deep insightful discussion
- Exposure to **diverse approaches and thinking** outside of your company
- Participation in a flagship HBA program in the healthcare industry
- Program is **mentee-driven** and therefore is focused and personalized in its approach to your unique issues and goals
- Mentors “pay it forward” by sharing experiences and promoting the purpose and mission of HBA





# How the Program Works



- **US Regions** have circles consisting of 2 mentors to 2 to 4 mentees.
- **Europe, Canada, and Asia-Pacific Regions** have 1:1 mentoring relationships.
- Mentees and mentors take a matching survey – which determines who is in your circle or pair.



# It starts with your goals

## Mentee sets a goal to achieve in the program

- Mentee sets specific, measurable goal(s)
- Reviews with mentors; shares with group (if applicable)

## Mentors (and fellow mentees) provide feedback and support

- Mentors don't provide answers; instead, they ask (a lot!) of questions (so mentees can reflect/determine their own course of action)
- Mentors provide new and different perspectives, share stories from their careers (successes and failures), encourage mentees to stretch, suggests resources
- If in a circle, group members share results (what they tried, what happened); offer feedback and support to others
- **Everyone is a learner**



# Common Themes

- Self-advocacy
- Long term career mapping
- Personal branding
- Business/industry acumen
- Upskilling
- Confidence and authenticity
- Leadership skills
- Executive mindset/presence
- Navigating corporate culture/politics
- Giving and receiving feedback
- Strategic thinking
- How to have difficult conversations
- Managing/Leading others
- Influencing up/down/across
- Transferrable skills to another functional area
- Work/Life Balance
- Negotiation
- Effective networking
- Gaining an advocate or sponsor







## Mentoring Timeline

- **31 January – Deadline to register**
- **February/March: Matching**
- **March: Mentor training, mentee orientation**
- **March/April: Program kickoff**
- *Circles/Tandems meet regularly until closing*
- **June: Mid-Year event**
- **October/November: Closing celebration and reflection**

# Mentee Benefits

- Gain wisdom from someone who has already walked this road
- Opportunity to tap into objective resources to set and achieve a goal
- Personal and professional growth outside of an employer
- Learn from HBA members with broad healthcare industry experience
- Try new things, take risks in a safe environment
- Build relationships, expand network
- Transition from who you are to who you want to become professionally





# Mentor Benefits

- Enhances feedback skills
- Encourages reflective practice
- Increases self-awareness
- Improves awareness of personal biases/assumptions
- Deepens leadership skills
- Expands professional network
- Hones mentoring skills
- Satisfaction of giving back

Sources: U.S. Department of Energy, "2009 Mentoring Program Guide," *Office of Learning and Workforce Development Enterprise Training Services Division*, <http://humancapital.doe.gov/resources/2009-MentorProgGuide-ECollins1-9-09.pdf> (2009). Triple Creek Associates, "Mentoring's Impact on Mentors," [http://www.3creek.com/resources/research/Mentor\\_Impact.pdf](http://www.3creek.com/resources/research/Mentor_Impact.pdf) (2007).





# Questions

- Registration for mentees and mentors is now open!
- Email [mentoring@hbanet.org](mailto:mentoring@hbanet.org) with questions
- Visit [www.hbanet.org/mentoring](http://www.hbanet.org/mentoring)





Scan to access the SCARF Worksheet!



# Mini Master Class

Elevate Your Influence with SCARF – a brain-based model



**Stefanie Zechner, PhD**  
Science. People. Business.

#HBAimpact



SCIENCE. PEOPLE. BUSINESS.  
*results that matter*



# Agenda

## 3 THINGS THAT MATTER

- The social brain and SCARF
- Applications of SCARF for elevating influence
- Invitation to take action

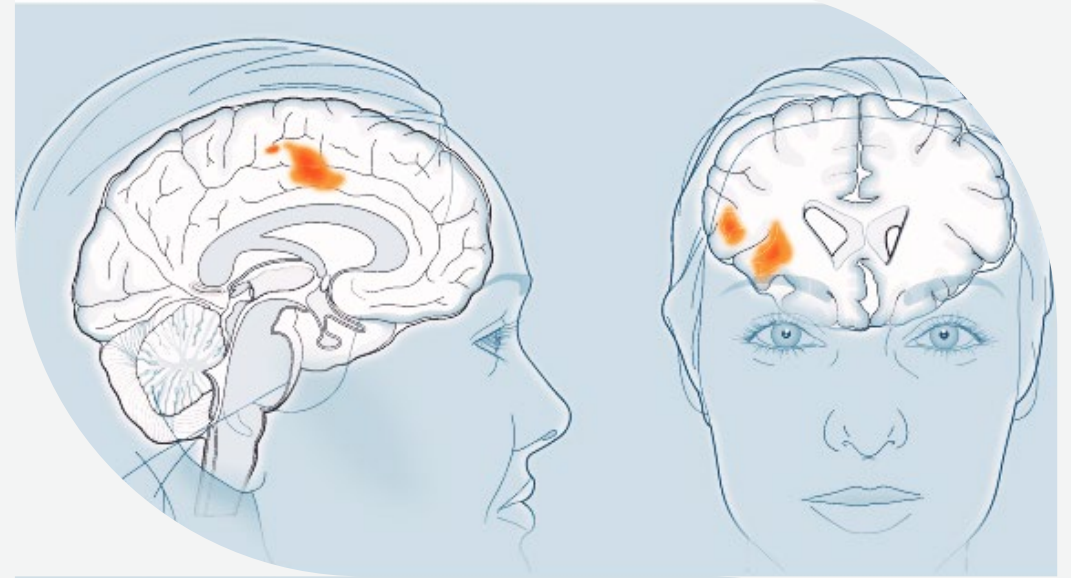




# Social and Physical Pain Produce Similar Brain Responses

Eisenberger, Lieberman, and Williams, 2003, Science  
Lieberman et al., 2004, Neuroimage

Social  
Pain



Physical  
Pain



# The SCARF Model<sup>®</sup>



## STATUS

Am I respected and valued?

## CERTAINTY

Do I know what happens next?

## AUTONOMY

Am I given choices and control?

## RELATEDNESS

Do I feel connected with others?

## FAIRNESS

Do I get the credit others do?





## STATUS

When we feel valued and recognized for our work, dopamine is released. Our confidence increases.

## CERTAINTY

Certainty is a fundamental driver of the brain. It's the ability to predict outcomes. Certainty gives clarity and direction makes us feel good.



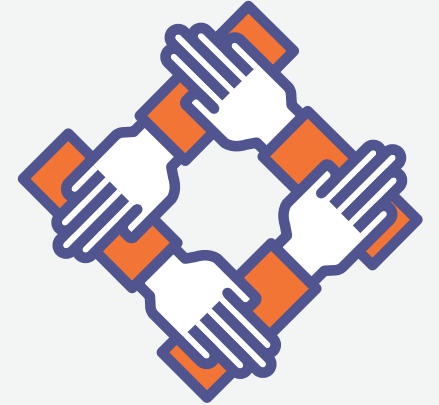
## AUTONOMY

Autonomy is the experience of having a choice, being in charge and feeling in control.



## RELATED

Humans are social animals, we have a very strong tendency to belong and be part of a group. When we interact with someone who has been encouraging of our work, we are more likely to trust this person, listen to this person, and feel reward emotions.



## FAIR

Everyone likes to feel that they - or their peers - have been dealt with in a fair manner "quid pro quo"





### LOW STATUS

When we feel not valued and rejected from others, and our perceived status decreases, there is a release of the stresshormone cortisol. Our confidence decreases.



### NO AUTONOMY

When we feel we don't have a choice, we may experience threat emotions. Research has shown that in a stressful situation where people feel they have a choice, they experience hardly any stress and vice versa.

### UNCERTAINTY

Whenever we experience uncertainty, we get a limbic (emotional) response: We experience threat emotions. Our motivation and engagement decrease.



### EXCLUDED

When we feel left out and not part of the group, we may experience threat emotions. Long-term this may lead to depression and a weakened immune system.



### UNFAIR

When we feel we have been treated unfairly, we experience threat emotions such as disappointment, anger, disillusionment and frustration.





# Example Organizational Restructure

SCARF Domain	Example SCARF Threats
Status	<ul style="list-style-type: none"><li>• You have to reapply for your position</li><li>• Your influence is reduced</li><li>• Your role is downgraded</li></ul>
Certainty	<ul style="list-style-type: none"><li>• You don't know how the changes will affect your role</li><li>• You don't know when the changes will come into play</li><li>• General lack of information</li></ul>
Autonomy	<ul style="list-style-type: none"><li>• You have little say in decisions</li><li>• Resources are being reallocated</li><li>• Targets are set for you</li></ul>
Relatedness	<ul style="list-style-type: none"><li>• Your team members are changing</li><li>• People are leaving</li></ul>
Fairness	<ul style="list-style-type: none"><li>• Your workload has increased with equal pay</li><li>• You are expected to produce more with less resources</li><li>• Some of your peers know more than others</li></ul>

# Use SCARF to Send Reward Signals





# What will you do?



Complete the  
SCARF worksheet



Come up with 3  
ideas on how to  
improve your team  
meetings



Practice SCARF to  
send reward signals



SCIENCE. PEOPLE. BUSINESS.  
*results that matter*

Print it out  
and use it

## THE SOCIAL BRAIN

The SCARF Model (Rock, 2008)  
TRIGGERS FOR REWARD RESPONSES



### STATUS

When we feel valued and appreciated, our brain experiences physical and psychological rewards and the feel-good hormone dopamine is released. Our confidence increases.

### CERTAINTY

Certainty is a fundamental driver of the brain. The brain is a prediction machine, mapping past experience to the present. Certainty gives clarity and direction makes us feel good.

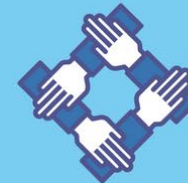


### AUTONOMY

Autonomy is the experience of having a choice, being in charge and feeling in control. When we feel there is some choice in a given situation, then we are more likely to experience reward emotions.

### RELATED

Humans are social animals, we have a very strong tendency wanting to belong and be part of a group. When we interact with someone who has been encouraging of our work, we are more likely to trust this person, listen to this person, and feel reward emotions.



### FAIR

Everyone likes to feel that they - or their peers - have been dealt with in a fair manner "quid pro quo"

## THE SOCIAL BRAIN

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### LOW STATUS

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### UNCERTAINTY

Whenever we experience uncertainty, we get a limbic (emotional) response: We experience threat emotions. Our motivation and engagement decrease.



### NO AUTONOMY

When we feel we don't have a choice, we may experience threat emotions. Research has shown that in a stressful situation where people feel they have a choice, they experience hardly any stress and vice versa.

### UNRELATED

When we feel left out and not part of the group, we may experience threat emotions. Long-term this may lead to depression and a weakened immune system.



### UNFAIR

When we feel we have been treated unfairly, we experience away emotions such as disappointment, anger, disillusionment and frustration.

*Scan to access the  
SCARF Worksheet!*



# Thank you for joining today!

Feel free to send any questions to  
[stefanie@sciencepeoplebusiness.com](mailto:stefanie@sciencepeoplebusiness.com)

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# Connection Sessions

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Scan to access the  
SCARF Worksheet!



# Connection Session Guide

Over the next 20 minutes:

1. Quick introductions *(name, location, title/company, fun fact)*
2. Dive deeper into today's topic
3. Connect before you go!

## TODAY'S DISCUSSION

1. Determine what SCARF means for you
2. What do your SCARF preferences tell you about yourself? *(choose 1-2 sub-questions)*
3. What does SCARF mean for you as a leader?

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# Highlights and Insights

*What are you taking away from today?*

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**Interested in learning  
more about today's topic?**

Visit the Ambassador Learning Center  
at [my.hbanet.org/ALC](https://my.hbanet.org/ALC) to book  
Master Class or Coaching session.

*Additional content topics available.*



# HBA Healthcare Businesswomen's Association

**How did we do?**

*Tell us by completing our event survey*



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# Run of Show

- The HBA will have 2 representatives on live for tech support:
  - 1 host to manage breakouts and pin speakers,
  - 1 co-host to assist with participant tech challenges and chat engagement.
  - *Note: facilitator and/or speaker can be one of these if they are comfortable with the platform*
- Sessions are run like webinars: they start on time and move swiftly/professionally from segment to segment
- The presenter speaking will be pinned/spotlighted to ensure they are visible, as other attendees may be on camera
- Breakout sessions will be set up by HBA randomly in groups of 5-6 individuals. The HBA will begin the setup of these sessions once the initial breakout 'drop-off' occurs, which is typical