

A semi-transparent, golden-brown skeletal figure of a person with arms outstretched, reminiscent of Leonardo da Vinci's Vitruvian Man, centered in the background. The figure is overlaid on a dark brown rectangular area that contains the main text.

Leadership Diversity:

What benefits come from insuring diversity in our governance structures & how do we ensure our leadership teams are sufficiently diverse?

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I have nothing to disclose

OUTLINE

- **Definition of diversity, pros & cons, examples**
- **Personal leadership journey**
 - *From the perspective of a woman academician in a middle-income country (with limited resources for research)*
 - *Gender diversity*
- **Action plans**

Diversity, Equity, Inclusion

- **Diversity** encompasses a range of characteristics, including race, ethnicity, national origin, sex assigned at birth, gender identity, sexual orientation, age, physical ability, & religious beliefs
- **Diversity;** additional aspects such as differences in political, socio-economic and education background (IMG), abilities
- **Equity:** Unconscious bias vs objectivity and merit
 - A revolution in Classical music : after audition for orchestra became blind, the number of women in top US orchestras increased fivefold
- **Inclusion:** Feeling of belonging,
 - Belonging is associated with occupational and academic success, better social relationships, better physical and mental health

Diversity wheel

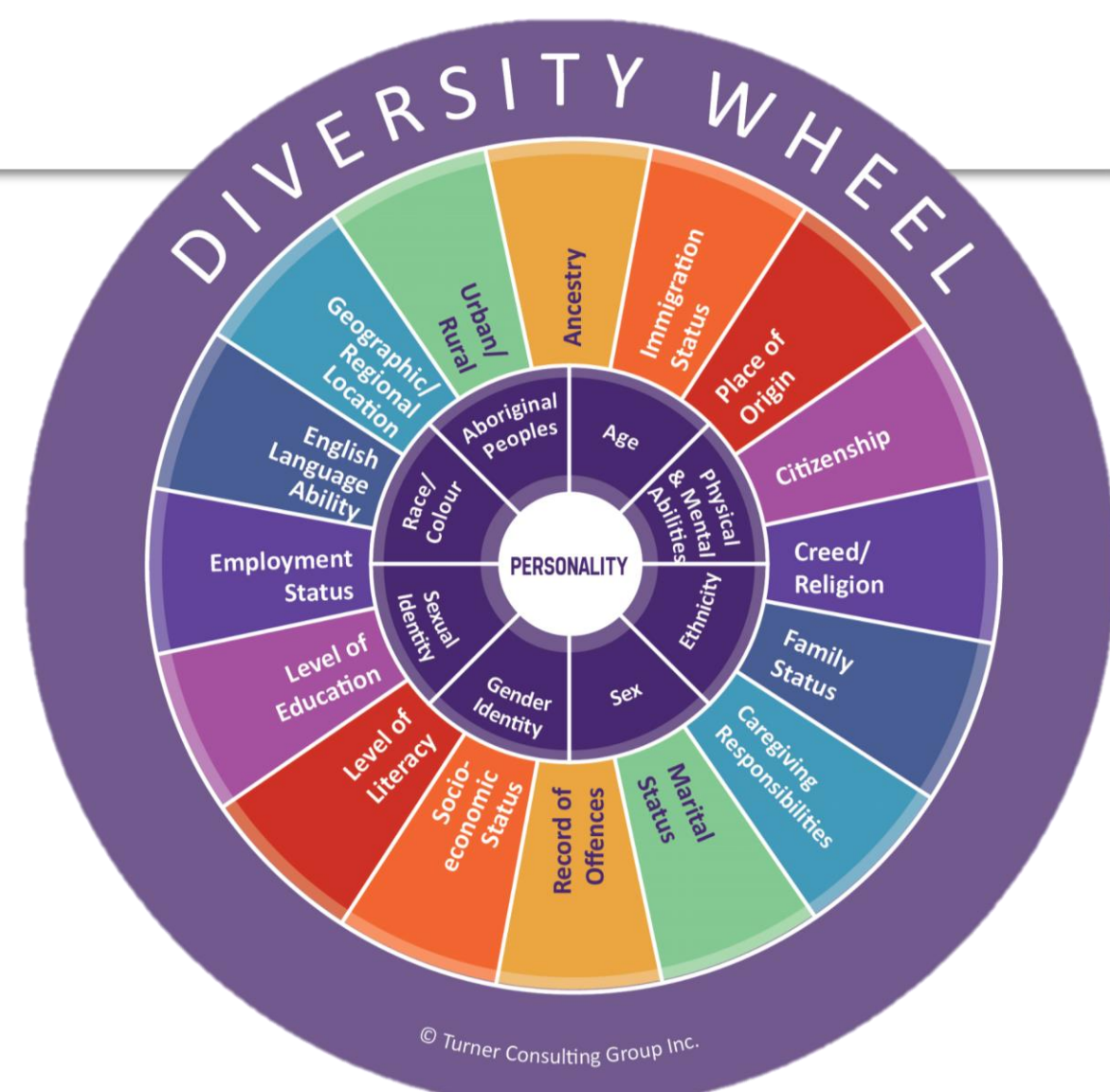
I. Core factors

1. Relation oriented characteristics

II. Outer layer(secondary characteristics)

1. Task oriented variables:

function, seniority and education



Loden M. and J. B. Rosener, (1991), "Workforce America!: Managing Employee Diversity As A Vital Resource", Business One Irwin.

Advantages

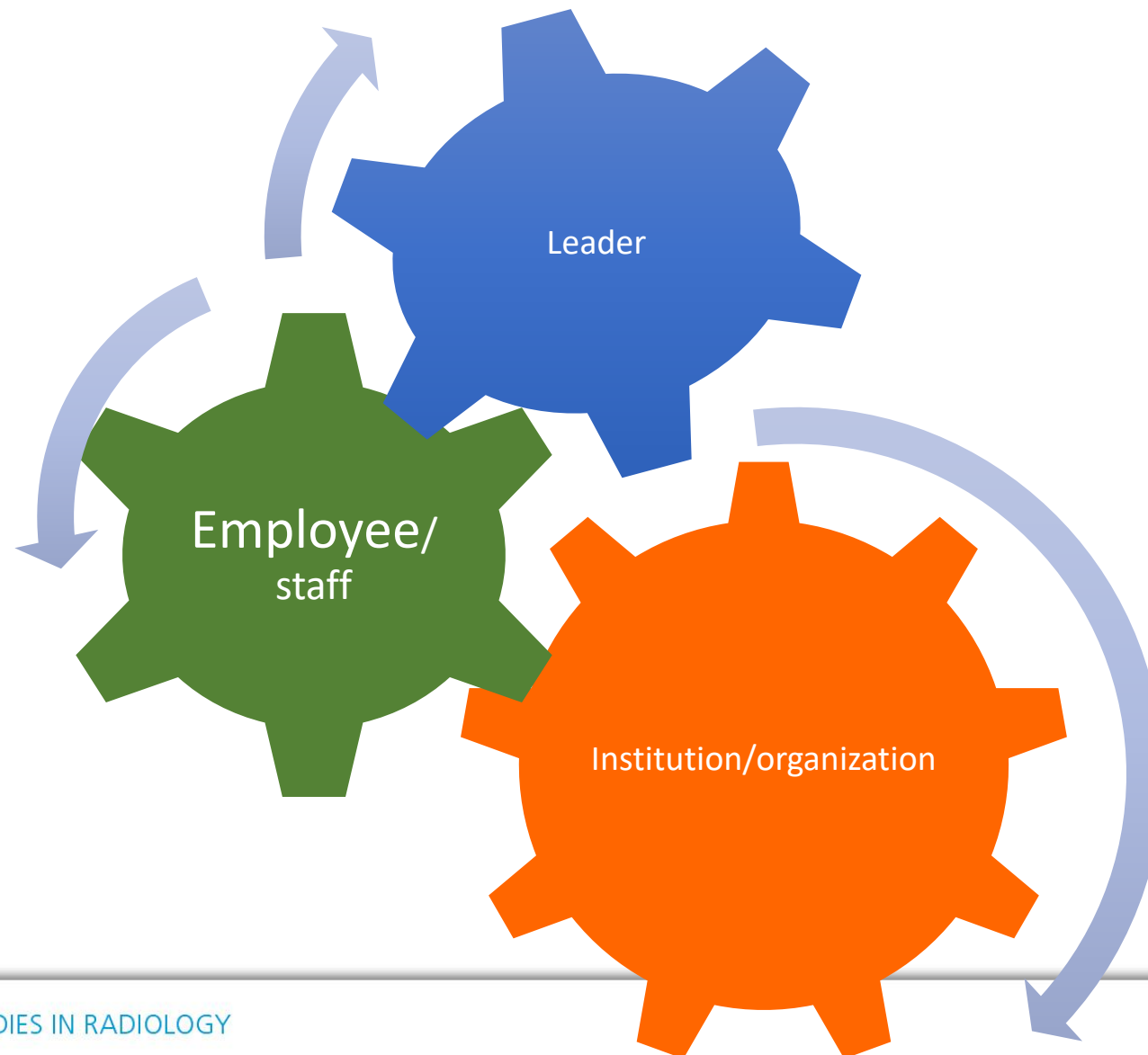
- Different points of view, educational backgrounds and experiences promote better problem solving & generation of new ideas
- New combinations of internal knowledge through interaction and learning
- Innovativeness leads the *entrepreneurship*
- Academic entrepreneurship: changing role of universities in knowledge-based economies

Østergaard et al., 2011:500

Disadvantages

- More conflict
- Higher turnover, less social integration and more problems with communication
- Lower levels of attachment to employing organizations on the part of individuals who perceive themselves to be different from their co-workers
- The culture of diversity should be established
- Diversity management «philosophy that accepts and values heterogeneity in organizations in order to increase organizational performance»

Diversity management/ Diverse leadership



**DOES DIVERSITY MAKE A DIFFERENCE? THE EFFECT OF
PROFILE AND DIVERSITY OF ACADEMICS ON
INNOVATION PERFORMANCE OF TURKISH
UNIVERSITIES**

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There is a significant relationship between overseas experience, educational background, and innovation performances in universities.

The aim of this study is to reveal the effects of academic profiles and academic diversity on innovation performance in universities. For this purpose, the academics of first 15 and last 15 out of 50 universities in the EIUI “Entrepreneurial and Innovative Universities Index” list which is issued annually by TUBITAK (Scientific and Technological Research Council of Turkey) (Data collected in 2015)

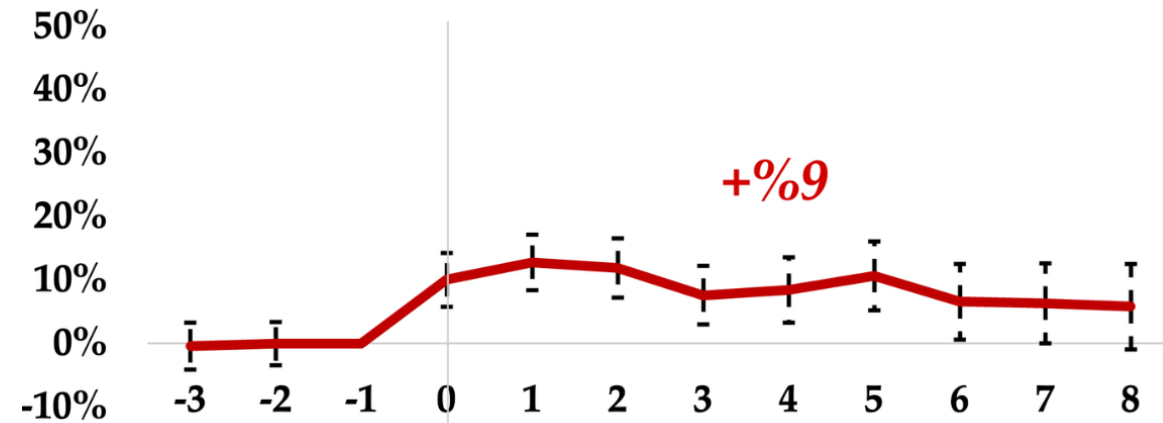
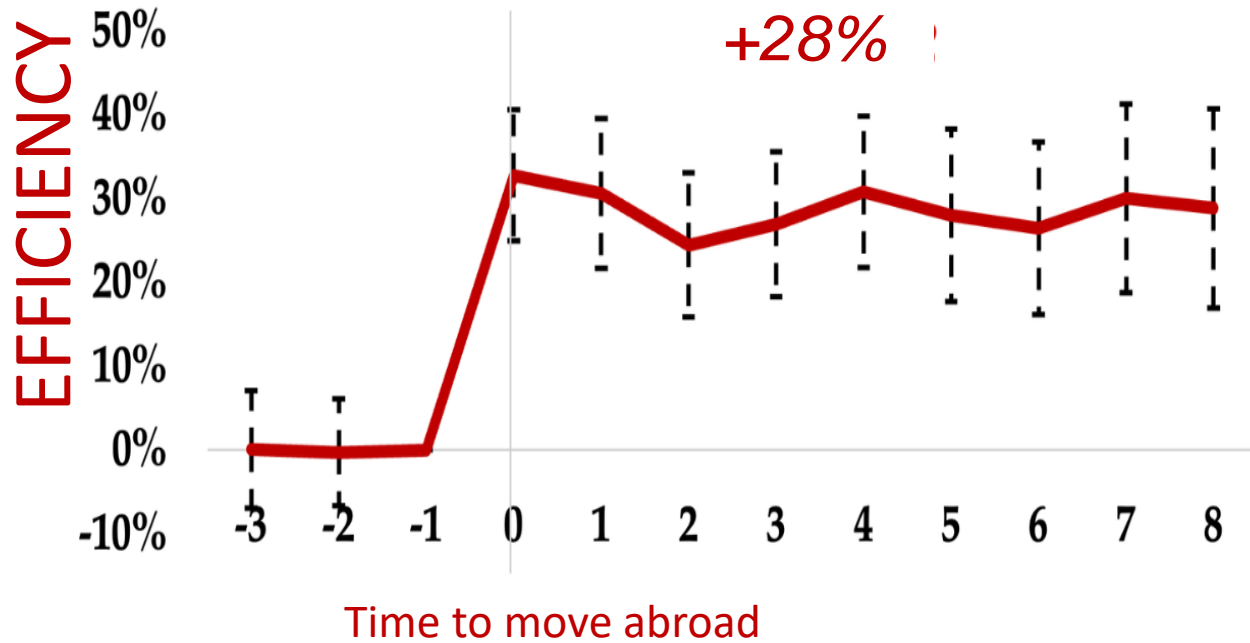
Table 10. Results of Independent Sample T-Test

Results of Independent Sample T-Test							
	Levene's Test for Equality of Variances		t-test for Equality of Means			First 15-Last 15 Average Values	
	F	Sig.	t	df	Sig. (2-tailed)	First 15	Last 15
	Work Experience	,644	,429	-4,228	28	,000	17,10930
Overseas Educational Background	,006	,940	3,251	28	,003	,73730	,32470
Overseas Work Experience	18,664	,000	3,109	18,084	,006	,36020	,11730
Female	,003	,958	,579	28	,567	,39000	,37070
Male	,003	,958	-,579	28	,567	,61000	,62930
Assist. Prof.	,012	,915	1,078	28	,290	,45270	,39670
Assoc. Prof.	1,828	,187	,766	28	,450	,21870	,20000
Prof.	,425	,520	-,164	28	,871	,32930	,33600
Educational Background	,488	,491	-,642	28	,526	4,60310	4,97730

(sig 2 tailed – p=0,000 and p<0,05)

Turkish Academic Diaspora Report: From Brain Drain to Brain Force

Turkish Informatics Foundation April 2023

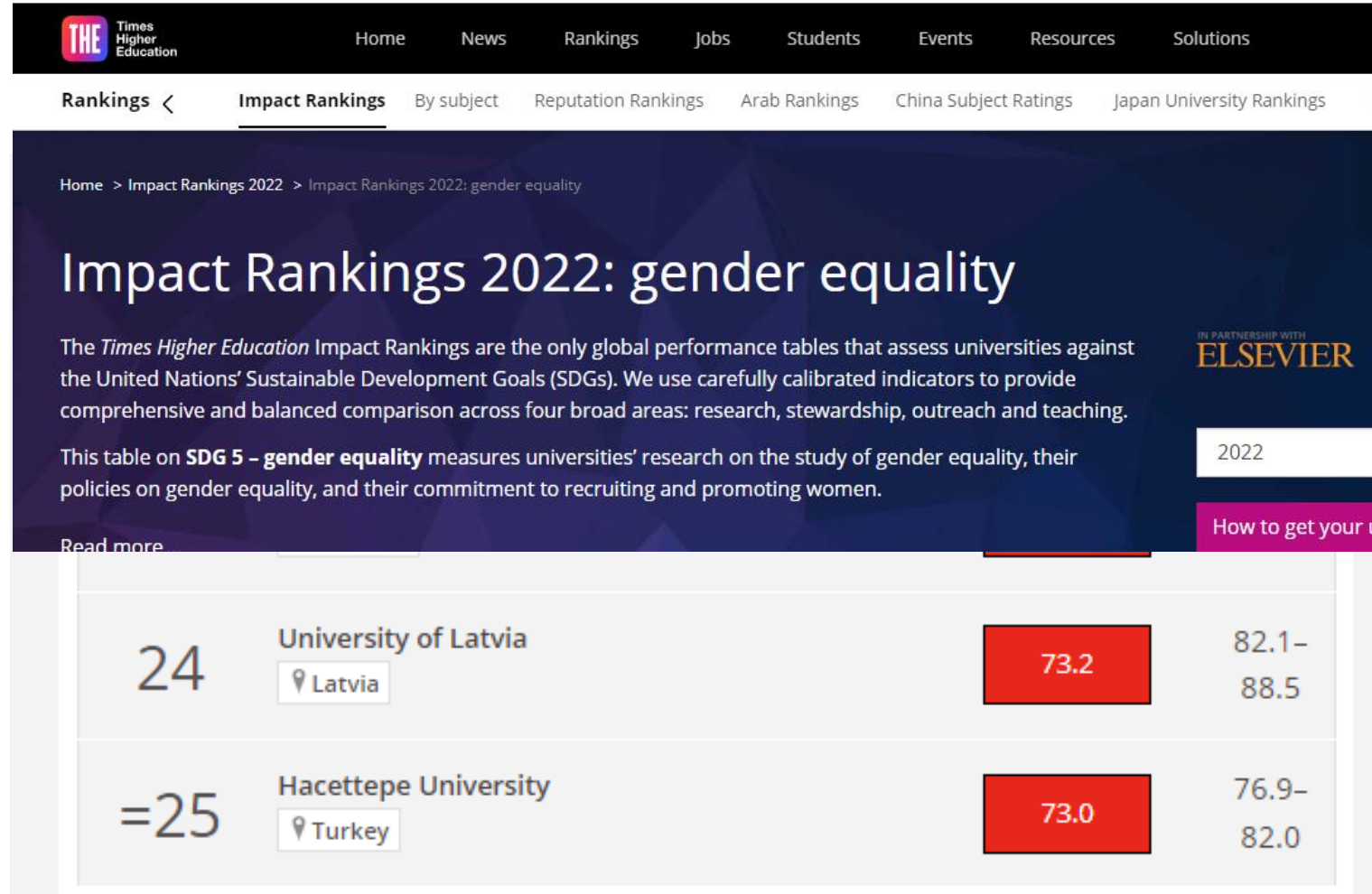


Efficiency of coauthor or colleague staying in the home country who keeps the collaboration

Ufuk Akcigit · University of Chicago | Economics · Arnold C. Harberger Professor of Economics

Personal leadership journey

- privilege to serve as the unanimously elected first woman Head of Department of Radiology
- privilege to serve in the ExC of ESR for six yrs
- Many different leading positions, nationally and internationally
- Overseas experience +



The screenshot shows the 'Impact Rankings 2022: gender equality' page from Times Higher Education. The page features a navigation bar with 'Rankings' selected, and a breadcrumb trail: 'Home > Impact Rankings 2022 > Impact Rankings 2022: gender equality'. The main heading is 'Impact Rankings 2022: gender equality'. Below the heading, there is a descriptive paragraph about the rankings and a link to 'Read more'. A table lists the top universities, with the University of Latvia at rank 24 and Hacettepe University at rank =25. A '2022' filter is visible on the right side.

Rank	University	Score	Range
24	University of Latvia Latvia	73.2	82.1–88.5
=25	Hacettepe University Turkey	73.0	76.9–82.0

Gender Diversity

- It is estimated that women hold only around 25% of leadership roles in health globally
- Fewer than 5% of chief executive officers of Fortune 500 health care companies are female
- <30% of directors of global health centers at the top 50 US medical schools were women

Distribution of physicians in academia according to gender equality in Türkiye

Tablo 1. Hekimlerin cinsiyete göre dağılımı

Cinsiyet	Frekans	(%)
Erkek Male	13.733	58.5
Kadın Female	9.740	41.5
Toplam	23.473	100.0

Tablo 2. Hekimlerin unvanlarının cinsiyete göre dağılımı

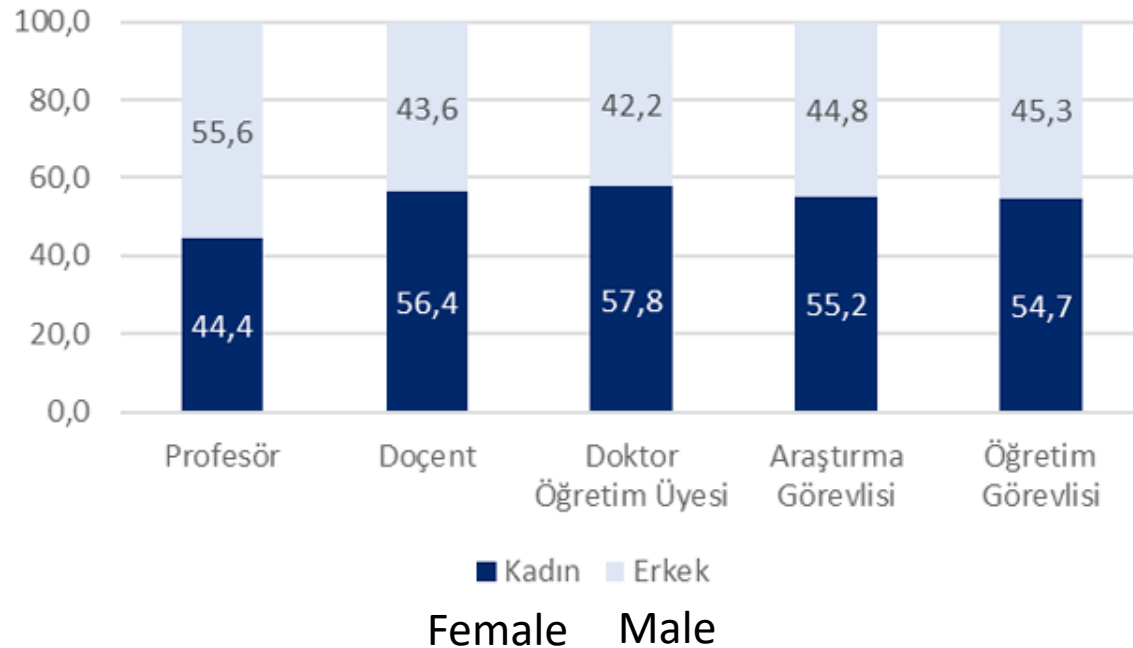
Unvan	Male (Frekans)	(%)	Female (Frekans)	(%)	Toplam (Frekans)	(%)
1. Araştırma Görevlisi	4252	50.8	4124	49.2	8376	35.7
2. Dr. Öğretim Üyesi	2415	62.2	1470	37.8	3885	16.6
3. Doçent Dr.	1947	61.9	1200	38.1	3147	13.4
4. Profesör Dr.	4542	66.4	2301	33.6	6843	29.1
5. Uzman	473	47.3	527	52.7	1000	4.3
6. Öğretim Görevlisi	104	46.8	118	53.2	222	0.9
Toplam	13733	58.5	9740	41.5	23473	100.0

$\chi^2=481.518, p<0.001$

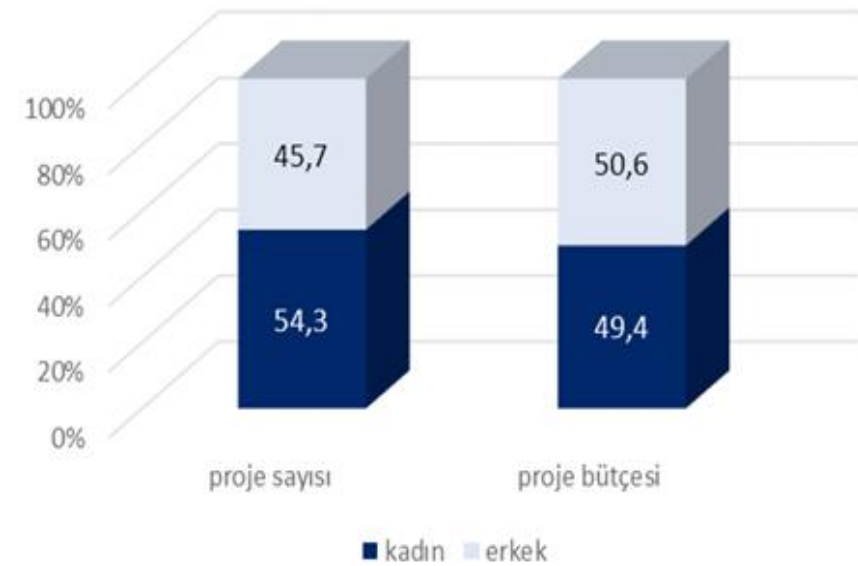
HU Medical School Academic Staff Gender Distribution

- Between 2018 and 2021, 54.3% of the executives of the projects were women
- 49.4% of the total project budgets were carried out by women researchers

Tıp Fakültesi Akademik Personel Cinsiyet Dağılımı,
2021

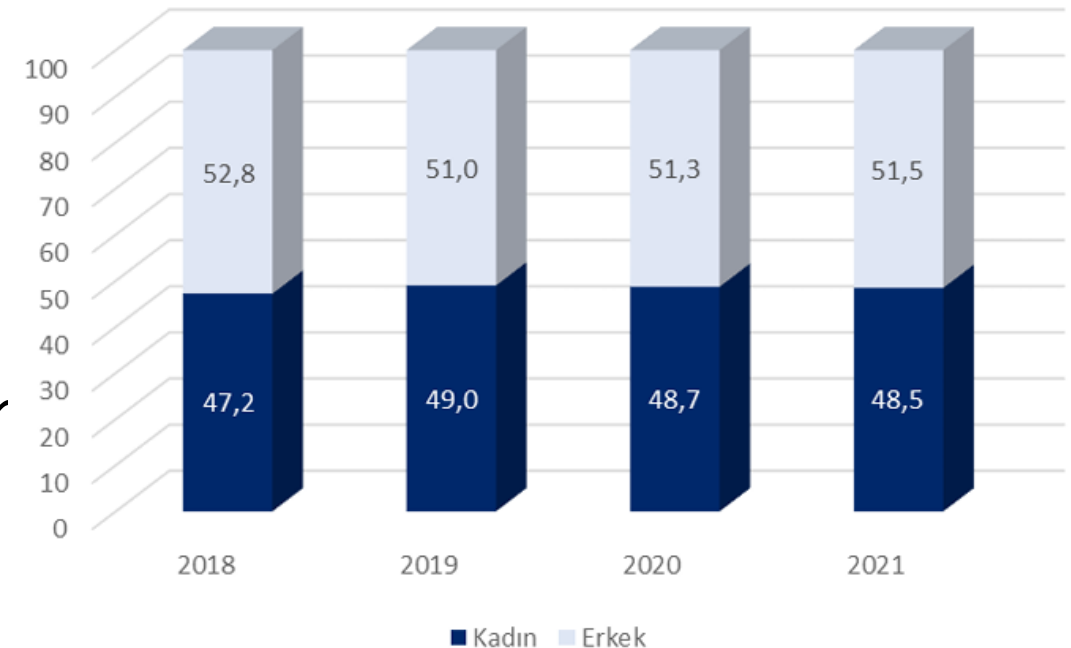


TÜBİTAK projelerinin cinsiyete göre 4 yıllık toplam
proje sayıları ve bütçelerinin dağılımları (%), 2018-
2021



Gender Balance in Leadership & Decision-Making Processes

- None of the elected or appointed rectors are woman since its foundation!
- Vice rectors 50% M:F
- Hospital Deputy Chief Physicians
(women for the last eight years)
- Deans (various faculties) 67% F, vice deans 70%F
- Administrative and management levels



Hacettepe Radiology

- In late 90's the academic staff distribution: 11:4-M:F
- Current academic staff: 17/ 33 are women
- Overseas work experience and educational background 20/33
- 20% residents IMG, international fellows (3-12months)
- Radiology residency is in great demand and we almost always get the medical graduates with top scores
- My department's annual publication in Sci-indexed journals :100-140

Benefits of working in a gender balanced environment

- Women are equally productive if they work in a culturally gender balanced environment
- They all obtain these positions according to their merit, scores, success
- Empathy and social communication are superior skills for women, as core factors are relation oriented characteristics
- Social gatherings; collaboration, trust and being people-centered



How do we ensure our leadership teams are sufficiently diverse?

Action plans at institutional level:

1. Developing an organizational equity plan
 - Collect and analyze demographic data (diversity related activities)
2. Work-life balance adjustment and organizational culture planning
 - childcare supports, parental leave,
 - flexible workplace policy for both parents (with disabled children)
3. Integration of the gender equality dimension in research& education (supporting research and projects related to gender equality)
4. Training & networking on DEI (students, academic and admin staff)
5. Equal recruitment and promotion strategies

How do we ensure our leadership teams are sufficiently diverse?

Action plans departmental level (leader):

1. Preferably having vast experience in
 - Working with different genders and ethnicity
 - Working with varieties of environments (exposed to different cultures)
2. Less stereotype, more open minded, approachable
3. Promote creative mind and positivity
4. Mentorship, role modelling

A semi-transparent, golden-brown skeleton of a human figure in the pose of Leonardo da Vinci's Vitruvian Man, centered in the background. The figure's arms and legs are extended horizontally, and it is enclosed within a faint circular outline.

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What benefits come from insuring diversity in our governance structures & how do we ensure our leadership teams are sufficiently diverse?

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