



CELEBRATING WOMEN

MARCH 2022

Top tips for
career development
by women for women

Contents

Page

Professor Louise Bryant	3
Dr Rageshri Dhairyawan	3
Professor Nisha Dogra	4
Professor Nita Gandhi Forouhi	4
Dr Chee Yeen Fung	5
Dr Neera Gajree	5
Dr Riya E George	6
Sarah Innes	6
Dr Linda Jones	7
Dr Kathleen (Kay) Leedham-Green	7
Claire Light	8
Professor Karen Mattick	8
Dr Yvonne Mbaki	9
Dr Alice Moul	9
Neely Mozawala	10
Professor Chloe Orkin	10
Professor Cynthia Pine CBE	11
Professor Lindsey Pope	11
Dr Anita Raja	12
Professor Anne-Marie Reid	12
Dr Anna Richmond	13
Dr Hina Shahid	13
Professor Minal (Mini) Singh	14
Dr Kim A Walker	14
Professor Katherine Woolf	15

Professor Louise Bryant



Louise Bryant is a Professor of Psychological and Social Medicine in the School of Medicine at the University of Leeds, and a Chartered Psychologist. Her applied health research focuses on psychological aspects of prenatal testing for genetic conditions including Down's syndrome, and how to enable informed testing choices in practice.

She chairs a committee for NHS England and NHS Improvement that supports development, implementation and evaluation of patient and professional information for the Down's syndrome, Edwards' syndrome and Patau's syndrome screening programme, and the development and delivery of national training programmes. In 2019, she was the first Social Scientist member appointed to the UK National Screening Committee.

Louise is Deputy Dean for Equality Diversity and Inclusion (EDI) in the Faculty of Medicine and Health and a Dean for EDI at the University.

Top tips

- 1 Be yourself in all that you do and in your interactions with others. Don't try and fit someone else's blueprint. Your best work will always be the work that you strongly believe in, so create your personal career narrative with that at the heart.
- 2 'Feel the Fear and Do it Anyway'. Personal and career development never occurs in your comfort zone; practice stepping outside until it become a bit easier and more of a habit. Many of the best opportunities are taken, not given.
- 3 A very pragmatic one. If you want to progress, know what you need to do to get there. Get a good understanding of promotion criteria, which will involve discussion with colleagues at that level. Find yourself a promotion coach or mentor who can help you focus and create a timeline.

Dr Rageshri Dhairyawan



Rageshri is a Consultant Physician in Sexual Health and HIV Medicine at Barts Health NHS Trust and an Honorary Senior Lecturer at Queen Mary University of London. Her clinical expertise, research and advocacy focus on reducing health inequalities particularly around gender and race. She is an experienced science communicator, writing regularly for The Lancet and BMJ Leader and appearing on media outlets such as BBC Women's Hour and BBC World Service.

Top tips

- 1 Follow your interests. That way you will enjoy your work, and it may lead to opportunities to work with people with similar interests.
- 2 Social media can be a useful way of networking, getting CPD and keeping up with current issues in medicine. But keep it professional and remember to take breaks!
- 3 Work on your listening skills, keep an open mind and stay curious. Being able to listen closely and with empathy to views that are different to your own, will widen your knowledge base.

Professor Nisha Dogra BM DCH FRCPsych MA (Socio-legal studies, children), Postgraduate Certificate in Systemic Practice, PhD



Nisha Dogra is Emeritus Professor of Psychiatry Education at the University of Leicester and a retired consultant child and adolescent psychiatrist. Nisha has led innovations in how medical students can be taught diversity to ensure they deliver high quality care to a range of patients and understand how their own perspectives may influence the care they provide. The diversity training has been modified for delivery to healthcare professionals and medical educators. She has also worked towards making curricula more inclusive of diversity so that diversity is integrated across learning. She has advocated for more faculty training and engagement to make change more sustainable and provide appropriate role models for students. She has published widely including peer reviewed publications, edited and written books as well as writing chapters for books edited by colleagues related to psychiatry and education.

Top tips

- 1 Be true to yourself. Know who you are, what you want and try to understand your motivations for your goals. Don't be seduced into chasing other people's idea of success and stick to your principles.
- 2 Surround yourself with a range of people including critical friends who will challenge and push you but with your interests at heart. But trust yourself too.
- 3 Keep an open mind to ideas, people, and opportunities but learn to say no when needed and look after yourself and those around you.

Professor Nita Gandhi Forouhi



Nita is a physician scientist who is an MRC Investigator, NIHR Senior Investigator and Professor at the MRC Epidemiology Unit, University of Cambridge.

Nita leads research in nutritional epidemiology, investigating links between diet, nutritional and cardiometabolic disease in UK and global populations. She is the Director of Organisational Affairs at the University of Cambridge School of Clinical Medicine, championing a positive work culture through equality, diversity and inclusivity.

Top tips

- 1 Be curious, ask questions, engage with answers and get noticed.
- 2 Communicate with colleagues and network widely internal and external to your organisation.
- 3 Don't be afraid to tailor make a career. Discuss possibilities and try things out. Time spent investigating what you like and can excel at is time well spent.

Dr Chee Yeen Fung



Preparedness for Practice Development Lead at Imperial College School of Medicine, MLA Clinical Advisor at Medical Schools Council, Founder of Dr Me Project, Founder of ESLIH (Empowering Student Leadership in Healthcare) and GP.

Chee Yeen is passionate about supporting medical students to reach their full potential. She has a particular interest in preparedness for practice, medical assessments and widening participation. Chee Yeen was the recipient of the ASME New Leaders Award 2020.

Top tips

- 1 Do what you love! Explore and pursue opportunities that interest you. People can tell when you're genuinely passionate about something, and this will more likely lead to further opportunities and experiences.
- 2 Don't compare! You are each on your own journey with your own personality, skills and experiences. It's so easy to feel inadequate in medicine, but the truth is everyone has something unique to offer.
- 3 Have fun! Who said work had to be a chore? There are so many interesting and innovative activities going on there is never a reason not to be having fun. And if it's not happening already, make it happen!

Dr Neera Gajree



Neera Gajree is a Consultant Psychiatrist in NHS Lanarkshire and the Associate Postgraduate Dean for Psychiatry Simulation with NHS Scotland. Neera has been actively involved in medical education throughout her career. She is particularly interested in the use of reflective practice groups in training, and improving the use of simulation in psychiatry.

Top tips

- 1 Set up committees with colleagues in other areas with similar interests. This allows you to learn from others' experiences, share resources and can facilitate collaboration.
- 2 Publicise your interests and experience on forums such as LinkedIn and Twitter. You never know who will contact you with offers of help!
- 3 Engage with organisations that are relevant to your specialty/areas of interest. Attend events and put yourself forward for opportunities – e.g. apply for executive positions and submit your work for presentations/ publications/ prizes offered.

Dr Riya E George Associate Professor/ Reader in Clinical Communication Skills and Diversity Education



Riya George is a passionate medical educator at Barts and The London School of Medicine & Dentistry, Queen Mary's University of London (QMUL). Riya has extensive and varied experience in providing strategic direction in the development and implementation of diversity initiatives in a range of health educational settings.

Top tips

- 1 Find a trusted mentor who you can have open and honest discussions with about your personal development as well as your career.
- 2 Prioritise developing your character as well as your CV. Knowing yourself, your strengths, areas to improve and clarifying your interests will support you in identifying how best to navigate your career journey.
- 3 Make opportunities and invest time in networking at external events such as conferences, seminars etc. You never know what collaborations might spark.

Sarah Innes ASME Non-Executive Director and HR Manager



Sarah Innes is ASME's first Non-Executive Director and brings a wealth of experience in human resources, recruitment, quality, health and safety, contractual issues and organisational set up/design. She has over 25 years' experience working in the oil/gas industry for a variety of engineering consultancies where she has been involved in the set-up of new organisations from scratch to doubling the size of established companies. Her HR experience includes successfully achieving Investors in People in less than 18 months and setting up overseas offices in both Myanmar and Qatar. Sarah also

has previous experience in sales and marketing, public relations and advertising and is a member of the CIPD and REC.

Top tips

- 1 Have a clear goal for what you want to do career wise, research what you need to do to achieve it through education, experience, competencies and personal attributes.
- 2 Always seek to continually learn and improve, listen to views and opinions that challenge your own. Apply for ASME's Mentorship programme.
- 3 Network with others who work in your chosen area, join one (or more) of ASME's Committees, Career Groups and Special Interest Groups, attend Med Ed conferences and meetings. The more you discuss and listen to others in your chosen area, the more you will learn.

Dr Linda Jones



A social worker and family therapist by training Linda has worked in the field of Medical Education since 2006. Working in the field of child protection she managed a therapeutic residential unit for children under ten who had been sexually abused. She unashamedly admits she burned out and needed to change career moving initially into social work policy education and governance. Returning to University to study a masters in Higher and Professional education and then a Doctorate in International Education.

She is currently a senior lecturer at the Centre for Medical Education Dundee, an international online program offering Certificate, Diploma, Masters and PhDs. She is currently leading on the research dissertation module and developing an alternative scholarship pathway utilizing self-directed learning. Her research interests include the emotional dimensions of learning, creative pedagogies and she is currently project investigator of a project investigating effective and efficient use of asynchronous discussion boards for online learning. The aim of this appreciative inquiry study is to develop a range of considerations, guidelines and materials to support faculty development in the post Covid era.

Top tips

- 1 Follow your passion. When we invest significant time and effort into a project or development there needs to be an internal motivation to sustain us.
- 2 Take time to manage your time. Reflect on how you are spending time – it is a precious commodity. Time spent on looking after ourselves and our colleagues is a sound investment. Notice early signs of stress and burn out and address them asap.
- 3 Higher Education can be a highly competitive field. Notice if or when you become defensive and try to soften into curiosity. I believe a well framed question can encourage discourse and exchange, benefiting all far more than any “smarty pant” answer where we might win the battle but lose the war.

Dr Kathleen (Kay) Leedham-Green



Kay Leedham-Green is a senior clinical academic in the Medical Education Research Unit at Imperial College London. Her clinical education research interests centre around personalised care, prevention, preparedness for practice, sustainable healthcare, innovation and quality improvement. She has broader educational research interests relating to diversity & equitable participation, professional identity, academic motivation, learning behaviours and self-efficacy. She runs an educational professional development course for Clinical Teaching Fellows and is an award-winning conference speaker. She

has recently published a review of success and limiting factors for women and under-represented minorities in clinical academia, so her 3 Top Tips are evidence-based!

Top tips

- 1 Find areas of research and practice that are congruent with your personal values, expertise and interests. Do what you love, and you'll never do a days' work in your life!
- 2 Work with people that give you energy; and give your energy to others. Education is a collaborative practice, so it is important to engage through mentoring, faculty development and informal networking.
- 3 Align what you do with community, health service and organisational priorities. Doors are more likely to open for you, and your research and practice are more likely to have impact.

Claire Light Head of Equality, Diversity and Inclusion (ED&I) at the General Medical Council



Claire has led on Equality, Diversity and Inclusion at strategic level in the criminal justice sector and more recently within medical regulation. Claire's focus and drive to achieving change and improvement on ED&I has achieved improvements across all aspects of the equality agenda. Claire is a passionate advocate of fairness, equality and justice who is known for the energy and commitment she brings to her work.

Top tips

- 1 Support, mentor and sponsor other people during your career (and do this with equity and inclusion in mind) – you will gain as much from them as they gain from you.
- 2 Always take control of your career development within all your roles and – even when you are not seeking progression, consider what will stretch you more and give you broader experience.
- 3 Balance opportunities for growth and development across both your personal and professional life - if you take on a new role one year, try something new outside work the next.

Professor Karen Mattick Professor of Medical Education, Director of Postgraduate Education and Co-Lead for the Centre for Research in Professional Learning, University of Exeter, UK.



Karen is committed to supporting healthcare practitioners to engage in scholarship and much of her work life is spent supporting postgraduate students and healthcare professionals to undertake research, scholarship or evaluation projects. Alongside her work at the University of Exeter, she is Deputy Editor for the journal Medical Education, Director of Awards for the Association for the Study of Medical Education (ASME) and Visiting Professor at Queen's University Belfast. Her work has been recognised through awards such as Honorary Fellow of the Academy of Medical Educators, Principal Fellow of the Higher Education Academy and National Teaching Fellow. She researches the experiences of doctors-in-training, with funding from the National Institute for Health Research, Academy of Medical Royal Colleges, NHS Education for Scotland, General Medical Council and others.

Top tips

- 1 Try to be clear about the kinds of roles /jobs that you aspire to. That gives others a sense of your interests/aspirations and they may be able to create opportunities for you or signpost to existing ones.
- 2 Try to create the team climate that you would like to experience for those you lead. This will reap rewards in job satisfaction and, as your career develops, you may have larger scale opportunities to change organizational culture.
- 3 Put yourself in situations that you find daunting and put yourself forward for 'stretch' opportunities. This will ensure that you continue to learn and develop, as well as always staying humble, and you may surprise yourself!

Dr Yvonne Mbaki Associate Professor in Medical Physiology



Yvonne Mbaki is an Associate Professor in medical physiology at the University of Nottingham. Conscious of the lack of diversity in STEM (Science, Technology, Engineering and Mathematics) as an ethnic minority and female, Yvonne is involved in various projects working towards reducing these deficiencies, including embedding inclusivity in the curriculum.

Top tips

- 1 Step out of your 'comfort zone'. Whilst I have personally found this to be somewhat challenging as an 'introvert', this has benefitted me immensely in my career development over the last few years.
- 2 Seek feedback as part of your reflective practice. This will ensure that you are able to align any feedback provided to your own personal growth and development.
- 3 Try to be comfortable with 'self-promotion'. Whilst a lot of us shy away from talking about our accomplishments, this will enable you to achieve visibility and showcase your expertise to others.

Dr Alice Moulton



I am a Research Fellow in Knowledge Mobilisation within the Impact Accelerator Unit at Keele Medical School. I am working to better understand how to translate research into practice. My expertise includes qualitative methodology, patient and public involvement, primary care health research and medical education.

Top tips

- 1 Resilience is key. Accept when things don't go to plan, learn from it, pay attention to the positives, and keep your focus on where you want to be.
- 2 Do RUMBA. Set goals which are Reasonable, Understandable, Measurable, Behavioral and Agreed upon (and dance to the music if you want too).
- 3 Ask for help when you need it, it's a strength. No one got to where they are today without some form of help along the way.

Neely Mozawala



Neely Mozawala is a Specialist Diabetes Podiatrist working for Somerset NHS Foundation Trust. She founded wellbeing and baking group 'Baking Medics' and she founded the 'No Hungry NHS Staff' national campaign to feed NHS staff 24 hours a day and 7 days a week.

Top tips

- 1 Your identity is not your job. Find interests outside of your career and you will be surprised at what you can achieve outside your career as well as inside your career, this will help you build new skills and contacts which will help your career and you may even be able to combine the two.
- 2 Always work with kindness and empathy. Being approachable and understanding can open a few doors on your way.
- 3 Be proactive! If you want something, go for it. If you need experience, network and approach people and if you still can't get it then create the experience you need for yourself.

Professor Chloe Orkin



Chloe Orkin is Professor of HIV Medicine at Queen Mary University of London and Consultant Physician at Barts Health NHS Trust where she leads on clinical trials in HIV. She is the Academic Lead for Equality Diversity and Inclusion for her medical school and Director for the SHARE research centre for health equity. Chloe is immediate past Chair of the British HIV Association, President of the Medical Women's Federation and a member of the governing council for the International AIDS Society. Her specialist interests are anti-retroviral therapy and health equity.

Top tips

- 1 Read and learn about imposter syndrome - it gets worse the more senior you become because there are fewer women in leadership and senior academic positions.
- 2 Always throw the ladder down to other women and think about encouraging more junior women to collaborate with projects to grow their experience.
- 3 Learn your strengths and try to choose a role that celebrates and showcases these rather than a role you think you should be good at.

Professor Cynthia Pine CBE



Photograph by Bill Knight OBE as part of the 2020 exhibition "Phenomenal Women: Portraits of UK Black Female Professors".

Cynthia Pine is Emerita Professor in Dental Public Health at Queen Mary University of London. Her research focuses on oral health promotion for children, particularly the prevention of childhood dental caries, tooth decay. She works with disadvantaged communities nationally and internationally with the goal of reducing health inequalities. She is the recipient of several international research prizes and awarded CBE by the

Queen for Services to Dentistry.

In 2000, Cynthia was awarded a Personal Chair in Dental Public Health at the University of Dundee and completed an MBA in 2001. She was appointed Professor at the University of Liverpool in 2002, and there, in 2003, became the first woman in the UK to ever be appointed Dean of a Dental School. She continued her academic journey becoming Dean of Health at the University of Salford; and Pro-Vice Chancellor. In 2020, Cynthia's portrait was included in the exhibition "Phenomenal Women: Portraits of UK Black Female Professors".

Top tips

- 1 Plan a direction of travel with milestones, but don't be rigid, be open to opportunities that come up.
- 2 Be brave, say I can do this, and go for it!
- 3 Make time for family, for you, for reflection.

Professor Lindsey Pope DHPE MRCGP(dist) MBChB FHEA DRCOG DFFP



General Practitioner and Professor of Medical Education
Director of Community Based Medical Education - Head of GP Teaching
Director of Professionalism

Co-director Scottish School of Primary Care
Specialty Adviser to the Chief Medical Officer (General Practice)

Top tips

- 1 Don't be driven by the outcome - learn from the process. For example, the benefits I gained from undertaking my Doctorate in Health Professions Education are probably more important than the qualification itself.
- 2 Find like minded people and share your passion with them. Find differently minded people and challenge your thinking.
- 3 Have an elevator pitch ready about your latest project. You never know when you might meet someone who might be interested to hear about it or a future collaborator!

Dr Anita Raja



Media GP based in the West Midlands. Anita Raja is passionate about addressing health inequalities in the ethnic minority groups in the UK. Her role as a media doctor has given her international fame as a key opinion leader during the Covid-19 pandemic, playing an instrumental role in overcoming vaccine hesitancy in the BAME community.

Top tips

- 1 Be proud of your roots, culture and identity. Embrace it, every person is unique in their own way which sets them apart from others. Hence one should never be afraid of expressing it.
- 2 Always have a 5-year plan for all your goals and ambitions. A blueprint of your goals for the next 5 years and how you will work to achieve those dreams.
- 3 Surround yourself by the right people. Ensure that you surround yourself by people who offer you encouragement yet positive criticism.

Professor Anne-Marie Reid

Professor of Medical Education/Chair of Researching Professional Learning Group



Anne-Marie has responsibility for academic leadership and scholarship in medical education in Leeds Institute of Medical Education. She is a committed educator and research supervisor, currently supporting undergraduate, postgraduate and doctoral research in Health Professions Education.

She has extensive experience of leading curriculum development in the UK and internationally and provides academic consultancy in this area. She is an Education Associate with the GMC. She Chairs the ASME Researching Methodologies Special Interest Group (<https://www.asme.org.uk/rmg>) And has research interests in Activity Theory.

Top tips

- 1 Be open to learning from all of your contacts in leadership positions as learning from behaviours and attitudes you don't want to emulate is just as important as identifying good role models.
- 2 Accept and reflect on constructive criticism where you feel this is justified. You don't have to accept criticism which reveals more about the giver than the receiver.
- 3 Make time for activities which support your wellbeing as well as those which support your career development. An early morning walk, lunchtime swim or 20 minutes Pilates before bed can work wonders for your energy levels and state of mind!

Dr Anna Richmond Specialist registrar in Obstetrics and Gynaecology, University Hospitals of Leicester NHS Trust & PhD student in Medical Education, University of Nottingham



Dr Anna Richmond is a doctor specialising in obstetrics and gynaecology. Her PhD research studies the development of clinical reasoning in medical students using realist methodology. She has extensive experience of undergraduate and postgraduate clinical teaching and is a member of AOME (MAcadMED).

Top tips

- 1 Most of the people around you have imposter syndrome, just like you do, so don't let the feeling you don't know what you are doing hold you back.
- 2 Take opportunities when they arise if they interest you even if you are not sure at the start the direction they will take you.
- 3 Meet and inform people of your interests and passions, no one will present opportunities to you if they don't know you.

Dr Hina Shahid



Hina is a Portfolio GP in inner city London, an undergraduate tutor at Imperial College School of Medicine and an NHSE Associate working as a Regional PCN Advisor for Social Prescribing and Personalised Care in London with the Healthy London Partnership, focusing on eliminating health inequalities. She has an MSc in Public Health and most of her work has focused on conflict, migration and racial disparities in the UK and in international humanitarian settings. She is chairperson of the Muslim Doctors Association & Allied Health Professionals and also chairs the Federation of Ethnic Minority Health Organisations, an alliance of over 40 health and care ethnic minority-led organisations in the UK.

Top tips

- 1 Know your values- understanding what's important to you and what makes you tick can be really helpful to make sure the decisions you make- personal and professional- are in alignment with what brings meaning, purpose and joy in your life.
- 2 There is no shortcut to hard work and perseverance; focus on the process not the outcome and you will find you achieve more.
- 3 Build a support network- these are the people you can go to for advice, to offload, uplift and celebrate- both your big and small wins!

Professor Minal (Mini) Singh



Professor Mini Singh is Professor of Medical Education and Consultant Dermatologist at the University of Manchester. She was awarded the prestigious Principal Fellow of the Higher Education Academy for her strategic leadership in both undergraduate and postgraduate healthcare education. She is Associate Director for Teaching and Learning for University of Manchester Medical School where she is responsible for curriculum development, design and implementation across the six-year programme. She sits on multiple national and international educational committees, either as chair or member, including the International Dermatology Education Alliance (IDEA), Undergraduate Workstream for the British Association of Dermatology and the UK Clinical Reasoning in Medical Education Group (UK CReME). She has a keen interest in the science of clinical decision-making having delivered multiple talks, workshops and CME programmes on the topic both nationally and globally.

Top tips

- 1 Think big. If you have an idea you believe in don't be swayed by naysayers follow it through until you succeed however long it takes.
- 2 Accept the tension between the many roles you have: professional, teacher, mother, wife, sister etc. Relish the variety and richness they bring to your life and others around you.
- 3 Look for an honest mentor to support you: the one who tells you what you need to hear, not what you want to hear.

Dr Kim A Walker Senior Lecturer, Centre for Education, Research and Innovation (CHERI), University of Aberdeen



Kim is an experienced academic and strong professional with a demonstrated history of collaborative working in medical education and the NHS. She has a high research profile especially in career decision making and the mental health and wellbeing of health care staff.

Top tips

- 1 Ensure that at all points in your career and especially when moving to another post, that you are on good terms with your colleagues – you never know when you will meet them again later on in your career and they might prove useful.
- 2 Make the most of networking not only through attendance at meetings but through other routes such as social media.
- 3 Make yourself stand out – it could be your voice, your clothes, or other attribute so that people remember you.

Professor Katherine Woolf



I'm a Professor of Medical Education Research and Honorary Research Associate in Psychology at University College London (UCL). After an undergraduate degree in Psychology, I got a PhD in Medical Education and Psychology in 2009. My medical education research focuses on understanding and addressing inequalities in medical education and training, particularly differential attainment by ethnicity and more recently in medical school selection. Since 2020 I've also been researching ethnic inequalities in COVID-19 outcomes among healthcare workers.

Top tips

- 1** Find people to work with who inspire you, motivate you and teach you different ways of thinking. Don't be afraid to approach people whose work you really admire for help or advice. They might be too busy to talk to you, but they might not. And if they do make time for you, you might find it's the start of a beautiful work relationship. Also, having a buddy or a group of peers with can make a massive difference to how enjoyable and productive you find academic work.
- 2** Try not to get derailed by criticism - learn from it. Academics love being critical. Most grant applications get rejected and it is vanishingly rare for a journal to accept a paper without significant changes. Some of my best work has received the harshest criticism, indeed it is my best work BECAUSE it has been criticised. Having people to talk through criticisms with is really helpful to stop you getting too disheartened.
- 3** Communicate your research to a wide range of audiences. Get writing for academic journals and giving conference presentations as soon as possible. But also find ways to communicate to non-academic audiences. Try doing Soapbox Science or appearing on somebody's podcast (there are a lot of podcasts about!) Finding new ways to explain what you're doing and why it matters can really help you think clearly about problems. It can also help you persuade people to give you funding to try and solve those problems!