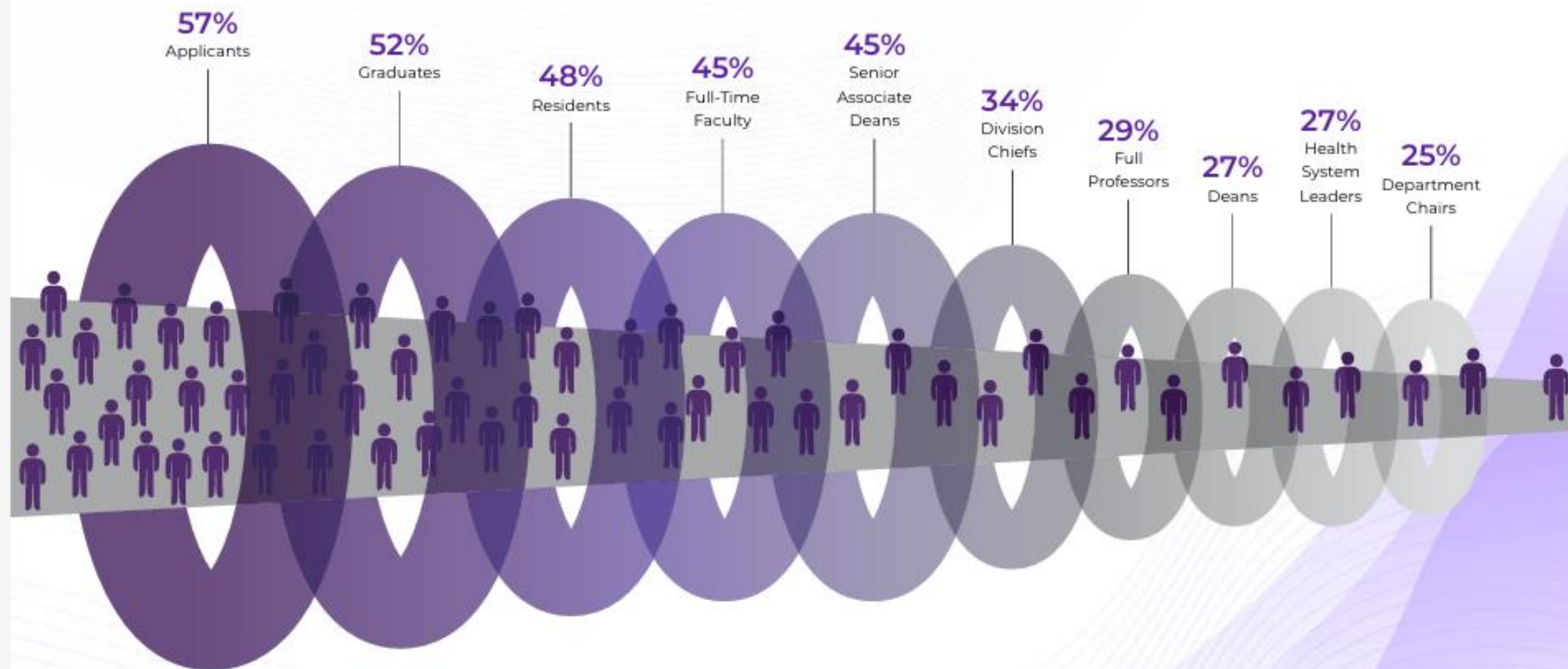




# MY PATH OF LEADSHIP

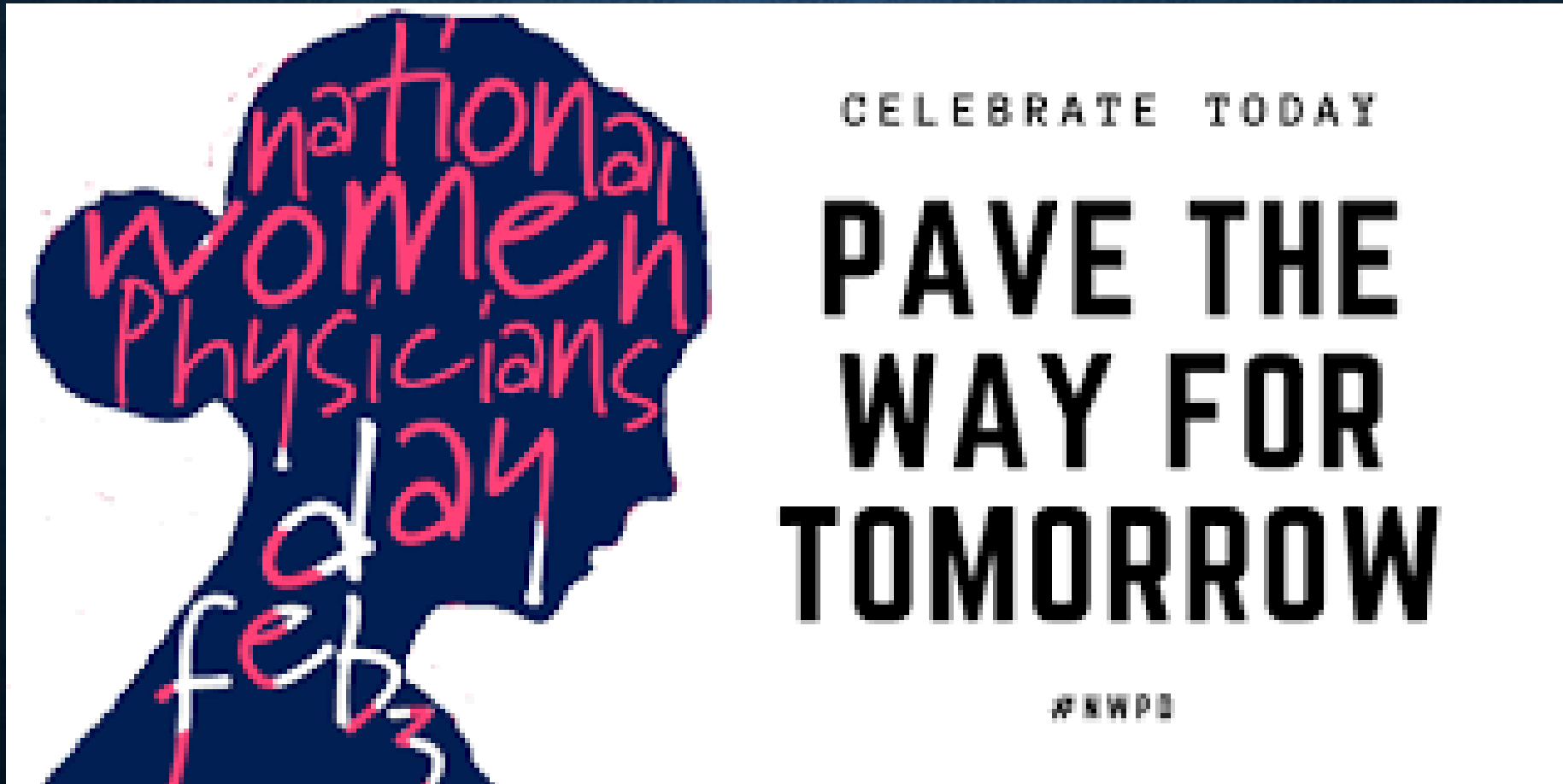
Rayan Ihle, MD FACP  
Division Chief Pulmonary Critical Care  
Associate Professor of Medicine  
April 3, 2026

Figure ES-1. Representation of Women in Academic Medicine, 2023-2024



While academic medicine is making progress, we should not be overly positive about the results or interpret them as a reason to lessen our efforts. The progress shown in this report is noteworthy, but so are the representational gaps and climate issues marginalized groups still face. Institutions can use the data in this report to identify areas of opportunity to foster greater equity and create actionable plans to improve the academic medicine learning environment and workplace.

# NATIONAL WOMEN'S PHYSICIAN'S DAY



# WHERE IT ALL BEGAN

2002

2008

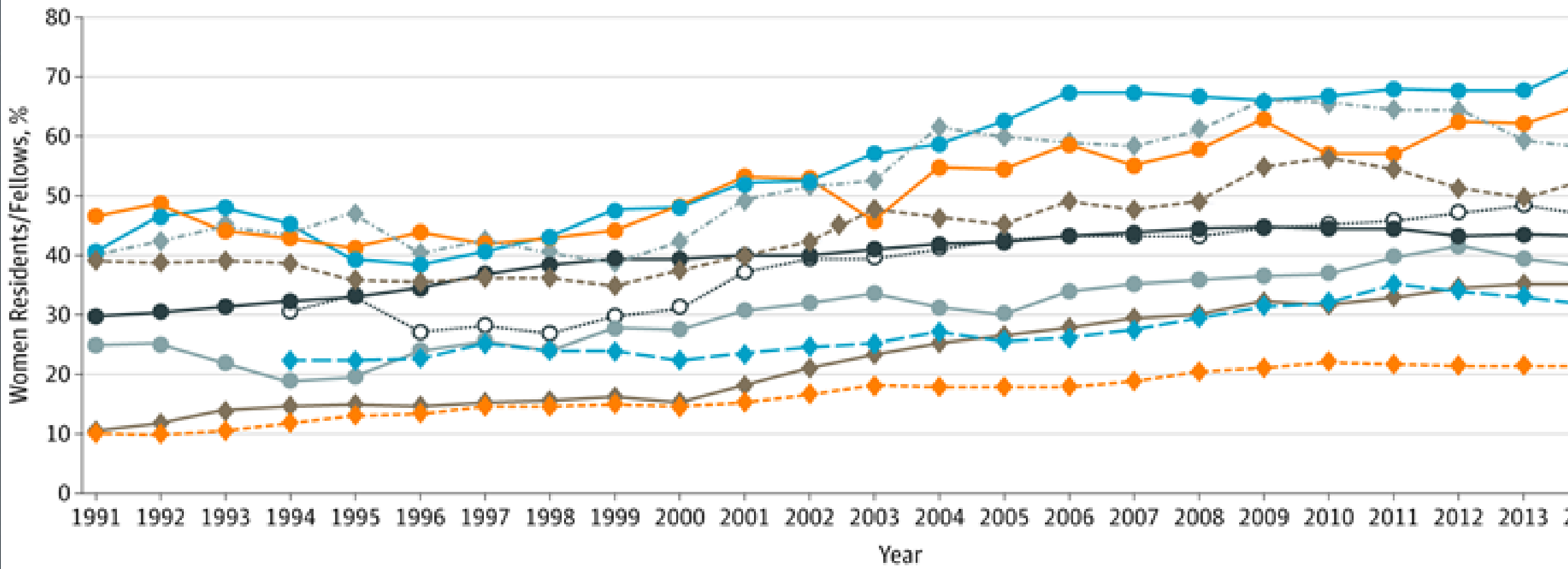
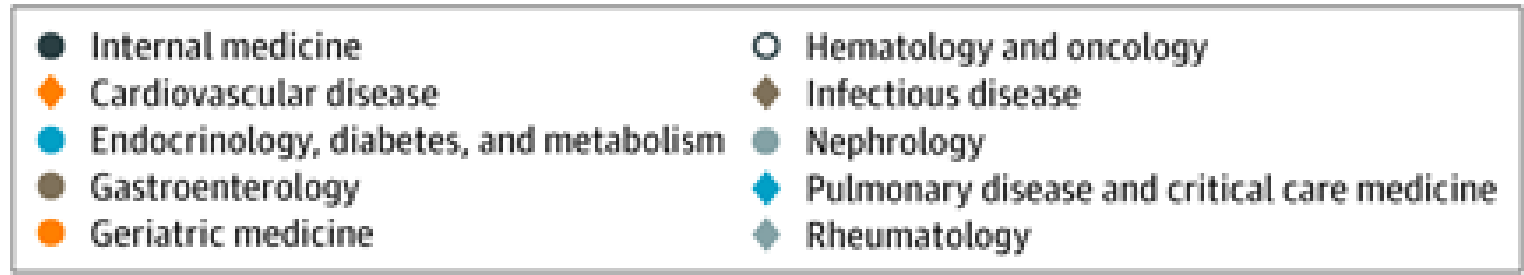
2011

2012

2015

2019

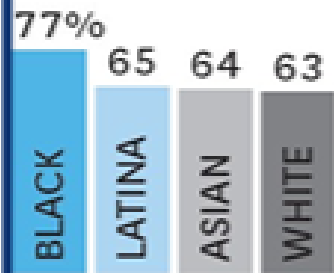
2022



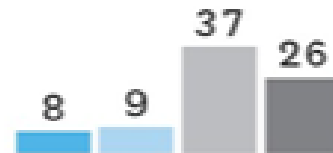
# GENDER BIASES AND STEREOTYPES

## PERCENT OF U.S. WOMEN IN STEM WHO REPORT...

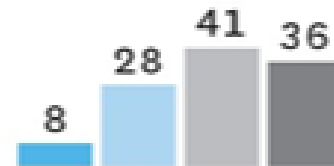
having to provide more evidence of competence than others to prove themselves.



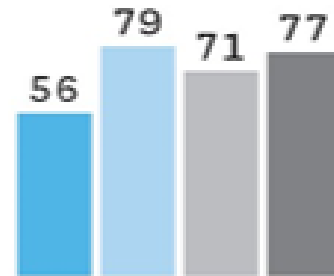
that colleagues have suggested they should work fewer hours after having children.



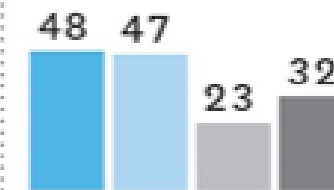
that at work, they find themselves pressured to play a stereotypically feminine role.\*



that women in their work environments support one another.



they've been mistaken for either administrative or custodial staff.



\*SUCH AS "OFFICE MOTHER" OR "DUTIFUL DAUGHTER."

SOURCE JOAN C. WILLIAMS, KATHERINE W. PHILLIPS, AND ERIKA V. HALL

HBR.ORG

**OUR COURAGE  
COMES FROM THE  
COURAGE OF OTHERS**

KIMUN SINEK

PICTURE QUOTES .COM

**NICE GUYS DO NOT  
FINISH LAST, AND JERKS  
DO NOT FINISH FIRST.**

**GREAT PERFORMERS FINISH FIRST,  
AND, IF THEY ARE GOOD PEOPLE,  
THEY DO EVEN BETTER.**

*Dr. Henry Cloud*

**THE POWER OF THE OTHER**

**EARLY ALLY**

# 2016-2019

01

My partners  
senior to me  
had left

02

I needed to  
start hiring

03

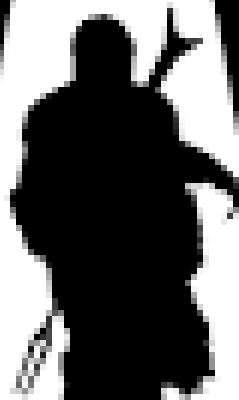
Joined CAMC  
Intensivists  
and WVUPC  
PCCM groups

04

I was  
approached to  
start a  
fellowship

shirt

THIS IS THE  
WAY

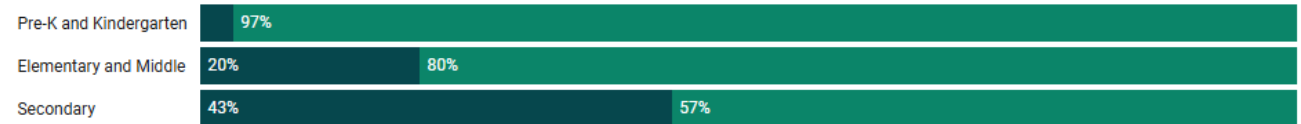


# GENDER BIAS LOOPHOLE?

## Men less likely to teach younger students

Share of teachers at given level by gender

■ Male ■ Female

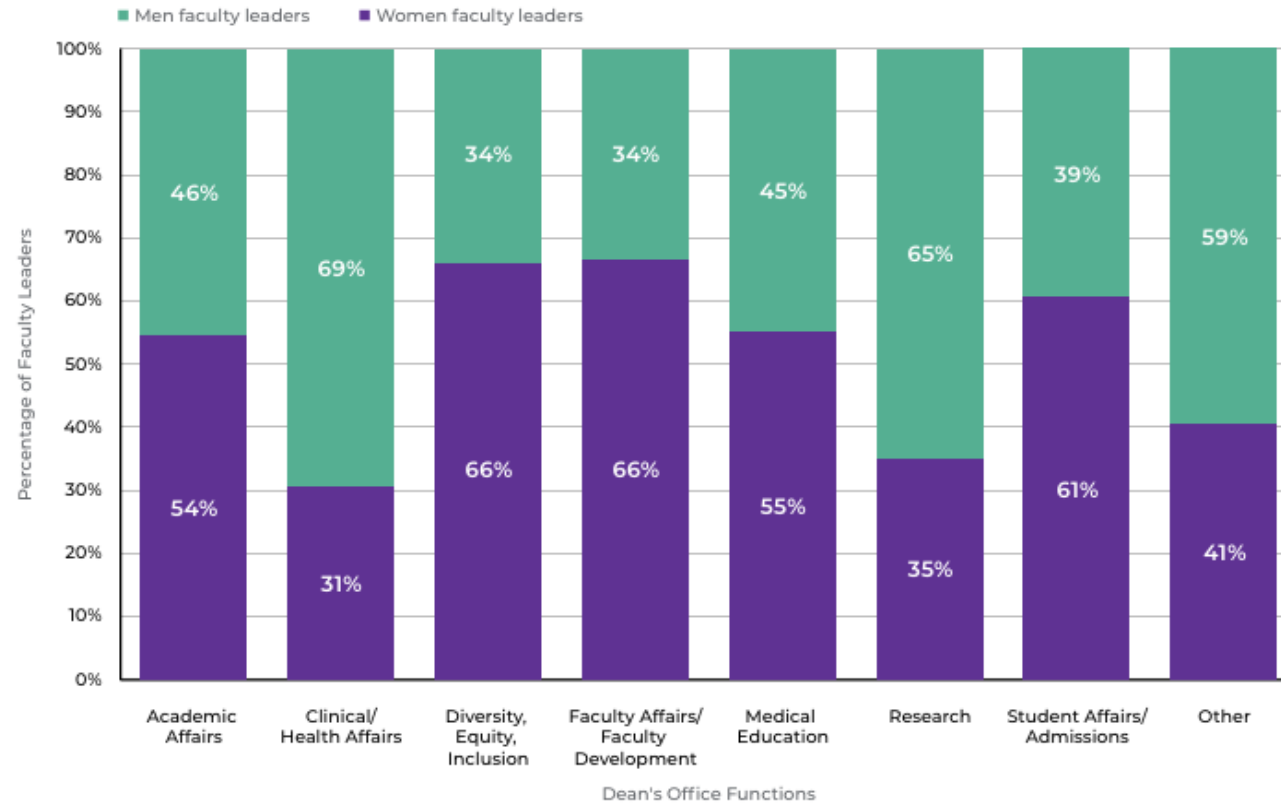


Source: Author's calculations using 2018-2022 5-Year American Community Survey Data. • [Get the data](#)

Figure 1

- Childhood education
- Men are 3% of kindergarten and pre-K teachers
- 20% of elementary and middle school teachers
- 43% of high school educators

Figure 24. Administrative Faculty Leaders by Gender and Office, 2023



**KEY TAKEAWAY**

Women represented approximately one-third of leaders in research and clinical affairs but represented two-thirds of leaders in diversity and faculty affairs.



“Leadership requires two things: a vision of the world that does not yet exist and the ability to communicate it.”

**SIMON SINEK**

Optimist & author, leadership authority



**PLANTING SEEDS**

**I WAS THIS MANY  
YEARS OLD WHEN I  
FIRST LEARNED....  
TO BITE MY  
TONGUE**

**AKA  
PICKING YOUR  
BATTLES**



Ali Aydan [in](#)

**Bad leaders care  
about who's right.  
Good leaders care  
about what's right.**

Simon Sinek

CEO & Majority Shareholder @ A M A D E O (UK)

# THE STOIC



**IF YOU ARE DISTRESSED BY ANYTHING EXTERNAL,  
THE PAIN IS NOT DUE TO THE THING ITSELF,  
BUT TO YOUR ESTIMATE OF IT; AND THIS YOU  
HAVE THE POWER TO REVOKE AT ANY MOMENT.**

— MARCUS AURELIUS



@sonnybrown  
sonnybrown.net

**"A man who suffers before it  
is necessary, suffers more  
than is necessary."**

- Seneca



# 2020-2022

01

Creation of  
PCCM  
Division  
Chief

02

Covid  
Pandemic

03

Need for  
Policies and  
Protocols

04

But I'm Not  
the Division  
Chief



Leadership is not a rank or a position, it is a choice - a choice to look after the person to the left of us & the person to the right of us.

— *Simon Sinek* —

AZ QUOTES

Circle of Concern

Circle of Influence

Circle of Control

# PURPOSE OF PASSION

Purpose Is Not Optional.  
It Is an Energy Source.



**Your first and foremost job as a leader is  
to take charge of your own energy  
and then help to orchestrate  
the energy of those around you.**

**Peter Drucker**

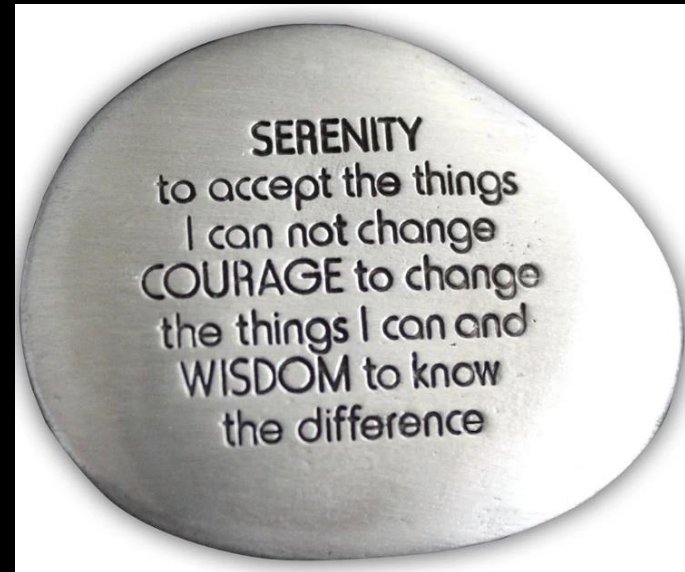
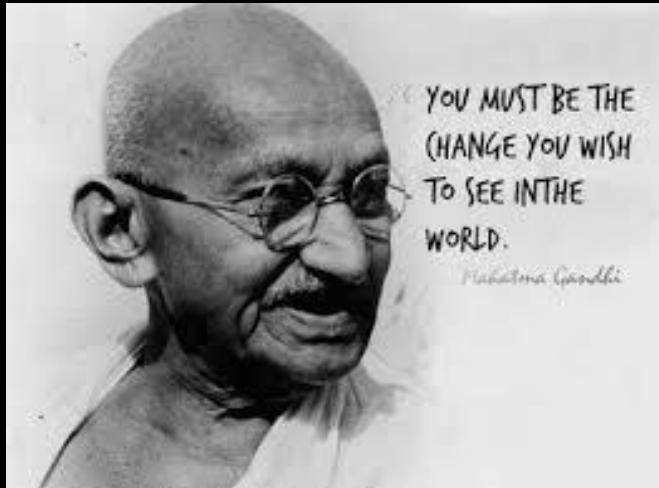


is  
 turn  
 virtue  
 bent gift  
 capability  
 competency  
 dynamism skill  
 potentiality bent  
 effectiveness talent  
 endowment influence  
 faculty **power** function  
 diadem might superiority  
 sway supremacy leadership  
 privilege prerogative warrant  
 rule law authorization authority  
 command connection jurisdiction  
 management omnipotence regency  
 paramountcy predominance dominion  
 dominance competence direction ganon

is  
 wise  
 brains  
 learning  
 astuteness  
 sanity reason  
 balance savvy  
 fair discernment  
 clear thinking poise  
 perspicacity erudition  
 caution **wisdom** sense  
 circumspection shrewdness  
 sophistication understanding  
 foresight experience prudence  
 acumen sapience good judgment  
 comprehension solidity penetration  
 knowledge intelligence enlightenment  
 gumption sageness attainments zelda adventuresomeness determination Link

is  
 guts  
 daring  
 bravura  
 mettle grit  
 spunk nerve  
 daring prowess  
 backbone power  
 gameness gallantry  
 intrepidity spirit pluck  
 tenacity **courage** élan  
 resolution venturesomeness  
 hardihood lion - heartedness  
 dauntlessness prowess heroism  
 temerity adventuresomeness grit  
 stoutheartedness heroism pugnacity  
 braveness venturesomeness boldness

# The Legend Of Zelda



# 2023-2026

01

Division  
Chief

02

Delegation  
of  
Fellowship

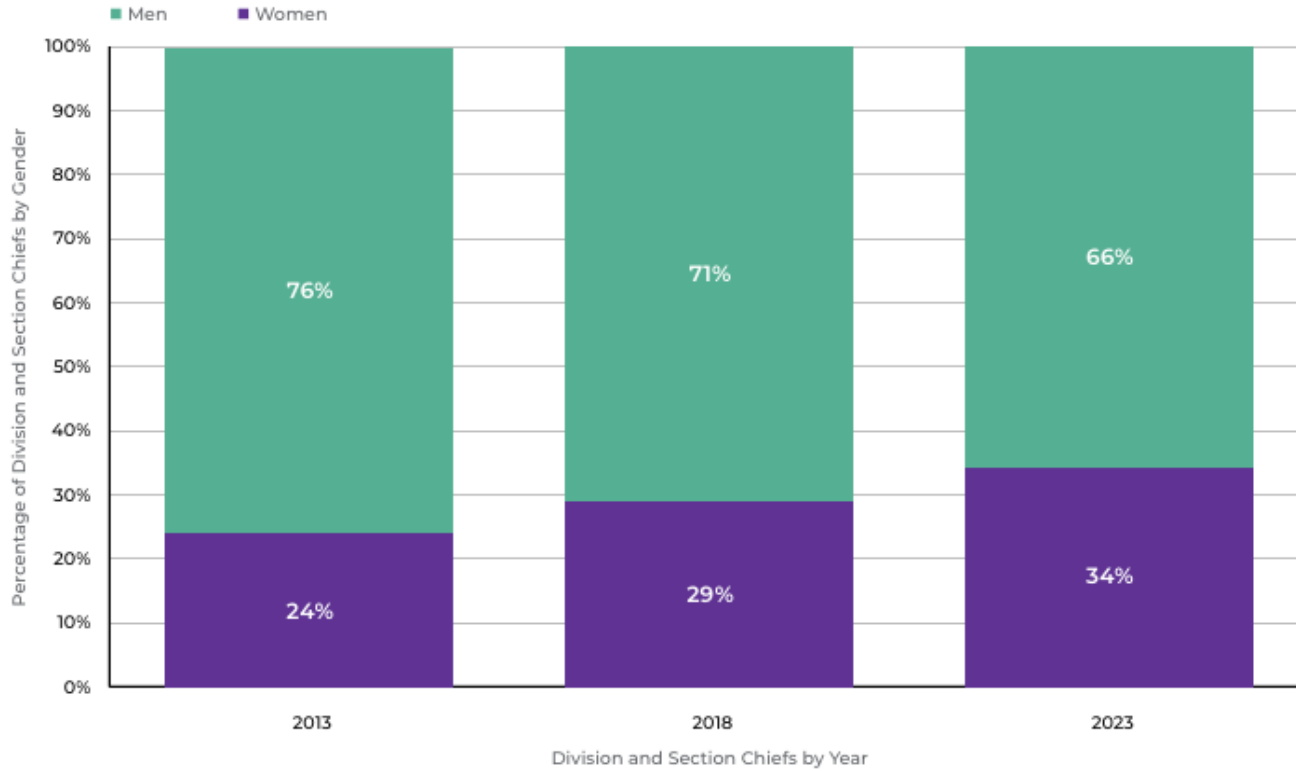
03

Mentoring  
Younger  
Faculty

04

Being the  
Old One in  
the Room

Figure 19. Division and Section Chiefs by Gender, 2013, 2018, and 2023



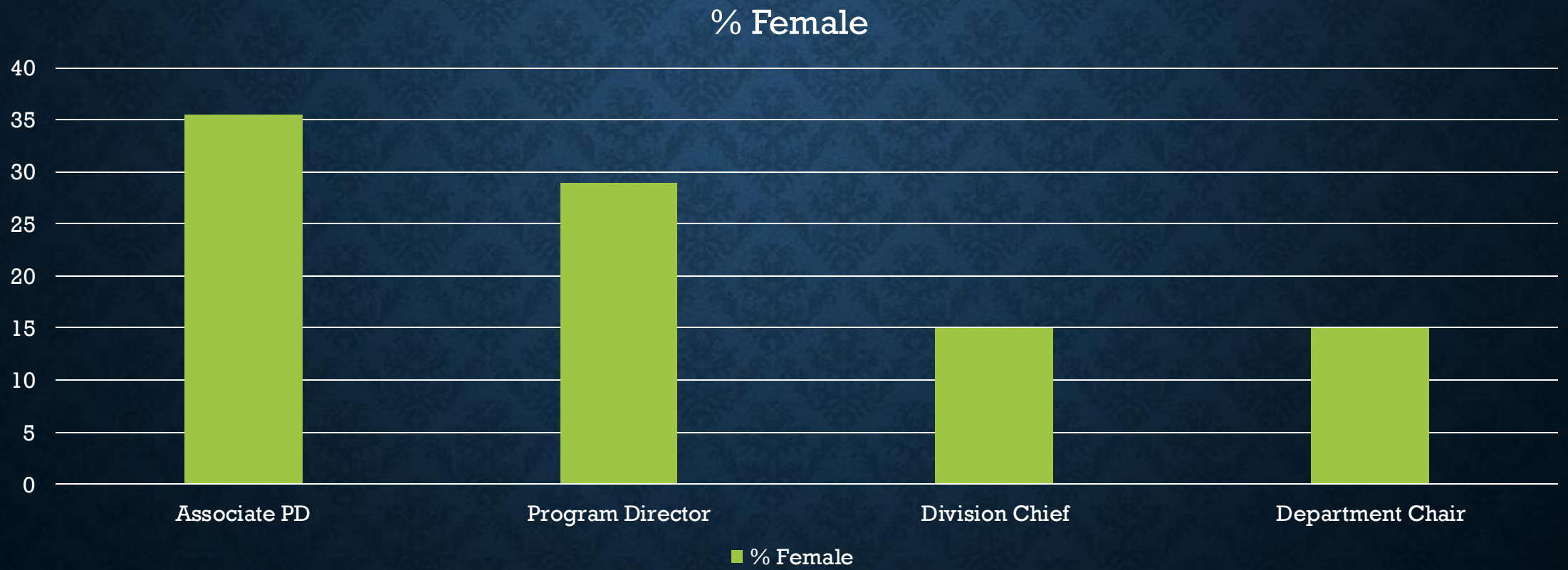
**KEY TAKEAWAY**

The percentage of women who were division or section chiefs rose from 24% in 2013 to 34% in 2023.



Source: AAMC 2023 WIMS Benchmarking Survey and AAMC State of Women in Medicine reports from 2013-2014 and 2018-2019. Data from the AAMC 2023 WIMS Benchmarking Survey reflected counts as of July 1, 2023 (n=71 institutions).  
 Note: Includes interim, acting, and permanent roles.

# WIM PCCM LEADERSHIP



# Stereotype Threat and Gender Bias in Internal Medicine Residency: It is Still Hard to be in Charge

Original Research: Qualitative Research | [Open access](#) | Published: 20 November 2023

Volume 39, pages 636–642, (2024) [Cite this article](#)

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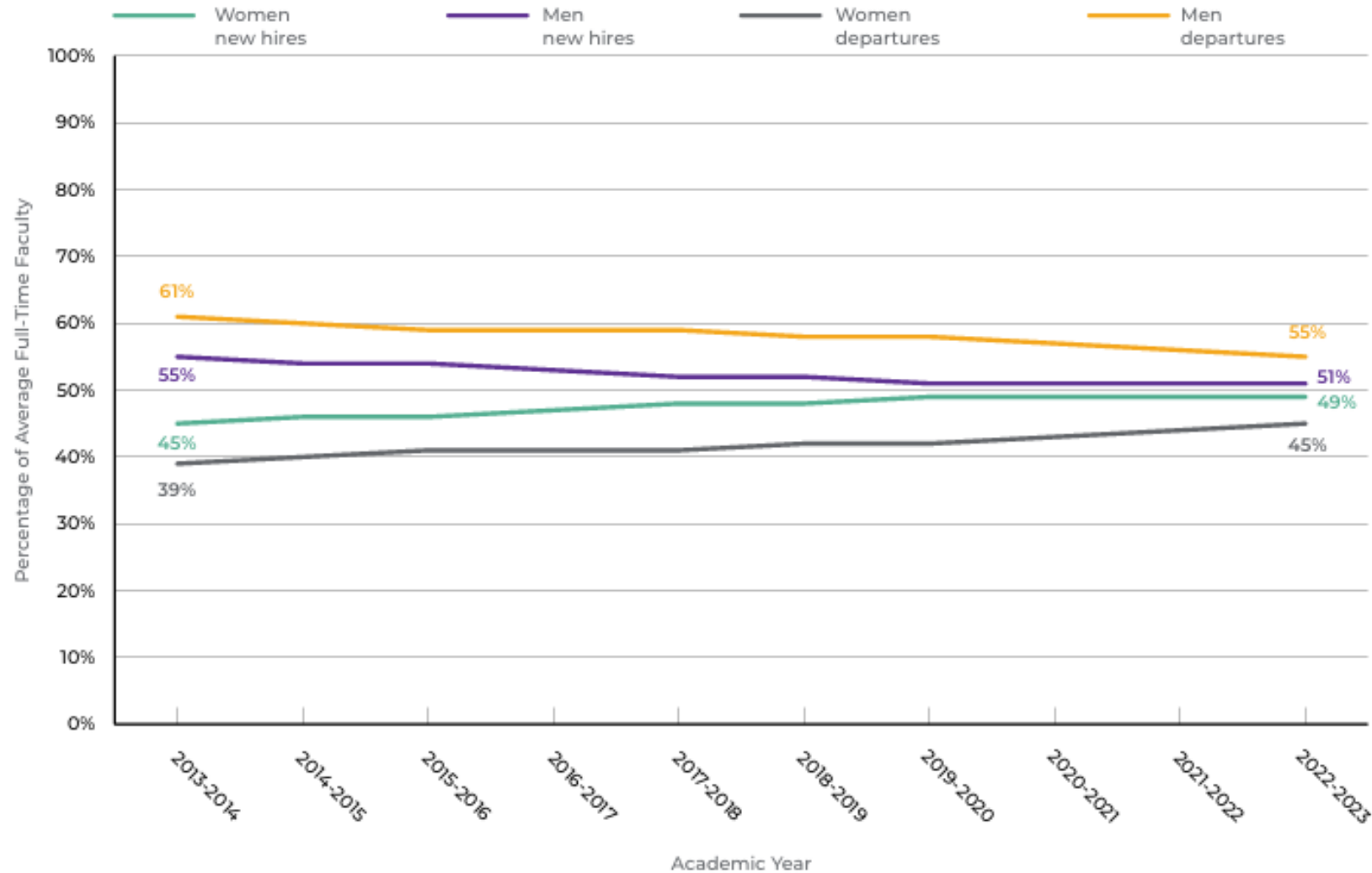
[Journal of General Internal Medicine](#)

[Aims and scope](#) →

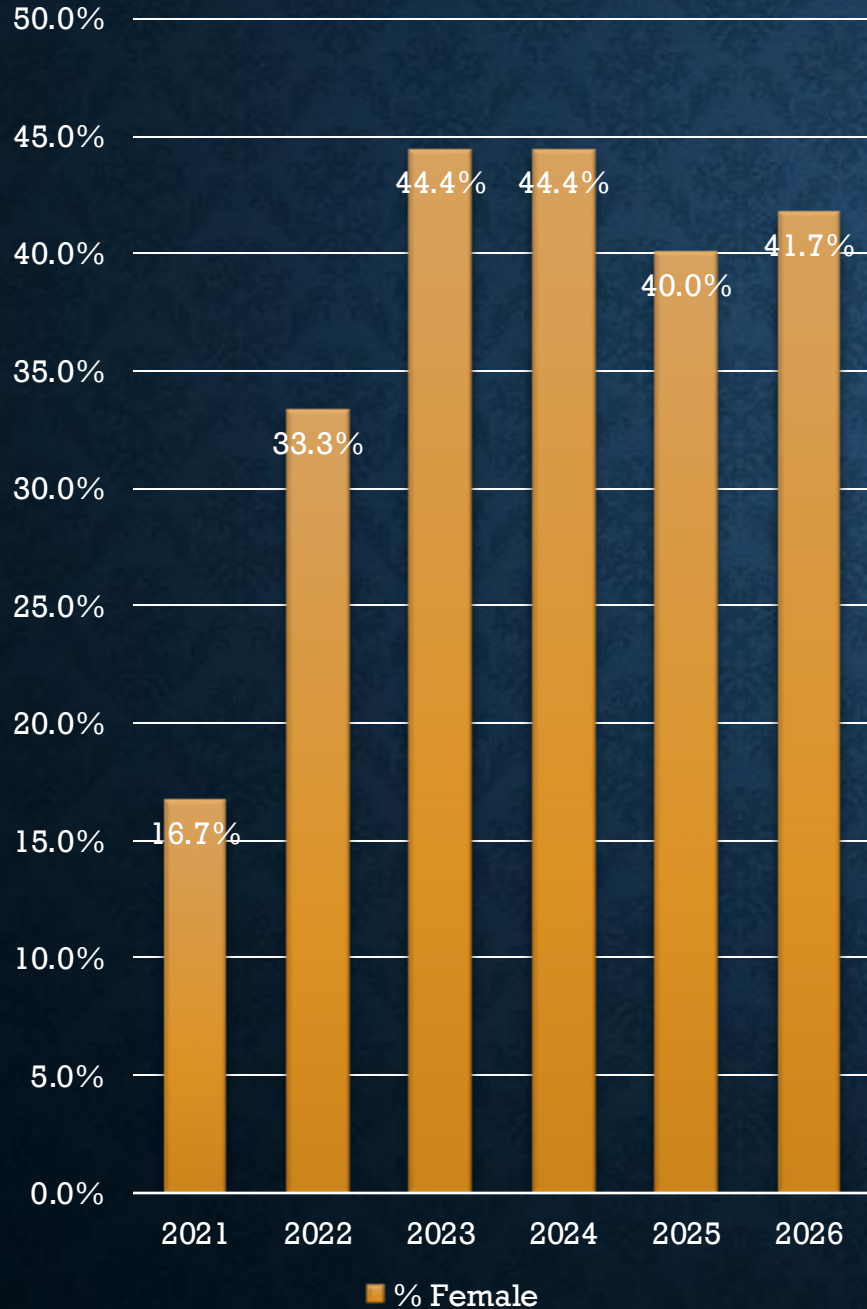
[Submit manuscript](#) →

- **Stereotype Vulnerability Scale**
- **77% of women with positive screen for vulnerability**
- **Themes of**
  - **Gender norm tension**
  - **Microaggressions and sexual harassment**
  - **Authority questioned**
  - **Support and allyship**

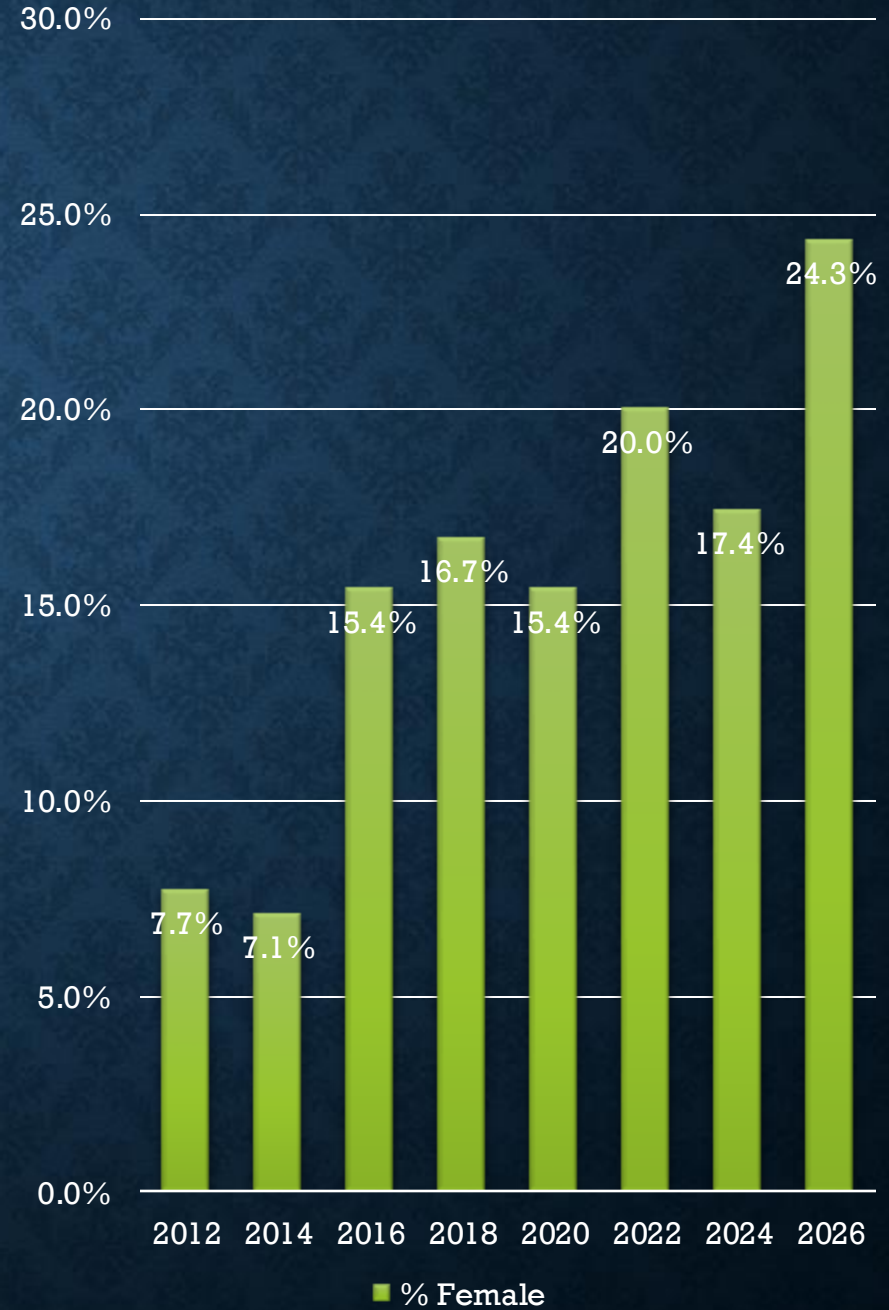
Figure 16. Average Full-Time Faculty New Hires and Departures by Gender, Academic Years 2013-2014 Through 2022-2023



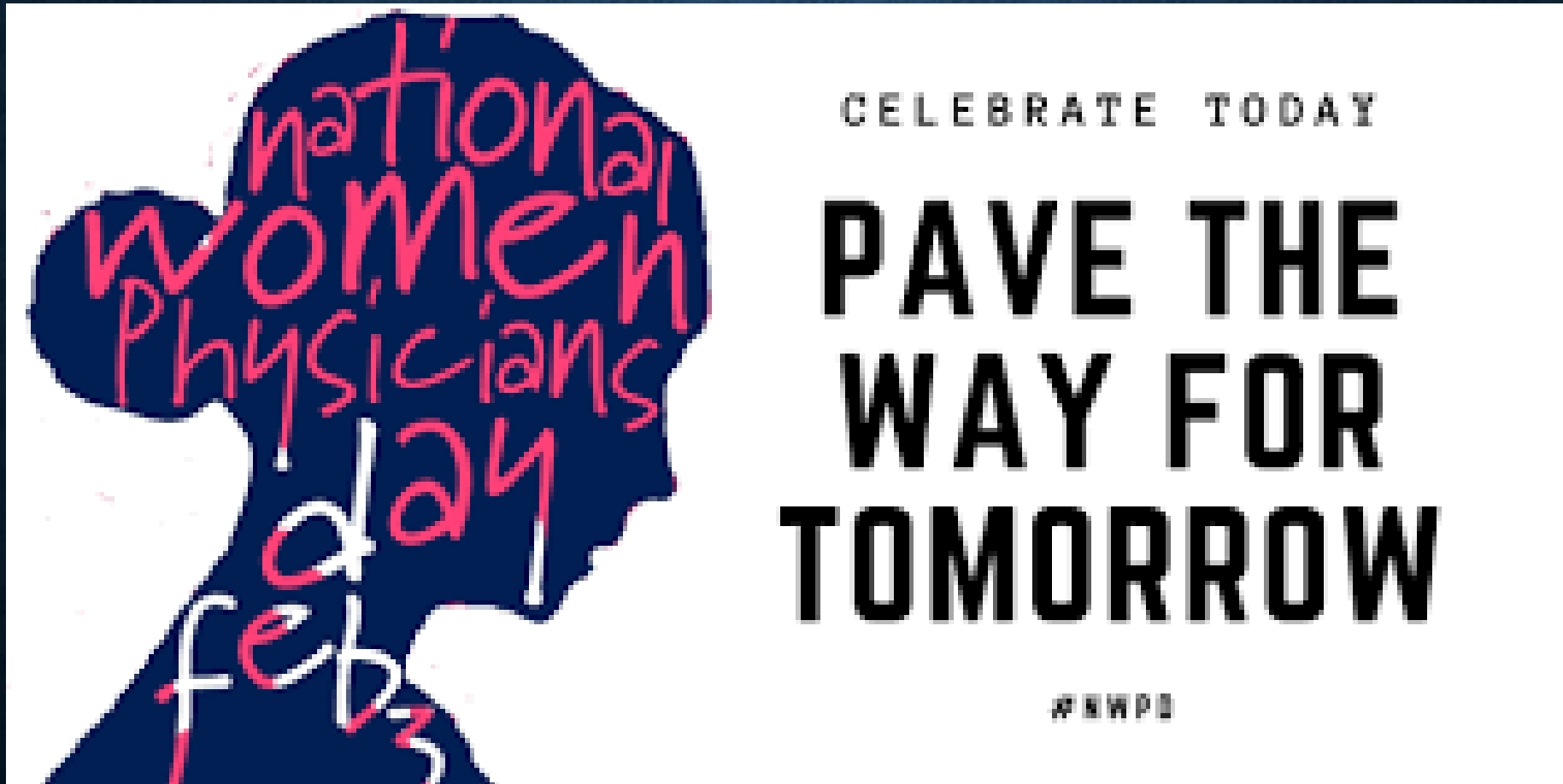
## PCCM-CCM Fellows



## CAMC PCCM Faculty



# NATIONAL WOMEN'S PHYSICIAN'S DAY





WOMEN  
BELONG  
IN ALL  
PLACES  
WHERE  
DECISIONS  
ARE BEING  
MADE

And ironman  
istory stark  
which in his  
world he is  
a billionarie

female  
/ split in /

Fe half male  
as in as in

iron man  
Becomes  
ironman

And the shape  
it makes is a  
diamon which is  
the hardest gem  
that we have found  
it is actually  
the hardest substace  
known to man



Which makes ~~the~~  
females the richest,  
the strongest, and the  
hardest people on earth

all ~~the~~ females  
Are IRONMAN

Now you may ask why "Fe" is iron well it is because  
in the top-left of iron's square on the periodic table there  
is an Fe ~~00~~ which stands for