

# Women and leadership in Nephrology

Presented by  
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# Disclosures

- Associate Editor of Kidney International
- Past Associate Editor of Transplantation
- Advisory board – Veloxis, Hansa



**1986-1990** Priscilla Kincaid-Smith

**1990-1992** Michinobu Hatano

**1992-1995** Kirpal S. Chugh

**1995-1997** Robert C. Atkins

**1997-2000** Visith Sitprija

**2000-2003** Myung-Jae Kim

**2003-2005** Hideto Sakai

**2005-2008** Gavin Becker

**2008-2010** Tak Mao Chan

**2010-2013** Yasuhiko Tomino

**2013-2016** David Harris

**2016-2019** Philip K.T. Li

**2019-2022** Masaomi Nangaku

**2022-2024** Sydney Tang

# Gender disparity – Leadership in APSN?

1 Female president out of 14???

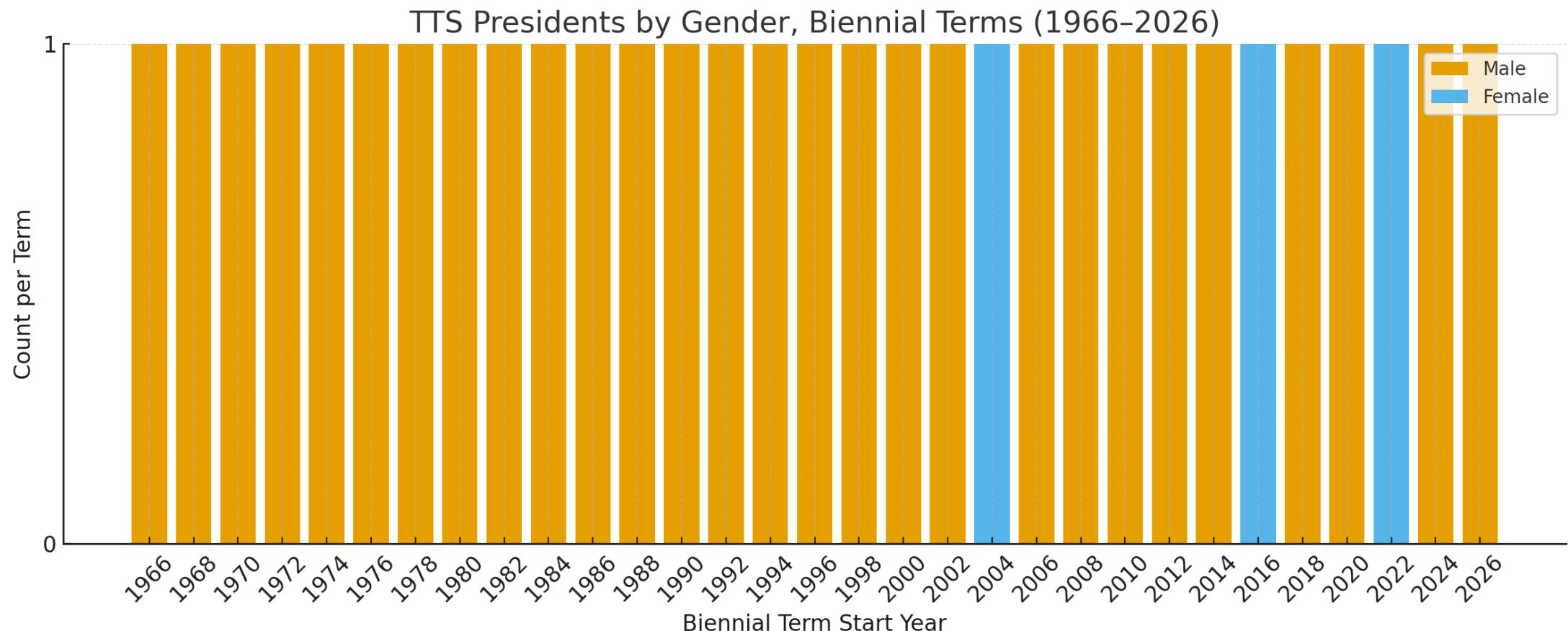
# But APSN is not alone !

ISN PAST PRESIDENTS		
Name	Country	Dates
Masaomi Nangaku	Japan	2023-2025
Agnes B. Fogo	USA	2021-2023
Vivekanand Jha	India	2019-2021
David Harris	Australia	2017-2019
Adeera Levin	Canada	2015-2017
Giuseppe Remuzzi	Italy	2013 - 2015
John Feehally	United Kingdom	2011 - 2013
Bernardo Rodriguez-Iturbe	Venezuela	2009 - 2011
Eberhard Ritz	Germany	2007 - 2009
William Couser	USA	2005 - 2007
Jan Weening	The Netherlands	2003 - 2005
Robert C. Atkins	Australia	2001 - 2003
Thomas E. Andreoli	USA	1999 - 2001
Kiyoshi Kurokawa	Japan	1997 - 1999
Robert W. Schrier	USA	1995 - 1997
J. Stewart Cameron	United Kingdom	1993 - 1995
Roscoe R. Robinson	USA	1990 - 1993
Klaus Thurau	Germany	1987 - 1990
Donald W. Seldin	USA	1984 - 1987
Gabriel Richet	France	1981 - 1984
George E. Schreiner	USA	1978 - 1981
Nils Alwall	Sweden	1975 - 1978
Priscilla S. Kincaid-Smith	Australia	1972 - 1975
Hugh E. de Wardener	United Kingdom	1969 - 1972
John P. Merrill	USA	1966 - 1969
Claus Brun	Denmark	1963 - 1966
Jean Hamburger	France	1960 - 1963

## ISN presidents

**Three female leaders  
over the past 65  
years????**

# The Transplantation Society's Presidents



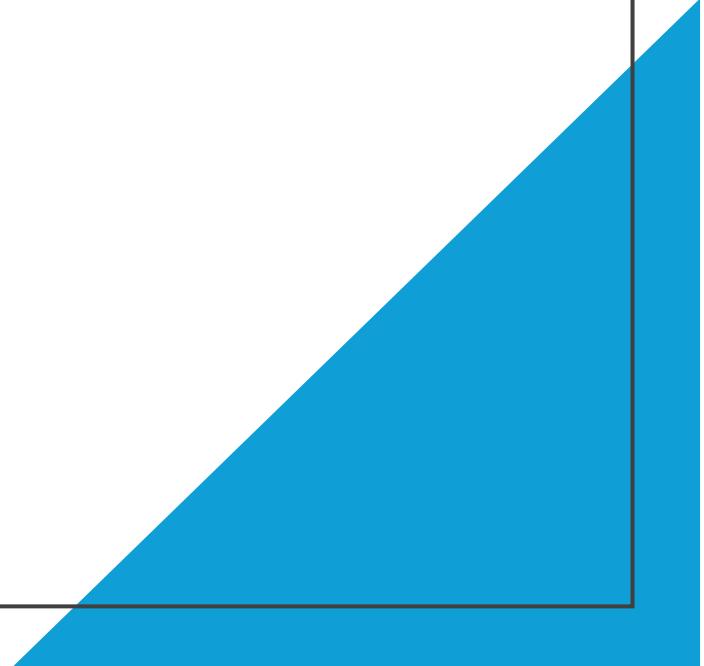
# Losing Women Along the Way?

- **Historical pipeline effect**
- Until the 1980s–1990s, nephrology were heavily male-dominated fields.
- **Structural and cultural barriers**
- Women and minority clinicians historically have had limited access to mentorship, networks, and leadership roles.
- **Persistent issues include:**
  - Fewer nominations submitted for women
  - Lower visibility on speaker circuits and editorial boards
  - Unequal access to sponsorship (as distinct from mentorship)
  - Disproportionate career interruptions (e.g., parental leave, part-time work penalties)

# Boys club?



**Why do we need  
women leaders in  
nephrology?**

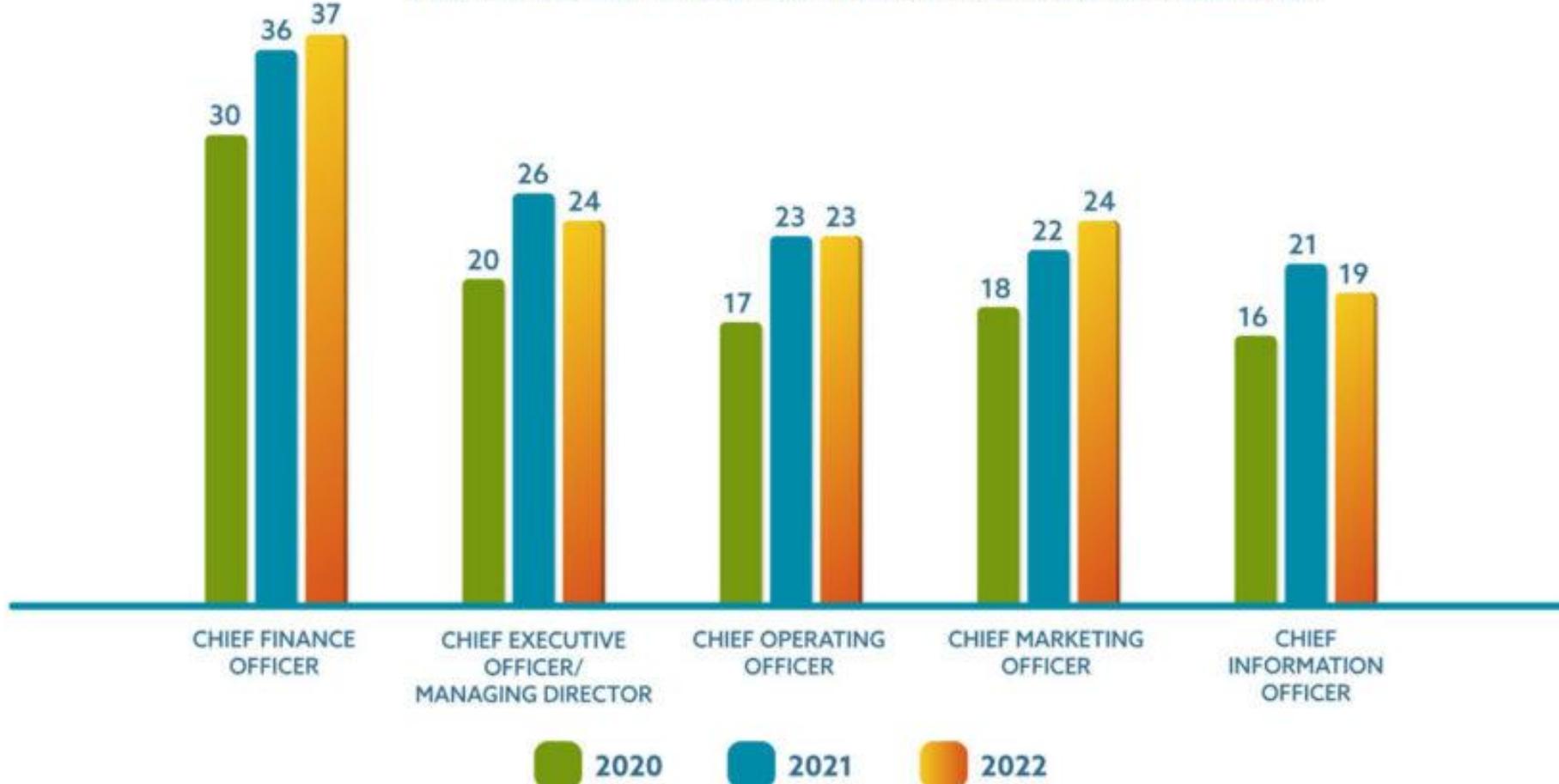


# Women leadership in business is increasing



Percentage of Women in Leadership is Growing, Slowly

POSITION HELD BY WOMEN IN SENIOR MANAGEMENT GLOBALLY



Source: Grant Thornton: Women in Business 2021

# Women are effective leaders

Statistical Relationships for Gender Differences in Evaluations of Leadership Behaviors.

		Mean d	Cor d	k	N	s.e.	95% CI	Q	$I^2$
<b>Communal</b>	<b>More Effective</b>								
Ethical/Moral		-0.09	-0.09	36	5,011	0.031	<b>-.15, -.03</b>	27.18	0%
Idealized influence		-0.11	-0.12	40	6,488	0.031	<b>-.18, -.06</b>	44.97	10.77%
Individualized consideration		-0.13	-0.16	52	21,482	0.034	<b>-.23, -.09</b>	148.14**	61.08%
Intellectual stimulation		-0.07	-0.09	50	8,390	0.036	<b>-.16, -.02</b>	91.25**	44.68%
Relational/ Consideration		-0.14	-0.15	85	37,301	0.031	<b>-.21, -.09</b>	337.94**	72.17%
Democratic/ Participative		-0.1	-0.12	31	14,447	0.045	<b>-.21, -.03</b>	139.94**	75.64%
<b>Agentic</b>	<b>More Effective</b>								
Contingent reward		-0.16	-0.17	42	8,333	0.035	<b>-.24, -.10</b>	73.83**	41.96%
Task-oriented/Initiating structure		-0.08	-0.09	73	28,301	0.032	<b>-.15, -.02</b>	244.63**	65.55%
MBE-Active		0	0	25	11,142	0.06	<b>-.12, .12</b>	97.35**	63.70%
Autocratic/ Directive		-0.04	-0.04	20	7,459	0.07	<b>-.18, .09</b>	117.44**	80.85%
<b>Gender Neutral</b>	<b>More Effective</b>								
Inspirational motivation		-0.08	-0.09	44	7,733	0.032	<b>-.15, -.02</b>	61.07*	27.45%
MBE-Passive		0.15	0.17	25	11,182	0.053	<b>.07, .28</b>	72.23**	53.62
Laissez-faire		0.05	0.05	37	13,155	0.041	<b>-.03, .13</b>	89.76**	51.96%

A negative sign represents women are higher on the measures of estimates than men

Gender and evaluations of leadership behaviors: A meta-analytic review of 50 years of research

Samantha C. Paustian-Underdahl <sup>a,\*</sup>, Caitlin E. Smith Sockbeson <sup>b</sup>, Alison V. Hall <sup>c</sup>, Cynthia Saldanha Halliday <sup>d</sup>

# Women bring fresh perspectives

Challenges the status quo

Promote gender diversity and inclusivity

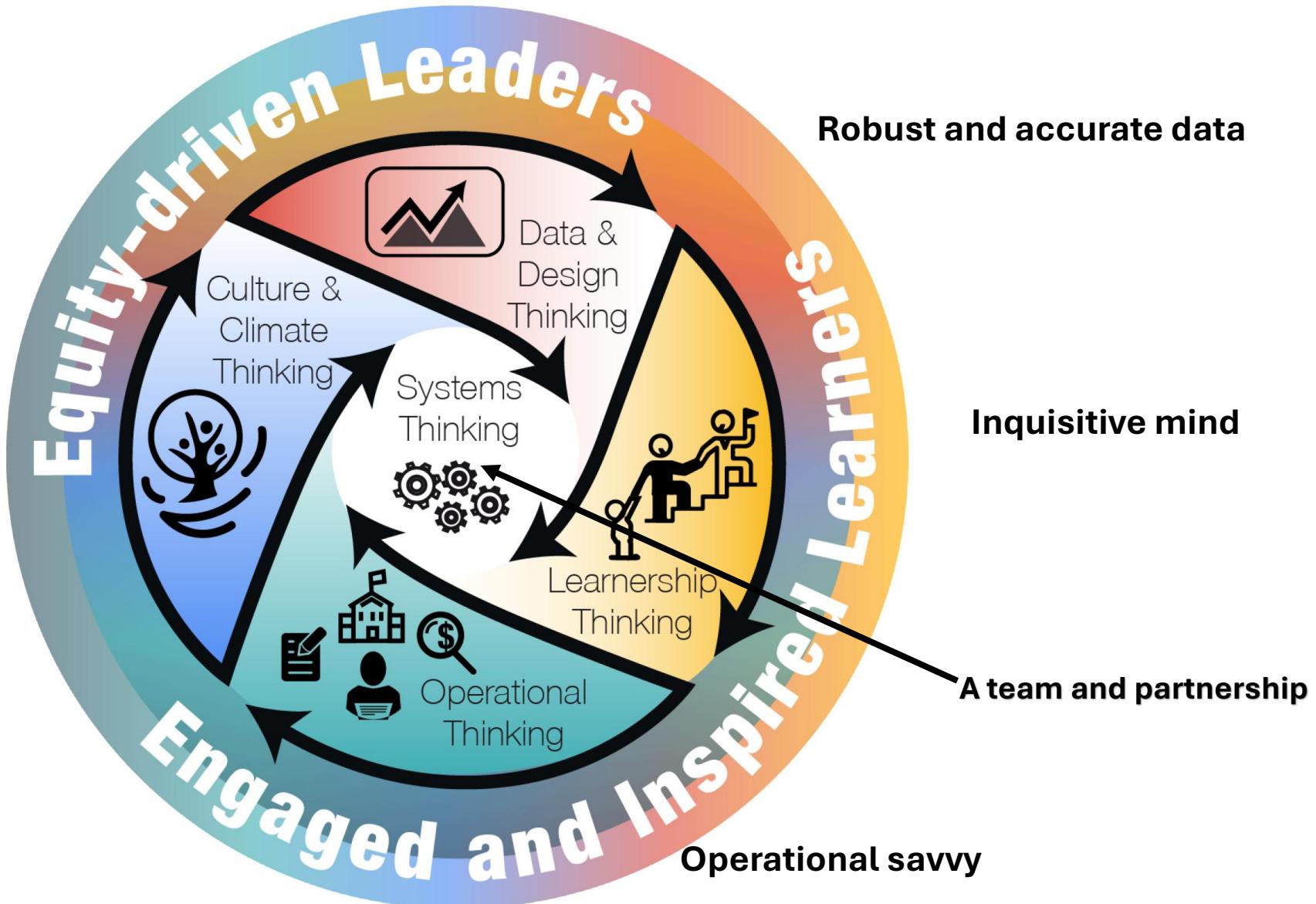
Breaking the traditional way of thinking

Lateral thinking

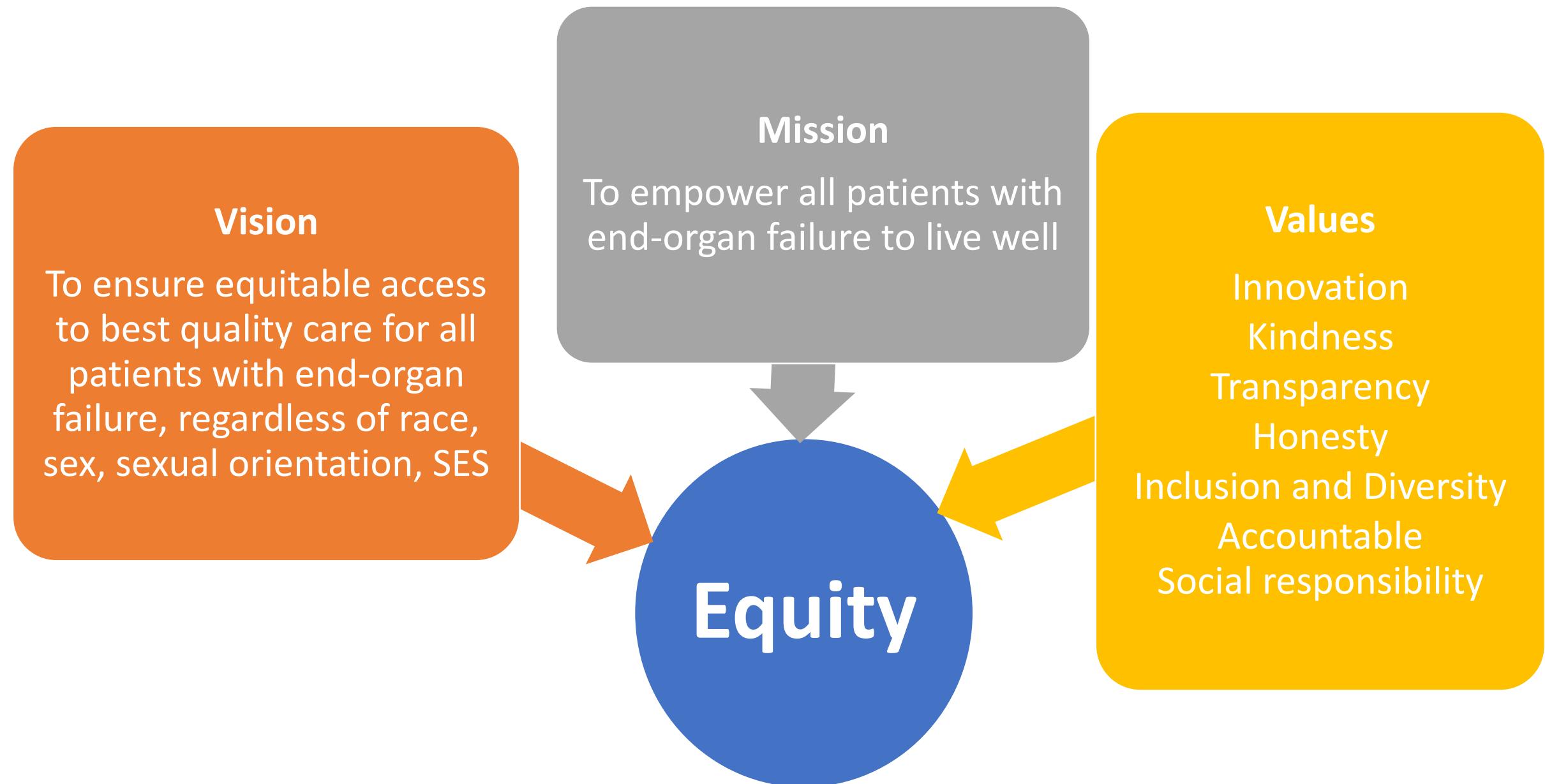
Intersectional approach

# Equity driven leaders

Committed to  
making a change



# Leadership to drive change



# Women are service leaders

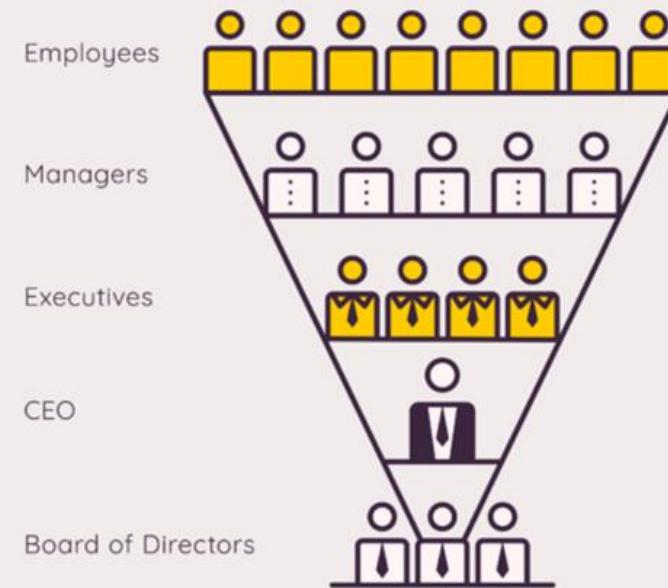
## Leadership Organizational Structures

### TRADITIONAL LEADERSHIP



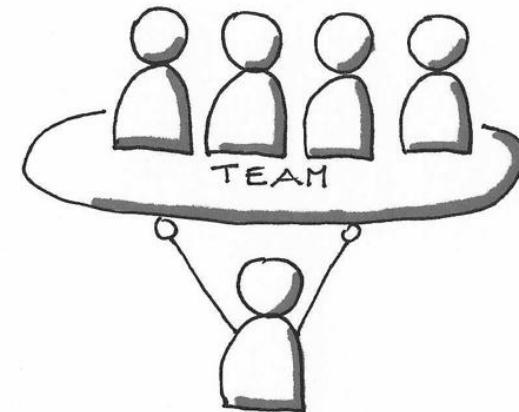
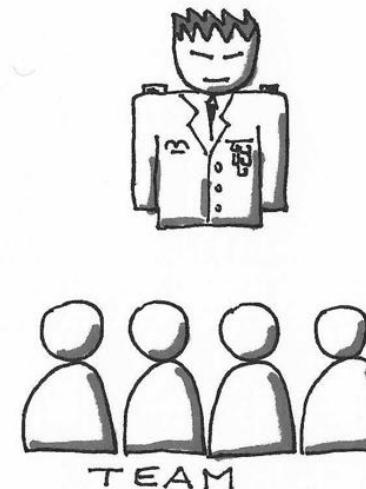
VS

### SERVANT LEADERSHIP



# Principles of servant leadership

- Empathy
- Listening
- Building capacity and community
- Commitment to the growth of people
- Conceptualisation
- Persuasion
- Foresight
- Healing
- Awareness
- Stewardship



# Change strategies!

## Equality



The assumption is that **everyone benefits from the same supports**. This is equal treatment.

## Equity



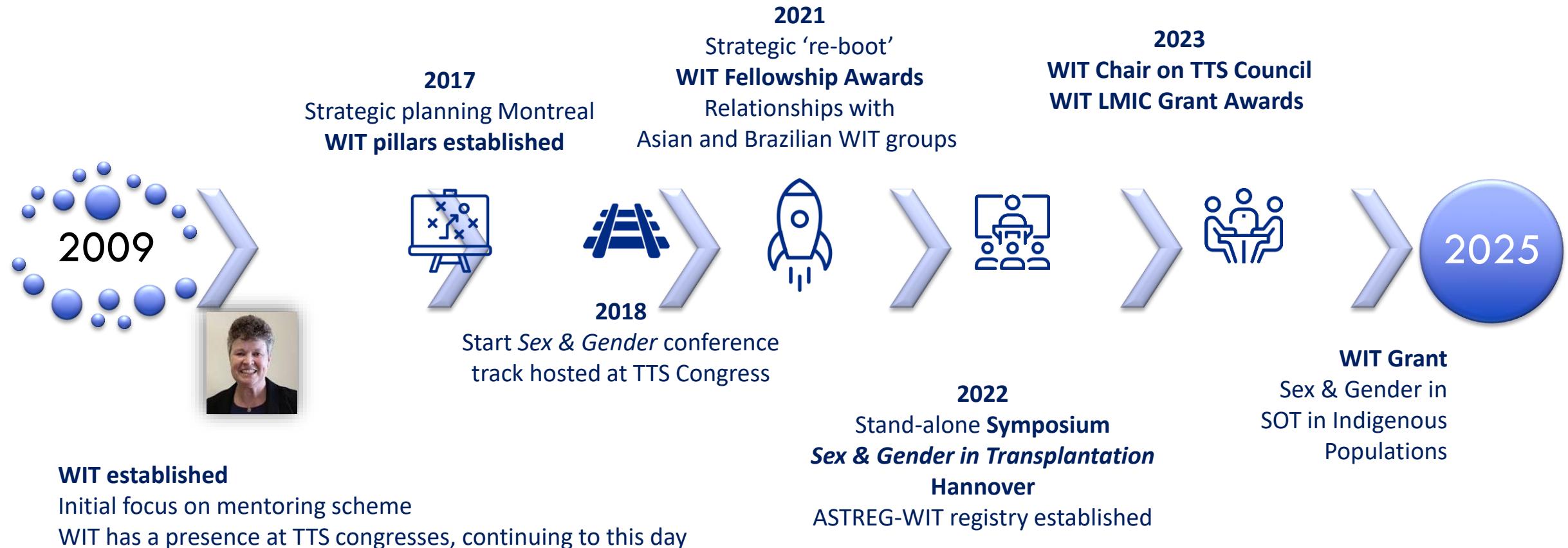
**Everyone gets the supports they need** (this is the concept of "affirmative action"), thus producing equity.

## Justice



All 3 can see the game without supports or accommodations because **the cause(s) of the inequity was addressed**. The systemic barrier has been removed.

# Women in Transplantation turned 15 last year!



# Pillar 1: Advancing and Inspiring Women Transplant Professionals



## **Yolanda Becker, North America**

- Enhance women's participation in the profession: education, networking, and supporting each other (formal and informal mentorship)
- Ensure equity in transplantation professional society leadership
- Advocate for an increase in women speakers in international and national meetings
- Support and advocate for monetary grants/awards to women transplant professionals

# Events in collaboration with many national and international societies



# Pillar 2: Championing Issues of Sex & Gender in Transplantation



## Ruth Sapir-Pichhadze, North America

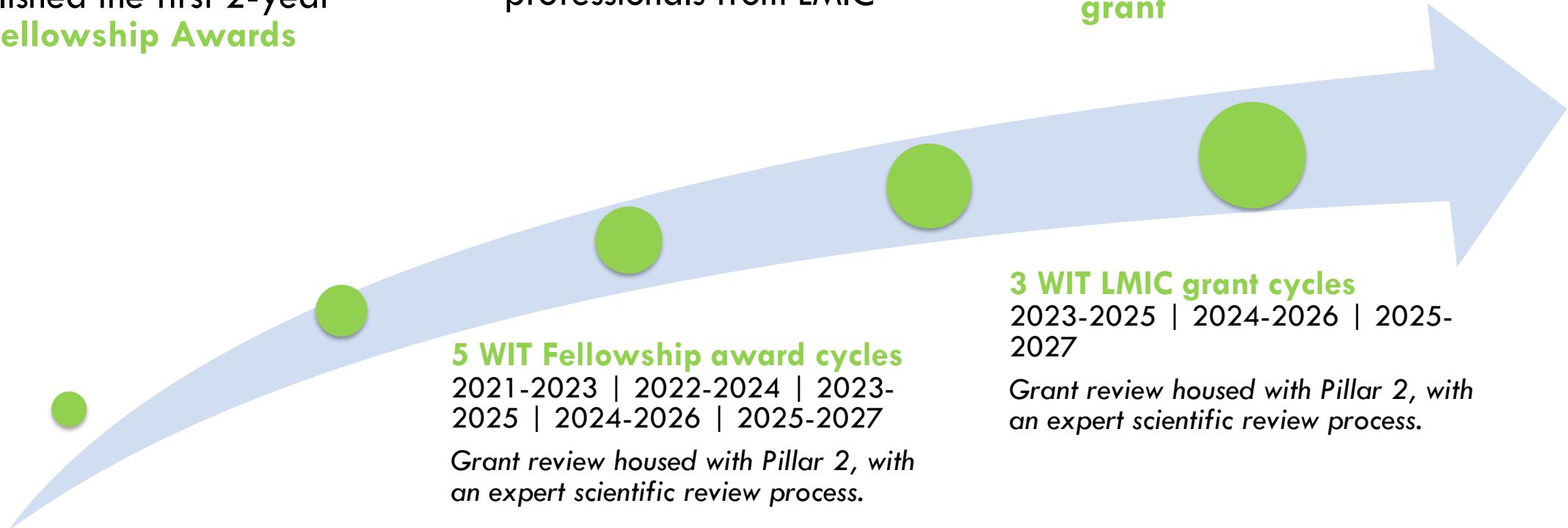
- Establish **sustainable funding** for projects that address issues of sex and gender.
- Provide **designated sessions on issues of sex and gender at major national and international transplant meetings**
- Strong focus on research dissemination and translation

# WIT Fellowship Awards & LMIC award

**2021:** WIT Past-Chair Roslyn Mannon with industry support established the first 2-year **WIT Fellowship Awards**

**2023:** Launch of **WIT LMIC grant** to support transplant professionals from LMIC

**2025:** Inauguration of the **Sex & gender in SOT in Indigenous populations grant**



# WIT Grant Award Winners 2025-2027



**Dr. Annika Gompers**  
**WIT Fellowship**  
Mentor: Dr. Jessica Harding

*“Examining Multilevel Determinants of Intersectional Gender and Racial Disparities in Kidney Transplant Access in the United States”*



**Dr. Khushboo Saxena**  
**WIT LMIC Grant**  
Mentors: Dr. Bethany Foster & Dr. Vivek Kute  
*“Developing and Testing Digital Tools to Expand Access to Kidney Transplantation: A Gender-Focused Approach”*



**Dr. Johanna Birrell**  
**WIT Sex & gender in SOT in Indigenous populations grant**  
Mentor: Dr. Angela Webster  
*“Transplant Inequities: Knowledge and Access”*

# Pillar 3: Advocacy for Equity in Access to Transplantation and Donation



## Amanda Vinson, North America

- Raise awareness within the transplant community about gender disparities in living donation and access to transplantation for women.
- Develop and disseminate educational content for patients, caregivers, and healthcare professionals that addresses the challenges, barriers, and recommendations faced by women before and after transplantation.

# Perspectives and experiences of women with a kidney transplant on access to healthcare – a multinational qualitative study



**Aim:** The study aimed to describe the perspectives of women with a kidney transplant on access to healthcare before and after their transplant.

**Methods:** We conducted semi-structured interviews with women Kidney transplant recipients in English, Tamil and Spanish.

**Results:** 40 Women from 16 Countries participated.

**High income countries** = 21

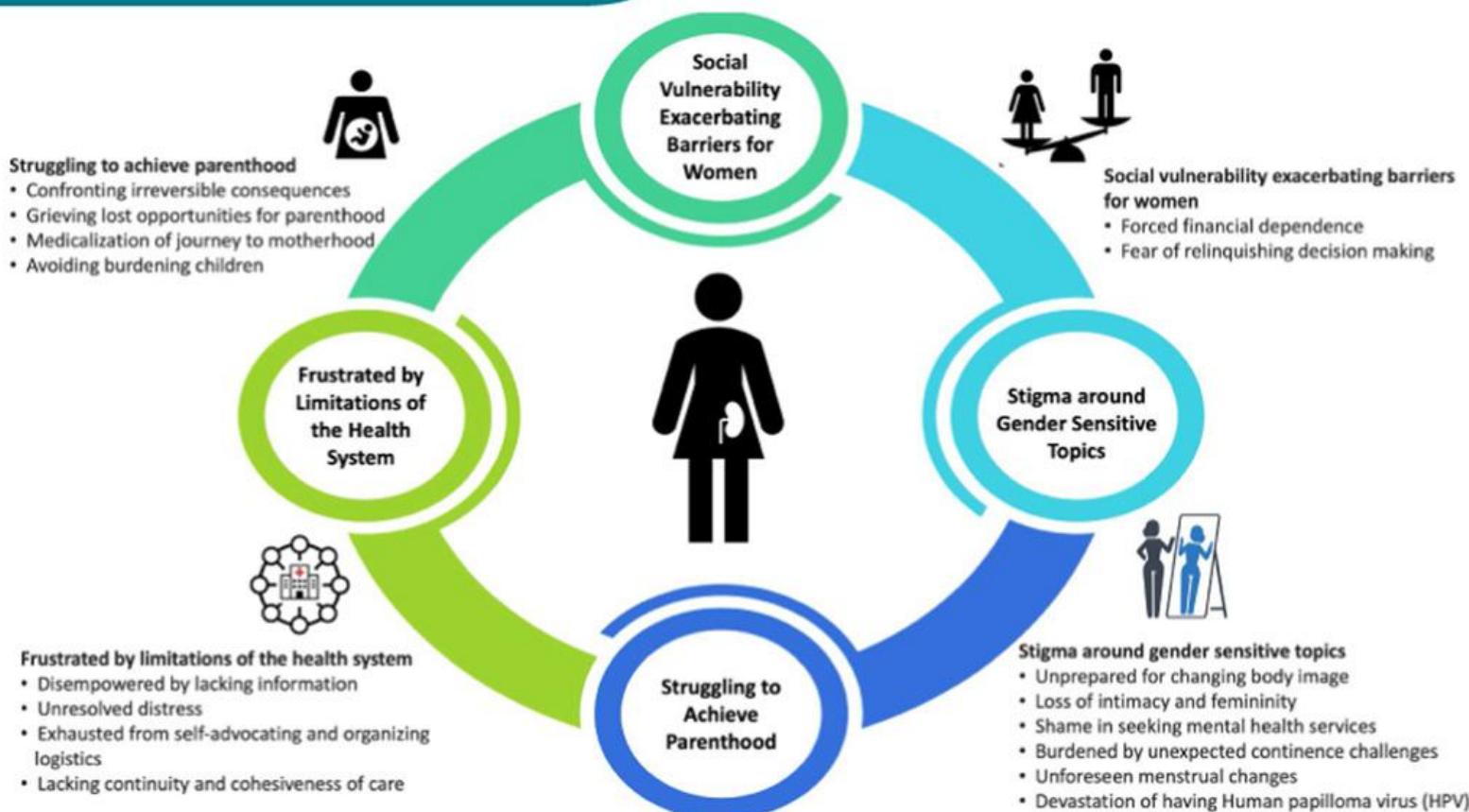
(Australia, Belgium, Canada, Chile, New Zealand, United States, United Kingdom, United Arab Emirates.)

**Upper middle-income countries** = 7

(Fiji, Mexico, South Africa)

**Lower middle-income countries** = 12

(Bolivia, Cameroons, India, Kenya, Philippines.)



**Ladhani, 2025**

**Visual Abstract by Nicole Scholes-Robertson**

**Conclusion:** Women with a kidney transplant face many gender-related barriers to accessing transplantation and post-transplantation care, including lack of family and fertility planning, psychosocial support, insufficient education about body image and menstrual changes, strong financial dependency on spouses and husbands, and the challenges in navigating the very complex healthcare systems that lead to care fragmentation and inadequate women's health services .

## Who We Are

The Transplantation Society's Women in Transplantation initiative is a non-profit, international group of female transplant clinicians, researchers, and organ recipients committed to addressing the unique needs women have during their organ transplant journey. Learn more at [www.tts-wit.org](http://www.tts-wit.org).

## Who to Contact

Contact your transplant coordinator if you have any questions or symptoms discussed in this brochure. If required, they can refer you to the correct specialist.

## Resources

Below are some helpful resources to learn more about cancer risks:

- [www.cancer.org](http://www.cancer.org)
- [www.transplantliving.org/after-the-transplant/managing-comorbidities/](http://www.transplantliving.org/after-the-transplant/managing-comorbidities/)

## Steps to Take



- Learn your family history of cancer
- Tell your doctor about your family history
- Ask if you should work with a genetic counselor
- Incorporate healthy habits to lower your risk

WOMEN in Transplantation  
International Headquarters  
740 Notre-Dame Ouest, Suite 1245  
Montréal, QC, H3C 3X6 Canada

[www.tts-wit.org](http://www.tts-wit.org)

Women in Transplantation is an initiative of



**The Transplantation Society**



## Understanding Cancer Risks with Your Transplant



# Characteristics of ambitious leaders in Nephrology

- Vision and purpose
- Emotional intelligence
- Resilience
- Courage and integrity
- Collaborative leadership
- Commitment to developing others
- Continuous learning



# Glass Cliff Effect?



# Thank you

