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We embark upon our careers in surgery, and as surgical educators, for the love of the work. Some of us came to love the work innately, while others had someone who modeled the love of the work in a way that resonated with us. We love the work for our patients, our learners, our teams, any of whom can and do become family as we spend time doing hard things.

And, of course, there are many hard things. More than a decade ago, the idea of "Extreme Jobs" with a 70-Hour Workweek appeared in the business literature.[1] For surgeons and surgical trainees, it's easy to be unimpressed with 70 hours as an extreme workweek (although we know that it actually is one). We spend crazy hours doing hard things in ways that we sometimes can't control, then we pause to wonder why we have an epidemic of stress and burnout in the surgical profession.[2–4] As surgeons we are supposed to be larger than life when many of us are instead waiting for someone to discover that we've been faking it all along. Against that backdrop, how do we help ourselves remember our love of the work? What kind of a world is this for us to raise young surgeons in and convince them that we really do love the work? I would challenge each of us to think about the surgical world we are building by using a framework found in the traditional greeting of the Maasai people: "How are the children?" Of course, we want our "children"- the generation following each of our own in this work we love-to be well.

One of the most important ways for us to ensure the wellness of ourselves and the next generation of surgeons is to create a climate of belonging. We know that we can challenge ourselves to do things to improve how we foster that environment as an individual, and our individual actions can have a powerful impact. My goal in this address is to delineate four evidence-based "dares" that provide each of us with action items for creation of a more inclusive environment.

Dare #1: Have a conversation with someone who "pushes your buttons."

In Brené Brown's book Braving the Wilderness, Chapter 4 is entitled "People are hard to hate close up. Move in."[5] Listening for understanding is one of the most transformational acts we can pursue if we want to benefit from our differences. While differences can be a source of conflict in teams, positive personal relationships support constructive conflict. Teams with differences-specifically teams with cognitive diversity-are teams that perform better in complex problem solving.[6] Working within diverse teams is harder because it naturally makes us uncomfortable; that discomfort, however, can catalyze creativity by pushing us to work beyond our comfort zones.[7] As adults, most of us have lost our capacity to participate in "divergent thinking", which is why kindergartners can build a taller marshmallow tower than highly educated adults.[8,9] An additional benefit of diverse teams is their ability to reframe challenges into learning opportunities, resulting in improved resilience. Diverse teams have more individual and collective resources available during times of adversity and therefore are better to adapt.[10] Surrounding ourselves with people who look and think like ourselves is an easy answer, but it's not the best answer.

Action item: Take a hard look at your core network. Does it consist of people who look, act, and think like you do? How can you expand it?

Dare #2: Nurture two-way relationships

In Give and Take, Adam Grant makes an almost revolutionary argument: those who are the most highly successful are those who give more than they take in relationships.[11] The corollary to this argument is that when "givers" succeed, their success benefits everyone around them. A recent survey indicated that more than 50% of Americans experience "loneliness" and 43% experience "isolation," and this appears to be a more pronounced problem for young generations.[12] An antidote for this loneliness is found in reciprocal relationships, which result in increased happiness.[13] Mutual relationships are also important in the context of networking, an activity that we often complain makes us feel as if we're being entirely transactional. What if we reframed networking as building personal relationships and making friends? When networking if viewed through a lens in which we are genuinely interested in our commonalities with other, these connections become mutually beneficial.[14] The impact of building relationships based upon giving and taking was highlighted during the 2018 Boston Marathon. In 2009, Shalane Flanagan was the first woman to join the Bowerman Track Club. She worked with coach Jerry Schumacher to bring together a group of talented female distance runners with the goal of training together in a way that would result in collective success.[15] Des Linden, the women's winner in the 2018 Boston Marathon, was one of the women who joined Ms. Flanagan's training group, and Ms. Linden's wait for her teammate and friend at a port-a-john at mile 7 received almost as much attention as her historic win.[16] However, there is an important caveat about being a

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"giver": too much of a good thing can instead become detrimental and giving appears to be no exception. When we have more than 25 collaborators at a time, both job satisfaction and happiness decline.[17] Give, share, provide mutual support, and don't forget to put on your own oxygen mask first.

Action item: "How can I help you?" This question puts people at ease. Only ask if you are prepared to help.

Dare #3: Know who you are

Surgical culture does not predispose us to showing up authentically; impostor syndrome amongst a group of high performers in a job that demands high performance results in a culture instead fosters shame when mistakes are made.[18] Remembering that "vulnerability is the birthplace of innovation, creativity, and change" provides us with a guide star as we build a surgical culture based on inclusion and relationships.[19] Sharing vulnerabilities expands a leader's influence as she empowers those around her to be authentic as well; creation of an environment that counteracts fear, blame, and disconnection prevents formation of a toxic, shame-filled culture.[18] Authenticity by leadership creates a "place of psychological safety" for those who have less power (in our case, our learners). Rather than making survival decisions from the "dinosaur brain" of the amygdala, a safe environment supports creative thinking through connection with others.[20] Knowing our collective and individual values and behaving in a way that is true to those values allows us to stay grounded in meaning. Knowing our sources of meaning is an antidote to burnout as it provides purpose during the inevitable difficult times.[21] Showing up authentically requires courage. It is also one of the most impactful things that we can do as leaders.

Action item: Lean into the mess. Things won't always be pretty and they won't always be perfect. Sometimes you'll need to ask for help. Embrace the imperfection.

Dare #4: Practice "radical candor"

"Radical candor" is a concept first fully characterized in Kimball Scott's 2017 book that requires an individual practicing this behavior to both "challenge directly" and "care personally."[22] Our work is personal because it is part of our identity, and therefore our work relationships necessitate "… finding time for real conversations and getting to know one another at a human level."[23] The use of radical candor enhances the strength of teams, and is best highlighted with an example from professional sports. The San Antonio Spurs under head coach Gregg Popovich are arguably one of the greatest basketball franchises ever-sometimes to the wonderment of those who teach us that we must always demonstrate calm in crisis. Popovich can be difficult with his players and holds them fully accountable for their shortcomings. He also teaches lessons on a daily basis to remind his players of a world beyond basketball, and he shows caring towards his players in myriad ways and expects them to do the same for those around them. He seeks ways for his team to have a basis for connection away from the basketball court, and the team's success is reflective of that personal caring. Specific, immediate, and sincere praise is an important feature of radical candor and is also a key signal in creating a culture in which people sense safety.[20] Shawn Achor describes people who serve as "praise prisms" by shining the light of praise outward onto others, acknowledging their own part in team success and reflecting the role of their colleagues.[24] Importantly, people who are praise prisms generate even more success for themselves and for those around them. Success is not zero-sum and speaking with radical candor (including praise) provides enhanced influence for leaders and expanded opportunities for the success of all.

Action item: Speak your truth. Respectfully. Let people know that you really do care. Connect.

During my time in college and medical school at Texas A&M, which is about 100 miles away from where we are as I talk to you today, I learned three essential formative lessons that inform my view of creating a place of belonging for ourselves and for our learners. These are the messages that were frequently imparted to us as students there:

- You are one of us,
- This group is special, and
- We believe that you can do hard things.

Living and working in a place that values and teaches these things is transformative. It shaped who I became during that time. These statements are how I want everyone on teams that I am part of to feel about their participation. When we believe these things and we impart that belief, the underlying message is remarkably simple: You belong here.

"How are the children?" Let's keep working to help all of the children- and all of us-belong and be well.

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