Women & Leadership
Patterns, Strategies and Tools for Navigating Your Leadership Journey

Amada Torres, VP of Studies, Insights and Research, NAIS
**Liz Duffy**, President, International Schools Services
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What Works for Women at Work

- Book by Joan C. Williams – law professor, lawyer, mother

- Reviewed 100s of studies over 35 years

- Interviewed 127 high-level women to confirm patterns and identify strategies

- Would take women 250 years to have same percentage of leadership roles as men; leveled off in mid 1990s
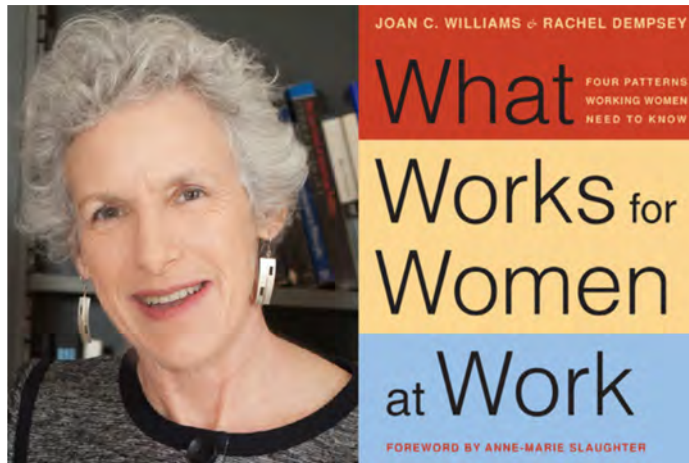
Four Patterns

- Prove it Again Bias

- The Tightrope

- Maternal Wall

- Tug of War

Prove it Again Bias

- Women have to prove their competence over and over because the stereotype of a leader is male
https://leanin.org/education/what-works-for-women-at-work-part-1-prove-it-again

Prove it Again Bias

"It was her idea, but I tightened it into a concept."

Prove it Again Bias

Prove it Again Bias	
Patterns	*Strategies*
potential vs. performance	don't hold yourself back
mistakes are noticed more	work outside comfort zone, dare to fail
skill vs. luck	ask others to take a second look
uneven requirements	keep real-time records
polarized evaluations	form a posse to celebrate each others' successes
the stolen idea	call out stolen ideas

The Tightrope

- Women have to negotiate the fine line/tight space between being too masculine or too feminine

- Have to be both LIKED and RESPECTED to get ahead

- https://leanin.org/education/what-works-for-women-at-work-part-2-the-tightrope

The Tightrope

The Tightrope

The TightRope	
Patterns	*Strategies*
Too Feminine Pitfalls:	
submissive body language	use power posture
conversational style	don't undercut self when speak
office housework	set up rotation of office work
undervalued work	use the strategic "no"
Too Masculine Pitfalls	
assertive vs. aggressive	practice gender judo (90% mom, 10% tough)
anger double standard	show anger carefully

Maternal Wall

- Mothers (and even potential mothers) are held to higher performance and punctuality standards
https://leanin.org/education/what-works-for-women-at-work-part-3-maternal-wall

Maternal Wall

"Most of the other parents actually watch the games, mom."

Maternal Wall

Maternal Wall	
Patterns	*Strategies*
"should" be home with kids	don't hold self to unrealistic standard
mothers committed to work are disliked	set an example of being "non-perfect"
mothers held to higher standards	voice your commitment to work
affects non-mothers too of certain age	make small practical adjustments
	if junior, fly under radar as mother
	if senior, set an example of working parent

Tug of War

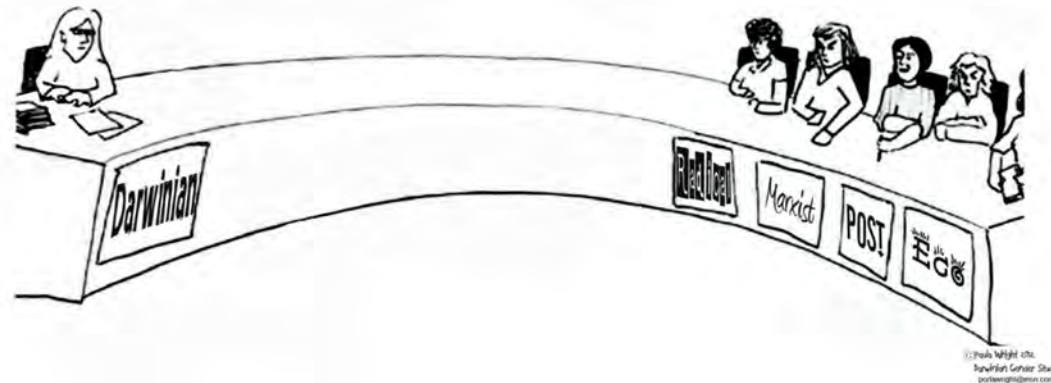- Other three patterns of bias fuel intense conflict/competition among women https://leanin.org/education/what-works-for-women-at-work-part-4-tug-of-war

Tug of War

All Feminists Are Equal

(but some feminists are more equal than others)

Tug of War

| Tug of War	
Patterns	*Strategies*
"queen bee" -- room for only 1 woman at top	don't judge other women
harsher standards on women	be direct to resolve conflicts
judge each other	respect one another's experience
intergenerational misunderstanding	get women to work together
	advocate for other women

Reflections

- TRIANGLE – three key points to remember

- SQUARE – an idea that squares with my beliefs

- CIRCLE – a question circling around my head

Evolving Expectations
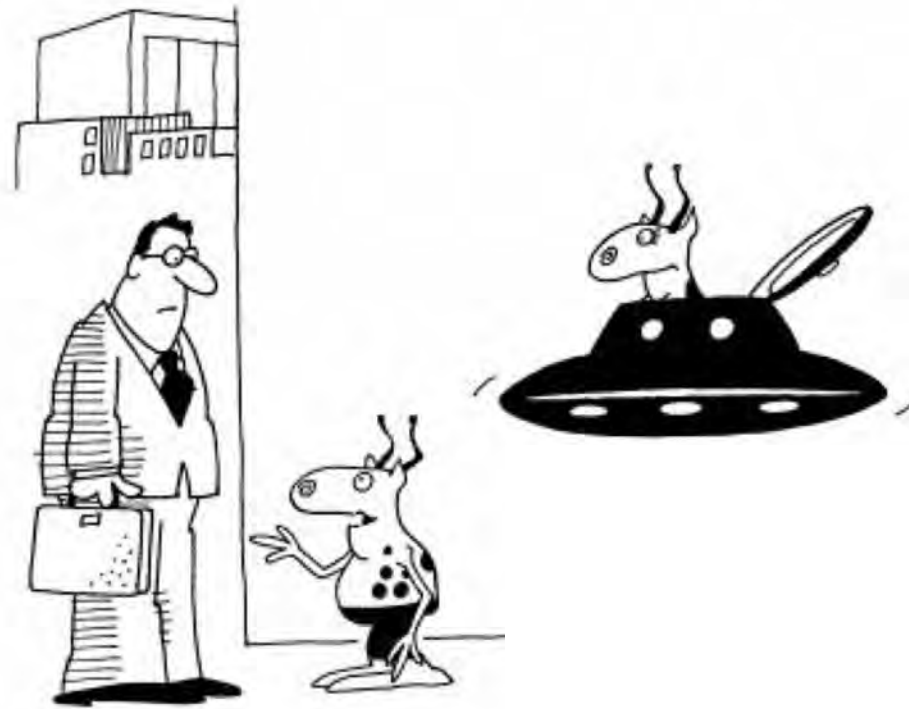
"YOU'RE KIDDING! YOUR LEADER IS A MALE!"

Core Strengths & Weaknesses

Meaning – Core Strengths

- Strengths are not what you're good at. Weaknesses are not what you're bad at.
- <u>Strengths are activities that strengthen/energize you:</u>
  - ✓ Success – you feel effective and in control when you do them (e.g. self-efficacy)
  - ✓ Instinct – you look forward to doing them
  - ✓ Growth – you feel inquisitive and focused; you lose track of time (e.g. flow)
  - ✓ Needs – you feel fulfilled, even if tired, after completing them

- <u>Weaknesses are activities that weaken/drain you</u>...even if you're good at them.
- Can't turn weaknesses into strengths, but you can stop doing or minimize impact on you by teaming up, delegating or reframing.

From *Claiming Your Strengths* by Marcus Buckingham

Your Core Strengths and Weaknesses

	Core Strength	Core Weakness
1		
2		
3		
4		
5		

Meaning - Purpose

Purpose comes from using your strengths...and minimizing the impact of your weaknesses.

Imagine yourself 5-7 years from now giving the best of yourself to life and work. Assuming everything is possible, what does that look like?

Adapted from *Centered Leadership, Part 1 - Meaning*

Mentors & Sponsors

Important Distinctions

MENTORS VS. SPONSORS

- **Mentors** are wise and experienced individuals who share insights and knowledge

- **Sponsors** find or create opportunities for your development – and give your the encouragement and push to take them

From Centered Leadership Part 3: Connecting

Mentors and Sponsors

- You get what you give

	Mentor	Sponsor
For You		
By You		

Three Kinds of Networks

- **Operational** – relationships with people at work that allow you to get today's work done

- **Personal** – relationships of your choosing, people you like to hang out with informally

- **Strategic** – (most important for career advancement) relationships that help you envision your future, sell your ideas and get the information and resources that you need

From Michelle R. Clayman Institute for Gender Research, Stanford University

Great Strategic Networks Traits

- **Broad** – Connected to a diverse range of people (including weak ties)

- **Connective** – linked or bridged across people and groups that would not otherwise connect

- **Dynamic** – responsive and adaptive, growing as you grow

From Michelle R. Clayman Institute for Gender Research, Stanford University

Strategies for Building Effective Networks

- **Engage** in activities both inside and outside your organization
- **Connect** through people you already know
- **Focus** on and develop the value you bring to your network
- **Prioritize** and invest in a few activities – favor active over passive networking

From Michelle R. Clayman Institute for Gender Research, Stanford University

Your Personal Board of Directors

Name	Relationship	Purpose/Role	Next Contact