

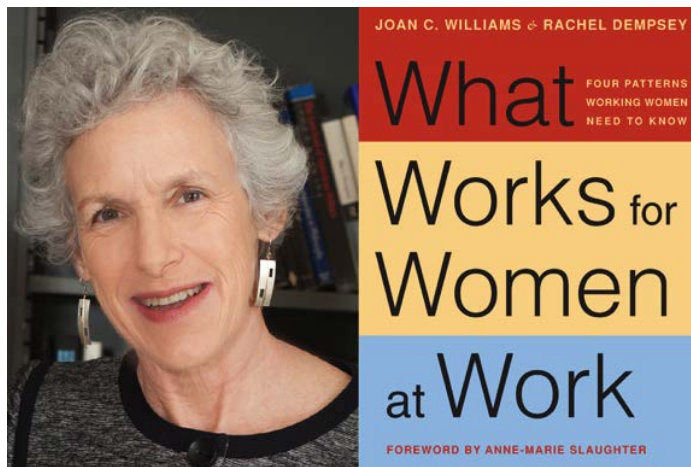
Women in Leadership

Key Patterns & Strategies

Liz Duffy, President, International Schools Services
Beth Pfannl, VP, International Schools Services

What Works for Woman 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



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



Prove it Again Bias

Prove it Again Bias	
<i>Patterns</i>	<i>Strategies</i>
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



The Tightrope





The Tightrope

The TightRope	
<i>Patterns</i>	<i>Strategies</i>
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



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



Maternal Wall

Maternal Wall	
<i>Patterns</i>	<i>Strategies</i>
"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

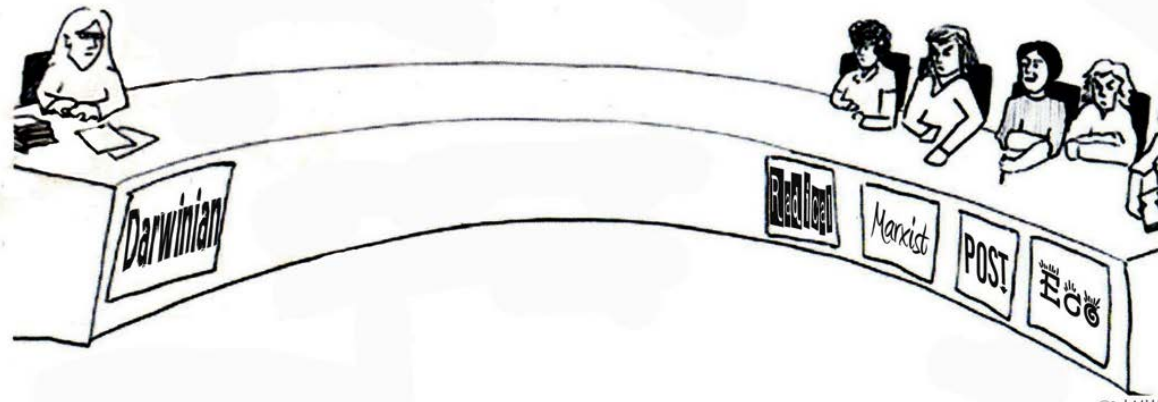


Tug of War

- Other three patterns of bias fuel intense conflict/competition among women

All Feminists Are Equal

(but some feminists are more equal than others)



© Paula Wright 2012
Institution Gender Studies
paulawright@msn.com





Tug of War

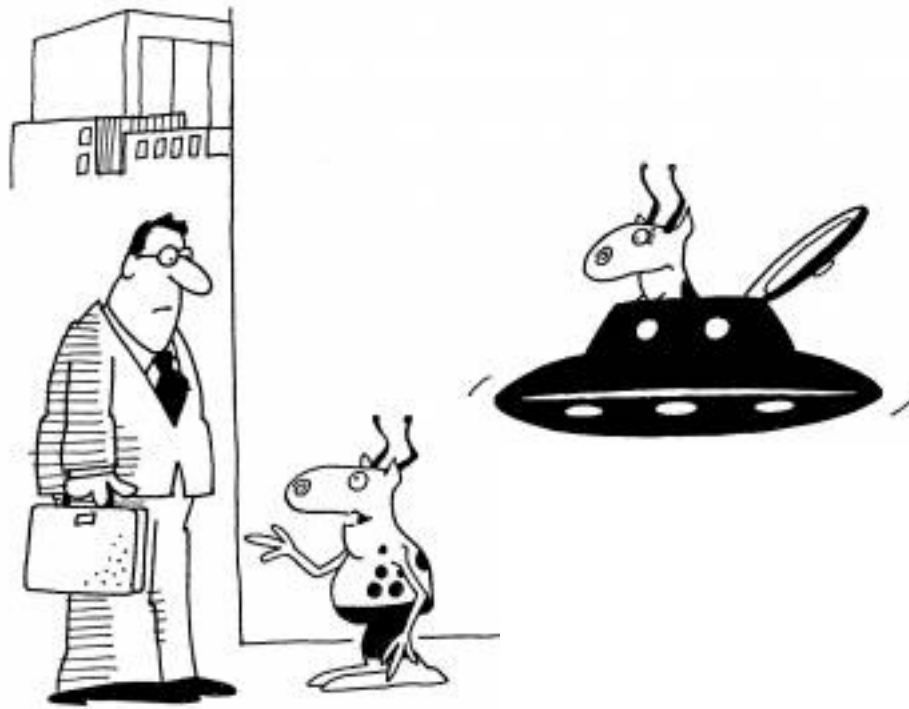
Tug of War	
<i>Patterns</i>	<i>Strategies</i>
"queen bee" -- room for only 1 woman at top	don't judge other women
harsher standards on women	be direct to resolve conflicts
judge each other	respect one another's experience
intergenerational misunderstanding	get women to work together
	advocate for other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