



INTERNATIONAL
SCHOOLS SERVICES

Making a world of difference

Promoting Diversity in Leadership: Pipelines, Networks & Sponsors

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Icebreaker and Introductions

- Pair up with someone “unfamiliar” – have known for less than a year
- Your assignment is to learn the following five things about the other person so you can introduce them to rest of the room/table:
 1. Name
 2. Current Position
 3. One thing that are incredibly good at
 4. Where they would live if they could move anywhere in the world and why?
 5. What do they hope to gain by attending this session



Diversity





NAIS Types of Diversity

- Ability
- Age
- Ethnicity
- Gender
- Race
- Religion
- Sexual Orientation
- Socioeconomic Status (Class)
- Body Image ("lookism")
- Educational Background
- Academic/Social Achievement
- Family of Origin/Family Make Up
- Geographic/Regional Background
- Language
- Learning Style
- Beliefs (political, social, religious)
- Globalism/Internationalism
- Other





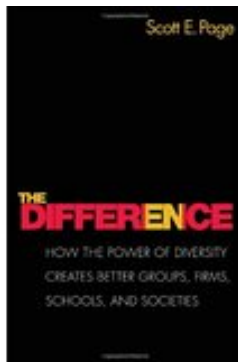
The Importance of Diversity

- As **Educators** – preparing students for the world in which they will live and work
- As **Leaders** – optimizing problem solving and decision making and taking full advantage of the leadership potential at your school
- As **Managers and Mentors** – communicating and coaching most effectively



The Power of Diversity

Progress and innovation depend less on lone thinkers with enormous IQs than on diverse people working together and capitalizing on their individuality...groups with a range of perspectives outperform groups of like minded experts – Scott Page, The Difference: How the Power of Diversity Creates Better Groups, Firms, Schools and Societies





Diversity Unpacked

- **Diverse Perspectives** –ways of representing situations and problems
- **Diverse Interpretations** – ways of categorizing or partitioning perspectives
- **Diverse Heuristics** – ways of generating solutions to problems
- **Diverse Predictive Models** – ways of inferring cause and effect

Scott Page, The Difference



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Core Claims

1. Diverse perspectives and tools enable collections of people to find more and better solutions and contribute to overall productivity
2. Diverse predictive models enable crowds of people to predict values accurately
3. Diverse fundamental preferences frustrate the process of making choices...which prevents premature, suboptimal decision making

Scott Page, The Difference



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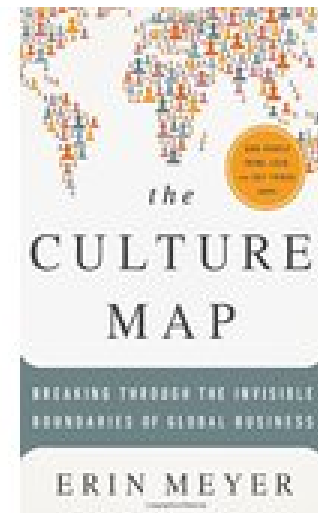
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The Culture Map

Being open to individual differences is not enough...you need to have an appreciation for cultural differences as well as respect for individual differences. – Erin Meyer





Key Scales that Differ By Culture

- Communicating – low vs high context
- Evaluating – direct vs indirect feedback
- Persuading - principles vs. applications first
- Leading – egalitarian vs. hierarchical
- Deciding – consensual vs. top-down
- Trusting – task vs. relationship based
- Disagreeing – confrontational vs. avoids confrontation
- Scheduling – linear vs. flexible time

Erin Meyer, The Culture Map



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The Evaluating Continuum

What is considered constructive [criticism] in one culture may be viewed as destructive in another culture.

- Direct – Netherlands, Russia, Germany, France
- Mixed – US, UK, Brazil
- Indirect – India, Saudi Arabia, China

Erin Meyer, The Culture Map



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Role Plays

How, where and when would you give the following feedback about a class that you have observed?

Good student engagement
Okay organization of class
Confusing content

Round 1 – to people from the Netherlands
Round 2 – to people from the US
Round 3 – to people from China





The Leadership Pipeline



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Women in the Workplace, 2016

- Comprehensive study by Lean In and McKinsey & Company on the state of women in corporate America
- 132 companies employing more than 4.6 million people shared their pipeline data and completed a survey of HR practices
- Plus, more than 34,000 employees completed a survey designed to explore their experiences regarding gender, opportunity, career and work-life issues
- Key Finding:

In corporate America, women fall behind early and continue to lose ground with every step.





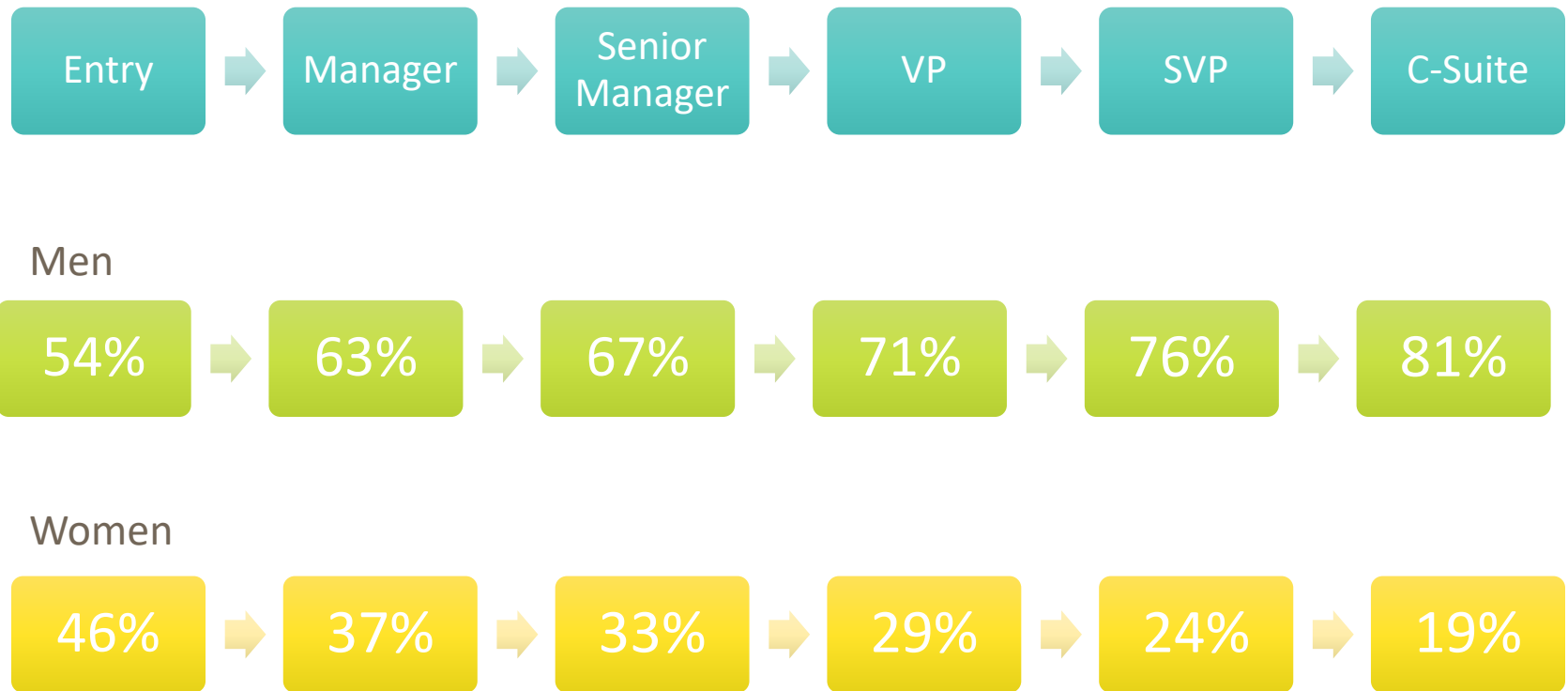
Women in the Workplace, 2016, cont.

- Women are less likely to receive the **first critical promotion** to manager – so far fewer end up on the path to leadership
- Women are less likely to be hired into **more senior leadership positions**
- At more senior levels, women **shift from line to staff roles**, so very few end up on the path to becoming CEO
- Women also get **less access to the people, input and opportunities** that accelerate careers
- As a result, the **higher you look in companies the fewer women** you see
- This disparity is **especially pronounced for women of color**, who face the most barriers to advancement and experience the steepest drop-offs with seniority



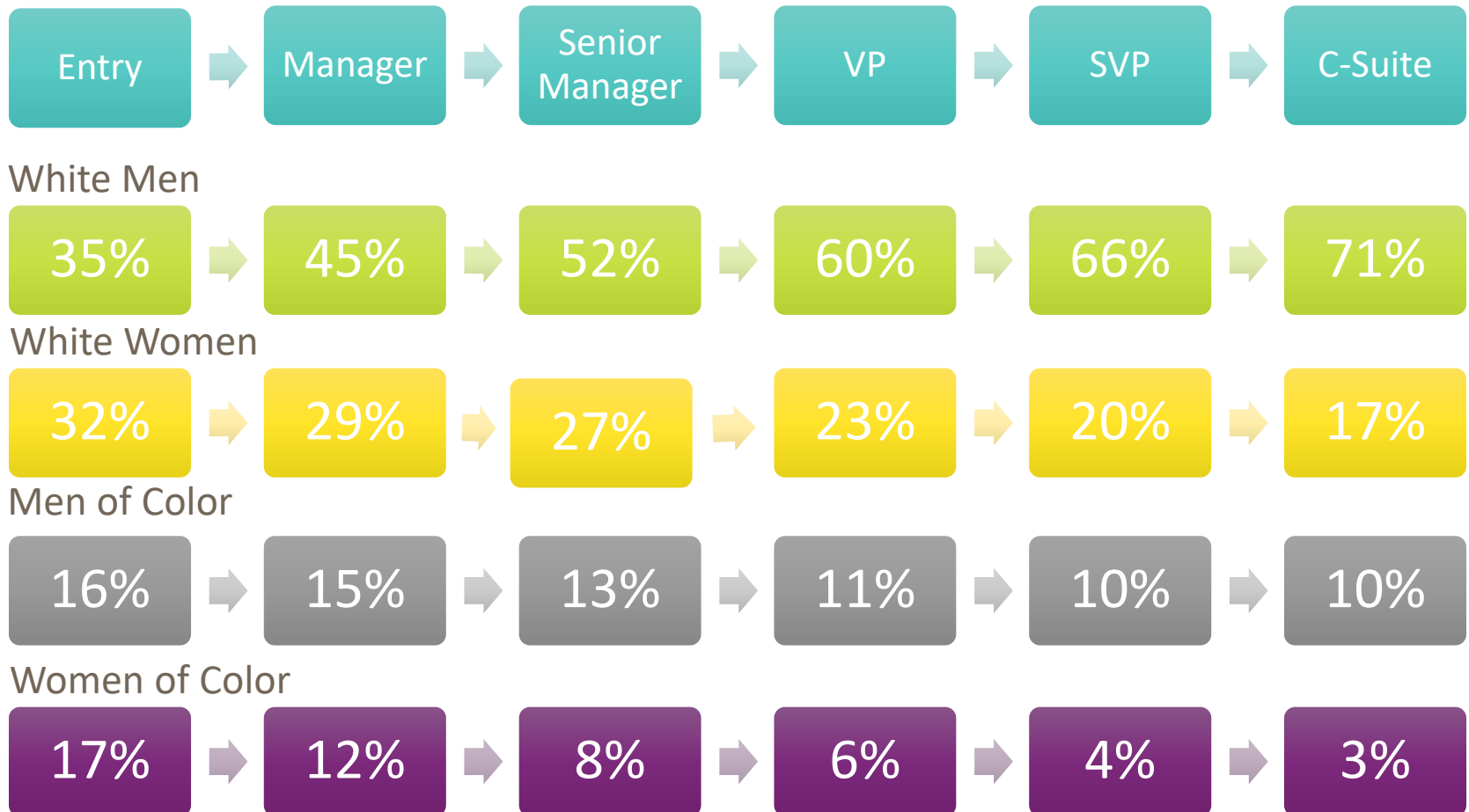


Gender Representation in the Corporate Pipeline in 2016 *(Women in the Workplace, 2016)*



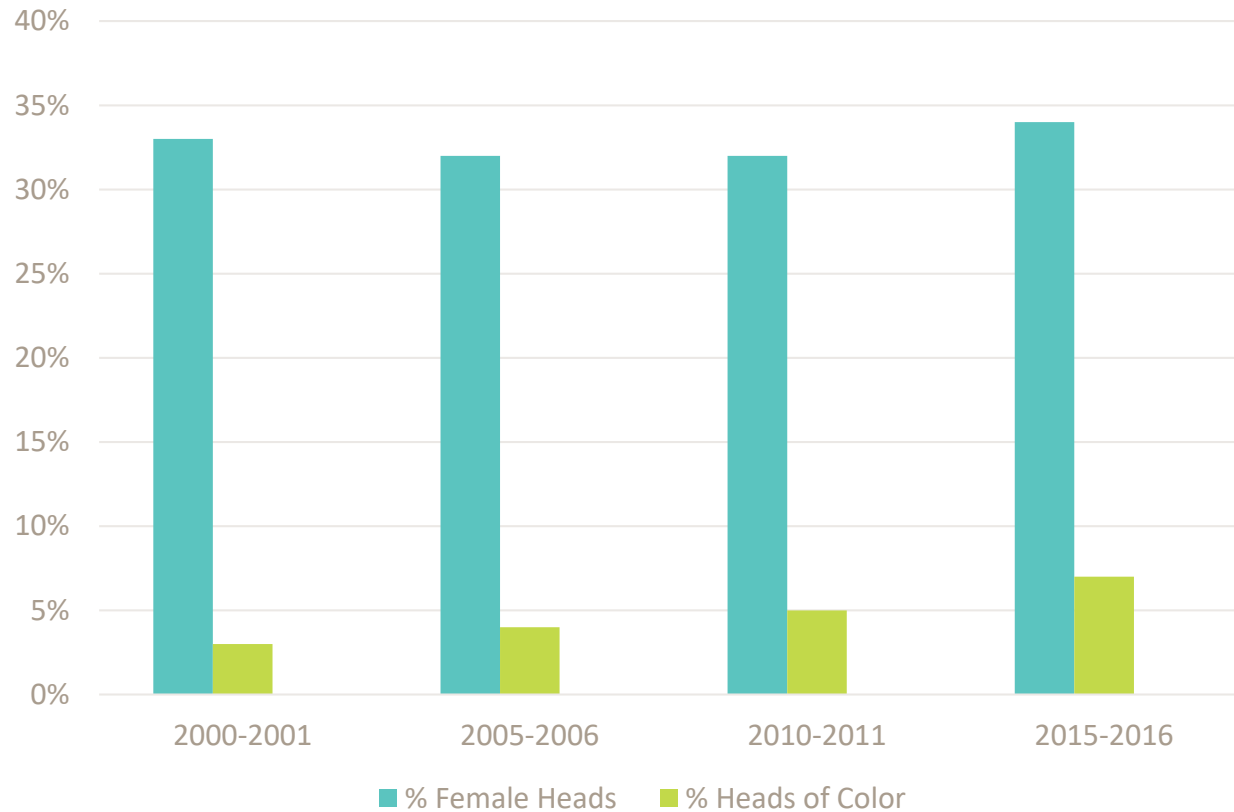


Race & Gender Representation in the Corporate Pipeline (*Women in the Workplace, 2016*)





The Gender and Color of Leadership in NAIS Schools, 2016



Further Breakdown of NAIS Data, 2015



Gender and Racial Data on International Schools



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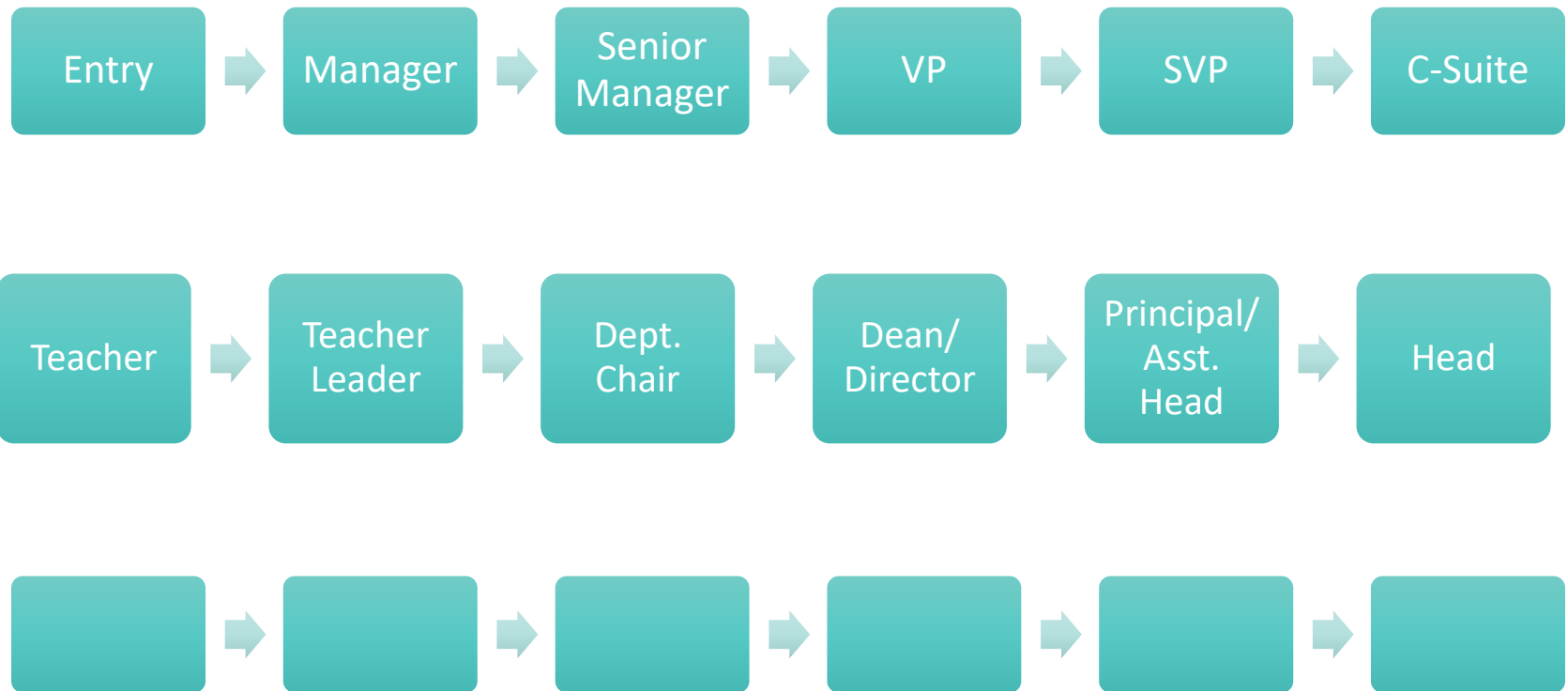
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The Education Pipeline



Core Strengths & Weaknesses



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Meaning – Core Strengths

- Strengths are not what you're good at. Weaknesses are not what you're bad at.
- Strengths are activities that strengthen/energize you:
 - ✓ 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
- Weaknesses are activities that weaken/drain you...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



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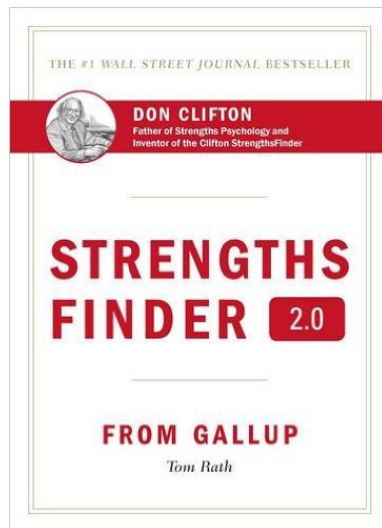
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Optimizing Team Performance

- *First Break All the Rules & StrengthsFinder 2.0* – Gallup – focus on strengths, avoid/compensate for weaknesses
- *Good to Great* – Jim Collins – get the right people on the bus in the right seats
- Other tools or resources?



Networks & Sponsors





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



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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



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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



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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 you the encouragement and push to take them

NETWORKS VS. COMMUNITIES

- **Networks** – groups of people connected virtually or physically
- **Communities** – networks that share a common aspiration, goal or purpose

From Centered Leadership Part 3: Connecting



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Mentors and Sponsors

- You get what you give

	Mentor	Sponsor
For You		
By You		





Your Personal Board of Directors

Name	Relationship	Purpose/Role	Next Contact




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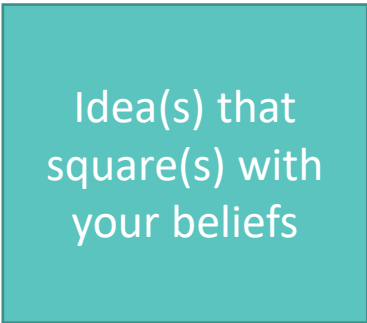


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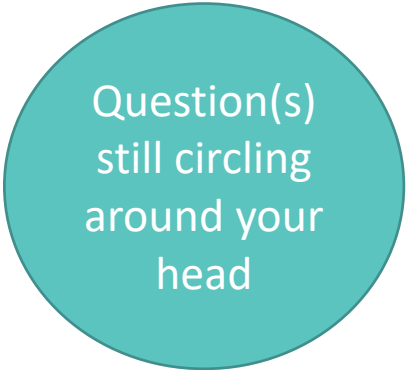
Closing Reflection

A teal-colored triangle pointing upwards, containing the text '3 main points to remember'.

3 main
points to
remember

A teal-colored square containing the text 'Idea(s) that square(s) with your beliefs'.

Idea(s) that
square(s) with
your beliefs

A teal-colored circle containing the text 'Question(s) still circling around your head'.

Question(s)
still circling
around your
head

