

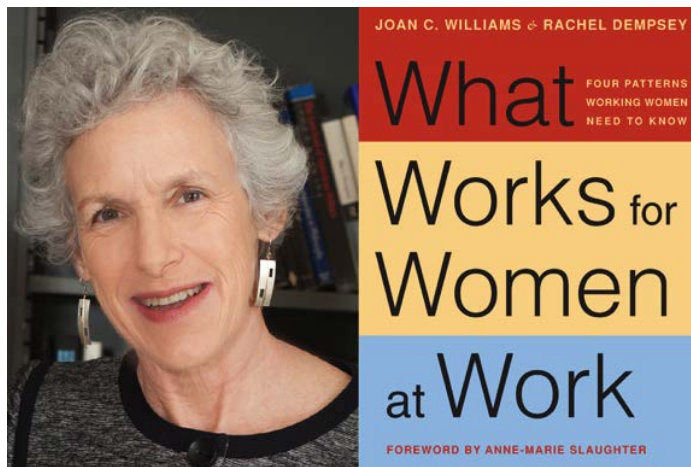
Women in Leadership

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 |

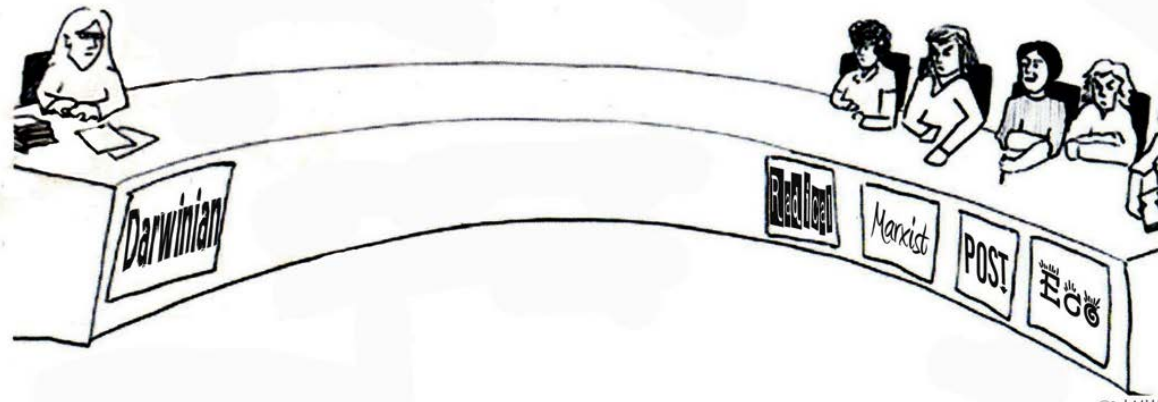


Tug of War

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

All Feminists Are Equal

(but some feminists are more equal than others)



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Tug of War

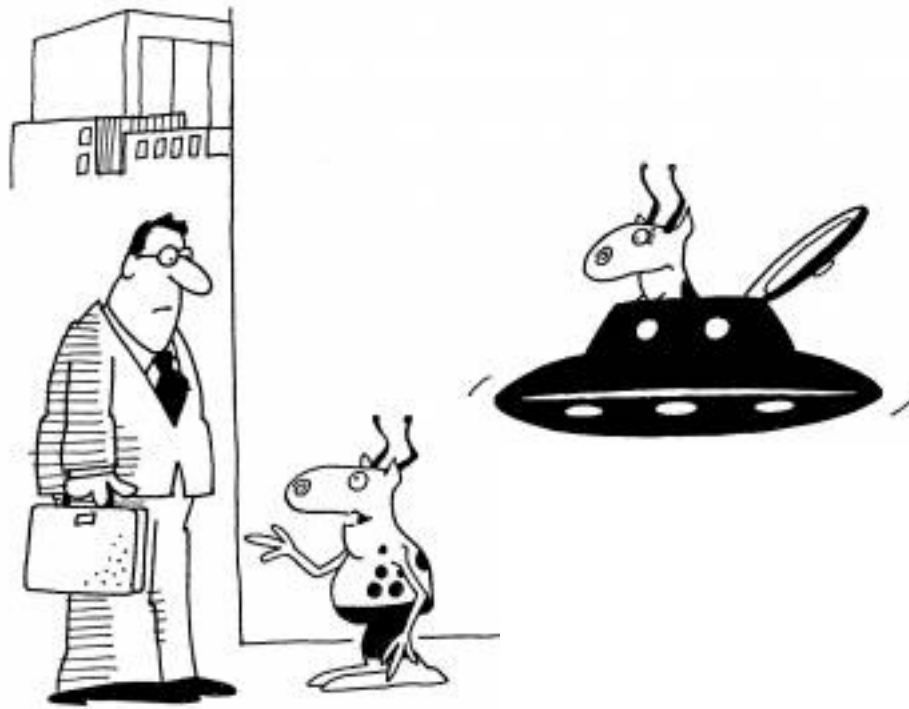
| Tug of War | |
|---|----------------------------------|
| <i>Patterns</i> | <i>Strategies</i> |
| "queen bee" -- room for only 1 woman at top | don't judge other women |
| harsher standards on women | be direct to resolve conflicts |
| judge each other | respect one another's experience |
| intergenerational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

