

# Leadership and Networking Skills for Women in Science and Technology

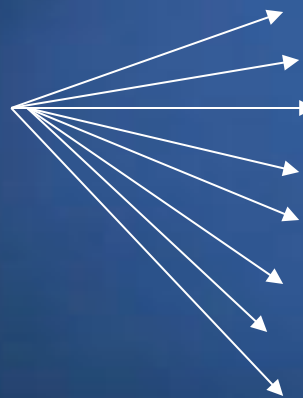


COACh Program  
<http://coach.uoregon.edu>

# COACh

Working to level the playing field for women in science and engineering in higher education and in research laboratories.

1997  
Chemistry



Today

Physics  
Engineering  
Computer Sciences  
Geological and Earth Sciences  
Medicine  
Mathematics  
Materials Science  
Biology

<http://coach.uoregon.edu>

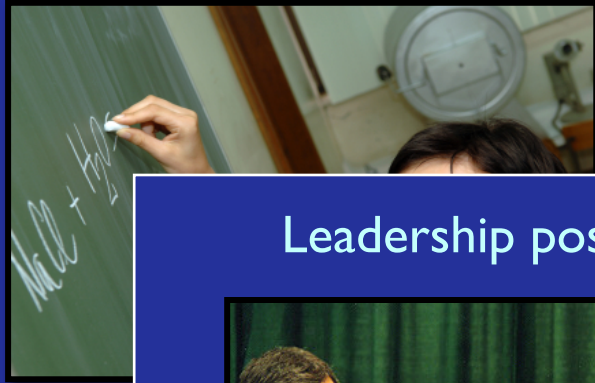
# Topics discussed in the leadership workshop

- Characteristics of good and bad leadership
- Elements of a successful leader
- Leadership styles effective for women
- Building and using networks for leadership building
- Career building strategies



# Opportunities for leadership arise everyday

Classroom or seminar



Leadership position



Department or group meeting



Conversation or negotiation





# Why do people take on leadership roles?

- To avoid someone else doing it
- For financial gain
- More in control of your environment
- Sense of duty
- Because your peers elected you
- Drafted by upper level management

➤ From: Chairing an Academic Department by Walter Gmelch and Val D. Miskin  
➤ Atwood Publishing, Madison Wisconsin 2004.

## What are the attributes of a good leader?

1. Think of an individual that you know in your workplace that has been a good leader.

What were his/her qualities?

2. Think of someone who has been an ineffective leader.

What were his/her qualities?

Talk among yourselves for a few minutes and report any conclusions.

# Research on predictors of leadership success

- Trust
- Productivity
- Competency
- Ability to set reasonable agenda
- Self-awareness of personal strengths and weaknesses
- Integrity in the treatment of others
- Ability to learn from experience

# Reasons why leaders fail in the workplace

- Betrayed trust
  - Decline in productivity
  - Insensitive, abrasive and intimidating style
  - Cold, aloof, arrogant
    - Over-managing
    - Overly ambitious
    - Unable to be strategic



# Rules for Building Leadership Influence

## 1. Develop a vision and communicate it clearly

- Involve the team in the development process to gain buy-in
- Prioritize tasks necessary to achieve the vision
- Focus the team on the most important and critical tasks
- Delegate tasks to the people best able to complete the task
- Regularly communicate the vision and core values

# Rules for Building Leadership Influence

## 2. It's never about you! Be selfless

- Demote yourself to serving those you lead
- Leaders serve others and help them accomplish their goals
- When you do things in the interest of people you lead, you  
earn trust

# Rules for Building Leadership Influence

## 3. Work to earn trust and respect

Trust is based on the respect and expectations of a leader who cares and acts with compassion in a most positive way.

- Live the vision you project
- Be honest and transparent with your decision
- Be fair and consistent in how you treat people
- Foster good relationships
- Listen, listen and listen

# Rules for Building Leadership Influence

## 4. Help your team to succeed by

- Coaching them to do the job better; giving feedback
- Mentoring them towards career advancement
- Communicating clearly your vision and goals
- Listening to hear their ideas, concerns and aspirations



# Rules for Building Leadership Influence

## 5. Make the decisions and be held accountable

- Base decisions on as much data as possible
- Study the issue while not losing sight of the big picture
- Don't make decisions too quickly
- Once a decision is made, be confident in persuading others

# Rules for Building Leadership Influence

## 6. View leadership as a learning process

- What strategy works today may not work tomorrow
- Study the ever changing work environment
- Learn how to be flexible and help others adapt to change

# Rules for Building Leadership Influence

## 7. Competitors should be external

- Avoid internal competitions among team members
- Attribute success to the team as well as the individuals

# Rules for Building Leadership Influence

## 8. Celebrate successes and have fun!

- Foster a feeling of family and support
- Provide a comfortable, inclusive and enjoyable workplace
- This is especially important during tough economic times



*As a summary point:*

**To be successful, use behavior that is proven to be effective for men and women today**

Minimize hierarchy

Be inclusive

Work toward consensus

Build trust

Unfortunately, leadership is gendered.

- Men are leaders
- Women are female leaders

# Research shows that it is more difficult for women than men to be leaders

- Women face barriers at all levels
- It is tougher for women to be selected for leadership roles
- Women are evaluated more harshly in leadership roles

(Eagly and Carli, Harvard Business Review, September, 2007)

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Women in leadership roles are expected to act consistent with culturally defined gender roles





# Realities of leadership as a female

1. What is effective for men is not necessarily effective for women.
2. What is effective for women depends on the context in which leadership is enacted.

1. Boldry, Wood, & Kashy, 2001; Eagly, Johannesen-Schmidt, & van Engen, 2003
2. Biernat & Fuegen, 2001; McColl-Kennedy & Anderson 2005)

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For women, there is a narrow band of acceptable communication and leadership behavior

Women are evaluated negatively for both masculine and feminine leadership behaviors.

What's a woman to do?



# Models that work for male leaders

|                           |  |
|---------------------------|--|
| OPERATING STYLE:          | Competitive  |
| ORGANIZATIONAL STRUCTURE: | Heirarchy  |
| BASIC OBJECTIVE:          | Winning  |
| KEY CHARACTERISTICS:      | High Control<br>Strategic<br>Unemotional<br>Analytical Standards |

# Models that work for women leaders

|                           |   |
|---------------------------|---|
| OPERATING STYLE:          | Cooperative   |
| ORGANIZATIONAL STRUCTURE: | Team  |
| BASIC OBJECTIVE:          | Quality Output  |
| KEY CHARACTERISTICS:      | Lower Control<br>Empathic<br>Collaborative<br>High Performance<br>Standards |

# OPPORTUNITIES FOR SUCCESS

## Factors Influencing the Changing Role of Leaders in Organizations

- » Global Competition
- » Unprecedented Change
- » Increasing Demands for Quality
- » Flatter Organizations
- » Emphasis on Teamwork
- » More Diverse Workforce
- » Need for Transformational Leadership

# Potential Obstacles for Women

## Culture and reward system

- Women are often overlooked for the awards and recognition that result in career advancement
- Can be more problematic as women move up the career ladder



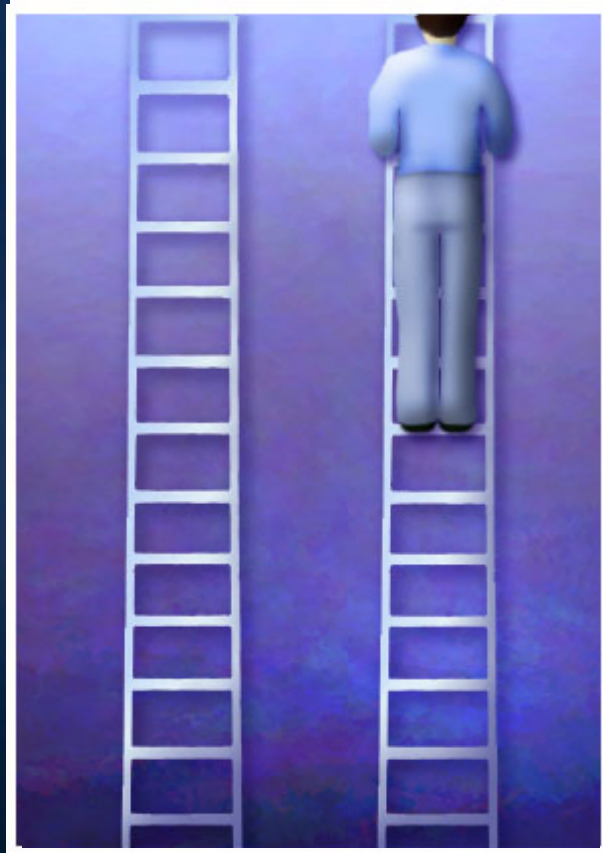
# Potential Obstacles for Women

## Desire to be liked

- Take on service loads that reduce research productivity.
- Convince themselves that this service will overcome their research weaknesses.



# Consequence: Slower Career Progress



- **Committees**
- **Teaching large classes**
- **Departmental service**
- **Advising, mothering...**
- **Inadequate mentoring**
- **Bias in review processes**

“Why So Slow? The Advancement of Women”  
Virginia Valian, 1998 MIT Press, Cambridge, Mass

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# Potential Obstacles for Women

## Lack of Strong Career Building Networks

Exercise:

What networks do you have?

Social?

Professional?

Virtual?

# Career Building Networks

Research shows that:

- Men and women tend statistically to network with members of their own sex.
- Women tend to recognize this and work to diversify their networks towards 50% men.
- Men's networks include very few women.

*This is problematic for women given that men occupy the majority of leadership posts in many fields.*

# Career Building Networks

Research shows that:

- Men pass the news of job opportunities mostly through social networks.
- The news reaches women often after it has reached and passed several men.

# Career Building Networks

## The good news:

- Women tend to be more effective at networking and have broader networks.

## The bad news:

- The breadth does not overcome the concentration of power in male networks.



# Career Building Networks

Career advancement leads often come through “weak ties” - acquaintances or friends of friends.

And often rely on assumptions and biases that can put women at a disadvantage.

# Career Building Networks

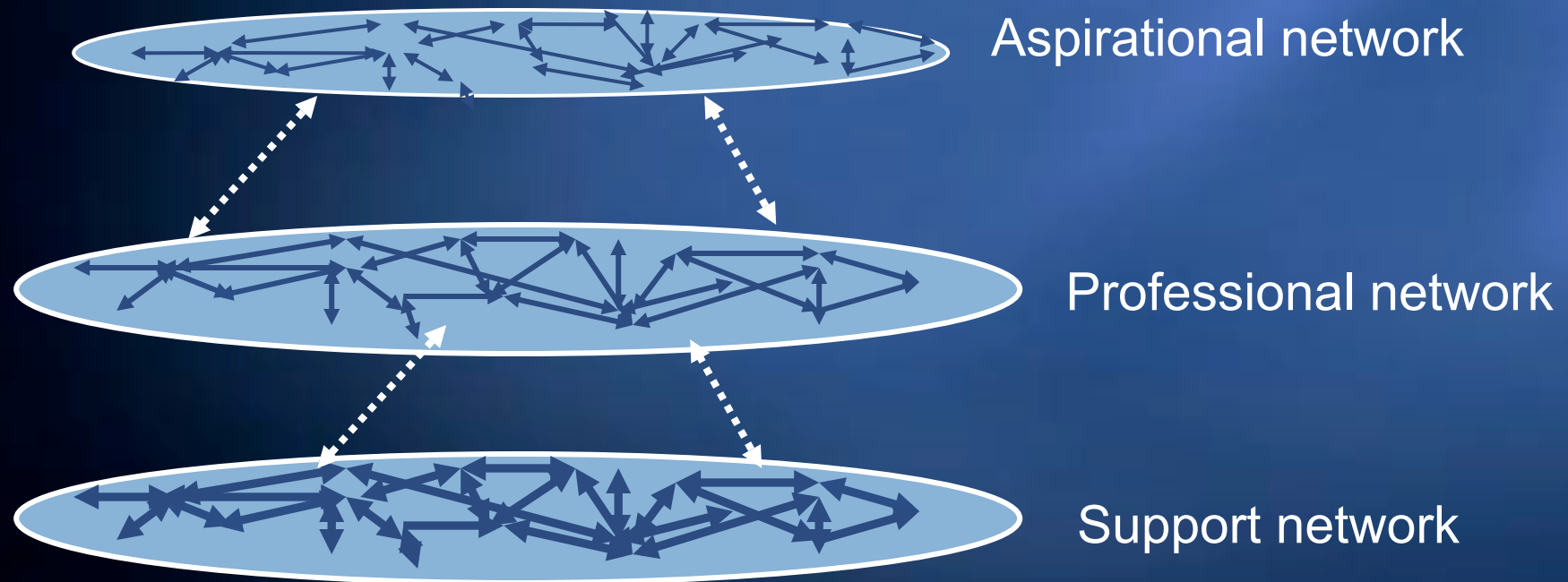
Recommendations:

Women need to:

- Add more men - especially high status men - to their professional networks.
- Make their interests and competencies as clear as possible.
- Put themselves in the path of the leads.



# Career Building Networks - three levels





# Other Potential Obstacles for Women

Men are more willing to

put themselves and their ideas forward.

self nominate for good assignments and awards.

Women expect to be tapped for things, based on merit.

# Women often undermine their efforts

When things go wrong, women often blame themselves

Men tend to put it on external factors

When things go well, women often don't take the credit.

Women often attribute their success to luck

## In summary

- Characteristics of good and bad leadership
- Elements of a successful leader
- Leadership styles effective for women
- Building and using networks for leadership building
- Career building strategies



## Take control of your destiny

Thank You!!