

Leadership and Networking Skills for Women in Science and Technology

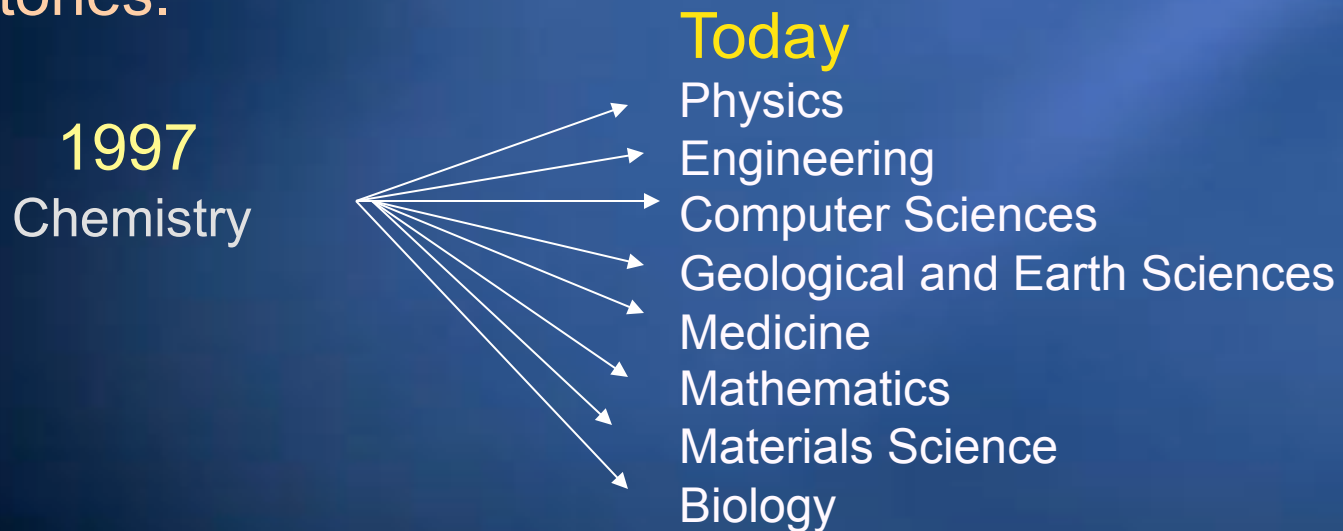
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COACh Program
<http://coach.uoregon.edu>

COACH

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



<http://coach.uoregon.edu>

Who needs these skills?

Isn't my scientific prowess enough?



Good science - requires good communication skills.

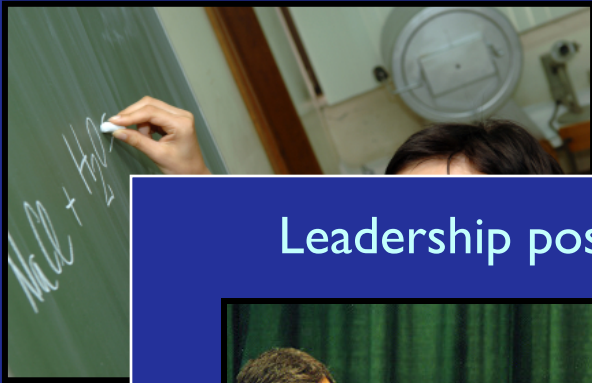
- increasingly relies on effective teamwork.
- thrives on good leadership and sponsorship.
- requires active listening and observation.
- flourishes in a supportive work environment.

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



Classroom or seminar



Leadership position



Department or group meeting



Conversation or negotiation



Opportunities for leadership arise everyday

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

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

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.

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?



How has effective communication and leadership evolved?

TIMELINE

EXPECTATIONS

COMPETENCIES

POST WORLD
WAR II

LEADER AS EXPERT

PLANNING, CONTROLLING
ORGANIZING

1970'S

LEADER INVOLVES
PEOPLE

CREATING VISION
SETTING DIRECTION
EMPOWERING

1990'S to
Present

LEADER AS LEARNER

MANAGING UNCERTAINTY
FINDING RESOURCES
LEVERAGING LEARNING

Models that work for male leaders

OPERATING STYLE:	Competitive
ORGANIZATIONAL STRUCTURE:	Heirarchy
BASIC OBJECTIVE:	Winning
KEY CHARACTERISTICS:	High Control Strategic Unemotional Analytical Standards

Models that work for women leaders

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

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

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

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

Potential Obstacles for Women

Lack of Strong Career Building Networks

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

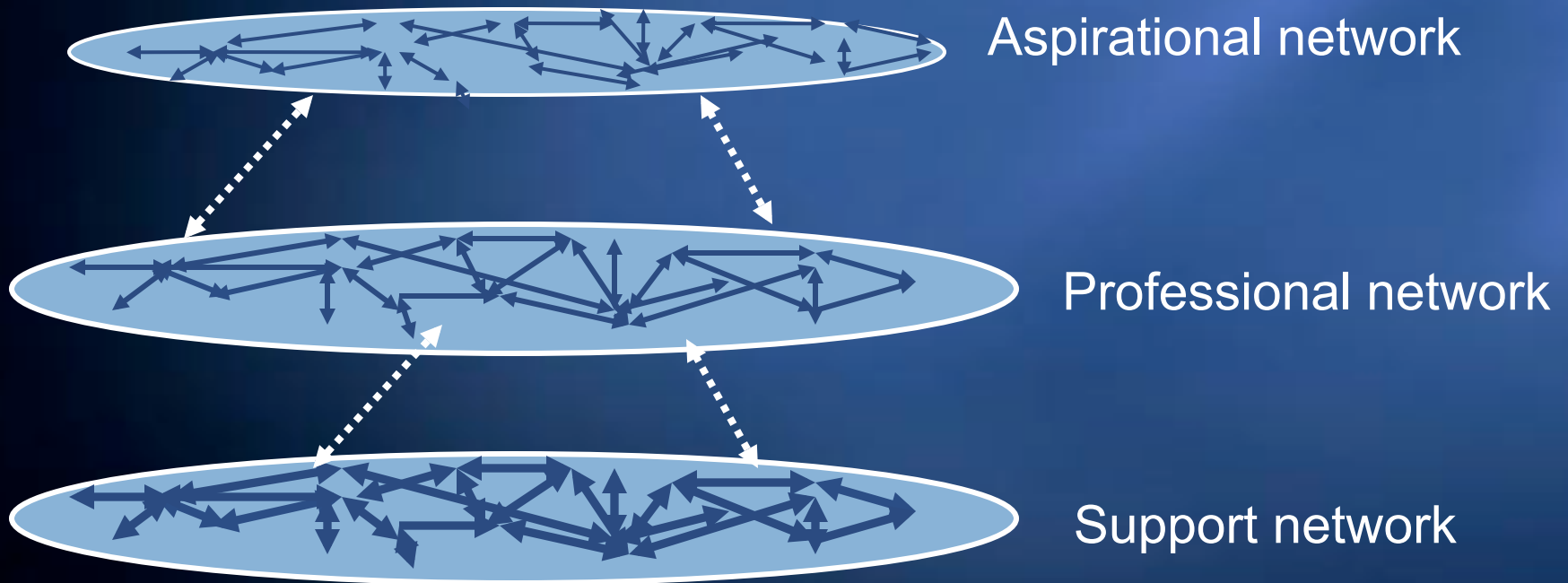
Recommendations:

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

Women often use words that undercut their power

“I’ d *just* like to say something about.....”

“I’ m a *bit* concerned....”

“*Perhaps* we should...”

“*I may not be right* but what if we.... “

Women often use words that undercut their power

“You may already know this but...”

“I could be wrong...”

“It’s just my opinion but...”

“This is probably a stupid question...”

“You probably know more about this than I do but...”

Use powerful and strong statements

<u>Use</u>	<u>Instead of</u>
I'm confident	I think
I know	I hope
I believe	I feel
I will do	I'll try
I'm certain	I'm not sure



Advancing in your career

- Make the most out of feedback and criticism
- Get out and make contacts
- Its not all in the paycheck
- The way you look and talk matters
- Avoid meltdowns
- Don't assume the workplace is fair
- Don't assume that your good work will be noticed
- Don't ask, don't get

In summary

- Characteristics of good and bad leadership
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Take control of your destiny

Thank You!!