Managing Dynamics

Tomorrow’s Dynamic Organization
A Place Where Women Leaders Flourish
**Five Ancient Female Leaders**

**Hatshepust-Egyptian**
Ruler born 1508 BCE
She ruled 25 years.
She expanded territory and riches

**Boudicca**: Queen of the Celtic Iceni tribe in the British Isles.
60 CE. Fought to regain the throne

**Zenobia**: Syrian Queen turned ruler. Killed Roman prefect and claimed throne

**Empress Theodora**, young Byzantine Queen.
527 to 308 CE. Rebuilt Constantinople

**Wu Zetian**, Chinese former royal concubine under Emperor Taizong, in 690 CE. Expanded Chinese Territory
I. Brief history of women at work
II. 1960’s white male work model
III. On and off ramps
IV. Women and men at work now
V. Women are better leaders
VI. If women are better leaders—why aren’t they moving up?
VII. What you can do today
Women at Work 1918

Women Electric Welders at Hog Island Shipyard
City Hall Station, Philadelphia, PA
1918

Manufacturing Spiral Puttees at Plant in NYC Broadway, Manhattan, NY
1918
American women got the vote 1920

Until 1960 women denied access to selective Universities

Cambridge degrees for women 1947

Harvard Business School-co-ed in 1963

Yale and Princeton co-ed in 1969

US Military Academies co-ed in 1976

Nixon’s unguarded comments of the time:

“ I don’t think a woman should be in any governmental job whatsoever. The reason why is mainly because they are erratic and emotional. Men are erratic and emotional too, but the point is that a women is more likely to be”
Until 1970 women weren’t interviewed for entry level positions

- Recruiters at Universities posted: “Women need not apply”
- Business degrees: MBA’s and other credentials disqualified women

1970 barriers shifted: women not excluded “from all” authority positions – instead higher levels excluded women


In the private sector, equally qualified and similarly situated citizens are being denied equal access to advancement into senior-level management on basis of gender, race, or ethnicity
Model evolved to meet life rhythms of middle class white males in 1950s and 1960s:

- Access to well paying jobs was limited to this privileged group

- Model success built on a traditional women and men division of labor

- Men were breadwinners and women were full-time wives, mothers, and homemakers
• Higher # women in politics means less corruption
• Today 130 women finish college to 100 men
• 50% of Law schools now women
• 16% leadership in major law firms are women
• 1/3 of students in business school are women
• Less than 3% Fortune 500 CEOs are women
• 16% corporate officers are Women
• 16% increase in college graduate/professional women over next decade
• 1.3% increase in men with graduate/professional degrees
Top Solutions Listed by World Wide Organizations

- Flexible work arrangements 66%
- Diversity sourcing and recruiting 44%
- Coaching 44%
- Mentoring 43%

** Executive sponsorship and programs like coaching/mentoring seen as “more valuable” for leadership development

VS

** Respondents viewed those solutions as having “less impact” than flexible work arrangements
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Things That Affect How We Are Seen...
What Prevents Women from Reaching the Next Level?

- Lack of executive sponsors
- Insufficient breadth of experience
- “Old boys clubs” still exist
- Inflexible corporate cultures
- Women’s struggle to relocate
- Challenge for women to take long-term global roles
- Women don’t ask for the promotion
- Coordinated individual company wide change efforts
- Male dominated teams unsupportive of women in leadership
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Challenges For Women Leaders

- Held to higher performance standards than men
- Penalized in performance evaluations unless perform above/beyond men
- When assertive are seen as uncaring causing negative reactions from men
- Additional time spent with male/boss/leader can be considered sexual
- By being/feeling connected to others at work they can be seen as weak

Your Work Experience
Career Path
On and off Ramps and More...

- **Off ramps** (time off work) 37% working women take 1.3 to 3 years from work = 2.2 average years
- **On ramps** (back to work) 50% women seeking on ramps in mainstream jobs cannot find them
- **Scenic route** (reduce hours - full to flexible to part time) 33% of women take the scenic route
- **Work for fewer hours** - 38% women select less responsibility so they can keep other commitments
- **Under the radar:** Women who do not want to be offered a promotion intentionally remain unnoticed

Most women see their decision for time off as temporary
Only 6% say job was too demanding

Pull Factors
- Child and elder care
- Specific child needs
- High cost child care
- Family member—not child
- Partner’s income insufficient

Push Factors
- Career not satisfying
- Stalled in career
- Doesn’t get along with boss
- Merger
- Job change
- Job eliminated
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Leadership & Positioning
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The Disappearing Leader
Immigrant “Talent Pool”

- Immigrants were talent “safety valve” for US labor market
- Immigrants filled leadership shortfalls and eliminated bottlenecks
- NOW Hiring foreign nationals not as easy for US based companies.
- Since 9/11... green cards/temporary visas are being cut
- 2003 visas cut from 200,000 immigrants to 65,000
- Due to world wide economics foreign nationals staying & working in their homeland
- “Reverse Brain Drain” drawing 20 million Indian immigrants home

Future professional talent pool continues to be predominantly female
What do Women Really Want?

Prioritized Desires

1. High quality colleagues 82%
2. “Be myself” 79%
3. Flexibility 64%
4. Collaboration and teamwork 61%
5. Give back to society 56%
6. Recognition 51%
7. High income 42%
8. Powerful position 15%
What Women Need...

1. **Authenticity**: Permission to feel like themselves as leaders versus acting to hide their values/voice/attitudes

2. **Wholeness**: Ways to have a whole balanced life and still remain care-givers

3. **Self-Clarity**: Understands other’s reactions to them, the higher standards they are held by, & give-receive useful feedback

4. **Connection**: ..build/maintain close relationships at work even though they are at times hampered by organizational life

5. **Agency**: ...develop behaviors such as assertiveness and develop/use power appropriately as women leaders
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Kinds of Flexible Work Arrangements

- **Compressed work weeks:** Work less than 5 days
- **Flextime:** Variation on start and end of workday
- **Reduced –hour schedule:** Work fewer days per week or hours per day
- **Short-term seasonal arrangements:** Work full or reduced schedule for less than 6 months/year
- **Job Sharing:** 2 people volunteer to share one FTE
- **Telecommuting:** Job done from another site or home
Critical Elements for Flexible “Right to Work” Programs

- Visionary leader
- Strategic drivers
- Stigma removed
- Commitment at the top
- Variable staffing model
- Gender stereotypes on the wane
- Vigorously document metrics
- Tipping point-Flex the norm
Establish rich menu of flexible work arrangements

Create Arc-of-Career flexibility-life long career plan

Re-imagine work life - accommodate life milestones

Help women claim/sustain ambition - re-engage after 30’s downsized expectations

Harness altruism - meet alternative motivators for women

Reduce Stigma and Stereotypes - shift off-limits “mentality” for diverse work patterns

High level sponsors
Sponsorship is not to be confused with a mentor. While a leader can be both mentor & a sponsor—the roles are distinct

- Mentors help you do a better job or help with a difficult situation
- Sponsor directs and fuels the relationship and the protégé’s future
- Sponsors open doors, introduce opportunities, create high level audience

A sponsor is inherently public because the sponsor puts their name next to their protégé’s performance

- Sponsors open doors to position protégé’s
- Sponsors take calculated risks on protégé’s
Why Women don’t Seek Sponsors

- High performing women (HPW) lack sponsorship (Few have one)
- Many HPW underestimate sponsorship benefit for advancement
- Many HPW feel using “connections” for advancement = dirty tactic
- Many HPW believe “hard work alone” is enough
- Many HPW fear older/married men sponsors, look like ladder climbing
- Fear sponsor relationship could be seen as sexual. Believe isn’t worth it
Facts about “The Sponsor Effect”

- Research shows surprising absence of C-suite male/female advocacy contributes to belief women don’t belong there
- Majority of women underestimate pivotal role sponsorship plays in their advancement
- Sponsorship creates visibility in current firm, whole career, and across industry
- “Sponsors seeking candidates” shifts women’s reluctance to seek out/actively engage senior colleagues
- When done correctly formal announced sponsorship relationship reduce speculation for ulterior motives
• How can women find executive sponsors/mentors to position/train them?
• What is expected of leaders moving into 2020?
• What do women need to bring to partner with male executives in terms of shared vision and career growth?
• What are the actions a woman can take to continue creating awareness and investment in developing women leaders?
1. **Cultural Agility** - leverage unique global culture skills
2. **Boundaryless Collaboration** - across organization
3. **Legendary Builder of People/Teams** – coach/mentor face-to-face and virtually
4. **External focus on Excellence** - deep knowledge of customer-industry-and global regulatory forces
5. **Generational Savvy** - lead well across 4 generations
6. Digital Proficiency - leverage technology-decisions

7. Blend of EQ/IQ - able to motivate team performance

8. Multiple-Horizon Thinking - distributes resources across present/future to balance scorecard

9. Innovative Proliferation - creates creative thinking climate

10. Inspirational Communication - motivate employees in good and bad times and communicates effectively
Feminine Values: The Operating System 21st Century

Feminine values are better for the world and business

- 64,000 people surveyed from 13 countries
- World increasingly social, interdependent, and transparent
- Institutions, businesses and individuals breaking from masculine structures and mind-sets
- Global business requires flexibility, collaboration, caring
Athena Results Indicate Shifts Taking Place

- 80% said relationships/respect count more for success than $.
- 78% stated today’s time require more kindness and empathy.
- 79% said successful careers require collaboration/sharing credit.
- Nice people thrive over those who are aggressive and controlling.
- Global society depends on codes of morality, trust and respect.
- Shift is away from affluence, materialism, status symbols, greed.
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<tr>
<th>Overall Leadership Effectiveness by Gender by Position (Percentile Scores)</th>
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<tbody>
<tr>
<td>Male</td>
</tr>
<tr>
<td>Top Management, Executive, Senior Team Members</td>
</tr>
<tr>
<td>Reports to Top Management, Supervises Middle Managers</td>
</tr>
<tr>
<td>Middle Manager</td>
</tr>
<tr>
<td>Supervisor, Front Line Manager, Foreman</td>
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<tr>
<td>Individual Contributor</td>
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<td>Other</td>
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<td>Total</td>
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Source: Zenger Folkman Inc., 2011
16,000 Leaders Agree 2011-2012
Women ARE Better Leaders

Overall Leadership Effectiveness

Overall 360 Percentile Score

- Women: 51.8
- Men: 54.5
Women in Power

Over the past five years, the share of board seats occupied by women at the NAFE Top 50 Companies for Executive Women has grown to 29% from 23%. Notably, half of the NAFE Top 50 now have at least four women on their boards of directors—up from just 36% in 2011.

*Companies must have at least two female directors in order to apply for the NAFE Top Companies. Sources: 2015 National Association for Female Executives; 2014 Catalyst Census: Women Board Directors
Managing Dynamics Solutions: Where can you Start?

- Educate your playing field as to how women’s “value proposition is different than men’s”
- Create systems to keep/bring talented women to your company
- Identify demographics and other structural shifts that give a direction to better utilizing women as leaders
Position Women as Leaders

- Determine who has authority to influence the program
- Assess organization’s direction to determine how women leadership could further improve performance
- Determine what benefit would assist leaders to say YES!
- Provide evidence of value added benefits of other organizations implementing women leadership programs
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Playing Field Outcomes...

*When you Shift how see your playing field*

- Relationships will change
- Conversations will change
- Alliances will change
- Perspectives will be different
- Expectations will be more clear and defined
“Try? There is no try. There is only do or not do.”

Yoda, in *The Empire Strikes Back*