

Strengthening Your Influence as Women

UTAH WOMEN & LEADERSHIP
Project

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I. THREE FOUNDATION ELEMENTS



*Ely, R. J., Ibarra, H., & Kolb, D.
(2011; 2013).*



1. Leadership Identity



Leader Identity Development

THREE LEVELS:

1. *Individual internalization process*: individuals incorporate the identity of being a leader as a part of their self-concept (“claiming”).
2. *Relational recognition*: the leader identity is strengthened as it is recognized by others (“granting”).
3. *Collective endorsement*: an individual’s leader identity is reinforced and endorsed within a broader organizational context.



Strengths



Learning to Lead



- **Looking back on your childhood and adolescence is a critical element for developing leadership now.**
- **What has happened in the past can “enable you to make things happen now, so that you can become the master of your own life rather than its servant.”**

~ Warren Bennis



Leader Identity Factors

- Aspirations
- Ambitions
- Courage
- View of leadership
- Expectations
- Socialization
- Confidence
- Internalize negative messages
- Rumination
- Perfectionism
- Imposter syndrome
- Double-bind
- Lack of understanding around strengths
- Perception of qualification
- Women's negative interactions with each other
- Need for the nudge
- Calling and purpose

2. CALLING & PURPOSE

A man saw three fellows laying bricks at a new building: He approached the first and asked, What are you doing? Clearly irritated, the first man responded, “What the heck do you think I’m doing? I’m laying these darn bricks!” He then walked over to the second bricklayer and asked the same question. The second responded, “Oh, I’m making a living.” He approached the third bricklayer with the same question, “What are you doing?” The third looked up, smiled and said, “I’m building a cathedral.”

~ Joan Borysenko



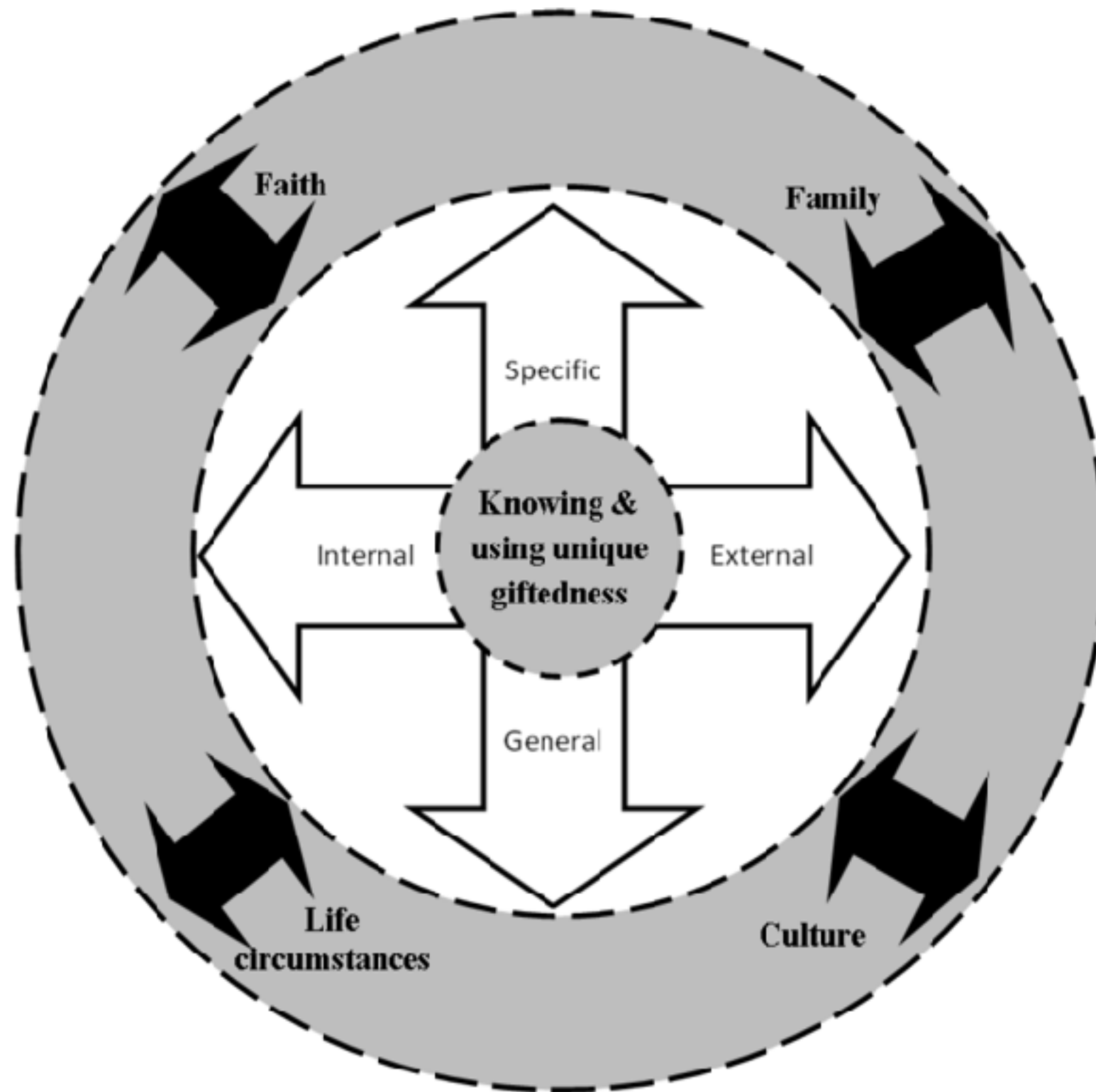
Current Research



- A USA Today poll found that if people could ask God just one question, most would want to know, “What’s my purpose in life?”
- Some feel “uncalled” if they are not using their gifts within work they value.
- Research is now accumulating, suggesting that many people want to experience a sense of calling in their work.



Calling Model



Internal-external refers to sources of validation from which women experienced confirmation for their giftedness.

Specific-general refers to whether calling was viewed as pointing to a well-defined task or was a generalized way of being, incorporating a sense of purpose or direction.

Conceptualization of Calling: A Grounded Theory Exploration of CCCU Women Leaders

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Benefits of Calling

- Better job performance
- Heightened job satisfaction
- Greater life satisfaction
- Increased organizational citizenship behavior
- Better psychological well-being (less depression and anxiety, increased happiness)
- Heightened sense of identity
- Enhanced adaptability
- Lower absenteeism
- Greater meaning in life
- Increased social connectedness
- Satisfaction of fulfilling God's plan
- Deeper career engagement
- Heightened sense of contribution and worth
- Increased positive workplace attitudes
- Decreased boredom
- Greater energy and enjoyment
- Increased self-awareness, self-efficacy, and resilience

Deepest Calling

“Our deepest calling is to grow into our own authentic selfhood, whether or not it conforms to some image of who we ought to be. As we do so, we will not only find the joy that every human being seeks—we will also find our path of authentic service in the world. True vocation joins self and service, as Frederick Buechner asserts when he defines vocation as “the place where your deep gladness meets the world’s deep need.”

Parker Palmer, “Let Your Life Speak”





3. UNCONSCIOUS BIAS

Implicit Bias: a generally understood, implied, unconscious, and typically unspoken prejudice.



Unconscious

Occurring below the level of conscious thought; not intended, planned, or realized.



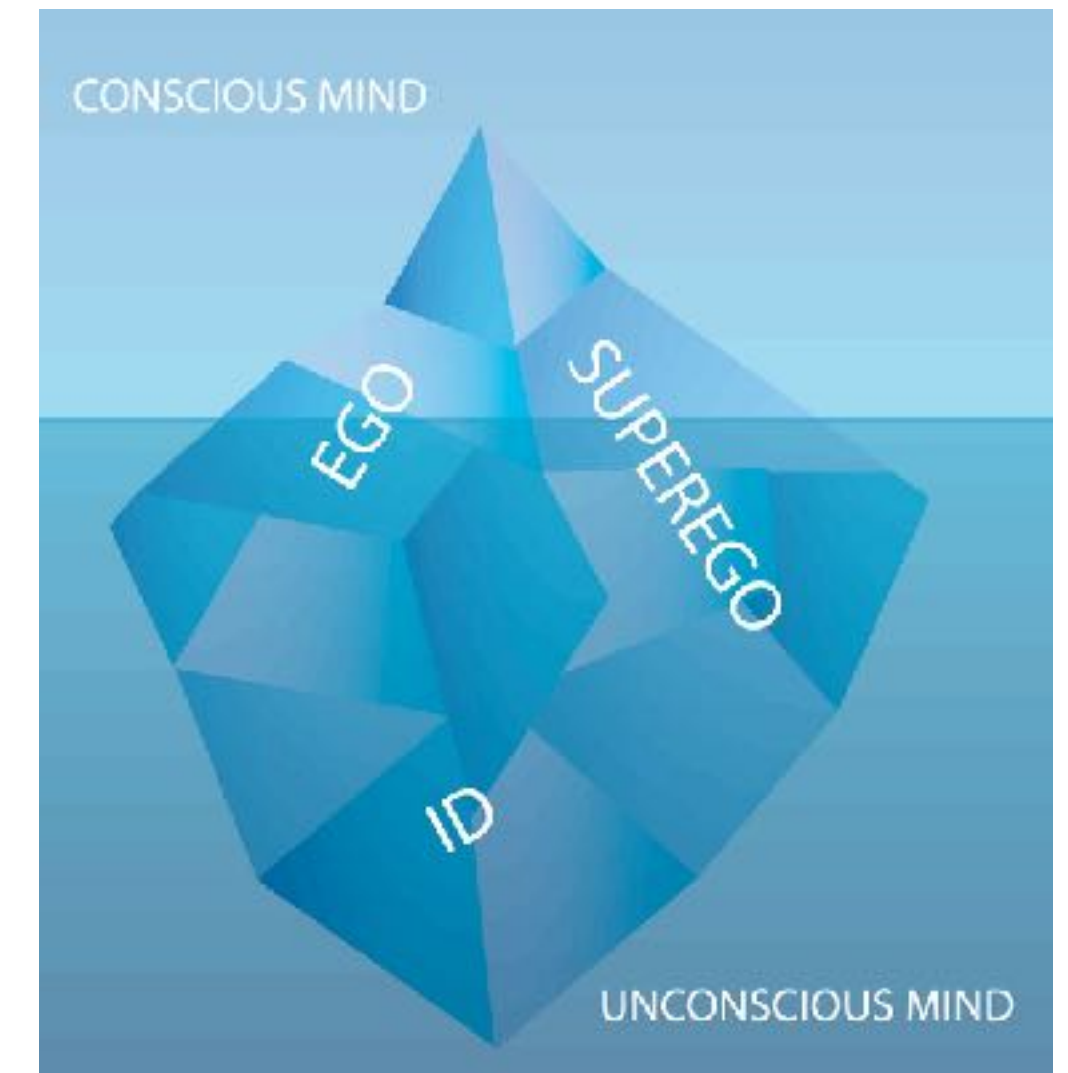
Bias

A tendency, preference, opinion, or inclination that results in judgement without question (prejudice, stereotyping).



Unconscious Bias

Mental connections or associations without awareness, intention, or control.



We all have biases
& assumptions!

1. Gender

2. Race

3. Age

4. Other



II. WOMEN'S LEADERSHIP DEVELOPMENT

**Developmental
Relationships**

**Developmental
Experiences**

**Developmental
Activities**

**Developmental
Networks**



Developmental Experiences

GENDER
DIFFERENCES IN
DEVELOPMENTAL
EXPERIENCES

Presented by
Cathleen Clerkin & Meena S. Wilson






Five Categories of Experience


Challenging Assignments

	Turnaround	
	Increase in job scope	
	Horizontal move	
	New initiative	
	Stakeholder engagement	
	Cultural crossing	


Developmental Relationships

	Bosses and superiors	
	Difficult people	
	Feedback and coaching	




Coursework and training

	Coursework and training	
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Personal Experiences

	Personal experiences	
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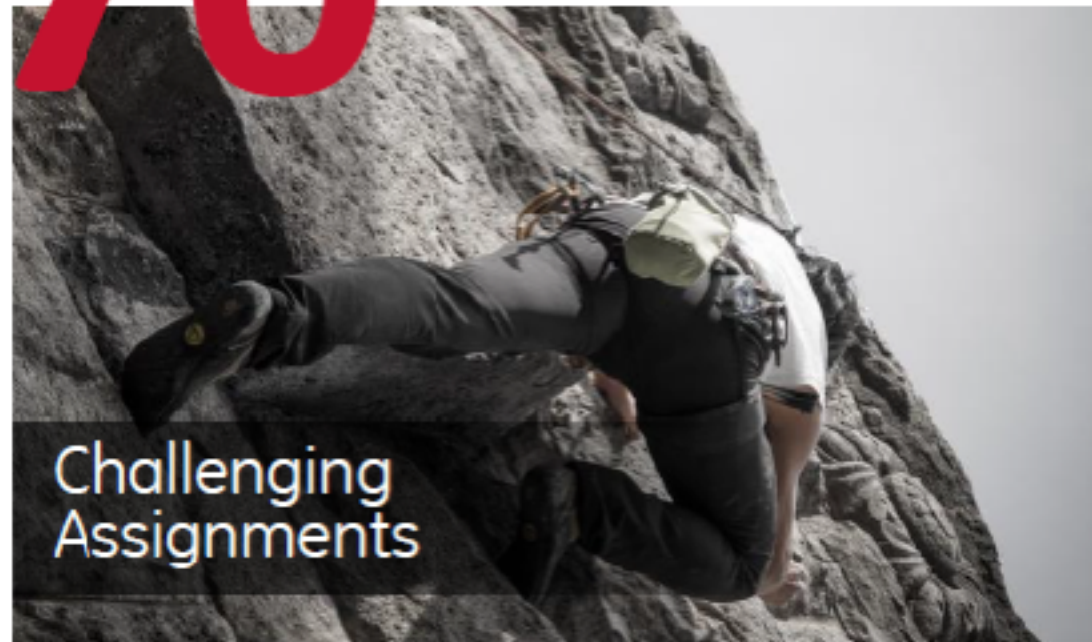
Hardships

	Crisis	
	Ethical dilemma	
	Mistake	
	Career setback	

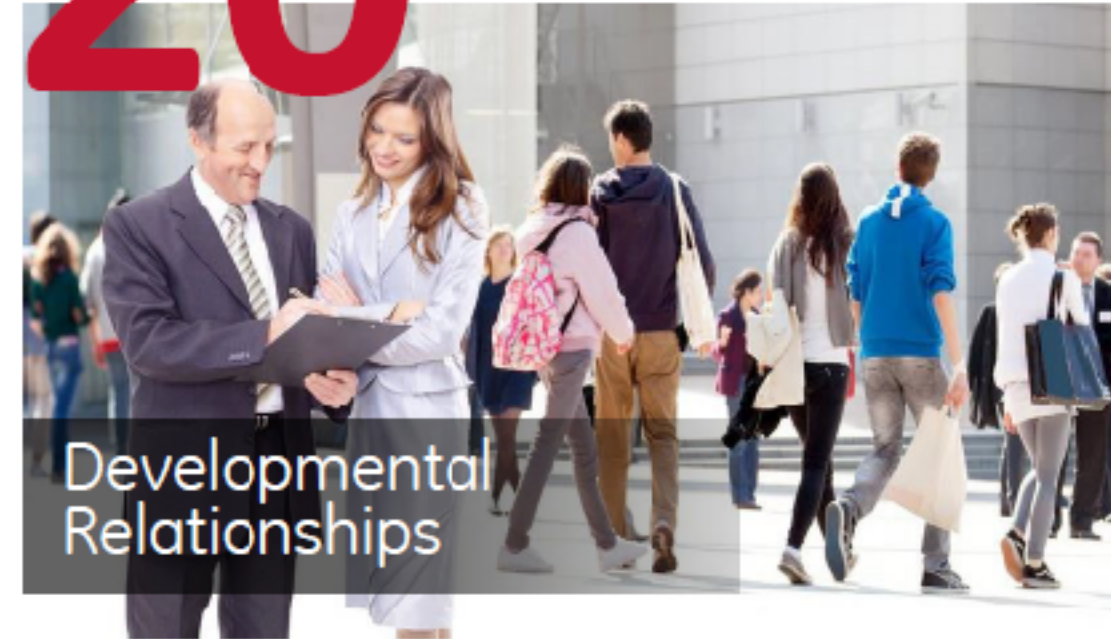
Which one of these has been most impactful to you? Put it in the “Chat.”

Lessons of Experience

70



20



10



Developmental Opportunities

- New positions
- New assignments
- Failures/challenges
- Honest feedback
- Training/development
- Professional organizations, networks, groups
- Outside comfort zone
- Transformational moments
- All life roles



Motherhood

- **Accept that everything can't be perfect**
- **Balance multiple responsibilities and demands**
- **Balance priorities**
- **Balance work and life**
- **Be able to just survive and endure at times**
- **Be challenged and survive**
- **Be creative and look for creative ideas**
- **Be empathetic**
- **Be fair**
- **Be flexible**
- **Be nonjudgmental**
- **Be patient**
- **Be productive**
- **Be strong and tough**
- **Become an advocate**
- **Become more responsible and dependable**
- **Challenge authority figures appropriately**
- **Communicate effectively**
- **Comprehend the connection between responsibility and relationships**
- **Confront situations and issues when appropriate**

Motherhood *(continued)*

- Continuously learn
- Deal with being blamed unjustly
- Delay judgment
- Delegate
- Develop new skills
- Develop others
- Dig deep to understand myself
- Effectively network
- Expect frustrations
- Express my nurturing side
- Get the best out of people
- Go with the flow
- Have confidence in new and undefined situations
- Have internal strength and resolve
- Have self-discipline and self-control
- Help others
- Hold firm to a decision that has been made
- Learn more about myself
- Let my faith positively influence all dimensions of my life
- Listen and observe others
- Look ahead and have a vision
- Manage conflicts
- Manage my time
- Have humility

Motherhood *(continued)*

- Manage schedules
- Mediate arguments and situations
- Motivate others effectively
- Move from issue to issue very rapidly
- Multitask
- Negotiate and mediate
- Organize and plan effectively
- Pick battles wisely
- Prioritize
- Reason
- Recognize and nurture an individual's unique gifts and capabilities
- Respect others' choices
- Sacrifice
- Seek for self-knowledge
- Set broad parameters in life
- Stand back and watch
- Teach others
- Trust my instincts and judgment
- Trust myself
- Understand the importance of learning from challenges
- Understand that things won't always be black and white
- Use time wisely
- Work out differences

Reflection is the Key

“There are lessons in everything, and if you are fully deployed, you will learn most of them. Experiences aren’t truly yours until you think about them, analyze them, examine them, question them, reflect on them, and finally understanding them. The point, once again, is to use your experiences rather than being used by them, to be the designer, not the design, so that experiences empower rather than imprison.”



Warren Bennis (1989)
“On Becoming a Leader”



III. UNDERSTAND CHALLENGES

- *Terms:* Challenges, Barriers, Struggles, and Trials
- *Types:* External & Internal



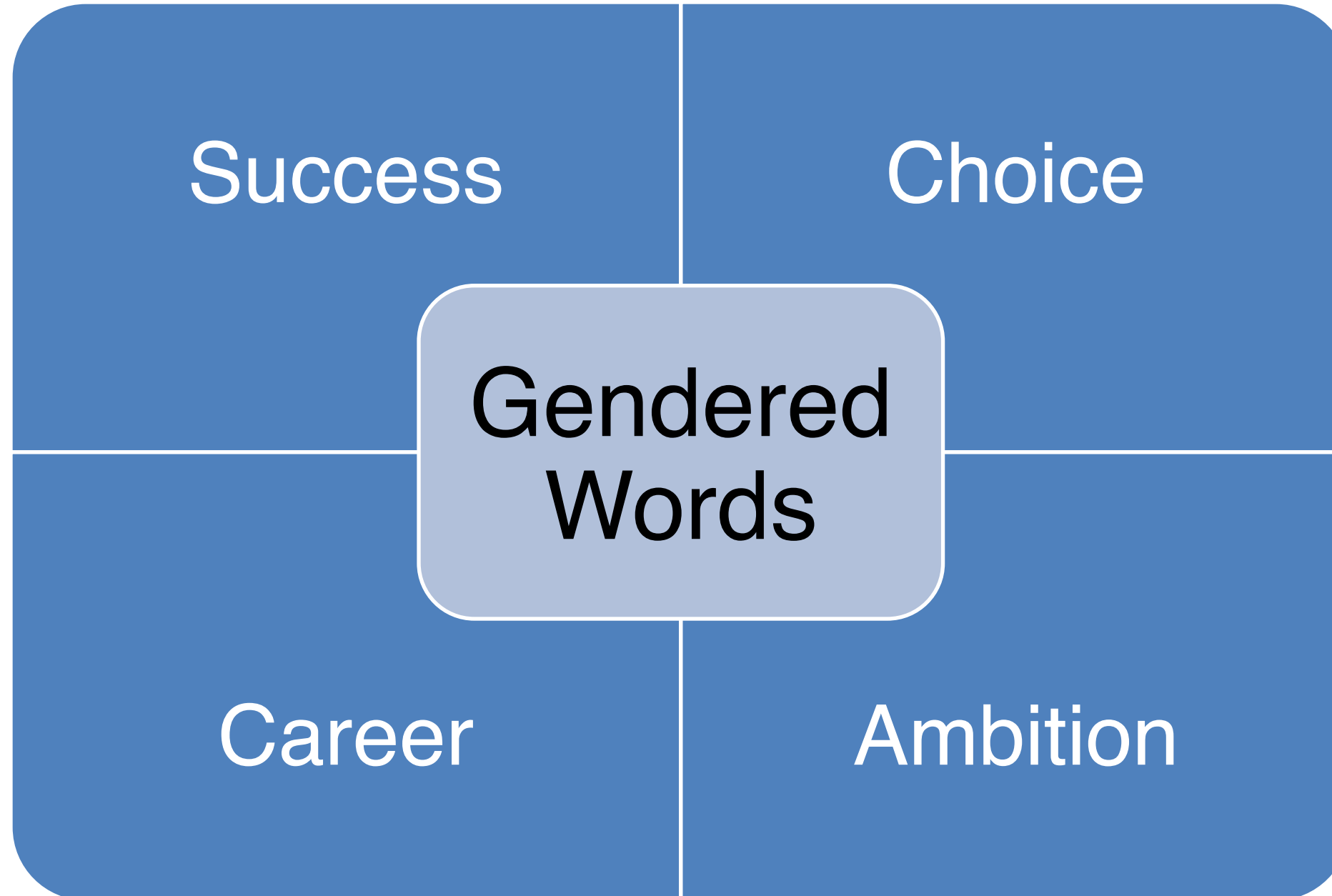
Social Norms



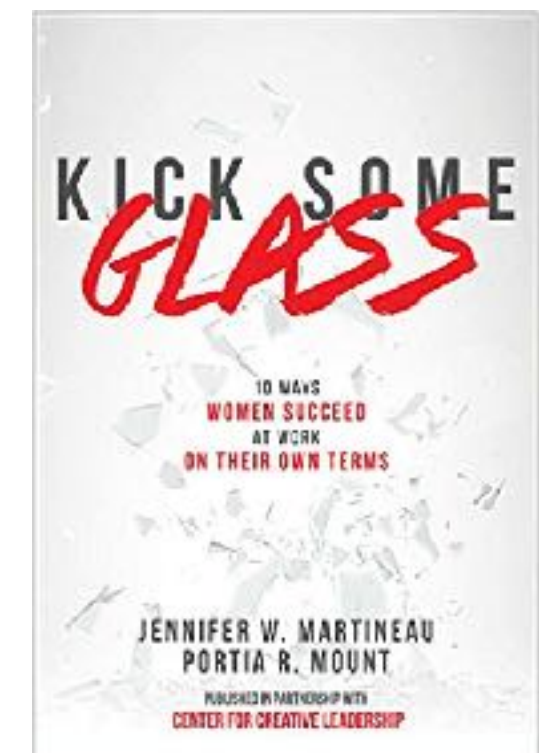
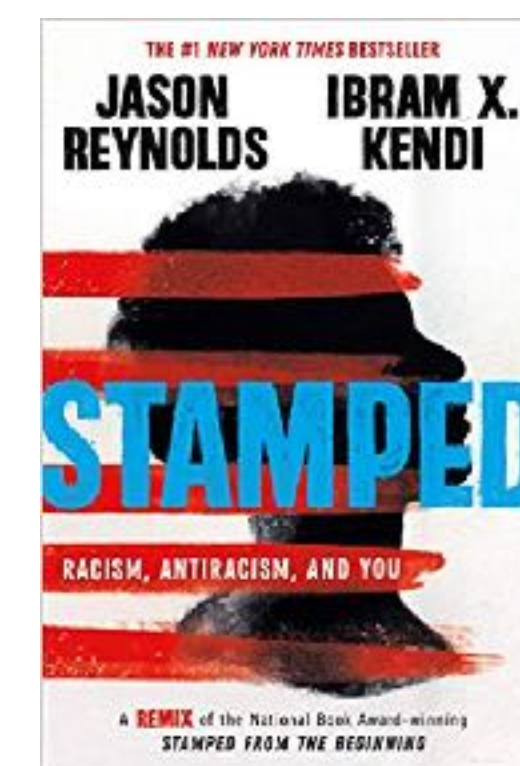
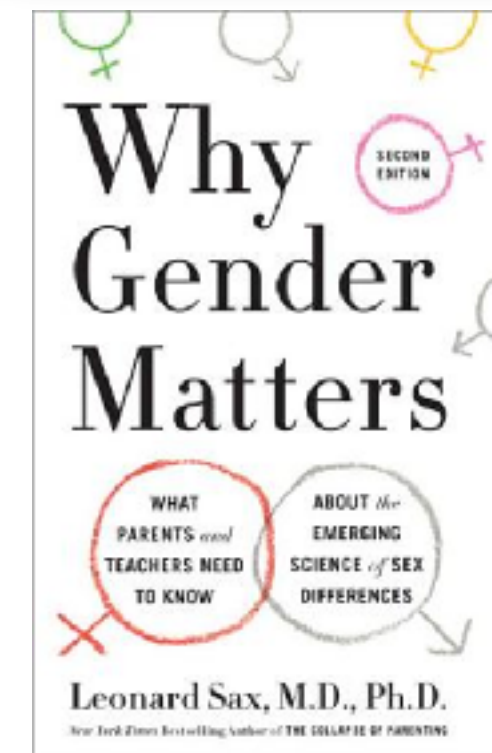
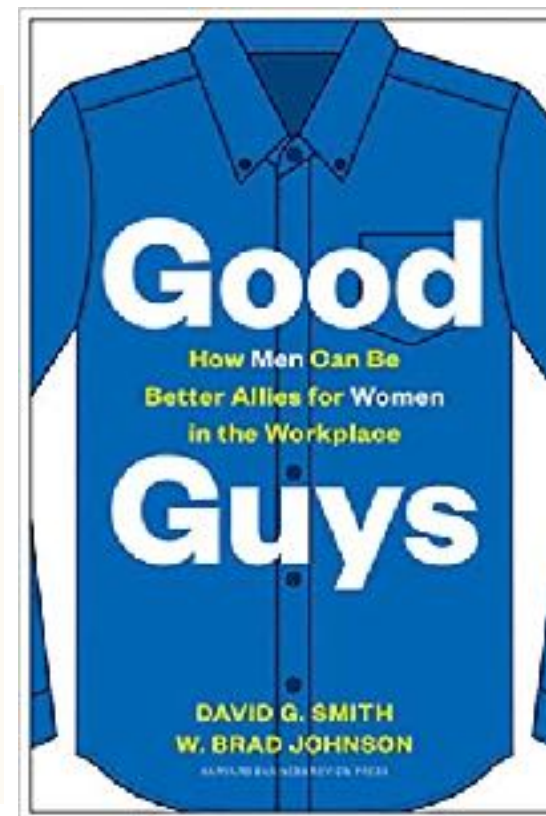
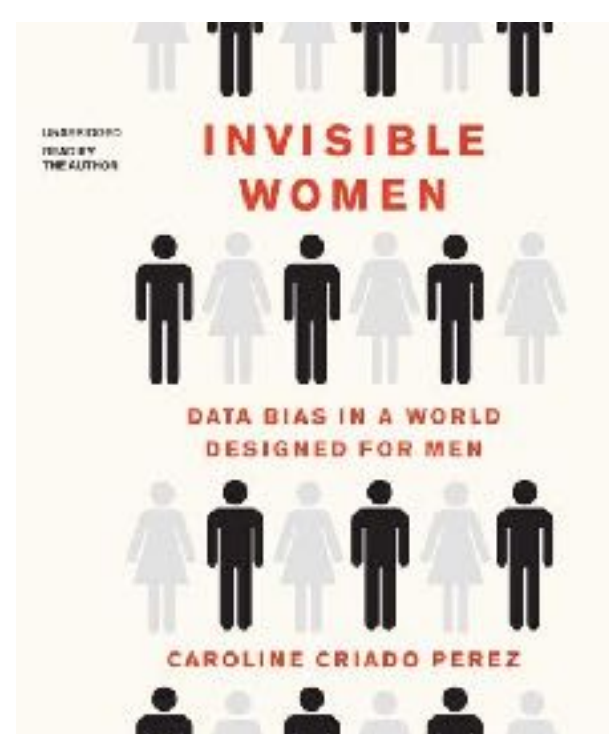
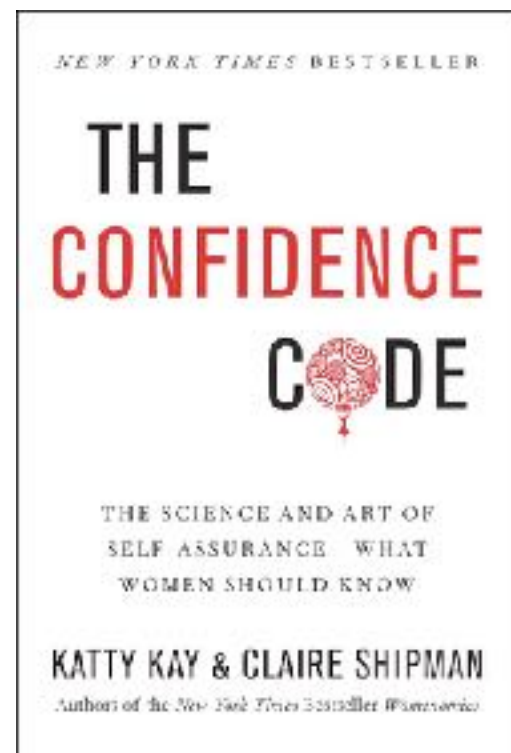
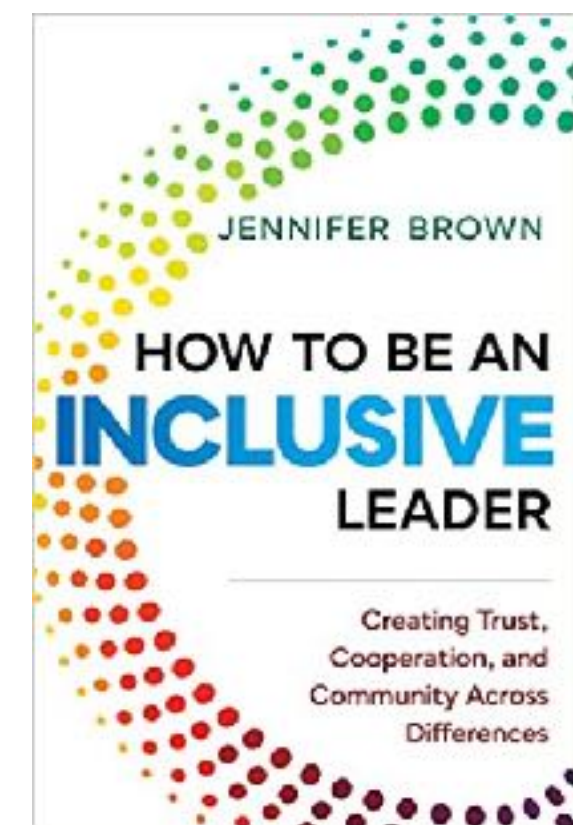
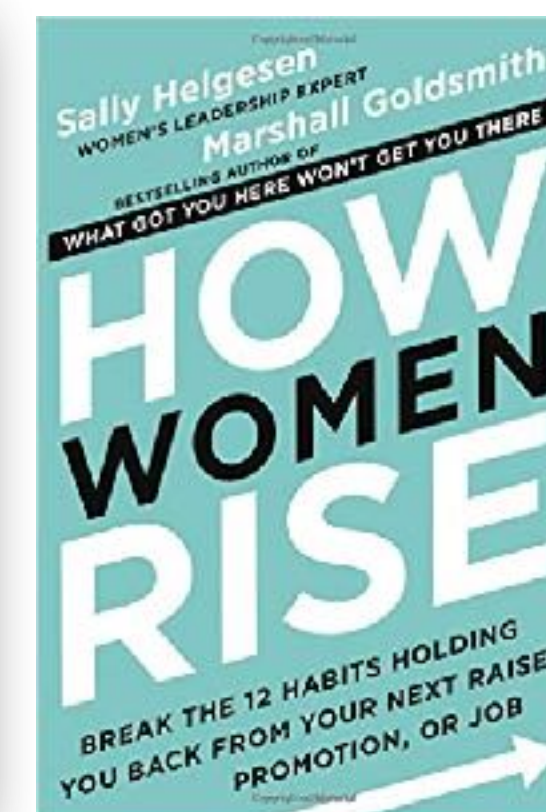
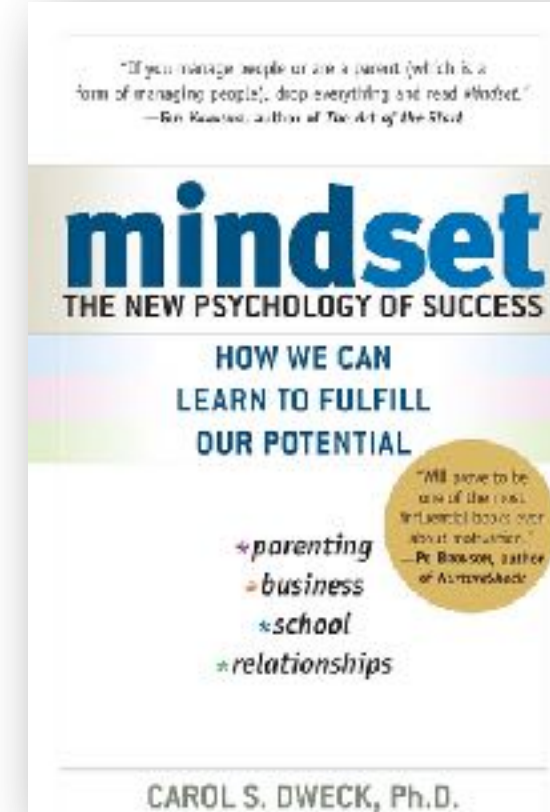
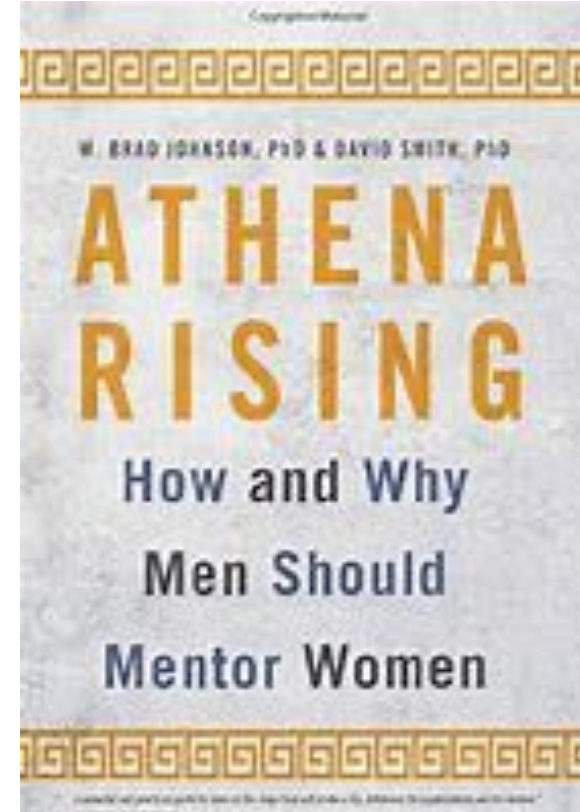
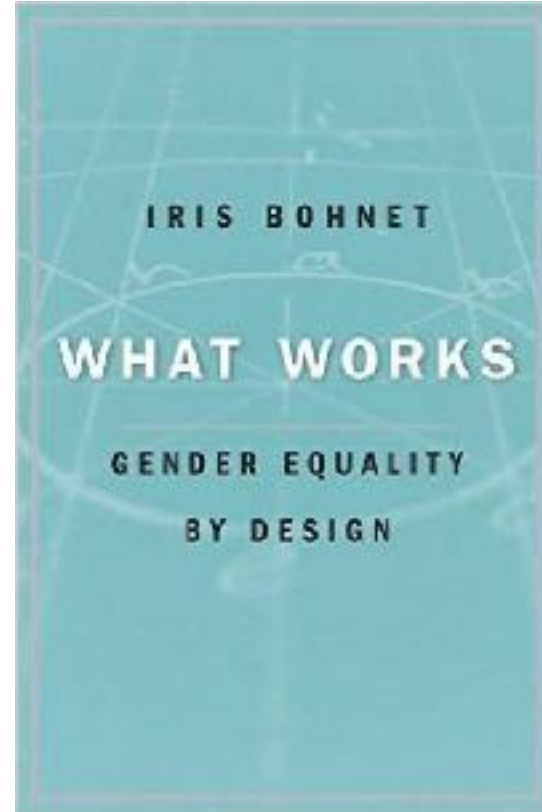
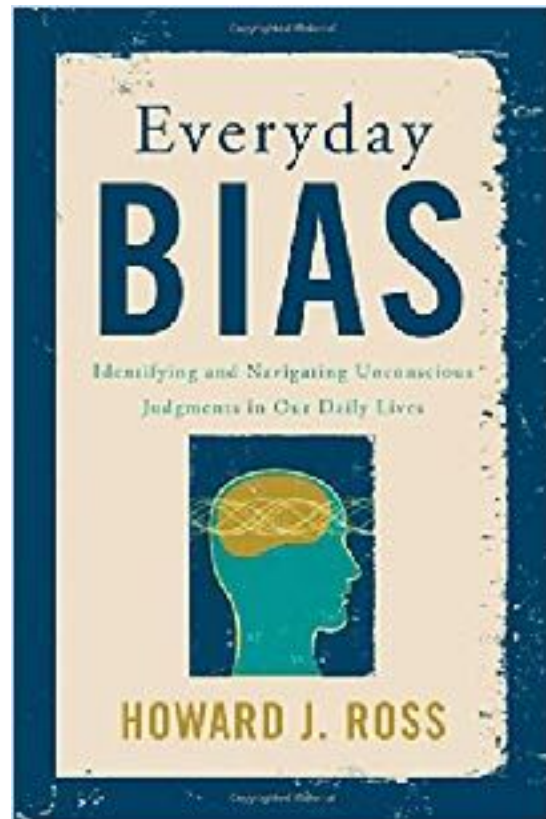
- Biases in systems and processes
- Discrimination and harassment
- Invisible masculine culture
- Role congruence bias
- Men-women working relationships
- Gender wage gap
- Societal expectations (e.g., anger negotiation)
- Focus on appearance (e.g., sexual objectification)



Gendered Language



IV. FINAL THOUGHTS



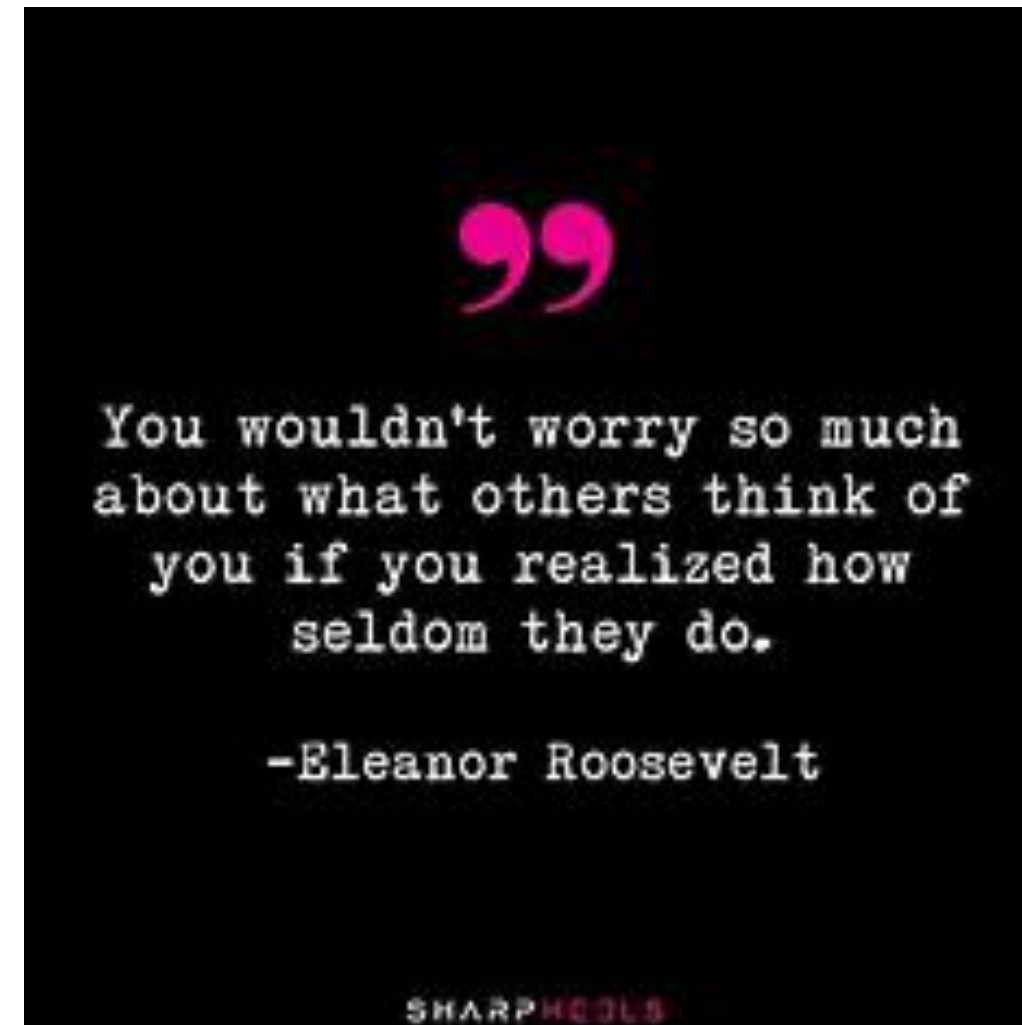
Dare to be Powerful

“You have a choice. You can throw in the towel or you can use it to wipe the sweat off your face. When I dare to be powerful, to use my strength in the service of my vision, then it becomes less important whether I am afraid.”

~ Audre Lord



Advice from Eleanor



The Paradox



“...we have arrived at the heart of a paradox: each time a door closes, the rest of the world opens up. All we need to do is stop pounding on the door that just closed, turn around—which puts the door behind us—and welcome the largeness of life that now lies open to our souls.”





**Never doubt that a small
group of thoughtful,
committed citizens can
change the world. Indeed, it is
the only thing that ever has.**

~ Margaret Mead



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