Better Together:

Creating Belonging and Community

WOMEN & LEADERSHIP Project — UTAH

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Jon M. Huntsman School of Business, Utah State University

American Planning Association, Utah | Fall Conference | September 9, 2021
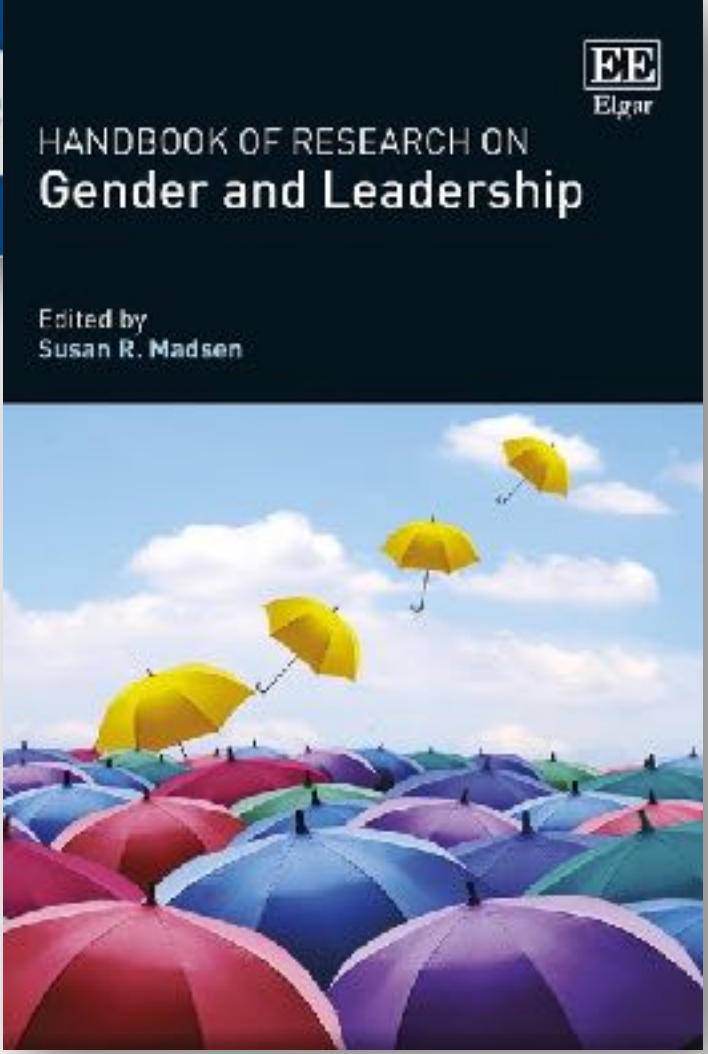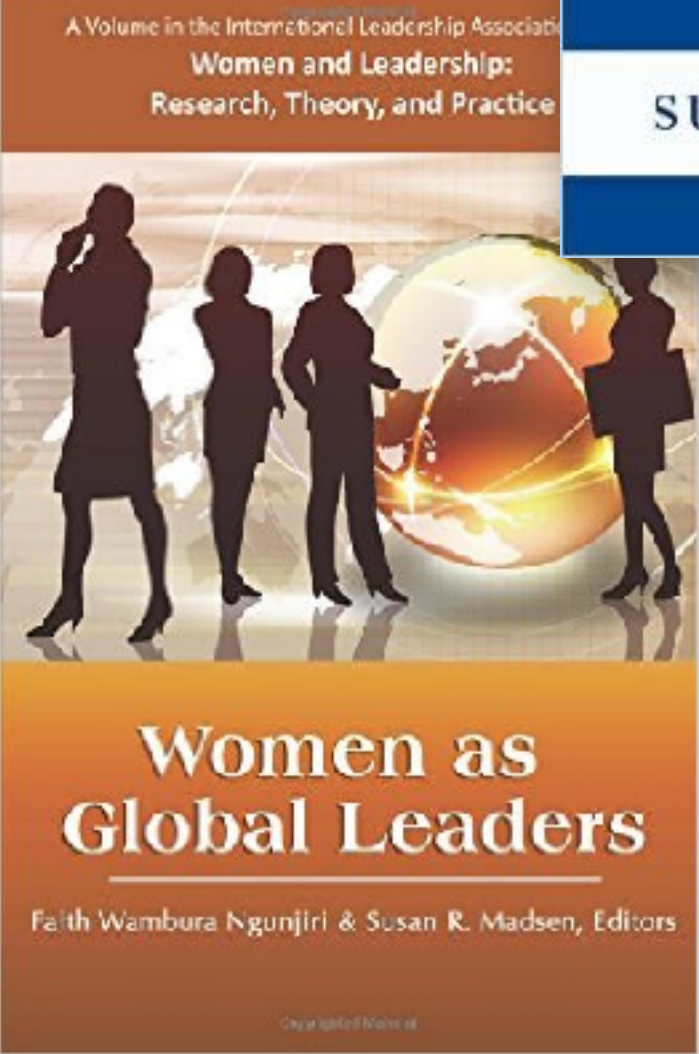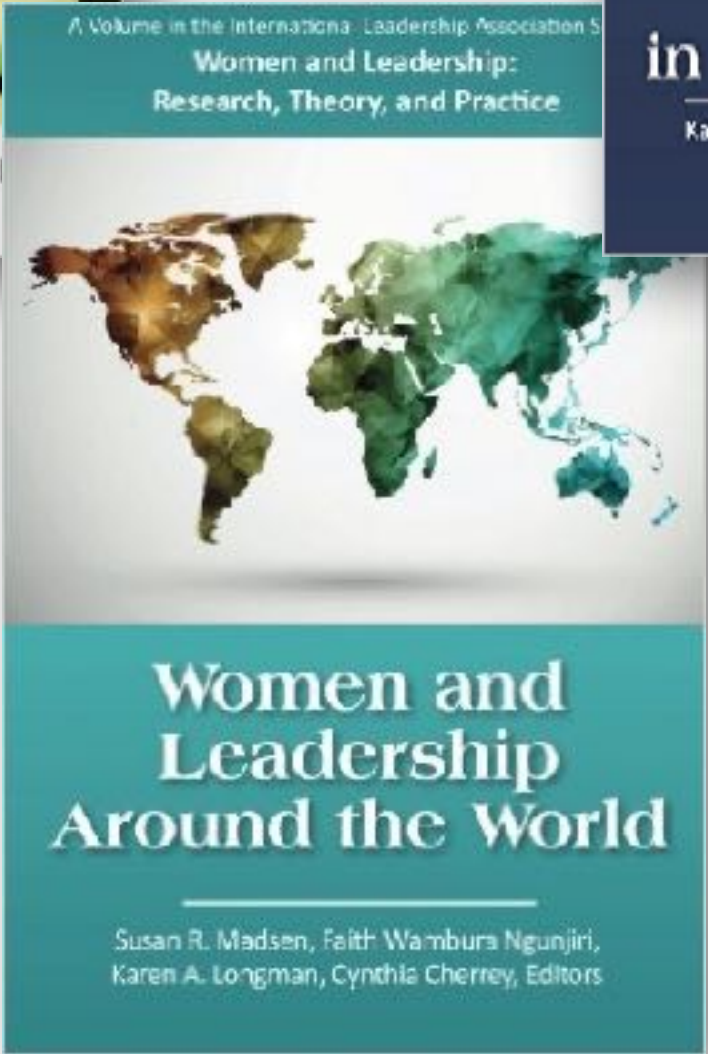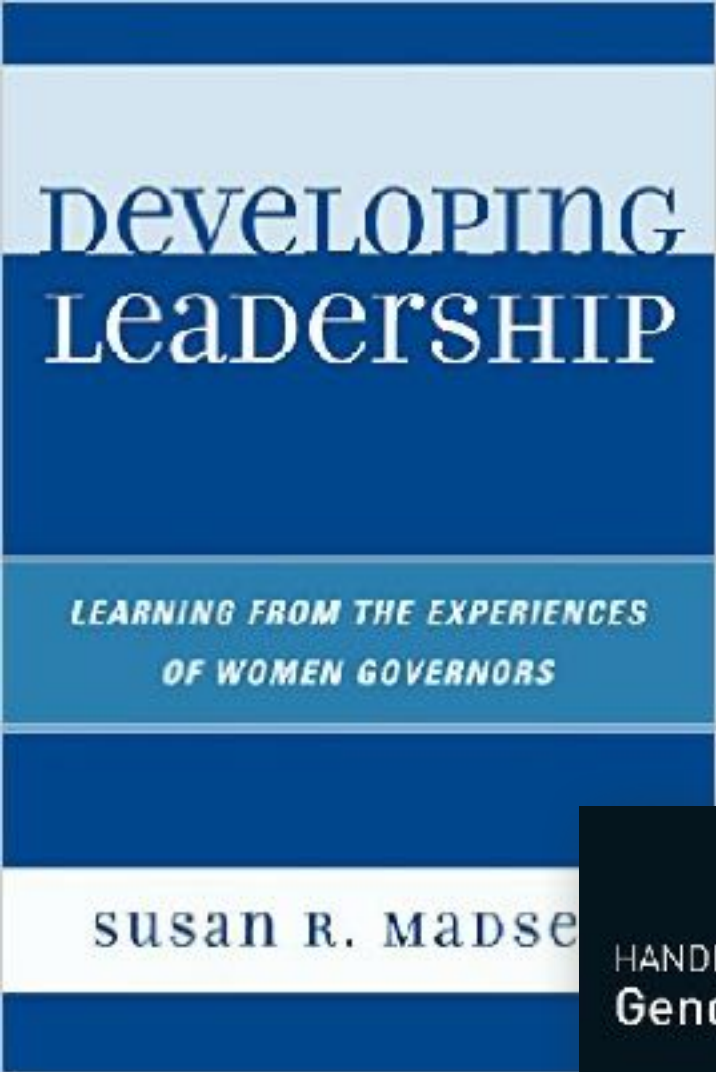
Utah Women & Leadership Project

The mission of the Utah Women & Leadership Project is to strengthen the impact of Utah girls and women.

We serve Utah and its residents by:

- Producing relevant, trustworthy, and applicable research

- Creating and gathering valuable resources

- Convening trainings and events that inform, inspire, and ignite growth and change for all Utahns.
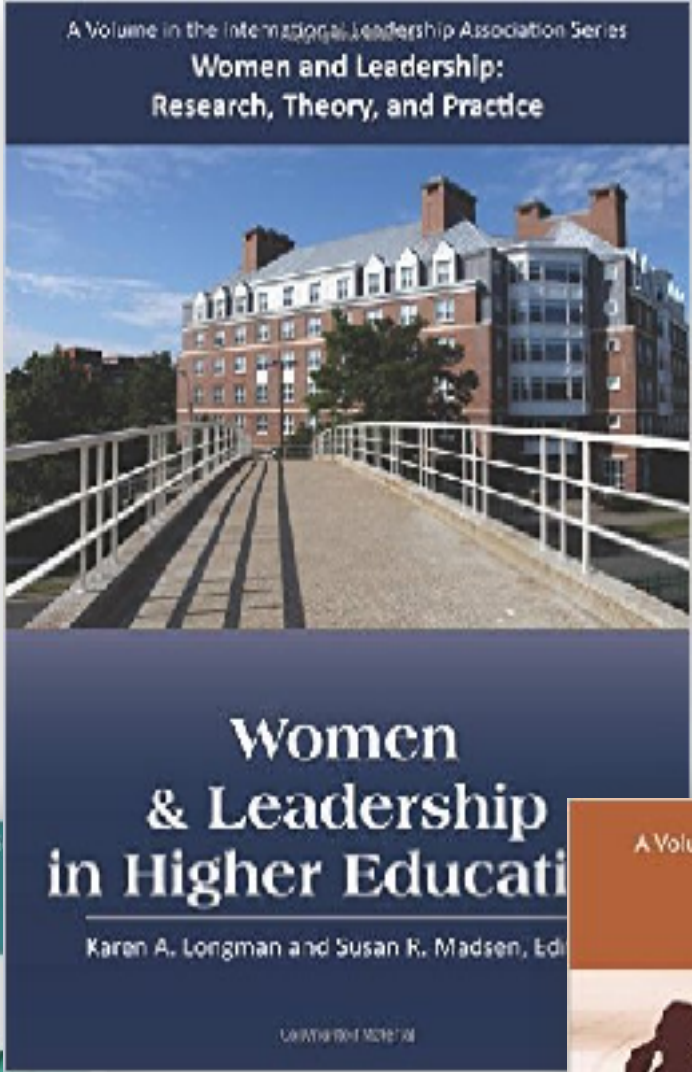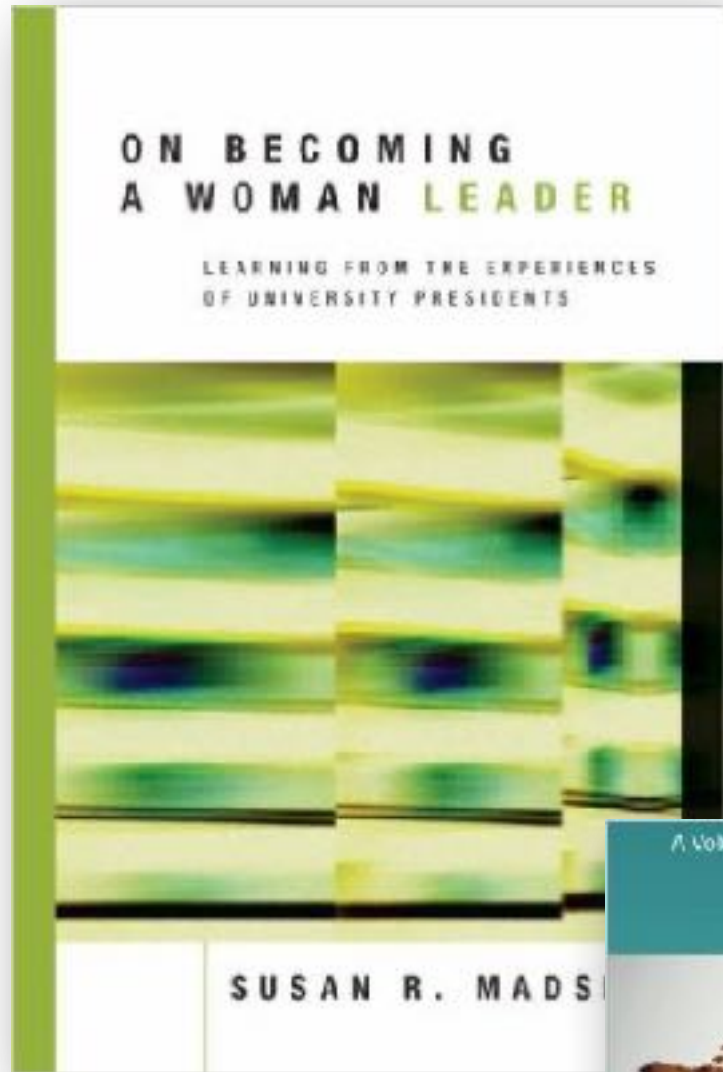
JON M. HUNTSMAN SCHOOL OF BUSINESS
UtahStateUniversity.

UTAH WOMEN & LEADERSHIP Project

EXTENSION
UtahStateUniversity.

ON BECOMING
A WOMAN LEADER

LEARNING FROM THE EXPERIENCES
OF UNIVERSITY PRESIDENTS

SUSAN R. MADSE

A Volume in the International Leadership Association Series
Women and Leadership:
Research, Theory, and Practice

Women
& Leadership
in Higher Educati

Karen A. Longman and Susan R. Madsen, Edi

DEVELOPING
LEADERSHIP

LEARNING FROM THE EXPERIENCES
OF WOMEN GOVERNORS

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International Leadership Association

A Volume in the International Leadership Association S
Women and Leadership:
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Women and
Leadership
Around the World

Susan R. Madsen, Faith Wambura Ngunjiri,
Karen A. Longman, Cynthia Cherrey, Editors

A Volume in the International Leadership Associat
Women and Leadership:
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Women as
Global Leaders

Faith Wambura Ngunjiri & Susan R. Madsen, Editors

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Elgar

HANDBOOK OF RESEARCH ON
Gender and Leadership

Edited by
Susan R. Madsen

UTAH WOMEN &
LEADERSHIP
Project

BETTER TOGETHER

GUIDING QUESTIONS

1. Why does this matter?
2. What are some definitions?
3. What is at the core of these challenges?
4. How do we create community?

1. WHY DOES THIS MATTER?

1. To Improve Financial Performance
2. To Strengthen Organizational Climate
3. To Leverage Talent
4. To Increase CSR & Reputation
5. To Enhance Innovation & Collective Intelligence

Madsen, S. R. (2015). Why Do We Need More Women Leaders in Utah?

1. To Improve Financial Performance

Better financial results

Increased profitability

Higher operating results

Better economic growth

Faster debt reduction

Lower risk of insolvency

Strike better deals

Make less risky bids

Better stock growth

Higher market-to-book value

Better corporate governance

Better corporate oversight

Improved corporate   sustainability

2. Strengthen Organizational Climate

Decreased turnover intentions

Higher employee satisfaction

More women hired for pipeline

Smaller gender pay gap

Increased employee engagement

Increased productivity

Higher customer satisfaction

Lower corporate fraud

Reduced groupthink

Higher team performance

More considerate team members

More ethical choices & decisions

3. To Leverage Talent

Better holistic thinkers

Seek win-win solutions

More process-oriented

Ask different questions

Bring different experiences

Sensitive to nonverbal cues

Comfortable with ambiguity

Different leadership styles

Focus on inclusiveness

Focus on teams and cooperation

More nurturing to others

Focus on developing others

More ethical decisions

Higher integrity and honesty

Focus on self-development

4. To Increase CSR & Reputation

Increased CSR

Higher-quality CSR initiatives

Greater social responsiveness

Better engagement with society

Greater philanthropic responses

Improved corporate reputation

Better corporate social performance

Increased social performance indicators

5. To Enhance Innovation & Collective Intelligence

Improved creativity

Increased innovation

Higher social sensitivity

Better team decision making

Higher collective intelligence

Greater team problem-solving

Increased knowledge formation and patents

Better team performance on highly complex
  tasks

So, Who Benefits?

- **Individuals**
- **Teams**
- **Organizations**
- **Communities**
- **Governments**
- **Economy**
- **Societies**

How do we do....

BETTER
TOGETHER?

Learning, Growth, & Change

This work is all about change: changing you, changing your companies, changing our communities.

Find joy in change and growth

The foundation is mindset.

Growth Mindset vs Fixed Mindset

FIXED MINDSET

VS.

GROWTH MINDSET

AVOIDS CHALLENGES

EMBRACES CHALLENGES

TALENT IS INNATE

BELIEVES TALENT CAN BE DEVELOPED

FAILURE AS A PROOF OF UNINTELLIGENCE
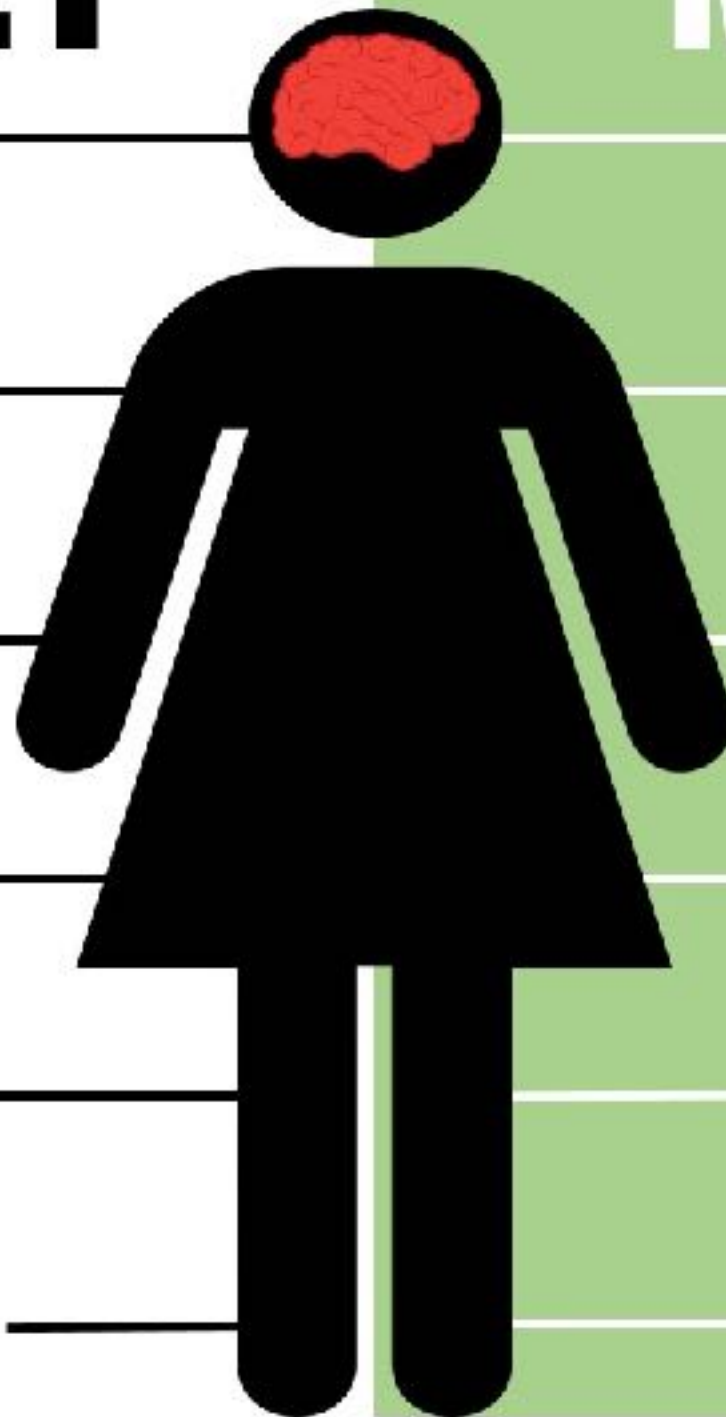
VIEWS FAILURE AS CHANCE TO GROW

GIVES UP EASILY

EFFORT LEADS TO SUCCESS

THREATENED BY SUCCESS OF OTHERS

INSPIRED BY SUCCESS OF OTHERS

"WHY SHOULD I BOTHER?"

"I WANT TO KEEP IMPROVING"

ZERO
SUM
GAME

2. WHAT ARE SOME IMPORTANT DEFINITIONS?

Diversity
Equity
Equality
Inclusion
Belonging

Diversity

Diversity is often defined as including or involving people from a range of various backgrounds, and can include different genders, races, ethnicities, sexual orientations, ages, social classes, physical ability, religions, political beliefs, marital status, and more.

"Diversity is being invited to the party." (Verna Myers, Netflix)

Inclusion

Inclusion is related to diversity but focuses on efforts and practices that teams or organizations implement to help people — who have different backgrounds — feel equally treated, accepted and welcomed.

"Inclusion is being asked to dance." (Verna Myers, Netflix)

Belonging

Belonging refers to a feeling that you are connected and can relate to others around you. Some experts argue that a workplace can have diversity and inclusion, but people may still not feel or believe they belong.

Diversity is about representation, inclusion is about actions, and belonging is a feeling.

Equality

Equality refers to treating everyone the same, but there is an underlying assumption that every person is starting from the same place, which is rarely the case. Equality aims to ensure that everyone gets the same things in order to enjoy full, healthy lives. It aims to promote fairness and justice, but it can only work if everyone starts from the same place and needs the same things.


EQUALITY   VS   EQUITY
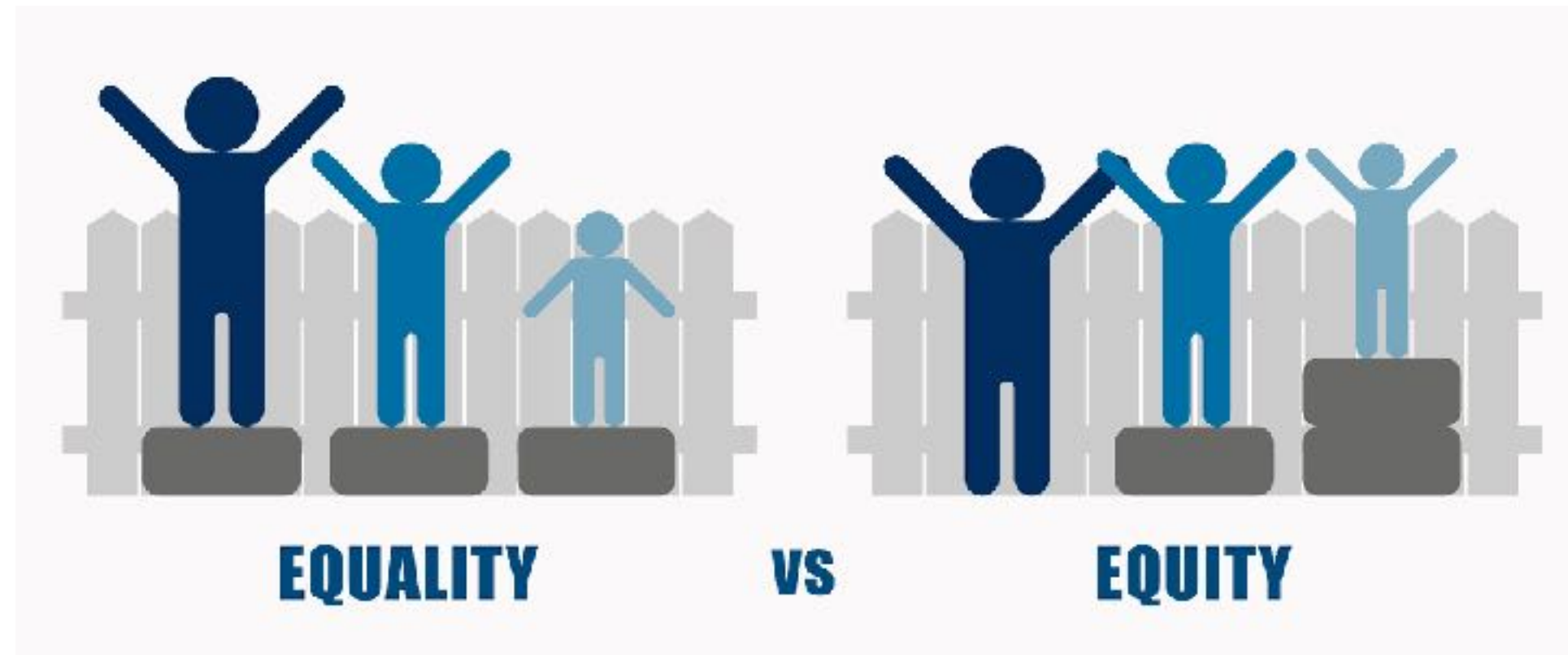
Equity

Equity refers more to fairness and justice and is often used when referring to systems. Equity is what happens when all members of a diverse population of employees have equal opportunities and support to succeed and grow. However, equity focuses more on giving individuals what they need and making sure everyone has access or opportunities, particularly those who have been historically underserved. It acknowledges that, because of practices and policies that have been normalized, we can thoughtfully work to close the opportunity gap for those who may need more assistance than others.
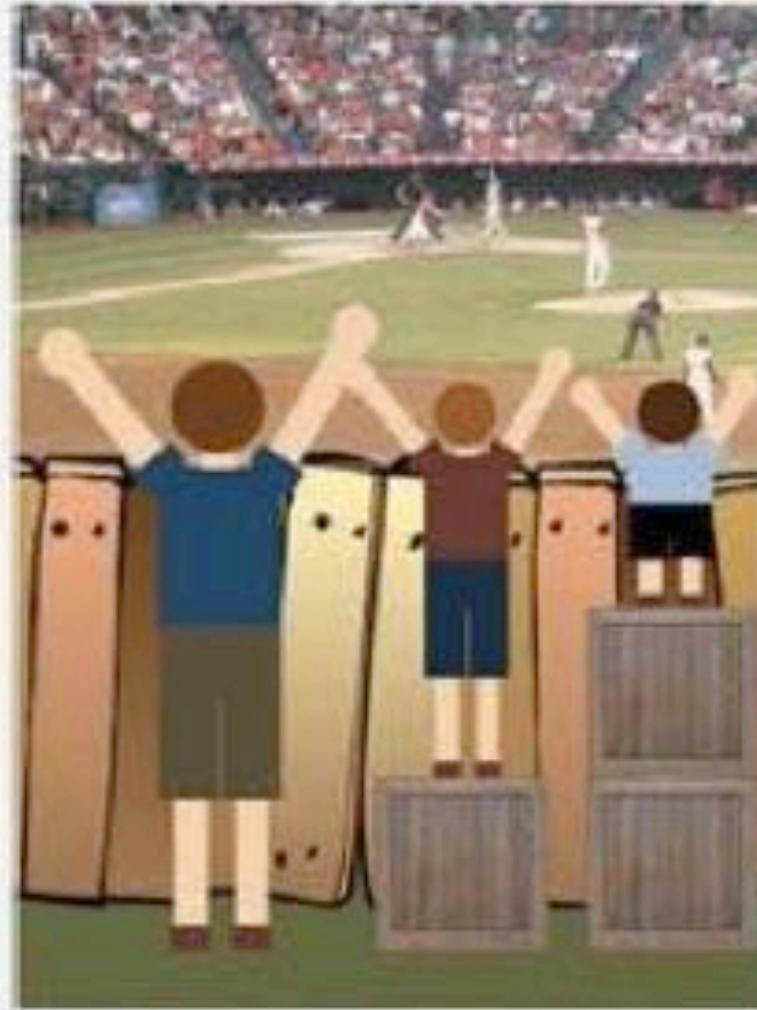
EQUALITY VERSUS EQUITY
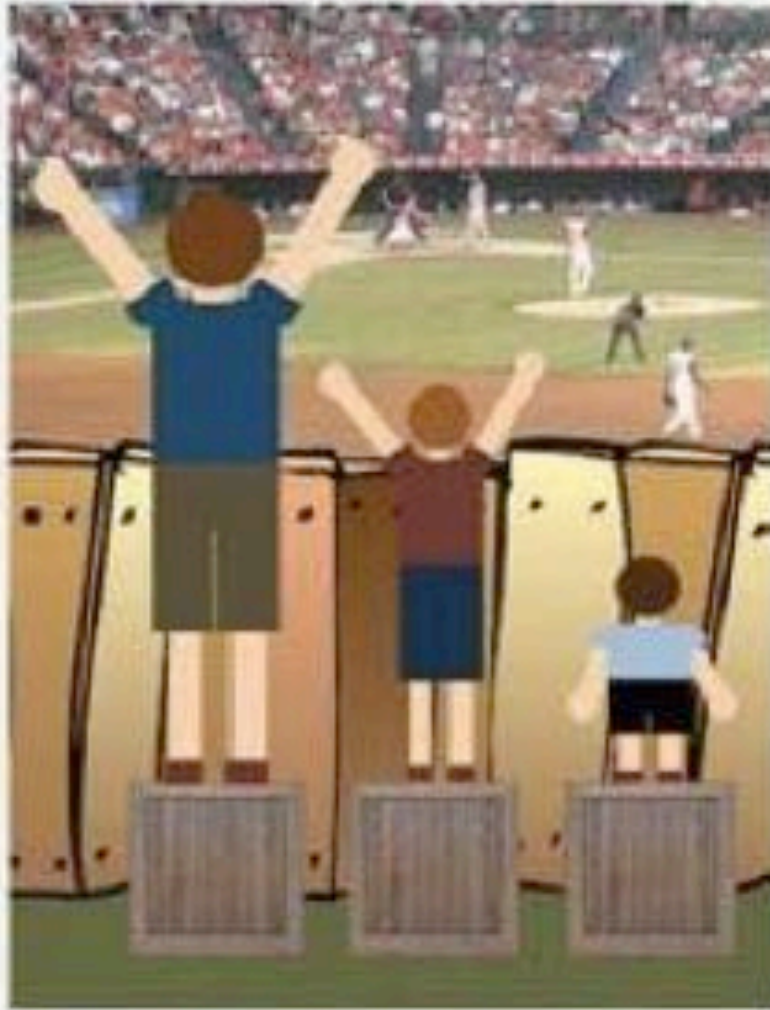
In the first image, it is assumed that everyone will benefit from the same supports. They are being treated equally.

In the second image, individuals are given different supports to make it possible for them to have equal access to the game. They are being treated equitably.

In the third image, all three can see the game without any supports or accommodations because the cause of the inequity was addressed. The systemic barrier has been removed.

3. WHAT IS AT THE CORE OF THESE CHALLENGES?

Unconscious

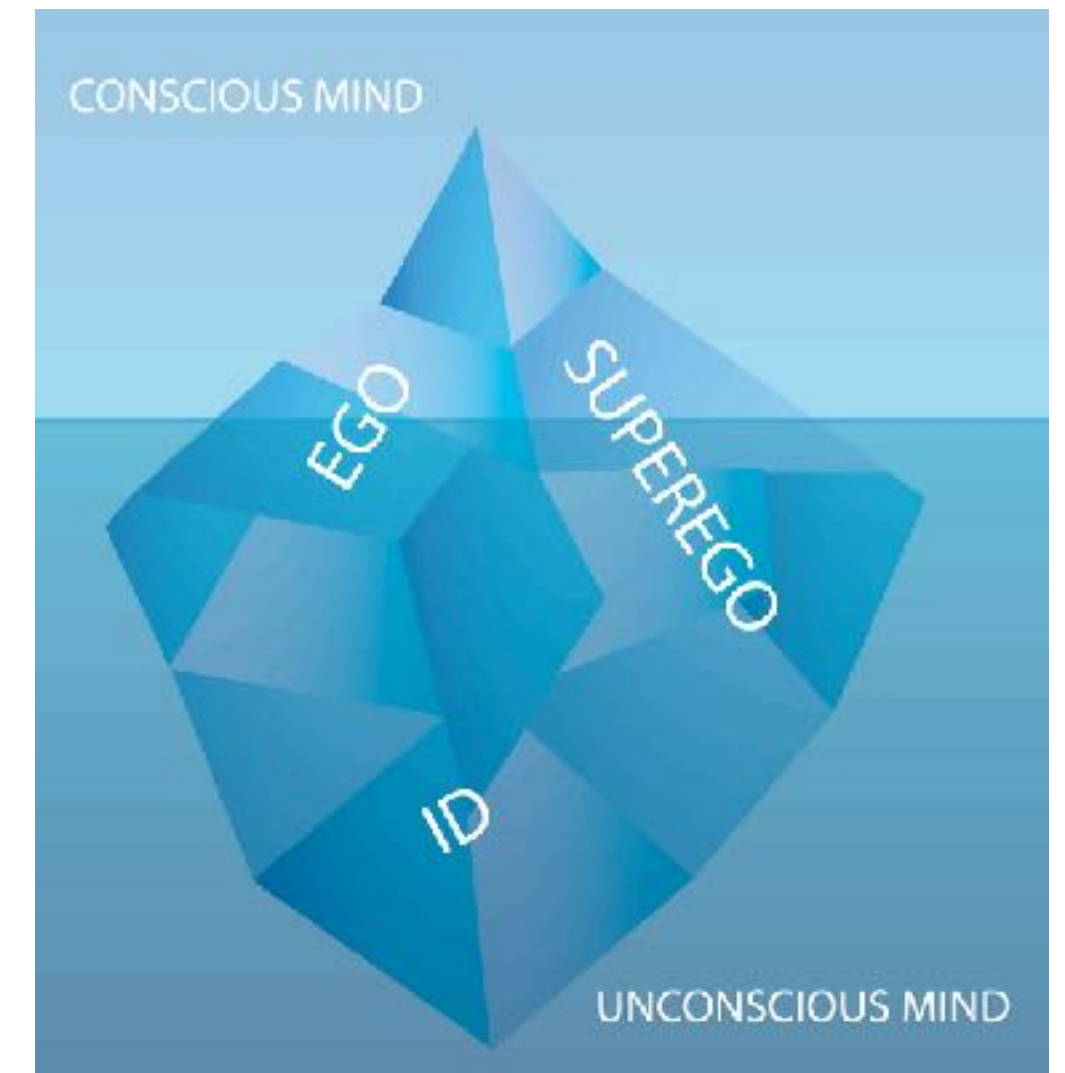**Occurring below the level of conscious thought; not intended, planned, or realized.**

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.

CONSCIOUS MIND

EGO
SUPEREGO
ID

UNCONSCIOUS MIND

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

Perceptions

Interpretations

Preferences

Selective Attention

11 MILLION PIECES OF INFORMATION AT ANY ONE TIME

40-50 PIECES OF INFORMATION GET ABSORBED
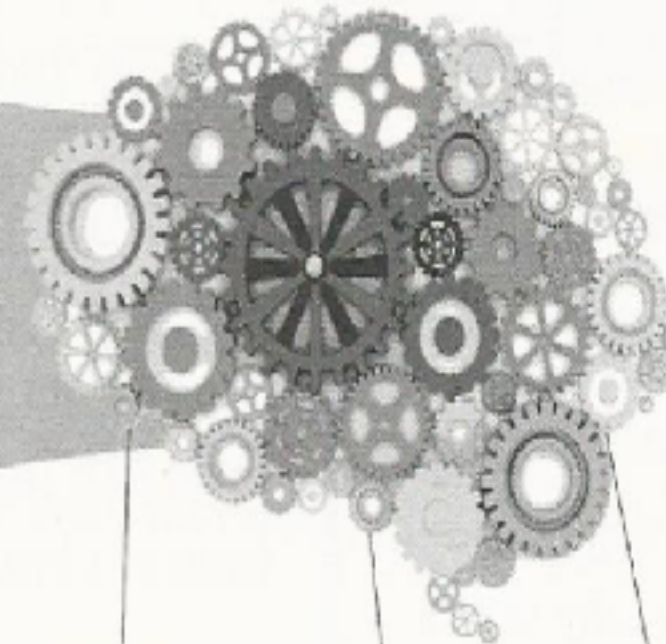
Intelligence, judgment, and behavior (frontal lobe)

Memory (temporal lobe)

Language (parietal lobe)

"Being comfortable with the uncomfortable" – comfort zone and growth

And we are only conscious of 5-7.

Our political dialogue ignores nuance. Truth requires more than that
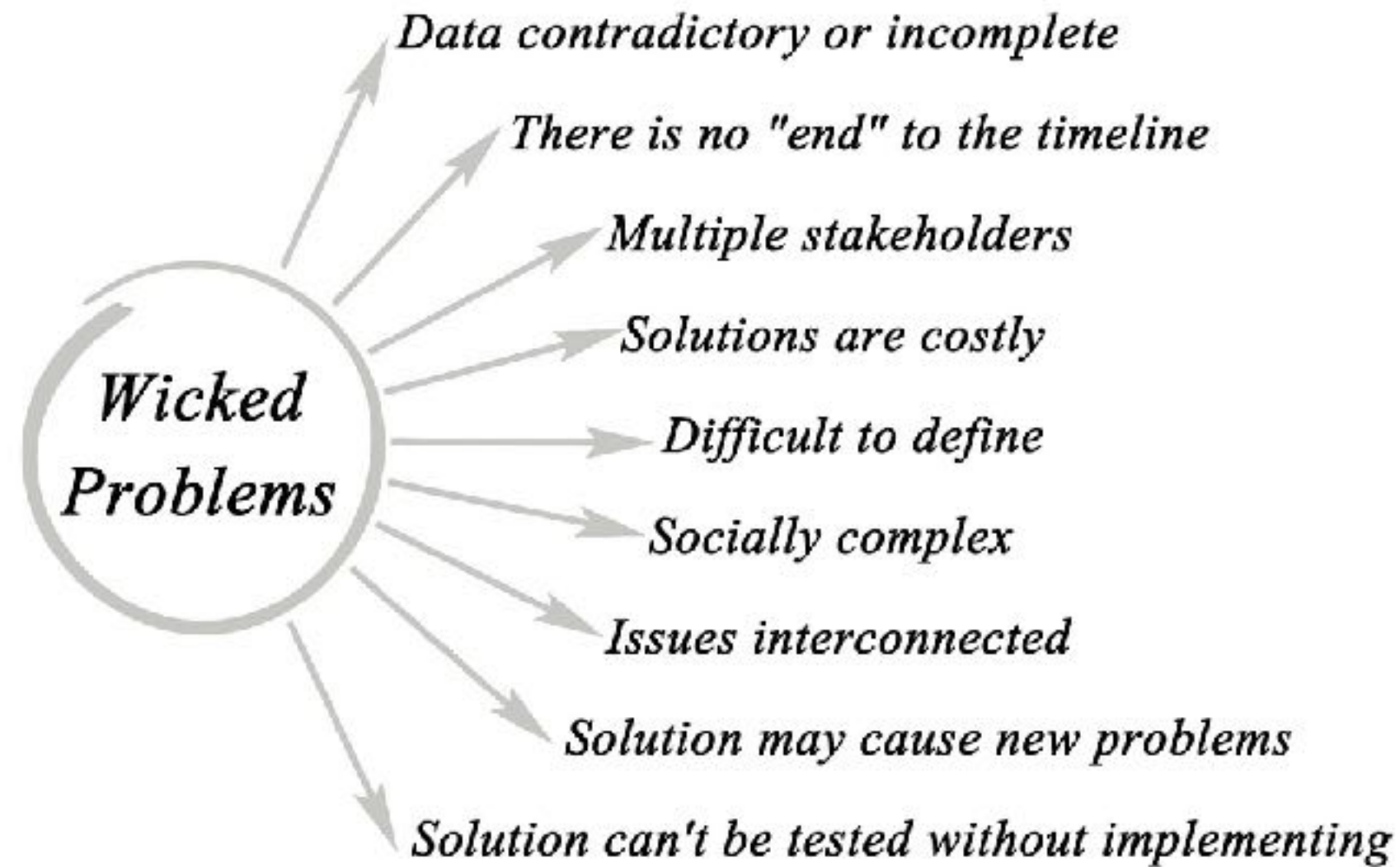
Susan Madsen

January 14, 2021

In 2009, Nigerian novelist Chimamanda Adichie gave her now well-known Ted Talk titled, "The Danger of a Single Story." In it she warns of the harm that happens when we "show a people as one thing, as only one thing, over and over again." This is how stereotypes emerge, giving a narrow and incomplete story about people, places and ideas, creating the illusion that we already know everything we need to about others.

- When we dismiss the harm of the gender wage gap by asserting that it doesn't matter if women make less because husbands are the breadwinners, that is a dangerous single story. That story makes all sorts of spurious assumptions, the two most obvious being all women are married, and all husbands make enough to support a household. And often our stories are only about white individuals and families as well.
- When we assume that families are composed of a father, mother and children, we ignore the many varied permutations of families.
- When we assume that wages are fair and correlate to merit, that ignores the many stories we know to be true about the history of the wage gap, gender and racial prejudice, and the uncomfortable truths about unconscious bias.
- When we say men are better suited to seek office and enter politics, we are ignoring thousands of counter stories that reveal the benefits that women bring to the table.

Sexism & Racism – "Wicked" Problems

Wicked Problems

- Data contradictory or incomplete
- There is no "end" to the timeline
- Multiple stakeholders
- Solutions are costly
- Difficult to define
- Socially complex
- Issues interconnected
- Solution may cause new problems
- Solution can't be tested without implementing

"[S]ystemic in nature, complexly interrelated, and materialize at the interface between public–private and profit–nonprofit interests''; as a result, they cannot be handled with ''old management or leadership mindsets, or with old organizational structures'' (van Tulder, 2018: 34).

The Concept of Covering

Covering is a strategy through which an individual downplays a stigmatized identity[1]

Appearance-based covering concerns how individuals alter their self-presentation (grooming, attire, and mannerisms) to blend into the mainstream. *A man may color his hair because he does not want to be perceived as too old and unable to "keep up."*

Affiliation-based covering concerns how individuals avoid behaviors widely associated with their identity, often to negate stereotypes about that identity. *A woman might avoid talking about being a mother because she does not want her colleagues to think she is less committed to work.*

Advocacy-based covering concerns how much individuals "stick up for" their group. *A veteran might refrain from challenging a joke about the military lest she be seen as overly strident.*

Association-based covering concerns how individuals avoid contact with other group members. *A gay person might refrain from bringing his same-sex partner to a work function so as not to be seen as "too gay."*

Kenji Yoshino
Chief Justice Earl Warren Professor of Constitutional Law
NYU School of Law

Christie Smith
Managing Principal
Deloitte Leadership Center for Inclusion

Deloitte.
University
The Leadership Center *for Inclusion*

THE ICEBERG MODEL

Hiring
Retention
Promotion
Leadership
Development

This is now foundation for any entity. Don't be left behind!

IDENTITIES

COVERING

At the Core of "Belonging"

4. HOW DO WE CREATE COMMUNITY?

1. Shift into the growth mindset on these issues and find joy in the journey.

2. Increase your own self-understanding, identities, and covering.

3. Participate in high quality unconscious bias workshops.

4. Engage in difficult conversations around these topics—to learn; get comfortable with being uncomfortable.

5. Disregarding the "zero-sum mentality" (not either/or—make it "and").

6. Support efforts and initiatives in your organization, the profession, and society to change the culture.

7. Restructure your organizations and address systemic bias to make changes with individuals, teams, and institutions.

Learning, Growth, & Change

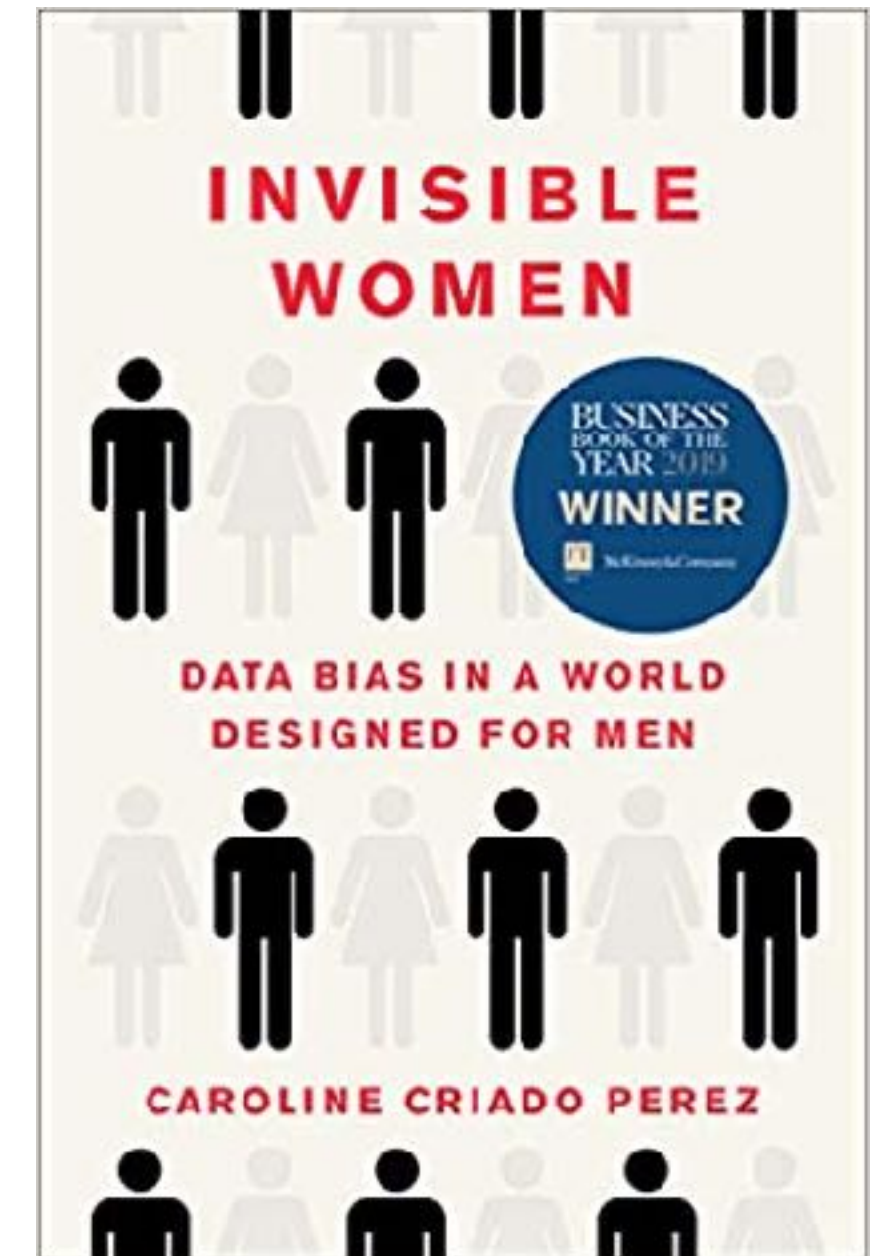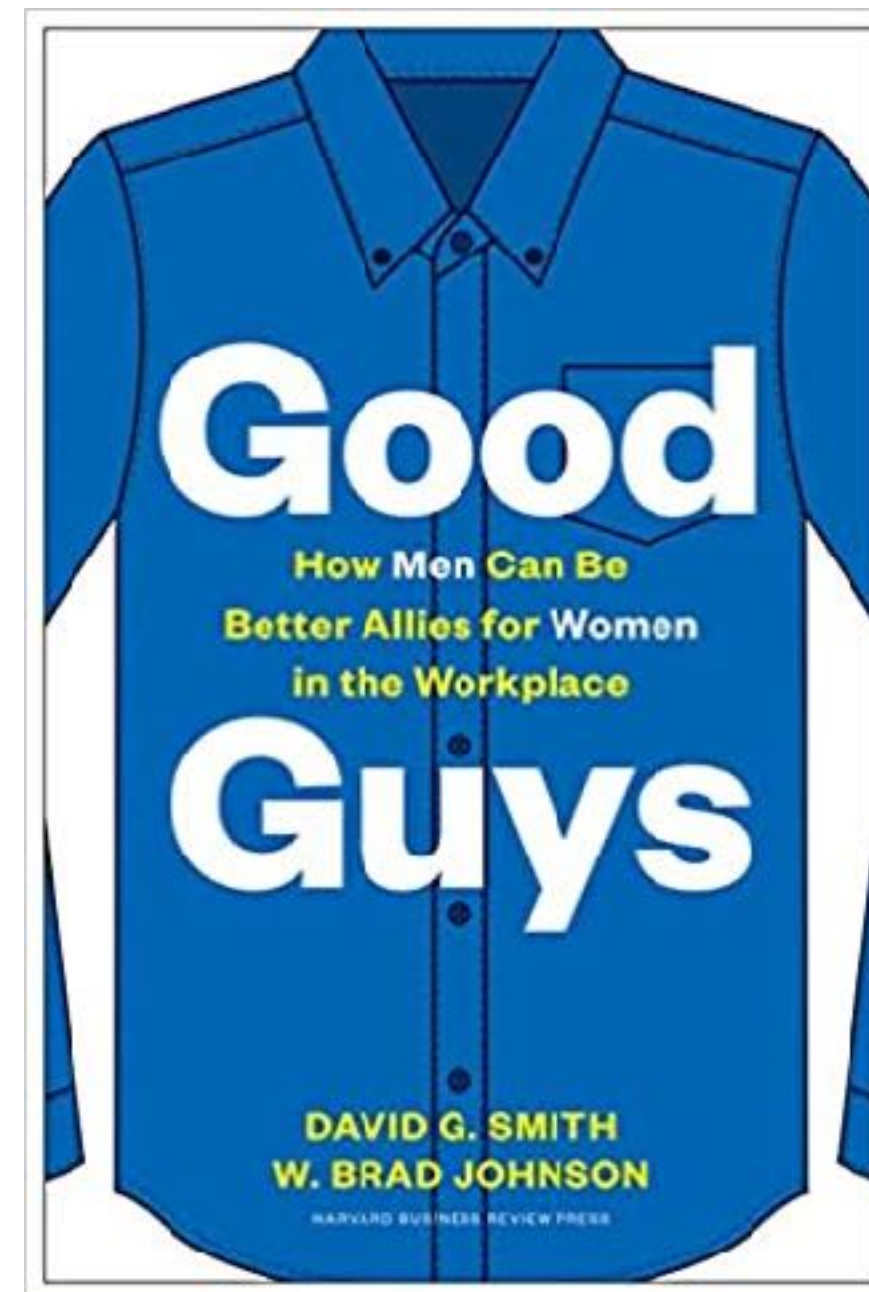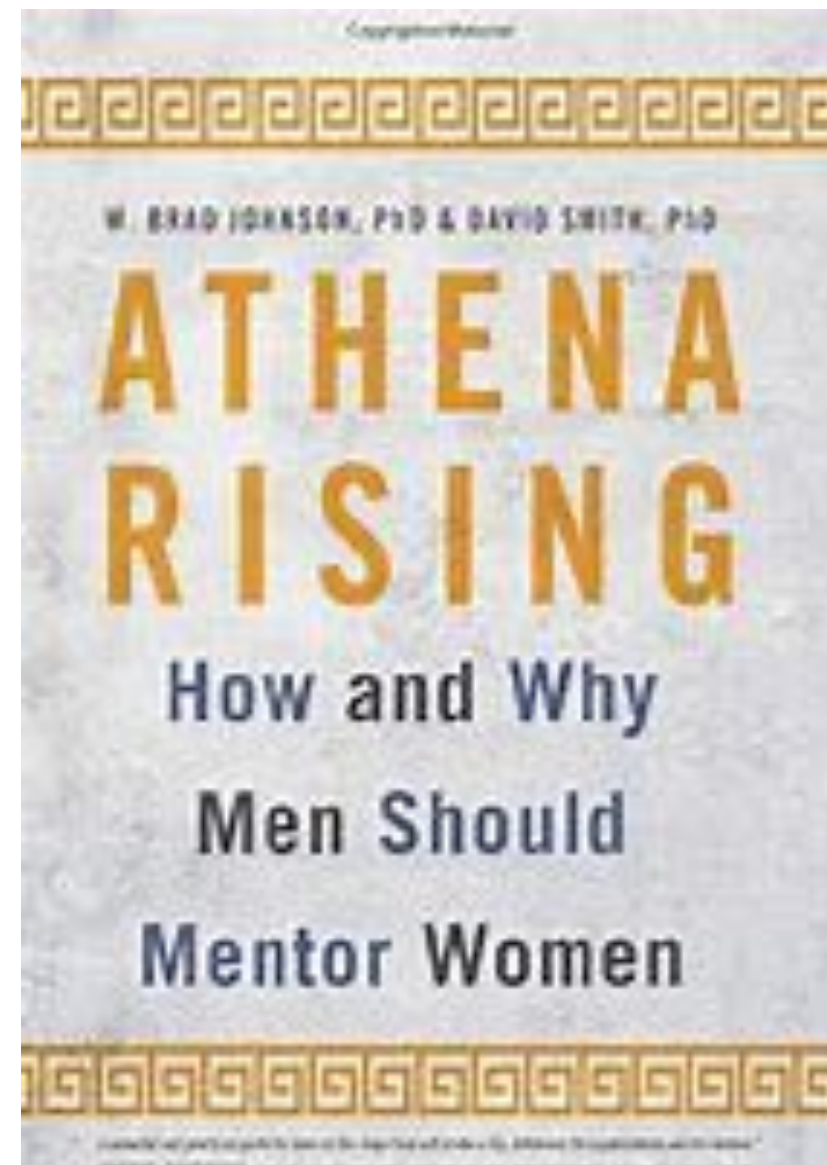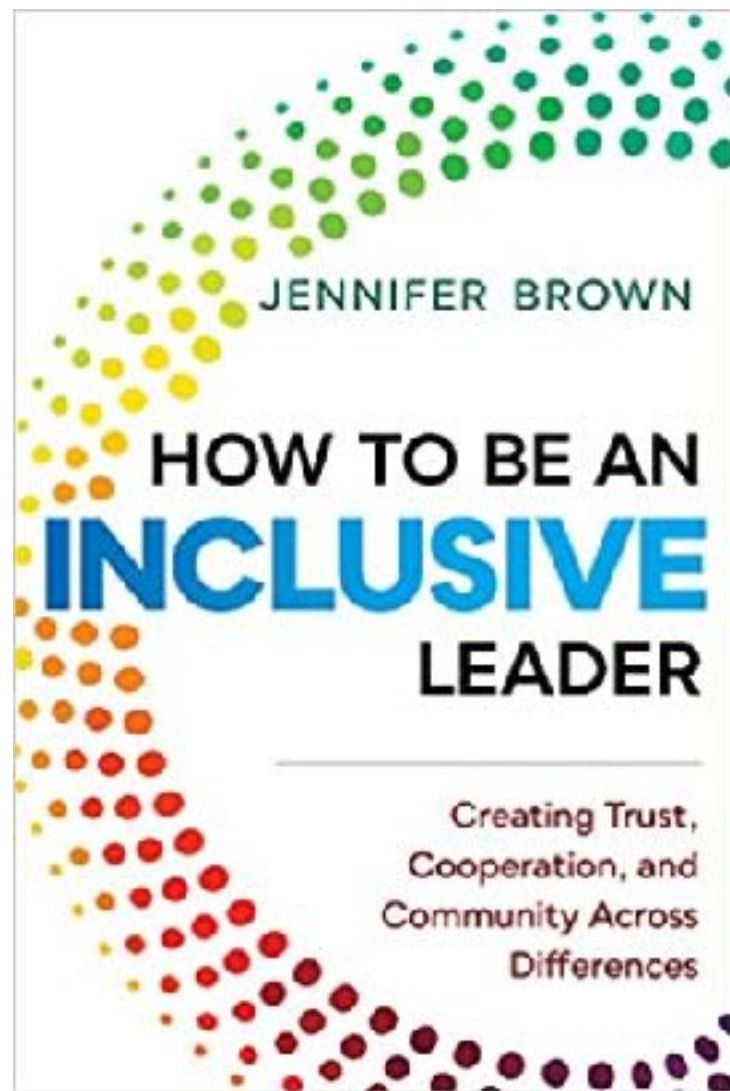This work is all about change: changing you, changing your companies, changing our communities.

Find joy in change and growth

5. FINAL THOUGHTS

JENNIFER BROWN

HOW TO BE AN INCLUSIVE LEADER

Creating Trust, Cooperation, and Community Across Differences

W. BRAD JOHNSON, PhD & DAVID SMITH, PhD

ATHENA RISING

How and Why Men Should Mentor Women

Good Guys

How Men Can Be Better Allies for Women in the Workplace

DAVID G. SMITH
W. BRAD JOHNSON

HARVARD BUSINESS REVIEW PRESS

INVISIBLE WOMEN

BUSINESS BOOK OF THE YEAR 2019 WINNER

DATA BIAS IN A WORLD DESIGNED FOR MEN

CAROLINE CRIADO PEREZ

UTWOMEN.ORG

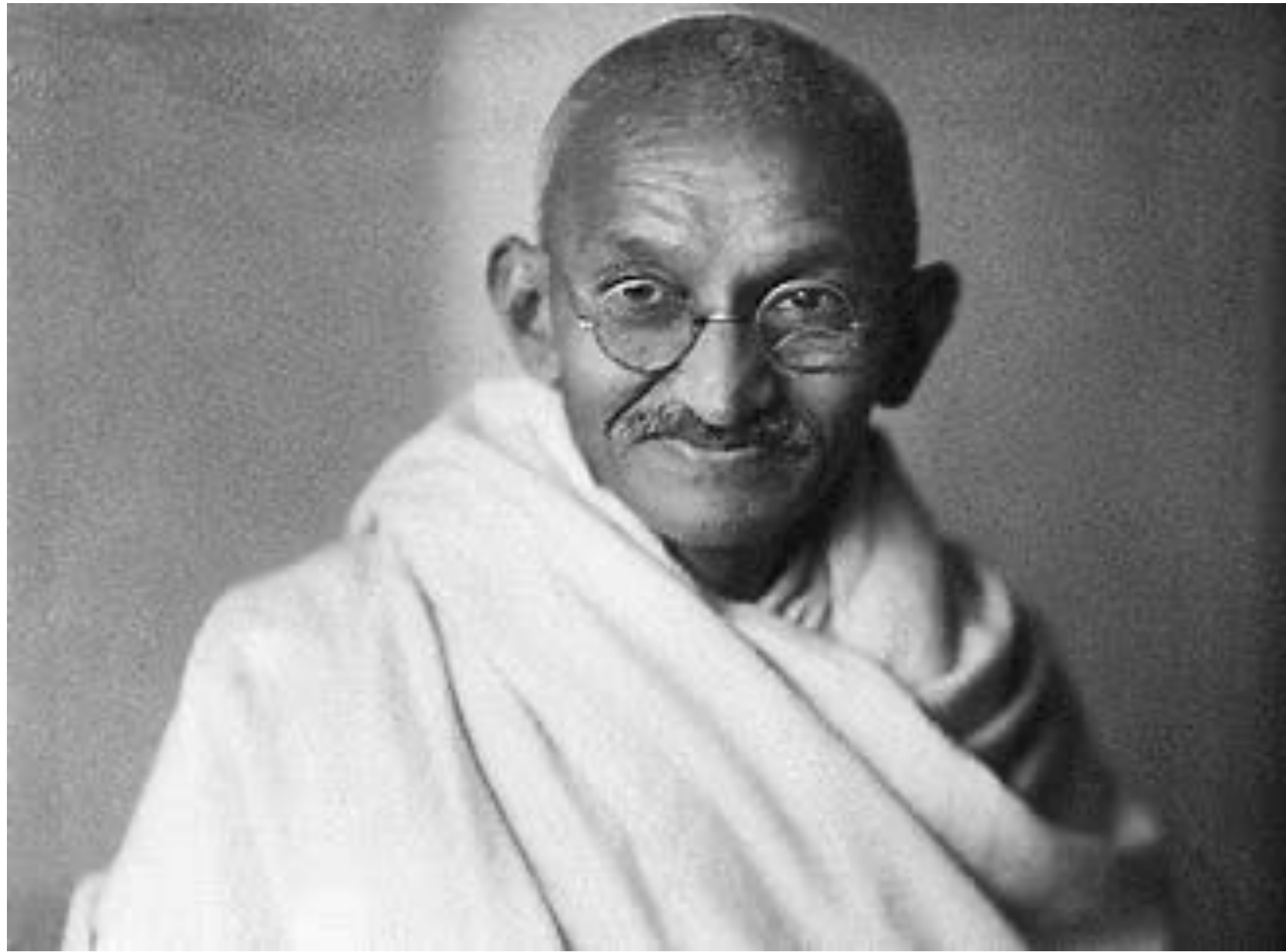Becoming Better Planners, Organizations, and Communities

BETTER TOGETHER

Unleash

"Silence becomes cowardice when occasion demands speaking out and acting accordingly.

~ *Mahatma Gandhi*

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

Contact Information

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