

Leadership and Gender: A Conversation for Harvard IT

Stefanie Heiter, Managing Partner



Our Journey Today

- Introduction
- Foundation: The Distance Lens™
- Female versus Male Approach
- *Pet to Threat* in STEM
- How we hold ourselves back
- So what? Application to business activities
- Next Steps
- Check out

Interpersonal Distance: differences in people

Organizational Distance: different functions or companies

Physical Distance: different places

Technological Distance: different technology choices and
etiquette



The Gender Wage Gap

- Current US national average is women earn \$.79 to men's \$1.00
- That can amount to over \$1,000,000 difference over the course of a lifetime career
- On July 1, 2014 the White House released statistics that the paid staff differential for male-female employees is 13%

Two Amazing Women

Dr. Deborah Tannen, Professor of linguistics at Georgetown University

- You Just Don't Understand: Women and Men in Conversation, Talking From 9 – 5: Women and Men at Work



Dr. Kecia Thomas:
Professor of I/O at Univ of Georgia



Pet to Threat

From endearing affection to a genuine threat

Diversity Dynamics in the Workplace

The Female Approach: Relationships

As an individual in a network of connections.

Conversations are negotiations

- for closeness in which people try to seek and give confirmation and support
- reach consensus
- Frequently see others as potential collaborators
- Life is a community, a struggle to preserve intimacy and avoid isolation.
- Hierarchies are on friendship

The Male Approach: One-Upmanship

An individual in a hierarchical social order in which he is either one-up or one-down

Conversations are negotiations in which people:

- try to achieve and maintain the upper hand if they can
 - protect themselves from others' attempt to put them down and push them around
-
- Frequently see others as adversaries
 - Life is a struggle to preserve independence and avoid failure
 - Hierarchies are on power and accomplishment

Women

- concerned with achieving status and avoiding failure, but are not the constant focus goals
- will pursue status and avoid failure through connection

Men

- concerned with achieving involvement and avoiding isolation, but these are not the constant focus goals
- will pursue involvement and avoiding isolation through opposition

So What?



- ✓ Directions and help
- ✓ Apologies
- ✓ Interruptions



Small Group Work

In groups of 4 – 5, discuss the following:

- How do you see the female-male approach showing up in your workday?
- What impact does it have?
- How was it handled?



From Pet To Threat

For junior or new women in STEM

Pet (shown 'affection'):

- Development opportunities
- Seen as token
- Over-recognized
- Encouraged to succeed

Threat:

- Older males shocked when they do
- Undeserving of their rewards or success
- Competence leads to hostility
- Told they are now competitive, cold, difficult to work with



Why Are Women More Effective?

- ✓ Have to try twice as hard
- ✓ More open to performance feedback – being vulnerable and self aware, admitting weaknesses as a strength
- ✓ Relationship trumps hierarchy
- ✓ Natural networkers – often unconscious
- ✓ Relationships have value

Finally some good news:

These are particularly effective in virtual or
distance management

- ✓ Electronic Body Language and Engagement

How We Hold Ourselves Back

- “I don’t want the role”
 - “I can’t succeed in the role”
 - “I can’t have the role”
-
- What are you/we doing to hold ourselves back?



Some Myths

- You have to adopt a male leadership style
- Women aren't worth investing in because they will leave for husband or babies
- Women want men to leave the table
- There is a finite number of roles for women
- It's not an issue; we treat all people the same



Your Journey

1. Know what you want – visualize yourself in a leadership role
– if you can't imagine it, who can?
2. Understand yourself – strengths and weaknesses to get you there
3. Build *your* brand – one that is authentically you!
4. Build and cultivate your network – formally and informally



Charting The Course: Your Vision

1. What are your career goals?
2. What do you need to do, be to get there?
3. How do your current competencies fit into this – what are the pluses and gaps?
4. How will you play to strengths and plug the gaps?



What's Next?

- Pick one action you will take between now and next meeting
- Choose a partner to discuss and share
- Make 15 minute appointment to follow up
- Discuss what was valuable about today, and what you would change
- Be prepared to share

Want To Know More?

Continue the learning:

1. Follow up call
2. Monthly *Distance Tips*
3. Ongoing research:
 - Electronic Body Language
 - Virtual Team Fitness
 - Virtual Leadership
 - Meeting-itis
 - Telecommuter Fitness

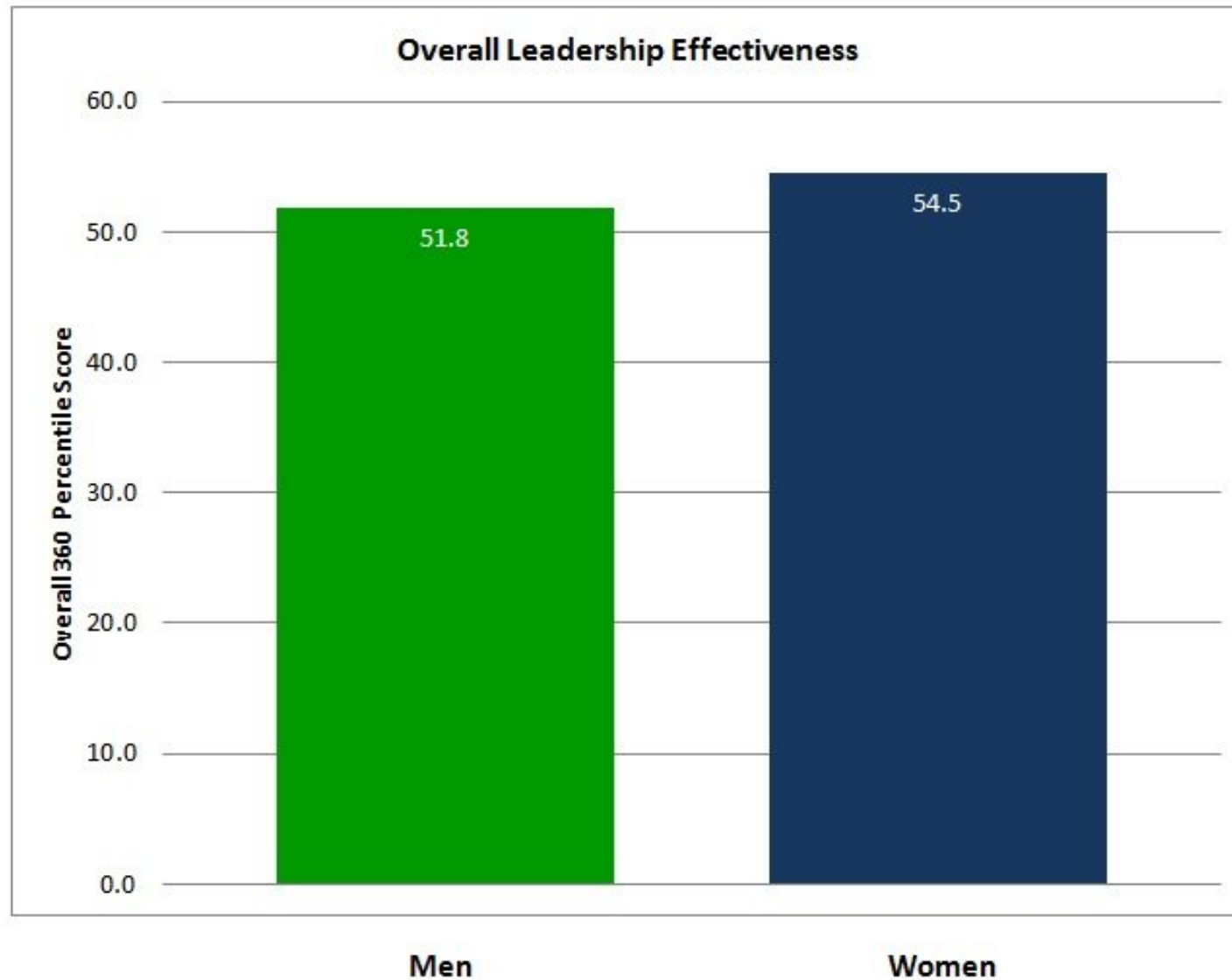


Stefanie Heiter

sheiter@bridgingdistance.com

508.982.5277

A Bit of Background



Zenger Folkman

Have you found women to be your ally or your nemesis?



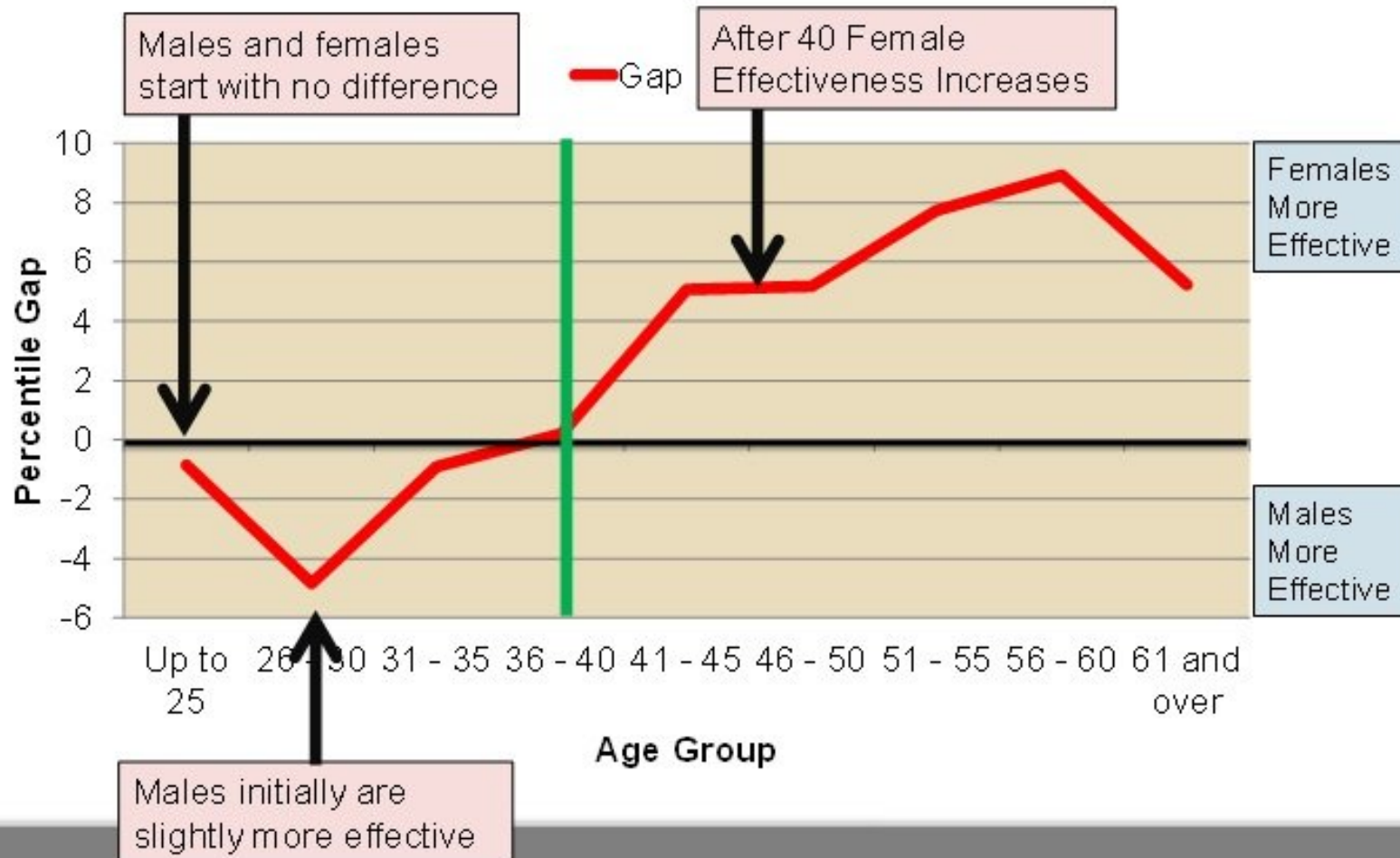
Differences By Competency on a 360°

Leadership Competencies	Male	Female	t	Sig.
Takes Initiative	49.8	56.4	-13.67	0.00
Displays High Integrity and Honesty	49.9	54.7	-9.78	0.00
Drives for Results	50.6	55.2	-9.53	0.00
Practices Self-Development	51.3	56.0	-9.51	0.00
Develops Others	51.1	55.1	-8.14	0.00
Inspires and Motivates Others	51.6	55.1	-7.35	0.00
Builds Relationships	51.2	54.5	-6.70	0.00
Collaboration and Teamwork	52.1	54.5	-4.96	0.00
Champions Change	51.6	54.0	-4.96	0.00
Establishes Stretch Goals	51.7	54.1	-4.77	0.00
Solves Problems and Analyzes Issues	52.0	52.7	-1.38	0.17
Communicates Powerfully and Prolifically	52.9	53.4	-1.14	0.26
Connects the Group to the Outside World	52.3	52.1	0.34	0.73
Innovates	52.6	52.2	0.96	0.34
Technical or Professional Expertise	52.1	51.1	2.10	0.04
Develops Strategic Perspective	53.7	51.2	5.06	0.00

Differences By Age

ZF ZENGER | FOLKMAN

Average Overall Leadership Effectiveness Percentile Gap Between Males and Females by Age



Zenger Folkman