

Greatest Hits

**Frameworks & Strategies for Further  
Developing Your Leadership Skills**

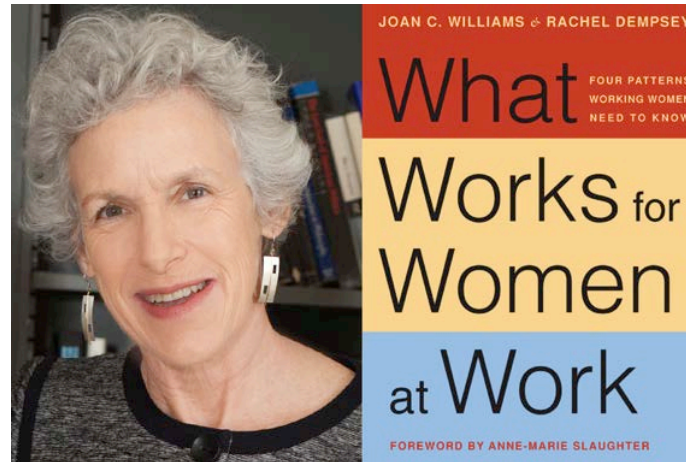
**ISS Mary Anne Haas Women's Symposium  
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**Liz Duffy**, President, ISS

**Beth Pfannl**, Vice President of Administrative Searches, ISS

# What Works for Women at Work

- Book by Joan C. Williams – law professor, lawyer, mother
- Reviewed hundreds of studies over 35 years
- Interviewed 127 high-level women to confirm patterns and identify strategies for overcoming patterns



# Four Patterns

- Prove it Again Bias



- The Tightrope

- Maternal Wall



- Tug of War



## Prove it Again Bias

- Women have to prove their competence over and over because the stereotype of a leader is male.



**"It was her idea, but I tightened it into a concept."**



## The Tightrope

- Women have to negotiate the fine line/tight space between being too masculine or too feminine.
- Women have to be both **LIKED** and **RESPECTED** to get ahead.





## Maternal Wall

- Mothers (and even potential mothers) are held to higher performance and punctuality standards.



"Most of the other parents actually watch the games, mom."

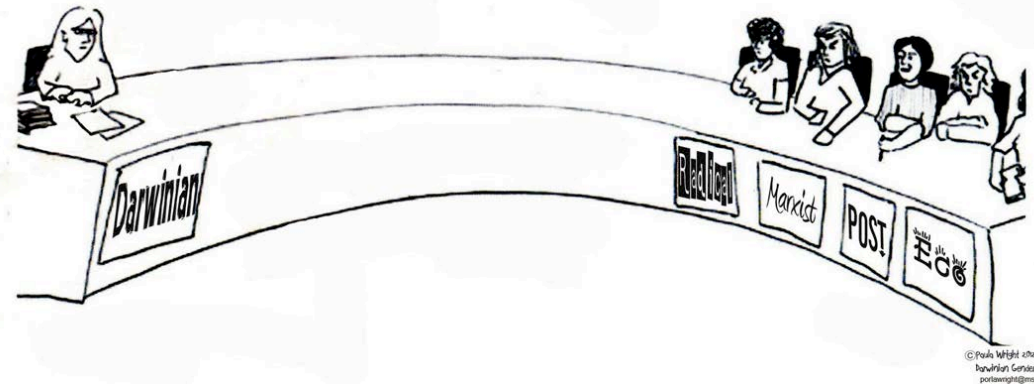


## Tug of War

- The other three patterns of bias fuel intense conflict/competition among women.

## All Feminists Are Equal

(but some feminists are more equal than others)



# Four Patterns Discussion

■ Prove it Again Bias



■ The Tightrope

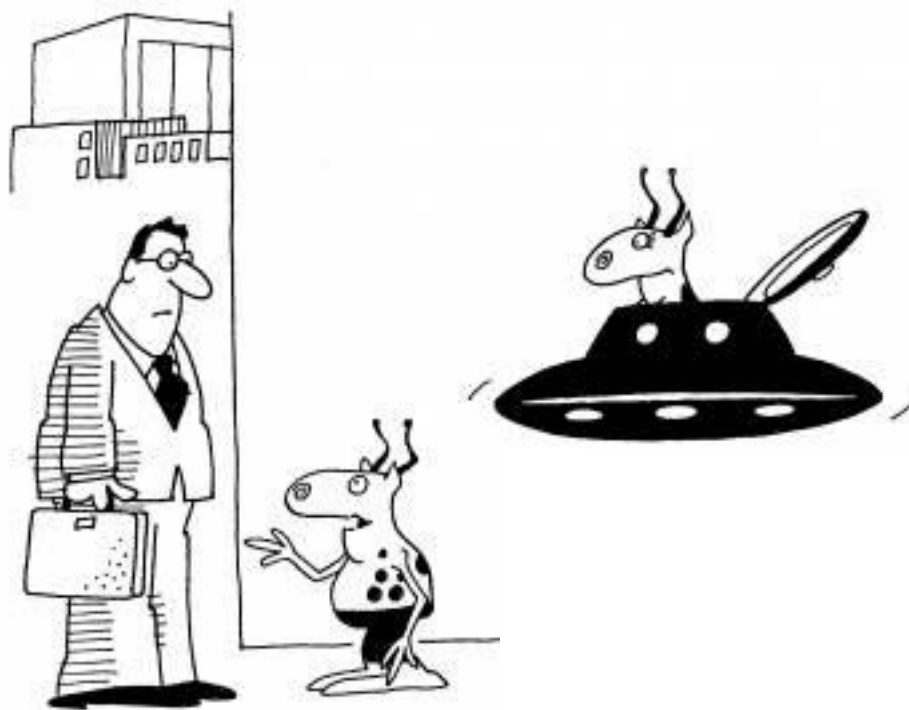
■ Maternal Wall



■ Tug of War



# Evolving Expectations



"YOU'RE KIDDING! YOUR LEADER IS A MALE!"

# Core Strengths & Weaknesses



# Meaning – Core Strengths

- Strengths are NOT what you're good at. Weaknesses are NOT what you're bad at.
- Strengths are activities that strengthen/energize you:
  - ✓ Success – you feel effective and in control when you do them
  - ✓ Instinct – you look forward to doing them
  - ✓ Growth – you feel inquisitive and focused; you lose track of time (e.g. flow)
  - ✓ Needs – you feel fulfilled, even if tired, after completing them
- Weaknesses are activities that weaken/drain you...even if you're good at them.
- You can't turn weaknesses into strengths, but you can stop doing or minimize impact on you by teaming up, delegating or reframing.

From *Claiming Your Strengths* by Marcus Buckingham



# Your Core Strengths and Weaknesses

	Core Strength	Core Weakness
1		
2		
3		
4		
5		

# Meaning - Purpose

*Purpose comes from using your strengths...and minimizing the impact of your weaknesses.*

Imagine yourself 5-7 years from now giving the best of yourself to life and work. Assuming everything is possible, what does that look like?

*Adapted from Centered Leadership, Part 1 - Meaning*



# Mentors & Sponsors



# Important Distinctions

## MENTORS VS. SPONSORS

- **Mentors** are wise and experienced individuals who share insights and knowledge
- **Sponsors** find or create opportunities for your development – and give you the encouragement and push to take them

*From Centered Leadership Part 3: Connecting*



# Mentors and Sponsors

- You get what you give

	Mentor	Sponsor
For You		
By You		



# Three Kinds of Networks

- **Operational** – relationships with people at work that allow you to get today's work done
- **Personal** – relationships of your choosing, people you like to hang out with informally
- **Strategic** – (most important for career advancement) relationships that help you envision your future, sell your ideas and get the information and resources that you need

From Michelle R. Clayman Institute for Gender Research, Stanford University



# Great Strategic Networks Traits

- **Broad** – Connected to a diverse range of people (including weak ties)
- **Connective** – linked or bridged across people and groups that would not otherwise connect
- **Dynamic** – responsive and adaptive, growing as you grow

From Michelle R. Clayman Institute for Gender Research, Stanford University



# Strategies for Building Effective Networks

- **Engage** in activities both inside and outside your organization
- **Connect** through people you already know
- **Focus** on and develop the value you bring to your network
- **Prioritize** and invest in a few activities – favor active over passive networking

From Michelle R. Clayman Institute for Gender Research, Stanford University



# Your Personal Board of Directors

Name	Relationship	Purpose/Role	Next Contact

# Reflections

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- TRIANGLE – three key points to remember
- SQUARE – an idea that squares with my beliefs
- CIRCLE – a question circling around my head