

The Habits of Women Leaders

Presented by

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What is Leadership

"Leadership is the wise use of power"

"Leadership is influencing others to act"

"Leadership is what gives an organization its vision and its ability to translate that vision into reality"

"To an extent leadership is like beauty; it is hard to define but you know it when you see it"

"Leadership is commitment, complexity, credibility"

"Give a man a fish and you feed him for a day. Teach him how to fish and you feed him for a lifetime"

Jan Kotter (1990) in the book A Force for Change: How Leadership Differs from Management defines the terms leadership and management as follows:

Definition of Leadership

The primary function of leadership is to provide useful change.

Processes

establishing direction: developing vision of the future, often the distant future, along with strategies for producing the changes needed to achieve that vision
aligning people: communicating the direction to those whose co-operation may be needed so as to create coalitions that understand the vision and that are committed to its achievement

motivating and inspiring: keeping people moving in the right direction despite major political, bureaucratic, and resource barriers to change by appealing to the very basic, but often untapped human needs values and emotions

Definition of Management

The primary function of management is to create orderly, efficient and predictable results.

Processes

planning and budgeting: setting targets and goals for the future, typically for the next month or year, establishing detailed steps for achieving those targets, steps that might include timetables and guidelines; and then allocating resources to accomplish those plans.

organizing and staffing: establishing an organizational structure and set of jobs for accomplishing plan requirements, staffing the jobs with qualified individuals, communicating the plan to those people, delegating the responsibility for carrying out the plan and establishing systems to monitor implementation.

controlling and problem solving: monitoring results versus plan in some detail, both formally and informally, by means of reports, meetings, etc.; identifying deviations, which are usually called problems; then planning and organizing to solve the problems.

Leadership in the Law Firm

The Transformational Leader:

- *demonstrates a bias for action proactively addressing issues impacting organizational performance.*
- *plays a key role in the creation of a new reality through words and action.*
- *works with team members to continually improve performance and acquire competence, and*
- *approaches dissension and conflict with a problem-solving focus.*

Leadership Paradox for Women

Female leaders are subjected to incompatible expectations for leadership roles and the female gender role.

If women emulate a masculine leadership style, their male subordinates will dislike them. If they adopt a stereotypically warm and nurturing feminine leadership style, they will be liked, but not especially respected as leaders. Effectiveness in leadership is associated with masculine characteristics, but women acting outside of the feminine gender stereotype have been negatively evaluated.

The researchers suggest that women must be both mindful and adopt masculine leadership style AND be warm toward others to be evaluated well as leaders – both well liked and respected. Judy B. Rosener suggests that we have to change this perception.

Perceived Genuineness (genuineness being essential to be respected and liked as a leader)

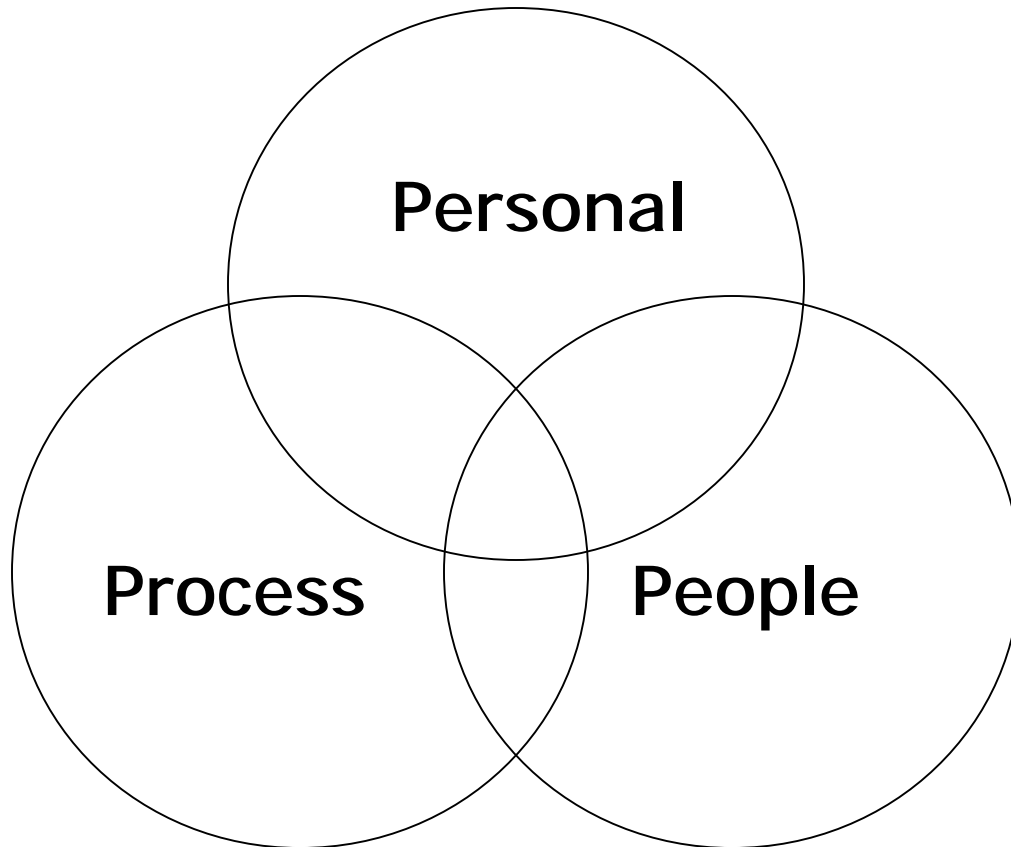
1. **Gender constancy:** matching gender role expectations
2. **Mindfulness:** charisma and genuineness are internal qualities that are a function of how the person is situated in the moment –mindful and grounded
Mindful: performing the part by going through it in as novel a way as possible each time
NOT Mindlessly: sticking to the script, performing by rote, fixated on the outcome not the process, committed to preconceptions
3. **Effectiveness** is not affected by perceptions of cool or warmth in behaviour

Journal of Social Issues, Spring 2000

Mindful and Masculine: Freeing women Leaders from the Constraints of Gender Roles, By Christine Kawakami, Judith S. White

The 3P's of Workplace Leadership

Workplace leadership requires an analysis and consideration of leadership skills in three key areas.



"Leadership is not magnetic personality – that can just as well be a glib tongue. It is not 'making friends and influencing people' – that is flattery. Leadership is lifting a person's vision to higher sights, raising a person's performance to a higher standard, building a personality beyond its normal limitations."

Peter Drucker

People

The six keys to performance excellence (Chuck Coker)

How does Motorola -- an immensely successful high-tech company -- continue year after year to out-distance its competitors, replacing the previous year's products with a new and innovative product line?

Performance is key. Like other progressive companies, Motorola realizes that it must utilize two fundamental elements to keep its performance at peak efficiency: technology and people. Consider the company's innovative strategy of simultaneously building 72 satellites for its new communications system. This is truly a state of the art approach. But technology can't take all the credit because it was Motorola's employees who came up with the idea.

In today's competitive professional environment, attaining and maintaining peak performance levels is a constant challenge...and performance excellence can only be achieved when every cylinder in your engine is firing in sync. The engine must be fine-tuned to desired specifications to achieve peak performance.

Leadership is about performance

Here are some tried-and-true principles of performance enhancement:

1. Review the employee selection process

How do you hire new employees? Are you asking the right questions? Do you use some sort of behavioural screening process to evaluate an employee's "assets and liabilities"? Do you know whether your new employee has the personality traits that will allow him or her to perform the job without unnecessary stress? The bottom line is that the less an employee's personality fits his or her job description, the less chance there is of performance success...and the higher chance there is of inefficiency and turnover.

2. Train employees for traditional job skills

How much theory and/or experience does a person need to know and/or have to get a job at your firm? Is there a transfer of job/task knowledge from previous employees to new ones? How is knowledge managed and communicated between new and old employees? Without continual development and diversification of knowledge and skills, a company's employee base will always start from scratch each time someone new is hired.

3. Train employees in interpersonal job skills

Do employees understand their own behavioural assets/liabilities and how they affect their job performance? Do your employees know how to adapt to the behavioural differences required for the job functions of other employees? Can your employees communicate and work together despite those differences? If not, productivity and performance will suffer unnecessarily.

4. Make sure a career development process is in place and functioning

Is there a career path for every position? Is there a performance management process so your employees know where they are going if they excel? Do they understand how they will be rewarded? Regardless of what a particular job

description may specify, each employee wants and needs to know how he or she fits, what future opportunities within the company might be available, and what it takes to be retained. Everyone needs a sense of direction to perform well.

5. Build teams based on diversity

Does any one feel like the outsider in your firm? Is there a constant breakdown in communication between practice areas? Almost without exception, firms find that the better a person fits a job description, the more unique that person will be...and consequently the greater potential there will be for communication problems. In order for there to be a natural blending of individuals into teams, firms need to develop an appreciation for the fact that individual skills and knowledge are determined largely by a person's style of learning.

6. Maintain a balanced lifestyle

Even though a job today requires up to an hour more to perform than the same job did 20 years ago, there needs to be time set aside for rejuvenation.

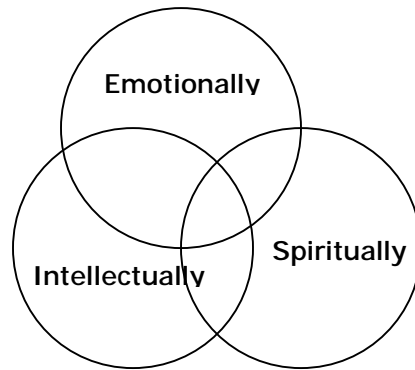
Personal

Leadership Attributes identified by ISPI (*specific to Women Leaders)

- Integration of personal and profession*
- Intuition
- Compassion (with a caring ethic and inclusion/connection values*)
- Social skills
- Ongoing learner – viewing leaders as learners*
- Direction
- Leadership seen as cyclical, accomplished through relationships and networks*
- Hires competent, trustworthy people* (not putting priority on loyalty)
- Voicing the vision, empowering others*
- Non-hierarchical view of leadership (spokes on the wheel valued)*
- See communication and conflict resolution as key to organizational success*
- View power as infinite – expanding when shared through collaboration and participation*

Unique success behaviours for powerful women

Resilience is exhibited through a combination of strength and wisdom and the ability to adjust to change and manage misfortune.



A resilient leader incorporates creative rituals into daily routine for the protection and safety of continuity, consistency. Everyday rituals provide/maintain balance through preparing, experiencing and reintegrating

Rituals

1. Family rituals – celebrations, private events
2. Holiday celebrations
3. Birth to death events/rituals: graduations, marriages, childbirth, other personal
4. Everyday rituals: An organized framework to guide life
5. Some daily rituals used by successful women, as reported to researchers
 - § Playing soft music at desk
 - § Keeping flowers or candles in office
 - § Avoiding stress consciously
 - § Not listening to news before bed
 - § Using secondary roads to avoid traffic
6. Creative rituals -- develop your own

Processes

Women and Men Are Different and Have Different Ways of Leading

Judy B. Rosener, Ph.D., is a professor in the Graduate School of Management at the University of California, Irvine. She is the author of the celebrated Harvard Business Review article "Ways Women Lead," co-author of Workforce America! Managing Employee Diversity as a Vital Resource, and author of America's Competitive Secret: Women Managers.

The point is that women bring to the workplace certain unique qualities or attributes by virtue of both their "hard-wiring" and their socialization. The current workplace culture that values the male way of doing and thinking is not going to change until men -- who happen to be by an accident of history in positions of power in almost all our institutions -- see that valuing female behaviour is in their economic self-interest.

I think the problem is what I call the "one best model". It is what straight white males do that is best. In other words, to be a leader is to be a male, that male attributes are what count. Furthermore, that having a career means a straight-line trajectory up.

I'm suggesting that the attributes which women bring to work -- the sharing of power and information, comfort with ambiguity, and a win/win way of problem solving -- complement male attributes. They're not there to replace male attributes, and they're not deficient even though if you believe this "one best model," then anything that's different has to be deficient by definition. This "one best model" mindset coupled with the mindset that the word "difference" means deficient, because it can't be better than the "one best," disadvantages women, because they can't be men. Men and women tend to lead in different ways -- and again this is an over-simplification -- but those ways are effective in different kinds of situations.

That's the first level, but there are other levels too. The second level is that women tend to view solving problems differently than men. There's data that supports this. Men tend to, again, whether by hard wiring or by socialization -- and I believe it's both -- think in a linear way, in a straight line. Women tend to be more holistic in their thinking, and that's because women use two hemispheres of the brain, while men tend to use one at a time.

It's no surprise we say women are "scatterbrained," a pejorative term, because we have information scattered all over the place and we bring it together and it's called intuition. The way we think is not considered logical or rational, but I believe the words "logical" and "rational" are words men have placed on their own way of thinking. In other words, I think bringing information together the way women do is just as rational and logical; it's just different.

So if you're making decisions, whether it's technological stuff, science, accounting, legal, you get the best of both worlds if you've got both holistic thinkers and linear thinkers dealing with the issues.

And then there's another level, and that is in terms of their personal relations and the way in which we make decisions. Men tend to be far more interested in the end

result rather than the process. Which is not to say men are not interested in the process. However, women tend to think that process is very much related to the outcome. We tend to be very process-oriented and also more concerned about the interpersonal relationships than are men.

For instance, during a certain stage of the life cycle of a company you may want more female decision-making, or for performing certain functions, you may need a male way of thinking. We should plug people into where they do the best, and not try to change them into something that they're not.

Women want to have a life; that's true. But there are a lot of men who also want to have a life. So the problem is the corporate culture, and because it's more difficult to conceptualize and think about changing the culture than changing the women, and it takes a longer time, only those companies that are really committed undertake that endeavour. The little companies starting now, and those headed by women have a different culture and that will help change the overall workplace culture.

Make decisions your way, and open yourself to other ways of thinking. Remove the need for there to be "one way" to lead. If you want to change the processes of a culture, examine what works, not just what doesn't.

So what can you do?

1. If you can't change your own work environment, your own department or your firm, then get out. It's only when companies start losing their best people that they begin to say, "What is going on?"
2. Find someone within the firm who is respected, who is sympathetic to what you're saying and wanting to do, and let them carry the spear.
3. Join women's professional organizations and attend conferences for networking purposes. The shared experience of these women is very powerful. It's incredible. And the networks being developed among women are terrific.
4. Find people with like minds. Work together. And then the last thing is, start your own firm.