

# Women in Leadership

Training Manual

Corporate Training Materials



# TABLE OF CONTENTS

---

|                                                          |           |
|----------------------------------------------------------|-----------|
| <b>Module One: Getting Started .....</b>                 | <b>6</b>  |
| <i>Workshop Objectives .....</i>                         | <i>6</i>  |
| <b>Module Two: Women and the Workforce .....</b>         | <b>7</b>  |
| <i>50% of the Population .....</i>                       | <i>7</i>  |
| <i>60% of College Degree Earners.....</i>                | <i>8</i>  |
| <i>47% of the US Workforce.....</i>                      | <i>8</i>  |
| <i>52% of Professional Jobs.....</i>                     | <i>8</i>  |
| <i>Case Study.....</i>                                   | <i>9</i>  |
| <i>Module Two: Review Questions.....</i>                 | <i>10</i> |
| <b>Module Three: The Leadership Gap.....</b>             | <b>12</b> |
| <i>Women are Underrepresented in Leadership.....</i>     | <i>12</i> |
| <i>Women in Executive Positions .....</i>                | <i>13</i> |
| <i>Women in Finance, Health Care, and Law.....</i>       | <i>13</i> |
| <i>Historical Trends .....</i>                           | <i>14</i> |
| <i>Case Study.....</i>                                   | <i>14</i> |
| <i>Module Three: Review Questions .....</i>              | <i>15</i> |
| <b>Module Four: Barriers to Women’s Leadership .....</b> | <b>17</b> |
| <i>Gender Differences are Overemphasized .....</i>       | <i>17</i> |
| <i>Gender Differences are Undervalued .....</i>          | <i>18</i> |
| <i>Women Lack Professional Networks .....</i>            | <i>18</i> |
| <i>Work and Family Conflict.....</i>                     | <i>18</i> |
| <i>Case Study.....</i>                                   | <i>19</i> |
| <i>Module Four: Review Questions .....</i>               | <i>20</i> |

|                                                           |           |
|-----------------------------------------------------------|-----------|
| <b>Module Five: Traits of Women’s Management .....</b>    | <b>22</b> |
| <i>Women Lead By Uniting Diverse Groups .....</i>         | <i>22</i> |
| <i>Women Value Work-Life Balance .....</i>                | <i>23</i> |
| <i>Women Value Interpersonal Relationships .....</i>      | <i>23</i> |
| <i>Women Value Accountability .....</i>                   | <i>24</i> |
| <i>Case Study.....</i>                                    | <i>24</i> |
| <i>Module Five: Review Questions .....</i>                | <i>25</i> |
| <b>Module Six: Benefits of Women’s Leadership.....</b>    | <b>27</b> |
| <i>Greater Collaboration .....</i>                        | <i>27</i> |
| <i>Culture of Work-Life Balance .....</i>                 | <i>28</i> |
| <i>Culture of Accountability .....</i>                    | <i>28</i> |
| <i>Assists in Recruiting Millennials.....</i>             | <i>29</i> |
| <i>Case Study.....</i>                                    | <i>29</i> |
| <i>Module Six: Review Questions .....</i>                 | <i>30</i> |
| <b>Module Seven: Nurture Women’s Leadership .....</b>     | <b>32</b> |
| <i>Actively Recruit Women.....</i>                        | <i>32</i> |
| <i>Create and Encourage Networking Opportunities.....</i> | <i>33</i> |
| <i>Pair Women with Mentors in Leadership .....</i>        | <i>33</i> |
| <i>Create and Encourage Training Opportunities .....</i>  | <i>33</i> |
| <i>Case Study.....</i>                                    | <i>34</i> |
| <i>Module Seven: Review Questions .....</i>               | <i>35</i> |
| <b>Module Eight: Actively Recruit Women.....</b>          | <b>37</b> |
| <i>Discover Your Barriers to Hiring.....</i>              | <i>37</i> |
| <i>Discover Your Barriers to Retention.....</i>           | <i>38</i> |
| <i>Recruit via Women’s Organizations .....</i>            | <i>38</i> |
| <i>Create and Promote a Woman-Friendly Culture .....</i>  | <i>39</i> |

|                                                              |           |
|--------------------------------------------------------------|-----------|
| <i>Case Study.....</i>                                       | <i>39</i> |
| <i>Module Eight: Review Questions .....</i>                  | <i>40</i> |
| <b>Module Nine: Encourage Networking Opportunities .....</b> | <b>42</b> |
| <i>Create a Women’s Networking Group.....</i>                | <i>42</i> |
| <i>Encourage Women to Join Organizations .....</i>           | <i>43</i> |
| <i>Networking Builds Confidence .....</i>                    | <i>43</i> |
| <i>Networking and Recruiting .....</i>                       | <i>43</i> |
| <i>Case Study.....</i>                                       | <i>44</i> |
| <i>Module Nine: Review Questions .....</i>                   | <i>45</i> |
| <b>Module Ten: Pair Women with Mentors .....</b>             | <b>47</b> |
| <i>Benefits of Mentoring .....</i>                           | <i>47</i> |
| <i>Think Creatively .....</i>                                | <i>48</i> |
| <i>Incorporate Mentoring at Every Stage .....</i>            | <i>48</i> |
| <i>Encourage Women to Mentor .....</i>                       | <i>48</i> |
| <i>Case Study.....</i>                                       | <i>49</i> |
| <i>Module Ten: Review Questions .....</i>                    | <i>50</i> |
| <b>Module Eleven: Create Educational Opportunities .....</b> | <b>52</b> |
| <i>Encourage the Learning of Leadership Skills .....</i>     | <i>52</i> |
| <i>Internal Programs and Trainings .....</i>                 | <i>53</i> |
| <i>Outside Training and Workshops .....</i>                  | <i>53</i> |
| <i>Encourage Training at Every Stage of the Career.....</i>  | <i>53</i> |
| <i>Case Study.....</i>                                       | <i>54</i> |
| <i>Module Eleven: Review Questions.....</i>                  | <i>55</i> |
| <b>Module Twelve: Wrapping Up.....</b>                       | <b>57</b> |
| <i>Words from the Wise .....</i>                             | <i>57</i> |

*Don't just stand for the success of other women – insist on it.*

***Gail Blanke***

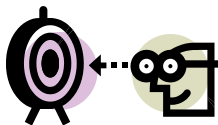
## Module One: Getting Started



Women make up almost half the US workforce, yet they are promoted to leadership positions at a rate far lower than are their male colleagues. What accounts for this leadership gap? How can organizations foster and develop women leaders? Studies show that having women in leadership positions brings many benefits to an organization, including greater accountability and a culture of work-life balance. Yet it can be difficult to determine the barriers to women's advancement, and even more difficult to surmount them. Learning how to foster and develop women as leaders not only

benefits individual employees, but can benefit your entire organization.

## Workshop Objectives



Research has consistently demonstrated that when clear goals are associated with learning, it occurs more easily and rapidly. With that in mind, let's review our goals for today.

At the end of this workshop, participants should be able to:

- Discuss the barriers women face in entering leadership positions
- Understand the importance of developing women leaders
- Determine steps your organization can take to foster women leaders
- Understand the benefits of developing women leaders
- Apply the principles of fostering women leaders to your own organization



*Women are leaders everywhere you look,  
from a CEO to a housewife who holds  
together a home.*

***Denise Clarke***

## **Module Two: Women and the Workforce**



American women have always been part of the paid workforce, since the earliest days of our history. Since the 1940s, increasing numbers of women have been entering the paid workforce, and today the number of American women who are employed outside the home is the greatest it's ever been. Women are a key part of our economy and our organizations, yet they lag behind men in assuming leadership positions.

### **50% of the Population**



Women make up half – 50% -- of the United States population. In the US, as in many countries around the world, women are the primary homemakers and caregivers as well, even when they have outside employment. Women are powerful consumers and make a large share of the decisions about household expenditures, too. In spite of the fact that they make up half the population, however, women are underrepresented in many of the most vital areas of society, including government, finance, and business. While the number of women in these areas has been growing steadily over the last decades, women still do not occupy positions of power at a level that reflects their numbers.



## 60% of College Degree Earners



Women earn college degrees at a higher rate than do men. As of 2013, 60% of all bachelor's degrees in the United States are earned by women. Women enter college at higher rates than do men, and are less likely to drop out than are men, too. Studies show that girls, and later women, tend to earn higher grades than do their male peers, and also seem to understand better the impact not earning a degree may have on their later earnings. Recent studies show, however, that women with college degrees earn less and are promoted less often than their male counterparts who do not hold degrees. Those same studies also indicate that women may take on more college debt than their male peers, yet earn less upon graduation and may struggle to pay those loans back. If women are earning degrees at a higher rate than any time in American history, it is imperative that we ask why this does not translate into more women in leadership positions in business, finance, and government.

## 47% of the US Workforce



One explanation that has been put forth for why women are underrepresented in leadership positions is that there simply aren't enough women in the workforce to fill those positions. However, 47% of workers in the United States are women. And while women, especially women of color, do tend to be concentrated in low-wage or part-time labor, women outnumber men in the professional fields as well. With such representation in the workforce, it would seem to make sense that women should also occupy a similar proportion of leadership positions. However, this is not the case. Even in fields where women make up the majority of the workforce, the majority of leadership positions tend to be held by men.

## 52% of Professional Jobs



Women have entered the professions at higher and higher rates over the last three decades in the United States. Women now hold more than half – 52% -- of all professional jobs. They earn professional degrees at about the same rate. While women are also overrepresented compared to men in low-wage, part-time, and service work, clearly women are represented in great numbers in the professional fields. Studies show, however, that women in the professional fields tend to be concentrated in lower level and administrative positions, rather than leadership or managerial positions. Even in professional fields where women far outnumber men, the leadership positions tend to be held by men.



## Case Study



Richard and Sarah were tasked with creating a program to increase women's leadership within their organization. "I don't think there are many women in our industry," Richard said at their first meeting. "I've met one administrator who was a woman." To his surprise, an internal report showed over half the employees were women. However, while there were many women in the organization, they almost all occupied secretarial and administrative positions, with many of them in Human Resources. There were no female engineers and only a handful of managers. None of the Board was female. He and Sarah decided to look into this further, and found it to be a larger trend across many businesses.



## Module Two: Review Questions

1. Women make up which percentage of the US population?
  - a) 60%
  - b) 45%
  - c) 47%
  - d) 50%
2. Which is true of women?
  - a) They make many household expenditure decisions
  - b) All of these
  - c) They make up about half the workforce
  - d) They are the primary caregivers
3. Women make up what percentage of the US workforce?
  - a) 47%
  - b) 50%
  - c) 10%
  - d) 30%
4. Which is true of women in the US workforce?
  - a) They tend to be overrepresented in service labor
  - b) They tend to be overrepresented in part time labor
  - c) All of these
  - d) They are participating in the workforce at the highest level in history
5. What percentage of college degrees are earned by women?
  - a) 50%
  - b) 60%
  - c) 70%
  - d) 30%
6. Which of the following is true of women and college education?
  - a) Women enter college at higher rates than do men
  - b) Women appear to be more willing to take on debt to stay in school
  - c) Women drop out at lower rates than do men
  - d) All of the above



7. What percentage of professional jobs are held by women?
  - a) 52%
  - b) 47%
  - c) 60%
  - d) 25%
8. Which of the following is true of women in the professional fields?
  - a) Women earn more professional degrees than do men
  - b) Women make up about half of the professional labor force
  - c) Women tend to be concentrated in administrative positions
  - d) All of these
9. What were Sarah and Richard trying to discover?
  - a) How to increase women's leadership in their organization
  - b) How to prevent sexual harassment
  - c) Why women were not attracted to their industry
  - d) None of these
10. What surprised Richard?
  - a) How few women worked for their organization
  - b) How many women leaders there actually were
  - c) How many women worked for their organization
  - d) None of these



*We must raise both the ceiling and the floor*

***Sheryl Sanberg***

## Module Three: The Leadership Gap



In spite of their high numbers in the workplace, including the professional fields, women are still subject to what many studies call the “leadership gap.” This refers to the fact that even in fields where women make up the majority of workers, leadership positions are overwhelmingly occupied by men. Many theories have been put forth to explain the leadership gap, but none satisfactorily explain why that gap exists even as women earn degrees at higher rates than do men and enter the workforce at higher rates than ever.

### Women are Underrepresented in Leadership



Broadly speaking, women are underrepresented in leadership positions. This is not just true of the paid workforce and the professions, but extends to politics, government, and almost every other arena of society. This is especially true at the uppermost levels of leadership, with women occupying just 14% of senior leadership positions in corporate America, and only around 20% of government leadership positions. The United States ranks 98<sup>th</sup> out of 100 countries in terms of women’s representation in governmental leadership, and ranks far behind Europe in terms of women in corporate leadership. And while women are entering the workforce at greater rates than ever before, their rates of representation appear to be slipping. All this in spite of gains in terms of women earning college degrees and entering the professions.



## Women in Executive Positions



The leadership gap between men and women is most apparent at the highest levels of business. While women make up more than half the labor force in the professional fields, they hold just 14.6% of executive positions. If you look around the executive suite, it doesn't get much better for women. Just about 17% of Fortune 500 board seats are held by women, and less than 5% of Fortune 500 CEOs are women. While there are some high profile executive women blazing trails, such as Sheryl Sandberg of Facebook and Marissa Meyer of Yahoo, the most influential positions at the most influential firms are overwhelmingly in male hands. Women pay a financial price for this as well – less than 10% of the top earners in the United States are women! However, while these numbers are grim, it is worth noting that women's representation in executive positions has been steadily increasing since 1980, when there were no female Fortune 500 CEOs.

## Women in Finance, Health Care, and Law



The leadership gap is often most pronounced in fields where women have the greatest presence. This seems counterintuitive. It would seem that more women in a field would give rise to more women in leadership positions. However, studies show that even as women gain in fields such as finance and law, they still lag far behind men in gaining leadership positions. For instance, in the financial sector, women make up about 54% of the labor force. They also earn about 44% of master's degrees in business, including 37% of MBAs. However, they hold only about 12% of executive officer positions, and about 18% of board seats. As of 2014, there are no female CEOs in the financial sector. The legal sector shows similar patterns. Women earn a little less than half of all law degrees conferred, and about 45% of law associates are female. However, at the level of no equity partner only 25% are women, and among equity partners only 15% are women. The healthcare field has the largest gap. Women make up nearly 80% of the labor force in healthcare, including earning just fewer than 50% of all medical degrees. Only about 15% of all executive officers in health care are women, and less than 13% of executive board seats are held by women. No health care or social assistance organization has a female CEO as of 2014. How is it possible that women are so underrepresented in leadership in fields where they have a commanding presence?



## Historical Trends



Looking at the statistics about the leadership gap, it can seem depressing or hopeless. There are some historical trends that are important to note, however. Women's representation in almost all fields of work, but particularly in law, medicine, finance, and the professions more broadly has been growing over the last 30 years. There are about 70 million American women in the workforce today, and that number is expected to grow to nearly 80 million by 2018. While women still lag behind men in executive positions, they occupy more today than they did in 1980, where no Fortune 500 company had a female CEO. Today about a dozen do. Women have steadily earned more bachelors, advanced, and professional degrees, another trend that is expected to continue. If these trends hold, an even greater number of women will be poised to enter leadership positions in all sectors of society. Whether they will or not remains an open question, however.

## Case Study



Caitlin, one of few women at her firm, was chosen to attend a national conference along with her colleague Trevor. Caitlin attended some presentations on women in the financial sector. She noticed that nearly all the women speaking worked in administration, especially human resources. Only a handful of women were executives. The executive panel speakers were almost entirely male. "Maybe women don't get the higher education they need to be execs," Trevor said. "All those men had MBAs." "But a lot of the women I talked to – more than half – do, too," Caitlin countered. Caitlin decided to do more research into women's potential for advancement in her industry so that she could better plan her own personal development.



## Module Three: Review Questions

1. Which of the following is true of women in leadership?
  - a) They are underrepresented in all industries
  - b) They are only underrepresented in industries where there are few women
  - c) They are overrepresented in many industries
  - d) None of the above
2. Where does the United States rank in terms of women in leadership?
  - a) 10<sup>th</sup> out of 100
  - b) 50<sup>th</sup> out of 100
  - c) 98<sup>th</sup> out of 100
  - d) 2<sup>nd</sup> out of 100
3. How many Fortune 500 companies have female CEOs?
  - a) 12%
  - b) Less than 5%
  - c) 16%
  - d) 25%
4. What percentage of the top earners in the US are women?
  - a) 50%
  - b) 15%
  - c) 30%
  - d) Less than 10%
5. What percentage of the workforce do women make up in the healthcare industry?
  - a) 25%
  - b) 78%
  - c) 90%
  - d) None of these
6. How many financial organizations have a female CEO?
  - a) 50%
  - b) 15%
  - c) 10%
  - d) 0



7. Which of the following is true of women's participation in the US labor force?
- a) All of these
  - b) It is the highest it has ever been
  - c) It has grown steadily over the last 30 years
  - d) It is expected to continue to grow
8. By 2018, how many American women are expected to be in the paid labor force?
- a) 30 million
  - b) 100 million
  - c) 78 million
  - d) 10 million
9. What surprised Caitlin when she first got to the conference?
- a) How few women there were
  - b) Only a handful of women were executives
  - c) How few men there were
  - d) Nothing
10. What did Trevor think explained the lack of women in executive positions?
- a) Their company did not have a well-defined management track
  - b) Their company had incompetent managers
  - c) Women are less intelligent
  - d) Women did not seek higher education such as MBAs



*I have yet to hear a man ask how to balance a family and a career.*

***Gloria Steinem***

## Module Four: Barriers to Women's Leadership



Even with all the gains women have made in education and workforce participation, many barriers to women's leadership still exist. Some of these barriers are the result of deeply entrenched cultural messages about women. They may seem invisible, or simply the result of common sense, rather than any systematic effort to bar women from leadership. It is important to explore these barriers and create ways to surmount them if women are to assume more leadership positions.

### Gender Differences are Overemphasized



No one would argue that men and women are exactly the same. However, the differences between men and women are often overemphasized, and used to justify the lack of women in leadership. For instance, the idea that men are "more rational" and women are "more emotional" is often used to explain why women do not assume executive functions more often. Similarly, physical differences in size or strength may be used to justify the lack of women in some fields. Ideas about women as natural caregivers are also commonly invoked to explain why women make good managers but poor executives. In truth, all humans are capable of a wide range of traits. And while men and women may approach the world differently, based on how they are socialized, these differences seldom mean that one gender is automatically better at leadership, management, or any other aspect of life. This overemphasis on gender differences means that qualified female candidates are often dismissed out of hand for leadership positions.



## Gender Differences are Undervalued



Men and women are socialized differently – they learn how to operate in the world differently, and this can impact their approach to leadership. Research shows that men and women often use very different communication styles, for instance, with women more focused on relationships and men more focused on communicating facts. Women tend to be more collaborative, and men more competitive, according to research. These gender differences are often undervalued, and used to justify the dominance of men in leadership. For instance, our “get it done” culture may undervalue female leaders’ focus on building relationships. Learning to see women’s leadership traits and styles as different from, but equally valuable as, men’s leadership styles is one key step in increasing women’s leadership.

## Women Lack Professional Networks



One of the most profound barriers to women’s leadership is the degree to which women lack professional networks. Numerous studies have shown that men’s professional networks are instrumental to their success. A strong network alerts you to opportunities, may give you a foot in the door with a new organization, serves as a source of support and development, and generally encourages personal and professional growth. People who lack a strong professional network typically lag behind those with solid networks in terms of employment, promotion, and compensation. Women may face barriers to forming networks for many reasons. Men may be reluctant to network with women because of an overemphasis on gender differences or because of fear of appearing to engage in inappropriate relationships by socializing with female colleagues. (Our culture still lacks a good script for non-sexual or non-romantic friendships between men and women.) Women may be reluctant to network with men for the same reasons. Women are also the primary caregivers and homemakers, and so family responsibilities may mean that after-work socializing and other networking activities are not possible or not prioritized.

## Work and Family Conflict



The conflict between work and family often underlies the lack of women in leadership. Even in two-partner families, women tend to take on the bulk of responsibility for childcare, housework, and other family needs. Many women also find themselves the primary caretaker for an aging parent. Cultural messages that a woman who puts her career before her family is a “bad mother” put a great deal of pressure on women to balance work and family, and to sacrifice career for family if it becomes necessary. While not all women who are in the paid labor force have children or otherwise engage in care work, a large proportion do and thus face this dilemma. Because many organizations do not promote work-life balance, women who must balance career and family often miss out on opportunities that other colleagues can leverage. When it comes time for promotion, this may be used



against a female candidate who is seen to not be sufficiently invested in her career due to family obligations. Family obligations may also mean women forgo important educational and development opportunities that would help them advance into leadership.

## Case Study



Mary was initially excited to join a peer networking group for people who wanted to move into management, but was disappointed that the group was meeting on Thursday night. She was already committed to taking her son to skating practice. Mary was a single mom of two, and was almost always busy with her kids in the evening. She wanted to meet with the group, but she had to be there for her children. She asked her manager, Rick, what she should do. Rick was sympathetic, and suggested she email the group coordinator, Sven. She did, and Sven agreed to hold the next meeting at lunchtime so she could come.



## Module Four: Review Questions

1. Which of the following is true of gender differences?
  - a) All of these
  - b) They are the result mostly of society
  - c) They can be overemphasized
  - d) They can be a barrier to women's leadership
2. Gender differences are commonly used to do which of the following?
  - a) Limit men's participation in leadership
  - b) Justify women's overrepresentation in leadership
  - c) Identify management candidates
  - d) Justify women's underrepresentation in leadership
3. What should we do with gender differences?
  - a) Focus on them
  - b) Value them
  - c) Ignore them
  - d) Eradicate them
4. Which of the following tends to be true of women?
  - a) They focus on interpersonal relationships
  - b) They are collaborative
  - c) All of these
  - d) They value diversity
5. Which of the following is true of women and professional networks?
  - a) All of these
  - b) They often miss out on networking opportunities
  - c) They often lack large professional networks
  - d) They often are excluded from men's networks
6. Which of the following poses a barrier to women's professional networks?
  - a) Lack of a cultural script for professional male-female relationships
  - b) All of these
  - c) Discomfort around men
  - d) Family obligations



7. Which of the following is true of women?
- a) They provide the majority of childcare
  - b) They provide the majority of elder care
  - c) They perform the majority of housework
  - d) All of the above
8. How can work-family conflict pose a barrier to women's leadership?
- a) It causes them to miss networking opportunities
  - b) It may be seen as putting work "second"
  - c) It may be used to justify passing a woman over for promotion
  - d) All of these
9. Who advised Meryn?
- a) Friend
  - b) Mentor
  - c) Manager
  - d) No one
10. What did Rick encourage Meryn to do?
- a) Get a baby sitter
  - b) Give up her managerial goals
  - c) None of these
  - d) Contact the group organizer and explain her situation



*Define success on your own terms, achieve it by your own rules, and build a life you are proud to live.*

*Anne Sweeney*

## Module Five: Traits of Women's Management



business world.

While it is important not to overemphasize gender differences, studies show that women often do lead differently than men do. By examining some common traits of women's leadership, it is possible to see how having women in leadership positions can benefit your organization. Not every woman will lead exactly the same way, any more than every man leads the same way. The traits that are common to women's leadership styles, however, can be highly valuable to your organization, both in terms of employee development and in terms of the bottom line in a rapidly globalizing

### Women Lead By Uniting Diverse Groups



One of the common themes in women's leadership is a focus on uniting diverse groups. Because women in general tend to be more collaborative, they focus on finding common ground and getting everyone to buy in to a common vision. This has clear advantages when working in a fast paced, team based environment. Getting diverse groups to work together rather than compete increases the chances of ultimate success and also helps to alleviate conflict. Women leaders have been shown to focus on people's commonalities rather than their differences. In this way, they are able to get people who are on the surface very different, whether in terms of culture or function or background, to pull together toward a common goal. This builds workplaces that are more collegial and collaborative, in which interpersonal relationships are valued and maintained.



## Women Value Work-Life Balance



Perhaps because they so often struggle to achieve it, women tend to value work-life balance more than do men. Women in leadership positions tend to create workplaces where work-life balance is easier to achieve (or at least work toward); including offering flexible work arrangements (work from home, flex time, shared positions), family-friendly benefits, and otherwise acknowledging that employees' non-work lives are important and should be respected. Women leaders may also be less likely to penalize employees who take time off for family obligations or who do not work overtime due to the need to care for children when it comes time for advancement. Broadly speaking, women leaders foster a work environment where excellence is important, but employees are not expected to sacrifice their families and personal lives for the sake of the bottom line. This tends to lead to higher employee morale, which in turn can foster greater job satisfaction and employee retention.

## Women Value Interpersonal Relationships



Much research has shown that women tend to be more relationship-focused than are men, in all aspects of life. Women leaders tend to focus on interpersonal relationships in the workplace much more than do their male peers. They do this by seeking to build rapport and relationships with colleagues and direct reports, and engaging in “rapport talk” – conversation in which they check in with others, talk about feelings, or otherwise connect. In contrast, men tend to engage in “report talk,” where they are interested in facts and getting a task done. Employees tend to respond better to a leader who seems to be personally invested in them, and for this reason may respond better to women's leadership style of building interpersonal relationships. This focus on interpersonal relationships gives rise to workplaces where employees feel heard and valued, and where they are much more likely to build healthy collaborative professional relationships as well. While women's leadership style has sometimes been critiqued as inefficient compared to men's, studies show that workplaces where there is a focus on building and maintaining interpersonal relationships may in fact be more productive and may have better employee retention.



## Women Value Accountability



One of the most intriguing findings to come out of studies of women's leadership is that women tend to value accountability more highly than their male peers appear to. Organizations with women in leadership positions tend to have cultures of personal and group accountability, and in general to foster honesty and transparency. Women's focus on interpersonal relationships seems to foster this sense of accountability. When people are invested in each other, they are more likely to want to hold themselves and others to high standards. A culture of accountability is one in which people take responsibility for their mistakes, are acknowledged for their efforts and successes, and do not seek to undermine others. The greater collaboration that is found when women are leaders further fosters this sense of accountability, as people who work together are invested in each other's success. A culture of accountability also fosters respect for others, which may lead to fewer interpersonal problems (up to and including harassment), as well as honesty, which can lead to fewer incidences of theft of other such issues.

## Case Study



When Roy, a stern and demanding manager, retired, Linda was brought in to replace him. Being used to Roy's brutish managing tactics, the team were worried when Linda asked to meet with everyone individually. They were surprised when Linda told them that she wanted them to slow down. "You have a life outside this office, and if you are not living it, you'll be miserable here." Sasha was impressed, but skeptical at first. The next week, when Sasha had to take a day off to take her daughter to the dentist, she was relieved to find that her colleague Raul was willing to take her place at an important meeting.



## Module Five: Review Questions

1. Women tend to lead by doing which of these?
  - a) Uniting diverse groups
  - b) Fostering competition
  - c) Focusing on results
  - d) None of these
2. How does uniting diverse groups benefit the organization?
  - a) It fosters a sense of teamwork
  - b) All of these
  - c) It encourages collaboration
  - d) It establishes shared goals
3. Which is true of women leaders and work-life balance?
  - a) They ignore it
  - b) They value it
  - c) They discourage it
  - d) They think it is trivial
4. In what ways do women leaders foster work-life balance?
  - a) Creating family friendly policies
  - b) Not penalizing employees who do not work overtime
  - c) Offering flexible work options
  - d) All of these
5. Which of the following is true of women leaders and interpersonal relationships?
  - a) All of these
  - b) They value them
  - c) They spend time building them
  - d) They encourage employees to foster them
6. Women's conversation style is often referred to as which of the following?
  - a) Report talk
  - b) Gossip
  - c) Rapport talk
  - d) Small talk



7. Which is true of women leaders and accountability?
- a) They value it
  - b) They avoid it
  - c) They disregard it
  - d) None of these
8. What does a culture of accountability do?
- a) Encourage transparency
  - b) Encourage honesty
  - c) All of these
  - d) Foster healthy interpersonal relationships
9. How did Linda's direct reports view her at first?
- a) With admiration
  - b) With skepticism
  - c) Ambivalently
  - d) Hostilely
10. What did Linda promote?
- a) Work-life balance
  - b) Working more hours
  - c) Tighter deadlines
  - d) Lowering the budget



*I always did something I was a little not ready to do. I think that's how you grow.*

**Melissa Mayer**

## Module Six: Benefits of Women's Leadership



Once you examine some of the common traits of women's leadership, it is clear that there are many benefits to having women in leadership positions. One excellent way to encourage your organization to focus on developing women as leaders is to articulate the many benefits of having women in such positions. While we can never assume that every woman leader will demonstrate all the common traits of women's leadership – nor can we assume that male leaders will not demonstrate any of these traits – putting women in leadership positions does increase the chances of your organization benefiting from these practices.

### Greater Collaboration



One of the greatest benefits of having women in leadership positions is that they foster greater collaboration. Because women tend to be relationship focused, they are often able to draw in stakeholders from many different areas to work toward a common goal. Add in the tendency of women leaders to unite diverse groups around common goals and values, and it becomes clear that women leaders value and encourage collaboration.

A culture of greater collaboration is beneficial for countless reasons. Collaboration helps to build relationships among employees and across traditional divisions such as department or function. It helps to clarify common goal and values, which can further boost employee investment in the organization. When people collaborate, they invest in each other. And when people feel invested in, they have higher morale, are more productive, and are more likely to stay and grow within the organization. Finally, greater collaboration makes the best use of the organization's most valuable resource – its people.

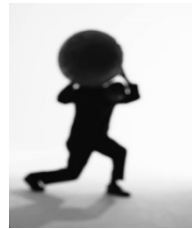


## Culture of Work-Life Balance



Organizations with women in leadership positions tend to have cultures of work-life balance. They may offer flexible work arrangements – working from home, flextime, shared positions, or part-time options – that allow employees to maintain their career while also attending to life outside the office. Organizations with a culture of work-life balance also help to foster a sense that employees' lives and happiness outside the office are beneficial to the organization, too. A culture of work-life balance means that employees don't feel as if they have to choose work or family life, but can instead attend to both equally. Even more, a culture of work-life balance tends to promote employee satisfaction and happiness, stave off burnout, and promote retention. Employees may also end up taking fewer sick days or otherwise being absent, which is good for the bottom line. A culture of work-life balance helps employees feel like people, not just cogs in a machine. This in turn promotes happier, healthier workplaces.

## Culture of Accountability



Because they value personal accountability, for themselves and others, women leaders tend to promote a culture of accountability across the organization. A culture of accountability is one in which people take responsibility for their actions rather than seek to blame others, in which people are rewarded and recognized for their efforts and successes, and in which people act with honesty and integrity. The benefits of such a culture are clear and obvious. Accountability fosters a greater sense of trust, both between employee and peers and between employees and management. The knowledge that one will not be blamed for things they did not do, and that they will not be punished for owning up to a mistake, makes people feel safer and more valued at work. On a larger scale, accountability and transparency help to discourage stealing, dishonesty, policy violations, and more – including sexual harassment, financial misconduct, and even more egregious violations. A culture of accountability promotes workplace safety and workplace harmony, which results in better productivity, better retention, better morale, and a better bottom line.



## Assists in Recruiting Millennials



One of the most surprising benefits of having women in leadership positions is that it helps in recruiting millennials – an incredibly important group of new workers. Millennials overwhelmingly want to work for organizations where they see women in leadership positions. This appears to hold true for both male and female millennials. Young women, especially, are likely to be less attracted to work at organizations where they do not see women in the ranks of leadership. Seeing women in leadership demonstrates to these young women that they have the potential to advance within the organization. It also indicates a dedication to gender equality, something that millennials of both genders say in repeated studies is important to them. Millennials are also likely to value the traits common to women’s leadership, such as accountability, diversity, and relationships. If your organization wishes to recruit millennials – and there is hardly an organization that does not – having women in visible leadership positions is one key component of your recruiting strategy.

## Case Study



Rolf and Sam were working a college recruitment fair for their organization. Of the hundreds of booths there, they noticed that theirs was one of few that was staffed by only men. Many students asked them about women in their organization, and issues such as family leave. The students’ interest seemed to wane when Rolf explained that the top administration was all men, at least for right now. On the other hand, the booth next to them seemed to be very popular with students. Rolf overheard a representative talking about the new female CEO that had just taken over, and about the ways in which the company was seeking to create a training program for female managers.



## Module Six: Review Questions

1. Greater collaboration tends to foster which of the following?
  - a) All of these
  - b) Stronger relationship
  - c) Higher morale
  - d) Common goals
2. Women leaders tend to foster which of the following?
  - a) More independence
  - b) Greater collaboration
  - c) Competition
  - d) Lack of personal accountability
3. What does a culture of work life balance foster?
  - a) Greater employee satisfaction
  - b) Better retention
  - c) All of these
  - d) Sense that the organization values employees
4. A culture of work life balance may reduce which of the following?
  - a) Employee turnover
  - b) Absenteeism
  - c) Burnout
  - d) All the above
5. Which is NOT true of a culture of accountability?
  - a) People take responsibility for their actions.
  - b) People seek to blame others for errors.
  - c) People are recognized for their efforts
  - d) None of these
6. Which of the following is true of the benefits of a culture of accountability?
  - a) People feel a greater sense of trust in the organization
  - b) People are not afraid to speak up
  - c) It can reduce undesirable and even illegal behavior
  - d) All of these



7. Which is true of millennials and women's leadership?
  - a) All of these
  - b) Millennials value women's leadership
  - c) Millennials seek out organizations that foster women leaders
  - d) Millennials are less likely to want to work for organizations with no women leaders
8. Having women in leadership positions does what in terms of recruiting millennials?
  - a) Makes it more difficult
  - b) Nothing
  - c) Assists in it
  - d) Is only beneficial in recruiting women
9. What did Rolf and Sam notice about the other booths?
  - a) They had women representatives
  - b) They were interviewing on the spot
  - c) They had little traffic
  - d) They had better displays
10. How did students react to Rolf and Sam's booth when they found out there were no women on the board?
  - a) Hostilely
  - b) With great interest
  - c) With disinterest
  - d) None of these



*The question isn't who is going to let me. It's who is going to stop me.*

**Ayn Rand**

## Module Seven: Nurture Women's Leadership



While there are formidable barriers to women's leadership, there are also simple but powerful steps your organization can take to nurture women's leadership. Developing women into leaders from within the organization is a key path to increasing women's representation in your organization. Investing in women who are already in the organization demonstrates a commitment to employee development generally and to women's development specifically. In addition, there are steps you can take to bring more women into your organization, whom you can then invest in developing.

### Actively Recruit Women



One of most powerful things you can do to increase women's leadership in your organization is to actively recruit women at all levels. Don't just go looking for promising women leaders when there is a position to be filled. Also work to recruit women at entry level and on up the ladder. When you actively recruit women, you demonstrate that you care about having women represented in your organization. You might start by attending women's career fairs and expos in your community or at local universities and colleges, or having a presence at other events that are targeted at women who might be interested in your industry. Including the simply line "Women are encouraged to apply" in your job announcements may also prove effective. Networking with women's professional organizations is another way to actively recruit women into your organization.



## Create and Encourage Networking Opportunities



Because one of the major barriers to women's leadership is the lack of networks, creating and encouraging women's networks is another powerful step your organization can take. Consider creating a women's networking group within the organization – or several, divided by function or area. Encourage women employees to join professional organizations, even subsidizing fees if possible, so that they can network with colleagues and peers. If possible, encourage and support women in attending professional conferences and events geared towards women in your industry or professional women more generally. You can also encourage networks by introducing women in your organization to each other and encouraging them to work together or serve as resources for one another. Women should be encouraged to network with their male peers as well.

## Pair Women with Mentors in Leadership



Mentor relationships are a vital part of employee development, especially when developing leaders. Ideally, your organization has a mentoring program in place. To encourage and develop women into leadership positions, pair women with mentors. When possible, pair women with mentors who are themselves women in leadership. If this is not possible, pair women with mentors who are strong leaders who will invest in them. You might also encourage women to seek out mentors beyond your organization as they seek to grow into leaders. When working with women who show leadership potential, encourage them to become mentors for other women.

## Create and Encourage Training Opportunities



Training opportunities are vital for developing employees of any gender into leaders. These opportunities are even more important, however, for women. Create training and other development opportunities geared towards women in your organization, and actively encourage women to engage in training and development activities that are geared toward employees who wish to move into leadership positions. Also encourage women to go through institutes or other training and development experiences that are geared toward women. Subsidize these opportunities when you can. Women can, of course, benefit from trainings and development opportunities that are targeted at members of both genders – be sure that you encourage women to complete these courses and other experiences. When possible, also facilitate one on one development and growth opportunities for women in your organization, such as serving on special committees or working on new initiatives and projects that will develop leadership skill.



## Case Study



Eva, a hard worker who was skilled at her job, wanted to move into management but was passed over for every promotion. Jackson suggested that she go through the organization's Management Intensive. Eva had never heard of the program. Jackson was surprised, so he did some research and found that no woman had completed the Intensive. One other woman had tried, but when Jackson asked she said that she had felt ignored and overlooked in favor of the men. Jackson worked with the training coordinator to create a session of the Intensive that was all women, and encouraged Eva to go. She learned a lot, and the next time she applied for a promotion to management, she received it.



## Module Seven: Review Questions

1. Which is true of recruiting women?
  - a) They are recruited along with men, in the same ways
  - b) Organizations should actively recruit women
  - c) It is illegal to specifically recruit women
  - d) None of the above
2. Which if true of actively recruiting women?
  - a) It should be a part of your overall recruiting plan
  - b) It demonstrates that the organization values women's leadership
  - c) All of these
  - d) It may require recruiting through new and different channels
3. How can you encourage women's networking?
  - a) All of these
  - b) Create a women's networking group
  - c) Encourage women to network with male peers
  - d) Encourage women to join professional women's organizations
4. Which is true of women and networking?
  - a) Women are more skilled at networking than men
  - b) Men are more skilled at networking than women
  - c) Women succeed best without networks
  - d) Women's lack of networks may hold them back professionally
5. All but which of the following is true of pairing women with mentors?
  - a) Mentors serve as support for women
  - b) Mentors provide models for aspiring women leaders
  - c) Mentors hinder the development of women leaders
  - d) Mentors can help empower women leaders
6. You should encourage new managers to do which of the following?
  - a) Seek out a mentor in the organization
  - b) All of these
  - c) Mentor their own direct reports
  - d) Seek out multiple mentors if it is appropriate



7. Which is true of creating training opportunities for women?
- a) They are a vital part of developing women's leadership
  - b) Trainings should always be geared towards both genders
  - c) It sets a poor example to create training specifically for women
  - d) None of these
8. Which of the following is true when developing and encouraging training for women?
- a) Encourage them to attend trainings that are for both men and women
  - b) All of these
  - c) Develop training and development opportunities that are specifically for women
  - d) Encourage women to partake of training and development through women' organizations.
9. How did Eva feel about her career trajectory?
- a) Frustrated
  - b) Confident
  - c) Incompetent
  - d) Depressed
10. What did Jackson find?
- a) That Eva was not a good management candidate
  - b) That Eva had refused to go through the Management Intensive
  - c) That women were not going through the Management Intensive
  - d) None of these



*Whatever you want in life, someone else is going to want it to. Believe in yourself enough to accept that you have an equal right to it.*

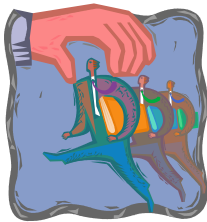
***Diane Sawyer***

## **Module Eight: Actively Recruit Women**



Actively recruiting women should be part of any organization's recruitment plan. This is even more important if you are in an industry where women are underrepresented overall, or heavily represented in lower positions but underrepresented in leadership. Creating initiatives to recruit women at all levels of the organization helps to create a culture which is gender-diverse, and also creates opportunities to develop women leaders from within, starting at the earliest stages. There are several steps you can take to actively recruit women to your organization.

### **Discover Your Barriers to Hiring**



An important first step is to discover your barriers to hiring women. There are many reasons why an organization might have difficulty recruiting and hiring women candidates. It might be helpful to interview some current women employees, and also to examine research conducted on why women prefer some types of organizations over others. Common barriers to recruiting and hiring women include:

- Lack of women in leadership
- Lack of recruiting efforts directed at women, especially in fields where they are underrepresented
- An organizational history or culture of sexism or sexual harassment, including lawsuits
- Lack of coverage of women's health – pregnancy, contraception, etc. – in benefits packages
- No organizational policy of maternity or parenting leave



It may be difficult to determine exactly what barriers are in place to hiring women, but it is vital to assess the organization to see if you can determine this. If systemic barriers to hiring women exist, even the best recruitment efforts may fail.

## Discover Your Barriers to Retention



Another key area to examine is your organization's barriers to retention of female employees. If your organization regularly hires women, but finds that there is significant turnover among them, this is a clue that there are barriers to retention. Examining employee exit interviews is one excellent source of data on why women do not stay with your organization. While not every woman who leaves your organization will do so for reasons grounded in gender, it is key to identify whether there are systemic barriers to retaining women employees. Common barriers to retention include:

- Lack of opportunity for advancement
- An organizational history or culture of sexism or sexual harassment, including lawsuits
- Lack of coverage of women's health – pregnancy, contraception, etc. – in benefits packages
- No organizational policy of maternity or parenting leave
- Culture that does not promote work-life balance
- Pay inequities between male and female employees in the same or similar positions

## Recruit via Women's Organizations



Women's professional organizations are a valuable resource when creating efforts to actively recruit women into your organization. Umbrella organizations for professional women, such as the American Association of University Women and the National Association of Women Executives, are one place to start. You should also look to large professional organizations in your field to see if they have women's caucuses or women's interest groups that can help in your recruitment efforts. Also look to organizations specifically for women in specific fields, such as the Financial Women's Organization or organizations for women in STEM. When creating efforts to recruit new college graduates, look to women's organizations on local university campuses, which are often organized around majors or industries (women in engineering, for example). These are all potential resources of talented women.



## Create and Promote a Woman-Friendly Culture



One of the major barriers to hiring and retention is the existence of – or the perception of – an organizational culture that is not friendly to women. The most obvious examples of this are of course organizational history and culture of sexism, discrimination, and harassment. These should have course be rooted out immediately. However, there are more subtle issues that may make an organizational culture less friendly to women. Seeking out these issues and helping to create an organizational culture that is woman-friendly is vital if you are to recruit and retain women. Common features of a woman-friendly organizational culture include:

- Zero tolerance for sexism, gender-biased language, and sexual harassment
- Policies which consider women, such as maternity leave and coverage of women’s health in benefits packages
- Flexible work options
- Women in visible leadership
- Women’s networking and training opportunities
- Women at all levels of the organization

## Case Study



Barry was a recruiter for his company, and noticed that there were no women in the engineering and product development sectors. Those that had been hired had left the organization within 2 years of coming on board. Barry sought out the listservs for two large professional organizations for women in engineering. He found several women who said they would never want to work for his organization because it was a “boy’s club.” One woman said she had worked for Barry’s organization, but had quit when the other engineers wouldn’t stop making sexist jokes around her. Barry took what he had learned back to the head of recruiting, Sean. They agreed to stomp out any sexist behavior in their organization.



## Module Eight: Review Questions

1. Which of the following may be a barrier to hiring women?
  - a) Lack of women in leadership positions
  - b) Lack of coverage for pregnancy and contraception in health benefits
  - c) Organizational culture of sexism
  - d) All of these
2. How can you discover barriers to hiring women?
  - a) Read research on gender issues in hiring
  - b) All of these
  - c) Interview women employees
  - d) Review internal policies and procedures with an eye to women's concerns
3. Which of the following may present a barrier to retention of women employees?
  - a) Lack of potential for advancement
  - b) Pay inequities between men and women
  - c) All of these
  - d) Organizational history of sexual harassment
4. Which of the following can help us recruit women?
  - a) All of these
  - b) Professional organizations in our industries
  - c) Professional organizations geared toward women
  - d) Women's groups on college campuses
5. How can the annual review help us identify management candidates?
  - a) All of these
  - b) It is an opportunity to discuss the employee's goals
  - c) It highlights the employee's strengths
  - d) It provides information about the employee's development needs
6. What should you ask the employee about in the annual review?
  - a) His or her professional goals
  - b) None of these
  - c) His or her strengths
  - d) His or her development plans



7. Which of the following is true of recruiting via women's organizations?
- a) It should never be done as it violates EEOC rules
  - b) It is an excellent way to find women candidates at many career stages
  - c) It is only necessary if women are underrepresented in your field
  - d) It is only useful for finding executives
8. How can your organization promote a woman-friendly culture?
- a) Zero tolerance for sexism and discrimination
  - b) Ensure equal pay for men and women who do the same work
  - c) Provide benefits such as maternity leave and contraception coverage
  - d) All of these
9. What was Barry's organization lacking?
- a) Talent
  - b) A woman friendly culture
  - c) Women at any level
  - d) Funding
10. Where did Barry get his information?
- a) His manager
  - b) A women's professional organization
  - c) One of his direct reports
  - d) His wife



*Women are not inherently passive or peaceful.  
We're not inherently anything but human.*

**Robin Morgan**

## Module Nine: Encourage Networking Opportunities



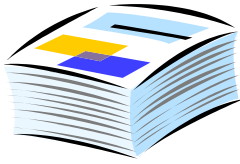
Research has repeatedly shown that a strong professional network is vital to career advancement and success. Other studies have shown that men tend to have larger, stronger professional networks than do their female peers. Women may miss out on networking due to entrenched ideas about the genders, unwillingness (either their own or male colleagues') to engage in mixed-gender networking, or due to work-family conflicts that prevent them from accessing networking opportunities. A key strategy in developing women leaders is creating and encouraging networking opportunities for women, both within the organization and outside of it.

### Create a Women's Networking Group

One of the simplest and most powerful steps you can take to encourage women's networking within your organization is to create a women's networking group. Peer networking groups have been shown to be valuable sources of support, mentoring, and development. Work with Human Resources or another appropriate division to create a networking group for women employees – or several, if it makes more sense to have groups that are geared for women at different levels of the organization (administration, management, etc.). Then be sure that employees are aware that the group or groups exist! You may fit this group into already existing peer networking groups, or it may be the beginning or a larger program that encourages peer networking in a number of ways.



## Encourage Women to Join Organizations



Encourage women within your organization to join women's professional organizations. You may need to make women aware of such organizations. You can provide literature, discuss them in employee reviews, or invite representatives to come talk to your employees. Women's professional organizations are valuable sources of development and training, networking, support, and information. When possible, subsidize membership fees. In addition to encouraging women to join such organizations, encourage and reward participation, such as presenting at conferences or holding leadership positions within the professional organization.

## Networking Builds Confidence



No matter their gender, leaders need confidence. Studies show that a strong network helps to build confidence. Because networking gives people a chance to build and use skills, as well as build relationships, it builds self-confidence and self-esteem. Because women may sometimes lack the confidence needed for leadership – or be perceived to lack the confidence needed – due to ideas about gender and entrenched barriers to women's leadership, developing confidence is vital. Investing in women's networking is an investment in not only the individual confidence of women employees, but in women's leadership more broadly in your organization.

## Networking and Recruiting



Having strong networking opportunities for women in your organization can be a major asset when attempting to recruit women. Networks are a major way that people of all genders hear about job opportunities. When you are looking to recruit qualified women, it is likely that women in your organization may have the perfect candidate in their own networks. Encouraging women to network with women in their field or industry can be a major step forward in recruiting more women. Professional networking organizations are also a major way to recruit, through advertising jobs on their websites or in their newsletters, by attending their events to meet women in the industry or field, and by getting your organization known as a place that supports women's leadership and development. Encouraging women to network benefits individual employees, but also has the potential to benefit the organization as a whole.



## Case Study



Doris decided to leave her company when she realized she couldn't advance further, as every position higher than hers was given to men, even if they had to be hired outside. When she started at TechCorp, she was assigned a mentor, Suzy. During their first meeting, Suzy gave Doris some literature on a professional organization for women in the technology sector. Suzy told her that if Doris joined, TechCorp would pay half her membership fee. Following Suzy's suggestion, Doris joined the professional organization and started going to the networking lunches. She was amazed at the diversity of talented women she met. Doris recommended her friend Pat apply for an open position at TechCorp, too.



## Module Nine: Review Questions

1. Which of the following are ways to encourage women's networking?
  - a) All of these
  - b) Create a women's networking group
  - c) Encourage women to join professional women's organizations
  - d) Encourage women to join professional organizations with women's sections or caucuses
2. After you form a women's networking group, you should do which of the following?
  - a) Let it run itself
  - b) Wait for women to ask about it
  - c) Make women aware of it
  - d) None of these
3. What do professional networking organizations do?
  - a) Help women network with others outside their organization
  - b) Serve as a source of information about women's concerns in the workplace
  - c) Serve as a source of recruitment of talented women
  - d) All of the above
4. When possible, you should do which of the following?
  - a) Subsidize professional organization membership fees
  - b) All of these
  - c) Encourage women to present at professional conferences
  - d) Help defray the cost of professional conference attendance
5. What does networking build?
  - a) Confidence
  - b) Conflict
  - c) Competition
  - d) None of these
6. Networking does which of the following?
  - a) Builds individual employee confidence
  - b) Builds confidence in women's leadership in your organization
  - c) Provides development opportunities
  - d) All of these



7. How can networking help with recruiting?
  - a) All of these
  - b) By bringing your organization to the attention of candidates
  - c) By allowing employees to refer their talented colleagues to the organization
  - d) By serving as a way to advertise open positions
8. What can mentors do when there is a clear management track?
  - a) Retire early
  - b) Delegate work
  - c) Share the spotlight
  - d) Develop their successors from the earliest stage
9. Why did Doris leave her old job?
  - a) She got fired
  - b) She had no room for advancement
  - c) She moved to a new city
  - d) None of the above
10. What did TechCorp have that helped Doris?
  - a) A women's peer networking group
  - b) An external consultant
  - c) Flextime
  - d) Higher pay



*I think the key is for women not to set any limits.*

***Martina Navratilova***

## **Module Ten: Pair Women with Mentors**



Mentoring is one of the best investments you can make in employees. Studies show that women especially benefit from being mentored by other successful women. Taking the time to pair women with mentors demonstrates that your organization invests in helping women grow and develop not just in their current roles, but toward their career goals.

### **Benefits of Mentoring**

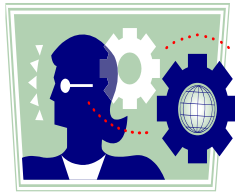


Numerous studies have shown the benefits of mentoring. Being paired with a mentor demonstrates organizational investment in each individual employee. Mentors also serve as models for what is possible within the organization, and within an industry or field. Mentors serve as valuable support persons and sounding boards, and can often provide their mentees with training and development experiences and one on one chances to grow. Mentors also benefit from the mentoring process, as they are able to share their knowledge and expertise and feel invested in the future of the organization. Other benefits of mentoring programs include:

- Increased employee investment in the organization
- Employee investment in their own growth and development
- Improved succession planning
- Fostering a culture of continual learning



## Think Creatively



When many people think of mentoring, they think of pairing an employee with someone who occupies the position he or she might aspire to. However, given that women are often underrepresented in management and leadership, it may not be possible to pair every female employee with a female mentor in her division or specialty. Think creatively when pairing women with mentors. You might pair a female employee with a female mentor who is in another division but has expertise that can benefit the employee. It is also appropriate to pair a female employee with a male mentor, if it is a good fit in terms of personality, expertise, and goals. While it is desirable to pair women with female mentors, the ultimate goal should be to foster a strong mentorship relationship, which can absolutely happen across gender lines. Also be willing to encourage female employees to find women mentors from outside the organization, drawing on their networks.

## Incorporate Mentoring at Every Stage



Mentoring should be incorporated at every stage of an employee's career. Do not wait to pair a woman with a mentor until she expresses leadership or management goals. Instead, pair women employees with mentors almost as soon as they begin work at your organization. They may have different mentors at different stages, or may work with the same mentor long-term. Incorporating mentoring at every stage of an employee's career allows for the greatest potential for benefit from the mentorship experience. Incorporating mentoring at every stage of the career demonstrates long-term investment in employees and may help to promote retention as well.

## Encourage Women to Mentor



Mentees are only one half of the mentorship equation. It is also important to have mentors who are willing to take mentees! Encourage women in your organization to mentor. This not only extends the benefits of mentorship to those being mentored, but allows women to share their expertise and experience with other women. While it is appropriate for women to mentor men as well, by encouraging women to mentor other women you demonstrate an investment in developing women and also in sharing the expertise of women leaders already in your organization. Being a mentor can be a valuable development experience, so in the process women may develop their own leadership skills and be able to advance their own careers as well as their mentees'.



## Case Study



The longer Doris worked with her mentor, Suzy, the more she learned. She was especially interested in Suzy's perspective because, while they both came from technical backgrounds, Suzy's specialty was a little different than her own. Doris asked Suzy how they came to be paired. "TechCorp takes mentoring very seriously," Suzy said, "and we know that women are still quite outnumbered in this industry. So we try to pair women with women mentors when we can." Suzy explained that right now there were no female manager with Doris specialty, so they had been paired together. "I hope that when you become a manager, you'll mentor another young woman," Suzy said with a smile.



## Module Ten: Review Questions

1. What should we do for women employees?
  - a) Pair them with mentors
  - b) Criticize them
  - c) Defend them
  - d) Ignore them
2. What is a benefit of mentoring for mentees?
  - a) Builds their confidence
  - b) Shows confidence in them.
  - c) Helps them grow
  - d) All of these
3. What should you do if you cannot find a suitable female mentor for a woman?
  - a) Do not pair her with a mentor
  - b) Pair her with a suitable male mentor
  - c) Hire someone to mentor her
  - d) None of these
4. Which is a way to think creatively about mentoring?
  - a) Encourage the employee to seek multiple mentors
  - b) Encourage the employee to seek a mentor outside the organization
  - c) Pair the employee with a mentor who has a different specialty than she does
  - d) All of the above
5. When should mentoring be incorporated into an employee's career?
  - a) When she reaches management
  - b) At every stage
  - c) When she threatens to quit
  - d) For the first year only
6. Which is true of mentoring across the career?
  - a) Employees may work with one mentor long term
  - b) Employees may work with different mentors at different times
  - c) All of these
  - d) Employees may be both mentor and mentee



7. Which is true of being a mentor?
- a) All of these
  - b) It has benefits for the mentor as well as the mentee
  - c) It is an opportunity to demonstrate expertise
  - d) It is an opportunity demonstrate leadership
8. Female employees should be encouraged to do what?
- a) Step aside
  - b) Mentor only other female employees
  - c) Mentor only male employees
  - d) Mentor employees of all genders
9. How did TechCorp approach mentoring?
- a) Seriously
  - b) Traditionally
  - c) Lazily
  - d) None of these
10. What did Suzy encourage Doris to do?
- a) Find a new mentor
  - b) Become a mentor herself
  - c) Seek out more training
  - d) Brainstorm



*A good goal is like strenuous exercise – it makes you stretch.*

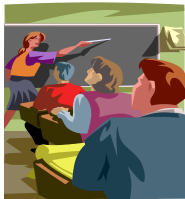
**Mary Kay Ash**

## Module Eleven: Create Educational Opportunities



Growth, development, and learning must be continuous and incorporated at all stages of a person's career, regardless of gender. A key step in developing women into leaders is creating and encouraging educational opportunities. Much like creating networking and training opportunities, there are a number of things you can do to create and encourage educational opportunities that will benefit your female employees specifically and grow them into the next generation of women leaders.

### Encourage the Learning of Leadership Skills



Leadership is not a fixed quality of a person, but a set of skills that can be learned. Encourage women to learn leadership skills throughout their careers. This can be done through formal training and workshops, whether they are about leadership skills generally or geared toward women specifically. Women also learn leadership by leading. Give your women employees chances to practice leadership skills by letting them take on leadership roles – low stakes roles at first (such as leading meetings), with steady growth into more responsibility. If there are external workshops or courses on leadership skills that would be valuable, encourage women to take them. The organization should subsidize this if possible. When working one on one with women employees, encourage them to read widely about leadership and to take on leadership roles in professional organizations and other settings where they can practice leadership skills.



## Internal Programs and Trainings



Develop and offer an array of internal programs and trainings on leadership skills and other valuable skills. These may be directed specifically at women, or may be directed at employees more generally regardless of gender. In developing these trainings and workshops, consider how to encourage employees (especially women) to attend them. You may make them mandatory, or make them highly suggested as part of development plans. The advantage to internal trainings is that they can be conducted within the organizations' training budget, and logistically they are more accessible than offsite trainings. Your women's networking groups are a valuable resource here, as they can tell you what women want and need to see offered and may offer up experts who can facilitate.

## Outside Training and Workshops



Do not negate outside training and workshops when creating plans for developing women leaders. Take advantage of external trainings geared specifically at women, or which teach important leadership skills which can benefit employees of all genders. Encourage women to seek these out, and make them aware of potentially valuable courses. These may be offered by for-profit companies, universities and colleges, or professional organizations. Annual conferences of professional organizations offer another valuable venue for training and skills development. When creating development plans with female employees, include such trainings and workshops as options. When possible, the organization should subsidize such trainings.

## Encourage Training at Every Stage of the Career



Like mentoring and other development, training and education should be part of every career stage. While the focus of leadership training is often on those who are currently in or moving into leadership roles, the development of a leader begins long before this. Encourage your women employees to seek out training at every stage. When creating development plans, work with employees to find training and workshops which will foster their goals and ambitions. This should include a mix of internal and external trainings, and trainings directed specifically at women as well as more general leadership trainings. Incorporating education and training at every stage of the career communicates that the organization invests in women and that there is potential for advancement.



## Case Study



Doris had been at TechCorp for a year already, and it was time for her annual review. She sat down with Suzy, her mentor, and her manager Clive. Clive asked about Doris' goals for the next year. She wanted to move into management but wanted additional training on managing people. Clive told Doris that there was an excellent two-week course she could take on the basics of management, and that TechCorp would pay the registration fee if she wished to take it. She would take it through the local college's business school. He also recommended two books that had helped him in his early managerial career. Doris was excited to move forward in her career with TechCorp.



## Module Eleven: Review Questions

1. What type of opportunities should you provide women employees?
  - a) Educational
  - b) Punishment
  - c) Financial
  - d) Personal
2. Which type of skills should you encourage the learning of?
  - a) Management
  - b) Leadership
  - c) None of these
  - d) Interpersonal
3. When should you offer internal trainings?
  - a) When there has been an error
  - b) When technology changes
  - c) Consistently
  - d) Never
4. How can a women's peer networking group help with internal training?
  - a) They can help determine what women need and want to learn
  - b) They can provide expertise in developing training
  - c) They can help facilitate training
  - d) All of the above
5. Which of the following is true of external training?
  - a) They should be avoided because of the expense
  - b) They should only be a last resort
  - c) They can entirely replace internal training
  - d) They can be a useful tool alongside internal training
6. What should the organization do in regard to external training?
  - a) Encourage it
  - b) All of these
  - c) Subsidize it
  - d) Provide information about it



7. How can you encourage education at every career stage?
  - a) All of these
  - b) Include it in development plans
  - c) Require it of employees
  - d) Encourage employees to seek it out
8. Which is true of education?
  - a) It can present growth opportunities
  - b) It can build a leader's confidence
  - c) All of these
  - d) It should be used across the career
9. Who met with Doris?
  - a) Her mentor and manager
  - b) Just her manager
  - c) Her HR rep
  - d) None of these
10. What did Clive recommend for Doris?
  - a) Joining groups
  - b) Taking a training course
  - c) Ending their relationship
  - d) Finding a new mentor



*Successful people understand that you don't need to make things complicated.*

**Anne McKevitt**

## Module Twelve: Wrapping Up



Although this workshop is coming to a close, we hope that your journey to learning how to develop women's leadership. Please take a moment to review and update your action plan. This will be a key tool to guide your progress in the days, weeks, months, and years to come. We wish you the best of luck on the rest of your travels!

### Words from the Wise

- **Lillian Vernon:** I became successful due to several reasons. I never gave up and I never let anyone or anything get in my way.
- **Barbara Walters:** Most of us have trouble juggling. The woman who says she doesn't is someone whom I admire but have never met.
- **Melinda Gates:** A woman with a voice is by definition a strong woman. But the search to find that voice can be remarkably difficult.
- **Madame CJ Walker:** There is no royal flower-strewn path to success. And if there is, I have not found it, for if I have accomplished anything in life, it is because I have been willing to work hard.

