



Creating Your Personal Success for Advancement

PARTICIPANTS GUIDE

YWWomen
CORPORATE GENDER CONSULTING

Creating Your Personal Success for Advancement

OUR GUIDING PRINCIPLES

Principle One: The Leadership Imperative

- Move the organization to a deeply internalized approach regarding gender differences, executed with a sense of urgency, to create competitive advantage

Principle Two: Dimensions of Diversity - may or may not be visible

- Identity - thinking style, personality, internal and not visible
- Primary - gender, age, race, ethnicity, sexual orientation
- Secondary - religion, education, marital/family status, language, birth location
- Organizational - Sr. Leader, manager, individual contributor, location, function, tenure
- Cultural - views on power, time, traditions, personal space, structure
- Intersectionality - All dimensions of diversity are important and interconnected

Principle Three: Control What You Can Control

- Your role as a leader is to influence gender advocacy within your span of control.

Principle Four: Align on Definitions and Data

- Stereotypes - a generalization, often offensive, that is used to describe or distinguish a group
- Norms - a standard, regarded as typical
- Normative Data - Based on data but not 100 percent correct all the time. Data used in this program will be normative and footnoted
- Unconscious Bias - Judgments/conclusions in favor of or against one thing, person or group as compared to another. Often incomplete and can be seen as supporting stereotypes

ABOUT JEFFERY

Jeffery Tobias Halter is a gender strategist, author and a sought-after speaker and consultant. As the President of YWomen, a strategic consulting company focused on engaging men in women's leadership advancement. He is a two-time TEDx speaker and the author of two books, *WHY WOMEN, The Leadership Imperative to Advancing Women and Engaging Men* and *Selling to Men, Selling to Women*.

SESSION GOALS

Action
Planning

Session Goals

1. Learn how men and women define and value leadership competencies differently, (i.e. Leveraging Gender Differences)
2. Explore unconscious gender bias that men carry that inadvertently hold women back
3. Examine the "double-bind" dilemma women face regarding performance, image and exposure and unconscious bias
4. Leave with a personal action plan to ignite your career

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YOUR BUSINESS CASE FOR CHANGE

Action
Planning

What is the Greatest Challenge for Your Company

- Broken Pipeline Issues
- The Great Break-Up
- The Great Resignation
- The New War for Talent



McKinsey Women in the Workforce

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GENDER DIFFERENCES IN LEADERSHIP

Leveraging
Gender
Differences

What Makes a Good Manager?

- Self-confident
 - Desires responsibility
 - Industrious
 - Assertive
 - Consistent
 - Logical
 - Firm
 - Aggressive
 - Steady
 - Skilled in business matters
 - Vigorous
- Curious
 - Helpful
 - Intuitive
 - Creative
 - Understanding
 - Neat
 - Aware of others' feelings
 - Emotionally stable
 - Forceful
 - Analytical
 - Direct

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GENDER DIFFERENCES IN LEADERSHIP

Leveraging Gender Differences

Gender Differences in Perception of Women's Leadership

Competency	Men Replies		Women Replies		Opportunity/Issue
	Men \geq Women	Women $>$ Men	Men \geq Women	Women $>$ Men	
Team Building	=			x	
Mentoring	=			x	
Consulting	=			x	
Networking	=		x		Discussion Area
Supporting		x		x	
Rewarding		x		x	
Problem Solving	x			x	Discussion Area
Delegating	x		x		
Influencing Upward	x		x		Discussion Area

Catalyst Research - Women "Take Care", Men "Take Charge"

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GENDER DIFFERENCES IN LEADERSHIP

Leveraging
Gender
Differences

Three Words to Describe You

1. _____
2. _____
3. _____

- Ask yourself if this is accurate?
- Are these the words you aspire to be known for?
- Are these the words you would use to describe someone in a job you aspire to?

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KEY TAKEAWAYS

Action Planning

Summary

- Men and Women View Leadership Differently
 - ✓ Networking
 - ✓ Problem Solving
 - ✓ Influencing Upward/PIE/Double Bind Dilemma
- Common Biases Women Experience
 - ✓ Performance/Prove It Again Bias
 - ✓ Maternal/Paternal Bias
 - ✓ Affinity Bias
- The Meritocracy Myth

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VICTOR AND EVELYN

Victor and Evelyn both graduated head of their class from a top business school and accepted high entry-level sales positions with a midsize Fortune 500 company. As in most organizations, two-thirds of the roles were in field sales, which Victor and Evelyn wholeheartedly accepted, along with eight other high potentials in that recruitment class.

Victor was sent to Raleigh, and Evelyn to Louisville. Both were rock stars, and each was promoted within 18 months—Victor to Charlotte and Evelyn to Cincinnati.

Eventually, they both met the loves of their lives, and each got married. Another 18 months later, both were asked to take significant multi-state manager level jobs with significant travel and people responsibility. These promotions would send Victor to Miami and Evelyn to Detroit. Victor didn't hesitate at the chance, even though the woman he married had a budding, successful career in Charlotte.

Evelyn's husband was a bit more apprehensive. He was well entrenched in his career and was hesitant to uproot and look for work in a new city. However, realizing Evelyn's potential, he agreed to move. While both relocations were challenging, Victor's wife was more accepting and supportive. Evelyn's husband was reluctant, but also supportive. These micro-issues are one of the elements of the challenges of life in the Field. Evelyn's husband also was concerned about the amount of travel that she would be doing and the impact that this would have on their lives and future family plans.

Victor and Evelyn were again achieving comparable, out-of-the-park results. However, the work was significantly more challenging. Victor's job was made a bit easier as he was working for Scott, another ascending star, who saw eye-to-eye with Victor on many issues.

Victor also had the opportunity to work closely with Mark. Mark was functionally higher than Victor and worked in another department, yet Mark took Victor under his wing. They developed a great friendship and would often grab a beer after work while Mark explained to Victor "how the company really works."

As a result of Victor's relationship with Scott and getting great coaching from Mark, Victor was given multiple opportunities for special projects. In Scott's performance review of Victor he wrote,

"Victor's results are terrific. He is very capable, a sound strategic thinker . . . a real team player who's able to reach across departments to garner the resources within the company to be successful. A natural leader, Victor can quickly set a course of action and engage his team for results."

Evelyn, on the other hand, had a bit more of a challenging situation. In addition to being the only woman in the Region at her level, she was working for Ron, a career Field VP who never quite made it to the senior ranks. Evelyn and Ron didn't exactly see eye-to-eye on how to handle situations with her team and argued often. Ron constantly challenged Evelyn's data and often remarked that her ideas might have worked in Cincinnati, but they won't work here.

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VICTOR AND EVELYN

In spite of Ron, Evelyn persevered and put-up great numbers. Yet Ron didn't see leadership potential in her, and when opportunities for special projects arose, he didn't consider nominating or sponsoring her. Evelyn knew she was in a tough spot and reasoned if she just put her head down and worked harder, her performance would speak for itself.

She often passed on office social outings as she saw them as a waste of time. She was the only woman of her level in the office and did not see any value in hanging out with a bunch of guys. "I have too much work, and my husband travels. I don't even have time to exercise most days. I really don't have time for nonessential business activities."

In Evelyn's performance review Ron's wrote,

"Evelyn is a solid performer who exceeds her targets. She can sometimes be challenging to work with. She tends to be argumentative and aggressive in meetings and asks too many questions. Just not a team player. She has difficulty seeing the big picture and thinking strategically . . . she just needs to talk and act like a leader."

Answer the following questions:

1. What challenges and barriers do you see for Evelyn vs. Victor?

2. What specific biases is Evelyn facing?

3. Discuss possible bias that might exist with Scott (Victor's boss).

4. Discuss Mark's role (Mark is functionally higher than Victor and works in another department).

5. How have you seen this scenario play out in your company?

Action Planning Worksheet

Action	Personal	Functional/Organizational
Listen	1. _____ 2. _____ 3. _____	1. _____ 2. _____ 3. _____
Learn	1. _____ 2. _____ 3. _____	1. _____ 2. _____ 3. _____
Lead	1. _____ 2. _____ 3. _____	1. _____ 2. _____ 3. _____
Have the Will	1. _____ 2. _____ 3. _____	1. _____ 2. _____ 3. _____

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ACTIONS FOR ADVOCATES

Listen

Seek to Understand – Have a weekly conversation with a female co-worker about her experiences as a woman in your company.

Learn

Mentor and Sponsor – Mentor a female co-worker, ideally a woman of color. If applicable, become a sponsor for a woman.

Create a Business Case – Write a brief business case for women for my department or area of responsibility for women regarding revenue, talent or engagement and discuss regularly.

Lead

Set an Example to Correct Bias – Act visibly and vocally to correct microaggressions, or other actions that serve to exclude or diminish women from conversations and work activities. Be mindful of the impact my words and actions can have on other people — especially women.

Embrace Workplace Flexibility – Support and embrace workplace flexibility for all employees, so that women don't feel singled out for special treatment.

Support the Advancement of Women – Encourage women, especially women from under-represented groups, to take more risks, volunteer for stretch assignments. Reach out to them to discuss and support their developmental needs. Include in my In/Groups.

Have the Will

Support Equitable HR Practices for All Levels – Deepen my understanding of my company's HR practices. Volunteer to engage in recruitment activities. Ensure that all levels of the organization are using diverse hiring slates and panels, paying particular attention to first-level roles. Work to correct any issues I discover.

Encourage Qualified Women to Apply – Urge qualified women to interview for positions when they become available. If I cannot find a qualified candidate, commit to developing a woman for the next opening.

Engage Men – Engage others, especially men, in the discussion about advancing women. I will personalize the invitation to get their interest, engagement and commitment.

Be an Advocate – Be visible and vocal in demonstrating intentional inclusion. Make the "only" experience rare. Volunteer for a leadership role in my company's/industry's women's resource groups