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Flasco Auditorium, Vitacura, Santiago, Chile
Jennifer Goez, Director of Learning Solutions

Authentic Leadership Development for Executive Women
AGENDA

• HOW DO YOU DEFINE SUCCESS AND IDENTIFY CONCERNS
• THE TWELVE HABITS THAT HOLD US BACK
• THREE ASPECTS WE CAN CHANGE NOW
• WOMEN’S PROFESSIONAL DEVELOPMENT STATUS
• COLUMBIA’S WOMEN IN LEADERSHIP
• IDENTIFY YOUR SUPPORTS AND BARRIERS
• WHAT COLUMBIA EXECUTIVE EDUCATION RESEARCH SHOWS US
• LEADING SELF, LEADING OTHERS, LEADING CHANGE
• STATUS OF GENDER DIVERSITY ON BOARDS
• DEVELOP YOUR EXECUTIVE LEADERSHIP BRAND
• ACTIONABLE ACTIVITIES: BRANDING BEST PRACTICES
• COLUMBIA BUSINESS SCHOOL EXECUTIVE EDUCATION
• CERTIFICATE IN BUSINESS EXCELLENCE
How do you define success?

A reflective exercise
First Reflection: How You Define Yourself

What are you known for?

What do you want to be known for?
What are your concerns?

- Advancement in your career?
- In your opinion, what does the valued women professional look like?
- Do you need to adapt your mindset?
- How do others see you?
• You feel something is preventing you from moving forward or from leading the life you’re supposed to be living
• You feel unable to break through circumstances that are conspiring to hold you down
• You feel as if your contributions are not recognized or appreciated
• You feel the people around you have no idea what you are capable of achieving

First recognize the behavior and admit it no longer serves you.

Bring it to your awareness so you can begin to try new responses

Analyze the results and how you feel
Case One: Emily from Cupertino, CA

- Software engineer
- High-profile commitment to developing women
- Outgoing, empathetic and socially skilled – has broad connections across the organization
- Describes herself as a “go-to-person”, colleagues often ask her for advice

What happened?

During a retreat her boss said she needed to have more of a presence and more actively promote what he division was doing. “I couldn’t believe it. The very thing I thought I was good at.”

After she connected with a coach, and it was then she realized that she had not communicated to her boss that she was a connector and had never told him what she was doing. She expected him to know.

Emily has to work on:

Habit 1: Reluctance to Claim Your Achievements

Habit 2: Expecting Others to Spontaneously Notice and Reward Your Contributions

Hegelsen (2018)
Our Beliefs Shape our Resistance

Belief 1: Ambition is a “Bad” Thing
• Group examples
• Change: Ambition is not defined by hierarchy or positional power it is about contributing at your highest levels at the work you do. There is no reason why ambition cannot be refined by you to mean performing at your highest levels and contributing at your best. Do not let others define what ambition means. Do not live by someone else’s definition of ambition.

Belief 2: Being a good person means not disappointing others
• Group examples
• Change: Your inability to separate your own interests from the expectations of others.

Belief 3: Women should always be role models for other women
• Group examples
• Change: Expecting women to calculate personal and professional decisions based on how other women will interpret her choices adds an extra burden. Men are not expected to bear the same burden. Women often find their decisions and setbacks scrutinized through the role model lens, and more so if you are a minority.

All of the above have their roots based in society’s expectations that women need to put the needs of others ahead of their own. This begins early in our development as girls.

Don’t let these societal expectations hold you back. RISING REQUIRES BOLD ACTION.
## The Twelve Habits That Hold Us Back

<table>
<thead>
<tr>
<th>Reluctance to claim your achievements</th>
<th>Expecting others to spontaneously notice and reward your contributions</th>
<th>Overvaluing expertise</th>
<th>Just building rather than building and leveraging relationships</th>
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<tbody>
<tr>
<td>Failing to enlist allies from day one</td>
<td>Putting your job before your career</td>
<td>The perfection trap</td>
<td>The disease to please</td>
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<tr>
<td>Minimizing</td>
<td>Too much</td>
<td>Ruminating</td>
<td>Letting your radar distract you</td>
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• Write three clear and succinct sentences about what you do. Emphasize what you want to do in the future. Why you are qualified to do it.
• Shows you’re ambitious to talk about your skills and background that aligns with the future of the organization, and gives you a chance to show you are reflective and concise.

• Mastery at your work and skillset can be very rewarding and allow you to be successful, but will not be sufficient to move ahead.
• Learning every details takes up too much bandwidth and leaves you with less time to develop relationships and new skills. Do not pigeon-hole yourself into being expert in one area, being indispensable to your boss will validate that you are only good and relied on for the one job.

• Examine body language and communication that minimizes what you do and even your physical space. Hold Your Space.
• Moderate your emotional range. 20000 words v. 7000
• Disclosure does not equal authenticity.
Women’s Leadership Development Trends

Male participants in 2000
80%

Male participants in 2016
60%

Female participants in 2000
20%

Female participants in 2016
40%

A steady growth in female participants

Source: CBSEE Return on Learning Laboratory Research
## Columbia’s Women in Leadership Program

<table>
<thead>
<tr>
<th>Day 1: LEADER SELF</th>
<th>Day 2: IMPACT</th>
<th>Day 3: CHANGE</th>
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<tbody>
<tr>
<td>Overview of the program</td>
<td>Guided Reflection</td>
<td>Guided Reflection</td>
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<tr>
<td>Debrief: 360° Feedback</td>
<td>Developing Your Leadership Brand</td>
<td>Leading with Purpose and Impact</td>
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<tr>
<td>Leveraging Your Network: GLeaM Network Assessment</td>
<td>The Psychology of Persuasion</td>
<td>Enhancing Your Executive Presence</td>
</tr>
<tr>
<td>Peer Coaching Exercise</td>
<td>Quantitative Intuition: Building Confidence and Taking Intelligence Risks</td>
<td>Back at the Office</td>
</tr>
<tr>
<td>Networking Reception</td>
<td>Group Dinner</td>
<td>Evaluation and Program Close</td>
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How We Learn During the Program

Decisional
Next step/Conclusions

Objective
Information/Knowledge

Interpretative
Highlighting Values/Insights

Faculty
YOU

Peer Coach

Table Group

Reflective
Feelings or Emotions

Learning Objective Themes

• Strengthen leadership skills
• Expand perspectives as a woman leader
• Deal with challenging organizational cultures
• Promote women in leadership
• Network with women leaders to learn best practices from each other

What are yours?
Leadership Development Opportunities

- In-house Leadership Training
- Coach / Mentor
- Leadership Development Opportunities
- Other Columbia Leadership Programs
- Career Development programs
- Books, Articles, TED Talks
- Other Leadership Programs
Institutional Supports and Barriers

- Funding
- Mentors
- HR sponsorship
- Senior leadership

Lack of mentors
Authenticity in leadership (yours and them)
Time constraints
Lack of experience
Reflection Practice

- What do you know about women in leadership?
- What are your feelings about women in leadership?
- What you think are the most important areas of women in leadership that would help you and your organization?
- What is a current and important situation (@ work) where you would like to apply insights from women in leadership?
1. Background and Problem
Women's work status and their participation in leadership roles have changed significantly in the past few decades (Seo, Huang, & Han, 2017). Increasingly corporations are focusing on developing women's leadership skills. Yet, women are still underrepresented at executive and board positions. According to a gender-diversity index of Fortune 1000 companies in 2015, women make up only about 18% of corporate directors across all industries (Chakraborty, 2021). Women executives constantly face male-dominant organization's norms, gender-based work conditions, and challenges in work-life balance (Nawane, 2016; Ibarra, 2011, Seo, Huang, & Han, 2017). It is crucial for women to develop authenticity in leadership in order to achieve their goals, enhance confidence, and remain optimistic despite these complex challenges.

Authentic leadership has gained increasing attention from scholars (Christ-Boeck & Wilt, 2017; Uo, Gecce, & Grant, 2015). Authentic leadership researchers emphasize the importance of increased self-awareness, in-depth understanding of own strengths and weaknesses, and consistency between values and actions as the leaders can manage the challenging conditions that they face in their organizations (Walumbwa, Avolio, Gardner, Wernsing, & Petersen, 2008).

However, there is limited research into the ways in which authenticity is developed from a women's leadership perspective. A significant concern that research can inform is that women need a better understanding of the ways in which women's authentic leadership is developed.

2. Purpose and Questions
The purpose of this exploratory case study is to better understand the impact of a women's leadership program in developing authenticity in leadership. More specifically, the researchers hope to uncover how and what aspects of the program impact women's authentic leadership development.

Research questions:
- How, if at all, does an intensive women's leadership development program impact participants in developing authentic leadership?
- How, if at all, are women transformed through the discovery of their authenticity in leadership via self awareness and networking with peers beyond their organizations?
- How, if at all, do the aspects of individual and collective reflective activities impact women participants' authentic leadership development?

3. Conceptual Framework
The conceptual framework proposed helps explain how and what elements are influencing women's authentic leadership development.

- Elements Facilitated by Attending the Program Through:
  a. Individual Reflection
  b. Collective Reflection
  c. Experiential Learning

Developing Authenticity in Women's Leadership

4. Methods and Sample
This study targets women executives who attended a non-degree women's leadership development program in 2017 at a university.

The methods include:
- Individual telephone interviews
  i. Focus on the participants' leadership experiences in their professional life and the discoveries that formed what they stand for as leaders.
  ii. Application of their core values to their leadership challenges during and after the program will be evidence of the impact of their learning.
- Field observation (2017 Fall program)
- Archival data (pre-program survey, application, post-program evaluation, and program materials)

5. Preliminary Findings
Key themes emerged from the data analysis:

- a. Pre-Program
  - Perceived Support Factors
  - Barriers
  - Authentic Self vs. Navigating the Leadership Maze
  - Lack of Self-Confidence in Leading
  - Limited Bandwidth (and Influence) in Growth
  - Time Constraints
  - Lack of Mentors
  - Supervisor's Management Style
  - Difficulty in Asking for Help

- b. Post-Program
  - Leading Self
    - Strong Voice & Presence
    - Increased Confidence
    - Assertiveness
  - Leading Others
    - Developing Others
    - Strategy Creation and Execution
    - Influence and Persuasion
  - Leading Organization
    - Changing Culture
    - Growth Opportunities
Leading Self

Confidence Assertive Persuasive
Critical Thinking

Strong Voice Executive Presence

Leading Others

Strategic Effective Influential

Develop Others

Leading Change

Growth Opportunities

Changing Culture
Accelerating Gender Diversity on Boards: How to Motivate Others to Take Action
Gender Diversity on Boards

Best practices to improve

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<th>Change your mind-set</th>
<th>Make a visible commitment to diversity with sustained action throughout the organization</th>
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<td>Set new principles for decision making (eg, include women on every candidate slate)</td>
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<td>Expand your criteria</td>
<td>Look beyond current CEOs and other members of the C-suite</td>
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<td>Consider candidates with the right expertise, not just those with prior board experience</td>
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<td>Maintain an active pipeline</td>
<td>Expand your network to include more women and explicitly ask search firms for female candidates</td>
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<td>Cultivate long-term relationships with prospective candidates</td>
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Use your strengths, values and passions and vision to craft the following statement:

I am a __________________________

leader, who can deliver__________

________________________because I

______________________________.
Actionable Activities: Branding Best Practices

- Can you personify this brand day-to-day?
- Are there any obstacles that will prevent you from promoting your brand?
- Social Media Brand
- List 2-3 things you need to grow/develop in order to enhance your branding goals
- Share your brand with others, invite feedback
- You have to believe in yourself, until you feel comfortable and own the “new” brand
- Focus not on “you”, but the value you bring to others
- Be consistent with your brand, don’t assume it’s a done deal; it’s an ongoing process
- When you are ready, in the next 2 years, evolve your brand again
Communities of Practice

@ColumbiaWomenInLeadership

Columbia Business School Executive Education
Women in Leadership Group Page

@ColumbiaExecEd
@JenGoez
#CBSWIL
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  - Global networking opportunities
  - Lifetime Columbia Business School e-mail address
  - Subscriptions to all Columbia Business School alumni publications
  - Eligibility to join a Columbia Business School alumni club

- Participants can earn the CIBE by completing a total of 18 program days, from any combination of Executive Education programs, within a four-year period.
References


Thank you.

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