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Wednesday, May 9, 2018

Flasco Auditorium, Vitacura, Santiago, Chile

Jennifer Goez, Director of Learning Solutions

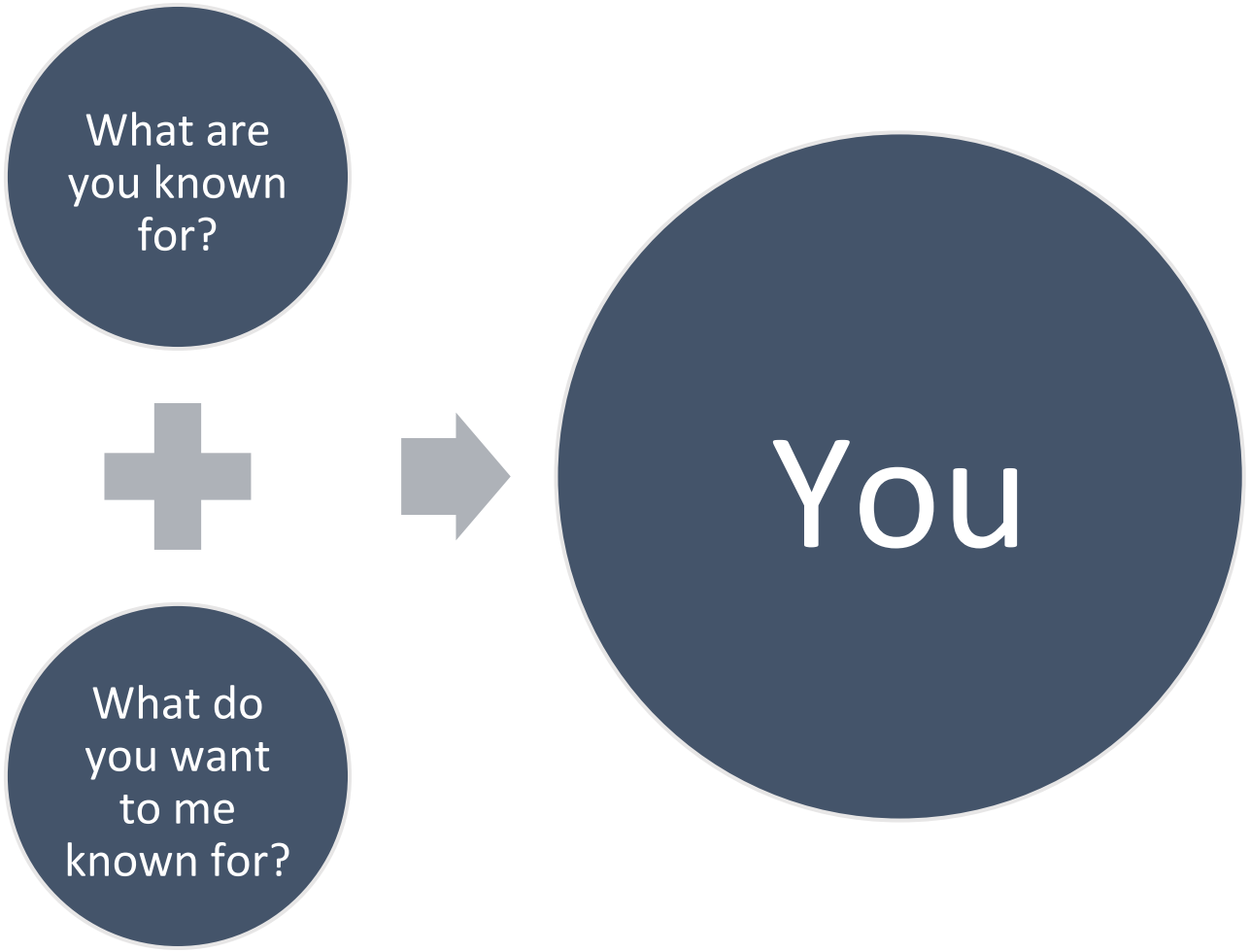
Authentic Leadership Development for Executive Women

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 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?

Stuck/Unstuck

- 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

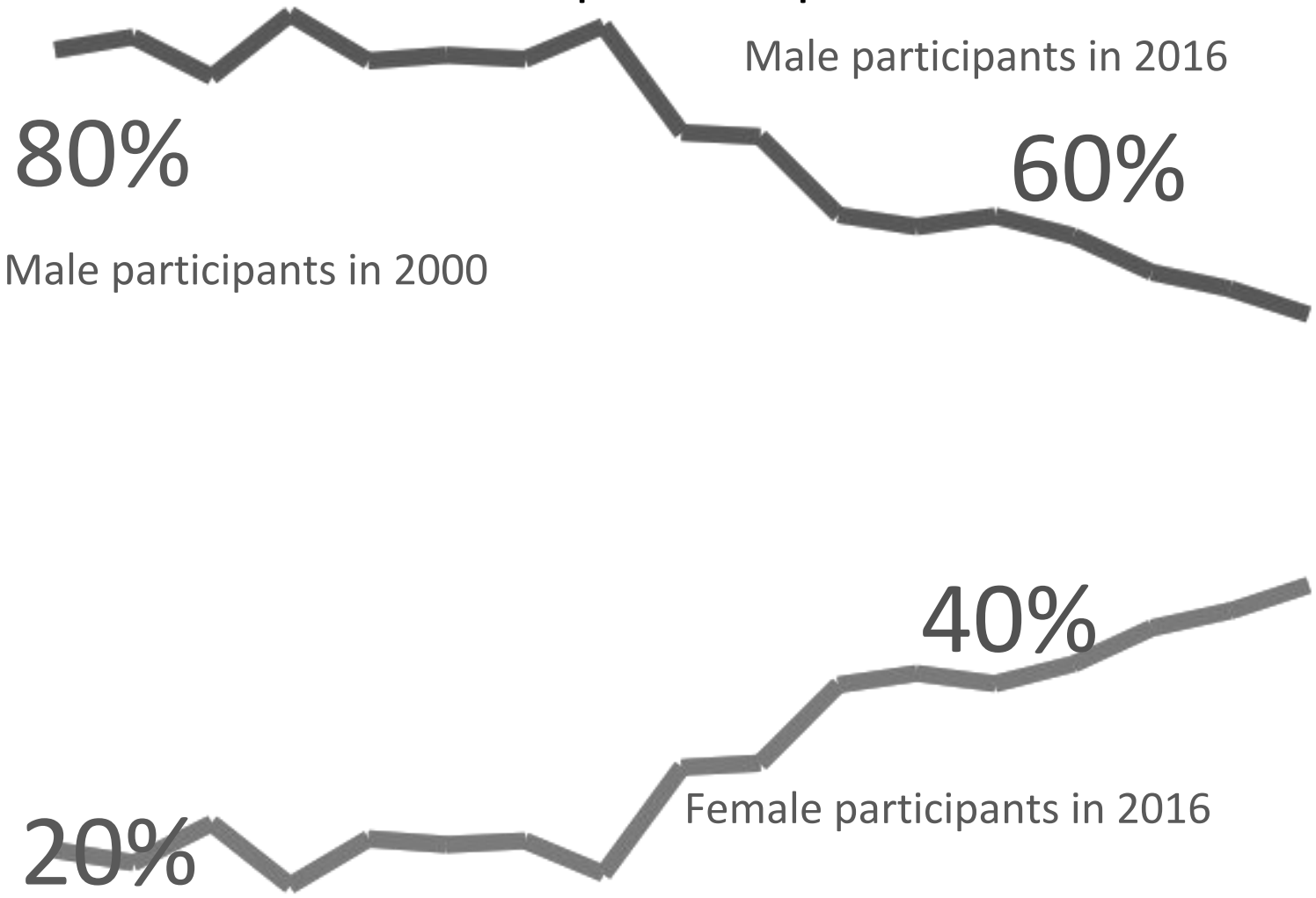
Reluctance to claim your achievements	Expecting others to spontaneously notice and reward your contributions	Overvaluing expertise	Just building rather than building and leveraging relationships
Failing to enlist allies from day one	Putting your job before your career	The perfection trap	The disease to please
Minimizing	Too much	Ruminating	Letting your radar distract you

- 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



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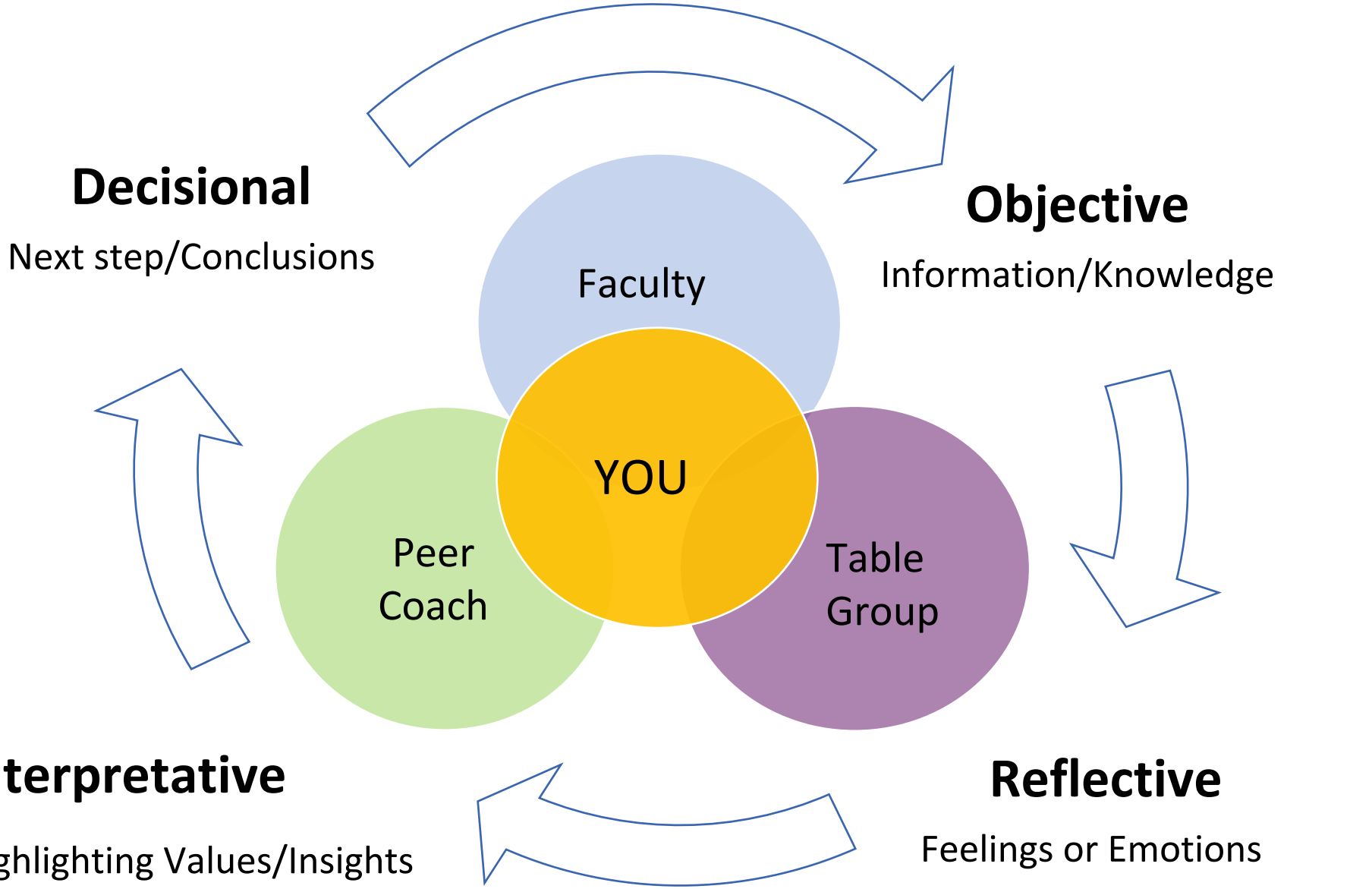
Source: CBSEE Return on Learning Laboratory Research

Columbia's Women in Leadership Program

Day 1: LEADER SELF	Day 2: IMPACT	Day 3: CHANGE
Overview of the program Inclusive Leadership: Understanding Diversity Dynamics Debrief: 360° Feedback	Guided Reflection Business Storytelling: Making Your Voice Heard Developing Your Leadership Brand	Guided Reflection What Successful Women Leaders Have in Common Leading with Purpose and Impact
Leveraging Your Network: GLeaM Network Assessment Peer Coaching Exercise Networking Reception	The Psychology of Persuasion Quantitative Intuition: Building Confidence and Taking Intelligence Risks Group Dinner	Enhancing Your Executive Presence Back at the Office Evaluation and Program Close

How We Learn During the Program



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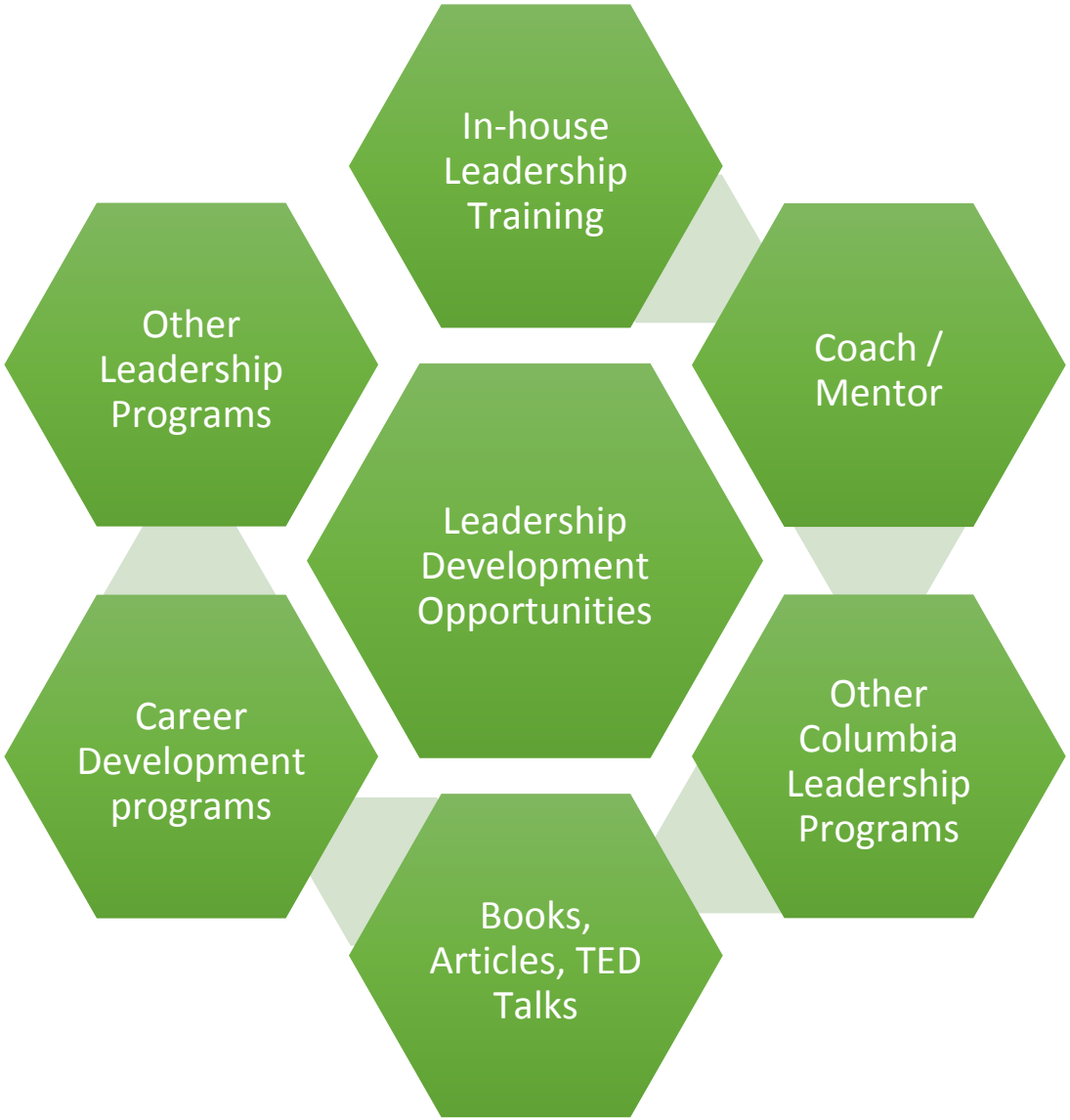
Source: Stanfield (2000) The Art of Focused Conversation. &
Taylor & Marienau (2016). Facilitating Learning with the Adult Brain in Mind.

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

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Institutional Supports and Barriers

Funding

Mentors

HR sponsorship

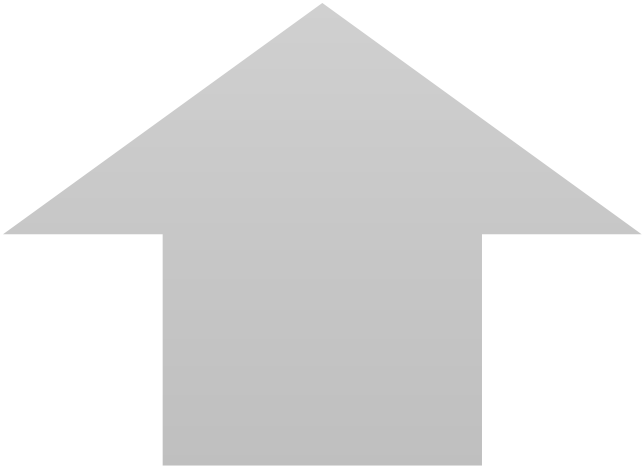
Senior leadership

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?*

Developing Authenticity in Women's Leadership

COLUMBIA UNIVERSITY
IN THE CITY OF NEW YORK

Yoshie Tomozumi Nakamura, Ed.D.
Columbia University

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1. Background and Problem

Women's work status and their participation in management changed significantly in the past few decades (Seo, Huang, & Han, 2017). Increasingly corporations are focusing on developing women leaders. 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 19% of corporate directors across all industries (Chakraachar, 2017). Women executives constantly face male-dominant organization's norms, gender-biased work conditions, and challenges in work-life balance (Adame, 2016; Ibarra, Ely, & Kolb, 2013; Seo, Huang, & Han, 2017). It is critical for women to develop authenticity in leadership in order to strive to realize purposes, enhance confidence, and remain optimistic despite such complex challenges.

Authentic leadership has gained increasing attention from scholars (Christo-Baker & Wilbur, 2017; Liu, Cutcher, & 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 so that leaders can manage the challenging conditions that they face in their organizations (Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008).

However, there is limited research exists 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 in-person women's leadership development program impact participants in developing authentic leadership?
  - How, if at all, are women transformed through the discovery of one's 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

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:

a. Individual telephone interviews
   i. Focus on the particular episodes and stories of the participants' leadership experiences in their professional life and the discoveries that formed what they stand for as a leader.
   ii. The application of their core values to their leadership challenges during and after the program will be evidence of the impact of their learning.
b. Field observation (2017 Fall program)
c. 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 and Barriers in Developing Women's Authentic Leadership

Support Factors	Barriers
• Executive Coaching	• Authentic Self vs. Navigating the Leadership Maze
• Funding	• Lack of Self-Confidence in Leading
• Senior Leadership Support	• Limited Bandwidth (and Influence) in Growth
• Mentoring	• Time Constraints
• Leadership Programs	• Lack of Mentors
• Flexible Work Hours	• Supervisor's Management Style
	• Difficulty in Asking for Help

b. Post-Program

The Program's Impact on Developing Authenticity in Women's Leadership

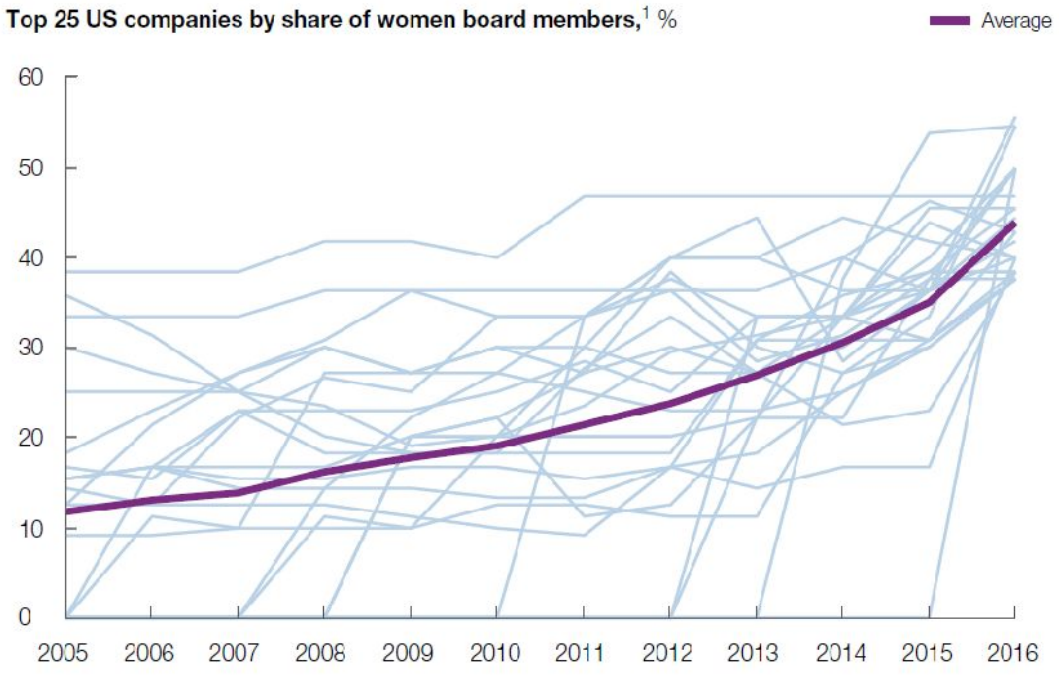
Leading Self	• Strong Voice & Presence • Increased Confidence • Assertiveness
Leading Others	• Developing Others • Strategy Creation and Execution • Influence and Persuasion
Leading Organization	• Changing Culture • Growth Opportunities

Confidence Assertive
Persuasive
Critical Thinking
Strong Voice
Executive Presence
Leading Self
Leading
Others
Strategic
Effective
Influential
Develop Others
Growth
Opportunities
Changing Culture
Leading Change

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

Exhibit 1

Among the top 25 US companies, representation of women on boards is steadily converging toward parity.

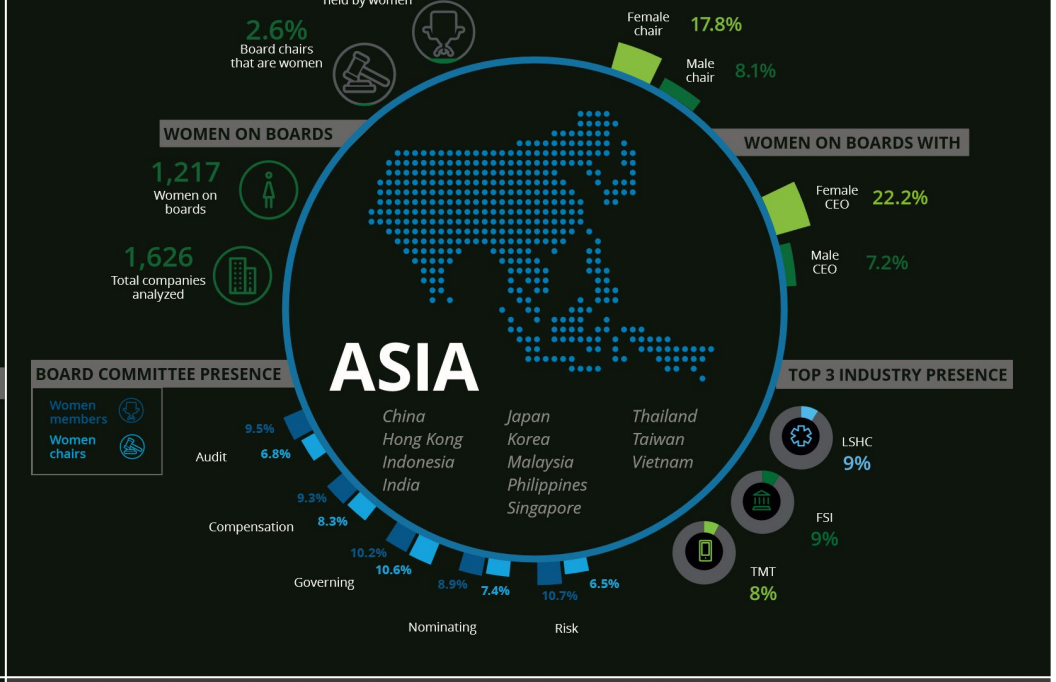


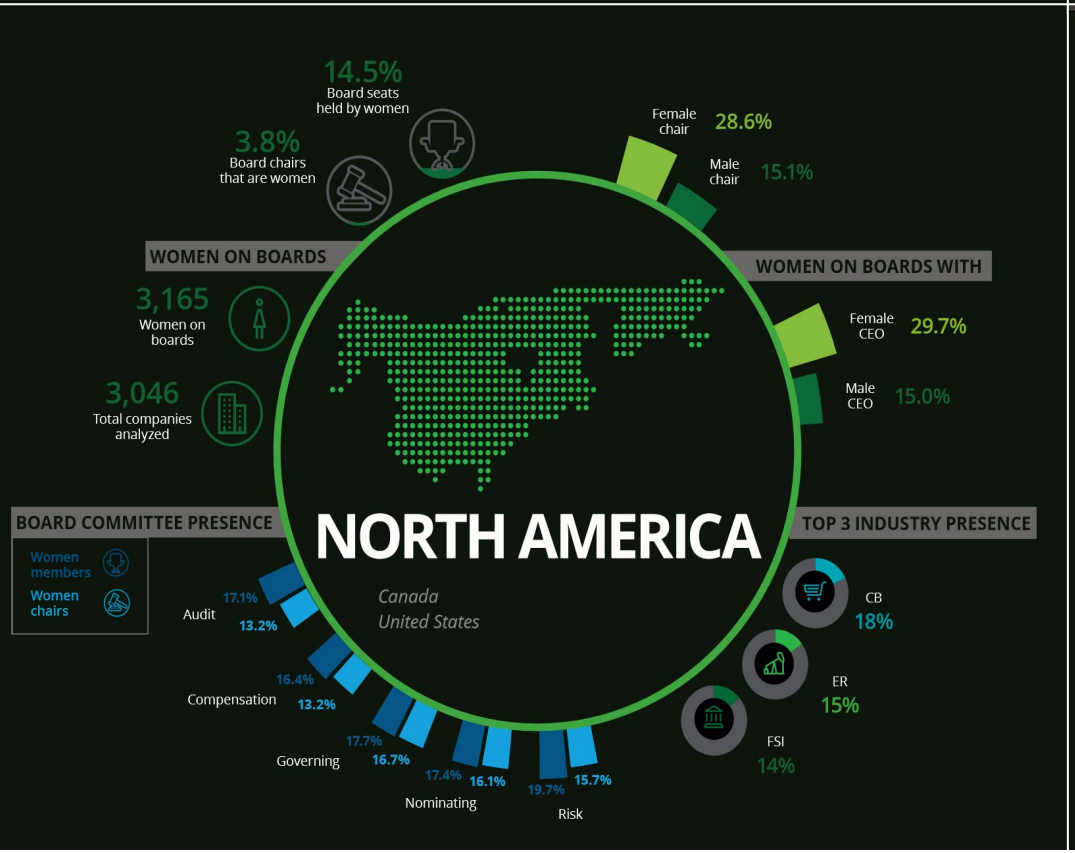
Accenture	General Motors	Signet Jewelers
Alaska Airlines	Hewlett Packard	Tegna
Alliant Energy	Hologic	Texas Instruments
American Water Works	IPG	Ulta
Ameriprise Financial	Kellogg	Viacom
Best Buy	Macy's	Wells Fargo
Dollar General	Michael Kors	Williams Companies
Dr Pepper Snapple	Navient	
Estée Lauder Companies	Patterson Companies	

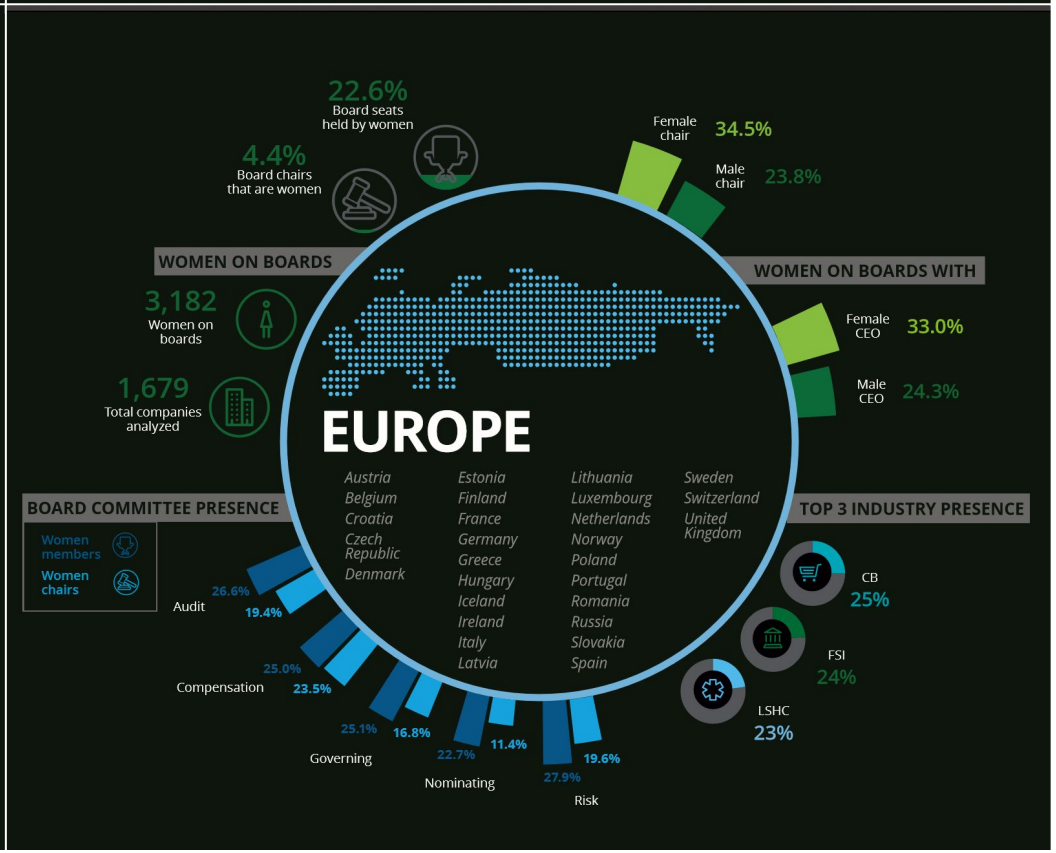
[1]As of August 2016.

Source: BoardEx database, 2005–16

2.1%
Board chairs that are women
WOMEN ON BOARDS
109
Women on boards
139
Total companies analyzed
LATIN & SOUTH AMERICA
Argentina
Brazil
Chile
Colombia
Mexico
Peru
Trinidad and Tobago
BOARD COMMITTEE PRESENCE
Women members
Women chairs
Audit 6.4% 8.6%
Compensation 4.7% 2.3%
Governing 5.4% 5.0%
Nominating 6.2% 3.7%
Risk 6.1% 7.5%
TOP 3 INDUSTRY PRESENCE
CB 10%
MFG 8%
FSI 7%


2.6%
Board chairs that are women
WOMEN ON BOARDS
1,217
Women on boards
1,626
Total companies analyzed
ASIA
China
Hong Kong
Indonesia
India
Japan
Korea
Malaysia
Philippines
Singapore
Thailand
Taiwan
Vietnam
Female chair 17.8%
Male chair 8.1%
WOMEN ON BOARDS WITH
Female CEO 22.2%
Male CEO 7.2%
BOARD COMMITTEE PRESENCE
Women members
Women chairs
Audit 9.5% 6.8%
Compensation 9.3% 8.3%
Governing 10.2% 10.6%
Nominating 8.9% 7.4%
Risk 10.7% 6.5%
TOP 3 INDUSTRY PRESENCE
LSHC 9%
FSI 9%
TMT 8%


14.5%
Board seats held by women
3.8%
Board chairs that are women
WOMEN ON BOARDS
3,165
Women on boards
3,046
Total companies analyzed
NORTH AMERICA
Canada
United States
Female chair 28.6%
Male chair 15.1%
WOMEN ON BOARDS WITH
Female CEO 29.7%
Male CEO 15.0%
BOARD COMMITTEE PRESENCE
Women members
Women chairs
Audit 17.1% 13.2%
Compensation 16.4% 13.2%
Governing 17.7% 16.7%
Nominating 17.4% 16.1%
Risk 19.7% 15.7%
TOP 3 INDUSTRY PRESENCE
CB 18%
ER 15%
FSI 14%


22.6%
Board seats held by women
4.4%
Board chairs that are women
WOMEN ON BOARDS
3,182
Women on boards
1,679
Total companies analyzed
EUROPE
Austria
Belgium
Croatia
Czech Republic
Denmark
Estonia
Finland
France
Germany
Greece
Hungary
Iceland
Ireland
Italy
Latvia
Lithuania
Luxembourg
Netherlands
Norway
Poland
Portugal
Romania
Russia
Slovakia
Spain
Sweden
Switzerland
United Kingdom
Female chair 34.5%
Male chair 23.8%
WOMEN ON BOARDS WITH
Female CEO 33.0%
Male CEO 24.3%
BOARD COMMITTEE PRESENCE
Women members
Women chairs
Audit 26.6% 19.4%
Compensation 25.0% 23.5%
Governing 25.1% 16.8%
Nominating 22.7% 11.4%
Risk 27.9% 19.6%
TOP 3 INDUSTRY PRESENCE
CB 25%
FSI 24%
LSHC 23%

Gender Diversity on Boards

Best practices to improve

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

Develop Your Executive Leadership Brand Statement

Use your strengths, values and passions and vision to craft the following statement:

I am a _____

leader, who can deliver _____

_____ *because I*

_____.

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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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- Participants in this program will earn days that can be applied towards a Certificate in Business Excellence (CIBE). The CIBE provides recognition of participants' achievement and the investment made in their education and development. The CIBE is exclusive to Columbia Business School, and grants select Columbia Business School alumni benefits:
  - Invitations to alumni events and programs around the world
  - 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.

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https://www2.deloitte.com/content/dam/Deloitte/za/Documents/technology-media-telecommunications/za_Wome_in_the_boardroom_a_global_perspective_fifth_edition.pdf

Thank you.

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