Understanding Leadership

- The individual
- The hierarchical position
- The practice
Key concepts for gender and leadership
Inspire and be inspired
Working with stereotypes and biases
Key Concepts for Gender and Leadership
The Glass Ceiling
Invisible barrier that hinders women and minorities to advance in organisations
The Leaky Pipeline
Women are dropping out on the way to the top of organisations
Labyrinth of Leadership
Twisting and turning routes to leadership
with obstacles and challenges
Sticky Floors

*Invisible barrier that keeps women and minorities at the bottom of the job scale*
Glass Escalator

White men in female-dominated occupations advance faster
Glass Cliff

Women are likelier than men to be put in leadership roles during a crisis, when the chance of failure is highest.
Queen Bee
Women in leadership not supporting other women
Intersectionality

*Positioning alongside two or more dimensions of difference*
Paradigms for Women’s Leadership

- Making Women More Like Men
- Valuing Gender Difference
- Widening the Template
Inspire and Be Inspired
- Being Unique
- Leaving an Impression
The Elevator Pitch
Impressing someone in 30 seconds
Exercise: The Elevator Pitch

Tell a story about you at your best

Partner retells the story to make it (even) more engaging
Using Stories to Articulate Leadership Aspirations

Connecting the Dots

Connects past and future to (re)position yourself

Contains lessons of success and failure

Made for Purpose

Tailored to audience

Choreographed & improvised
Role Models

- Idealisation – aggrandizement
- Admiration – critical appreciation
- Composite role models
Exercise: Role Models

- Who do you admire and why?
- What would you like to ‘try on’
Working With Stereotypes and Biases
Stereotypes
Dealing with Stereotypes

Stereotype Threat
- Risk of confirming negative stereotypes through performance
- Stereotype boost - positive stereotypes lead to better performance

Stereotype Reactance
- ‘Reactance’ = reaction to stereotype threat when stereotype is made explicit
- Leads to positive performance effects
Gender-Based Stereotypes
Aggression vs Empathy
The Confidence Conundrum
Confident women often appear as unlikeable
The Double Bind

Leaders = masculine, take charge, compete, assertive

Women violate stereotypes

Women = feminine, take care, collaborate, modest

Be confident and humble
Exercise: Your Top Strategy – Dealing with Gender Stereotypes

- Have you ever been judged based on gendered stereotypes?
- Or have you observed others being judged based on gendered stereotypes?
- How could you deal with such a situation?
- Which strategies can you or others employ?
Dealing with Stereotypes

Explicate Stereotypes
Make stereotypes explicit rather than ignoring them

Be Empathetic
Put yourself into the shoes of others

Use Humour
Making a humorous remark can make people less defensive

Avoid the Bystander Effect
Intervene to challenge stereotypes

Find Allies
Find allies to call out bias on your behalf

Use Savvy Judgement
Accept that you cannot tackle all stereotypes all the time
Conclusion

- Gender and leadership
- Inspire and be inspired
- Explicating gender stereotypes
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Double-Voiced Discourse

- Single-voiced discourse: expressing own needs and goals
- Double-voiced discourse: taking account of your own and others needs and goals
- Being assertive in a nice way: pre-empting what others might say, often through politeness, humour or warmth, while achieving own goal without confrontation