

Developing Women Leaders in the New Millennium

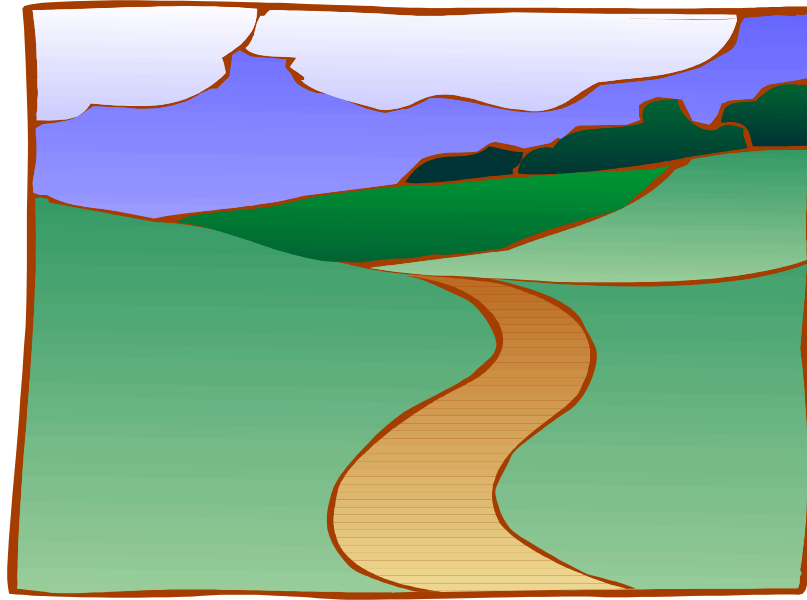
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Career/Life Choices



How do I integrate my personal and professional goals?

Study Objectives

To develop a better understanding of the dilemmas high-achieving women face in defining and shaping their careers.



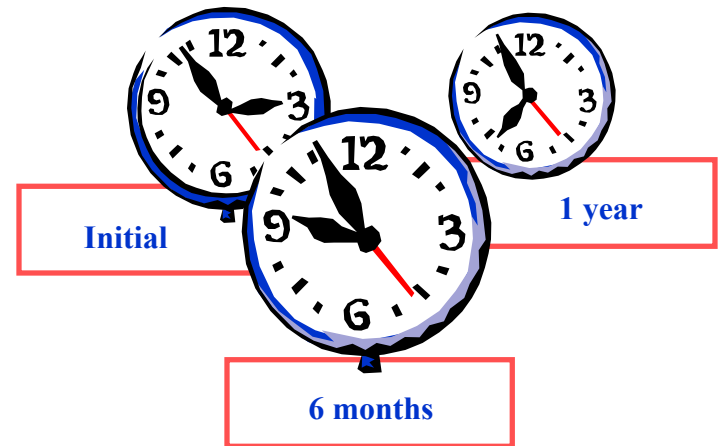
Why It Matters

Advancing Women Is A Problem Worldwide

- **In the US, 15.7% of Directors of Fortune 500 companies are women (*Catalyst*)**
- **Across the European Union, women fill only 3 - 6% of senior executive posts**
- **Retention is a problem**

Study Design

- Participants attend management development program
- Interviews at 3 points in time
 - Just after the program
 - 6 months later
 - 1 year after



The Women's Leadership Program

Program Objective:

To help women become
more effective leaders



The Study Participants

- 61 Women
- Age ranges from 26 to 58, Average is 40
- 92% are white
- Executives and Middle Managers
- 50% have children under the age of 18
- 71% are currently married or involved in a committed relationship
- 51% have Master's Degrees or Doctorates
- 41% have Bachelor's Degrees



A Framework for Understanding High-Achieving Women

Authenticity
Connection
Agency
Wholeness
Self-clarity

Age

Experience



Seeking Authenticity

Definition: The desire to have a healthy alignment between inner values and beliefs and outer behaviours.

The Struggles:

- A changing environment
- Fitting into a male environment

Seeking Authenticity

The Actions:

- 1. Develop self-awareness of values, priorities, likes, and dislikes**
- 2. Examine current choices and behaviours**
- 3. Take action**
- 4. Believe in yourself**

Making Connections

Definition: The fundamental need to be close to other human beings.

The Struggles:

- Few women in the work environment
- Few close relationships

Making Connections

The Actions:

- 1. Network**
- 2. Mentor or be mentored**
- 3. Reconnect with family and friends**
- 4. Cultivate new relationships**

Living Agentically

Definition: The drive to have control over one's life.

The Struggles:

- Resolving a difficult situation
- Too much agency

Living Agentically

The Actions:

- 1. Set goals and adapt as necessary**
- 2. Remain open to possibilities**
- 3. Use relationships wisely**

Feeling Whole

Definition: The desire to unite different life roles into an integrated whole.

The Struggles:

- Nothing else but work
- Competing identities

Feeling Whole

The Actions:

- 1. Establish clear priorities**
- 2. Boundary setting**
- 3. Incorporate time for reflection and spirituality**
- 4. View yourself holistically**
- 5. Learn across roles**
- 6. Restructure your thoughts**

Feeling Whole

Additional Research:

In a sample of 176 female managers and executives, commitment to personal life roles was related to managerial job performance (both interpersonal and task) and psychological well-being.

Gaining Self-Clarity

Definition: Understanding your own motives, behaviours, and values in the context of today's world.

The Struggles:

- Avoidance of important issues
- Understand what is personal and what is situational

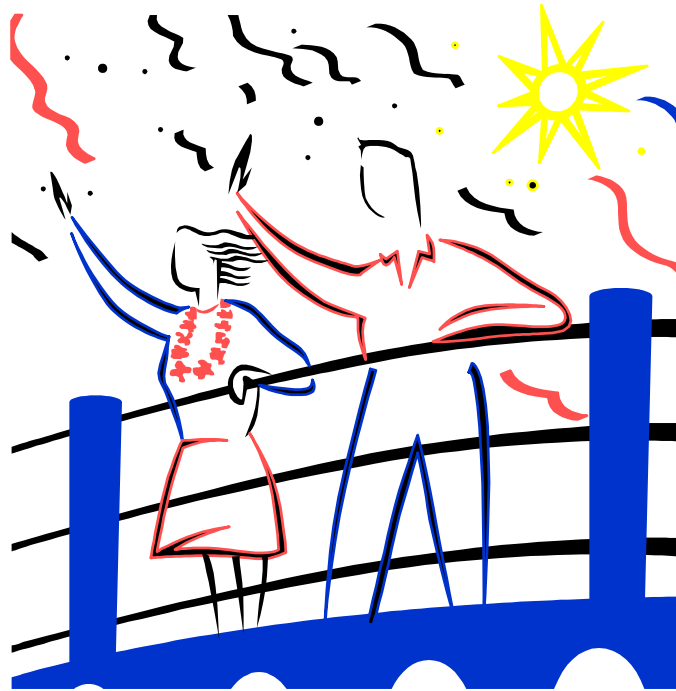
Gaining Self-Clarity

The Actions:

- 1. Seek feedback**
- 2. Pay attention to the environment**
- 3. Practice separating yourself from your role**

Gaining Life Experience

Age and life experiences have a big impact on developmental journeys.



Implications for Leadership Development

- Reflect on priorities – Know what you want
- Create opportunities for connection
- Set and adapt goals
- Engage in whole life planning
- Seek out feedback



What Can Companies Do?

*Shape the Organizational Climate to
Effectively Include Women*

**In a sample of 330 female managers and
executives, perceptions of the degree
to which the climate supported
women was related to interpersonal
skills on the job and psychological
well-being.**



Shaping the Organizational Climate

- Create a climate of self-realization
- Create opportunities for connection
- Review evaluation and reward systems
- Create opportunities for whole life planning
- Provide opportunities for skillfully delivered feedback