"The Status of Women's Leadership: Progress, Sticking Points, and Actions To Be Taken" – featuring Lyn Turknett, President of Turknett Leadership Group (TLG) and Susan Hitchcock, VP of TLG as presenters of the latest data and research on women's leadership. Following the overview, Lyn and Susan will facilitate roundtable discussions on several major findings that impact all professional women. Recent research on women's leadership development and strategic practices for women and organizations will provide fodder for discussion, e.g., McKinsey's report on "How Talented Women Thrive," Harvard Business Review's "Women and the Labyrinth of Leadership, and Human Resource Planning's "Gender's Unspoken Role in Leadership Evaluations." Expected outcomes will be new insights and personal commitments for each participant about what she can do to enhance her own professional status as well as her overall life.

The PPT presentation for this seminar is available at:
http://www.turknett.com/sectionR/women.asp

Notes from Table Discussions
Topic: Women and "the Vision Thing"

- There is a perception that women are less vocal about the "big picture" and grand vision. Men take more risks . . . are perceived as "visionary" leaders. Women often are not in strategic roles but more tactical roles.
- Men throw out big ideas, where women may be concerned about the "how" because we know that we'll be tasked with implementation.
- Adhering to this perception is an easy way out for an organization – and therefore they don't have to move a woman into a different role.
- Women may also become a victim of their own success; get so good at something that you get pigeonholed into a tactical position. Clearly as you move up in an organization, the ability to articulate a vision and see the big picture becomes more

important. There are many examples of successful women who have made it to the top, who are quite visionary and who have demonstrated the ability to also re-conceptualize their business model, e.g., Indra Nooyi, the CEO of PepsiCO and Anne Mulcahy, former CEO of Xerox.

- First and foremost, learn the business; sharpen your business acumen.
  Without women at top the perception probably won't change.
  There is an issue re exclusion to informal networks.
  It's important to have an external focus—make time for networking - and volunteer, be involved in the community. Many leadership roles there to be filled.

Topic: Women and the "Double Bind"

- The double bind exists. Some of the language and behavior traits could be geographic.
- Yes – examples were discussed where females were on the "high wire" – trying to balance between one expectation vs. another. E.g., being too emotional or not being empathetic enough; being too assertive / aggressive or not being assertive enough; using strong language (like the guys) or being more "feminine" in your language, etc. Other examples women deal with: "Support vs. Execution" - "Assertiveness vs. Demanding" - "Emotion vs. Passion."
- "How" is the basis for perception different rather than "what" is achieved? Must be able to change your style – know your audience. Flexibility/Adaptability in communications.
- Organizations need to be aware of the potential of the "double bind" which may come out in evaluations.

NOTE: Re golf as a business sport: Remember, golf started as a women's sport.

Topic: Women and Confidence

- Some women may be less confident about how their abilities are perceived by others.
- Could depend on your environment.
- More humility vs. over confidence (which leads to arrogance) is a good thing. (Note: Arrogance is the number one derailer of all leaders). But women should not be shy about accepting praise for their achievements, or asking for what they want or are interested in, etc.
- Confidence comes with competence and experience and earning credibility. When you've earned it, you should display it.
- Fear of failure does exist and undermines confidence or the perception of self-confidence. Women may experience this more than men simply because in many instances, women are in the minority in terms of leadership roles. Sometimes it feels like the bar is set higher for women. But if one fails, it doesn't mean that all women fail. It certainly doesn't mean that for men.
- Women need to exude the resilience factor.

- The perception will probably hurt women. May/may not start to change after women move up in the organization.
- By not projecting yourself out there – a woman may be looked over for career opportunities or projects.
- Women may set a high bar for themselves before taking new assignments.
- Women seem to be more realistic about what it takes to achieve or accomplish task.
- Women may assume the task and then consider how it will impact their entire life vs. just their work.
- There is a potential link between confidence and performance avoidance (i.e., not taking a risk if they think they may fail or that they're not totally prepared)
- There is often the assumption that a man is a better leader, even if they aren't the best candidate for the job.

Topic: Women and Power

- Women and men may define and see power differently.
- Some women may equate the concept of "power" with dictatorial style, like "Devil Wears Prada" character. But there are other indicators of true power, e.g., influence, ability to persuade, ability to change direction of an organization or initiative, ability to lead people to accomplish more than they thought they could.
- Some women may be embarrassed to say that they desire power. If women could change the way they see it, it could be good for the organization.
- How to get power: you can get it through earning respect for achievements, results, and not being afraid to step out of your comfort zone and go after what you want. You also get it by broadening your network and connecting with other persons of influence and by enhancing / growing your personal brand.
- Women are not leveraging their collective power and if they would, things could be different.
- Men typically use their networks to increase or enhance their influence or power whereas many women use networks for socializing.
- Sally Helgesen, top selling author and speaker / icon in women's leadership says that "men use their networks more powerfully than women."
- Another point: women often are the ones who organize office gatherings, parties, "potluck" lunches, etc. That may work against the perception of who has the power.

Topic: Women and Risk

- Women look at innovative risk-taking and how risk affects others
- We need to be careful not to stereotype ourselves.
- Women may be more detail oriented in some areas and that may lead to perception that they are overly cautious. Of course, in certain recent scandals where companies have imploded, it was some of the women who spoke out against the overly risky practices!

- Millions of women demonstrate risk tolerance when they venture into entrepreneurship, starting and owning and growing their own companies.
- Not all jobs require risk-taking so women have to be in the positions that require them to exercise or demonstrate this skill.

Topic: Women's Development

- There should be equal access to developmental opportunities, including challenging job assignments as well as training, coaching, mentoring and other types of development.
- In some organizations, women may not be getting equal access but things seem to be improving across the board. It requires a culture that is supportive.
- We recognize that key men in the organization are integral to the advancement of women and we should do more to recognize the ones who show their support.
- Some male leaders may be saying that "having more women is a strategic advantage" but they may not be doing it for the right reasons, e.g., one F100 CEO is probably doing it because his corporation was sued for discrimination. Hopefully he believes it now but actions speak louder than words.
- Women need to be persistent about asking for developmental opportunities.