Women in Leadership

Bring Your Strengths to the Table

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Kris Holloway, CISabroad
Natalie A. Mello, The Forum on Education Abroad
Outline of Session

• Learning Goals
• Leadership Defined
• The Data
• Why Ed Abroad is a Great Place to Change the Numbers
• Strengths-Based Leadership
• Thomas Kilmann Conflict Mode Tool
• Group Work & Partner Activity
• Resources & Mentor/Mentee Sign up
Learning Goals:

• Define leadership, characteristics and qualities; and analyze and critique data, trends and barriers within international education.

• Discuss and develop a personal strategy, applying new tools gained, for personal and institutional international education leadership

• Create and utilize support networks for women's leadership development
What is Leadership?
Analysis of The Forum’s database

<table>
<thead>
<tr>
<th>Year</th>
<th>Total database population:</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2011</td>
<td>2855</td>
<td></td>
<td></td>
</tr>
<tr>
<td>female</td>
<td>1688</td>
<td>59%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>male</td>
<td>1167</td>
<td>41%</td>
<td></td>
<td></td>
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<tr>
<td>2015</td>
<td>Total database population:</td>
<td>5998</td>
<td></td>
<td></td>
</tr>
<tr>
<td>female</td>
<td>3964</td>
<td>66%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>male</td>
<td>2034</td>
<td>34%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
What about Women’s Leadership in OUR field?

- 6:1 ratio male to female tenured faculty
- PhD: males 43%; females 16%
- “Assistant” position: 16% males; females 50%
- Fewer females on average received salary increases in each year

The Forum’s State of the Field Report 2013
Job Titles

Job Title (Director Excluded)

Number of Respondents

<table>
<thead>
<tr>
<th>Job Title</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>President and CEO</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Chief Academic Officer</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Vice President</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Provost</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Program Manager/Director</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Provost/Director</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Resident Director/Manager</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Coordinator/Advisor</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Program Assistant</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>Administrative Assistant</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Other</td>
<td>10</td>
<td>10</td>
</tr>
</tbody>
</table>

“Director” by Gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>153</td>
</tr>
<tr>
<td>Male</td>
<td>76</td>
</tr>
</tbody>
</table>

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Job Prefixes

<table>
<thead>
<tr>
<th>Job</th>
<th>Percentage of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistant</td>
<td>Female: 16%</td>
</tr>
<tr>
<td>Associate</td>
<td>Female: 31%</td>
</tr>
<tr>
<td>Executive</td>
<td>Female: 19%</td>
</tr>
</tbody>
</table>

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Instances of Salary Increase*

Received a Salary Increase (Y/N)

Salary Increases in 2011/2012

*Percentages have nothing to do with size of salary increase
Gender Pay Gap in Education Abroad

$9,962
So, Tell Me the Good News...
HOW do we do it?

By Bringing Our Strengths to the Table
HOW do we do it?

Strengths-based Leadership!
How to change numbers at the top?
List challenges
(salary, support, resources, supervisory, etc)

• Write down the leadership-related challenges you face at work
• Pick 2 you’d like to focus on
• Share with the person next to you
# Working from your Strengths

<table>
<thead>
<tr>
<th>Strength</th>
<th>Weakness</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>IS</strong></td>
<td>Something that strengthens you</td>
</tr>
<tr>
<td><strong>IS NOT</strong></td>
<td>Something you are GOOD at</td>
</tr>
<tr>
<td><strong>IS</strong></td>
<td>Natural skill or talent</td>
</tr>
<tr>
<td><strong>Strength</strong></td>
<td><strong>Weakness</strong></td>
</tr>
<tr>
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<td>Something that strengthens you</td>
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<tr>
<td><strong>IS NOT</strong></td>
<td>Something you are GOOD at</td>
</tr>
<tr>
<td><strong>IS</strong></td>
<td>Natural skill or talent</td>
</tr>
<tr>
<td><strong>Weakness</strong></td>
<td><strong>Strength</strong></td>
</tr>
<tr>
<td><strong>IS NOT</strong></td>
<td>Something you are BAD at</td>
</tr>
<tr>
<td><strong>IS</strong></td>
<td>Natural deficiency</td>
</tr>
</tbody>
</table>
Working from your Strengths

S = Success and self-efficacy
I = Instinct
G = Growth
N = Needs (fulfillment of your needs)

www.leanin.org
Learning about how conflict-handling modes affect personal, group, and organizational dynamics.
The diagram illustrates the relationship between two dimensions: concern for self (assertiveness) and concern for others (interpersonal regard). The axes divide the space into four quadrants, each representing a different mode of interaction:

- **Competition** (High concern for self, Low concern for others)
- **Collaboration** (High concern for others, High concern for self)
- **Avoidance** (Low concern for self, Low concern for others)
- **Accommodation** (Low concern for others, High concern for self)

At the center, the mode of interaction is labeled as **Compromise**, indicating a balanced approach that considers both self and others.

This diagram is useful for understanding and managing interpersonal conflicts or collaborations, highlighting how different modes of interaction can be strategically employed based on the context.
Thomas - Kilmann

1. Self-assessment
2. Determine your style
3. Read your style description
4. Circle the 3 characteristics that best describe you as an individual
Thomas-Kilmann Conflict Modes

**Competing**
- Zero-sum orientation
- Win/lose power struggle

**Collaborating**
- Expand range of possible options
- Achieve win/win outcomes

**Compromising**
- Minimally acceptable to all
- Relationships undamaged

**Avoiding**
- Withdraw from the situation
- Maintain neutrality

**Accommodating**
- Accede to the other party
- Maintain harmony

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**Assertiveness**
Focus on my needs, desired outcomes and agenda

**Cooperativeness**
Focus on others’ needs and mutual relationships
Group Work - at your table

1. What did you learn about yourself
2. What are your greatest strengths
3. What are your biggest challenges
4. What did you learn about other styles and how you interact with them?
Partner Activity - at your table

1. Discuss your results

2. How can you apply this to the current conflict, or challenge, you are facing?
Working from your Strengths

S = Success and self-efficacy
I = Instinct
G = Growth
N = Needs (fulfillment of your needs)

www.leanin.org
Where do we go from here?

1. Access to presentations  
   *Leave us your card*

2. Mentoring Program  
   *Leave us your card with either “mentor” or “mentee”*

3. Resources that we have found
# RESOURCE LIST

**Women in Leadership: Bring Your Strengths to the Table, The Forum Conference 2015**

## Women in Leadership, Int'l Education

**Dominant Beliefs and Alternative Voices Discourse, Belief, and Gender in American Study by J Elias Gore**

**The Professionalization of the Field of Education Abroad, K. Sidel Chap. 9 from A History of US Study Abroad: 1965-Present**
- www.amazon.com/History-U-S-Study-Abroad-Present/dp/0804474858

## Women in the Workplace

**Lean In, S Sandberg**
- wwwLEANIN.ORG

**Women Lead the Way: Your guide to stepping up to leadership and changing the World L Tar-Whelan**

**President Obama Pushes for Fair Pay for Women**
- www.thestate.com/story/politics/obama-pushes-for-equal-pay-for-women/

**Why Women Still Can't Have it All, A Slaughter**
- www.JEZEBEL.COM

**Women Work 'For Free' 59 Days per Year, Thanks To The Gender Pay Gap, J Berman**
- www.HUFFINGTONPOST.COM

**The Retro Wife**
- www.promisingwomen.org

**The Status of Women and Girls, Institute for Women's Policy Research**
- www.IWPR.ORG/initiatives/the-status-of-women-and-girls

## Leadership

**Crucial Conversations: Tools for Talking When the Stakes are High, Patterson, Grenny, McMillan & Switzer**
- www.amazon.com/CRUCIAL-CONVERSATIONS-TALKING-STAKES-SECOND/dp/B007717328

**First, Break All the Rules: What the World's Greatest Managers Do Differently, M Buckingham**
- www.amazon.com/First-Break-All-Rules-Differently/dp/0684852861

**Now, Discover Your Strengths, Buckingham & Clifton**

**Conscious Business: How to Build Value through Values F Kofman**

**Work-Based Learning: Bridging Knowledge and Action in the Workplace J Raelin**
- www.amazon.com/Work-Based-Learning-Bridging-KnowledgeWorkplace/dp/0470182563

**Creating Leadership Organizations: How to Bring Out Leadership in Everyone J Raelin**
- www.amazon.com/Creating-Leaderful-Organizations-Leadership-Everyone-ebook/dp/B0056JUE5Q

**The Leaderful Fieldbook: Strategies and Activities for Developing Leadership in Everyone J Raelin**
- www.amazon.com/The-Leaderful-Fieldbook-Strategies-Activities-ebook/dp/B004C43SWC

**Composing a Life MC Bateson**
- www.amazon.com/COMPOSING-LIFE-MARY-CATHARINE-BATESON/dp/0802138047

**The Most Undervalued Leadership Traits of Women, Lopis**
- www.FORBES.COM

**A Short Guide to a Happy Life, A Quindlen**
- www.amazon.com/SHORT-GUIDE-HAPPY-LIFE/dp/0735504613

**Battle Hymn of the Tiger Mother, A Chua**
- http://amychu.com/

**Bossypants, T Fey**
- www.amazon.com/Bossypants-Tina-Fey/dp/0316056971

**The Feminine Mystique, B Friedan**
- www.amazon.com/Feminine-Mystique-Betty-Friedan/dp/0393322572

## Women and Culture

**A Woman's Place**
- www.amazon.com/A-Place/dp/0393322572

**The Feminine Mystique, B Friedan**
- www.amazon.com/Feminine-Mystique-Betty-Friedan/dp/0393322572

**A Woman's Place, S Sandberg**
- www.NEWYORKER.COM/reporting/2013/07/11/110711fa_fact

## Assessment Tools & Training Resources

**Thomas Kilman Conflict Management Chart, Test and Descriptions**
- www.SAHEWLETT.COM

**Mindfulness Training in Intercultural Education, Pryor, Clark, Robinson & Cope**

## News, Blogs, Resources

**Feministing.org**
- http://feministing.com/

**Forbes Woman**
- www.forbes.com/forbesserwoman

**Huffington Post Women**
- www.HUFFINGTONPOST.COM/women/

**Ms. Magazine Online**
- http://www.MSMAGAZINE.COM

**Slate Double X**
- www.SLATE.COM/blogs/double_x.html

**Blog Her**
- http://www.BLOGHER.COM

**Jezebel**
- http://jezebel.com/

**Jean Kilbourne, video and educational series**
- www.JEANKILBOURNE.COM/VIDEOS

**Dominant Beliefs and Alternative Voices Discourse, Belief, and Gender in American Study by J Elias Gore**

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THANK YOU!

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