

# \* Shaping the Inner World for the Leadership Journey...

Appreciate the gender world we live in

Enhance our awareness of our challenges and our strengths to move forward in the multifaceted world of women in leadership.

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## The Culture of Gender

Voices within

Voices without

Context in which we work and live (systemic forces)

These Interact to make the world in which we grow and evolve ourselves as leaders.

A career is not a psychologized personal accomplishment NOR a personal failure.

There are SECONDARY forces that co-construct our lives.

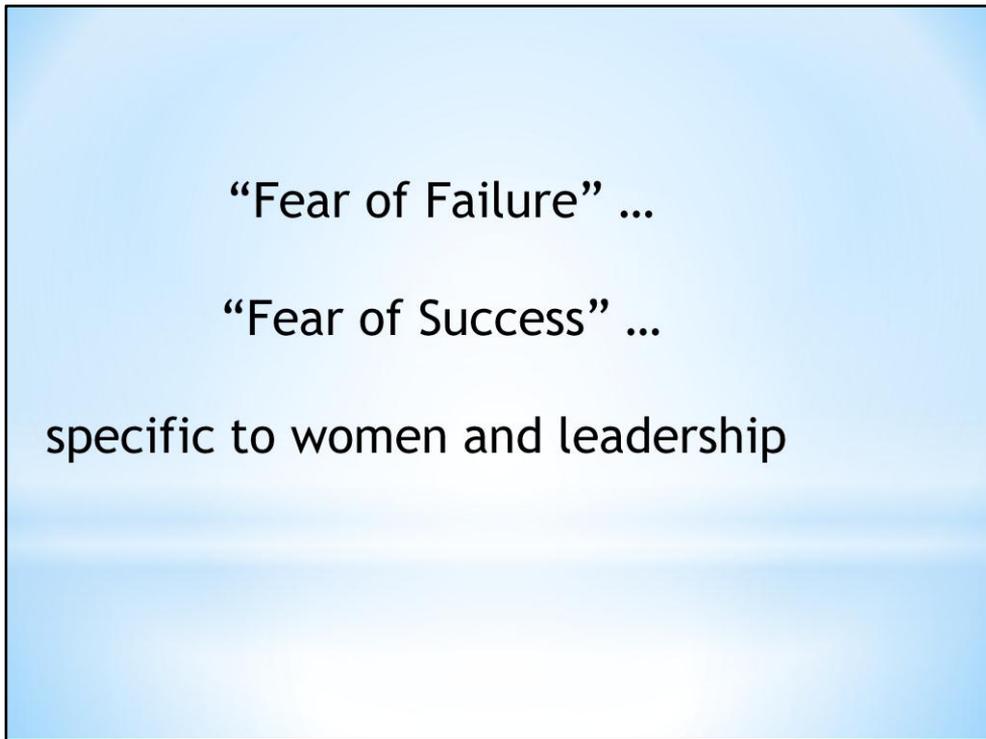
Gender culture with its richness and its biases for men and women is a reality.

Look around the room—we share something no matter our SEC, race, ethnicity, it is the Culture of Gender. These are the prescribed roles and behaviors and resultant experiences of men and women.

Systemic forces

A career is not a psychologized personal accomplishment NOR a personal failure.

There are SECONDARY forces that co-construct our lives. Relationship work/market work.



EXERCISE: What do these mean to you?

Fear of failure –won't succeed, take cautious route, avoidance, minimizes action;

Fear of success-more fear that you have achieved something that should not have or if you have, you will lose. Or, worried about the consequences of success at least for women in context of career.

According to Matina Horner, youngest president ever of a major University, Radcliff:

“Fear of success is not neurotic. It's a realistic appraisal of what society has taught us and how society has responded to women.”

It's Natural and normal to have doubt and to have "fear".

Fear warns us that something is up!

We have multiple challenges.

**What we need is good awareness of ourselves, the game and realities.**

## COMMON VOICES WITHIN

- GUILT- I'll be letting people down; taking responsibility beyond your control or assuming it if offered.
- FUTURE THINKING "What will happen if"
- BEING PERFECT- all or nothing type thinking with no grays
- COMPARISONS - magnify your own flaws, errors, shortcomings, differences while exaggerating the value, quality of others' achievements, traits, qualities. Assuming that others are, too.
- JUDGING - judging yourself or others on rigid, unforgiving rules or "musts"

### EXERCISE:

CHOOSE ONE THAT IS YOUR FAVORITE AND DISCUSS IT WITH THE PERSON NEXT TO YOU

ABC model challenge

PERFECTIONISM AS ONE OF THE WORST FOR FEARS

Rebuttal Handout of Automatic Thoughts or of Mind Reading

Antidotes:

assertiveness skills– Your Perfect Right –how to speak for yourself and your needs firmly without being angry, "I am, "When you..., I feel ... ", I expect ...".

Know your competencies.

Avoid all or nothing thinking. Use shades of a continuum on yourself in judgment and expectation.

## DO YOU ALSO HEAR THOSE VOICES WITHOUT, but directed at you?

“You can do it all!” “You should have done that perfectly.”

“You need the perfect body to be successful in life, in relationships, in work.” “You don’t have what it takes.”

Judged by how look as well as what we do or if we are too off the “feminine” mark then judged.

Many of our Voices Within are really gender bias turned inward.

YET,

Women executives were true to themselves and did not attempt to be “masculine” or “feminine” but integrated their own styles into leadership

Found ways to experience fulfillment in their most valued expressions of relationship with partners or family

Prominent woman’s experience of gender bias—her observations and then awareness and actions.

Exclusion of women on the health panel that’s been in the news. And now maybe women don’t connect their success so much with losses but also with feeling guilt if children or relationships “suffer” or aren’t perfect because they “chose” to pursue a career with all its demands.

Women live complex lives and we want to be perfect in all of them.

Perfect mother, perfect relationship, perfect body,

80% children afraid of being fat and by age 17 70% of girls have been on a diet. “Girl’s self-concept peaks at age 9” some researchers have said

## **You can hear negative stereotypes and you can dodge their effect.**

In his research Rydell\* found that interference from stereotypes in our performance is rather automatic and sometimes almost out of our awareness.

Endorsing or believing stereotypes is under your control.

A barrier to negative impact is to think about the positive groups you're associated with that are related to the task at hand.

In general, the more hopeful but realistic narrative you are carrying around in your head about your life, your world, your situation, the less negative impact. performance-interfering anxiety and vigilance that goes with living under the pressure of negative stereotypes.

\*Rydell et al. Multiple social identities and stereotype threat: Imbalance, accessibility, and working memory. *Journal of Personality and Social Psychology*, 2009; 96

## Antidotes:

- Challenging negative self-talk
- Look around you in a work environment, how porous is it to work life, relationship life, family life? Environments need to be evaluated for their impact and not absorbed without awareness and evaluation.
- Identify someone with whom you can feel proud that you know personally or that you have read about their life.
- Competencies , knowing that you can learn and building on past experiences of accomplishment, not necessarily from job arena but from multiple areas of life, are what build a sense of efficacy

Competencies build up. This is really how over time we evolve into leadership along with goals that we set for ourselves and move toward. Research that supports that it is this sense of strength that carries us forward even in the face of fear. Recognizing your strengths, YOU

Look around an environment. Many are very stereotypically male or rigid in attitudes. Differentiate what is you and what is the setting. What will you challenge? What action will you take?

THE GROUNDING EXERCISE as a means to have a quick sense of YOU. Your competencies, your strengths, what you bring from any area of your life to help you in another one, your total self worth and competencies come from a variety of areas.

## **Women are contributing to a cross-cultural, cross-gender Transformational Leadership model**

### **It includes:**

Engagement of others to achieve higher levels of motivation and morality

Inspirational motivation, intellectual stimulation, individual consideration and higher purpose.

Structures may be flatter and less hierarchical

This type of leadership style is associated with more effective outcomes financially.

In general women leadership style and this style show a greater willingness to share information.

Offering a way for work settings to be more flexible for men and women. Meta analysis research that we are making gains on incorporating more feminine models/approaches into the workplace, although still slow. Hang in there!

Chung, F.M. & Halpern, D. Women at the Top: Powerful Leaders Define Success as Work + Family in a Culture of Gender. American Psychologist, (2010) Vol. 65, No. 3, pp182-193.

Son's work is an example of a different management/work environment—no set vacation or sick days, take them as you need them as long as getting your work done.

Building our own “collective” cultures vs. individualistic cultures of

## **Embracing Our Multifaceted Roles as Women vs. Putting them in Conflict**

Work as integrated and permeable vs. two separate worlds.

Women across cultures use strategies that facilitate combination of work and family/relationships.

Rather than see these as opposing spheres or even separate, women who find ways to combine and embrace these multiple roles.

In Chueng & Halpern study women executives found ways to benefit from combining their “relationship roles” with “work roles”.

Meta analysis research that we are making gains on incorporating more feminine models/approaches into the workplace, although still slow. Hang in there!

Women hold 50% of all management and professional position!

Work and Relationship Life can be crossed – over whenever possible and take pleasure from both.

Since the women's movement, people are less apt consciously to connect success with loss. Now the concern is reflected in women who feel guilt if their children have trouble at school or have a developmental crisis, which they attribute to their working or pursuing a goal other than motherhood. Those who work because the family needs money may not have the same guilt.

Building our own “collective” (China) cultures vs. individualistic cultures by “sharing childcare, building working support groups of friends.

## Departing Thoughts

Challenge the stereotype voices within you

Challenge the voices that feed fear or doubt with accepting challenges, learning from experiences, knowing some goals and finding mentors.

Know your strengths, keep perspective on the immediate work culture as well as the bigger culture that you are playing in and work the strategies with perspective.

Look for opportunities to enjoy your multifaceted lives, integrating work life, relationship life wherever possible.

Look around. You are a member of a group of women moving toward influencing the future. I will share my image. As I do, begin to reflect on yours.

We are “Pioneer Women” Image of us like them moving forward still into unknown areas requiring courage, flexibility, work, tenacity, support of other women when we find it, blend of work and family.

Star Symposium and Women’s Center 40<sup>th</sup> Anniversary with quilts—a way women came together and gave voice to their experience and shared their support to each other with hands and heart.