Organizational Approaches to Advancing Women in Leadership

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Purpose of the Session

To highlight actionable steps that leaders can take to support women's advancement into leadership positions within their institutions and improve fairness and transparency of processes

Questions We'll Consider Today

- Why is advancing women in leadership important to the institution?

- What challenges can institutional leaders face when trying to implement changes that support the advancement of women into leadership positions?

- What interventions can organizations implement to overcome those challenges at an institutional level?

# Institutional Challenge at UMass: Inequity in Number of Endowed Chairs

Contributing factors:

- **Dearth of role models for women to aspire to endowed chair status**

- **Greater demand by male faculty for recognition**
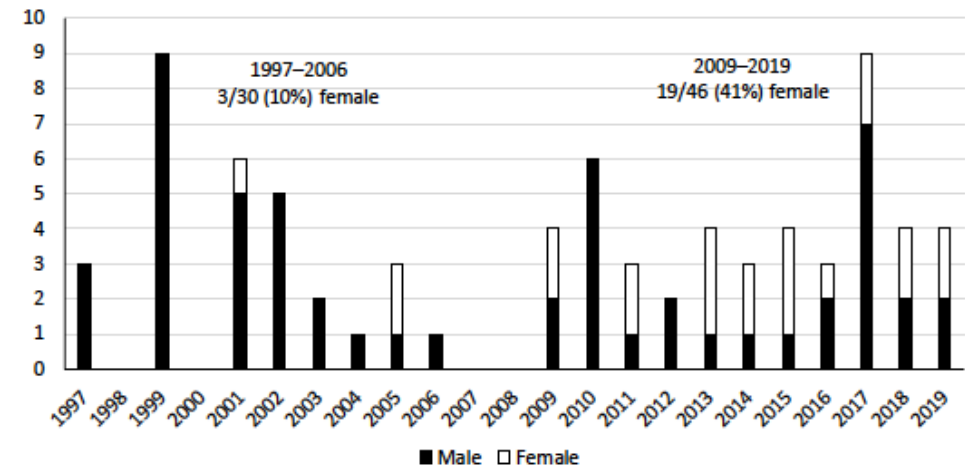
Intervention:

- **Proactive consideration of gender equity in selection**

- **Use of endowed chairs to retain talented faculty**

Female Faculty with Endowed Chairs/Professorships
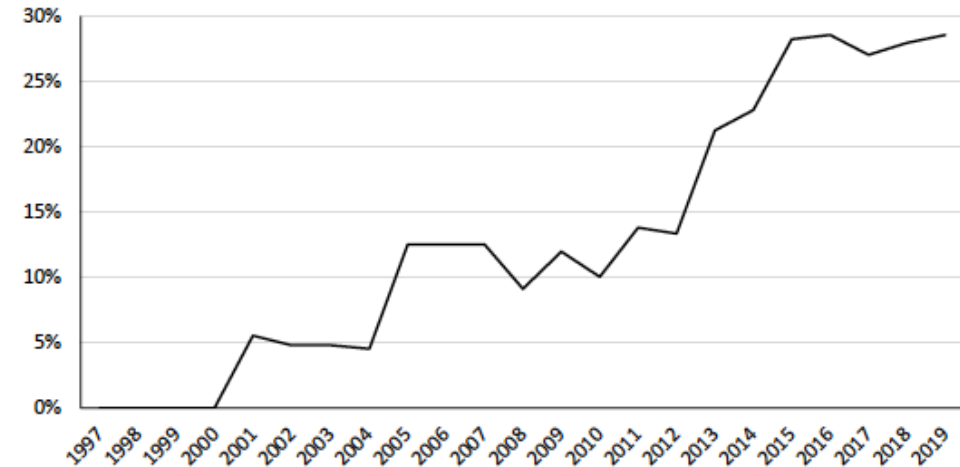
Endowed Chairs/Professorships Appointed by Year

1997–2006
3/30 (10%) female

2009–2019
19/46 (41%) female

■ Male □ Female

Institutional Climate

Context

- **What skills and experiences are "promotable"?**
  - **Women directed to subject matter expertise vs. leadership**
  - **Demands for institutional citizen work (committees) vs. individual achievement**
- **Business case for diversity and inclusion in leadership**
- **Second-generation gender bias**
- **Microaggressions, harassment, and bias**

Business Case for Diversity

How low gender and ethnic diversity correlates with poorer financial performance

Likelihood of financial performance above national industry median, by diversity quartile
%

	Gender diversity	Ethnic diversity	Gender and ethnic diversity
4th quartile	47	43	40
1st quartile	54	58	53
	+15%	+35%	-25%
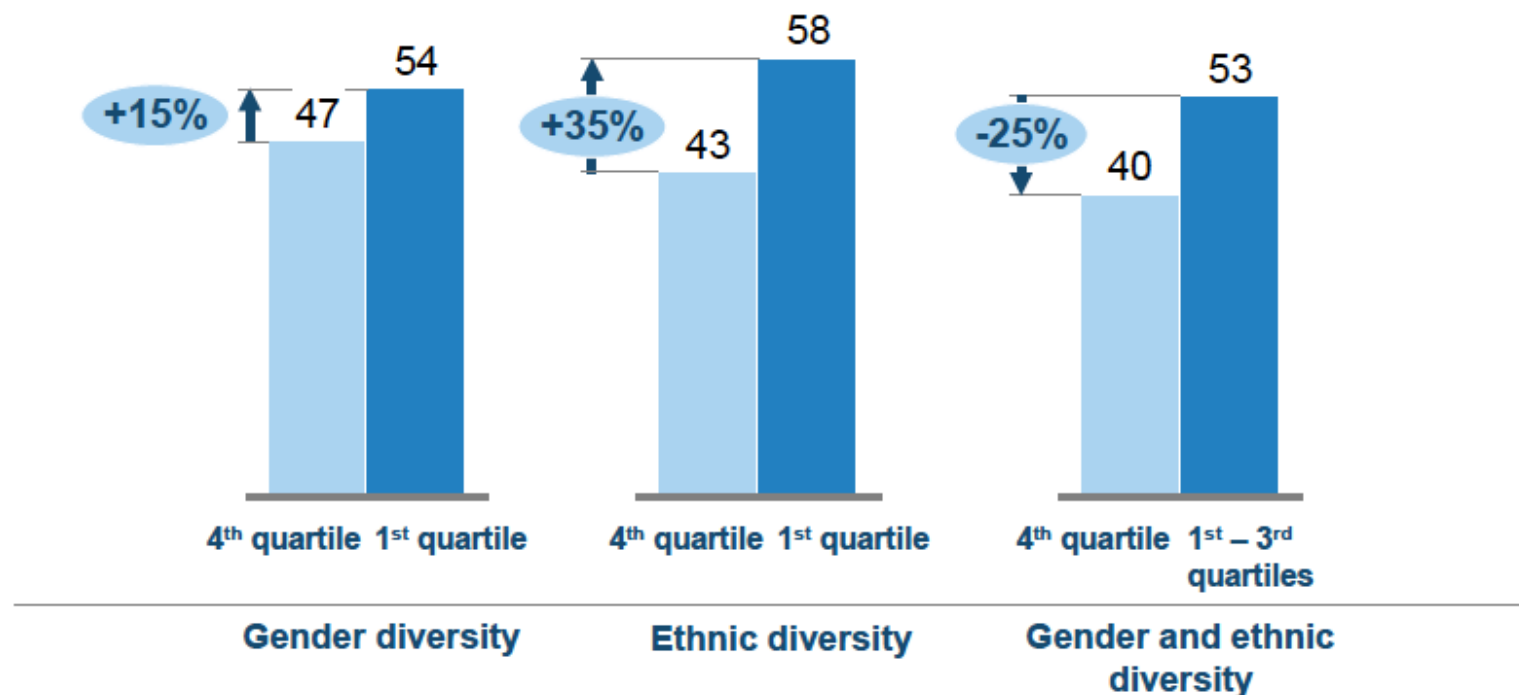
Second-generation Gender Bias

Refers to practices that may appear neutral or non-sexist, in that they apply to everyone, but which discriminate against women because they reflect the values of the men who created or developed the setting, usually a workplace

Example:
Tenure committees are composed of faculty who received tenure under their legacy system. Broader definitions of scholarship that might include more women (e.g., team science) are resisted by (predominantly male) currently tenured faculty

Questions to Consider

- **Why is this challenging for leaders?**
- **What are known interventions and promising innovations?**
- **What has worked at your institutions?**

Innovative Intervention: DRIVE Audit Tool

A checklist for auditing educational content for gender and diversity bias

- For the purpose of DRIVE, we define bias as disproportionate weight in favor of or against one thing, person, or group compared with another, usually in a way considered to be unfair.

Four Domains

- ❑ Language and Terminology
- ❑ Research and References
- ❑ Images and Media
- ❑ Case studies and Patients

DRIVE Best Practices

- ❑ Ask yourself: "Do I create a learning environment that welcomes feedback related to diversity, inclusion, and representation?"
- ❑ Share the following message in the syllabus, course website, or a slide/statement at the start of each session: "My intent is to promote an inviting and inclusive learning environment while avoiding bias, I welcome feedback."

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Recruitment & Promotion

Context

- **Institutional Barriers**
  - **The Status Quo**
    - *" written and unwritten policies, procedures and practices can (and do) unintentionally crate inequities"*
  - **The Myth of Meritocracy**
- **Are Women and UIMs in "batter up " positions?**
- **Strategic Disruption**
  - **Oversight**
  - **Accountability**

Systems Intervention
Characteristics of Success

- **Leadership support**
- **Specific to the institution**
- **Inclusive process development and implementation**
- **Address preconceptions and stereotypes**
- **Accountability**
- **Monitor and measure progress**

What Works

Job Announcement

Utilize gender neutral language in the position description and advertisement.

Require Contributions to Diversity Statements

Always Recruiting

Recruitment – cultivate relationships and sponsorships of women and UIMs.

Develop succession planning for leadership positions.

Search Committees

Search committees must be at least 50% female and more than 1 UIM.

Search committee members should be trained in understanding their own unconscious bias and how bias enters the search process.

Interview Process

Interviews should not be conducted until you have a diverse applicant pool.

The interviews (and campus visits) should be structured and consistent for all candidates.

Recruitment Process Oversight – Faculty Equity Advisors

https://diversity.ucsf.edu/faculty-equity-advisor

The Hiring Process

Letters of Recommendation

Analysis of 312 recommendation letters for 103 positions at a medical school revealed different tendencies...

Letters for men:
-Longer
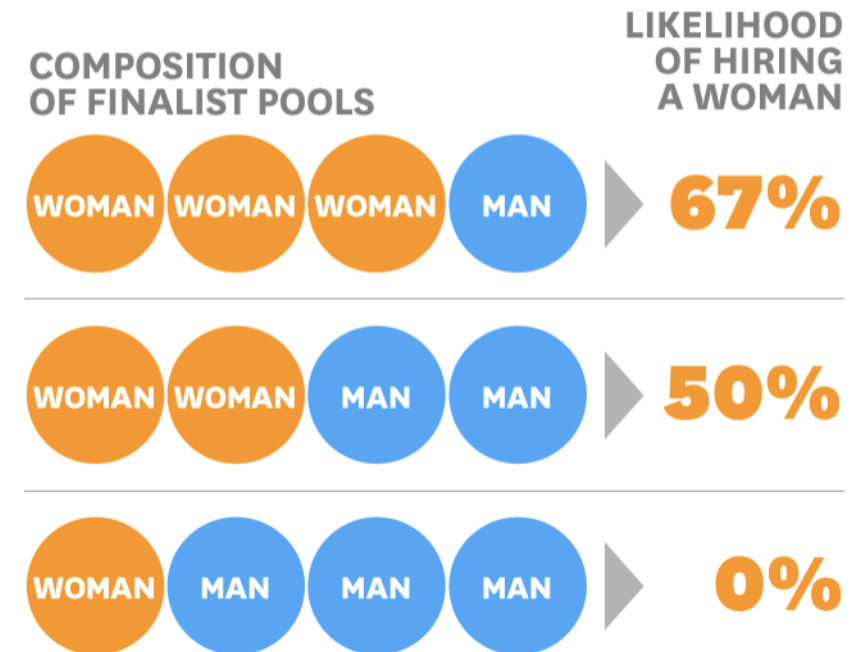**-More references to CV, Publications, Patients, Colleagues**

Letters for women:
-Shorter
-More "doubt raisers" (hedges, faint praise, and irrelevancies)
-More references to personal life
"It's amazing how much she's accomplished."

Trix, F, & Psenka, C. (2003). Discourse & Society, 14(2), 191-220.

The Relationship Between Finalist Pools and Actual Hiring Decisions

According to one study of 598 finalists for university teaching positions.

COMPOSITION OF FINALIST POOLS

LIKELIHOOD OF HIRING A WOMAN

WOMAN WOMAN WOMAN MAN ▶ **67%**

WOMAN WOMAN MAN MAN ▶ **50%**

WOMAN MAN MAN MAN ▶ **0%**

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Checklist: Where are you on the Equity and Inclusion Journey?

Self

- ❑ Exploration of a time when you felt like "other" or the only one
- ❑ Implicit Bias Assessment. https://implicit.harvard.edu/implicit/
- ❑ Ask yourself, "Who's not at the table or being heard?"
- ❑ Participated in Diversity, Equity and Inclusion training?

Department/Division

- ❑ Regularly measure demographics of learners, faculty and staff by gender, race, ethnicity, SOGI? Disaggregated?
- ❑ Share demographic data?
- ❑ Benchmark Demographic data?
- ❑ Do you have a publicized commitment to DEI?
- ❑ How diverse are <u>your</u> direct reports?
- ❑ How diverse are your mentees?
- ❑ Have you offered and/or required DEI training?
- ❑ Have you evaluated your curriculum?

Tools: Committee on the Status of Women
Tip sheets to increase gender equity
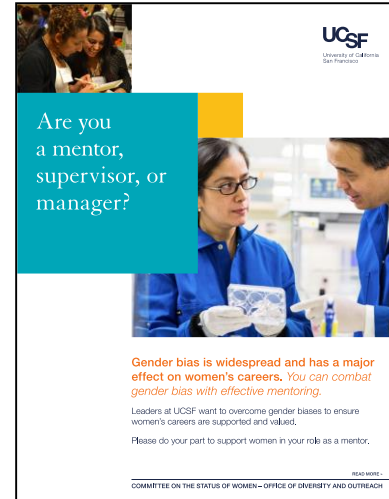

Are you on a search committee or hiring?

Gender bias is widespread and has a major effect on women's careers. *You can combat gender bias with effective hiring practices.*

Leaders at UCSF want to overcome gender biases to ensure women's careers have equal opportunity.

Please do your part to support women as an integral part of hiring.

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COMMITTEE ON THE STATUS OF WOMEN – OFFICE OF DIVERSITY AND OUTREACH

Are you a mentor, supervisor, or manager?

Gender bias is widespread and has a major effect on women's careers. *You can combat gender bias with effective mentoring.*

Leaders at UCSF want to overcome gender biases to ensure women's careers are supported and valued.

Please do your part to support women in your role as a mentor.

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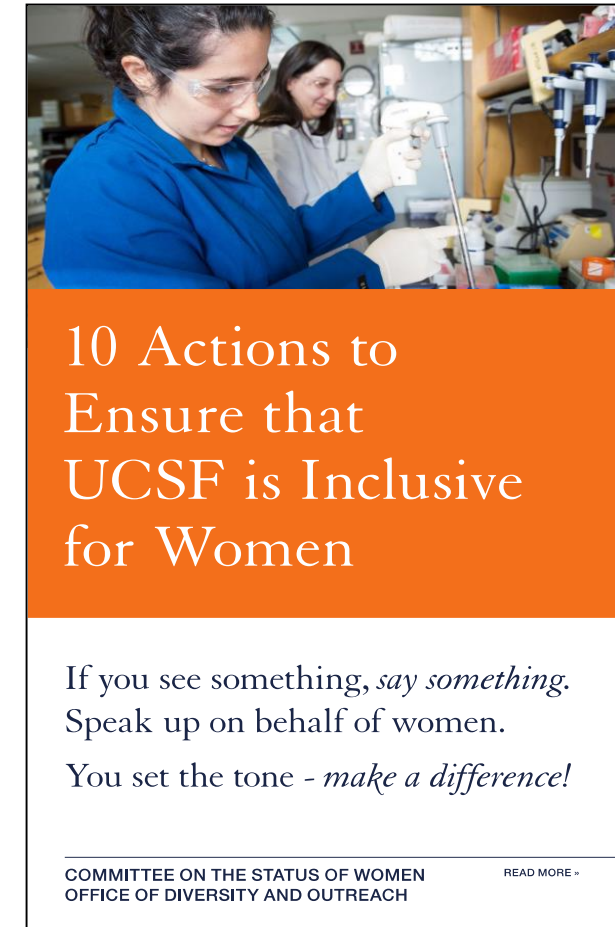
Are you organizing a seminar or conference?

Gender bias is widespread and has a major effect on women's careers. *You can combat gender bias with effective planning.*

Leaders at UCSF want to overcome gender biases to ensure women's careers have equal opportunity.

Please do your part to support women when planning seminars.

READ MORE »
COMMITTEE ON THE STATUS OF WOMEN – OFFICE OF DIVERSITY AND OUTREACH
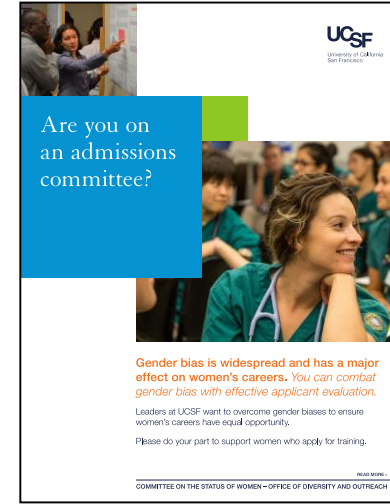
Are you chairing a committee?

Gender bias is widespread and has a major effect on women's careers. *You can combat gender bias with effective leadership.*

Leaders at UCSF want to overcome gender biases to ensure women's careers are supported and valued.

Please do your part to support women when chairing a committee.

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Are you on an admissions committee?

Gender bias is widespread and has a major effect on women's careers. *You can combat gender bias with effective applicant evaluation.*

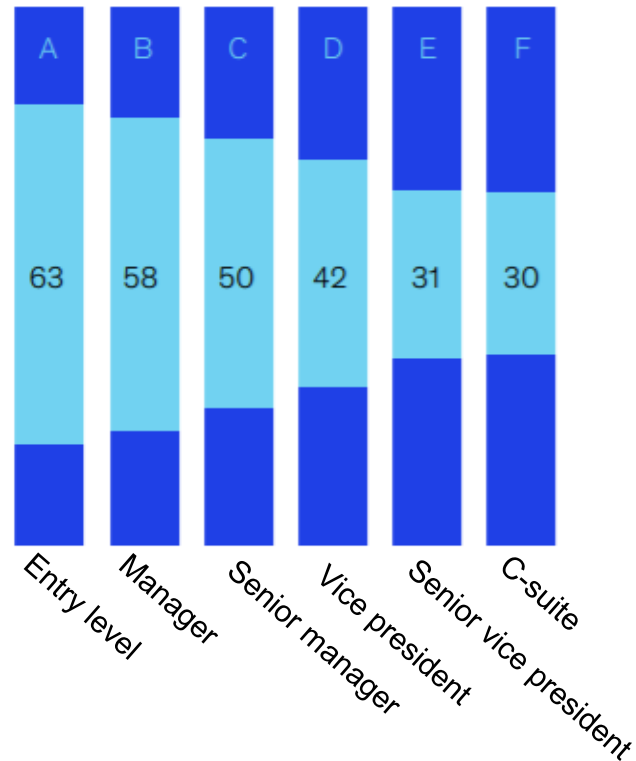Leaders at UCSF want to overcome gender biases to ensure women's careers have equal opportunity.

Please do your part to support women who apply for training.

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10 Actions to Ensure that UCSF is Inclusive for Women

If you see something, *say something.* Speak up on behalf of women.

You set the tone - *make a difference!*

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https://diversity.ucsf.edu/resources/gender-inclusiveness

Cultivating Success in the Leadership Role

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Cultivating Success in the Leadership Role[1,2,3]

% Women: Entry level to C-Suite
in Healthcare Industry
(McKinsey 2018)
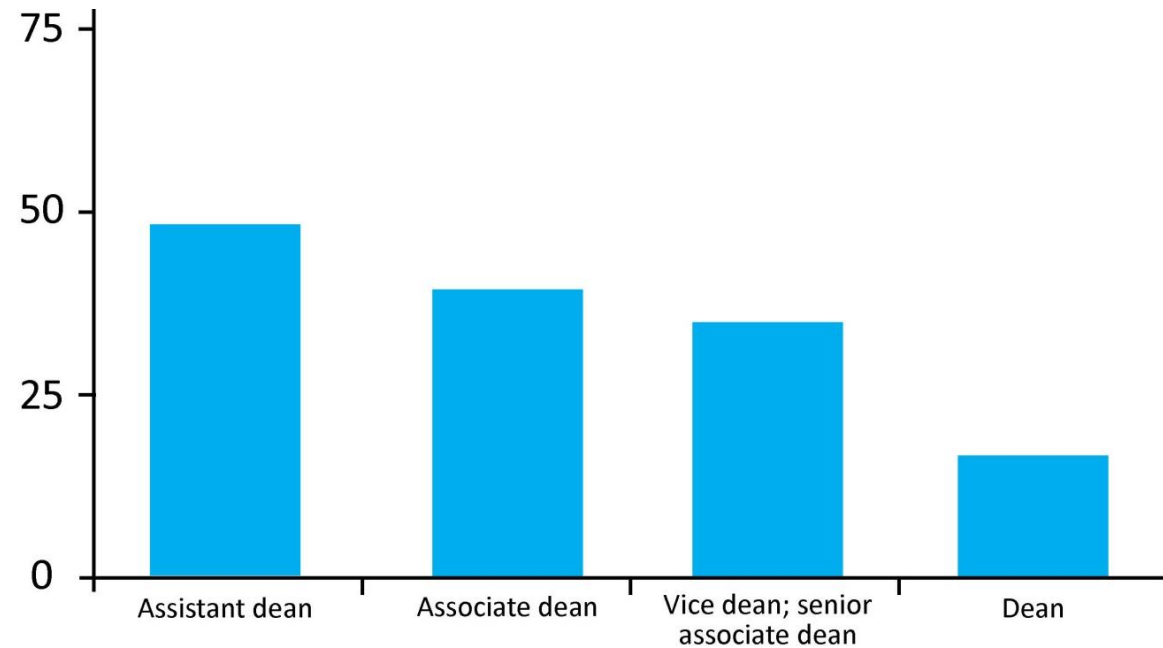
% Women: Assistant Dean to Dean
in Academic Medicine
(Ac Med 2018)

- **Unconscious Stereotypes & Expectations**

  What leaders look like

  How men and women should behave

  How women's work is assigned & valued

Backlash for behaving like a traditional leader + Added effort to be seen & heard → **Self-censorship**

"We're doing everything we can to make him comfortable, short of dressing up as male doctors."

Diminished Contributions…Diminished Organizational Performance

Organizational Challenge: Culture Change[19]

- **Culture = collective norms and behaviors**
- ***Rewarding women who behave like leaders (instead of penalizing them)***

- **Leadership elements of culture change:**
  - Articulate the aspiration (cultivate women's leadership)
  - Hire to align with target culture (men and women)
  - Foster organizational conversations (around equality of opportunity)
  - Intentionally reshape practices & patterns of interaction that inadvertently benefit men and disadvantage women

Creating a Culture to Cultivate Women's Leadership

Reshape practices & patterns of interaction that inadvertently benefit men and disadvantage women

- Begin with:
  - Self-reflection around decision-making & how we perceive leadership
  - Safe space to develop shared understanding of what's getting in the way of women's advancement at our own institutions (PSYCHOLOGICAL SAFETY)
  - Pay attention in situations where unconscious gender biases could emerge

- Checklist: **#PayAttentionBiasWIMS** *(excerpt)*
  - Be mindful of language in introductions and evaluations
  - Be cognizant of whose insights are acknowledged (AMPLIFY)
  - Sponsor high potential women
  - Tap women for roles w/ budgetary and managerial oversight
  - Ask yourself:
    - "Whom do I focus my attention on when leading meetings?"
    - "At work events, with whom do I congregate?"
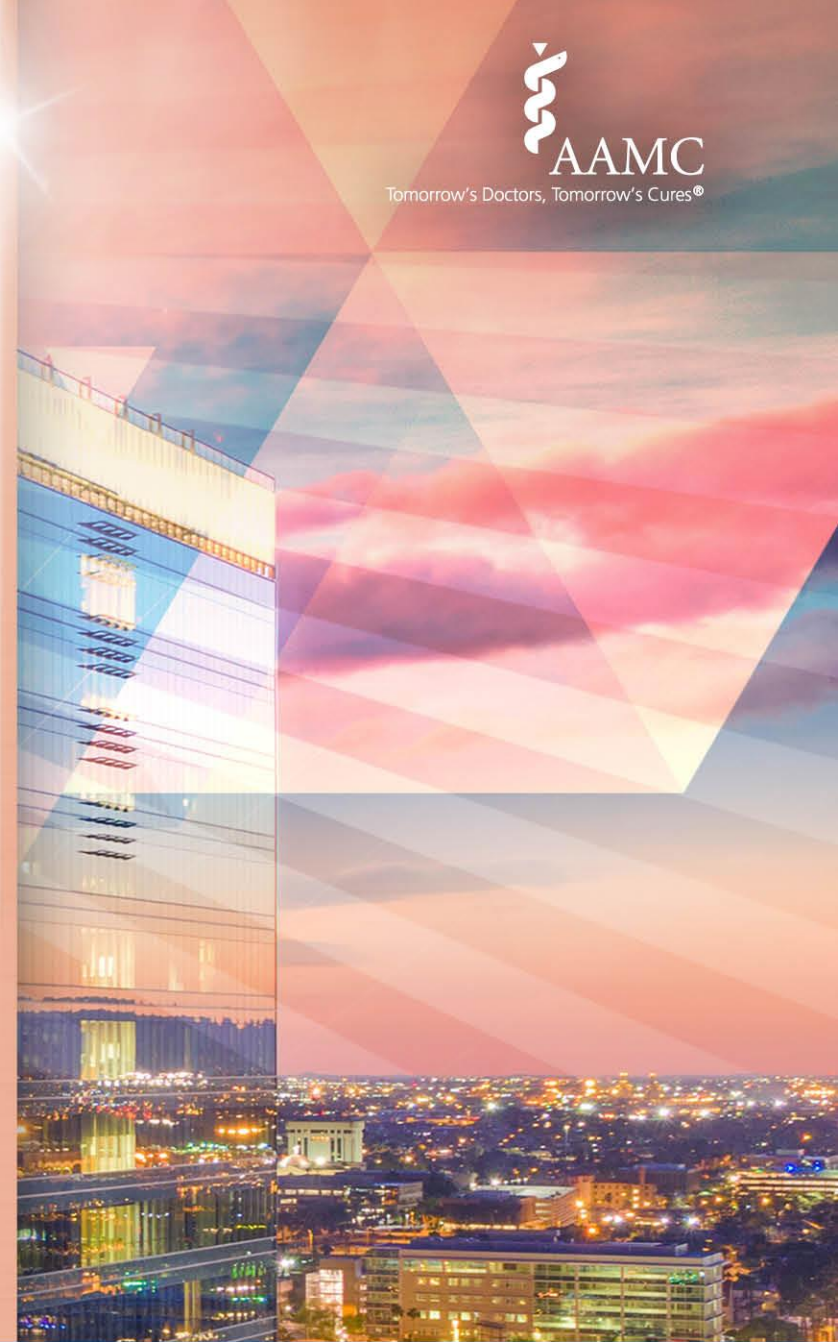   - "How do I identify candidates for promotion and succession?

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