

# Leading Without Intimidating

How Women Manage Gender Expectations To Be Most Effective

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Founding Principal

POWER Detroit 2016 *Gender and Cross-cultural Unconscious Bias*



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# Double standard



# A brief history of “Woman + Power”



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## To Seem Confident, Women Have to Be Seen as Warm

**GENDER** RESEARCH by Margarita Mayo

Even in engineering, competence alone isn't enough.

## For Women Leaders, Likability and Success Hardly Go Hand-in-Hand

**GENDER** DIGITAL ARTICLE by Marianne Cooper

The data clearly show that women are less liked as they get more successful.

### Status incongruity and backlash effects: Defending the gender hierarchy motivates prejudice against female leaders

Laurie A. Rudman <sup>a,\*</sup>, Corinne A. Moss-Racusin <sup>b</sup>, Julie E. Phelan <sup>c</sup>, Sanne Nauts <sup>d</sup>

### Hillary Clinton's 'Angry' Face

Gray Matter

By LISA FELDMAN BARRETT SEPT. 23, 2016

### Research: We Are Way Harder on Female Leaders Who Make Bad Calls

**GENDER** RESEARCH by Therese Huston



As women rise in the ranks they often receive a lot of bad advice to act like somebody besides who they really are.

Thuy Sindell and Milo Sindell Published 8:00 am, Wednesday, October 12, 2016

*Research found a **significantly lower perception of effectiveness when women express the masculine behavior** ... The more detailed, directive and structured women are, the **more negatively** others view them.*



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*Not Smiling Enough? Hillary Clinton Says She Will Stay Serious on Vital Issues*

### Competent Yet Out in the Cold: Shifting Criteria for Hiring Reflect Backlash Toward Agentic Women

Julie E. Phelan<sup>1</sup>

Corinne A. Moss-Racusin<sup>1</sup>

Laurie A. Rudman<sup>1</sup>

# Don't fear the feminine



# How women manage gender expectations

Empathy

Communicating  
insights



Self-  
awareness

Cultural &  
Political Savvy

Inclusiveness

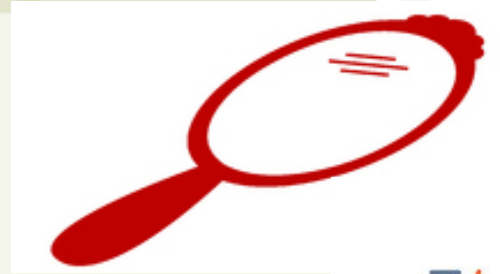
Erasing  
hierarchical  
boundaries



# Empathy



## Self-aware





# Inclusiveness



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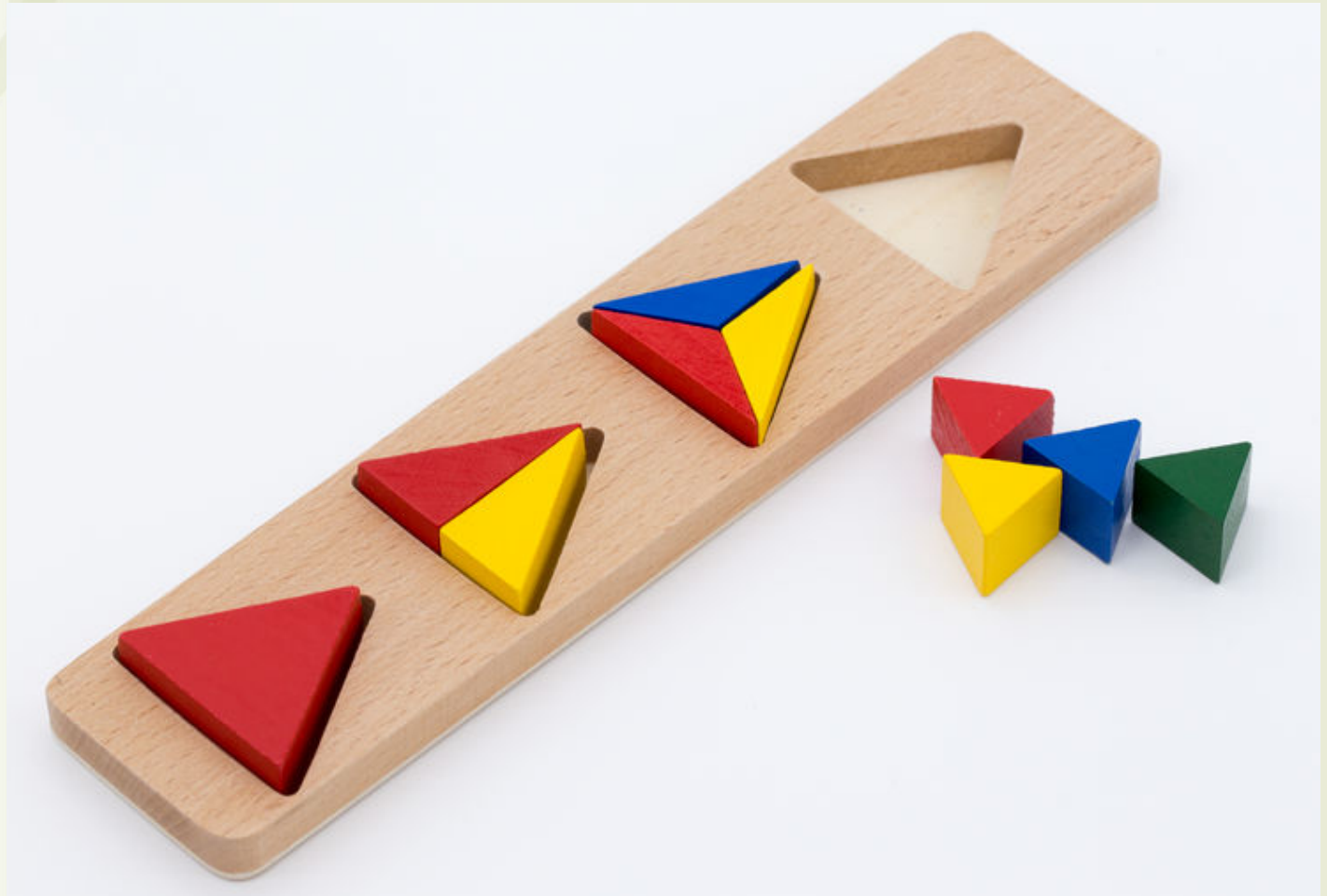
# Erasing hierarchical boundaries



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# Cultural & political savvy



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# Communicating insight & vision



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# Behaviors that manage gender expectations

Empathy

Communicating  
insights



Self-  
awareness

Cultural &  
Political Savvy

Inclusiveness

Erasing  
hierarchical  
boundaries



# Women's Leadership Blueprint™

Competencies shared by women who lead successfully

- ❖ Achievement drive
- ❖ Confidence
- ❖ Conceptual thinking
- ❖ Cultural & political savvy
- ❖ Inspiring commitment
- ❖ Persuasion
- ❖ Strategic control
- ❖ Self development savvy
- ❖ Creating approachability

Infused with the behaviors that manage gender expectations