PHENOMENAL LEADER, THAT’S YOU

Meghan McVety, MPA
Capacity for Change, LLC
I walk into a room
Just as cool as you please,
And to a man,
The fellows stand or
Fall down on their knees.
Then they swarm around me,
A hive of honey bees.
I say,
It's the fire in my eyes,
And the flash of my teeth,
The swing in my waist,
And the joy in my feet.
I'm a woman
Phenomenally.
Phenomenal woman,
That's me.
Works with philanthropic, nonprofit, and government organizations to design and implement mission-driven, innovative and sustainable strategies, partnerships and business models.
Some leaders are born women.
- Geraldine Ferraro
Power without love is reckless and abusive, and love without power is sentimental and anemic. Power at its best is love implementing the demands of justice, and justice at its best is power correcting everything that stands against love.

— Martin Luther King —
BREAKING: Facebook Adds Dozens of New Gender Options

February 13, 2014
PHENOMENAL LEADER

Phenomenal: Remarkable; extraordinary

Leader: 1) The person who leads or commands a group, organization, or country; 2) The principal player in a music group
Leadership is the ability of a person to get the **right things done right** at the **right time** with the help of the **right people**.
<table>
<thead>
<tr>
<th>Management</th>
<th>Leadership</th>
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</thead>
<tbody>
<tr>
<td>Copes with day-to-day operations to bring a degree of order and stability</td>
<td>Establishes a vision, motivates others, challenges the status quo, and moves people toward a goal</td>
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<tr>
<td>Plans and budgets:</td>
<td>Establishes a direction:</td>
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<tr>
<td>- Establishes detailed steps and timetables</td>
<td>- Develops a vision</td>
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<tr>
<td>- Allocates resources</td>
<td>- Identifies strategies</td>
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<tr>
<td>Organizes and staffs:</td>
<td>Aligns people:</td>
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<tr>
<td>- Establishes a structure</td>
<td>- Communicates the direction</td>
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<td>- Delegates responsibility</td>
<td>- Influences the creation of teams and coalitions</td>
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<tr>
<td>- Provides policies and procedures</td>
<td>- Develops new leaders</td>
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<tr>
<td>- Creates methods or systems</td>
<td>Engages, motivates, and inspires:</td>
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<td>Controls and problem solves:</td>
<td>- Brings in new voices</td>
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<td>- Monitors results</td>
<td>- Satisfies basic needs and sets aspirations</td>
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<tr>
<td>- Responds to changes</td>
<td>- Energizes people</td>
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<tr>
<td>Produces degree of predictability and order:</td>
<td>Produces change, often to a dramatic degree:</td>
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<tr>
<td>- Produces key results</td>
<td>- Fosters new approaches and responses</td>
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# EXPECTATIONS SHAPED BY SOCIETY

<table>
<thead>
<tr>
<th>Bureaucracy</th>
<th>Adhocracy</th>
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</thead>
<tbody>
<tr>
<td>• Very structured in rules and hierarchy</td>
<td>• Organic structure</td>
</tr>
<tr>
<td>• Everyone knows their specific role, they specialize in that role and know</td>
<td>• Hierarchy barely exists</td>
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<tr>
<td>little or very little about the roles of coworkers</td>
<td>• Democratic nature</td>
</tr>
<tr>
<td>• Paternalistic approach</td>
<td>• Complex and dynamic organizational form</td>
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<td>• Takes care of “loyal servants”</td>
<td>• Boundary-less with emphasis on use of knowledge</td>
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<tr>
<td></td>
<td>• Range of employer-employee relations and expectations for different employee groups</td>
</tr>
<tr>
<td>Yesterday’s Leader</td>
<td>Today’s Leader</td>
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<tr>
<td>--------------------------------------------------------</td>
<td>-----------------------------------------------------</td>
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<tr>
<td>Power resides with leader</td>
<td>Power is shared</td>
</tr>
<tr>
<td>Manage through authority and reporting relationships</td>
<td>Manage through influence</td>
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<tr>
<td>Centralized decision making</td>
<td>Collaborative decision making across functions</td>
</tr>
<tr>
<td>Ethnocentric and monocultural</td>
<td>Ethnorelative and multicultural</td>
</tr>
<tr>
<td>Prescribed policies for everyone</td>
<td>Flexible and adaptable policies</td>
</tr>
<tr>
<td>Work and personal life separate</td>
<td>Blurred and blended personal and work life</td>
</tr>
<tr>
<td>Expert</td>
<td>Orchestrators of expertise</td>
</tr>
<tr>
<td>Accountability</td>
<td>Stewardship</td>
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</tbody>
</table>
What creates the difference in effectiveness?

Competency of “Practicing Self Development” is stronger in women – they maintain the habit of asking for feedback and taking action to improve.

Bob Sherwin, Business Insider – study of 16,000 leaders
OTHER WAYS WOMEN ARE AWESOME LEADERS

WOMEN SCORED HIGHER ON 12 OF 16 COMPETENCIES:

1. Takes initiative
2. Displays high integrity and honesty
3. Drives for results
4. Practices self-development
5. Develops others
6. Inspires and motivates others
7. Builds relationships
8. Collaboration and teamwork
9. Champions change
10. Establishes stretch goals
11. Solves problems and analyzes issues
12. Communicates powerfully and prolifically
13. Connects the group to the outside world
14. Innovates
15. Technical or professional expertise
16. Develops strategic perspective
SO WOMEN MUST BE THRIVING...
THE TRUTH WILL SET YOU FREE -

BUT FIRST IT WILL PISS YOU OFF

- Gloria Steinem
Years Served by Female Heads of State or Government, 1964 – 2014

Data does not include figurehead monarchs; countries that had a female leader for less than a year are included in the 1-4 category (Pew Research Center)
MORE MEN NAMED JOHN RUN BIG COMPANIES THAN ALL WOMEN

John: 5.3
David: 4.5
All Women: 4.1
Robert: 3.9
James: 3.9

Source: Datascope
Gender Wage Gap in the United States

Percent difference between male and female median earnings

Gender Wage Gap

South Korea | Israel | Finland | Mexico | United States | Chile | Czech Republic | Slovakia | Ireland | Italy | Spain | Hungary

0% | 20% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10%
Whatever women do at work, they have to do it nicely
- Less pay, less benefits
- Less likely to get credit
- Narrow pipelines for advancement
- Treatment on a spectrum from subtle diminishment to outright harassment
- ‘Women’s work’ stereotypes affect assignments and opportunities
- Need to prove oneself constantly – not given the benefit of the doubt
- Promoted on performance (men promoted on potential)
- Double bind of showing emotion – showing and not showing emotion works against you
- What it means to be a mother in the workplace...is full of entanglements
- Getting attention at meetings takes effort
- Varying standards of executive presence

*Some women have even more fun times than others – women of color, immigrant women, Muslim women, women with disabilities...
Philanthropy & Funding

Like the Vacuuming, Nonprofit Work Is Women’s Work

If we want the nonprofit sector to innovate, we need to acknowledge the gender gap between nonprofits and the private sector.

By Kristen Joiner  |  Jun. 12, 2015
Change in share of jobs, 1980 to 2012

KEY:
- Green dot: Grew
- Gray dot: About the same
- Pink dot: Fell

Axes:
- X-axis: Math skills
- Y-axis: Requires social skills

Job categories:
- Lawyers and judges
- Vocational counselors
- Social workers
- Financial managers
- Management analysts
- Physicians
- Computer scientists
- R.N.s
- Designers
- Accountants
- Child-care workers
- Nurses aides
- Dentists
- Health technicians
- Truck drivers
- Auto mechanics
- Janitors
- Electicians
- Carpenters
- Biological technicians
- Electricians
- Machinists
- Food scientists
- Bank tellers
- Math scientists
- Laborers
- Welders
- Machine operators
- Statistical clerks
- Tool and die makers

Source: David Deming, Harvard University
WHAT ARE WE GOING TO DO ABOUT IT?
Now you understand
Just why my head's not bowed.
I don't shout or jump about
Or have to talk real loud.
When you see me passing
It ought to make you proud.
I say,
It's in the click of my heels,
The bend of my hair,
the palm of my hand,
The need of my care,
'Cause I'm a woman
Phenomenally.
Phenomenal woman,
That's me.
PREPARATION

X

OPPORTUNITY

= LUCK
OPPORTUNITY LEVERS

I. Define what you want
II. Find your inspiration
III. Lead with a strong and demanding love
IV. Choose joy
What Do You Want?
INSPIRATION
TELL YOUR STORY AND LEARN FROM OTHERS’ STORIES

That's the history of the world. His story is told, hers isn't.

Dolores Huerta
CELEBRATE DIFFERENCES

It is not our differences that divide us. It is our inability to recognize, accept, and celebrate those differences.

Audre Lorde
EMBRACE CONFLICT

Cows run away from the storm while the buffalo charges toward it - and gets through it quicker. Whenever I’m confronted with a tough challenge, I do not prolong the torment, I become the buffalo.

— Wilma Mankiller —

AZ QUOTES
I have always thought that what is needed is the development of people who are interested not in being leaders as much as in developing leadership in others.

Ella Baker
“I’ve learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.”

Maya Angelou
1928 - 2014
Lead with a strong and demanding love.
"We need women at all levels, including the top, to change the dynamic, reshape the conversation, to make sure women's voices are heard and heeded, not overlooked and ignored."
If women want any rights more than they've got, why don't they just take them, and not be talking about it.

Sojourner Truth
(1787 - 1883)
Now you understand
Just why my head's not bowed.
I don't shout or jump about
Or have to talk real loud.
When you see me passing
It ought to make you proud.
I say,

*It's in the flash of my power*
*The love I demand*
*It's the joy in my feet*
*Announcing yes I can*
*'Cause I'm a woman leader*
*Phenomenally.*

*Phenomenal woman leader,*
*That's me.*