

Leadership, Emotional Intelligence and Gender

Global Strategies for Talent Development

Shawn Andrews, Ed.D. M.B.A.
Human Capital Webcast
March 15, 2017



Paula Ketter
Editor
TD Magazine



A Bonus Webcast From the March 2017 *TD*



The Leadership Challenge is a global campaign to liberate the leader in everyone. We believe that teams, businesses—and even the world—get better when ordinary people enable those around them to achieve extra-ordinary things.

Dr. Shawn Andrews

CEO and Founder, Andrews Research International Shawn Andrews has 23 years of biopharmaceutical experience with a strong history of leading, educating, and inspiring others. Extensive work experience, coupled with dissertation research, has given her a research-based, expert level of knowledge on leadership, emotional intelligence, gender, and unconscious bias in the workplace.



Leadership, Emotional Intelligence and Gender

Global Strategies for Talent Development

*Shawn Andrews, Ed.D. M.B.A.
Human Capital Webcast
March 15, 2017*

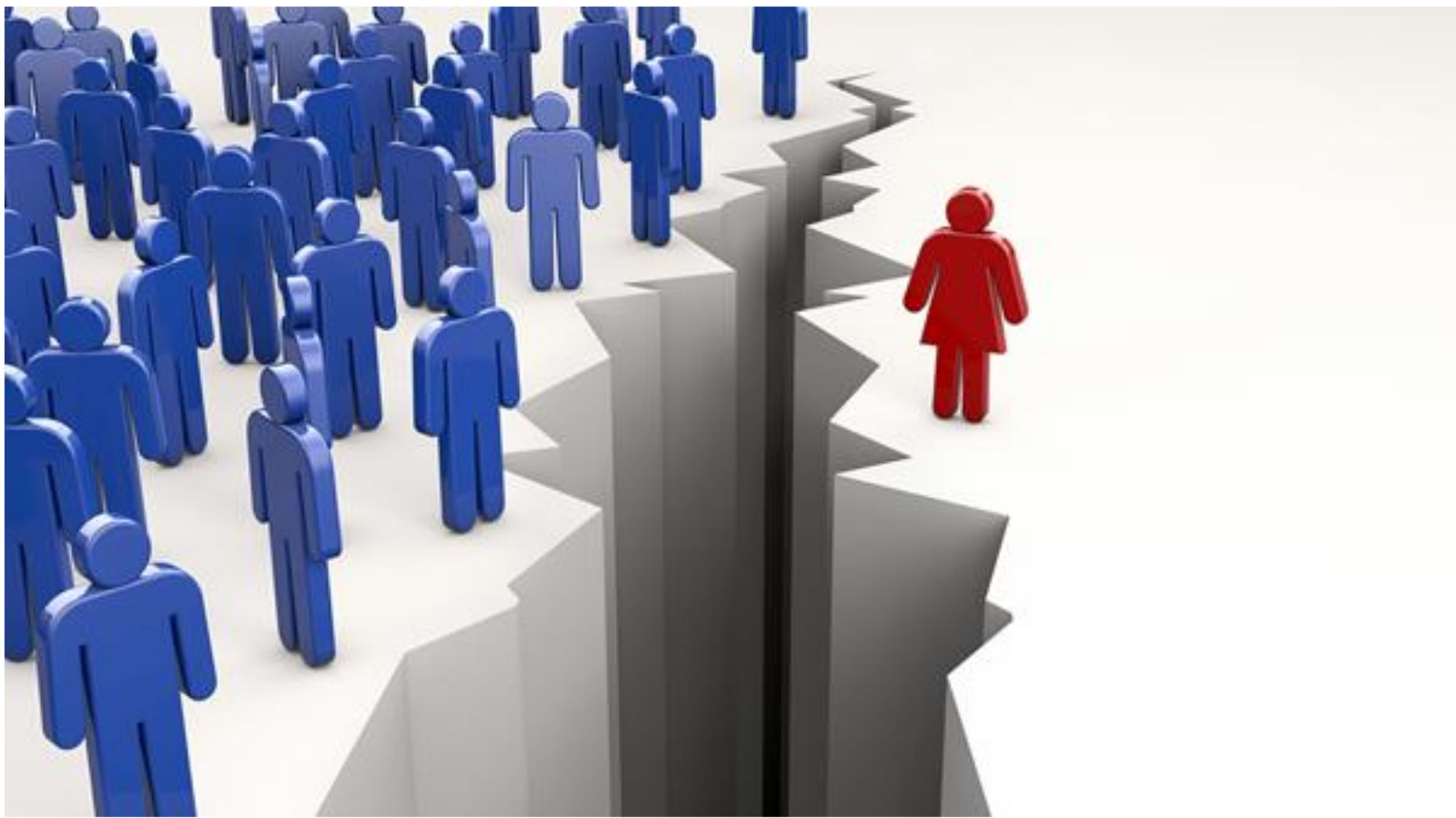


Perception
Impacts
Promotion

Agenda

- Leadership Gender Gap
- Emotional Intelligence
- Barriers to Leadership
- Gender Culture
- Talent Development Strategies

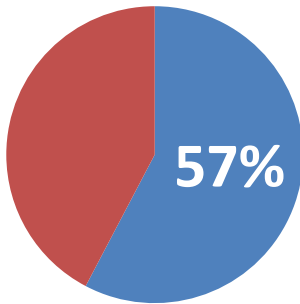




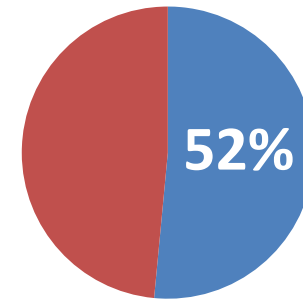
THE LEADERSHIP GAP

Women Now Represent...

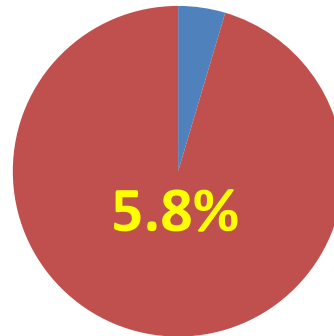
U.S. Labor Force



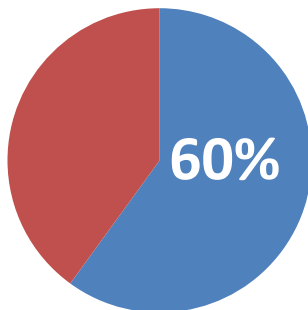
Management & Professional Occupations



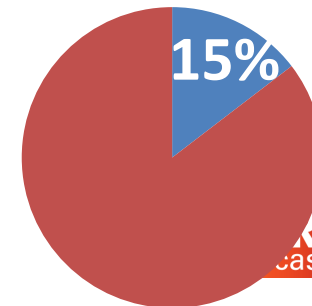
Fortune 500 CEOs



Bachelor Degrees



F500 Exec Officer Positions



29 Female CEOs Leading F500 Companies (March 1st)

Mary Barra – GM

Meg Whitman – HP

Virginia Rometty – IBM

Indra Nooyi – Pepsico

Marillyn Hewson – Lockheed Martin

Safra Catz – Oracle

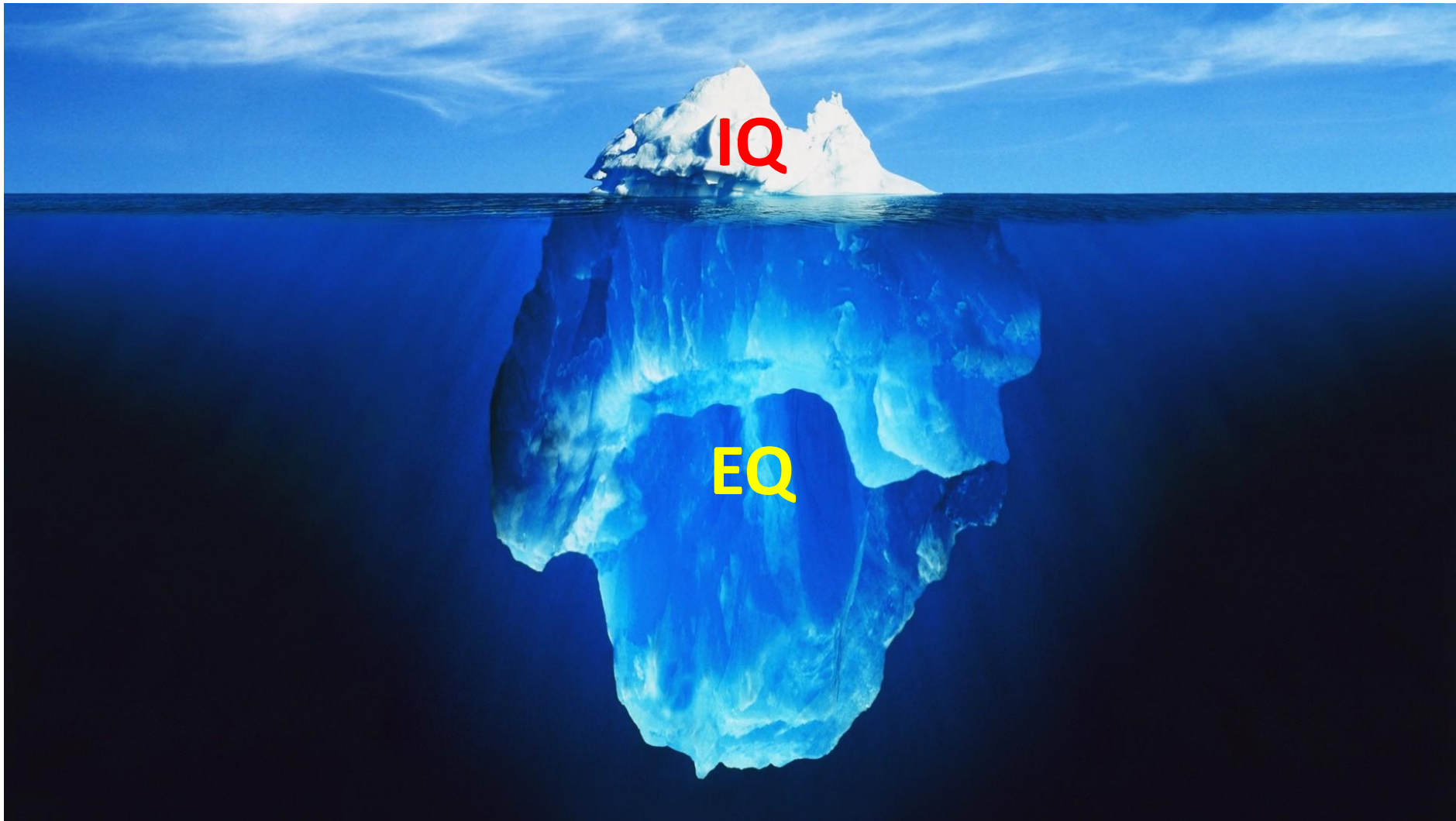
Denise Morrison – Campbell Soup

Marissa Mayer – Yahoo

Michele Buck – Hershey

Adena Friedman – Nasdaq

Geisha Williams – PG&E



EMOTIONAL INTELLIGENCE

Poll

Which gender is more emotionally intelligent?



Men?



Women?



EQ and Gender

WOMEN

EMPATHY

SOCIAL RESPONSIBILITY

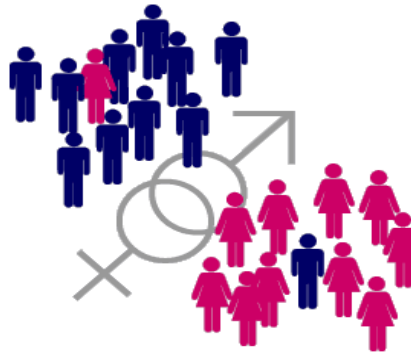
INTERPERSONAL
RELATIONSHIPS

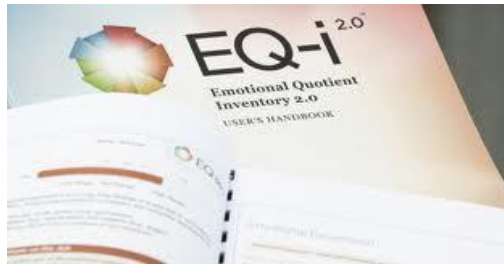
MEN

ASSERTIVENESS

STRESS TOLERANCE

SELF-REGARD





Instrument



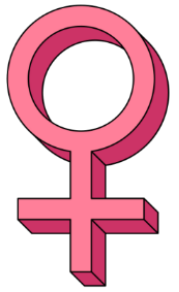
Copyright © 2011 Multi-Health Systems Inc. All rights reserved.
Based on the Bar-On EQ-i model by Reuven Bar-On, copyright 1997.

- EQ-i 2.0 measures 5 Composites & 15 Competencies
 - Self-Perception - self-regard, self-actualization, Emotional self-awareness
 - Self-Expression - emotional expression, assertiveness, independence
 - Interpersonal - interpersonal relationships, empathy, social responsibility
 - Decision Making - problem solving, reality testing, impulse control
 - Stress Management - flexibility, stress tolerance, optimism

EQ Male Bias



EQ Female Bias





BARRIERS TO LEADERSHIP

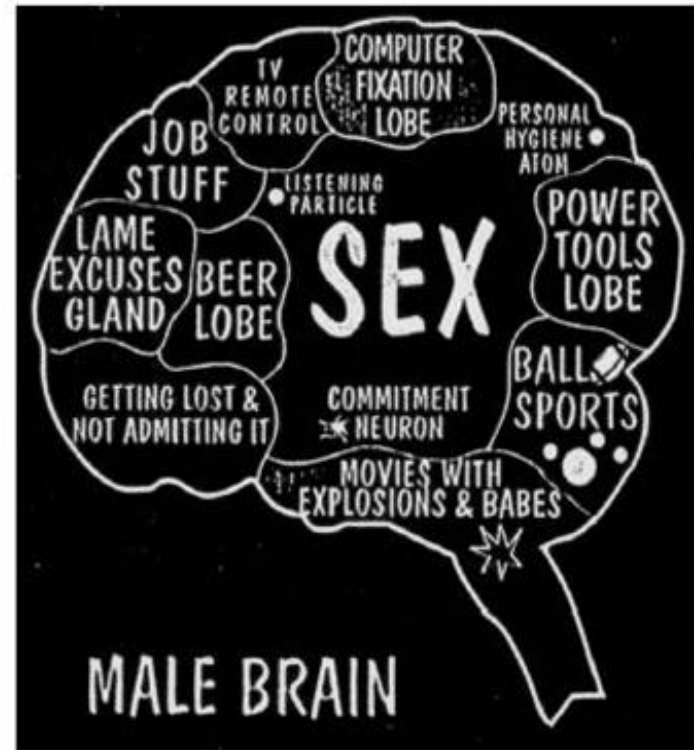
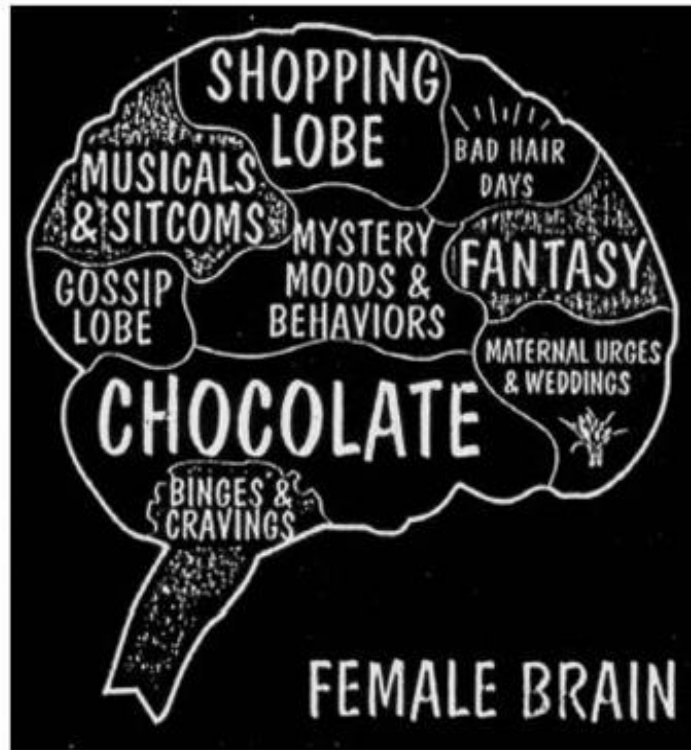
Structural Barriers



Lack of access to informal networks, lack of female role models, lack of female mentors, lack of male sponsors

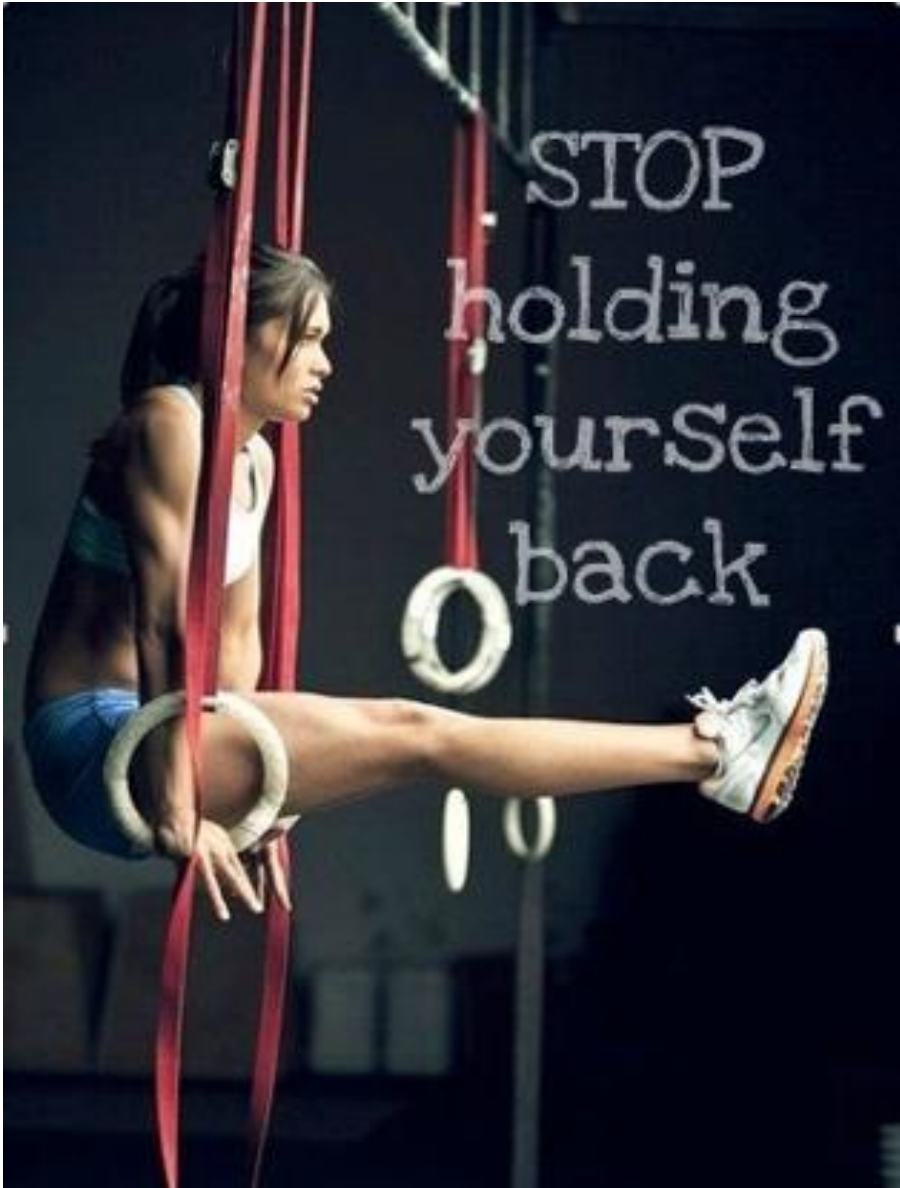
Institutional Mindsets

Gender Stereotypes



Gender bias, gender stereotyping, agentic leader behaviors, role congruity theory

Individual Mindsets



Large percentage of women hold themselves back,
self-select out,
office housework

Lifestyle Choices



Work-life balance, family choices,
breadwinner/caregiver

Chat

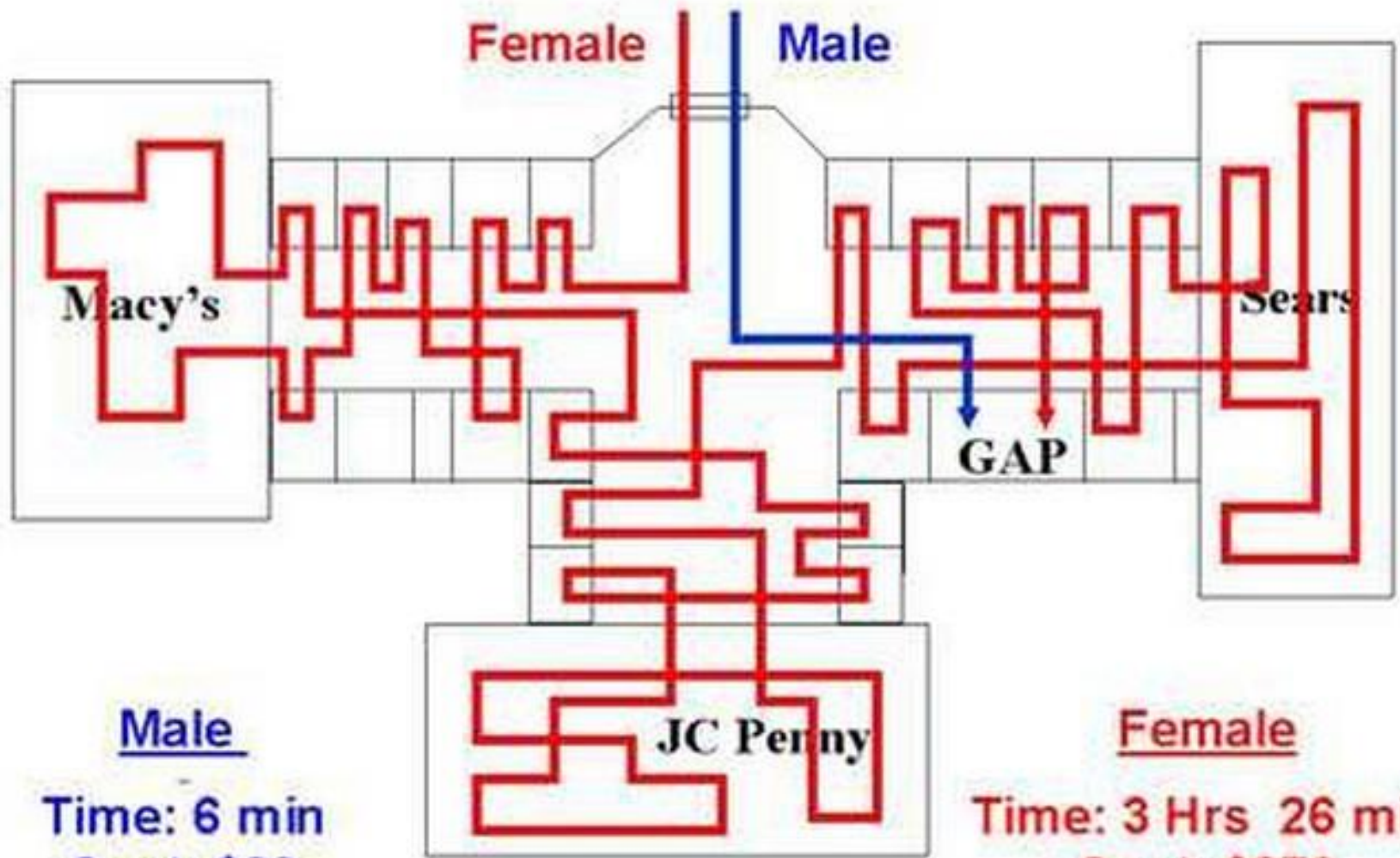
Have you personally encountered any of these barriers? If so, which ones?





GENDER CULTURE

Mission: Go to Gap, Buy a Pair of Pants



Female

Male

Macy's

Sears

GAP

JC Penney

Male

Female

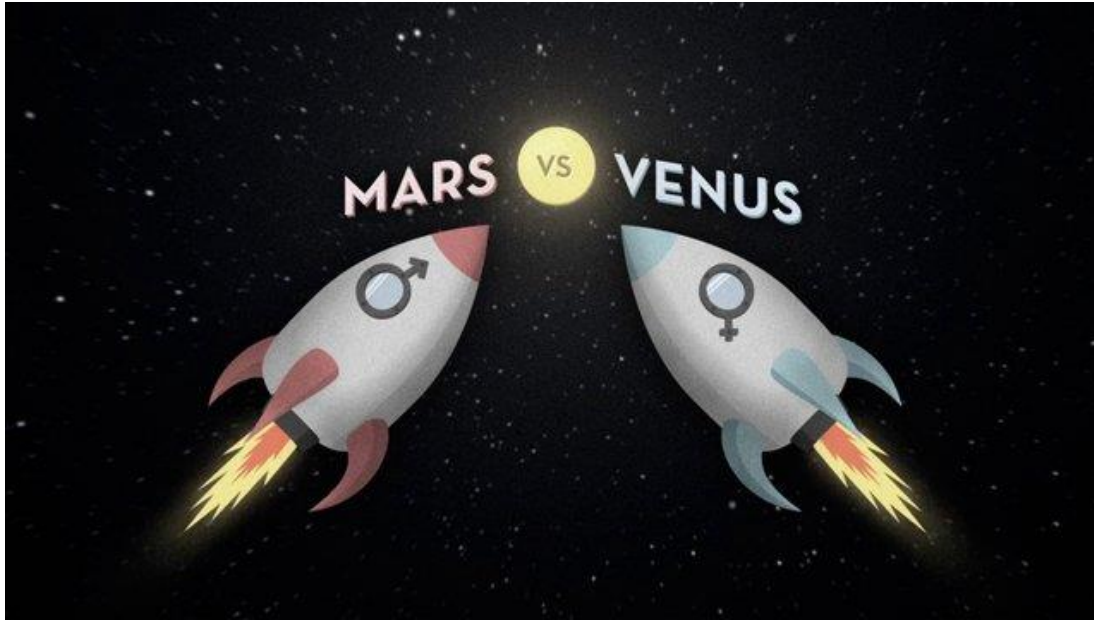
Time: 6 min

Time: 3 Hrs 26 min

Cost: \$33

Cost: \$876

Culture



Not about rights
and wrongs...it's
simply about
difference

Work within a structure, network, conduct meetings,
interpret information, communicate, work in teams,
take risks, and how we lead



Conduct Meetings



Communication

Successes and Failures



Networking



Listening

Leadership

Transactional and Transformational



Chat

Has gender differences impacted how you're perceived at work? If so, please give example.



The Take Home?

Very different **perceptions** by co-workers/leaders

Very real impact on **promotion**



Talent Development Strategies

Practices tied to hiring, retaining, & promoting women

1. **Hands-on Leadership Starting at Top** – CEO personally invested, actively role model desired mindsets & behaviors
2. **Diversity Leadership with Clout** – Appoint well-respected leaders to shine spotlight on diversity issues, drive continual vigilance
3. **Coaching/Mentoring/Sponsorship Programs** – Leaders personally accountable for programs, provide support & advocacy for high-potential women

Talent Development Strategies

4. **Robust Talent Management Program** – Adapt recruiting, promotion & succession-planning processes to call out gender diversity performance...and measure it!
5. **Affinity Groups** – Powerful ways to share ideas, build skills, access resources, visibility, network
6. **Training and Education** - Emotional Intelligence, gender differences, unconscious bias to build awareness and skill development

As Talent Development Professional, YOU Can...



Advance Understanding
Minimize Bias & Barriers
Develop Leadership Skills
Promote Diversity & Inclusion
in your Workplace

Conclusions

PERCEPTION Impacts Promotion
Leadership Gap, Barriers, EQ, Gender Culture...



- Movement – Global dialogue and corporate pressure
- Women Educated, Experienced, Empowered
- New generations bring new attitudes

I Leave You With This...

Be Encouraged – Women are slowly making gains

Be Persistent – Don't give up on your aspirations

Speak Up - For what YOU really care about



S U C C E S S

Because you too can own this face of pure accomplishment

WATCH &
LEARN
webcasts

atd

Call to Action

Please chat one thing you are going to use from this webcast





Emotional Intelligence

Let's improve emotional intelligence to increase leadership effectiveness.



Website: www.drshawnandrews.com
Email: shawn@drshawnandrews.com
LinkedIn: [Shawn Andrews, Ed.D., M.B.A](#)
Twitter: [@drshawnandrews](#)

Questions ???



The Leadership Challenge is a global campaign to liberate the leader in everyone. We believe that teams, businesses—and even the world—get better when ordinary people enable those around them to achieve extra-ordinary things.

TD Magazine



Have you downloaded the ATD Publications app?
Read *TD* from your Apple or Android tablet or phone. The app gives you access to a the full magazine plus bonus content you'll only see on the app.

Best of all, it's free. Check it out.

www.td.org/tdapp