

Sponsorship developing women leaders

2015
Workshop

The Women Senior Leaders Network

THE UNIVERSITY of TEXAS SYSTEM

Nine Universities. Six Health Institutions. Unlimited Possibilities.

Opening Remarks

Helen Yin, Ph.D.

Associate Dean, Office of Women's Career

UT Southwestern Medical Center

Chair, Sponsorship Workshop Organizing Committee

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UT System



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Rachel Croson, Ph.D.

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Carmelita Escalante, M.D.



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Elizabeth Travis, Ph.D.

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Cecelia Brewington,
M.D.



Suzanne Farmer, Ph.D.



Helen Yin, Ph.D.

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- Mary Avila
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- Abby Mitchell, M.B.A.
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- Marissa Pullum, M.S.
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Welcome

Patricia Hurn, Ph.D.

Vice Chancellor Research and Innovation

University of Texas System

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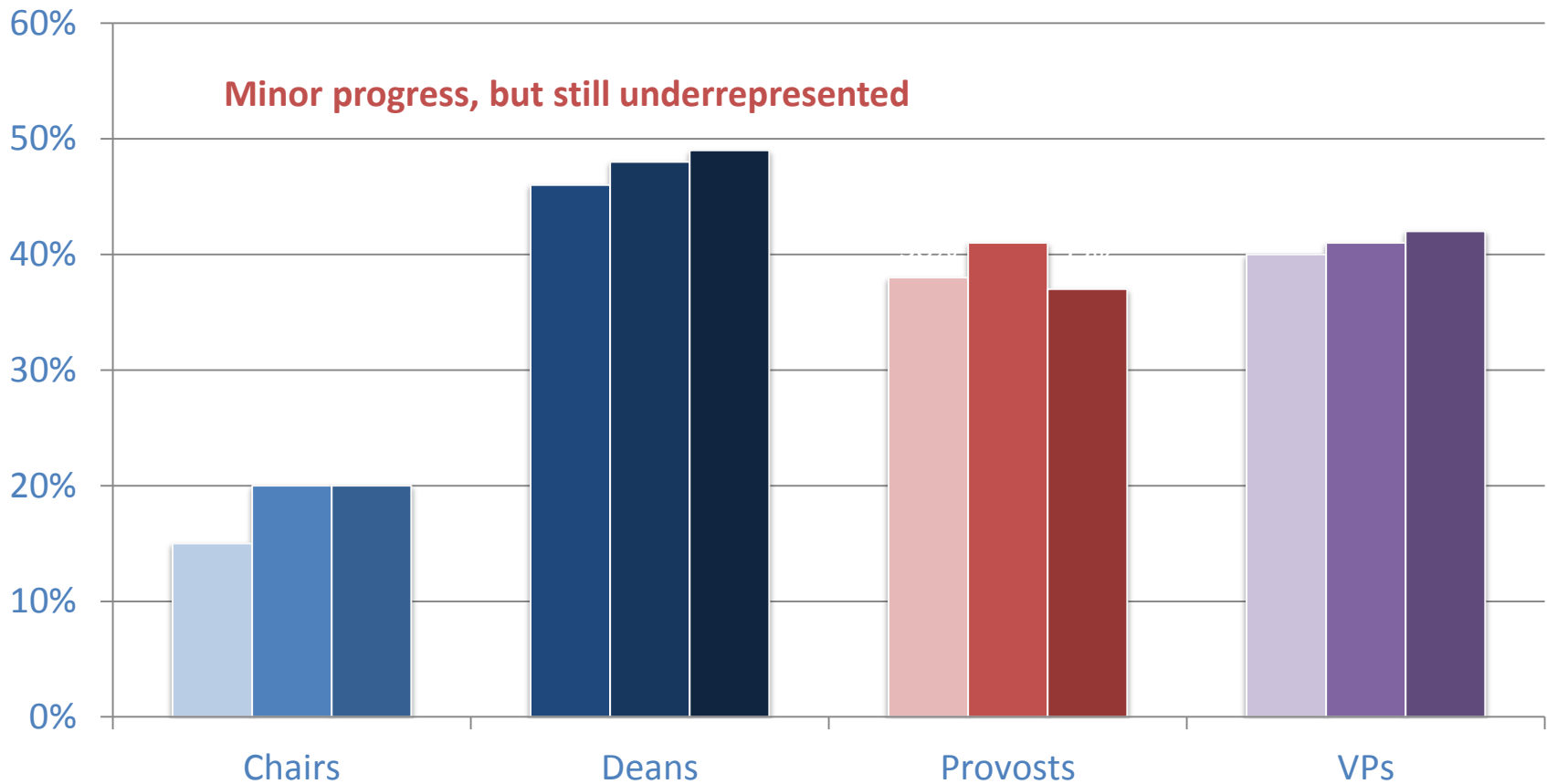
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Females in Leadership Roles: % Female 2009, 2011, 2013



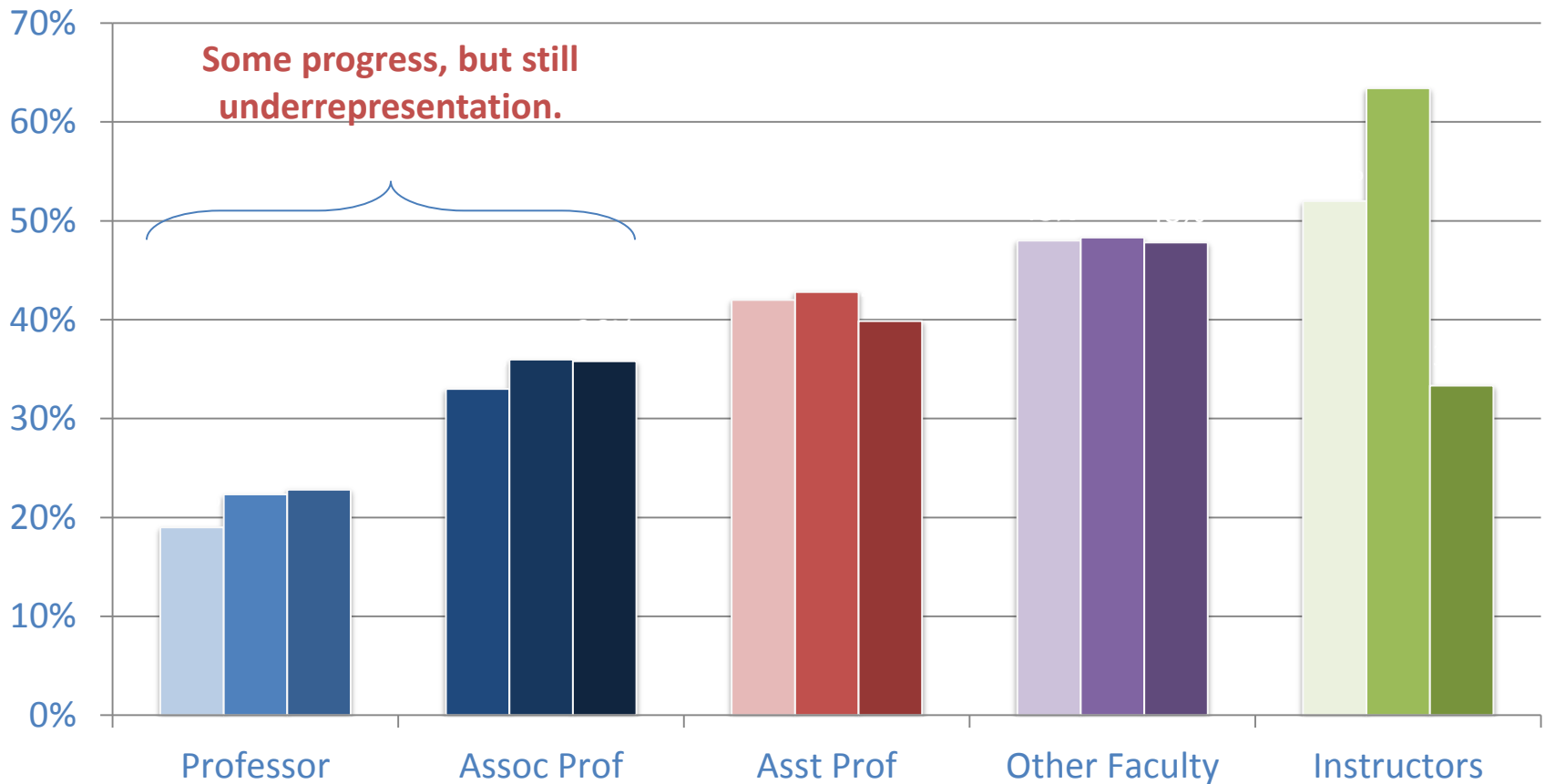
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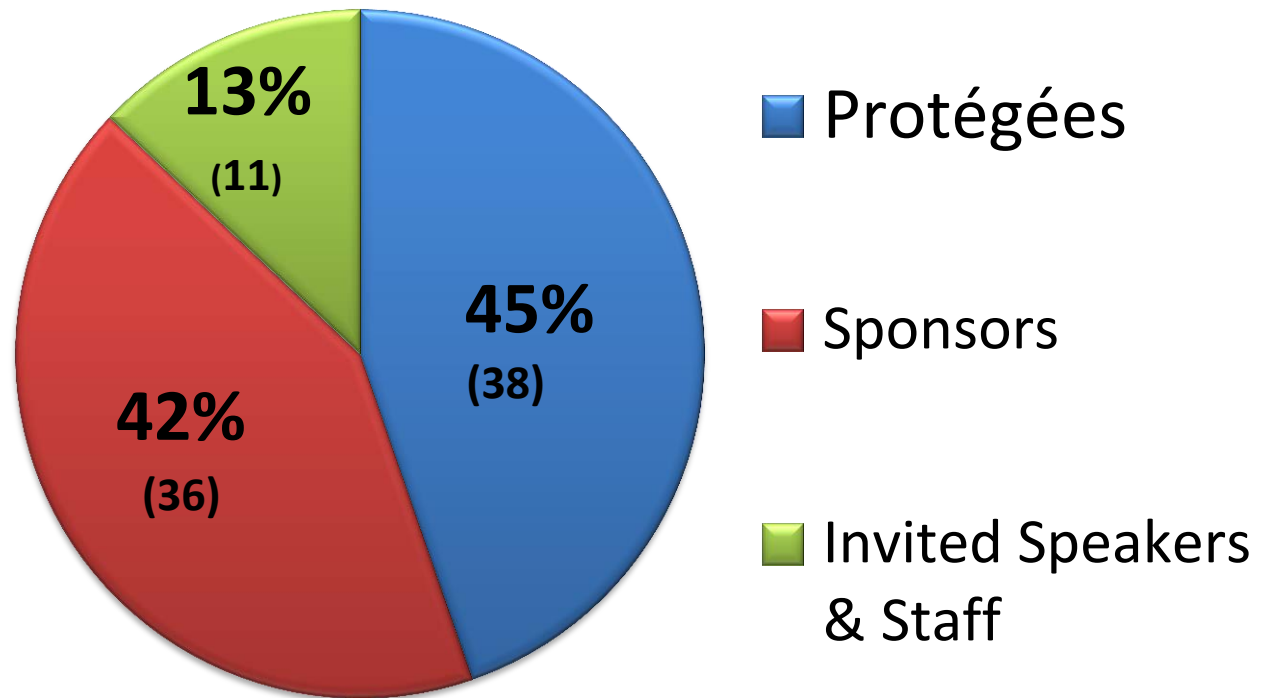
Female Faculty: % Female by Rank

2006, 2011, 2012



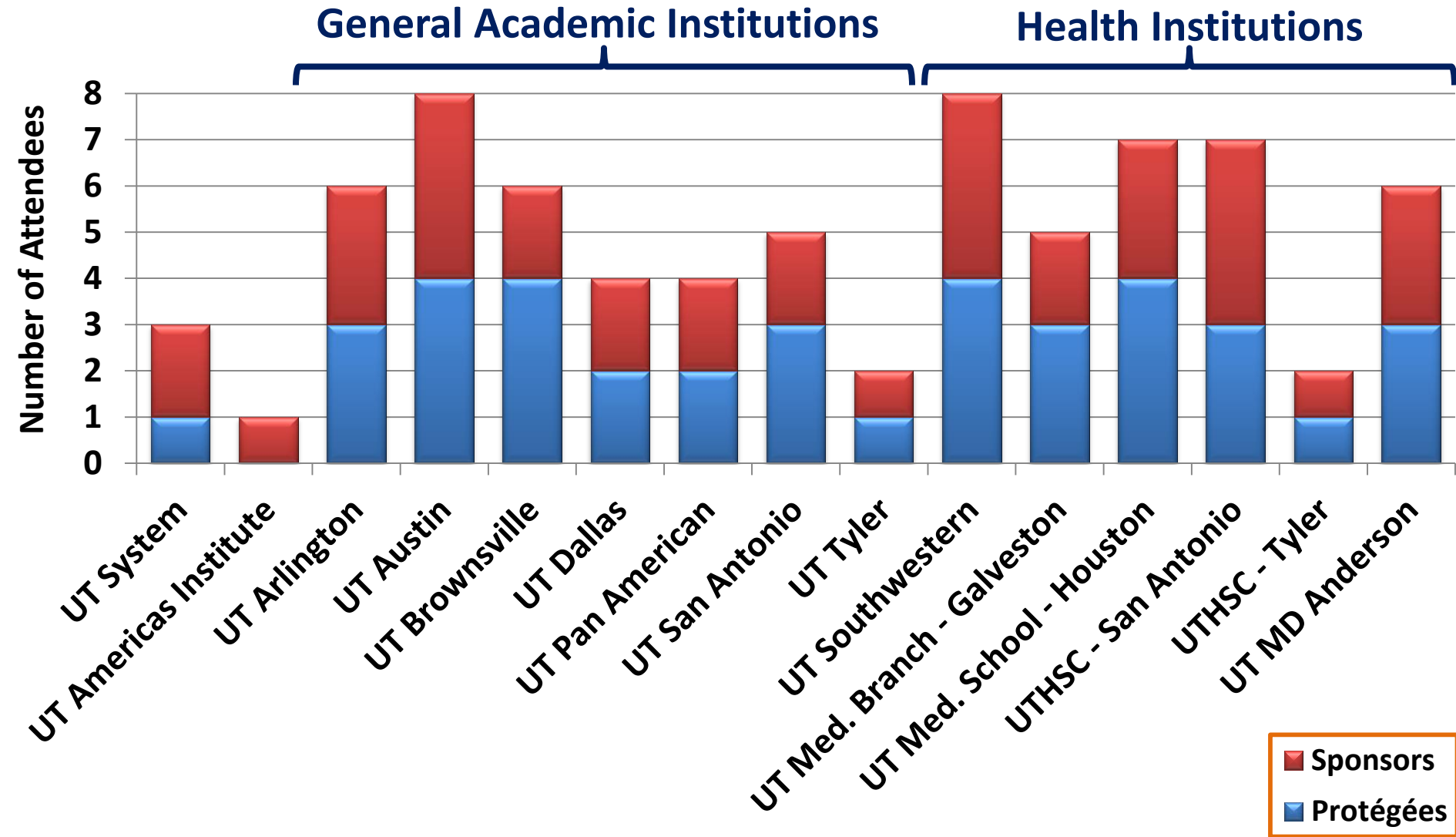


The 2015 Sponsorship Workshop Distribution of Sponsors and Protégées



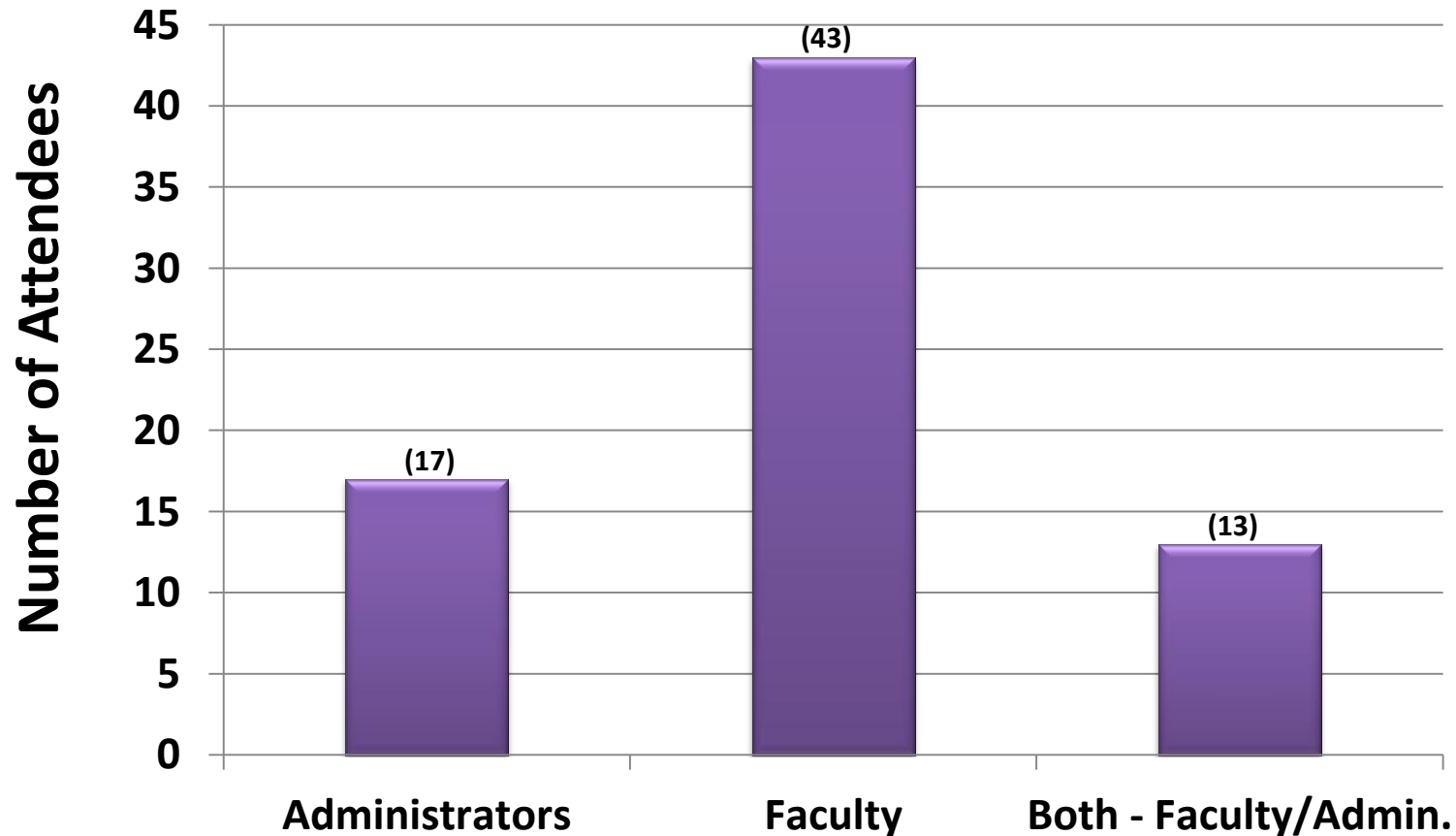
The 2015 Sponsorship Workshop

Attendees by Institutions



Workshop Attendee Role Distribution

Faculty, Administrative Professional, Both



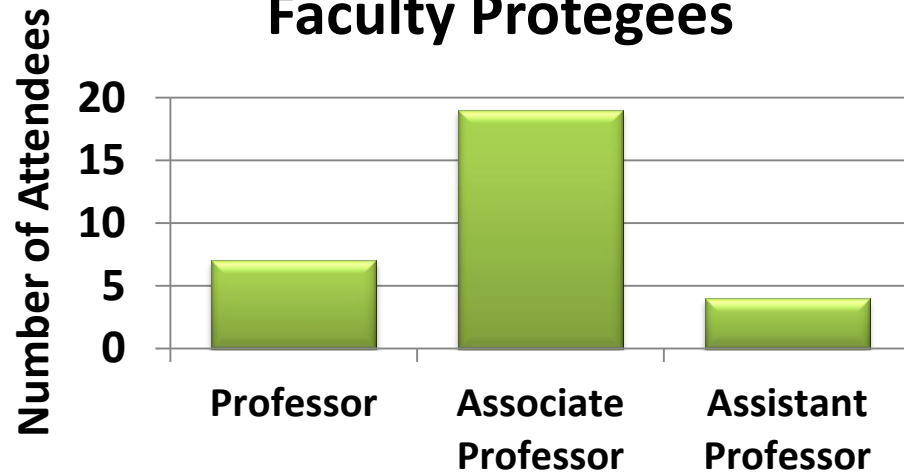
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Protégée Attendee Ranks and Titles

Faculty Protégées

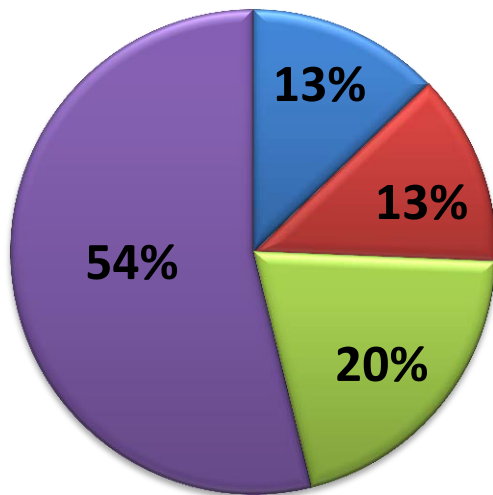


Administrative Protégées

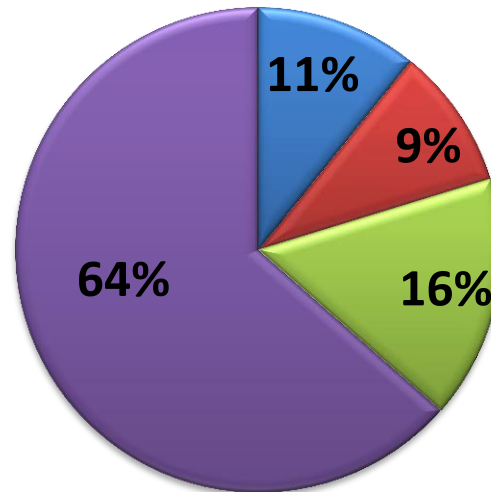


Ethnicity of Sponsorship Workshop Attendees

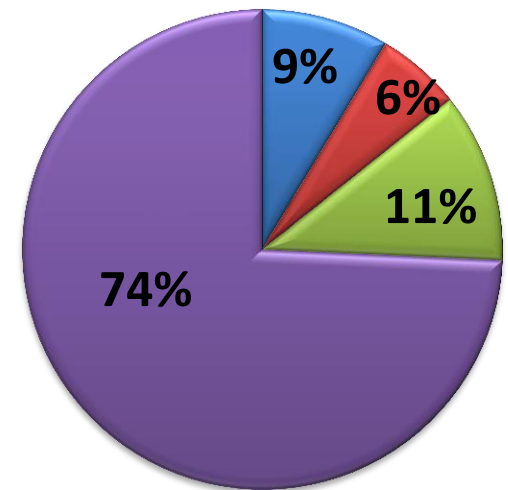
Protégées



Overall



Sponsors



■ Asian

■ Hispanic or Latina

■ Black or African-American

■ White - NonHispanic/Latina

Protégée Aspirations

Short-term:

- Promotion in current ranks/titles, for example, advance from associate professor to full professor.
- Improve leadership skills while in current position, especially through accepting new challenges.

Longer term:

- Advance to chair, vice president, president role.
- Create new programs for their field.
- Become an overall great leader and role-model.

Thank you to U.T. women leaders of today

And those of tomorrow....

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Keynote Address

Elizabeth Travis, Ph.D.

Associate Vice President, Women Faculty Program
UT MD Anderson Cancer Center

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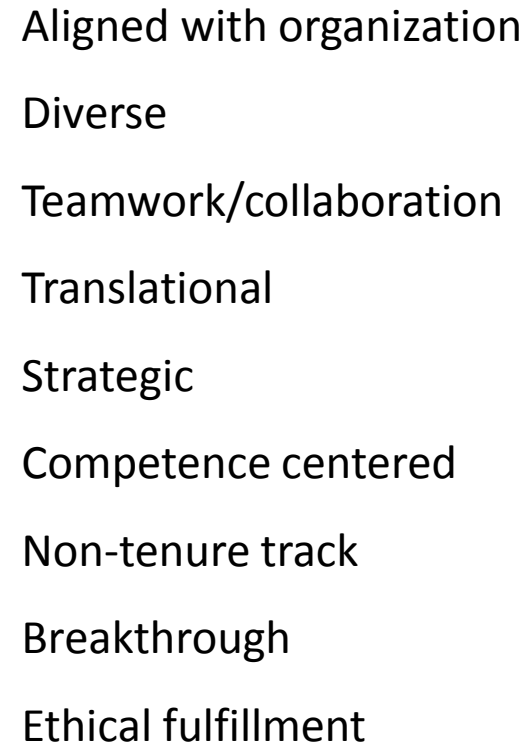
Characteristics needed in today's leaders

Traditional



Self oriented
White male
Individualistic
Basic or clinical science
Tactical
Knowledge centered
Tenure track
Incremental
Status/titles/income

Future-Oriented



Aligned with organization
Diverse
Teamwork/collaboration
Translational
Strategic
Competence centered
Non-tenure track
Breakthrough
Ethical fulfillment

Why we need women leaders

Open doors for others

Signal female friendly culture

Role models for other women



Why we need women leaders - impact

1 female convener at symposia

74% more female speakers

MD Anderson gender-balanced departments

Female chairs: Gender equity across ranks/tracks

Top 10 technology companies

1 female CEO = 21% more women in leadership roles

Business

3 women on leadership team produced increased ROI

Women-owned firms grew by 20% (all U.S. firms = 7%)

Politics

Congresswomen cosponsor 26 more bills than congressmen

Women make teams smarter

1. Members contributed more equally to the team's discussions

2. Members scored higher on a test called *Reading the Mind in the Eyes*

3. Teams with more women outperformed teams with more men

-- not the diversity

-- women were better at “mindreading” than men



(1) Woolley et al (2010). Evidence for a Collective Intelligence Factor in the Performance of Human Groups. *Science*, 330(6004), 686-688

(2) Why Some Teams Are Smarter Than Others, *The New York Times*, 01/16/2015

According to AAMC, women represent:

Medical School Deans:



16%

Sr. Associate Deans & Vice Deans:



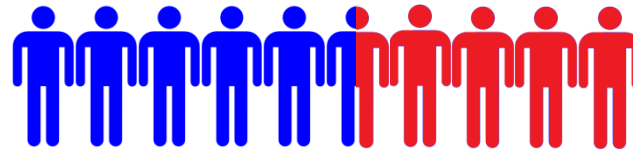
33%

Associate Deans:



39%

Assistant Deans:



46%

Department Chairs:



15%

According to NSF, women represent...

*Presidents, Provosts,
Chancellors:*



29%

*Deans, Department Heads,
Chairs:*



33%

The UT System Leadership

Women represent:

- Board of regents 10%
- Presidents:
 - Academic institutions 10%
 - Health Institutions 0%
- Provosts 37%
- VPs 42%
- Deans:
 - Academic institutions 49%
 - Medical schools 0%
- Chairs 20%
- Executive Officers 36%

“.... We’ve seen what can be accomplished when we use 50% of our human capacity. Can you imagine what 100% would do?”



PHOTO: PETER YANG

Warren Buffett
**American business magnate,
investor and philanthropist**

Why are there so few women leaders?



***“As you move up within an organization,
it’s important to have the sponsorship of someone
who has enough leverage in the organization
to make things happen, otherwise it won’t be effective.
In most senior level jobs,
you need **SPONSORSHIP** to make it to the very top.”***



Elizabeth J. Smith
General Manager
IBM Corporation

Famous women: Who were their sponsors?



Elena Kagan



Sheryl Sandberg



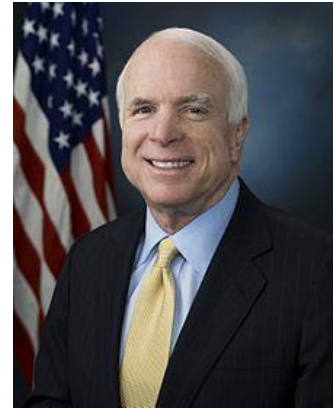
Sarah Palin



President Obama



Lawrence Summers



John McCain

What is common to these relationships?

Public support

Focused on advancement

Predicated on power



Does sponsorship impact careers?

YES!!!

Approximate **20% increase** in

- Satisfaction with rate of advancement
- Likelihood to ask for a pay raise
- Likelihood to ask for a stretch assignment

Overall sponsor benefit on career:

22% to 30%

Boosts retention of a diverse workforce

Satisfaction with rate of advancement:

>50% of African-Americans with a sponsor vs.
35% of those who don't have one

...and keeps mothers on track

- With sponsors → **85%** remain on track
- Without sponsors → **58%** remain on track
- **58%** of Working Mother 100 Best Companies have sponsorship programs for women

(1) Want to move up? Not only do you need mentors, but a sponsor, The Boston Globe, 6/23/2013

(2) Sponsoring Women: What Men Need to Know, Ida O. Abbott, J.D., 2014

(3) 2013 Working Mother 100 Best Companies Annual Survey

Sponsorship is murky!

- I have a sponsor = **25%**
- I've had a senior person nominate me for a special assignment or advocate for my promotion = **69%**

2/3 of the respondents had something like a sponsor-protégé relationship with someone at their organization without realizing it.

What does a sponsor do?

Responsible
for
promotion

Expand
career
vision

Connect you to
senior leaders

Advocate

Go out on
a limb

Use chips on
behalf of
protégée

Focus on
career
opportunities



What does a protégée do?

**Demonstrate
trust**

**Contribute
110%**



**Show
loyalty**

**Promote
sponsor's legacy**

“A protégé who doesn’t do everything in her power to make her sponsor look smart for backing her is wasting the sponsor’s time.”

What about mentoring?

Mentoring is necessary...

Likelihood to be promoted:

HIGHER for mentored compared to not mentored

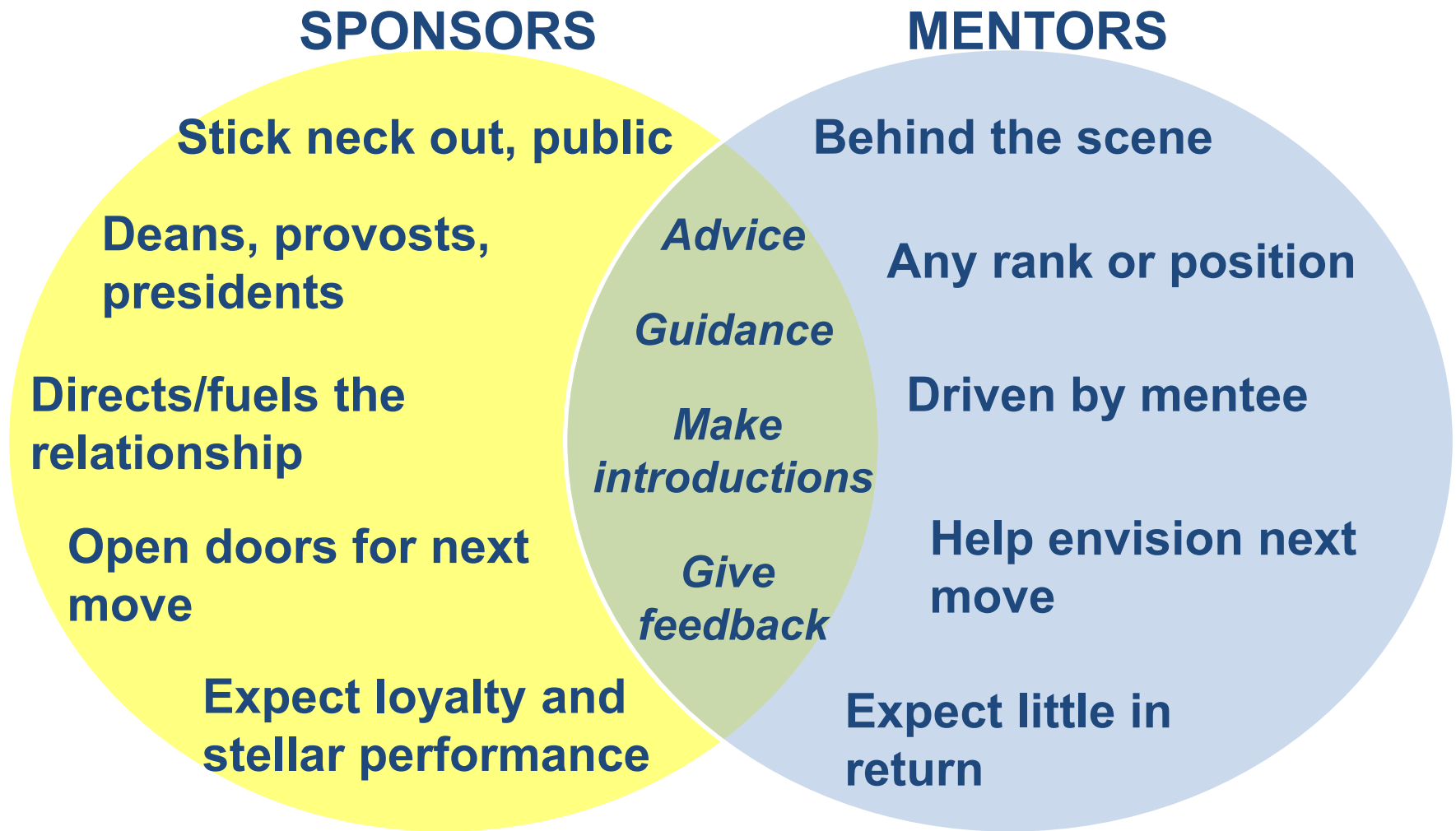
But NOT sufficient...

More men promoted to leadership positions than women.

WHY?

Men's mentors were CEOs and were **sponsors**.

Sponsor... Different breed of cat



(1) Ibarra H, Carter NM, Silva C. Why Men Still Get More Promotions Than Women. Harvard Business Review. 9/1/2010

(2) Byyny, R. L., Mentoring and Coaching in Medicine, The Pharos, Winter 2012

(3) Hewlett, SA, Forget Mentor, Find a Sponsor, 2013

Protégée is different from a mentee

Protégée

- Proven performer
- Assistance for advancement
- Returns the favor

Mentee

- Learner
- Assistance anytime
- No obligation

(1) Sponsoring Women: What Men Need to Know, Ida O. Abbott, J.D., 2014

(2) Sponsors Are The New Mentors—And They Really Need You, Sylvia Hewlett, Fast Company, 9/13

Mentor? Coach? Sponsor?

*“A **coach** tells you what to do,
a **mentor** will listen to you and speak with you,
but
a **sponsor** will talk about you.”*

*Kathy Hopinkah Hannan
National Managing Partner
Diversity and Corporate Responsibility
KPMG LLP US*

**Women are over mentored and
under sponsored!**

**Men 46% more likely to have
a sponsor**

Why do you think this is?

People **choose** people like them



Men **sponsor** men

***“Women get advice, while men get promotions...
Men’s mentors more often serve as sponsors who
take an active part in promoting the men’s careers,
while women’s mentors are supportive but do not
proactively champion them.”***

Unconscious bias

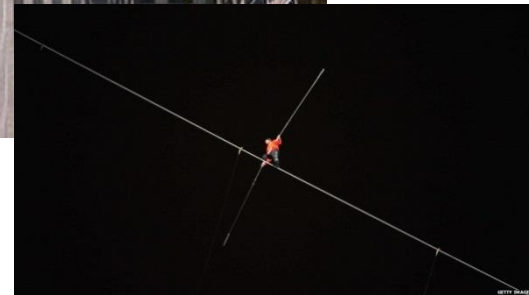


Harvard Implicit Association Test (IAT)

<https://implicit.harvard.edu/implicit/takeatest.html>

Women walk a tightrope...

Damned if you do, doomed if you don't.



“...Sponsors look for **self-confidence and ambition** to get ahead...

The reluctance of women and minorities to promote themselves and express their ambitions makes them less visible to potential sponsors.”

*Ida Abbott, J.D.
Sponsoring Women:
What Men Need to Know*



Dislike politics
“Dirty Game”

**Don’t announce their
accomplishments**

I have a
great team

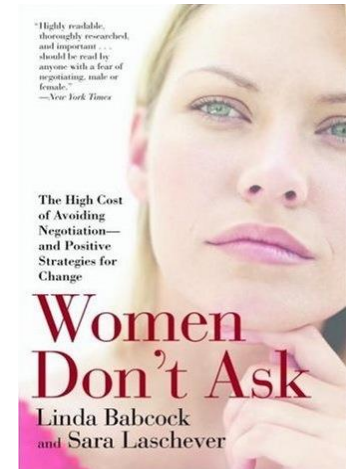
I was
lucky

I worked
harder

Don’t negotiate

“Pick up the mop”
– learn to say “NO”

Women Often...



Believe in meritocracy

Tiara Effect



**Underestimate
the importance of
powerful backers**



Women do not build relationship capital

Join the club

*When invited
say “yes”*

*Build
collaborative
relationship*



Get informal

*Engage in
information
exchange*

Trade favors

*It's often not **whom you know** but
who knows you via informal networking*

Sponsorship programs in business

Time Warner: Breakthrough Leadership Program

- Brings together high-potentials and VPs and Sr. VPs
- Of 300 attendees, 22% promoted vs. 12% of non-attendees

Cisco: Inclusive Advocacy Program

- Highest-potentials paired with advocate VP and Sr. VP
- 60% of participants met their career goals

Citi: Women Leading Citi

- Matches female directors with senior executives
- 34% of participants promoted

Deutsche Bank: ATLAS Program

- Paired mentees with executive committee members
- 45% of participants are in new or expanded roles

(1) *Changing Companies' Minds About Women*. McKinsey Quarterly, 2011; (2) *Sponsoring Women to Success*, Catalyst, 2011

(3) *The Sponsor Effect: Breaking Through the Last Glass Ceiling*, HBR, 2010

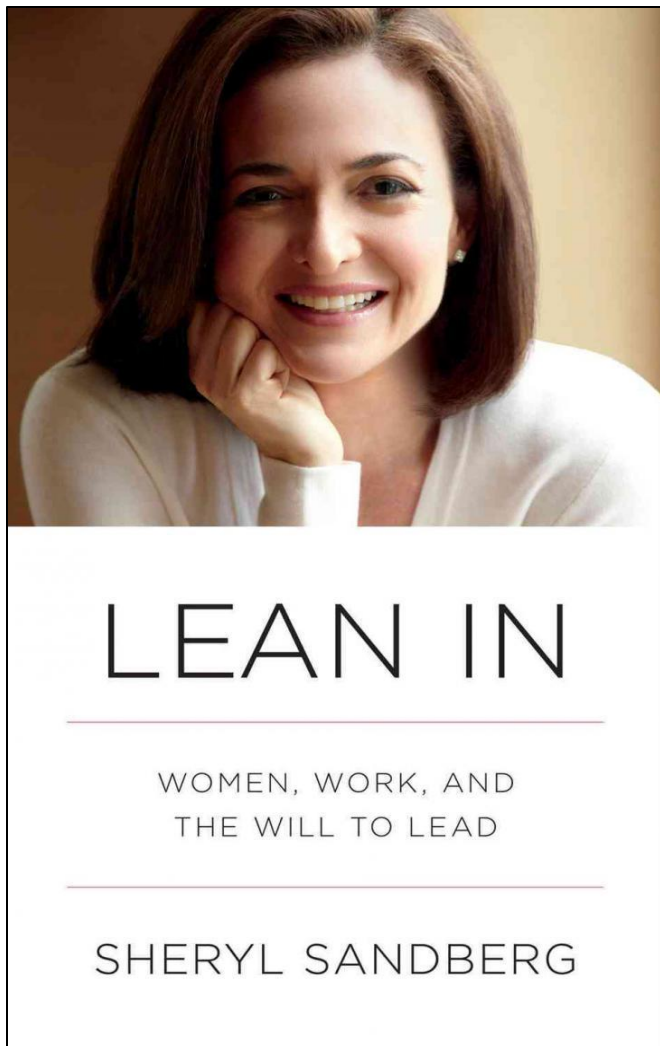
Harold Shapiro, Ph.D.

President Princeton University (1988-2001)

**“Giving women chances isn’t just fair,
it’s smart management.
You’re overlooking half of the available
talent, and you don’t get the best people
to help you do your job.”**



- Shirley Tilghman, *former president, Princeton University*
- Amy Gutmann, *president, University of Pennsylvania*
- Ruth Simmons, *former president, Brown University*
- Nancy Cantor, *former chancellor and president, Syracuse University*
- S. Georgia Nugent, *former president, Kenyon College*



**“No matter how
fiercely you lean in,
you still need
someone with power
to lean in with you.”**

Sylvia Ann Hewlett

Q&A



Getting to Know Yourself: To Become a More Impactful Leader Part I

Suzanne Farmer, Ph.D.

Assistant Vice President, Talent Management
UT Southwestern Medical Center

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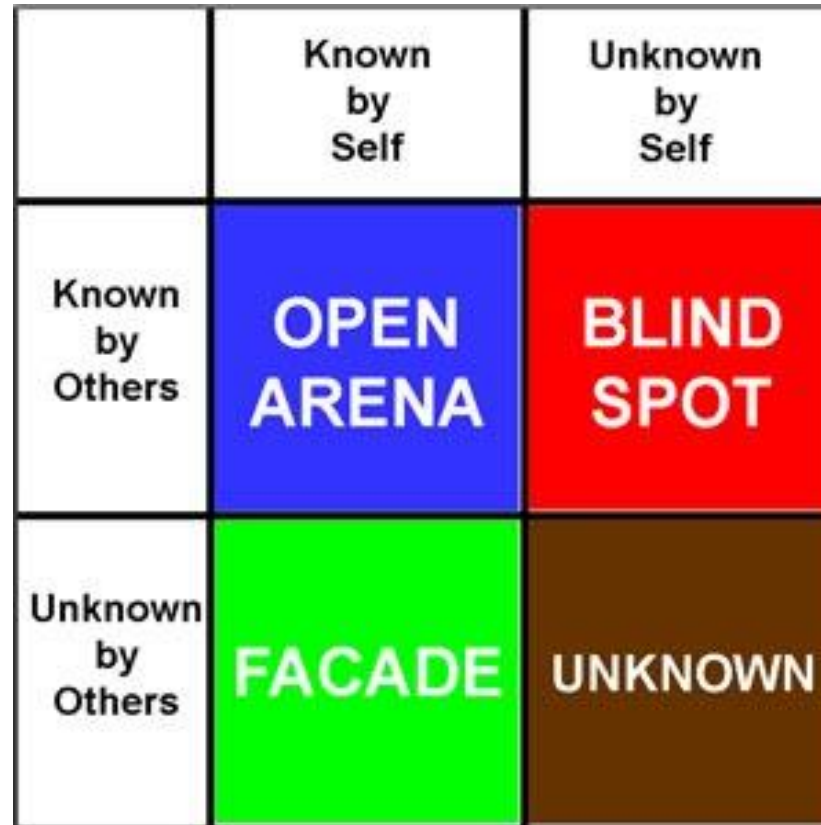
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The Foundation of Leadership Competency: “Know Thyself”

The Johari Window



Luft, J.; Ingham, H. (1955). "The Johari window, a graphic model of interpersonal awareness". *Proceedings of the western training laboratory in group development* (Los Angeles: UCLA).

Common Ways to Gain Insight

Behavioral Style – how you act under various circumstances

Personality Style – what drives your behavioral style

The DISC[®] Behavioral Assessment

DISC is the universal language
of external, observable human **behavior**,
or how we act.

DISC does not measure education,
experience, values or intelligence.

It simply measures an individual's behaviors,
or how he/she communicates.

Why Focus on Behavioral Style?

It's Easier to Change Than Personality...

Styles can be viewed along two dimensions:

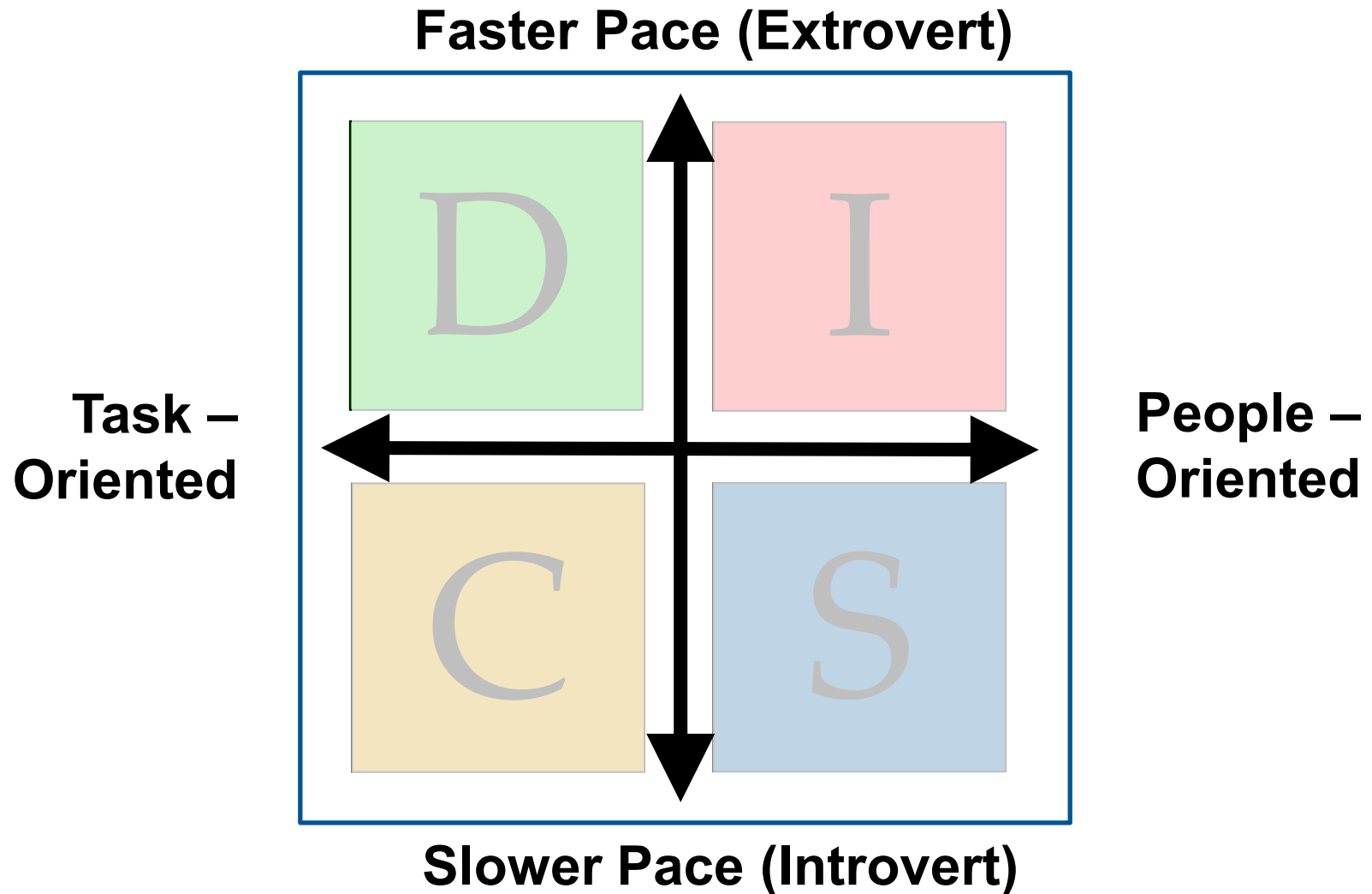
Approach to *People* –

People (Extroverted) vs. Task (Introverted)

Approach to *Work*–

Fast Pace/Slow Pace

The DISC[®] Behavioral Styles



D - Characteristics

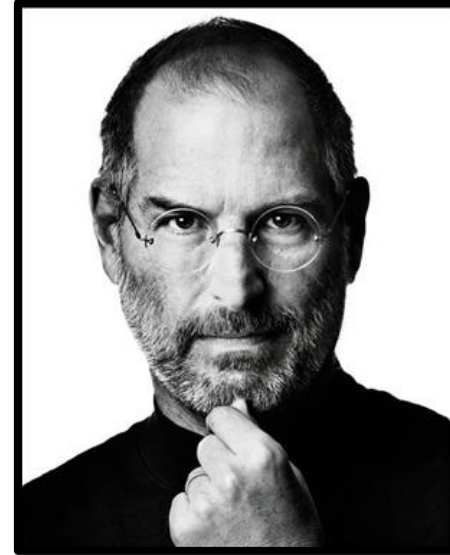
DOMINANCE

DESCRIPTORS: Adventuresome, Competitive, Daring, Decisive, Direct, Innovative, Persistent, Problem Solver, Results-oriented, Independent

Needs-Driven Behavior: Challenge

Population % of Core Style: 18%
UTSW: 6%

Motto: Ready, Fire, Aim



Communication with a “D”

Be clear and specific

- *Don't ramble or waste their time*

Stick to business

- *Don't try to build personal relationships*

Come prepared

- *Don't forget things or be disorganized*

Present facts logically and efficiently

- *Don't leave loopholes or cloudy issues*

Ask specific questions

- *Don't ask rhetorical questions*

I - Characteristics

INFLUENCE

DESCRIPTORS: Charming, Confident, Convincing, Enthusiastic, Inspiring, Optimistic, Persuasive, Popular, Sociable, Trusting

Needs-Driven Behavior: Verbalize

Population % of Core Style: 28%
UTSW: 24%

Motto: Fire, Fire, Fire



Communication with an “I”

Allow time for relating and socializing

- *Don't be curt or tight-lipped*

Talk about people and their goals

- *Don't drive to facts or figures*

Ask for their opinion

- *Don't be impersonal or task-oriented*

Talk positively

- *Don't talk about what can't be done*

Use enough time to be fun and fast moving

- *Don't cut the meeting short or be too businesslike*

S - Characteristics

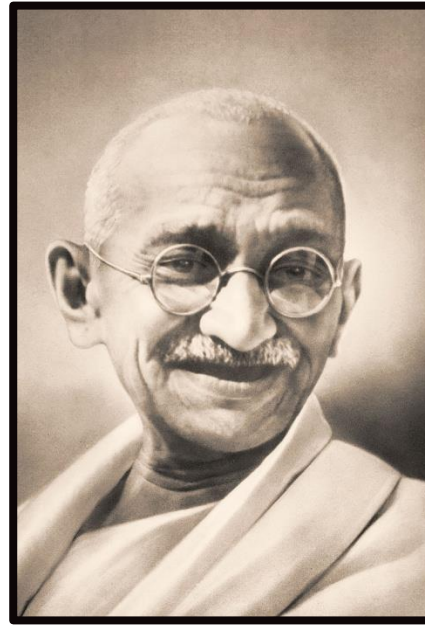
STEADINESS

DESCRIPTORS: Amiable, Friendly, Patient, Good Listener, Relaxed, Sincere, Stable, Steady, Team Player, Understanding

Needs-Driven Behavior:
Accommodate

Population % of Core Style: 40%
UTSW: 32%

Motto: Ready, Ready, Ready



Communication with an “S”

Start with personal comments

- *Don't rush headlong into business or the agenda*

Have sincere interest in them as people

- *Don't stick coldly or harshly to business*

Be candid and patient

- *Don't rush them*

Present your case in a non-threatening manner

- *Don't use position power or be demanding*

If a decision is required of them, allow time to think

- *Don't force a quick decision. Provide information.*

C - Characteristics

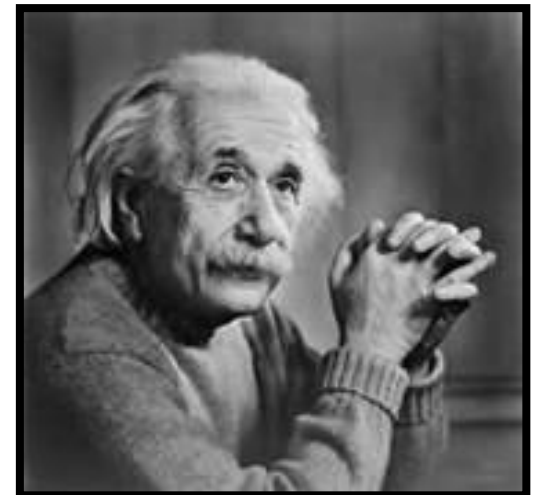
CONSCIENTIOUS

DESCRIPTORS: Accurate, Analytical, Conscientious, Courteous, Diplomatic, Fact-finder, High Standards, Mature, Patient, Precise

Needs-Driven Behavior: Rules

Population % of Core Style: 14%
UTSW: 38%

Motto: Aim, Aim, Aim



Communication with a “C”

Prepare your case in advance

- *Don't be unorganized*

Approach them in a straightforward way

- *Don't be casual, informal, or personal*

Build credibility by looking at all sides of each issue

- *Don't force a quick decision*

Present specifics and do what you say you can do

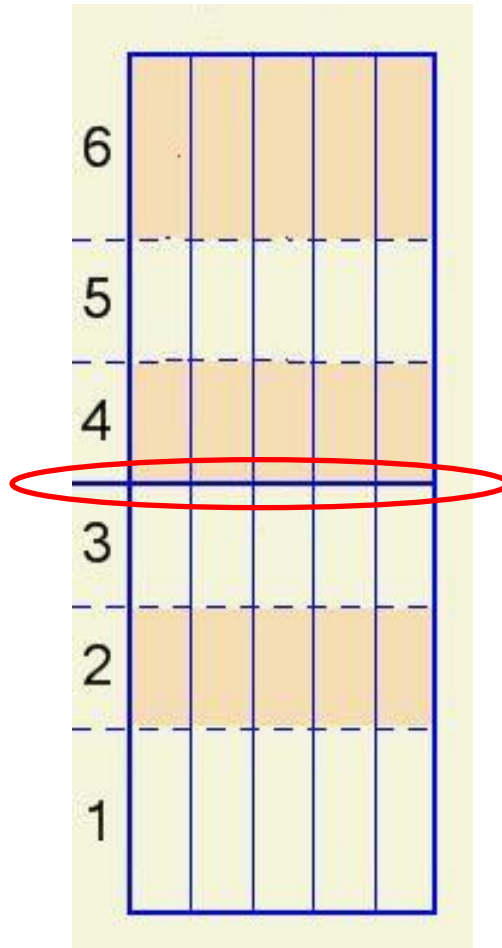
- *Don't be vague about expectations or fail to follow through*

Take your time, but be persistent

- *Don't be abrupt or rapid*

Your DiSC Profile Graph

Threshold:



- Profile – determined by highest plotting points above **threshold**
- Capital Letters = Primary Behavior
ex: **C**
- Lowercase Letters = Secondary Behavior
ex: **Sci**

Adapting vs. Natural Styles

Graph I: Adapting Style Pattern

- A self-perception of the tendencies you think you use
- Illustrates the behavior you exhibit in your “focus” environment
- It is your “mask” graph
- It may change in different environments

Graph II: Natural Style Pattern

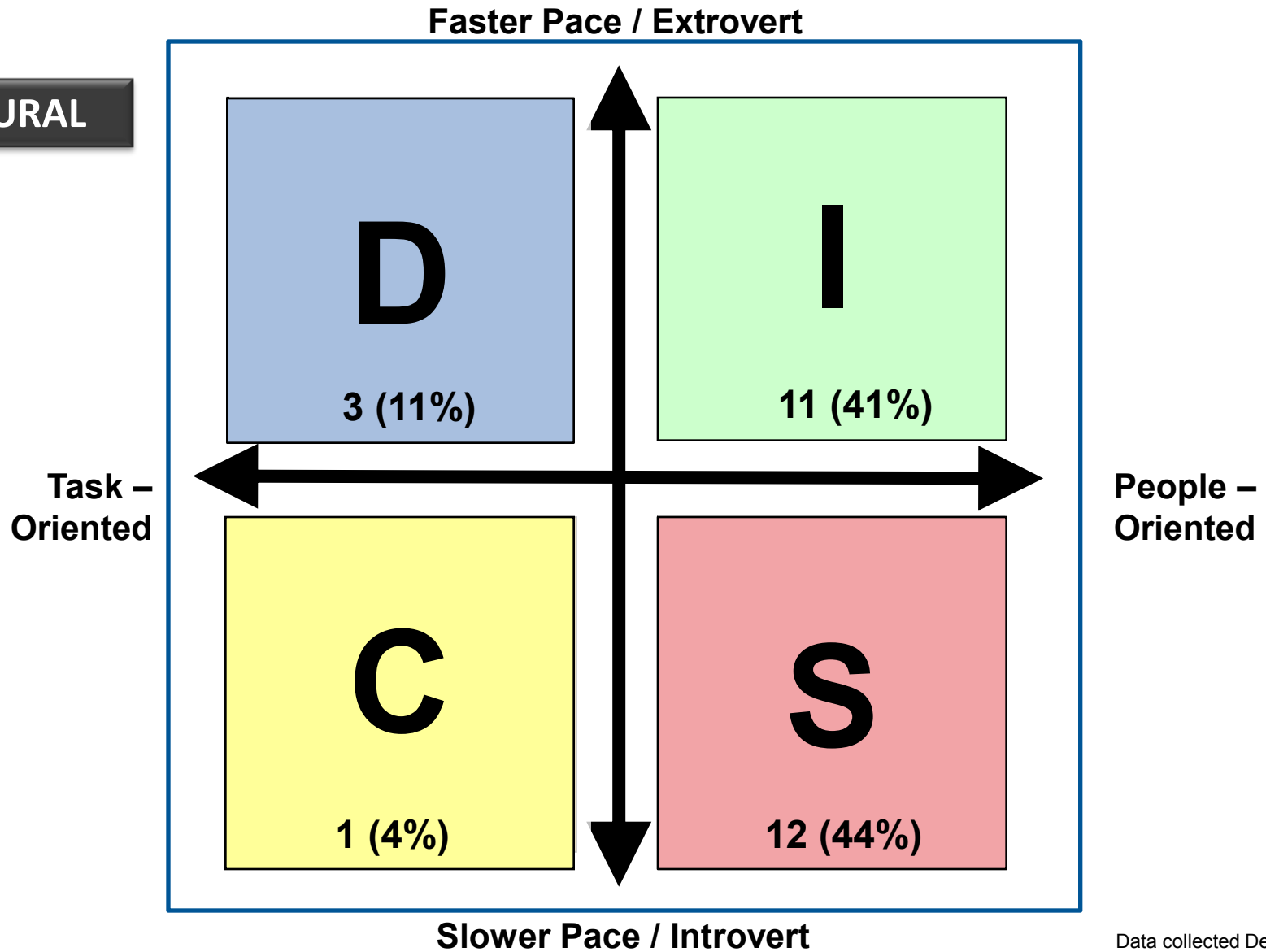
- A self-perception of the “real you”
- Illustrates behaviors most likely exhibited in stressful and frustrating situations
- It is your natural behavior
- It tends to be fairly consistent even in different environments

Graph III: Combination of Graph I and Graph II Results

- May be helpful when Graphs I and II vary substantially from each other.
- Illuminates the predominant style traits that emerge by combining the differences.
- No substantial difference if Graph I and II are similar.

The DISC[®] (Sponsors)

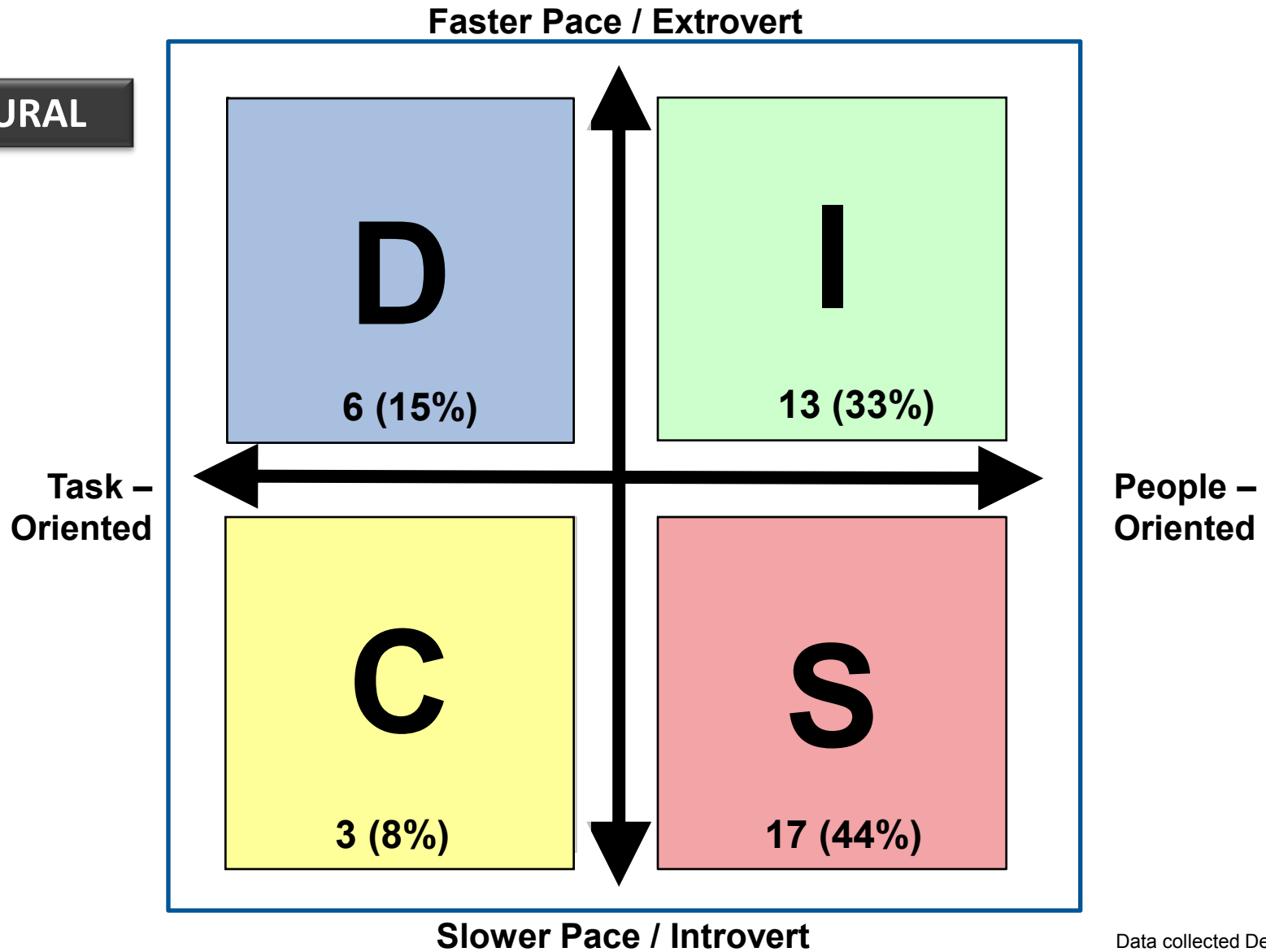
NATURAL



Data collected December, 2014

The DISC[®] (Protégées)

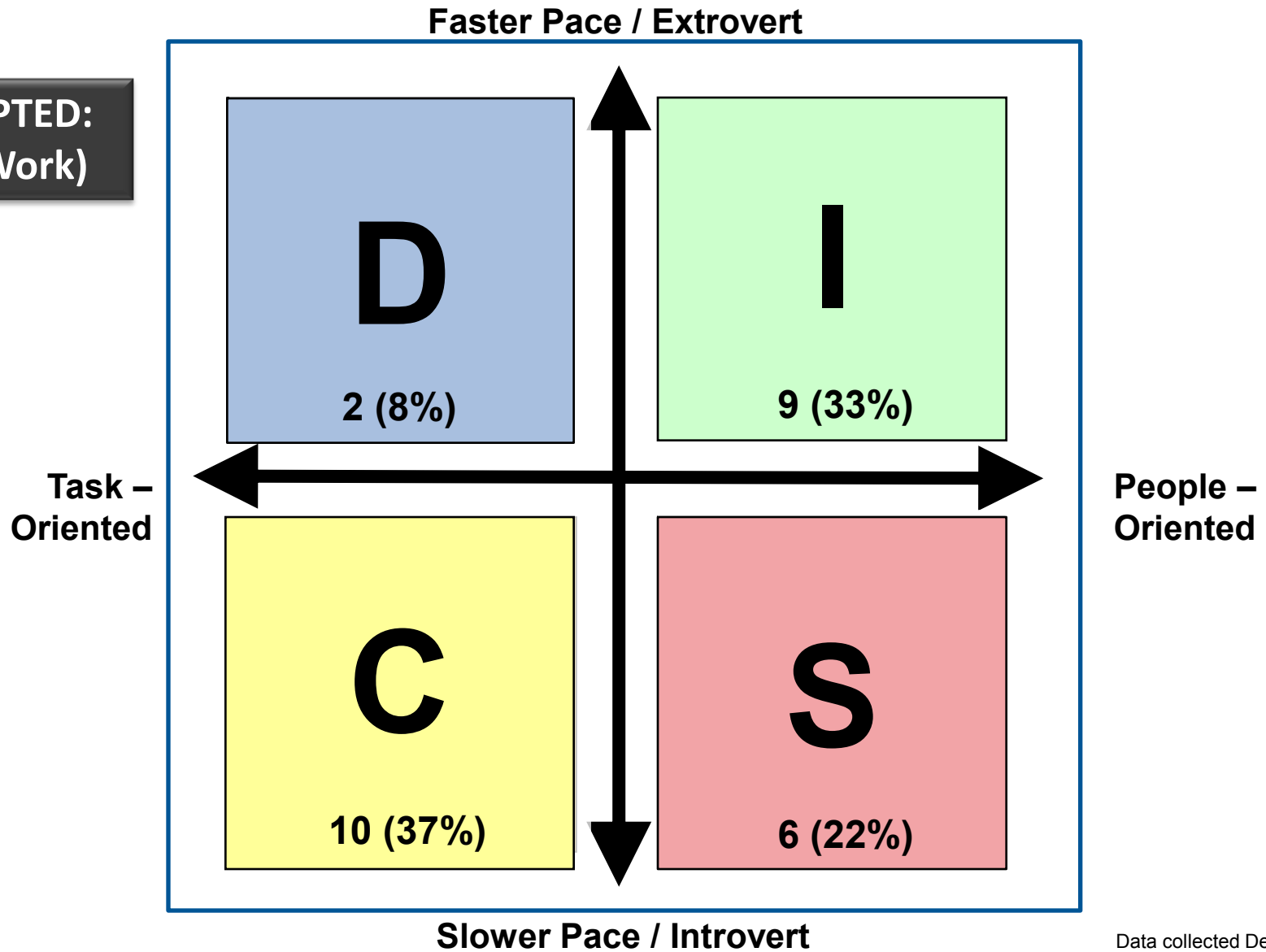
NATURAL



Data collected December, 2014

The DISC® (Sponsors)

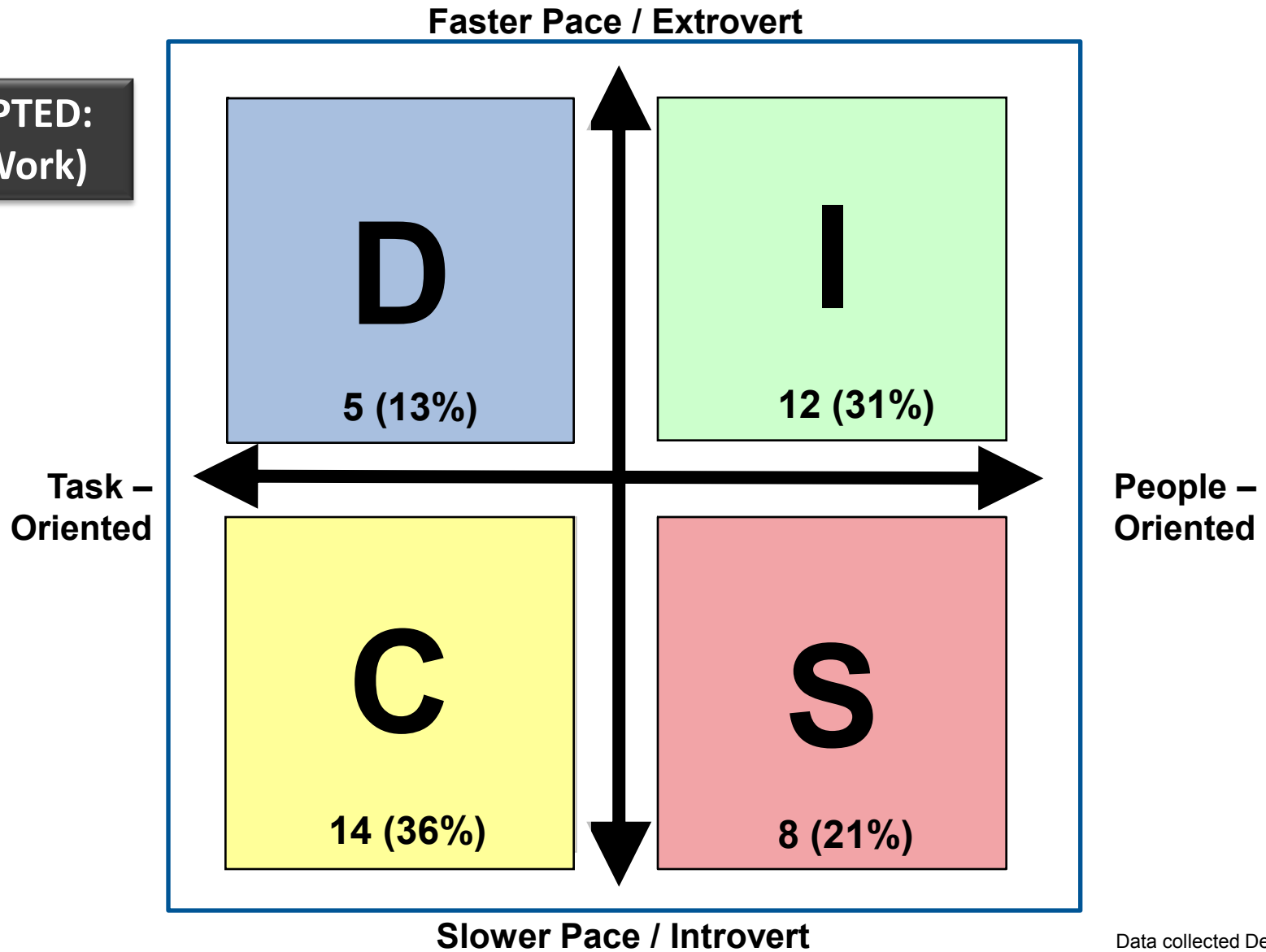
**ADAPTED:
(At Work)**



Data collected December, 2014

The DISC[®] (Protégées)

**ADAPTED:
(At Work)**

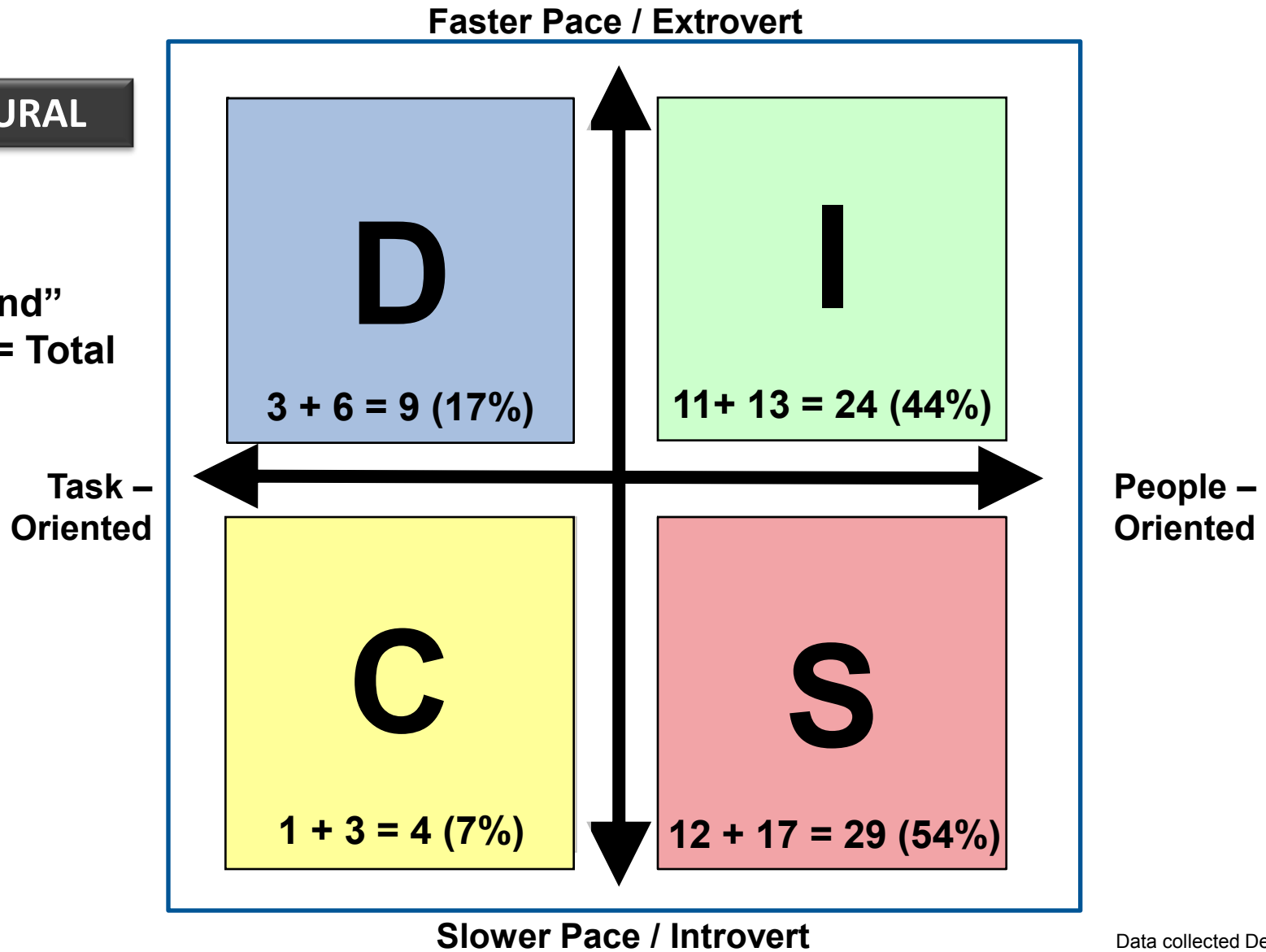


Data collected December, 2014

Combination of Sponsors and Protégées

NATURAL

“Legend”
S + P = Total



Data collected December, 2014

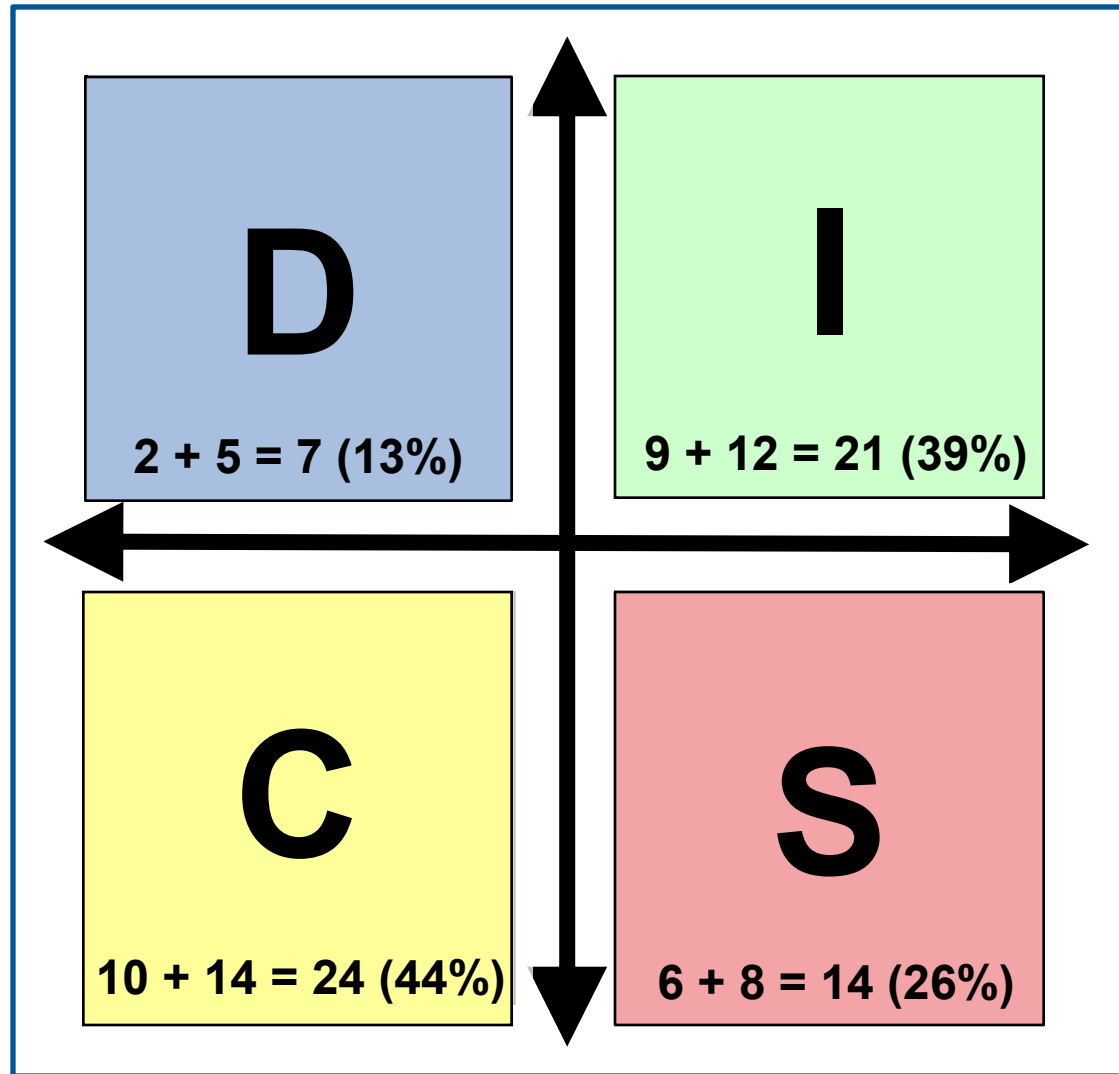
Combination of Sponsors and Protégées

Faster Pace / Extrovert

**ADAPTED:
(At Work)**

**“Legend”
S + P = Total**

**Task –
Oriented**



Slower Pace / Introvert

**People –
Oriented**

Data collected December, 2014

Cone of Silence...



Personal Implications

Pair up: Sponsor /protégé ...or your neighbor

1. Think about someone you consistently struggle to communicate with...
 - Is it a pace issue?
 - Is it a priority issue (task vs people)?
 - Is it something else??

2. Think about a time that you may have over-used a strength.
 - Were you aware at the time? How did you know?

Homework Tonight

- Pair up with someone:
 - You don't know yet
 - Who has a different DISC style than you
- Discuss:
 1. What do you value about their style?
 - What you wish was more comfortable for you?
 2. If you were going to work on a project or paper together, how would you structure your working relationship?

One for All, All for One

Raymond S. Greenberg, M.D., Ph.D.
Executive Vice Chancellor for Health Affairs
The University of Texas System

**Developing Future Women
Leaders in The UT System**
January 21, 2015



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WWW.UTSYSTEM.EDU

OUTLINE



- Rationale for teams
- Team leadership
- Assembling the team
- Working in teams



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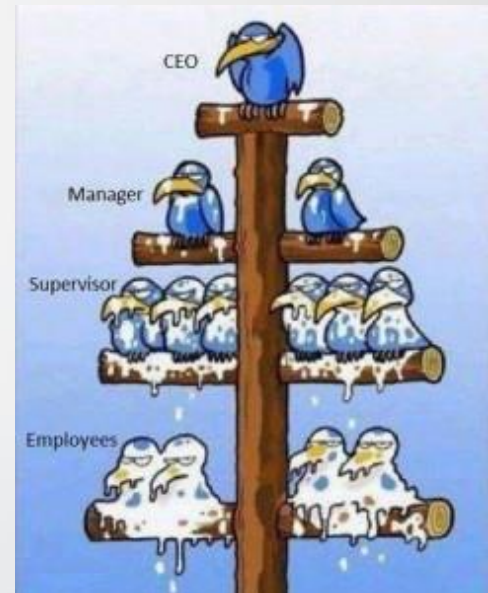
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TRADITIONAL, HIERARCHICAL LEADERSHIP

COMMAND AND CONTROL MODEL

- Centralized authority (power)
- Limited input
- Top-down orientation
- Narrow decision-making
- Delegated tasks



PARTICIPATORY LEADERSHIP

RESPECT AND ENGAGEMENT MODEL



- Democratic process (broad input)
- Values diversity
- Distributes authority
- Empowers members
- Builds community



WHY TEAMS?

- Strength in different perspectives
- Align visions
- Foster buy-in
- Promote continuity/succession
- Enhance morale



CHALLENGES OF TEAMS



- Slow decision-making
- Participatory imbalance
- Power struggles
- Conflict resolution
- Individual accountability

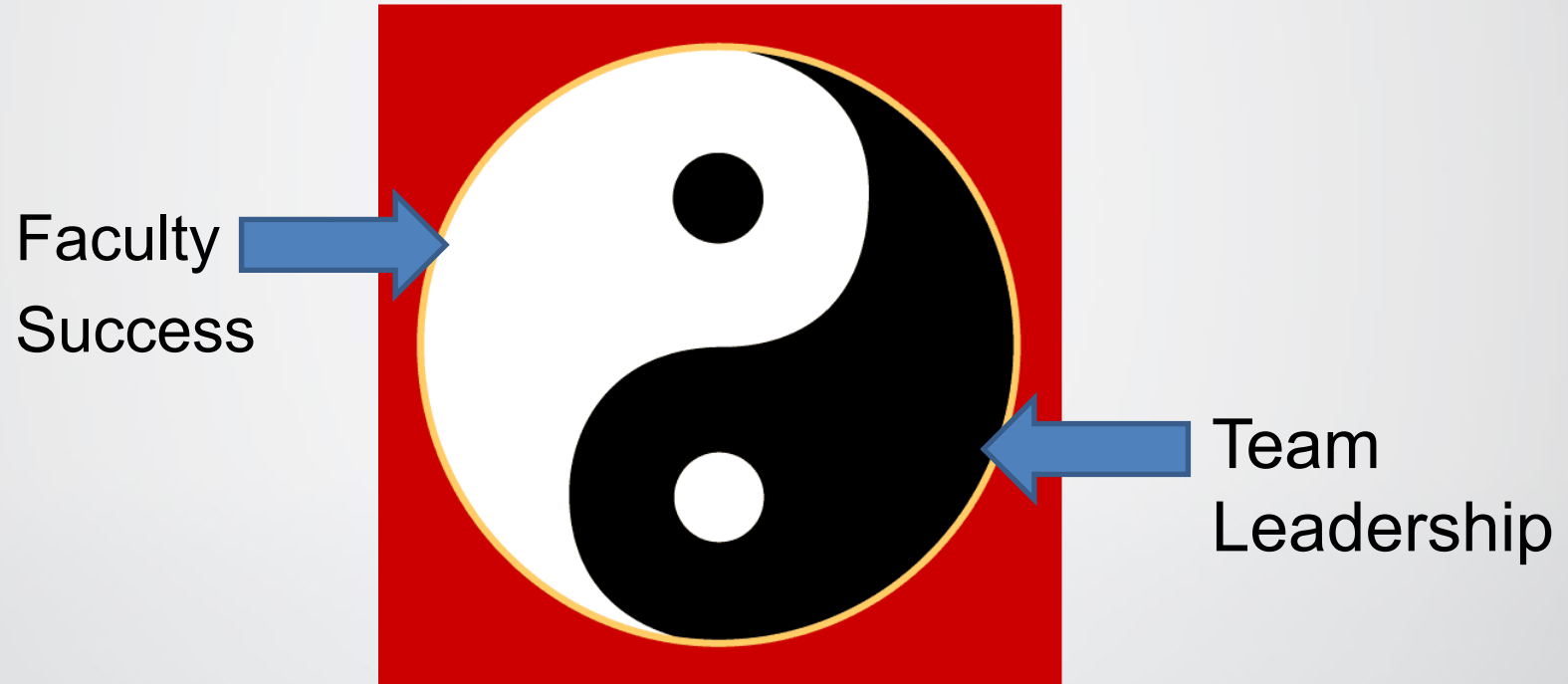


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Nine Universities. Six Health Institutions. Unlimited Possibilities.

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THE YIN AND YANG OF ACADEMIC AND TEAM LEADERSHIP



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COMMON ATTRIBUTES OF SUCCESSFUL ACADEMICS



- Highly focused
- Internally driven
- Independent
- Technical expertise
- Seek credit/recognition



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COMMON ATTRIBUTES OF SUCCESSFUL TEAM LEADERS

- Principled
- Interested in greater good
- Listens well
- Communicates effectively
- Shares credit



CAN EFFECTIVE LEADERSHIP BE TAUGHT?



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JOB #1: GET THE RIGHT PEOPLE ON THE BUS*



- AND IN THE RIGHT SEATS
- AND GET THE WRONG PEOPLE OFF THE BUS

*Jim Collins: Good To Great, 2001.



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SELECTING THE BEST TEAM

Basic Prerequisites

- Communicates well
- Receptive to feedback
- Willing to learn
- Cares about organization



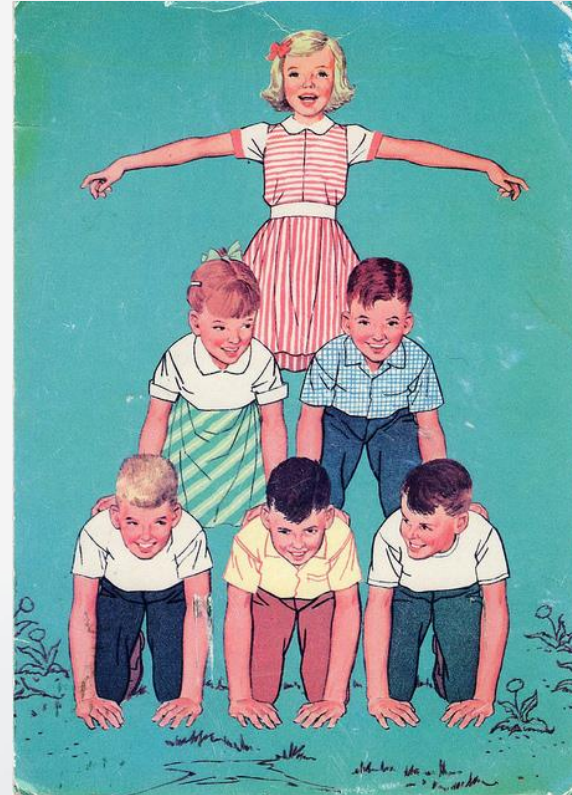
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TEAM SELECTION: OTHER CONSIDERATIONS

- Task requirements
- Experience
- Knowledge
- Ability to work together
- Diversity



RIGOROUS DISCIPLINE

1. When in doubt, don't hire – keep looking
2. When you know you need to make a people change, act
3. Best people for biggest opportunities, not biggest problems

*Jim Collins: Good To Great, 2001.



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WHAT IS THE IDEAL TEAM SIZE?

- Task Dependent
 - Complexity of task
 - Size of task
 - Availability of resources
- Larger teams best suited to massive and complicated tasks
- Small teams best suited to quick, straightforward tasks



WHAT IS TEAMWORK?

Outcome:

- Achieve desired mutual goals
- Process requires:
 - Knowledge (think)
 - Behavior (do)
 - Attitude (feel)

Ref: Day DV et al: Leadership Quart 2004;15:857-80.

I LOVE TEAM WORK,
AS LONG AS I'M IN CHARGE.



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COMPONENTS OF TEAMWORK*

1. Mutual performance monitoring – awareness of functioning
2. Mutual support – back-up each other
3. Adaptability – adjust to changing circumstances
4. Leadership – shape climate, promote shared understanding
5. Collective orientation – shared identity



*Ref: Salas E et al: Int Rev Indust Organ Psychol 2004; 19:47-91.



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CULTURAL FACTORS THAT ENHANCE TEAM PERFORMANCE



- Group is cohesive
- All share common goals
- All feel valued
- All contribute
- All trust each other
- All cooperate

Ref: Gorton R, Alston JA: School Leadership and Administration. McGraw-Hill, 2012.



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LEADERS AND EFFECTIVE TEAMS*

- Real task, authority, boundaries
- Compelling direction – clear and consequential
- Enabling structure – how team is composed and works
- Organizational support – training, incentives
- Expert coaching



*Ref: Hackman JR: Leading Teams. HBS Press, 2002.



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TEAM LEARNING

“A change in the team’s collective knowledge and skill produced by the shared experience of the team members.”*

*Ref: Ellis APJ et al: J Applied Psychol 2003; 88:821-35.



LEADERS WHO PROMOTE TEAM LEARNING*

- Are accessible
- Seek input
- Admit mistakes



*Ref: Edmondson AC et al: Admin Sci Quart 2001; 46:685-716.



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STRONGEST PREDICTORS OF TEAM PERFORMANCE*



- Stimulating, challenging work
- Accomplishment, recognition
- Ability to resolve conflict
- Clear objectives
- Appropriate skills/expertise of team members

*Ref: Thamhain HJ: Proj Manag 2004; 22:533-44.



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POOR PREDICTORS OF TEAM PERFORMANCE*

- Salary
- Time-off
- Visibility
- Longevity of team
- Project duration
- Stability of organization
- Project size/complexity

*Ref: Thamhain HJ: Proj Manag 2004; 22:533-44.



CONCLUSIONS



- Team approach has large rewards
- Team approach has undeniable risks
- Team leadership requires effective traits and behaviors
- Most important task is selecting the right team
- Teamwork requires appropriate knowledge, behavior, and attitudes



CONCLUSIONS (continued)

- Teamwork has requisite components
- Team performance is shaped by organizational culture
- Team learning and performance are fostered by the leader
- Team performance has predictable determinants



Break

4:14pm – 4:30pm

Sponsorship developing women leaders

2015
Workshop

The Women Senior Leaders Network

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Networking & Relationship Management

Diane Darling

DianeDarling.com

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2015
Workshop

The Women Senior Leaders Network

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Networking and Relationship Management

January 21, 2015



@DianeDarling

Hidden Arrow?



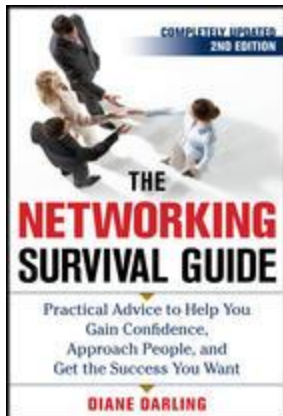


Remember learning?



Who is Diane?

- Accidental entrepreneur – had success & failure, been fired twice
- World traveler – 60 countries and all 7 continents
- Speaker – motivational, informative, fun!
- Press – WSJ, SF, Int'l Herald Trib

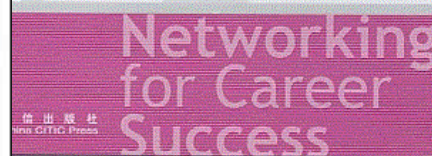




Diane Darling 著
松本茂 監訳



世界级大公司员工培训教程
打造职场人脉，创造互利、双赢的24个秘诀



24 Acuan untuk Mengenali
Orang yang Tepat

PANDUAN KARYAWAN UNTUK
MENINGKATKAN KINERJA PERUSAHAAN



Diane Darling

How Diane got to UT

Abby's predecessor
contacted me

Stayed in touch with a
postcard



Diane came to MD
Anderson to speak

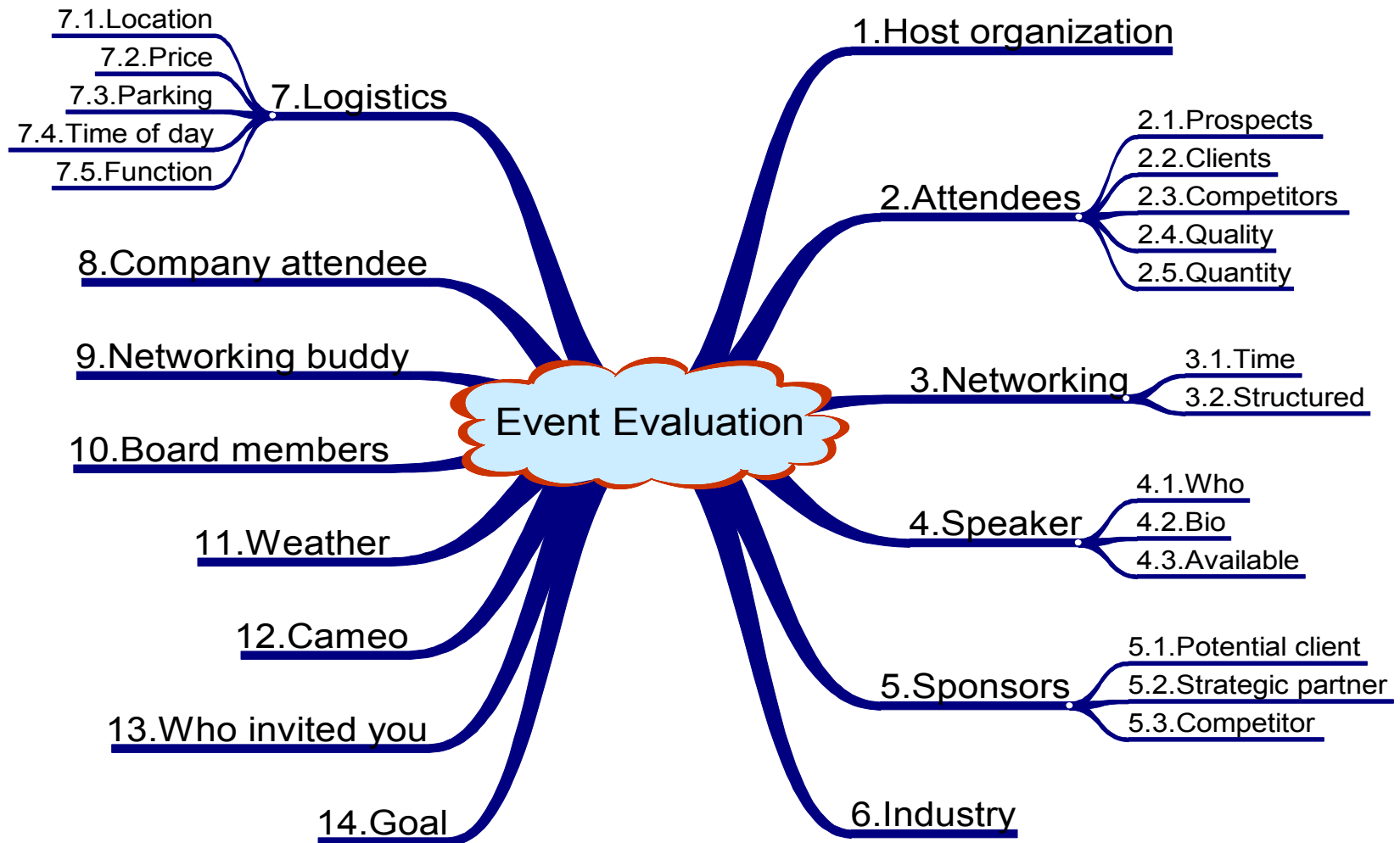
Did an awesome job



Stayed in touch



Event “Whether Report”



Acid Test – Events!



How To Work A Room

XPLANATIONS™ by XPLANE®

The art of building and maintaining mutually beneficial relationships.

It's 6:50 a.m. at an early-riser business-and-technology conference at the Museum of Science in Boston. A model of Skylab hangs from the high ceiling of the upper concourse, giving the room a dreamy feeling. The attendees, a mix of about 750 entrepreneurs, techies, and venture capitalists, have come to scout clients, money, and jobs.

That's certainly what drew Diane Darling. If there's such thing as a professional networker, it's Darling, a business school lecturer and founder of Effective Networking, a company that trains business leaders and MBA students. As the conference begins, she straightens her name tag, pops an Altoid, and strides into the crowd.

1 Don't go in cold

A week before, Darling researches the event on the Web to get a sense of the audience. "That way I could do a little research on people I want to meet and use that information to break the ice with them," she explains. "Are these people entrepreneurs? CEOs? VCs? I try to know as much as I can about the crowd before going."

2 Travel light

Darling wears a tasteful red jacket. "There are a bazillion blue suits here. I stand out in this jacket—but not in a bad way." She carries a small leather portfolio from Leveneger, about twice the size of a wallet, with two pockets: one for business cards coming in, the other for cards going out. No fumbling.

3 Walk the walk

She walks through the concourse confidently, smiling. "Young people tend to act like beggars when they schmooze for jobs. But that sends the wrong signal. Powerful people come to these events because they want to meet other skilled, talented people. So carry yourself accordingly. Don't fold your arms. Look like you are having a good time."

4 Start with breakfast

Darling first heads to the long breakfast table—but not because she's hungry. "People tend to be very accessible around the food. Talking and eating go together. It's a great way to get started at an event," says Darling, who carries her orange juice in her left hand so she can shake with her right.

5 Who's who

To find out who's there, Darling circles the room once to scan names into her memory, giving her an idea of who's in the room before she picks her targets. "Don't read name tags while talking to people. Always maintain eye contact." Besides, sideways glances at name tags make you look furtive and shifty.

6 Approach V.I.P.'s first

Darling darts over to one of the morning's guest speakers, a Harvard Business School professor, a good 15 minutes before his presentation starts. "Keynote speakers love to talk and can be great contacts, but after they give their speeches they're always swamped."

7 Spot the lone wolves

The room is crowded, so Darling next looks for people who are standing alone. "It's harder to integrate into a group. Besides, individual contact is best; one-on-one makes for the most effective networking. Just make sure you smile as you approach."

8 "And you are?"

She approaches a man near the podium and asks his connection to the event, host, speaker, Museum of Science, etc. The goal is to ask others about themselves so you can connect to their interests and lives. When asked about herself she says, "I'm with Effective Networking—we help companies and people figure out where to network and refine their networking skills. My name is Diane Darling." She says her name at the end so he's more likely to remember it.

10 Feel 'em out

While talking with strangers Darling asks open-ended questions to assess right off whether they'll be of any help. "Don't go into a polished 20-second commercial about yourself. Real leaders are curious. You're trying to pass the test as a personable human being first, and a talented job candidate second."

11 Card exchange

Darling asks everyone she meets for their card before she offers her own. "It's less presumptuous."

12 Get an introduction

After traversing the room twice, she spots the conference moderator, a player in the Boston media world. He's alone drinking coffee, but rather than approaching him solo she enlists a mutual acquaintance to give her an introduction. "An intro is like an implicit endorsement, and the next time we meet, there will be that association and that context."

13 Give and take

The moderator mentions that he's looking to get in touch with a professor at MIT who Darling happens to know. She offers to call the professor as a way of introduction. "Always try to be a connector, the person who brings people together," she says. This not only makes Darling look well-connected, it may also make the moderator want to return her favor.

9 Press the flesh

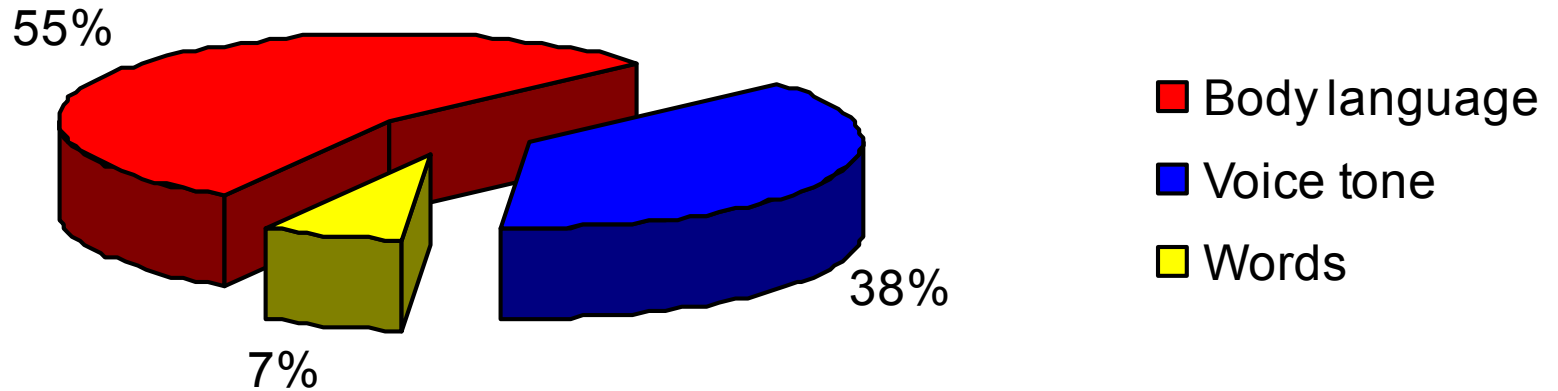
On her approach, she's the first to extend her hand. "It's an old protocol, a sign that you're eager to interact," she says later. Also: Make sure to shake hands good-bye, especially if you're a woman. "It's not a natural part of a woman's repertoire of body language, as it is for men, so a good-bye handshake will be memorable."

14 It's a wrap

After three hours, Darling has talked with around two dozen new contacts. She leaves the conference with plans to call these leads in the next week. "Remember, you're not there to close deals or get a job. You're there to get the right to follow-up with a phone call or a meeting over coffee. Even one contact like that makes the whole day worthwhile."

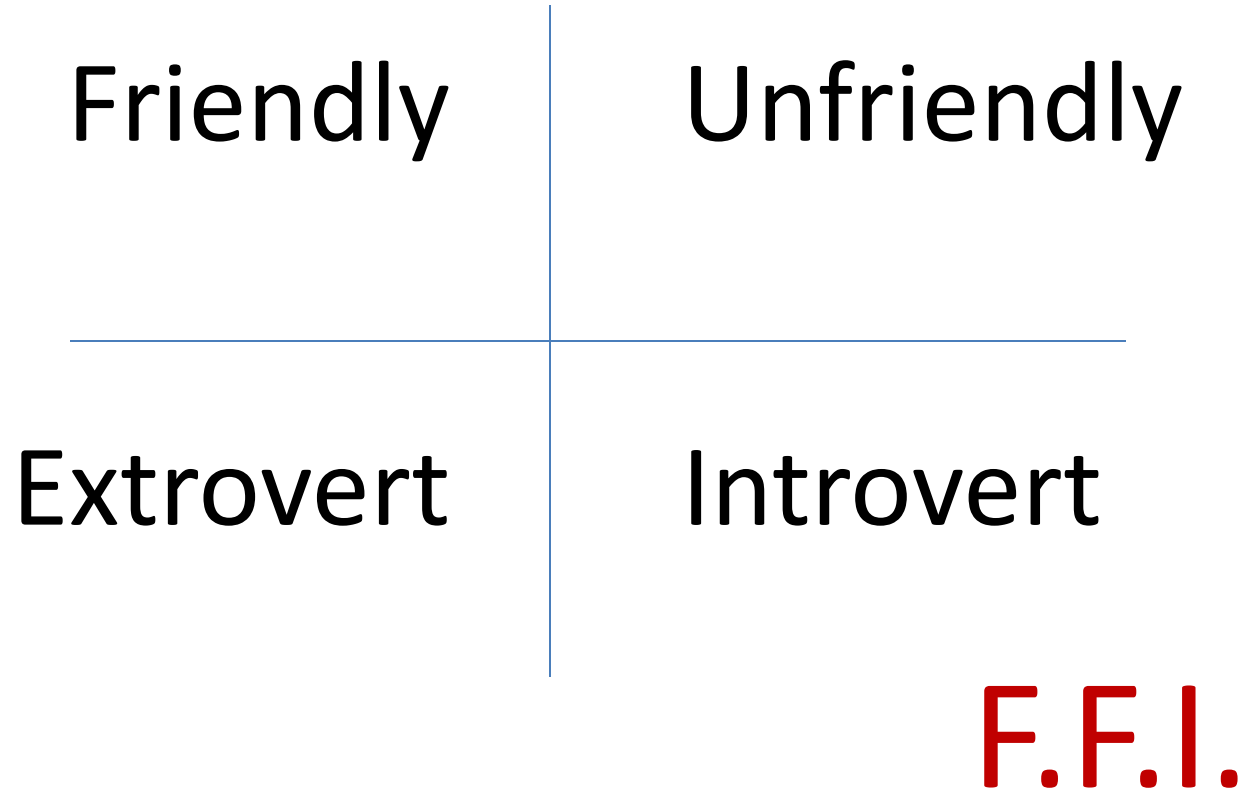
© 2002 XPLANE.com

Communication Power



Source: "Decoding Inconsistent Communication" – Prof Albert Mehrabian UCLA

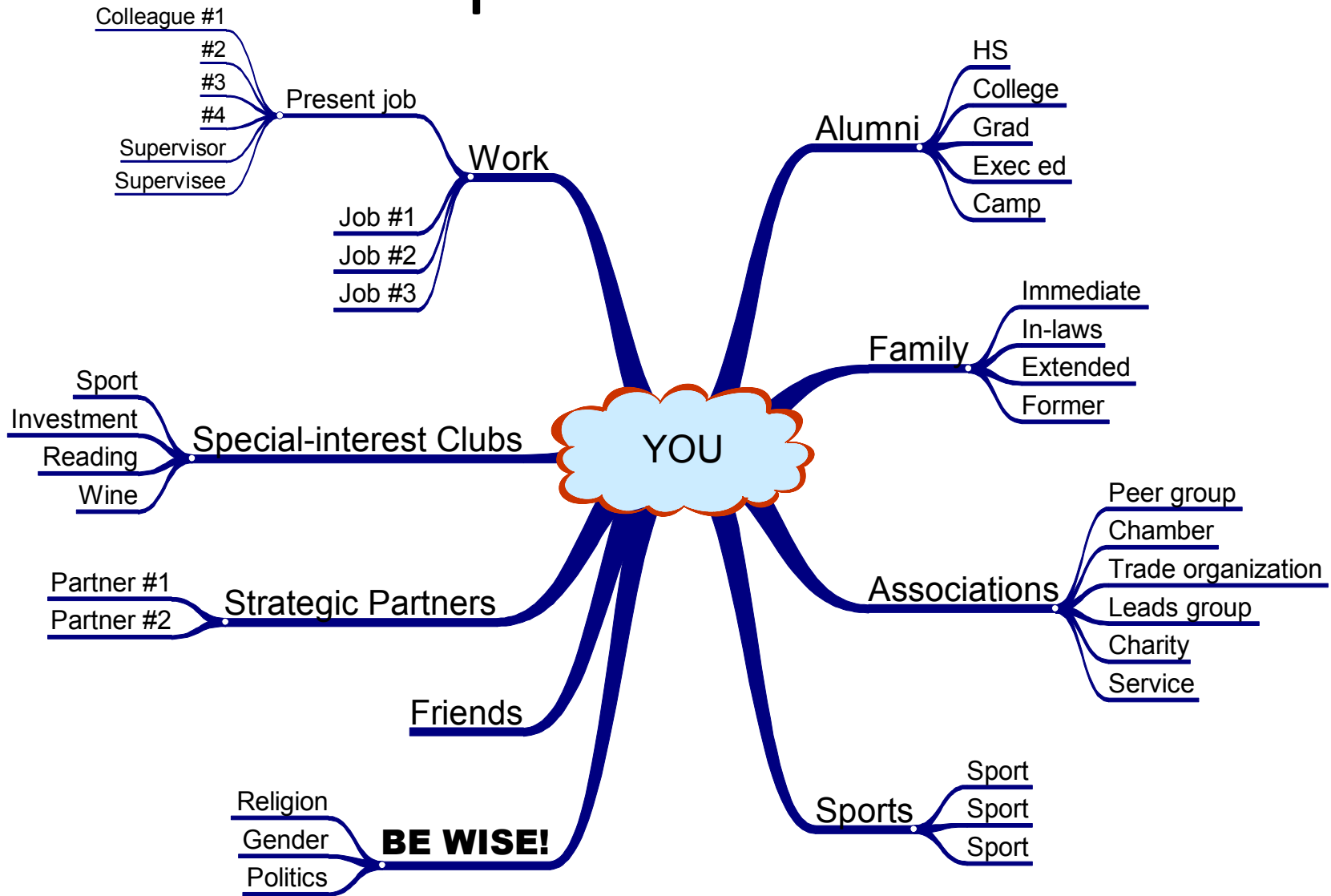
Personality Assessment



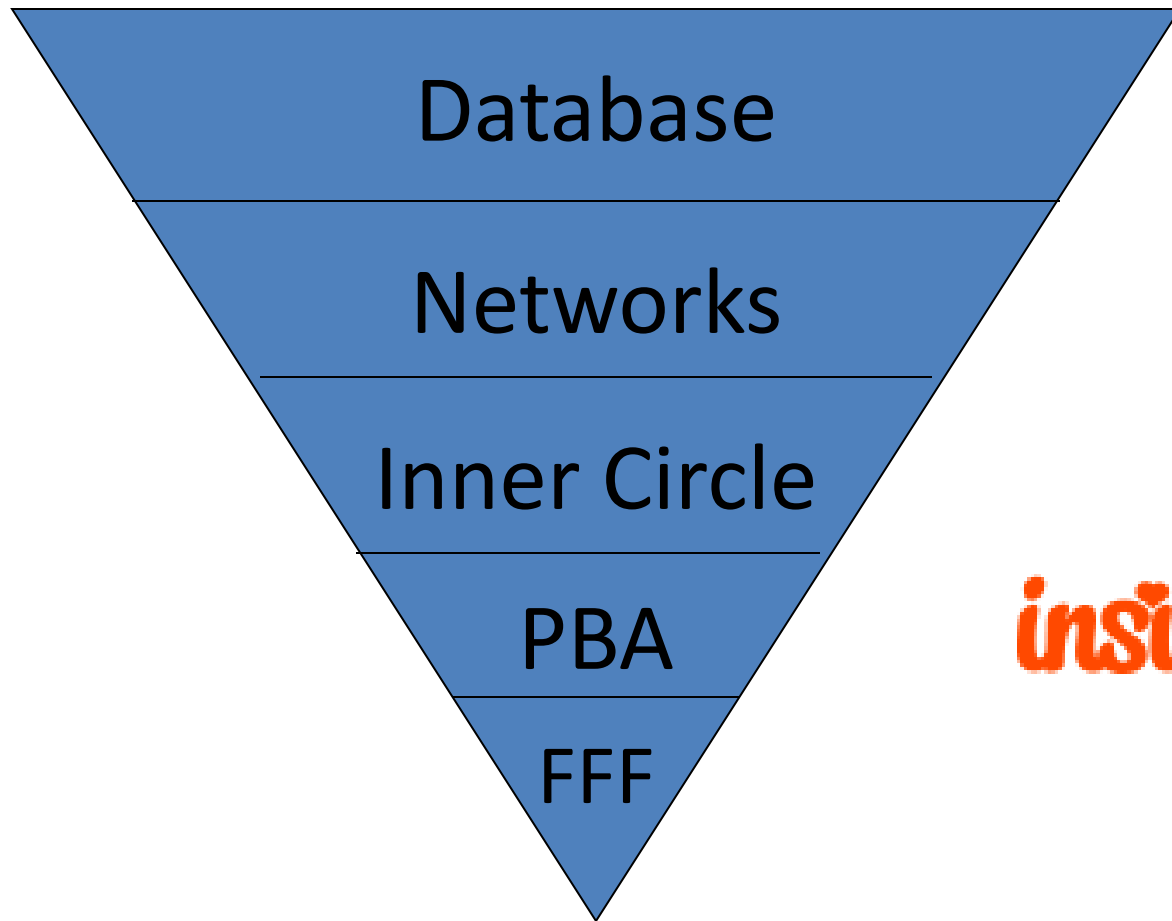
What do you see?



Map Your Network




Analyze your Network



insightly

LinkedIn & TSA



Diane Darling
Professional speaker, published author, creative entrepreneur, and LinkedIn expert
Greater Boston Area | Professional Training & Coaching

Current

Darling Institute, LLC, Water Cooler Football, Effective Networking, Inc.

Previous

Udemy, UMASS Emerging Leaders Program, 2020 Women on Boards

Education


Simmons College - Simmons School of Management

[Improve your profile](#)[Edit](#)

500+
connections

English | www.linkedin.com/in/dianedarling/ [Contact Info](#)





Background

 **Summary**

- I have a knack for helping people learn how to build mutually beneficial relationships - even if they're an introvert.
- I am LinkedIn member #15,418 and joined it the year it started (2003) and have been speaking and writing about relationship management since 2000.
- McGraw-Hill has published my books that are now in 7 languages.

Here are a few clients

People You May Know



Voytek Wieczorek 2nd
New Creation Art & Design, Art Director & D...
[Connect](#) • 2


Who's Viewed Your Profile

7 Your profile has been viewed by 7 people in the past 1 day.

69 You have shown up in search results 69 times in the past 1 day.

Profile Strength

All-Star



[Share your profile](#)

People Also Viewed

What to do with all those cards!



Business Cards



Asking for help

- Clear
- Actionable
- Achievable



What do you have to lose?



Then what?



Suggested action items

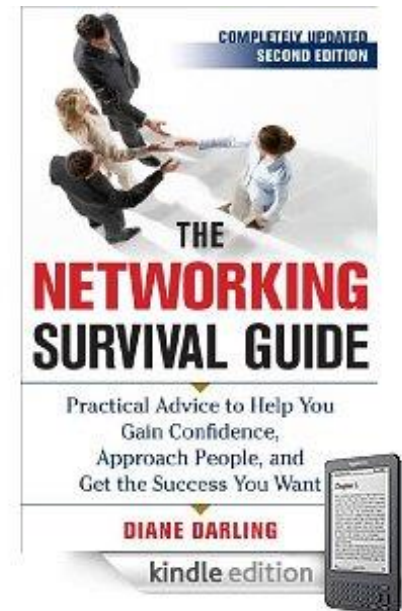
- Practice your introduction
- Attend a “practice” event (or test random moments)
- Get business cards
- Update your LinkedIn profile
- Reconnect with at least 2 past connections
- Practice 2-3 conversation starters

Thank you! Questions!

- Diane@DianeDarling.com
- Twitter: @DianeDarling
- www.DarlingInstitute.com
- 617-982-3121 :: Google Voice

“Chance favors the connected mind.”

~ Steven Johnson, Author of *Where Good Ideas Come From*



Day 2

Sponsorship developing women leaders

2015
Workshop



Being Seen as a Leader:

Self promotion, Gaining Visibility & Executive Presence

Susan Miller, PhD, CCC-SLP

AMERICAN
ASSOCIATION FOR THE
ADVANCEMENT OF
SCIENCE

SCIENCE

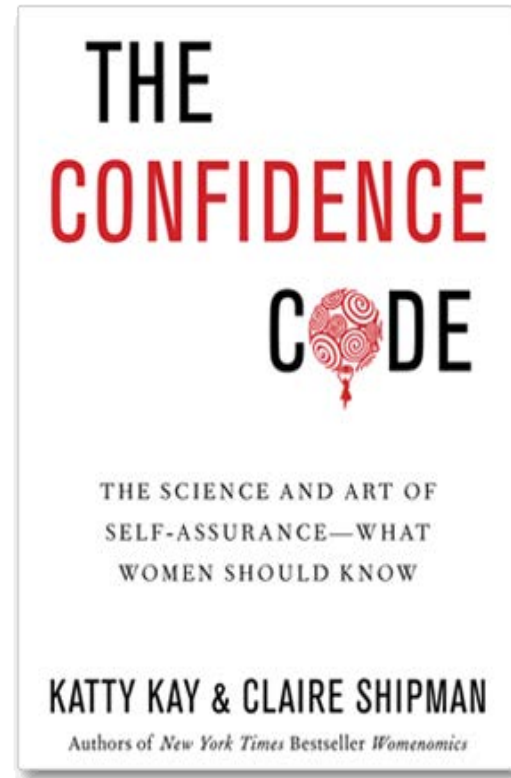
16 APRIL 1993
VOL. 260 • PAGES 265-460

\$6.00



**Women in Science '93
Gender & Culture**

BOOKING ***** 5-DIGIT 19104
S JACOBSON
WEST GATE, PA
DIST EMBROIDERY SERVICES
PHILADELPHIA
PA 19104



Women Network's Inaugural Workshop for UT Leaders

It's Your Turn!



- Quickly review your elevator pitch
- Pair up and deliver your message
- Consider video-recording your delivery on your cell phone
- Provide feedback

Analyze your pitch



- What did you do well?
- What could you do better?

Tips, Tools and Strategies to Engage a Sponsor





Read your audience
How will what you say
benefit them?
What is their
knowledge base?
What will be their
attitude?



Amparo Villablanca, M.D.

Presence





*What happens when a
woman walks like a man?*

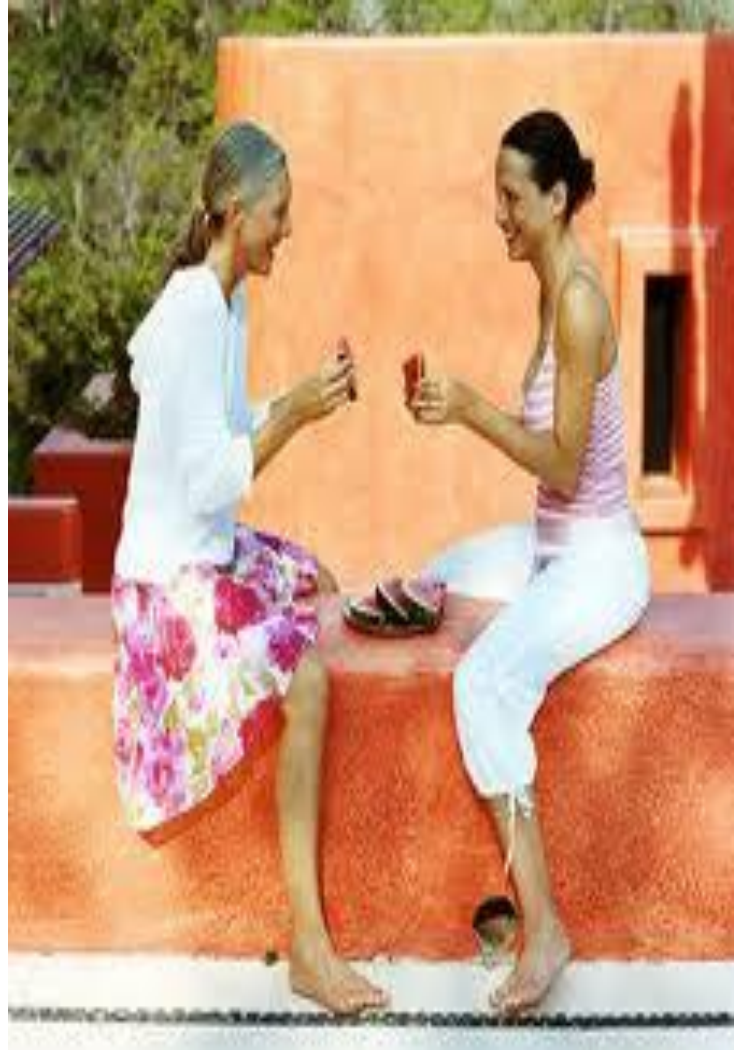
Jessica Roy

New York Magazine

January 8, 2015







Leading Like
a Swan
video

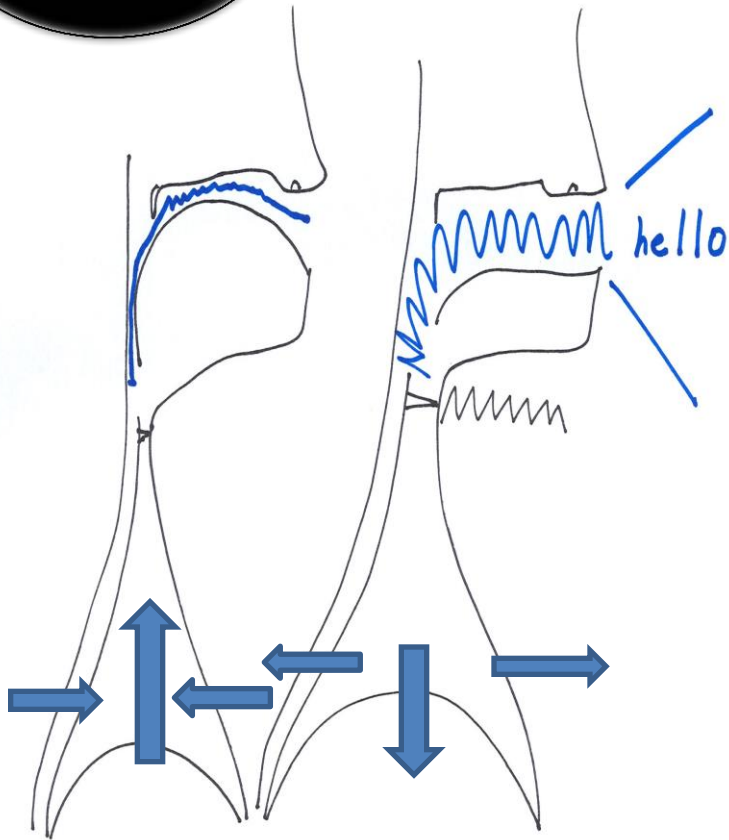
**Microphone
Use**



Kate Middleton – Public Speaking video

Resonate

Tense vs relaxed speaking



Breathe from below

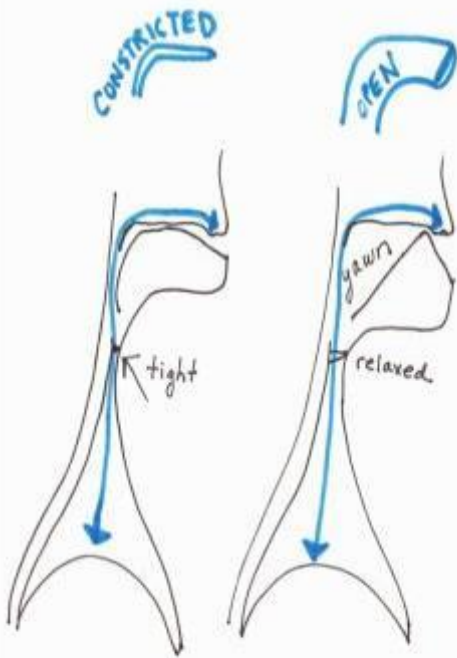
Open the back of
your throat

Relax your jaw to
form the vowels

Replenish your
breath as needed

Breathe

Master Relaxed Breathing



Breathe through your nose
with your lips closed.

Keep your molars apart and
your tongue tip forward.

Air will come in
automatically!

Articulate

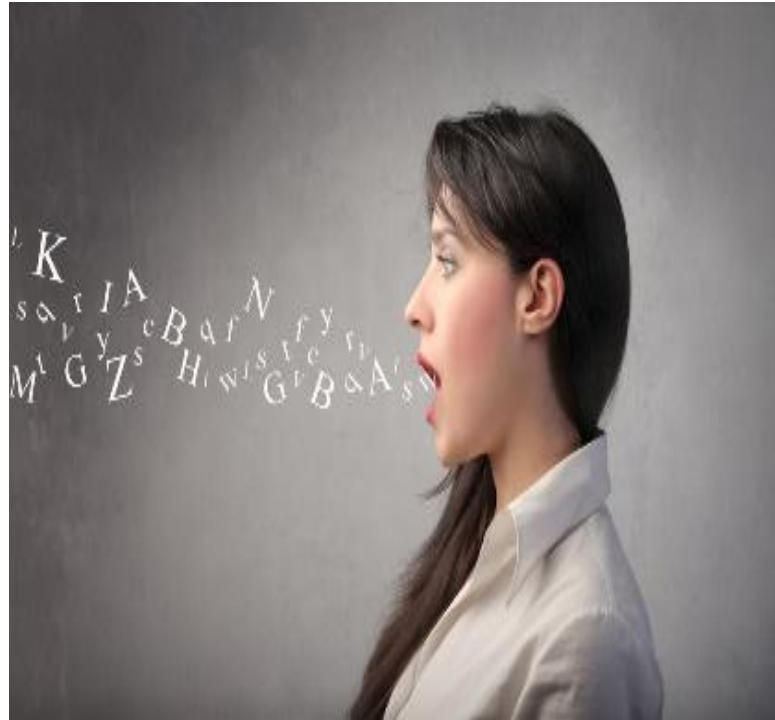
Introduce yourself clearly

Say the ends of words

Pronounce all parts of
many syllable words

Modify up-talk and glottal
fry

Eliminate filler words



Use
Strong
Speech



Speak in declarative statements. Avoid minimizers and tentative statements.

Pause rather than insert fillers.

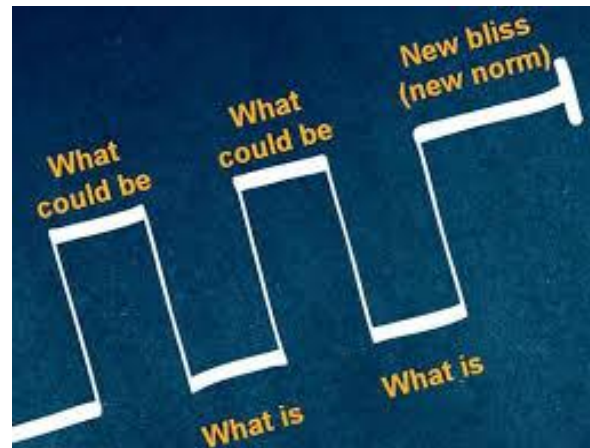
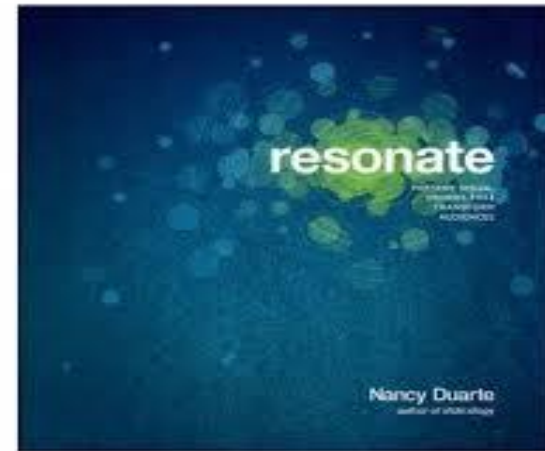
Say 'thank you'


State your accomplishments.

When invited, say YES

Story
Telling

Create Visual Stories





**Know Your
Message**

Michael Bay video

Message mapping video

I know that our budget is tight for salaries and marketing dollars. However, I'm the 2nd largest producer in my Division. Having my own nurse will get my patients to the OR sooner and will boost patient satisfaction.

Increase Revenue

Increase visit productivity thus number of patients seen

- Nurse review chart
- Schedule needed tests
- Obtain test results
- Arrange medical clearance

Decrease OR wait time

Increase Pt Satisfaction

Provide good follow-up

- Call Pt post discharge
- Confirm correct meds and refill RX
- Answer Pt questions

Increased Pt confidence

- Decreases litigation risks

Best and cheapest form of advertising

Increase Dept Visibility

Efficient follow-up

- Call referring physician or PCP
- Safe handoff

Leader in patient safety

- Prevent loss to follow-up
- Decrease readmission rate

I appreciate your rapid consideration of this, so we can start recruitment soon.

**Develop
Your Pitch**



Value Proposition

**Elevator Pitch
Professional Statement**

In 15 seconds...

**I help professionals
present themselves as
dynamic, articulate
leaders. Public
speaking skills are
learned not inherited.**

In 30 seconds...

**Speakers are videotaped and undergo
an assessment of six core
competencies to determine their
strong and weak areas.**

**Typically speakers are trained online for 2
or 3 sessions via Skype using audio,
video and written feedback.**

**An action plan is developed to provide
them with the tools and strategies to
achieve their speaking goals.**



**Video
Message**

Melissa Block - NPR

Refine your valuation statement or
pitch and deliver it again



What's next for you?

**“Do one thing
everyday that
scares you.”**

**Eleanor
Roosevelt**

- Communicate consciously today.
- Fine tune your professional valuation statement and test it with colleagues.
- Provide your sponsor with ‘meat’ so they can promote you to others.
- Lead like a swan when you return to work.

**Day 2
Break
10:00am – 10:15am**

Sponsorship
developing
women
leaders **2015** **Workshop**

Negotiation

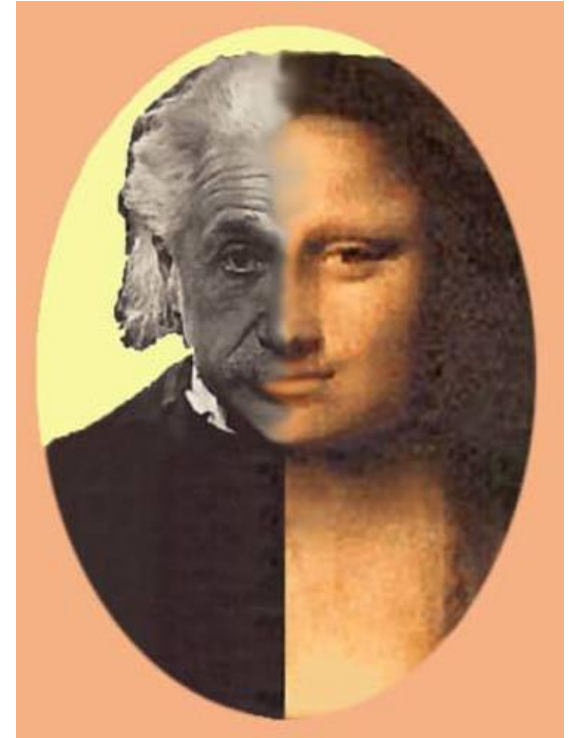
Rachel Croson, PhD
Dean, College of Business
UT Arlington

Negotiation is Everywhere

- Explicit/Implicit, Different Domains
 - explicit: buying cars, houses, knickknacks in bazaars, ...
 - implicit: correcting overcharges, better cc rates, ...
 - family: allocating chores, where to vacation, ...
 - work: salary, responsibilities, as representative ...
- Multiple parties with conflicting interests, opportunity for negotiation (even within self)

Plan for Today

- Science of Negotiation
 - Distributive vs. Integrative
 - Some tactics to consider
- Art of Negotiation
 - Organize into groups
 - Your challenges and suggestions
 - Report out on one
- Gender, other special topics (?)



Distributive vs. Integrative



PURSUE THE FUTURE OF BUSINESS.



Distributive vs. Integrative



Interests



Distributive vs. Integrative



PURSUE THE FUTURE OF BUSINESS.



Distributive: Power

- Best Alternative to a Negotiated Agreement (BATNA)
 - Know in advance
 - Improve on it during the negotiation
- Information
 - Identify the others' BATNA
 - Listen more than you talk
- Other sources of power: Time, Need, Authority
 - Power is necessary but not sufficient



Integrative: Interests

- Identify underlying interests
 - Moving beyond positions (orange) to interests (juice, cake)
 - Know yourself (introspection)
 - Know your counterpart (questions)
- Find jointly improving solutions
 - Share information, trust, creativity
 - Expand scope of negotiation
- Need to make tradeoffs (NOT SOFT)

Negotiation Group Work

- Count off to small groups (sponsors): 15
- Write your group number down!
 - 1, 2, 3, 4, 5: Tables in the atrium
 - 6, 7, 8, 9, 10: Room 1.138
 - 11, 12, 13, 14, 15: Room 1.140
 - what happens here, stays here
- Share one negotiation challenge they're facing
 - Work, home, personal, professional, ...
- Other group members (and sponsors) advise
- Choose one to present when we reconvene (and a presenter)

Your Examples

- 1. Faculty teaching/research/clinical (50 hours), understaffing (moving?), less clinical time, no policy (establish one!), get a good BATNA, guiding the hiring (NP or PA), identifying the value, when (match with their needs)
- 2. a. go and ask for promotion/salary; b. unclear policy for this particular position (interdisciplinary), physician/scientist, sponsor, policy, patient, information (precedents) (escalate?)
- 3. Administrative staffing support; pilot program, use data,
- 4. Presented research in progress, another researcher working in field, (public), friendship/similarity, co-submit to Science
- 5. Home/work, spouse high-teaching, low confidence, get him to negotiate his job, present evidence of his value, his needs
- 6. across-the-board cuts, renegotiate metrics, other parts of the contract, flexible workforce, outsourcing, ...
- 7. merging, bilingual university, steering committee bilingual institute, aspirational or realistic, go in big, concede if necessary, Provost's interests, alternative funding sources,
- 8.

Your Examples (con't)

- 9.
- 10.
- 11.
- 12.
- 13.
- 14.
- 15.

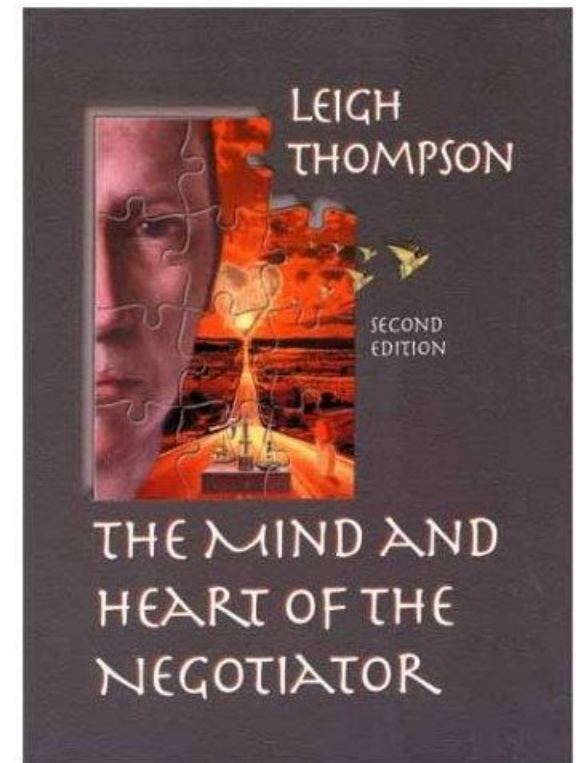
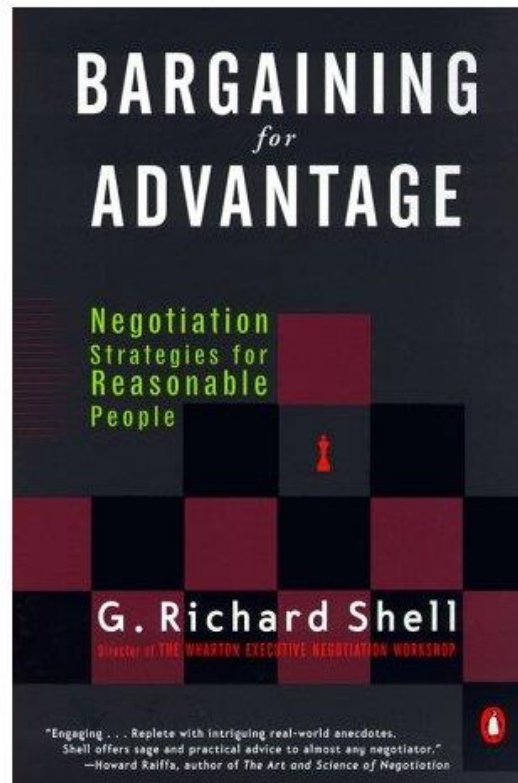
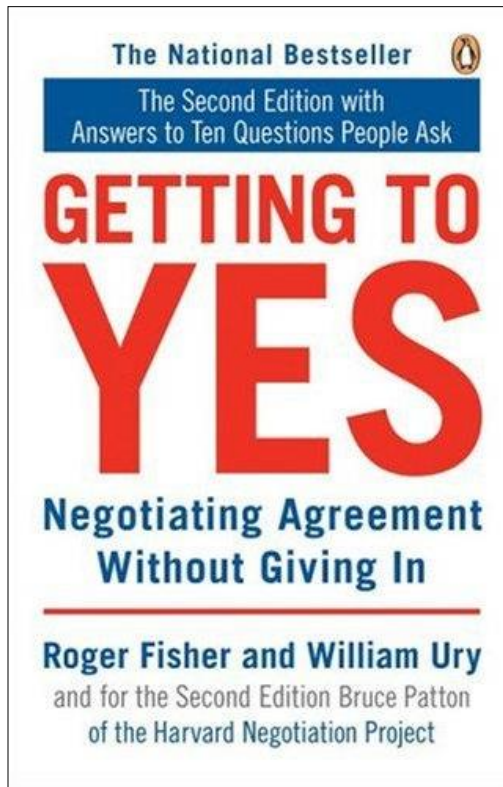
Takeaways

- Think about your underlying interests
 - Not easy, but important
- Collect information about others' interests
 - Even harder
 - Know your counterpart
 - Find common points of interest
- Create value
 - Add issues to the table
 - Extend the length of the deal
 - Add parties to the negotiation, ...

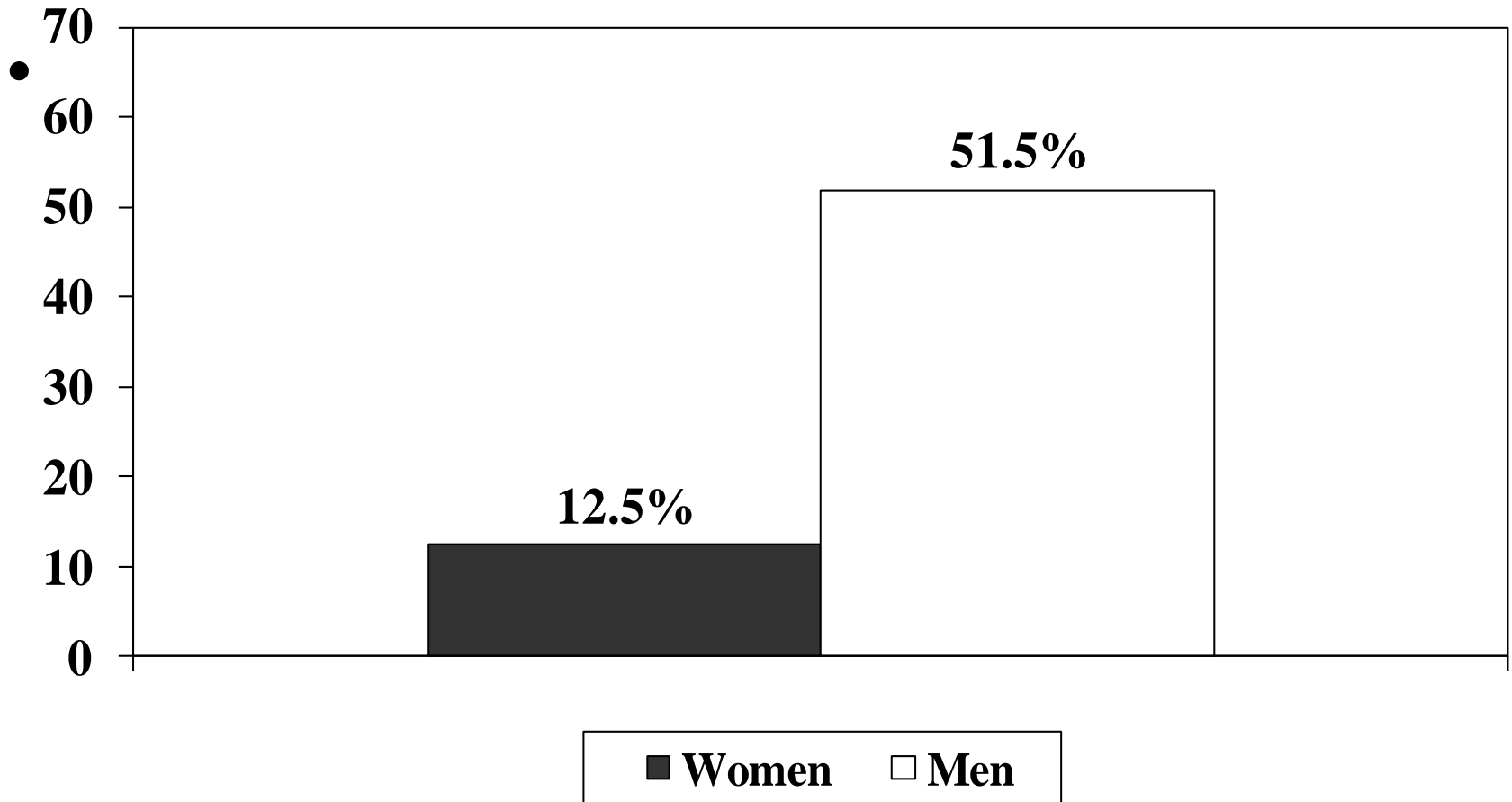
Your Lessons

- 1.

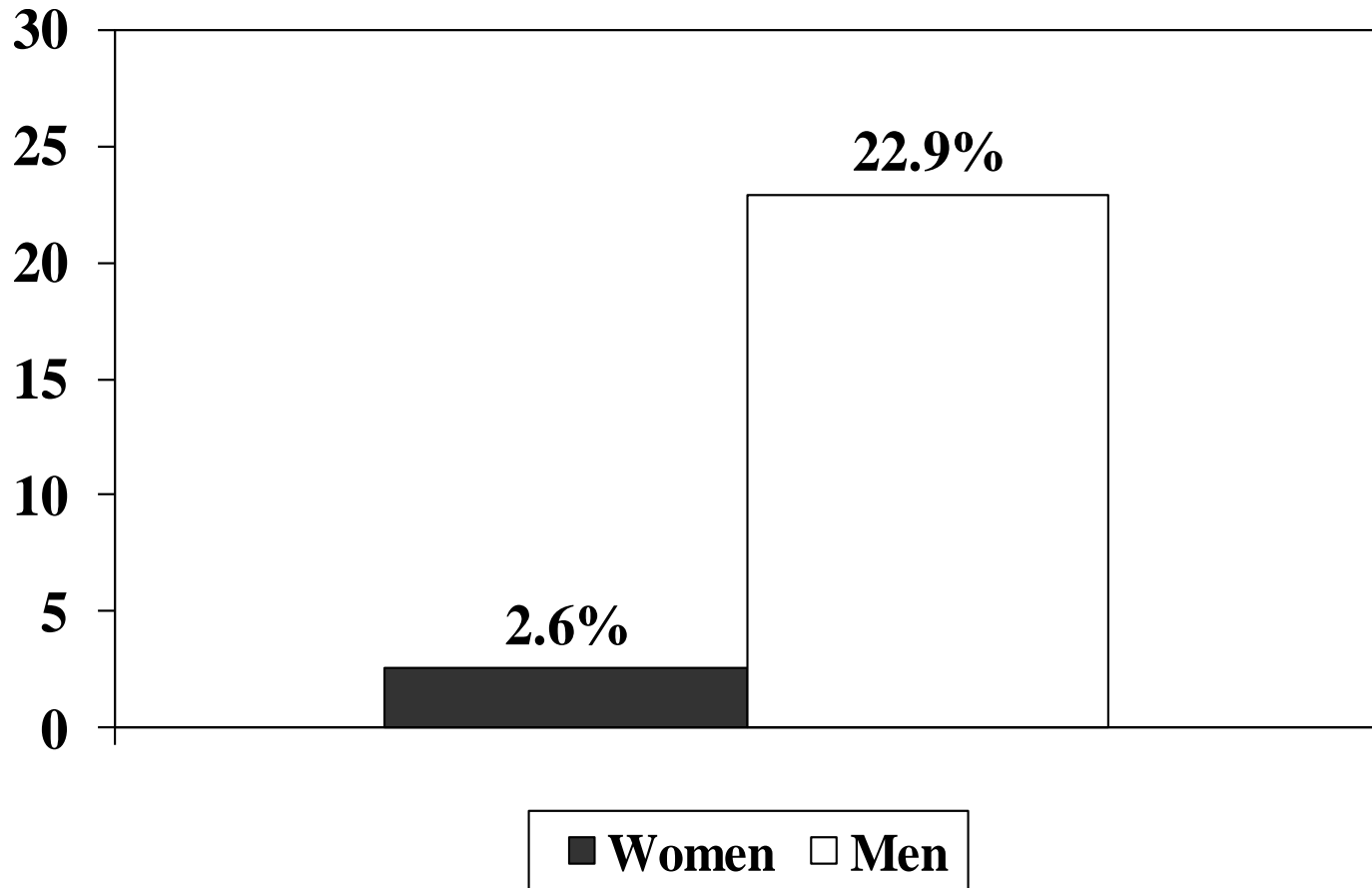
For Further Reading



Women Don't Ask (Babcock & Laschever 2004)



Lab Experiment



Self-Reports

-

Female

Male

Most recent

4 weeks

1 week

Next most recent

20 weeks

4 weeks

Anticipated next

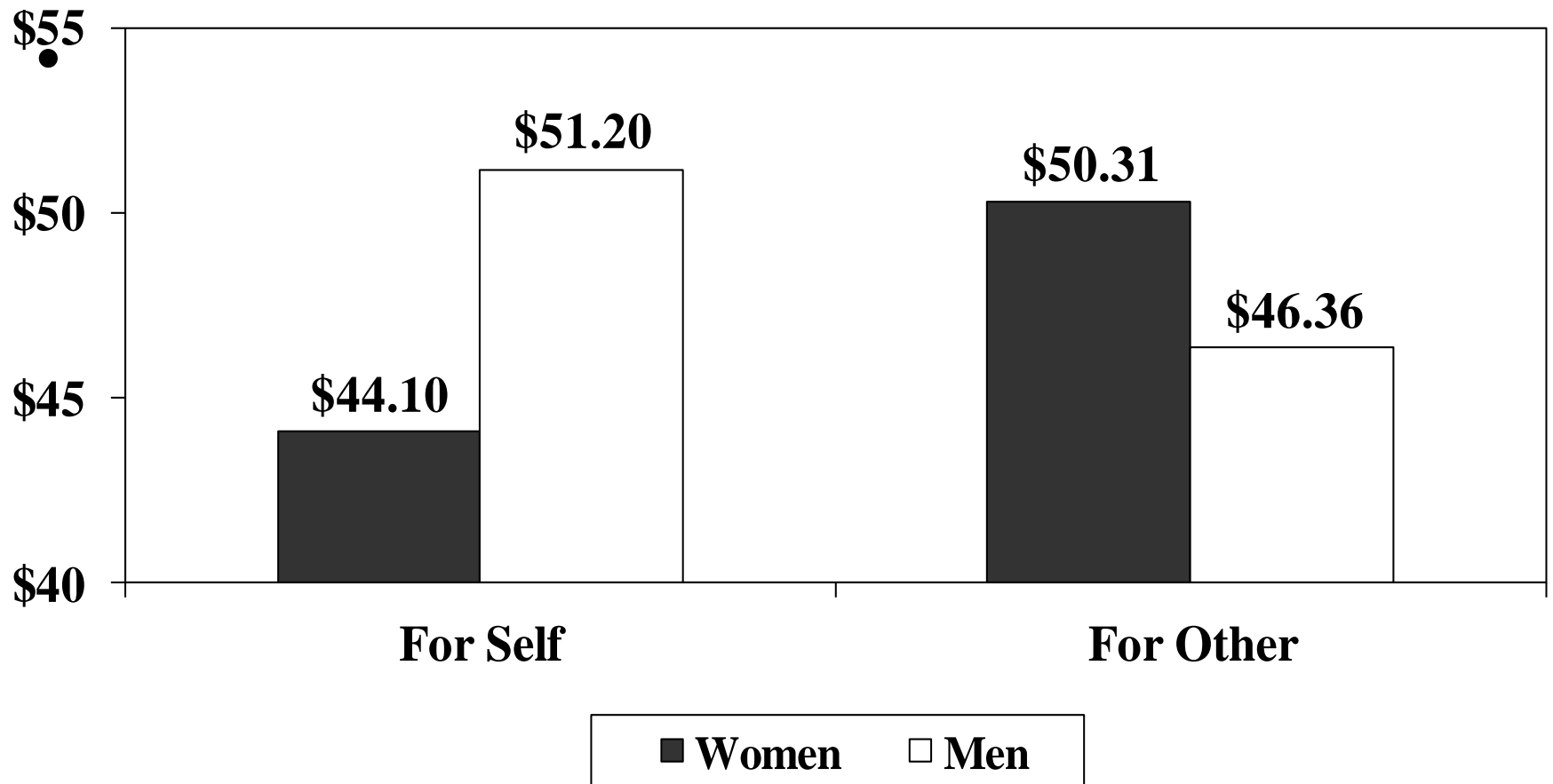
4 weeks

1 week

The Exception



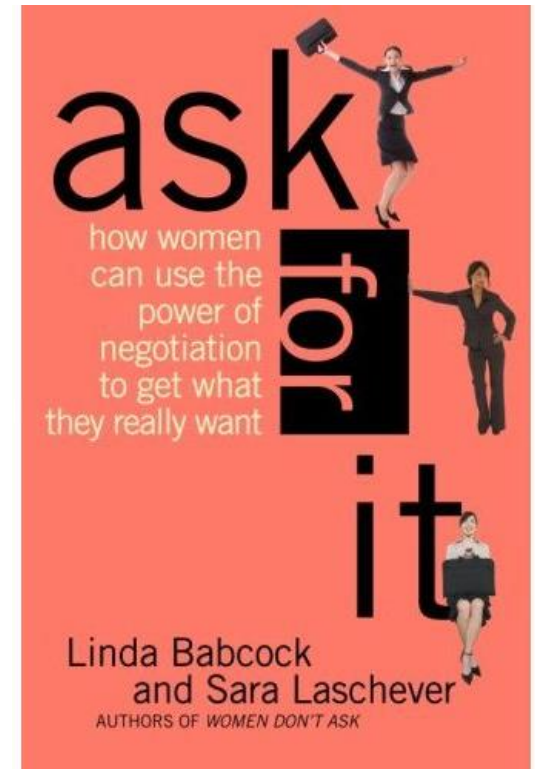
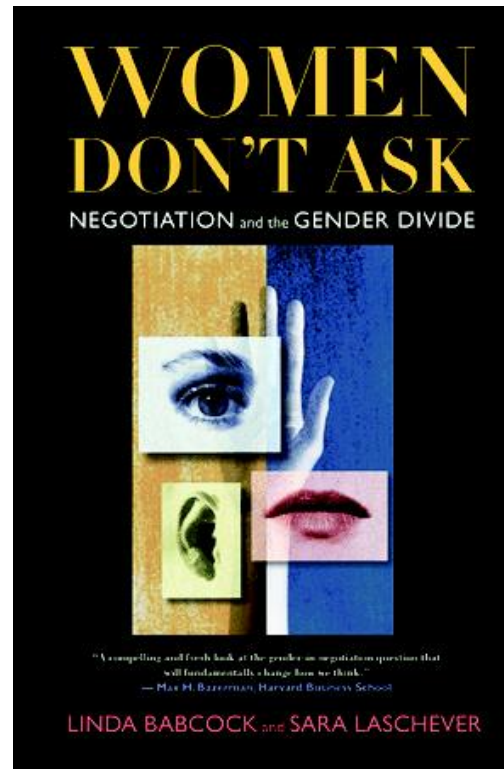
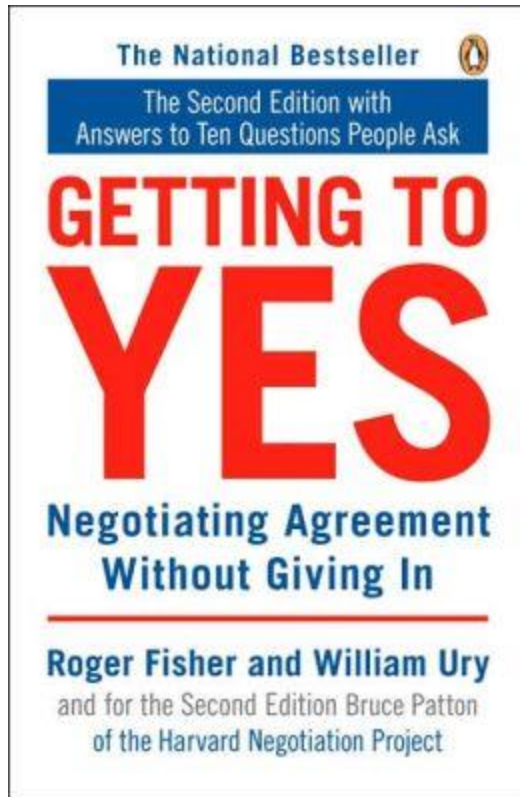
The Exception



Learn to Ask

- Identify opportunities to negotiate
- Make a plan
- Manage your emotions
- Think about negotiating for others (e.g. family)
- Leverage your strengths (details, communication)
- Practice!!!

For Further Reading



General Negotiation Advice

- Prepare!
- Find (early) points of agreement
- Negotiate with the decision-maker (if possible)
- Know your counterpart
- Talk less, listen more, ask questions
- Search for integrative solutions...but don't forget to claim value too

Job Negotiation Advice

- Reaffirm interest and excitement
I love you
- Make promises not threats
If you can't match, we're going to (have to) XXX vs
If you can match, we can sign today
- Be prepared to change the shape of money
Salary versus benefits

Conflict Management Styles

- **Avoiding:** Unassertive and Uncooperative
 - Diplomatic side-stepping or withdrawing?
- **Competing:** Assertive and Uncooperative (Distributive)
 - Standing up for what's right or simply winning at all costs?
- **Compromising:** Intermediate assertiveness & cooperativeness
 - Seeking a middle ground or an expedient solution? Satisfying?
- **Accommodating:** Unassertive and cooperative
 - Self-sacrificing generosity or obeying orders/yielding to others?
- **Collaborating:** Assertive and cooperative
 - Identifying underlying concerns and finding solutions

Other Potential Topics

- Media
- Agents
- Teams
- Cross-Cultural/International

Progressive Lunch:

- Pick up a box lunch
- Select a table topic
 - Networking & Social Capital
 - Saying "Yes" & Saying "No"
 - Creating Agreement & Managing Conflict
 - Self-Promotion & Increasing Confidence
 - Managing Up & Down
 - Resilience
 - Communication Practice
- Engage in discussion
- Move to another table with a different topic when the bell rings after 30 min.

Getting to Know Yourself: To Become a More Impactful Leader Part II

Suzanne Farmer, Ph.D.

Assistant Vice President, Talent Management
UT Southwestern Medical Center

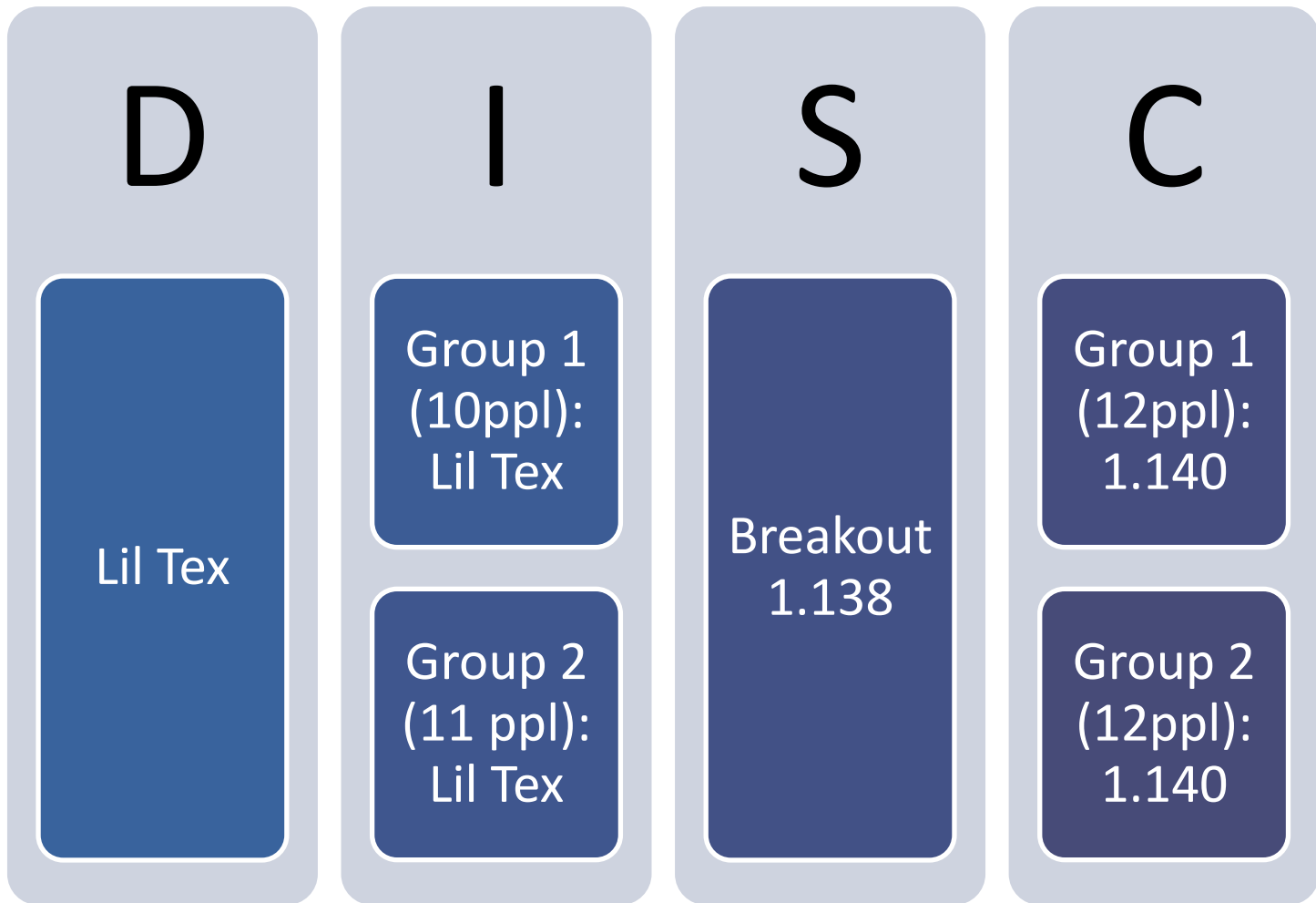
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Debrief Homework

Discuss:

1. What do you value about their style?
 - What you wish was more comfortable for you?
2. If you were going to work on a project or paper together, how would you structure your working relationship?

Breakout Rooms



Breakout Assignment – 30 Minutes

- What is valued by my institution?
 - What activities and behavior gets rewarded?
- What are the implications?
 - What elements of my style can I leverage?
 - Where do I need to flex?

The Sponsor-Protégée Relationship: Expectations and Responsibilities

Elizabeth L. Travis, Ph.D., FASTRO

Associate Vice President, Women Faculty Programs

etravis@mdanderson.org

www.mdanderson.org/womenfacultyprograms

***The UT System Senior Women Leadership Network
Workshop: Sponsorship – Developing Future
Women Leaders in the UT System***

January 22, 2015

THE UNIVERSITY OF TEXAS
MDAnderson
Cancer Center

Making Cancer History®

*The relationship between sponsor
and protégée works best
when it helps **BOTH** parties.*



4 cornerstones of sponsorship

- **Trust**
- **Honesty**
- **Commitment**
- **Communication**



Essentials

Both parties

- admire and respect each other
- are loyal
- know they can depend on each other
- protect the other's interests
- agree on what they want to achieve
- openly communicate



What does a sponsor do?

Responsible
for
promotion

Expand
career
vision

Connect you to
senior leaders

Advocate

Go out on
a limb

Use chips on
behalf of
protégée

Focus on
career
opportunities



**“A sponsor is...
planful about what you do,
whom you’re exposed to,
what development programs you go to,
whom you have lunch with...”**

Good sponsors

Offer

Vision



Tactics



Good sponsors...

- groom you to audition
- nudge the director to choose you
- coach you on your performance
- train a spotlight on you while you are onstage
- clap the loudest



Advise on executive presence

Dress “two jobs ahead”

What you should expect from your sponsor

- provide honest feedback on how to:
 - ✓ narrow gaps on skills and experience
 - ✓ look and act like a leader
- identify opportunities for visibility
- define career goals
- defend you (*protégée means one who is protected*)

Good protégées

**Demonstrate
trust**

**Contribute
110%**



**Promote
sponsor's legacy**

**Show
loyalty**



Sarah Palin



John McCain

“A protégé who doesn’t do everything in her power to make her sponsor look smart for backing her is wasting the sponsor’s time.”

Good protégées...

Maintain the relationship by:

- **Meeting deadlines**
- **Exceeding targets**
- **Proving she will advance the larger mission**
- **Regularly meeting with her sponsor**
- **Looking for opportunities to forge bonds**
- **Finding ways to support her sponsor's passion**
- **Becoming sponsors themselves!**

What you should expect from your protégée

- Assume responsibility
- Be self-directed
- Deliver 110%
- Offer skill sets
- Bring a perspective different from sponsors



[Sponsors] just open the doors, right? It's up to you then to walk through the door and show that you are capable of finding the path.

—Male Protégé

Finding each other

**Sponsors seek out exceptional performers
hungry for backing.**

**Protégées seek out leaders who embody their values and
value their strengths.**



The protégée's role: Be proactive

Successful protégées ask for

- career guidance
- feedback
- stretch assignments
- Input, not a job



Characteristics of a potential protégée

Act like a leader



Relationships develop organically...

It's often not whom you know,
but who knows you through
work projects, recommendations and
informal networking.

Summary:

A sponsor-protégée checklist

Sponsor

- Advocate for next promotion
- Go out on a limb
- Call in favors for you
- Expand your expectations of what you can do
- Make connections to senior leaders
- Advise you on executive presence

Protégée

- Can be trusted
- Show loyalty
- Contribute 110%
- Promote your legacy
- Allow you to help shape the next generation of leaders

When to end the relationship: **If the relationship is not working**

If either party does not...

- **meet expectations**
- **protect each other's interests**
- **communicate effectively**
- **commit to the purpose of the relationship**



**Be honest and communicate openly with each other
that the relationship is not working**

When to end the relationship:

When protégée achieves her career goals

- **Encourage your protégée to be a sponsor**
- **And you find another protégée!**

Q&A



**Day 2
Break
3:45pm – 4:00pm**

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Panel Discussion

Moderator:

Rachel Croson, Ph.D.

Dean, College of Business, UT Arlington

Panelists:

- **Thomas Burke, M.D.**

Executive Vice President,
MD Anderson Cancer Network

- **Kathleen Gibson**

President & CEP, Southwestern
Medical Foundation

- **Havidán Rodríguez, PhD**

President Ad interim, President, Ad Interim,
UT – Pan American

Thomas Burke, M.D.
Executive Vice President
MD Anderson Cancer Network

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Developing Future Leaders

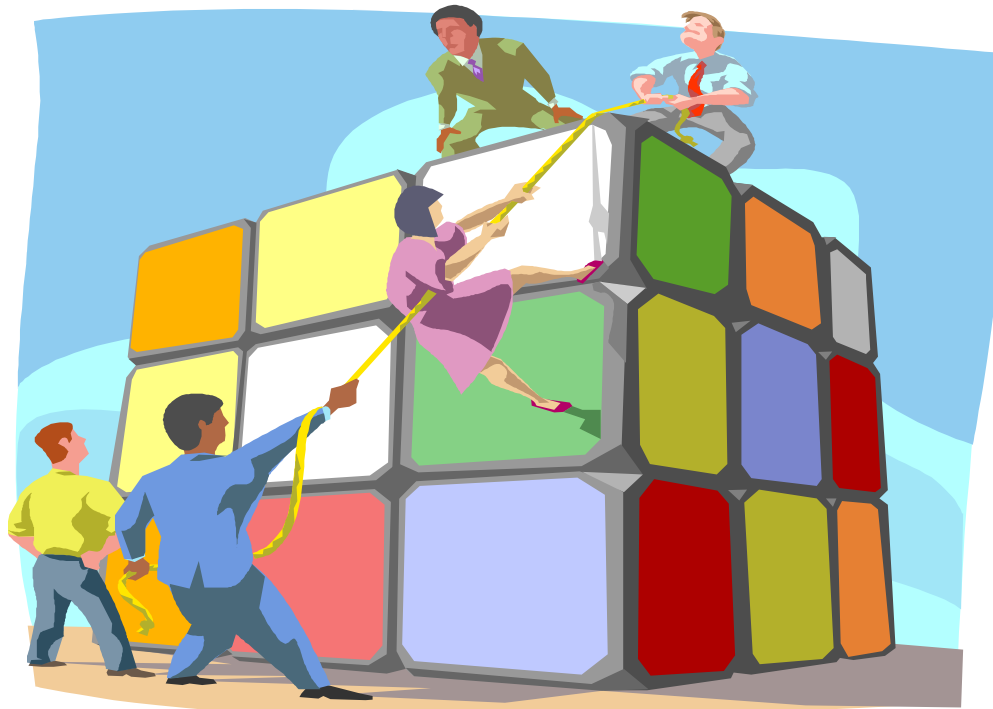
Kathleen M. Gibson

Austin, Texas

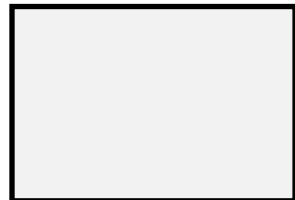
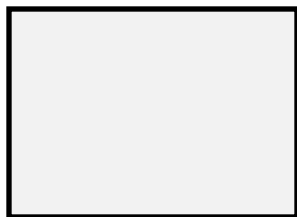
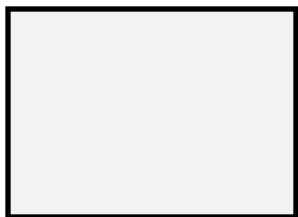
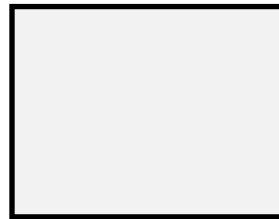
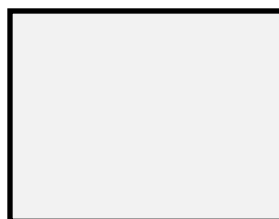
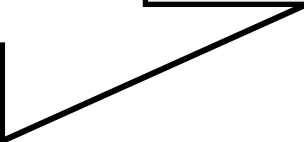
January 22, 2015

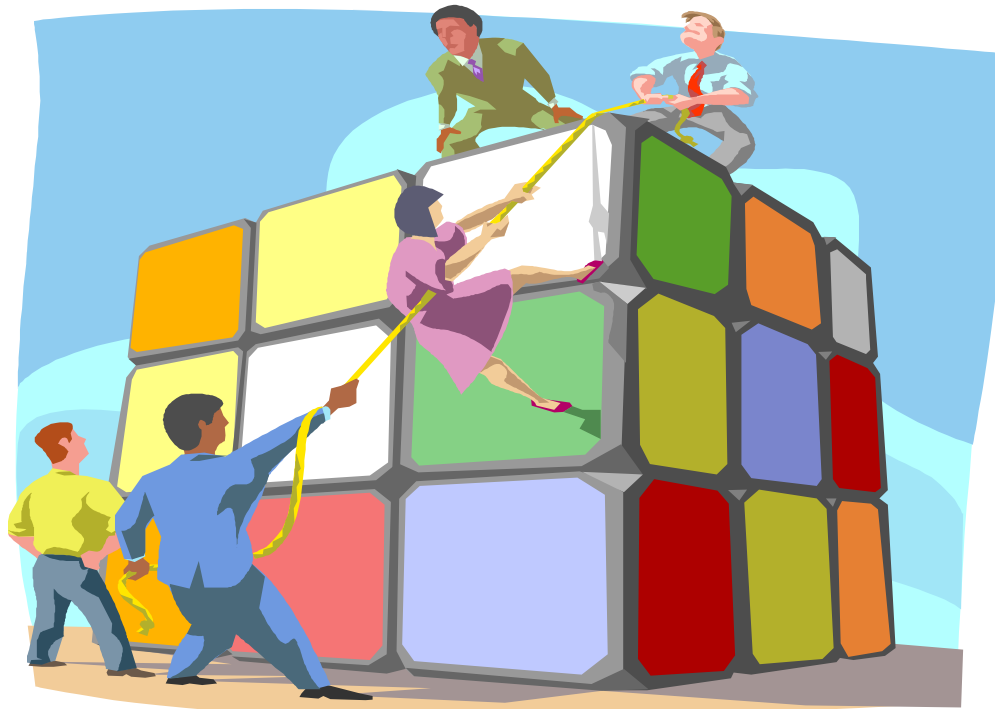


Corporate View



Protégée View





Sponsor View

- Manage self before managing others
- Operate in the gray
- Hard Work is just the start
- Impression you leave
- What is the Brand you want
- Having champions; more than one may be needed
- People trust people they know
- Making time to build trust
- Building relationships that matter
- Learning about senior roles: do you want that job?
- Options have value: do you know what they're worth?

Consider

- Some would believe that it's simply not possible to be successful because of various obstacles that will get in their way, like the organizational culture or their own work-life priorities
- The fact that in most organizations there are few female role models at the top serves as prima facie evidence that the opportunities for women are limited. The natural assumption when looking up the organization is that others have tried and not succeeded and "my chances aren't good." Whether a lack of opportunity is real or perceived, this real evidence serves as a discouraging impediment
- Many women have not built the same level of personal networks needed to succeed in many organizations that men have. These networks can provide *great career leverage*, including:
 - receiving ongoing development help from a mentor
 - getting an early warning from the network about upcoming advancement opportunities, and
 - even being identified and sponsored for those opportunities
- Success will come harder if women aren't establishing the networks and receiving these benefits to the same degree that men have

Network Helps Navigate

Conversation



Advancing and Empowering Women through Leadership Development and Institutional Change

Havidán Rodríguez, Ala Qubbaj, and Marie Mora

The University of Texas – Pan American

**UT System Women Senior Leaders Network
Inaugural Workshop
Austin, TX – January 21-23, 2015**



UTPA ADVANCE Program

Five-Year, \$3.1 million ADVANCE institutional Transformation grant, funded by NSF.

Goal: To increase the representation and advancement of women faculty, particularly Latinas, in STEM academic careers.



Issues Driving UTPA ADVANCE

- 1) **Under-representation of women** in STEM, particularly Latinas, **in tenure-track and senior faculty ranks.**
- 2) **Severe under-representation of women** in STEM, particularly Latinas, **in leadership positions** at the department chair level and higher.
- 3) **Lack of family friendly policies/practices**, work-life support, and awareness of gender equity and diversity issues.



UTPA Female Leadership Representation

% Women Leadership Representation, by College (Fall 2012)

- Health Sciences:	58%
- Education:	43%
- Arts & Humanities:	30%
- Social & Behavioral Sciences:	22%
- Business Administration:	12.5%
- Engineering & Comp. Science:	0%
- Science & Mathematics:	0%
- All Colleges/Overall:	32%

Major ADVANCE Initiatives



- 1. Faculty Recruitment**
- 2. Faculty Advancement**
- 3. Policy and Climate Change**
- 4. Education and Empowerment**

Advancement Initiative

Objective: Enhance faculty development and leadership opportunities.

- ✓ **ADVANCE Leadership Institute**
- ✓ **ADVANCE Administrative Fellows**



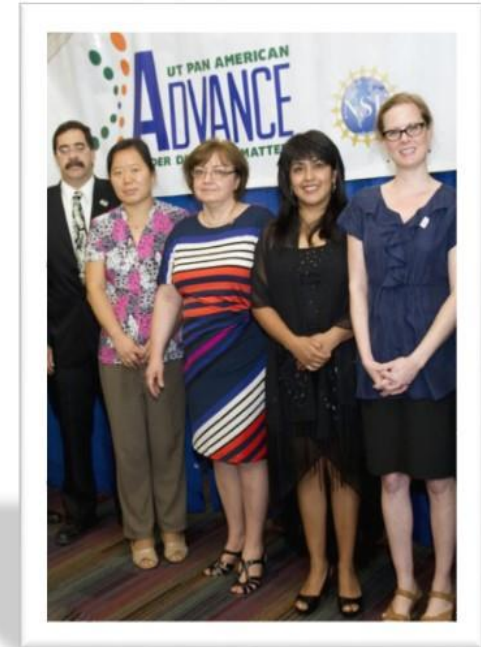
ADVANCE Leadership Institute

- Designed to **enhance faculty and leadership development** through training, mentoring, and experiential learning.
- **Semester-long program** which involves a kick-off luncheon, eight sessions/workshops, a graduation ceremony, and a **mentoring component**.
- Institute has been open to **all tenured/tenure-track faculty** across campus (but will exclude tenure-track faculty in 2015).
- **Women represent 75%** of all participants.



ADVANCE Administrative Fellows' Program

- Complements the ADVANCE Leadership Institute by providing faculty **experiential learning** in various administrative offices.
- Program is open to faculty **who completed the Leadership Institute**.
- Administrative offices and applicants are **matched according to their interests/needs**.
- **Women have represented 75% of all participants.**



Policy and Climate Initiative

Objective: Promote a positive workplace climate along with family-friendly policies.

A. Family-Friendly “Family Matters” Policies

Dual Career academic hiring program, Workload (e.g., Modified Instructional Duties), Maternity/Paternity Leave, Sick Leave, and Tenure policies.

B. Climate Assessments

- Climate Surveys
- In-depth Interviews (with current faculty)
- In-depth “Exit” Interviews (with departing faculty)



Education & Empowerment Initiative

Objective: Promote campus awareness and workplace diversity and empower faculty and administrators to address gender equity barriers.



Education & Empowerment Initiative

➤ Women's Faculty Network

- ✓ Institutionalized with Bylaws and structure (2013)
- ✓ Representation on AAET and AALT
- ✓ Very Good participation (79% of all T/TT STEM women, 44% UTPA)
- ✓ Networking and development opportunities
- ✓ Provides a “safe” environment



Education & Empowerment Initiative

- Training for Search and T/P Committees
- Workshops, seminars, and distinguished speakers



Strategies to Institutional Success

- ✓ No *single* initiative or unique process: ***No silver bullet***
- ✓ Integrated, university-wide initiatives: A holistic approach
- ✓ Institutional commitment
- ✓ Vision and leadership of key administrators
- ✓ Active engagement and ongoing participation of the University community, including Deans, Chairs, and Faculty
- ✓ Institutional Champions: Both Males and Females
- ✓ Institutional and external resources

Strategies to Institutional Success

- ✓ It takes a committed, dedicated, and hard-working team!





Website: www.utpa.edu/advance

Email: advance@utpa.edu



Day 3

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The Women Senior Leaders Network

THE UNIVERSITY of TEXAS SYSTEM

Nine Universities. Six Health Institutions. Unlimited Possibilities.

UT System Administration:
*Understanding the Context and Environment
for Leadership Success*

January 2015

Dr. Patricia Hurn, Vice Chancellor

Dr. Stephanie Bond Huie, Vice Chancellor

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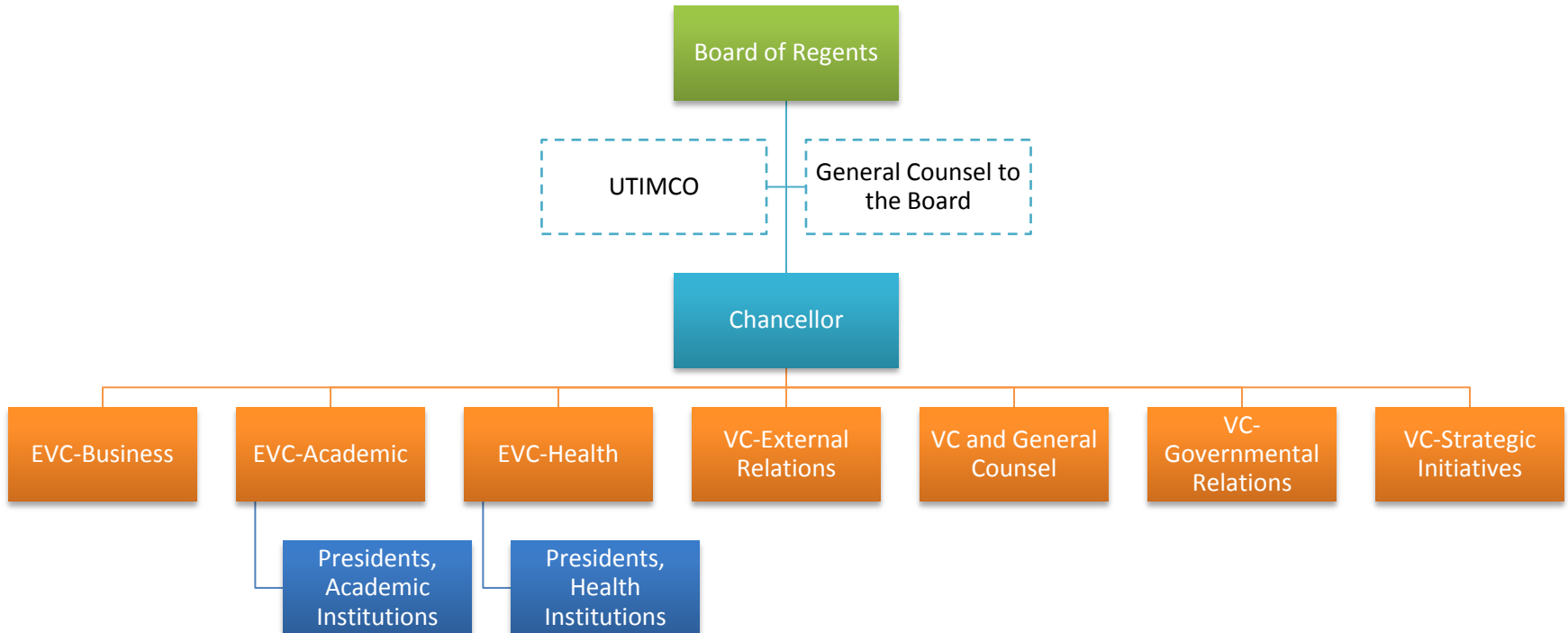
System Administration

An Organizational Overview

UT System by the Numbers

- 15 institutions
 - 9 academic institutions
 - 6 health institutions
- 213,000 students (Fall 2013)
- 51,000 degrees/certificates awarded (AY 2013)
- 19,700 faculty (all ranks)
- 71,100 staff
- \$15.6 billion annual operating budget (FY 2015)
- \$2.5 billion research expenditures (FY 2014)
- \$26.6 billion total combined endowment value

UT System Organization



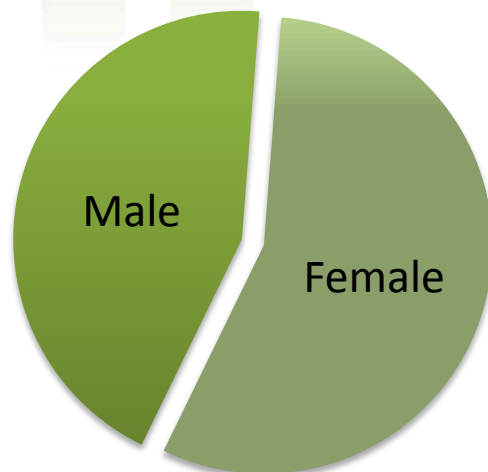
A Time of Change

- New Chancellor, Admiral William (Bill) McRaven
- UTPA and UTB combining to form UTRGV
- Medical Schools opening at UTRGV and UT Austin
 - First institutions in the state to have a combined academic and health
- New leadership at the state and federal level

By the Numbers: Women at UT System Administration

340

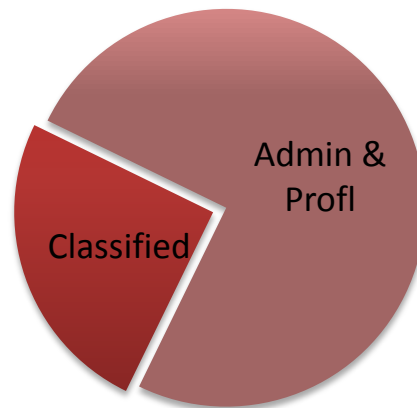
women worked at UT System
Administration in 2013—out of 602



56%

255

Most women at UT System
Administration have an
Administrative/Professional
appointment



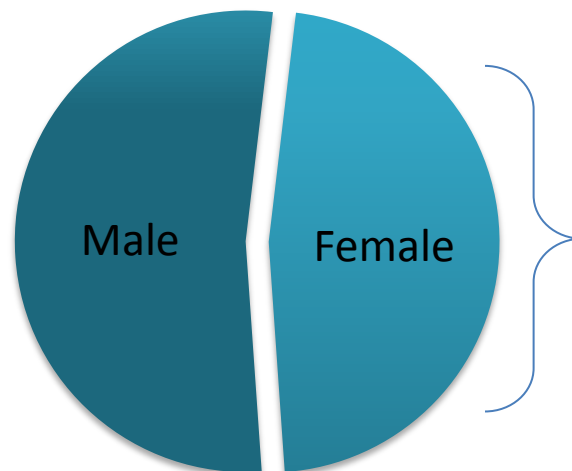
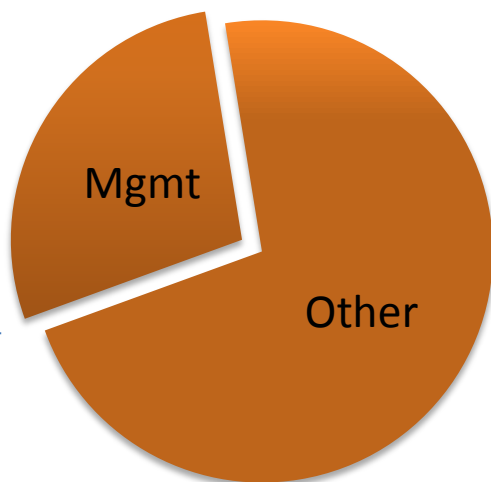
75%

Women at UT System Administration are underrepresented in management-related positions.

Women

Management-Related Positions

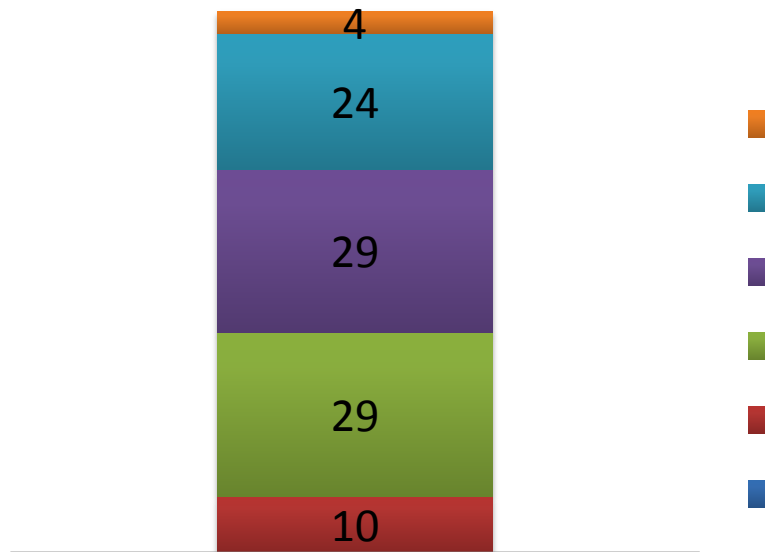
28%



47%

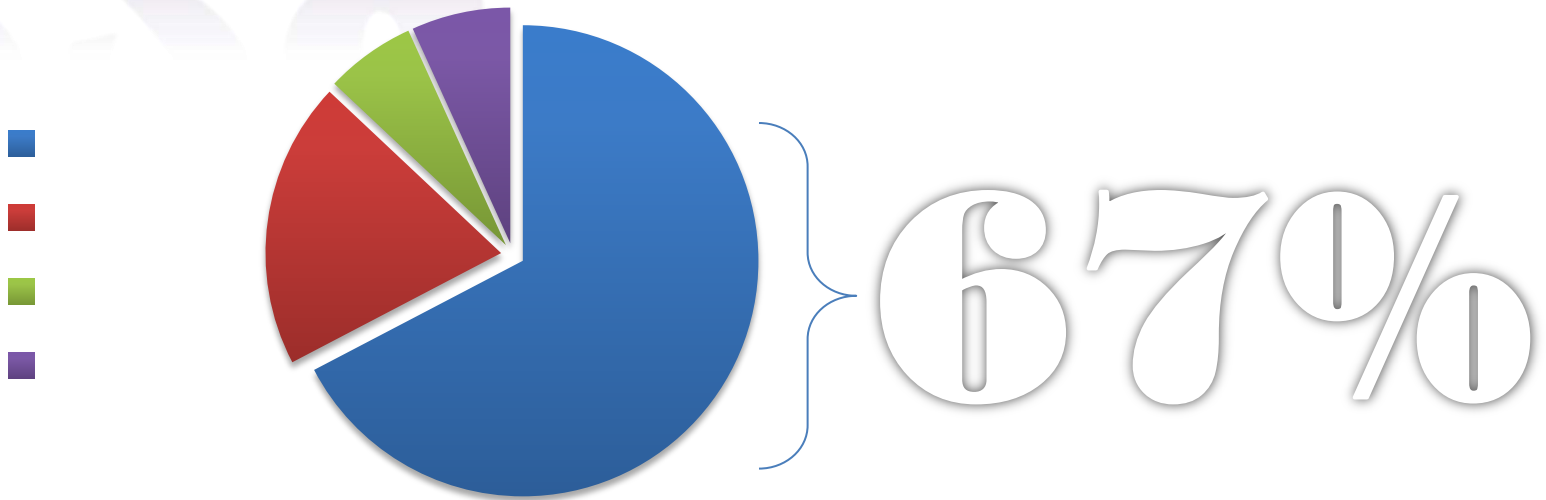
96

The breakdown of women in Management-Related positions



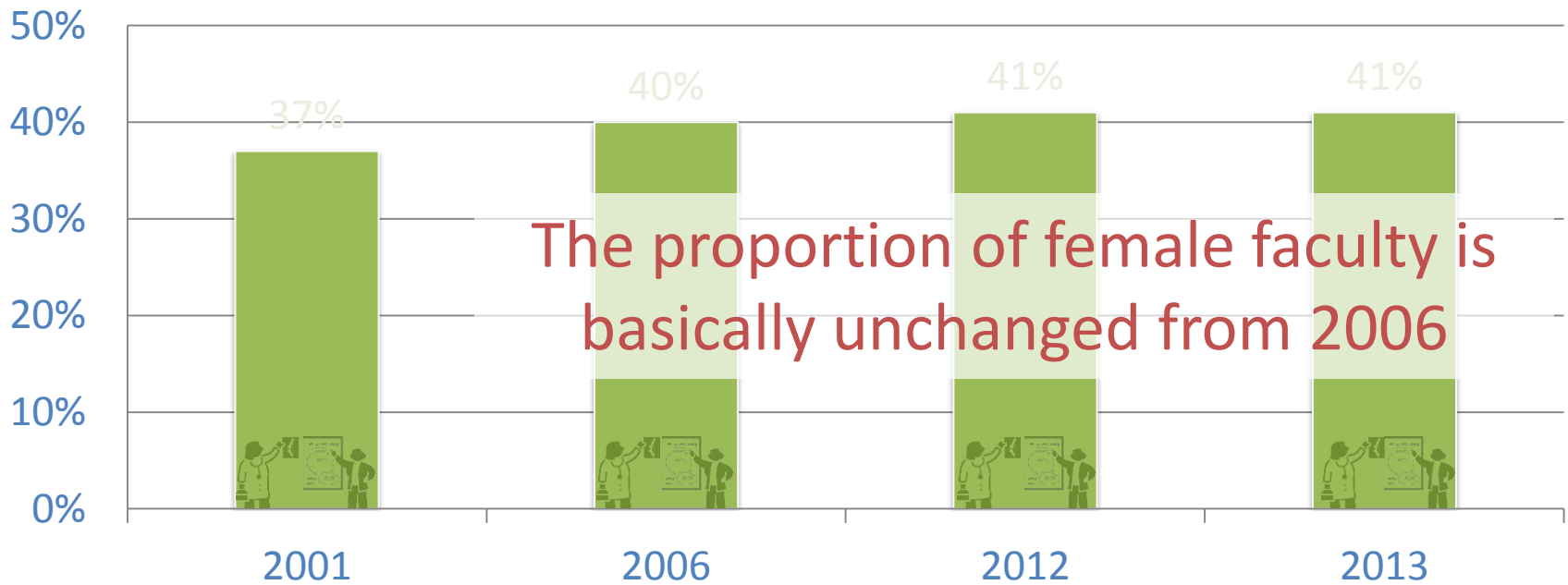
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Women at UT System
Administration are predominantly
white, though they are more
diverse as a group than the men.



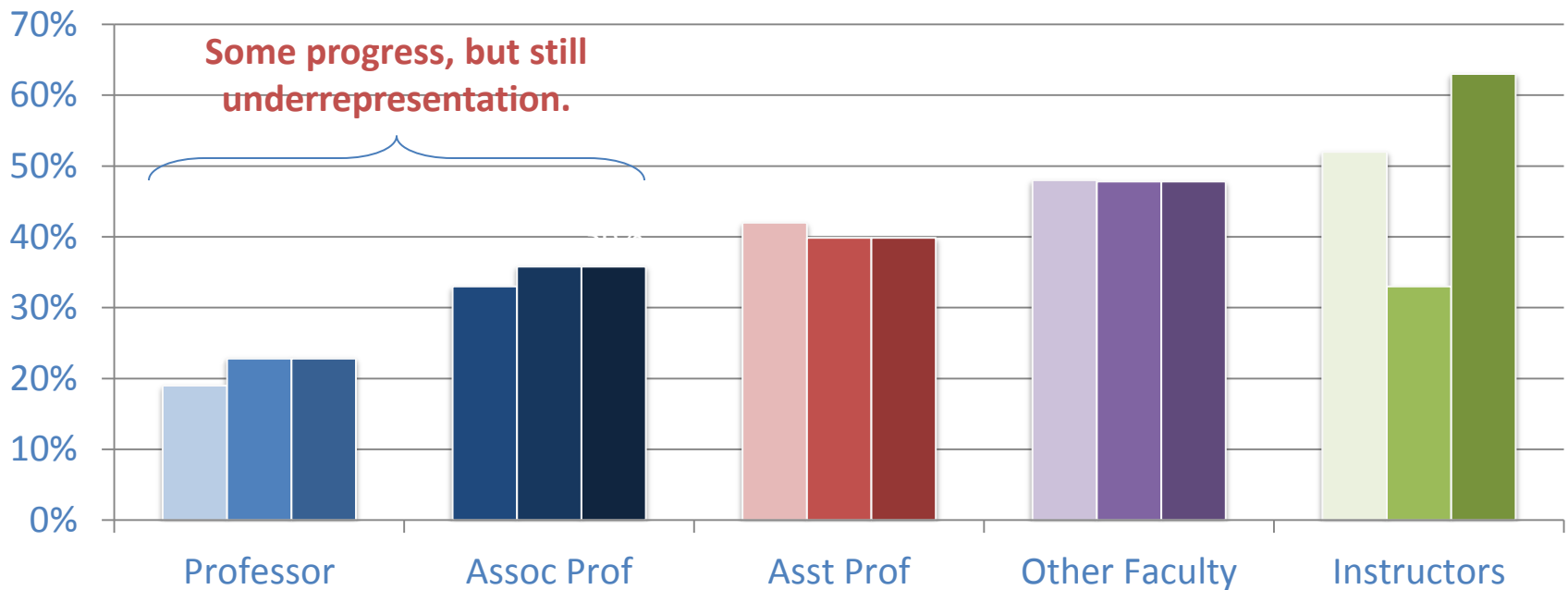
By the Numbers: Female Faculty Across UT System

Female Faculty Over Time: Percent of Faculty



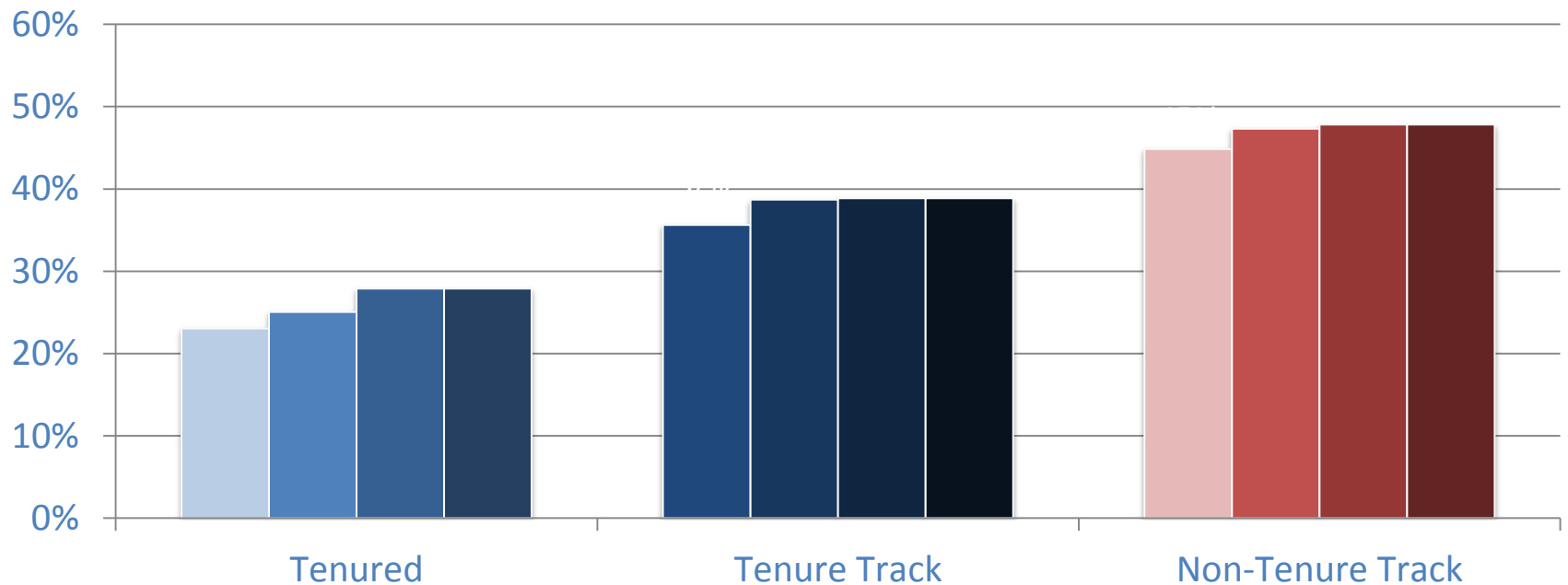
Female Faculty: % Female by Rank

2006, 2012, 2013



Female Faculty: % Female by Tenure Status

2001, 2006, 2012, 2013



Discussion

How to Start Initiatives and Acquire Funding

Building Partnerships & Collaborations

“Economics has made us partners. And necessity has made us allies.”

--John F. Kennedy, 1961

- Increase your resources—when you can’t ask for more money
- Broaden your impact and reach
- Strengthen your voice—two (or more) voices are louder than one
- Raise your profile and enhance your reputation (and your institution’s)

Discussion Points

- Most important partnership—the people who work for you
- Consider internal and external partners
- Think creatively
- What are you bringing to the table? What are you getting in return?
- Talk to others who may have done similar things—and then being that resource for someone else
- Talk to OGC, experts
- Don't be discouraged
- It always takes longer than you think
- Have a Plan B

Leadership in the National Arena

Discussion Points

- Reputation
- Communication
- Credibility—substance behind the message
- Be seen and heard. A lot. Speak. Serve. Engage.

Closing Address

Margaret L. Kripke, Ph.D.

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Wrap Up

Sponsorship developing women leaders

2015
Workshop

The Women Senior Leaders Network

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Why sponsorship by and for women?

The New York Times

The Opinion Pages

LETTER

Sponsors for Women

Published: February 4, 2013

To the Editor:

.....

Although the data are sparse and the jury is still out, sponsorship may be one approach to the problem. What do we have to lose? Not much else seems to be working.

ELIZABETH L. TRAVIS

Houston, Jan. 30, 2013

The writer is associate vice president of Women Faculty Programs, University of Texas MD Anderson Cancer Center.



Nicholas Kristof & Sheryl Sandberg

And...

***Women are paying it forward
more than men,
and they're largely
developing other women.***

Our Guiding Principles

- Have Fun
- Be Professional
- Be Relentless

THANK YOU HELEN YIN!!!

**Please give us your feedback-
hand in your evaluations!**

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**Meeting adjourns.
Thank you!**

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