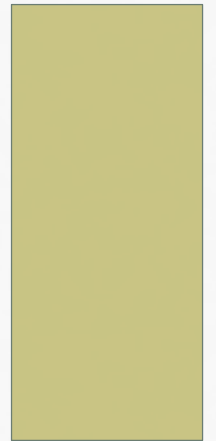


# YOUR LEADERSHIP STORY FOR 2017

WWC WOMENAR LEADERSHIP FORUM 2016  
ANNE SMYTH ORGANISATIONAL CONSULTING



# A Reflection

*Think about a time at work when you were working with men – perhaps a meeting or a conversation, and in some way you felt your and their gender was a factor in what was happening?*

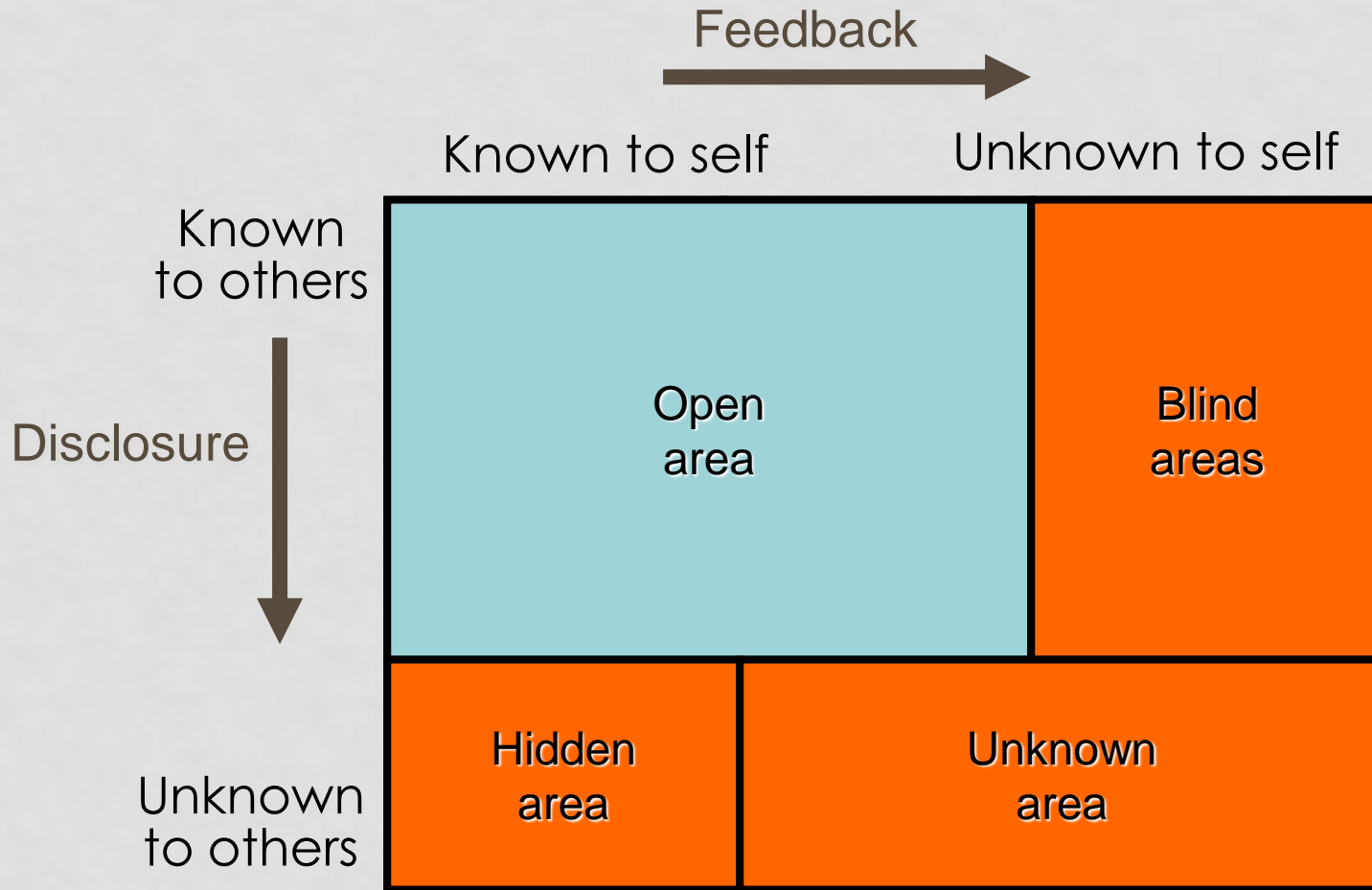
- How did you feel?
- What did you think?
- What did you say/do?

*How did this impact you in your ability to take up your leadership role?*

# Unconscious Bias

- *Are social stereotypes about certain groups* of people that individuals form outside their own conscious awareness
- *Everyone* holds unconscious beliefs about various social and identity groups, and these stem from one's tendency to organise our social world by categorising
- Unconscious bias is far *more prevalent* than conscious prejudice and often incompatible with one's conscious values – *this is discomfoting*

# Self Perception – the Johari Window



Adapted from Luft, J & Ingham, H (1955)

# What might we do about it - behaviourally?

*The clue is in disclosure and feedback*

- First noticing and trusting your 'data'
- Courage to name what's happening
- Then having and staying with the difficult conversations – use the authority that comes with your role
- Assertive responses
- Ask questions to promote dialogue
- Respectful listening – being present and in role

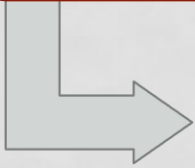
*But there is more – dealing with:*

- your own and their anxiety
- defensive routines - denial and pushback
- The way we sabotage ourselves
- the burden – supervision, reflective practice, peer support

# A MODEL: THE "I" STATEMENT

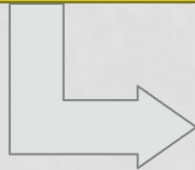
When....

- Non-judgmental description of the situation – simple, specific identification of what has happened



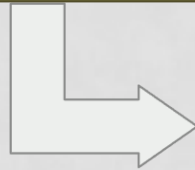
I feel/felt  
...

- Your feelings or emotions about the situation – what's happening to you



Because  
....

- The effect of the situation on you



I would

- Clear expression of what you would like to have happen

# What might we do about it organisationally?

- Requires a strategy - clear messages about intentions and purpose, changes to systems, practices and behaviours
- Needs naming, dialogue and exploration to understand and learn how it plays out and the impacts it has

*Stories and conversations are critical  
Engage advocates*

- Involves a significant commitment to transformational cultural change – you need a change framework

*All this will require courageous leadership, support and persistent work by men and women in the face of strong resistance*