

## Peace, Love, and Understanding Leadership

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## Conflicts of Interest

- We have nothing to disclose relating to this topic.

## Strategies for Successfully Integrating Life & Career

Sharon Karina  
P3 Pharmacy Student  
Midwestern University

## Objective

- Discuss strategies for successfully integrating life and career

## Now that we're connected 24/7, have you ever:

- Been contacted to cover someone's shift on your day off?
- Had to leave work to pick up a sick child?
- Needed to handle a work emergency during dinner?

## What about the students here?



## It's not about balance...

- We can't dedicate equal and separate time to life and career (or school)
- Striving to do this can lead to burn out



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## Integration



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## But how? The answer may surprise you!

- Identify what you're passionate about - how does it relate to other areas of your life?
- Be flexible with leaning in and out of roles
- Recognize you've likely been forced to be adaptable already

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## Story time!

- 12 hours before my 7AM therapeutics final, I get a phone call...
- Dad versus final - which one did I choose?

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## Integration won.

- We are all more resilient than we may give ourselves credit for
- The key to successful integration is self awareness and adaptability

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**A good example of integration is turning off your work phone when you arrive at home.**

- A. True
- B. False

False! Integration allows you freedom to move between work and other aspects of your life.

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**A good example of integration is turning off your work phone when you arrive at home.**

False! Integration allows you freedom to move between work and other aspects of your life.

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**Integration means you must always be available for work 24/7.**

- A. True
- B. False

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**Integration means you must always be available for work 24/7.**

False! Boundaries are good - the point is to establish them to your comfort level.

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**A good way to start integrating is to first identify what you're passionate about in each area of your life.**

- A. True
- B. False

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**A good way to start integrating is to first identify what you're passionate about in each area of your life.**

True! Knowing what you love about each aspect can show parallels between different areas - and make things 'click'.

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**Integrating life instead of separating and balancing can lead to a happier and healthier you.**

- A. True
- B. False

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**Integrating life instead of separating and balancing can lead to a happier and healthier you.**

True! And without the added stress of trying to give 100% to every area, you may even find you perform better.

## Peace, Love, and Understanding Leadership

Desi Kotis Pharm.D FASHP  
 Director, Pharmacy  
 Northwestern Medicine

## Objective

- List Barriers to recruiting and retaining women leaders as well as solutions to these barriers

## Fostering Women Leaders

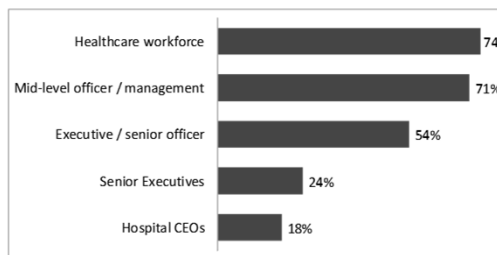
The challenges are well known: women in business continue to face a formidable gender gap for senior leadership positions. Moreover, there are fewer and fewer women at each step along the path, although they represent the majority of entry level employees. Barriers are too well known: cultural factors, ingrained mindsets and mind locks, and stubborn forms of behavior, including a tendency to cap a much narrower band of women leaders than is possible given the talent pool.

## Why Focus on Developing Women Leaders?

- Talent
- Demographics
- Pragmatic realities



## Women Continue to be Underrepresented as Senior Leaders



Sources: Bureau of Labor Statistics (2011), EEOC Employer Information Report for Hospitals (2011), American Hospital Association (2010), American College of Healthcare Executives (2013).

## Is There Still a Glass Ceiling?



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## Have you experienced or observed the glass ceiling phenomena in your career?

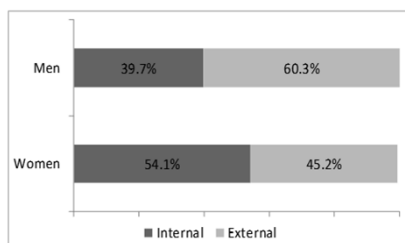
A. YES

B. NO

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## Career Paths

Women are more likely to be promoted internally than hired externally.



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## Factors Valuable to Career Success

Women cited specific factors as more helpful to their careers than men did, including:

- Leadership abilities
- Involvement in professional or community organizations
- Networking within their organizations
- Having sponsors to endorse them
- Access to flexible work practices

Support from family

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## Challenges to Career Advancement

Women identified challenges to career advancement:

- Lack of supportive supervisors
- Exclusion from informal networks
- Lack of senior role models "like me"
- Inhospitable culture/biased attitudes
- Failure of senior leadership to help advance someone "like me"
- The need to prioritize family over work

Men identified different challenges to career advancement:

- Unwillingness to change organizations / companies
- Having an ineffective leadership style
- Lack of significant general or line management experience

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## What? More Women?

Many factors you might think would be predictive of group performance were not. Group intelligence had little to do with individual intelligence.

Women's social sensitivity is higher. And team diversity - of every type -- is essential.



What Makes a Team Smarter?  
More Women  
Wolfe & Malone, HBR  
Jun 2011

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### A Fitness Test for Your Top Team

- Where are the women in our talent pipeline?
- What skills are we helping women build?
- Do we provide sponsors along with role models & mentors?
- Are we rooting out unconscious biases?
- Are our policies helping or hurting?

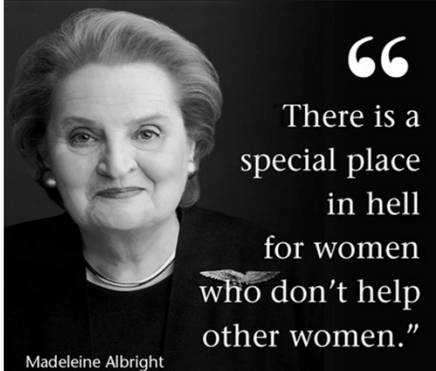
McKersie, "The Fitness Test for Your Top Team," a fitness test for your top team, January 2015

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### How We Encourage Hiring Women Leaders . . .

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“There is a special place in hell for women who don't help other women.”

Madeleine Albright

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### Recruiting and Retaining Women Leaders




- Is the role a defining issue?
- Do women bring a different mindset to negotiation?
- Salary Issues
  - Fair market value
  - The process .
- Benefit issues

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# LEADERSHIP

INTENTION . ATTENTION . RETENTION



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### Dual Career Issues

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## Succession Planning



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## Mentors vs. Sponsors

Whitnee Caldwell, PharmD  
Clinical Pharmacist  
Northwestern Memorial  
Hospital

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## Learning Objective

Describe examples of mentors versus sponsors and the differences between them

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## Mentors vs. Sponsors

A coach talks to you  
A mentor talks with you  
A sponsor talks about you



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## Functions of Sponsors and Mentors

<p><b>Sponsors</b></p> <ul style="list-style-type: none"> <li>• Powerfully positioned champions</li> <li>• 2 Principle functions             <ul style="list-style-type: none"> <li>- Puts own reputation on the line</li> <li>- Takes responsibility for protégé's promotion</li> </ul> </li> </ul>	<p><b>Mentors</b></p> <ul style="list-style-type: none"> <li>• Experienced advisors</li> <li>• Many functions             <ul style="list-style-type: none"> <li>- Sounding board &amp; shoulder to cry on</li> <li>- Supplier of <u>solicited</u> advice</li> <li>- Provider of support and guidance as</li> </ul> </li> </ul>
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## Identifying a Sponsor

- 3 "MUSTS" for every sponsor
  - High-level contacts for strategic introductions
  - Stretch assignments that will advance your career
  - A broad perspective when giving critical



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### Sponsors

LOOK BOTH WAYS  
  
 TWO WAY TRAFFIC

- Two-way street
  - Deliver outstanding performance
  - Consistently make your sponsor look good

**Beware!!**  
Skill set of Sponsor vs Role Model  
Anonymous Sponsors

<http://www.clipartbest.com/clipart/3n7/3n7hgg4M41.jpeg>

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### Mentor: Sounding Board

**ONE WAY**

- One-way street
  - Expect very little in return
  - Behind the scenes
  - Less emphasis on making someone else look good

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### Mentors vs. Sponsors

- Provide emotional support and advice → **Mentor**
- Senior manager with influence → **Sponsor**
- Fights to get their people promoted → **Sponsor**
- Provides exposure to contacts who may help their career → **Mentor**
- Focus on increasing personal and professional development → **Mentor**

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### Gender Differences in Leadership?

Erick J. Borkowski, PharmD  
Pharmacy Manager  
Northwestern Medicine Lake Forest Hospital

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### Objective

- Discuss Gender Differences in Leadership and how to successfully incorporate into management style.

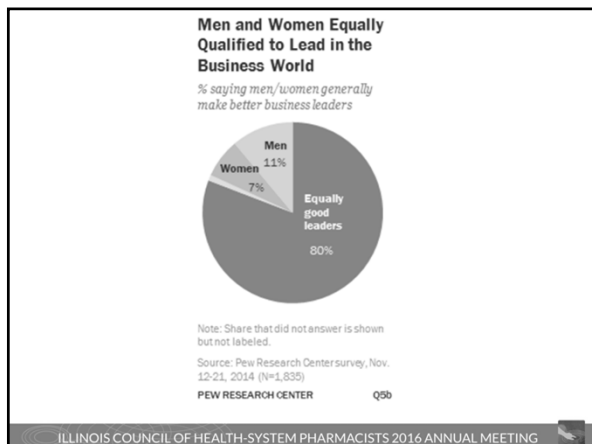
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### Is There a Gender Advantage in Leadership?

- WHO DO YOU THINK WOULD MAKE A BETTER BUSINESS LEADER?
  - Men?
  - Women?
  - Equal?

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### Is There a Difference?

Gender Strength	Nine Leadership Strengths
Women>>Men	People Development
	Expectations and Rewards
	Role Modeling
Women>Men	Inspiration
	Participative Decision Making
Women=Men	Intellectual Stimulation
	Efficient Communication
Men>>Women	Individual Decision Making
	Control and Corrective Action

"Female Leadership, A Competitive Edge for the Future," McKinsey & Company, 2007.

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### Is There a Difference?

Leadership Competencies	Male	Female	t	Sig.
Takes Initiative	49.8	56.4	-13.67	0.00
Displays High Integrity and Honesty	49.9	54.7	-9.78	0.00
Drives for Results	50.6	55.2	-9.53	0.00
Practices Self-Development	51.3	56.0	-9.51	0.00
Develops Others	51.1	55.1	-8.14	0.00
Inspires and Motivates Others	51.6	55.1	-7.35	0.00
Builds Relationships	51.2	54.5	-6.70	0.00
Collaboration and Teamwork	52.1	54.5	-4.96	0.00
Champions Change	51.6	54.0	-4.96	0.00
Establishes Stretch Goals	51.7	54.1	-4.77	0.00
Solves Problems and Analyzes Issues	52.0	52.7	-1.38	0.17
Communicates Powerfully and Prolifically	52.9	53.4	-1.14	0.26
Connects the Group to the Outside World	52.3	52.1	0.34	0.73
Innovates	52.6	52.2	0.96	0.34
Technical or Professional Expertise	52.1	51.1	2.10	0.04
Develops Strategic Perspective	53.7	51.2	5.06	0.00

Zenger/Folkman, 2011

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### Gender Blind Spots?

Women	Men
There's room for improvement.	If it isn't broken, why fix it?
Recognize me for my effort.	Recognize me for my results.
Let's solve this as a team.	Let me work independently on this task.
Give me direct feedback.	I feel like I am on egg-shells with you.
Allow me to ask questions.	Let's not slow our progress down.
Listen to me.	I am listening to you.
I'll express my emotions freely.	I'll keep my emotions hidden.
You're too insensitive.	No I'm not.

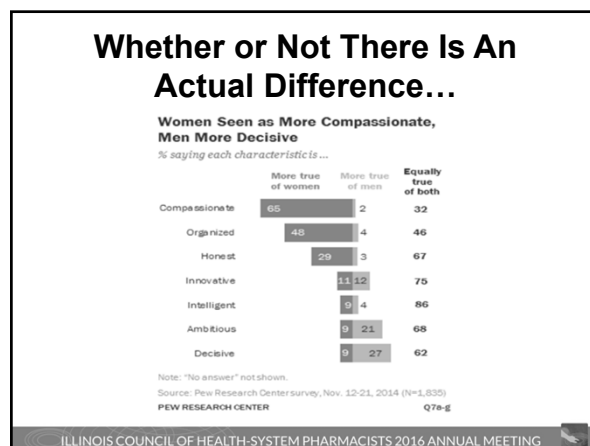
Annis B., Gray J. *Work With Me: The Eight Blind Spots Between Men and Women in Business*; 2013.

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### ...If There is a Difference

- Do we try too hard to be equal?
- Gender Intelligence=To view gender differences as strengths not weaknesses

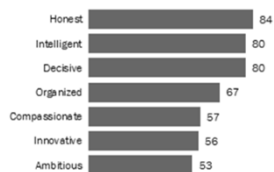
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## Which Traits Matter Most?

### Which Leadership Traits Matter Most?

% saying it is absolutely essential for a leader to be ...



Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)  
PEW RESEARCH CENTER Q296-g

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## The Personal Side...

- Practice Coordinator position approved by hospital leadership
- 3 of the 4 applicants were women
- Promoted from within
- Ultimately candidate selected balanced my leadership style

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## Conclusions

- Men and Women may have different inherent strengths in leadership qualities
- Cannot oversimplify the debate and claim that one sex makes a superior leader
- Organizational performance relies on complimentary and diversity of behaviors

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## Questions?

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