

BNL Women in STEM Leadership

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BROOKHAVEN
NATIONAL LABORATORY



Overview



- Date: May 8-11, 2018
- By Center for Corporate Education, Stony Brook University
- Key goals:
 - Equipping women to realize their ambition and leadership potential
 - Emboldening women as change makers and influencers
 - Creating an environment for best practices and leadership strategies to be shared

A career development plan must start by identifying a **career beacon**: a long-term (~10 year) goal to which you chart your career path and actions

Ask yourself:

- What am I doing in my career 10 years from now?
- What am I *not* doing?
- What is my impact?
- With whom am I working?
- Where am I working?
- Is there anything else that is important to your career 10 years from now?



Create a Leadership Brand

- Identify core values that are important to you (i.e. education, achievement, teamwork, etc.).
 - What do you want to be known for?
 - What do you want people to say about you when you are not in the room?
 - What can you do to influence your brand?
- *“I want to be known for being_____ so that I can deliver_____.”*
- Pick about six attributes to build your own leadership brand statement.
- Share it with others and ask for feedback about how closely they see you actually living it day in and day out. If you are lucky, the feedback will contain some information about behaviors you can add or change to more closely represent the brand you have defined.

Firoza's Leadership Brand Example

- *“I want to be known for being a dependable, dedicated team leader so my organization can deliver collaborative and efficient safety services to our customers.”*

Develop Presence and Leadership

- An important part of leadership is shaping how others see you. Always keep these items in mind:
 - Demonstrate gravitas
 - Use effective communication methods- answer emails
 - Use your interpersonal skills and build relationships with a wide range of people whom you TRUST
 - Show up interested- Mindfulness
 - Advocate for your team/Advocate for yourself
 - Showcase the work of your team/ of yourself
 - Be heard and be visible- volunteer to present at meetings
 - Be a giver- make deposits in people's emotional bank accounts
 - Invite yourself to important meetings
 - Ask for feedback
- Presence
 - Mindful how we are perceived
 - What we say
 - How we say
 - Body language

Implicit Bias – Individual Bias

- Short cuts that the brain makes when processing information
- The brain looks for quick categorization based on previous images and experience
- Necessary to make quick decisions
 - Example observation: Exercise tends to make people healthier
- Sometimes leads to inaccurate conclusions
 - False conclusion: “Tall men are the best leaders” (58% of Fortune 500 CEO’s are over 6’ and only 6% are women)
- Everyone has bias and women can be biased against other women
- Ways to counter bias – awareness, blind “auditions” or interviews
 - Example: Symphony Orchestra’s drastically increased number of women by having “blind” auditions. Knowing if a candidate was a man or women previously affected judges decisions on their abilities

Institutional Bias

- Policies and practices of institutions which result in certain social groups being advantaged and others devalued.
- Examples
 - Often new jobs and promotions are based on networking and negotiation
 - Men often make more money than women because they ask for more.
 - Job requirements being too specific or male oriented or written for a specific person. Then women don't apply. (Women tend to apply to positions where they meet 100% of the requirements. Men apply if they meet 60%)
 - Mentoring positions only being open to scientists (Preventing engineers or others from being mentors)
 - Management positions being open only to research scientists (and overlooking soft skills and communication capabilities)

Biases: Main Takeaways

- Male (and female) staff need training to become aware of bias and make changes.



"That's an excellent suggestion, Miss Triggs. Perhaps one of the men here would like to make it."

Riana Duncan, 1988

https://punch.photoshelter.com/image/I0000eHEXGJ_wlmQ

Self-Advocate & Build a Network

- Great at what you do, but not getting anywhere?
 - It's time to start advocating!
- You (not your organization) are responsible for your career, so **SPEAK UP!**
 - Don't fear management, they want you to succeed
 - Your manager is not ignoring you, they're busy and it is easy to lose track
- Networking is of the utmost importance – both within and without BNL. Introduce new avenues for women to connect.
 - Example: LinkedIn



You're Good – But do you and they know it?

- Women's lack of self-confidence is often a self-limiting factor. You **are** capable – believe in yourself!
- Team spirit is great, but don't be remiss in claiming credit for yourself. Let your management know **you own** the accomplishment!
- Can't only be the work horse
 - Good work and taking on more will only get you so far (and more work)
 - The *Cinderella syndrome!*



Self Promotion

- Women need to seek opportunities for leadership and to make their work seen
- Women need “allies” who
 - speak up for each other
 - reiterate each other and support each other at meetings so that everyone is heard
 - plan ahead of time to support each other
- Self promotion: networking on LinkedIn, posting, volunteering to give talks or lead groups, go to meetings, poster presentations, update resumes
- Need to take on roles and activities that have impact.

The Role of **Strategy**

1. Be strategic about **networking**. Evaluate your current network, and make an effort to reach out to people who can provide unique/useful insight.
2. Make time for strategic **thinking**. Although it's easy to be consumed by completing tasks, it's important to invest your time in identifying organizational goals.



Thinking Strategically

- Shift your ALTITUDE!
 - Lift your head up
 - Evaluate the big picture
 - Pull your mind out of the “weeds”
 - You can only see the small picture
 - Keep a positive attitude
 - How is what you’re doing today, helping you achieve your goals?
 - Push yourself outside of your comfort zone
 - **MAKE THE TIME!**

Be Savvy

- Learn how to navigate your corporate culture
 - **HOW?**
- Get to know your managers
 - Converse with them and get to know them professionally and personally
 - Learn what is important to them and what is plaguing them in the organization
 - Be curious and genuine in your interest in the person
- Build Trust
 - Always be transparent, not manipulative
 - Operate with integrity and use direct communication (no gossip)
 - Focus on the greater good for the organization, not your personal gain
- Use the knowledge you have gained to help you progress
 - Try to help fix the issues that are plaguing them
 - Find ways to link agendas
 - If there is a hole in the organization, try to fill it

Leading with Influence

Influence = sources of power + technique

- Our sources of power
 - What you have - info and resources
 - What you are - role and character
 - What you have done - reputation and history
 - Who you know - network and history
 - How you relate - attraction



Influence Techniques

We learned the following 10 Techniques for Influence
(From *Elements of Influence* by Terry Bacon)

- **Legitimize-** Use Authority
- **Logically Persuade-** Use facts, rational points
- **Consult-** Invite contribution, collaboration
- **State-** Say what you want or think
- **Exchange-** Trade something of value for support
- **Socialize-** Be friendly, outgoing to establish common ground
- **Appeal to Friendship-** Ask for help based on friendship
- **Appeal to Values-** Convey vision to connect
- **Model-** Demonstrate what you want from others through behavior
- **Build Alliances-** Extend your network to build a power base

No: avoiding, intimidating, threatening or manipulating



How to successfully implement change?

- Burning Platform: Pain now has to be greater than possible discomfort of change later
- Consequences have to be positive/negative, immediate, certain (PIC or NIC)
 - Translate change into individual impact
 - Ask for feedback
 - Take responsibility
 - Overcommunicate
- To change behavior:
 - 70% experience
 - 20% people
 - 10% formal training



Other personal improvements

- Daily journaling for introspection (aiming for 21 days straight!)
- Shameless sharing
- Record your own presentations and watch without sound
- 10 ways to say “No”



Thank you!

For more info: <https://www.stonybrook.edu/cce/>

Questions?