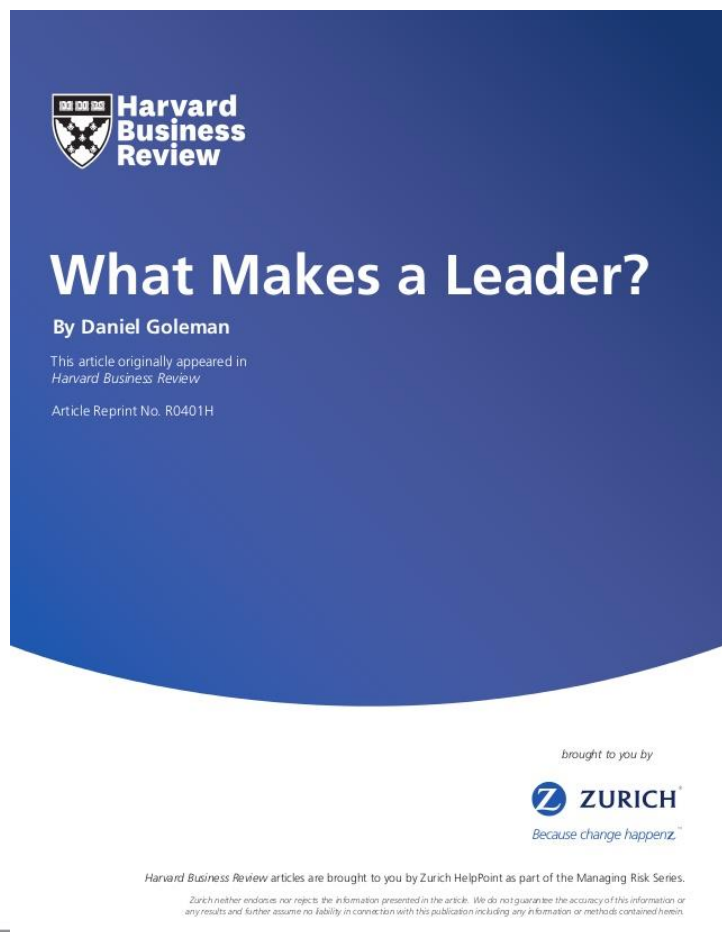


## Women Leadership



## WHAT MAKES A GOOD LEADER?



**What Makes a Leaders? (Daniel Goleman, *Harvard Business Review*, January, 2004)**

- 1. IQ (30%)**
- 2. Technical skills (20%)**
- 3. Emotional intelligence (50%)**

**Motivation/  
Passion**

**Self-Awareness**

**Emotional  
Intelligence**

**Self-Regulation/  
Management**

**Social Skills**

**Empathy**





## LEADERS vs. MANAGERS

### LEADERS

- Innovators
- Change
- Focus-ultimate direction of group
- Inspiring
- Effectiveness

### MANAGERS

- Stability
- Problem solvers
- Focus-Maintaining status quo
- Motivating
- Efficiency

## Women Leadership





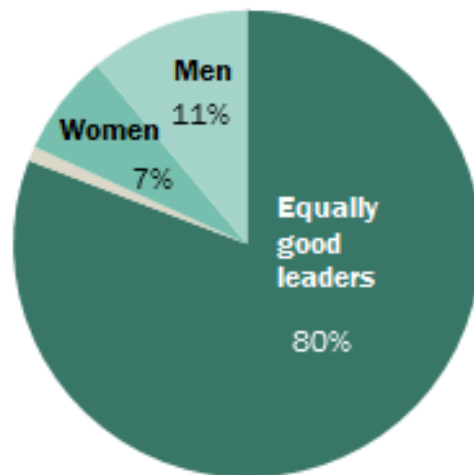
**Why is it important to have women  
in leadership position...**

**....or maybe not?**

According to *Pew Research Center on women and leadership* (2014); there is **little difference between men and women in key leadership traits** like ability to innovate and intelligence, while many observing they are even better than men when it comes to being compassionate and organized.

## Men and Women Equally Qualified to Lead in the Business World

*% saying men/women generally make better business leaders*



Note: Share that did not answer is shown but not labeled.

Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)

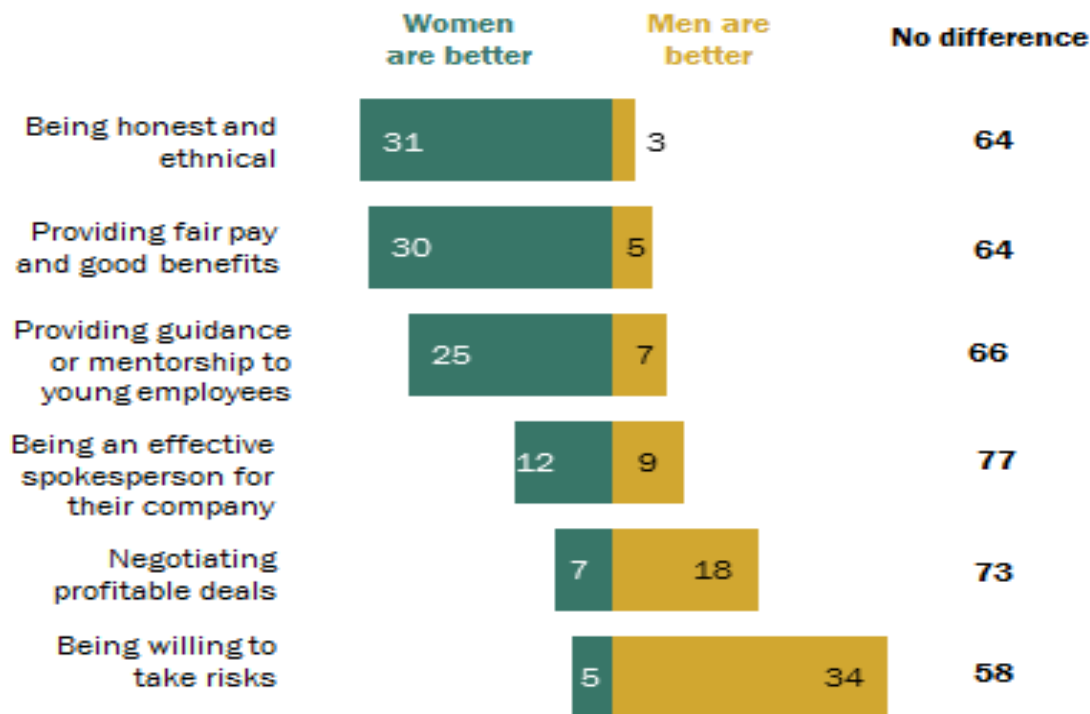
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Q5b



## What Men and Women Bring to Business Leadership

*% saying, in general, women/men in top executive positions are better at ...*



Note: "No answer" not shown.

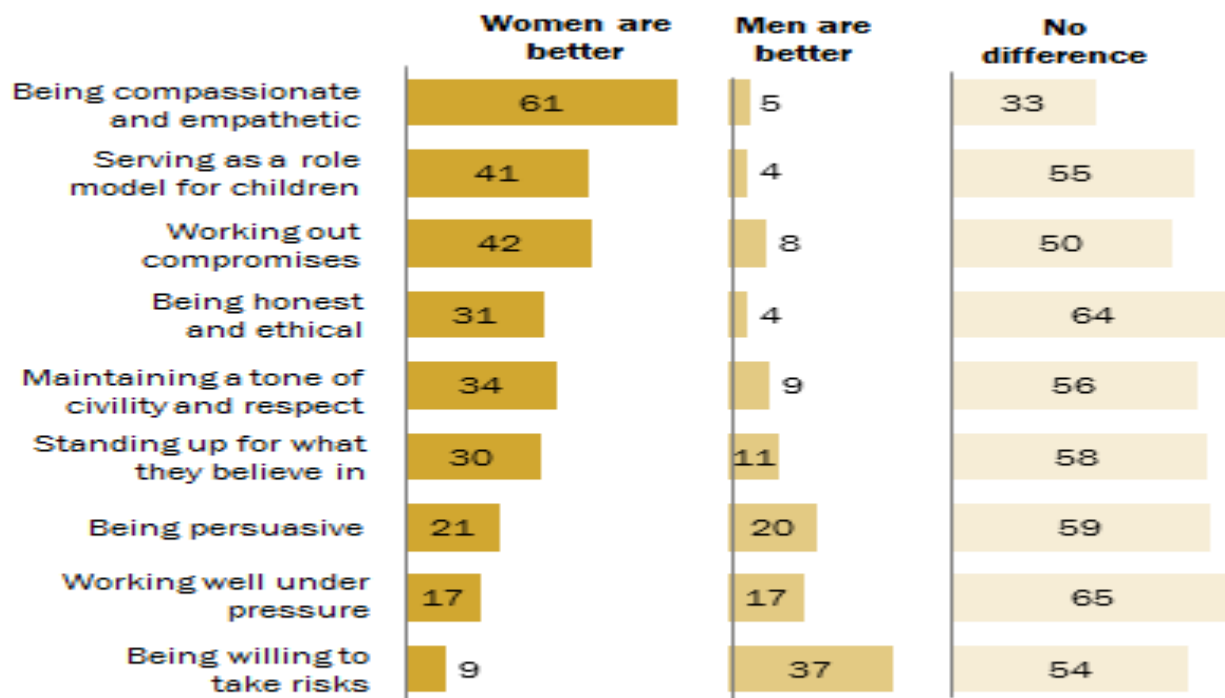
Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)

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Q21a-f

## Women have a relative advantage over men on several aspects of political leadership

*% saying women/men in high political offices are better at ...*



Note: Share of respondents who didn't offer an answer not shown.

Source: Survey of U.S. adults conducted June 19-July 2, 2018.

"Women and Leadership 2018"

PEW RESEARCH CENTER



## POLITICAL LEADERSHIP DURING COVID-19

Most recent study of University of Liverpool (2020) showed that women leaders **were risk-averse when it came to human lives**, and as such closed their country earlier than their male counterpart,, but **were less risk-averse when it comes to risking the economy.**

**There is a general consensus in Western democracies that having more women in leadership position is a critical factor for both country prosperity and growth.**





## **It's good for financial performance of the company**

Multiple research studies have been carried out in this direction. In 2007, a not-for-profit organization *Catalyst* reported that Fortune 500 companies having females as board members show significantly better financial performance than those having low female representation.

## **It's better for the job economy, as a whole**

As the *Organization for Economic Cooperation and Development* has noted, "Women typically invest a higher proportion of their earnings in their families and communities than men."

## **It's Better for Relationship Building**

We all have a common understanding that women are equipped with better relationship building skills. This is backed by research from *Harvard Business Review*, which notes that female leaders are consistently rated a notch higher than their male counterparts in the category of relationship building



# European Academy of Diplomacy

## **It's better for Collaboration**

A paper from the *National Bureau of Economic Research* noted that women are more attracted to cooperation than men. Men, often overestimate their capabilities, while downplaying those of their colleagues, while women are a better judge of their abilities and therefore are not averse to suggestions and help from their team members.

## **Men have the freedom to break the norm**

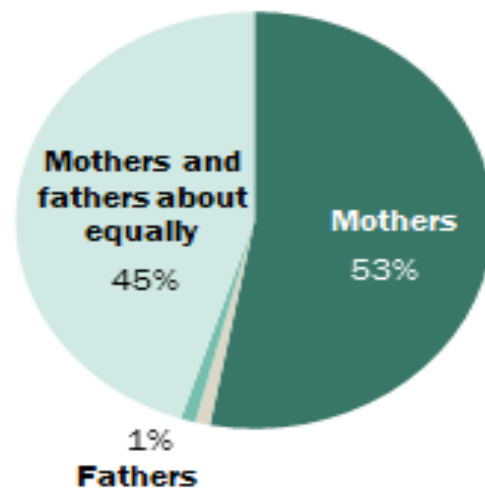
In the male dominated corporate world, a man's identity is inseparably connected to his job, role and pay package. However, once the corporate world comes to term with the rising prominence of women, and their increasing participation in management decisions, this will take some performance pressure off the men's shoulders.

## **Men can try to be a better parents**

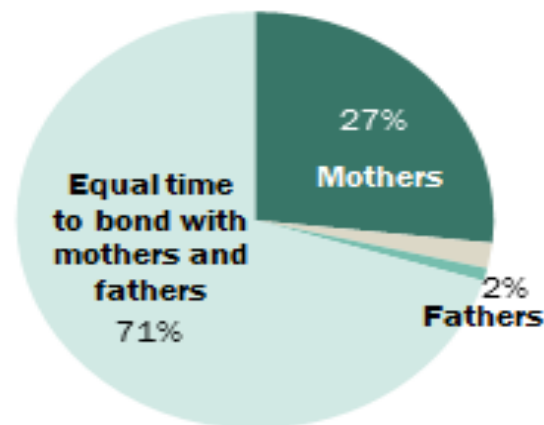
As more women take up careers and become an equally important financial support of the family, men can take some time off their work to be a better parent and run the family in a more involved, holistic fashion.

## Most say it's equally important for babies to bond with their mothers and their fathers, but many say mothers do a better job than fathers caring for a new baby

*% saying that, aside from breast-feeding, \_\_\_ do a better job caring for a new baby*



*% saying it's more important for new babies to have more time to bond with ...*



Note: Share of respondents who didn't offer an answer shown but not labeled.

Source: Survey of U.S. adults conducted Nov. 17-Dec. 1, 2016.

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## **Most importantly:**

Women constitute 50% of world population and should have an equal say on the policies which affect their lives.

Having female leaders changes the norms about who can lead and what qualities are necessary in leadership.

Having women in leadership roles is breaking down cultural and structural barriers -- improving leadership around the world.





**Martin Belam** ✓

@MartinBelam

As long as you live you'll never see a photograph of 7 women signing legislation about what men can do with their reproductive organs





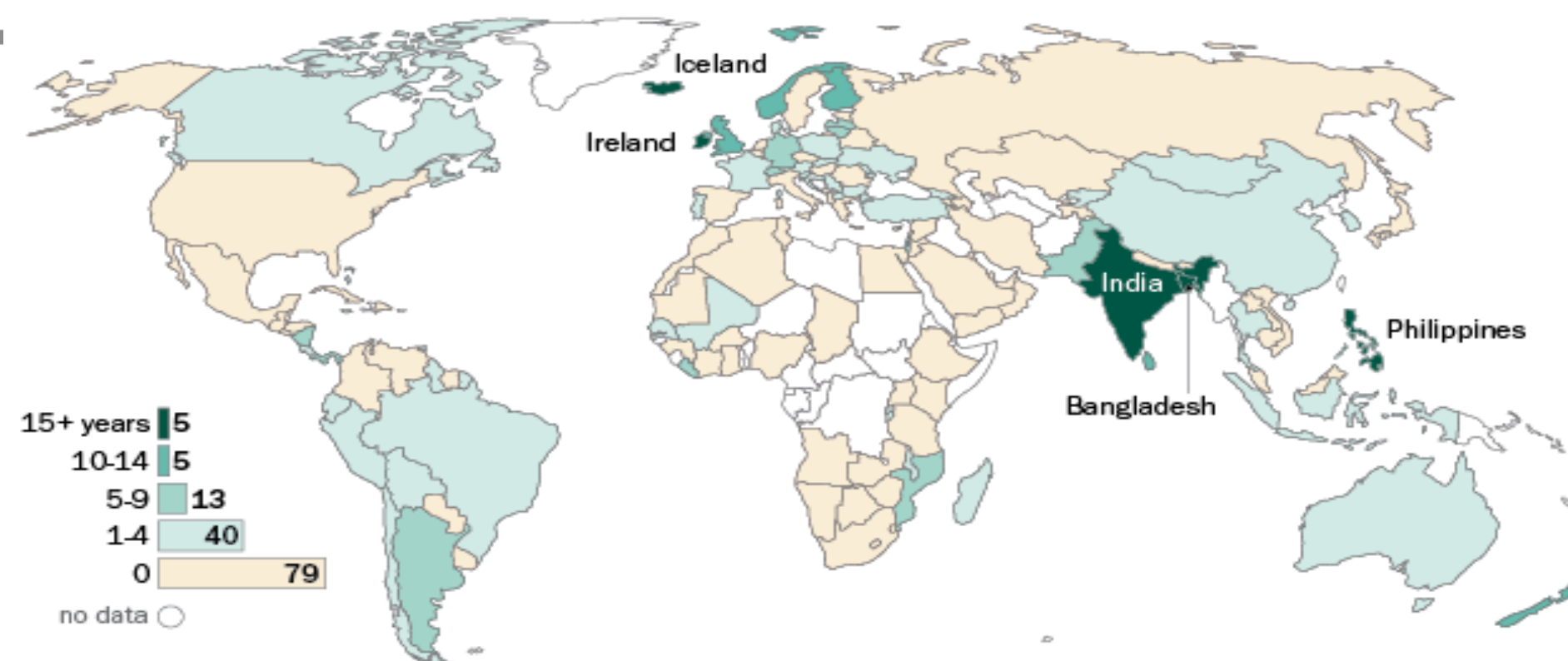
## State of Women Leadership in the World





# Most of the World's Nations Have Never Had a Female Leader

*Years served by female heads of state or government, 1964-2014*



Note: The data are limited to elected heads of state and heads of government, excluding figurehead monarchs. Data available only for the 142 countries included in World Economic Forum's 2014 Global Gender Gap report. Included in the 1-4 years category are Austria, Bahamas, Bulgaria, Canada, Ecuador, Georgia, Macedonia, Madagascar, Mauritius, Mongolia and Portugal, each of which had a female leader for less than a year.  
Source: World Economic Forum calculations

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WORLD LEADERSHIP ALLIANCE  
CLUB DE MADRID

## International Women's Day 2020

### Political participation of Women Today

Club de Madrid has...

**19**

First-Time  
Female Heads  
of State or  
Government

**2**

Second-Time  
Female Heads of  
Government

Women in Parliaments Globally



Women in the Executive

**12**

Heads of  
Government

**11**

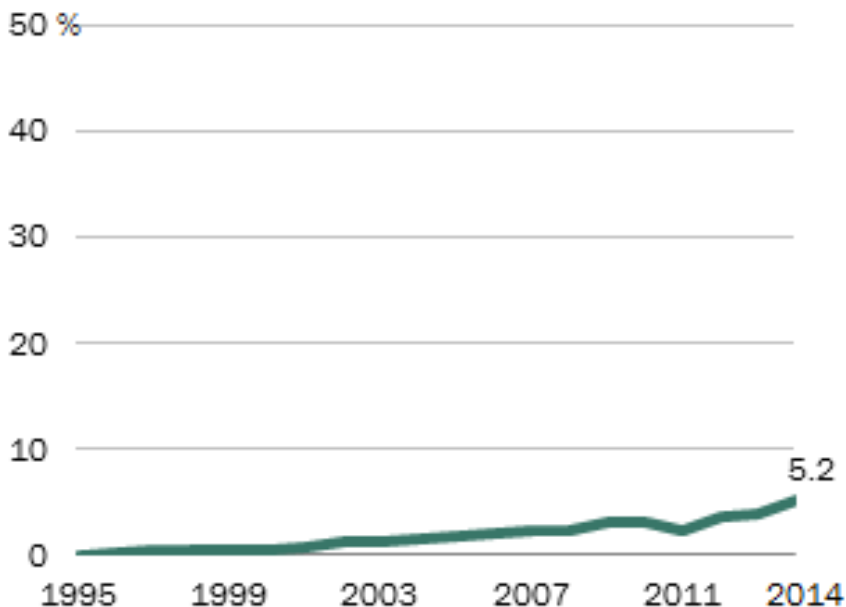
Heads of  
State

Women in Elected Local Assemblies



Source: UN Women

## Fortune 500 Female CEOs, 1995-2014



Note: Based on the percentage of women CEOs at the time of the annual published Fortune 500 list. For 2014, share is as of November.

Source: Catalyst (<http://www.catalyst.org/knowledge/women-ceos-fortune-1000>)

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*Women*  
in  
**BUSINESS**

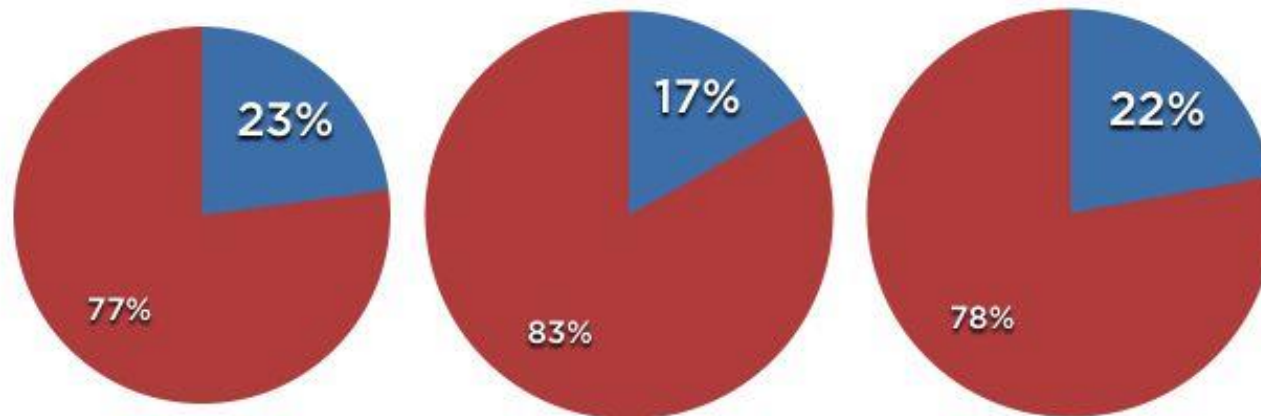
- Since 2000 consistently more females at University than males (57% vs 43%). Overall in 2009/10, 53.8% of all staff were women
- There has been a marked increase in female academics (40.0% to 44.0%)
- A higher **proportion of staff in professorial roles were male (80.9%) than female (19.1%)**
- Men comprised 55.7% of academic staff in non-manager roles and **72.0% of academic staff in senior management roles**
- **Only 17 (out of the UK's 115 universities) universities are headed by a woman.**

Source: *Equality Challenge Unit 2011, Women in Academia in the United Kingdom*



## Cable News Overlooks Women In Foreign Affairs Coverage

● Women ● Men

The CNN logo, consisting of the letters 'CNN' in a stylized, red, blocky font.The FOX NEWS Channel logo, featuring the words 'FOX NEWS' in white on a blue background, with 'Channel' in white on a red background below it.The msnbc logo, featuring the NBC peacock icon in color followed by the text 'msnbc' in a black, lowercase, sans-serif font.The logo for Mediamatters for America, with 'MEDIAMATTERS' in white on a blue background and 'FOR AMERICA' in white on a dark blue background below it.

*Period: Weekday prime-time news programs (8pm-11pm)  
CNN, Fox News, and MSNBC 1/1/15 - 12/31/15*

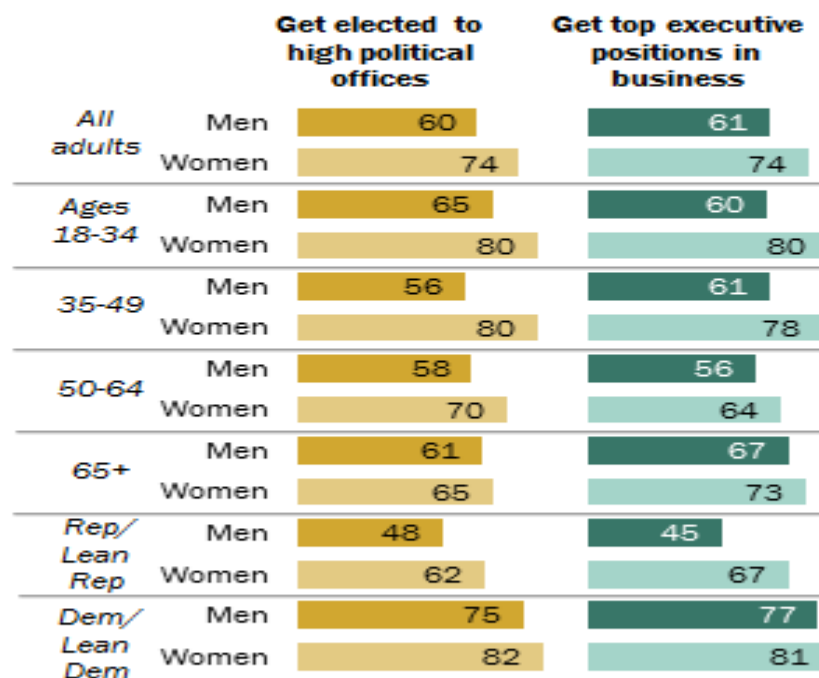




## **What's holding women back from leadership roles?**

## Most Americans say it is easier for men to get top leadership positions in politics and business

*% of men and women in each group saying it is generally easier for men to ...*

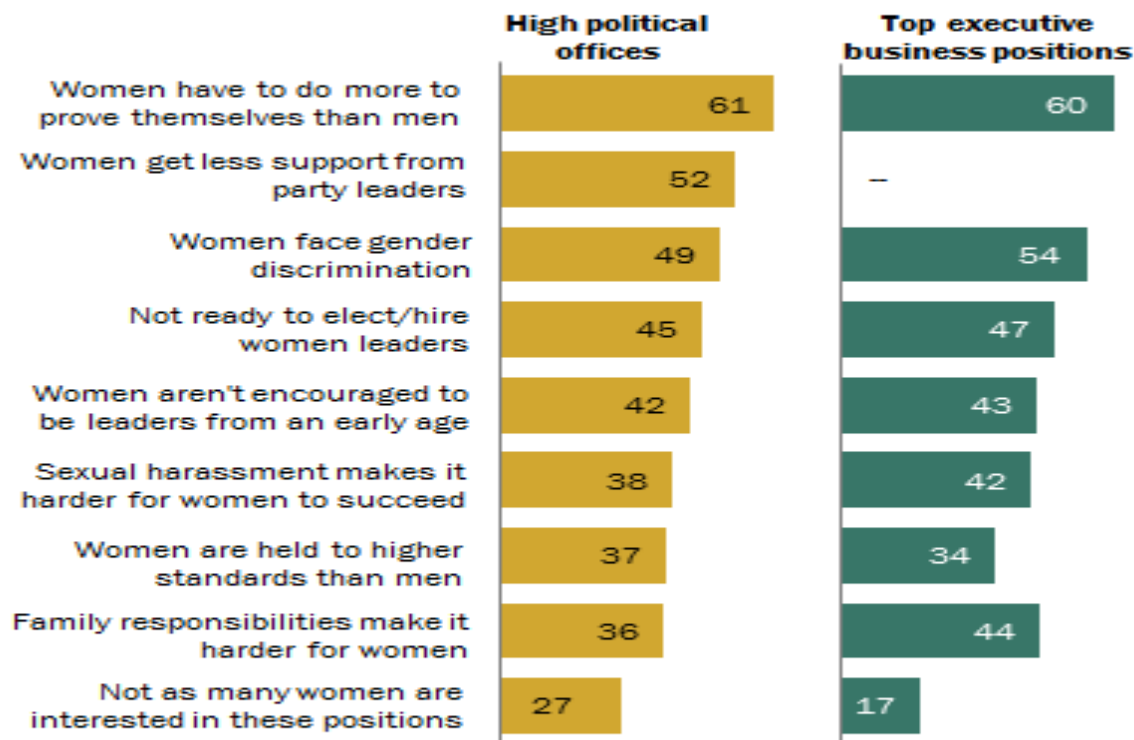


Source: Survey of U.S. adults conducted June 19-July 2, 2018.  
"Women and Leadership 2018"

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## Many see uneven expectations, gender discrimination as major obstacles for women seeking leadership roles

*% saying each is a major reason why there aren't more women in ...*

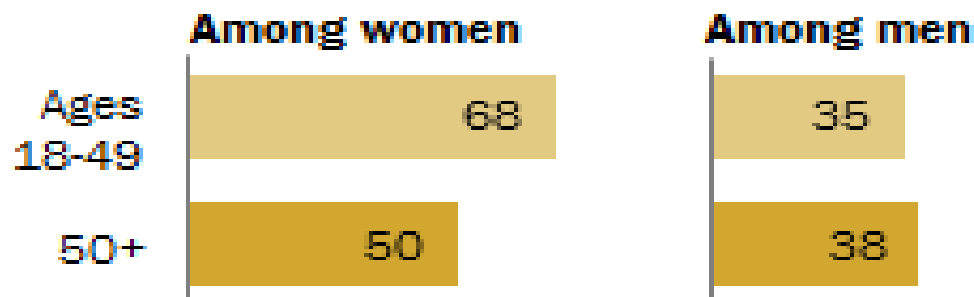


Source: Survey of U.S. adults conducted June 19-July 2, 2018.  
"Women and Leadership 2018"

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## Younger women more likely than older women to see gender discrimination as a barrier to leadership

*% of women saying gender discrimination is a major reason why there are fewer women than men in high political offices*



Source: Survey of U.S. adults conducted June 19-July 2, 2018.  
"Women and Leadership 2018"

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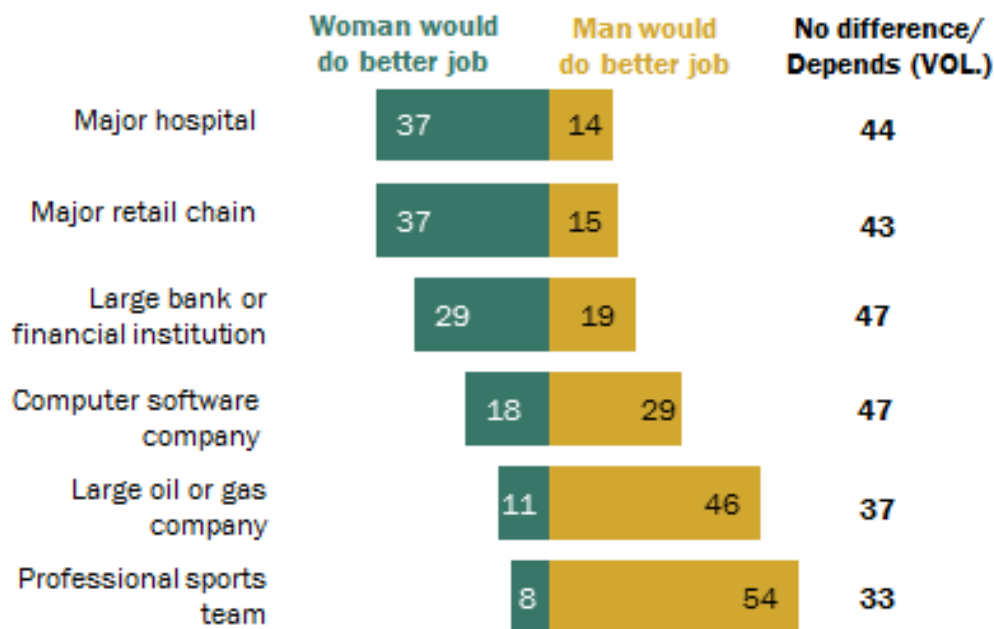


## **REASON ONE: Gender Stereotyping and Biases**



## Does a Leader's Gender Matter More in Some Industries than Others?

*% saying, all other things being equal, a man/woman would do a better job running a ...*



Note: "Don't know/Refused" not shown.

Source: Pew Research Center survey, Nov. 20-23, 2014 (N=1,004)

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PEW7





## **REASON TWO: Socialization**



## **SOCIALIZATION**

Girls are often taught to play quietly, and act in ways that will not attract attention. As a result:

1. Men speak up, and women do not.
2. Women are less likely to blow their own horn, and therefore are less likely to be recognized.
3. Women underestimate their abilities, while men overestimate them.
4. Men attribute success to themselves, while women attribute them to others.
5. Men spend more time socializing with teams and company leadership, while women working on tasks

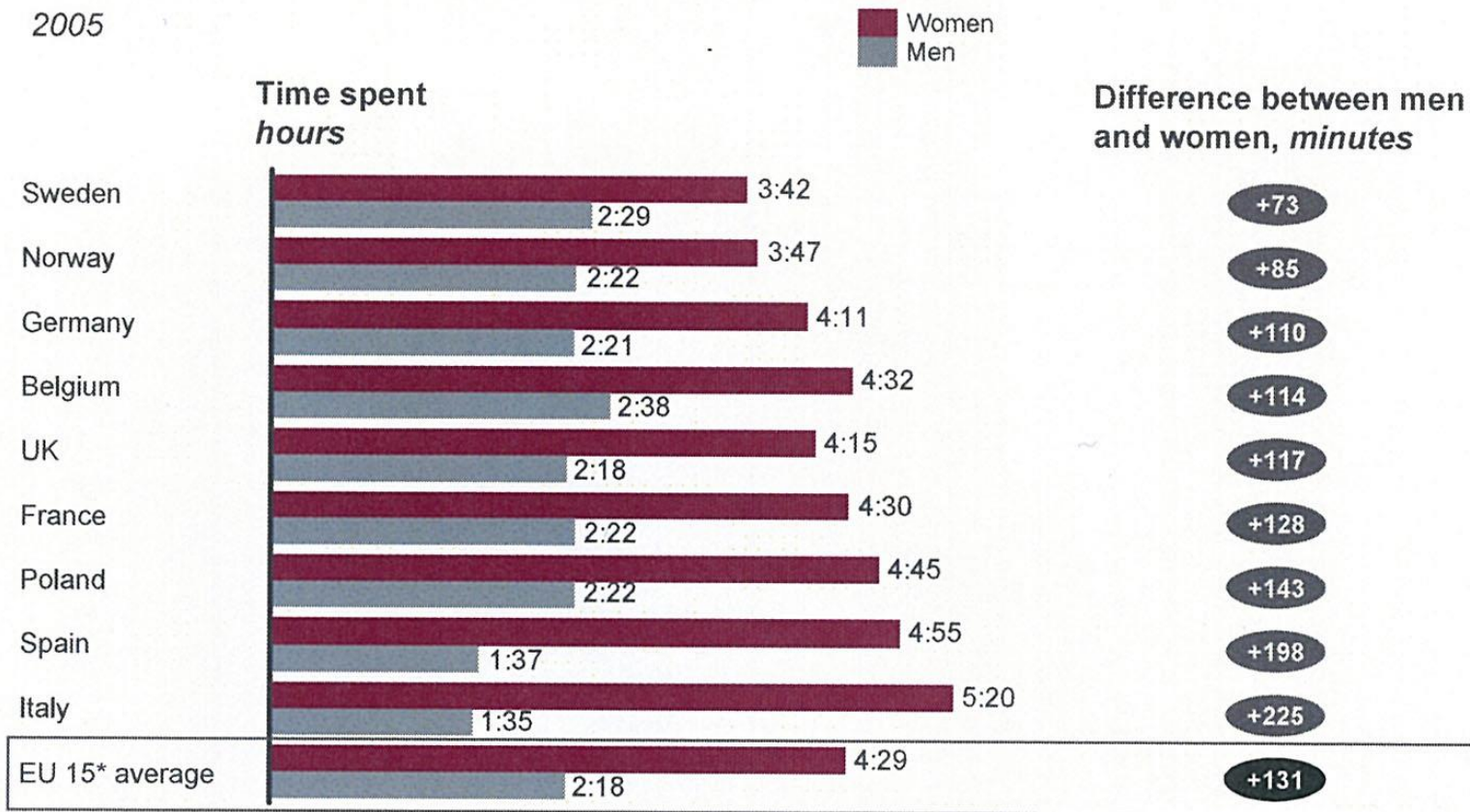


## **REASON THREE: Career vs. Family Dilemma**

- Assumption that women should be the primary caretakers of young children and relatives
- Differences in labor-force attachment arise from a form of indirect discrimination

## Domestic tasks (including childcare and preparing meals)

2005



\* Sweden, Norway, Finland, Germany, Belgium, UK, Latvia, France, Estonia, Hungary, Slovenia, Lithuania, Poland, Spain, Italy

Source: Eurostat





## **Discussion:**

# **How to Overcome Challenges for Women Leaders**

## WHAT TO DO TO HAVE MORE WOMEN LEADERS?



- 1. Sit at the Table**
- 2. Make your Partner a Real Partner**
- 3. Don't Leave Before You Leave**



OR.....

**CHANGE THE SYSTEM!**

You CAN  
have it all.  
You just can't  
have it all  
at once.

Oprah Winfrey



celeb  
quote



## Women in Foreign Policy



The reason I made women's issues central to American foreign policy, was not because I was a feminist, but because we know that societies are more stable if women are politically and economically empowered.

— *Madeleine Albright* —

**AZ QUOTES**



# European Academy of Diplomacy

## MENTORING



## Successful Women Leaders have Mentors

*A Mentor facilitates the personal and professional growth of an individual by sharing the knowledge and insights that have been learned though the years*

- ☐ The mentor sees the potential in a less experienced person, and helps to guide that individual along a professional path.
- ☐ The mentor serves as the protégé's role model and champion.
- ☐ Taking the long view, what might the next steps be?

Mentoring	Coaching
Ongoing relationship that can last for a long period of time	Relationship generally has a set duration
Can be more informal and meetings can take place as and when the mentee needs some advice, guidance or support	Generally more structured in nature and meetings are scheduled on a regular basis
More long-term and takes a broader view of the person	Short-term (sometimes time-bounded) and focused on specific development areas/issues
Mentor is usually more experienced and qualified than the 'mentee'. Often a senior person in the organisation who can pass on knowledge, experience and open doors to otherwise out-of-reach opportunities	Coaching is generally not performed on the basis that the coach needs to have direct experience of their client's formal occupational role, unless the coaching is specific and skills-focused
Focus is on career and personal development	Focus is generally on development/issues at work
Agenda is set by the mentee, with the mentor providing support and guidance to prepare them for future roles	The agenda is focused on achieving specific, immediate goals
Mentoring revolves more around developing the mentee professional	Coaching revolves more around specific development areas/issues



## SUCCESSFUL LEADERS HAVE MENTORS

*A Protégé is an achiever  
groomed for advancement: He  
or she is provided with  
opportunities to excel beyond  
the limits of her/his position.*





## BENEFITS FROM MENTORING

- ☐ You can move forward faster.
- ☐ You will increase your network.
- ☐ You might have the opportunity to work on challenging and interesting projects.
- ☐ You will have a smoother transition into unfamiliar territory.
- ☐ Your credibility is increased because of your association with your mentor.
- ☐ You might gain a good colleague or friend.
- ☐ You can learn how to be a mentor.
- ☐ You can expand your generosity.



## ROLES OF A PROTEGE

- ☐ Be open to learning. Constructively listen to your mentor, and take his or her advice and counsel seriously.
- ☐ Contact your mentor whenever you confront difficult situations, when you need advice, or when you are not sure of the right approach to a problem.
- ☐ Seek out opportunities to take advantage of the mentoring relationship.
- ☐ Keep your mentor apprised of your needs. Take the time to check in on a regular basis.
- ☐ Be open to meet with your mentor whenever and wherever they suggest.



## ROLES OF A MENTOR

- ☐ Effectively challenge the protégé's inappropriate intentions or behaviors.
- ☐ Help the protégé by listening or telling a story about how you solved a similar problem.
- ☐ Work with the protégé to look for solutions to his or her professional dilemma.
- ☐ Suggest books, tapes, or courses that will enhance the protégé's knowledge.
- ☐ Let him or her shadow you and learn by watching.
- ☐ "Walk the talk" so you model authenticity..



**THANK YOU & STAY IN TOUCH**

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<https://www.facebook.com/Dr.Katarzyna.Pisarska>