Advancing in Science :

The importance of good leadership and strong networks

COACh Program
http://coach.uoregon.edu

Topics discussed in the leadership workshop

- Characteristics of good and bad leadership

- Building and using networks for leadership building

- Career building strategies

Seminar or classroom

Opportunities for leadership arise everyday

Leadership appointment

Department or team meeting

© COACh 2014

Why do people take on leadership roles?

- To avoid someone else doing it

- For financial gain

- More in control of your environment

- Sense of duty

- Because your peers elected you

- Drafted by upper level management

From: Chairing an Academic Department by Walter Gmelch and Val D. Miskin
Atwood Publishing, Madison Wisconsin 2004.

Research on predictors of leadership success

➤Trust

➤ Productivity

➤ Competency

➤ Ability to set reasonable agenda

➤ Self-awareness of personal strengths and weaknesses

➤ Integrity in the treatment of others

➤ Ability to learn from experience

➤From: The Lessons of Experience, McCall, Lombardo, Morrison

Reasons why leaders fail in the workplace

- Betrayed trust

  - Decline in productivity

  - Insensitive, abrasive and intimidating style

  - Cold, aloof, arrogant

    - Over-managing

    - Overly ambitious

    - Unable to be strategic

Elements of Good Leadership

1. Must develop a vision and communicate it clearly

- Involves the team in the development process to gain buy-in

- Prioritizes tasks necessary to achieve the vision

- Delegates tasks to the people best able to complete the task

- Regularly communicates the vision and core values

Elements of Good Leadership

2. Is selfless

   Good leadership requires serving team members

   and helping them accomplish their goals

Elements of Good Leadership

3. Earns trust and respect

Trust and respect is built when a leader:

- Lives the vision

- Is honest and transparent with decision making

- Is fair and consistent in how he/she treats people

- Listens, listens and listens

Elements of Good Leadership

4. Helps the team succeed in many ways by

- Coaching them to do the job better; giving feedback

- Mentoring them towards career advancement

- Communicating clearly the vision and goals

- Listening to hear ideas, concerns and aspirations

Elements of Good Leadership

5. Makes the decisions and is held accountable

- Bases decisions on as much data as possible

- Studies the issue while not losing sight of the big picture

- Doesn't make decisions too quickly

- Once a decision is made, is confident in persuading others

Elements of Good Leadership

6. Views leadership as a learning process

- What strategy works today may not work tomorrow

- Studies the ever changing work environment

- Learns how to be flexible and help others adapt to change

Elements of Good Leadership

7. Keeps competition external

- Avoids internal competitions among team members

- Attributes success to the team as well as the individuals

Rules for Building Leadership Influence

8. Celebrates successes and teamwork

- Fosters a feeling of family and support

- Provides a comfortable, inclusive and enjoyable workplace

- This is especially important during tough economic times

Unfortunately, often leadership is gendered.

- Men are leaders

- Women are female leaders

Research shows that it is more difficult for women than men to be leaders

- Women face barriers at all levels

- It is tougher for women to be selected for leadership roles

- Women are evaluated more harshly in leadership roles

Women in leadership roles are often expected to act consistent with culturally defined gender roles

Potential Obstacles for Women

Culture and reward system

- Women are often overlooked for the awards and recognition that result in career advancement

- Can be more problematic as women move up the career ladder

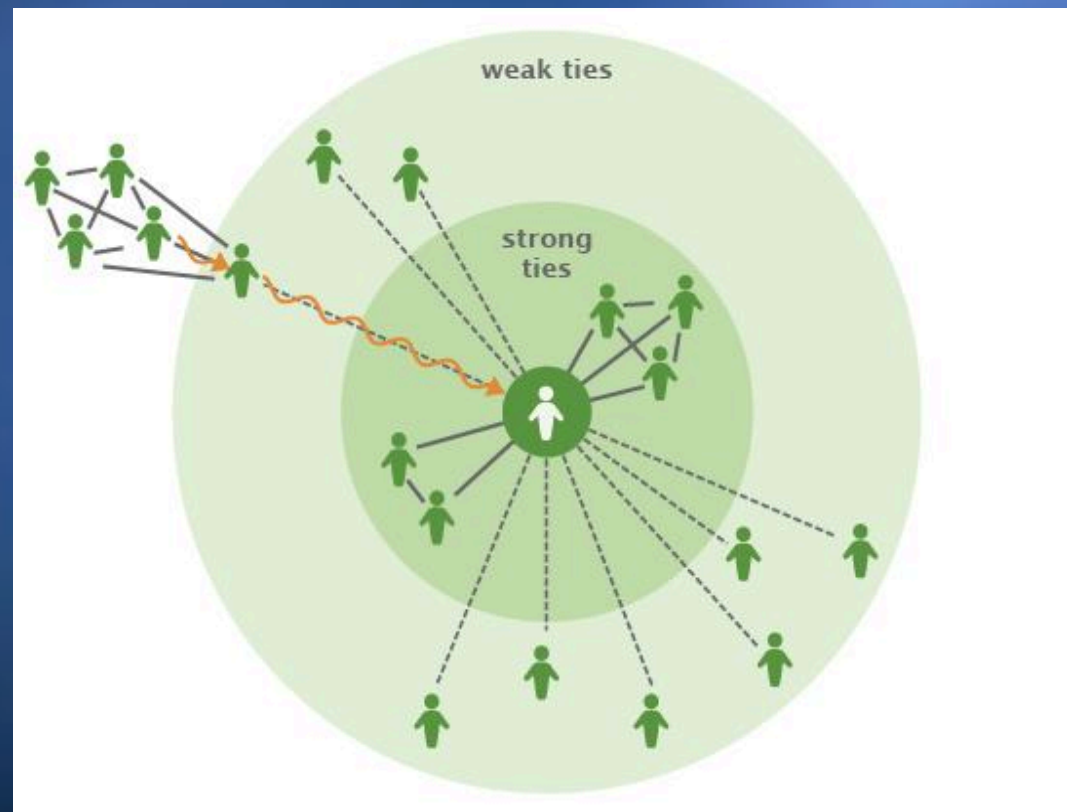- In general, women lack career building networks that pass on career opportunities

Networks – Social and Career

- Patterns of social relationships

- Connections are called social ties

- Occur at level of individuals, groups or organizations.
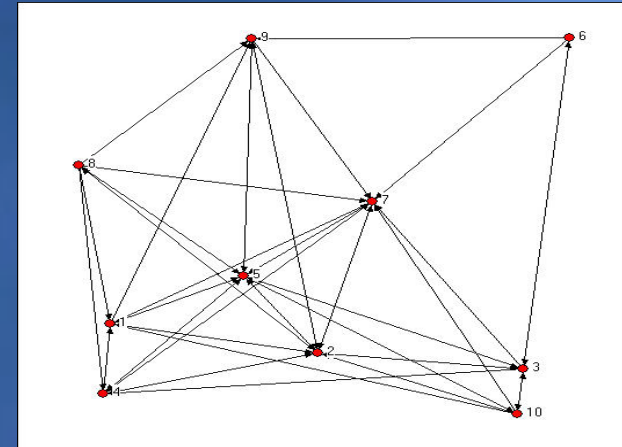
Networks Terminology

- Strong ties
- Weak ties
- Density
- Extensivity
- Reciprocity
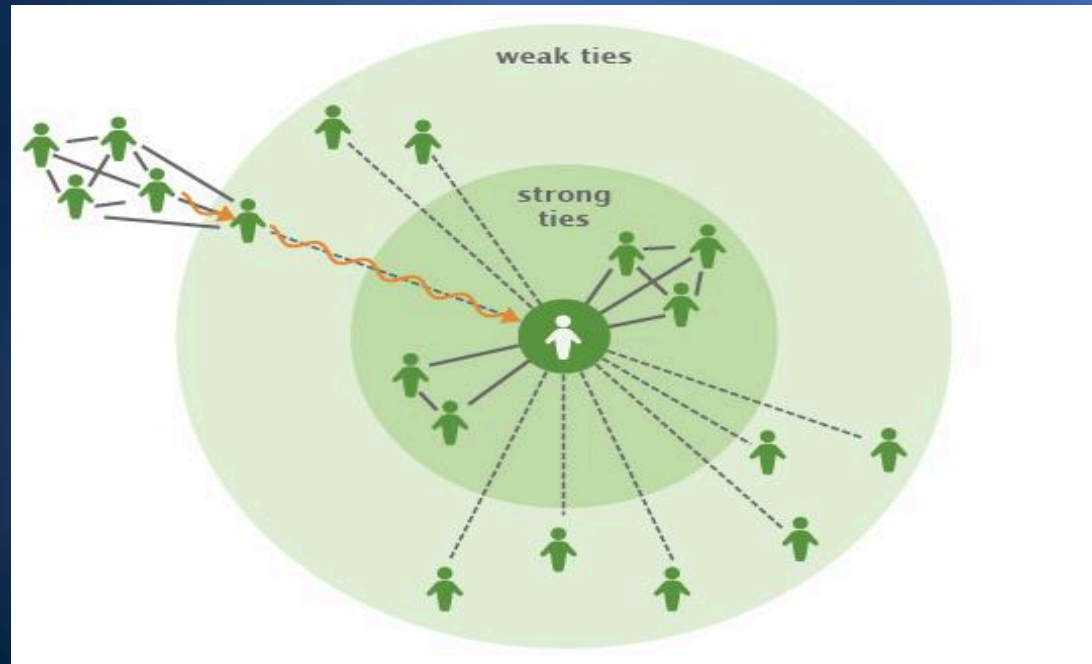- Social capital

Networks contribute to group and individual success

Extensive networks and reciprocal ties promote:

- Trust

- Information exchange

- Cooperation, competition and joint gains

Individuals' Career Advancement: Weak and Strong Ties

Career advancement leads often come through "weak ties" - acquaintances or friends of friends.

Career Building Networks

The good news:

• Women tend to be more effective at networking and have broader networks.

The bad news:

• The breadth does not overcome the concentration of power in male networks.

Torres and Huffman, Sociological Focus, 2002.

Career Building Networks

Research shows that:

• Men and women tend statistically to network with members of their own sex.

• Women tend to recognize this and work to diversify their networks towards 50% men.

• Men's networks include very few women.

This is problematic for women given that men occupy the majority of leadership posts in many fields.

Career Building Networks

Research shows that:

• Men pass the news of job opportunities mostly through social networks.

• The news reaches women often after it has reached and passed several men.

Torres and Huffman, Sociological Focus, 2002.

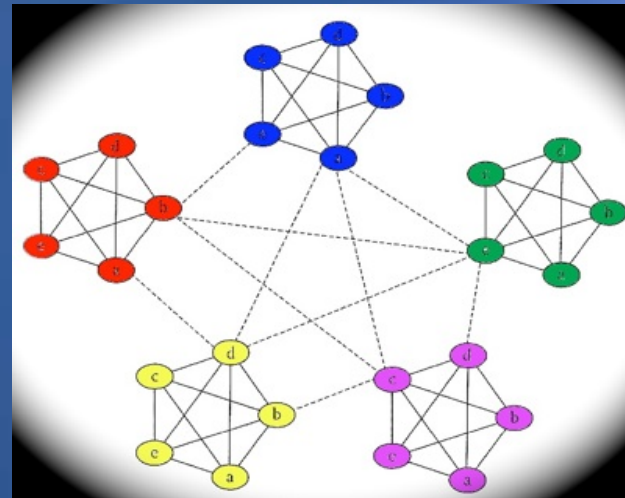# Career Building Networks

Recommendations:

Women need to:

• Add more men - especially high status men - to their professional networks.

• Make their interests and competencies as clear as possible.

• Put themselves in the path of the leads.

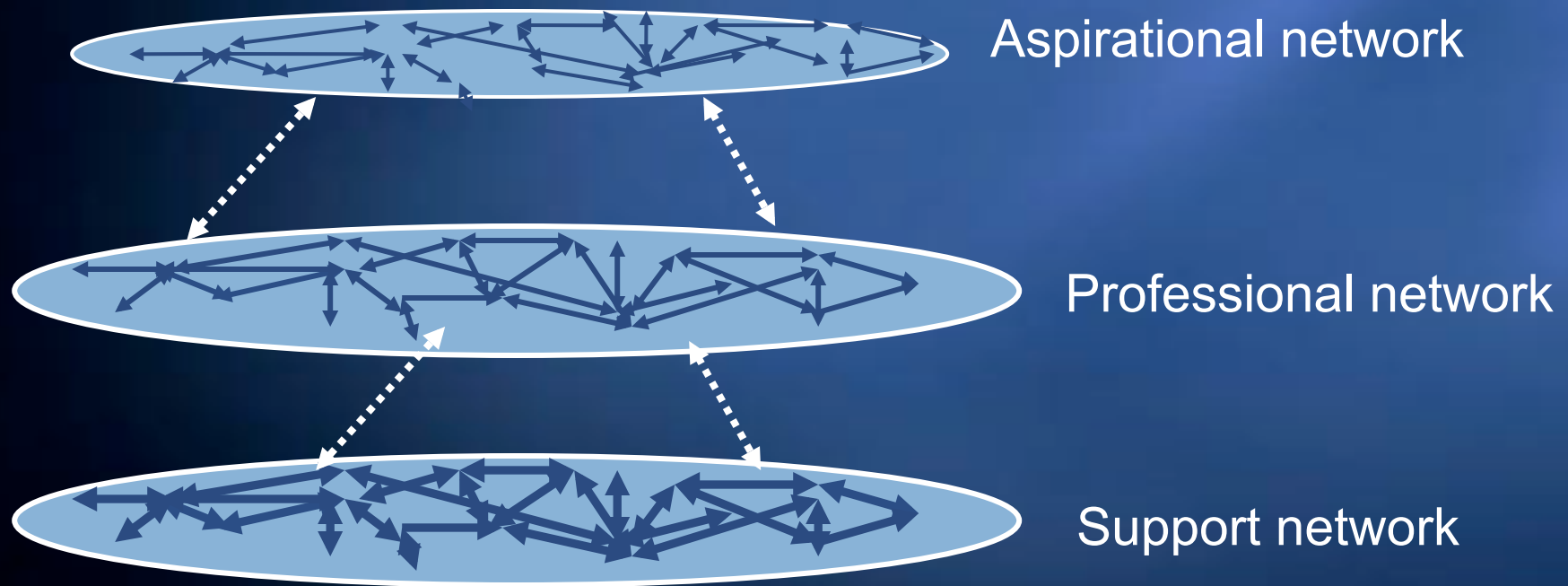Torres and Huffman, Sociological Focus, 2002.

Network Building: Be strategic

- Extensive ties

- Diverse ties

- Strong ties

- Weak ties

- Mentoring

- Finding the right approach for one's personality and needs

Torres and Huffman, Sociological Focus, 2002.

Career Building Networks - three levels

Aspirational network

Professional network

Support network

Advancing in your career

- Make the most out of feedback and criticism

- Get out and make contacts

- Its not all in the paycheck

- Avoid meltdowns

- Don't assume the workplace is fair

- Don't assume that your good work will be noticed

- Don't ask, don't get

Thank You!!