

WISE 2010: Women's Institute in Summer Enrichment



June 21-24, 2010

Personal Power to Organizational Power: Building Relationships That Take Us To The Next Level

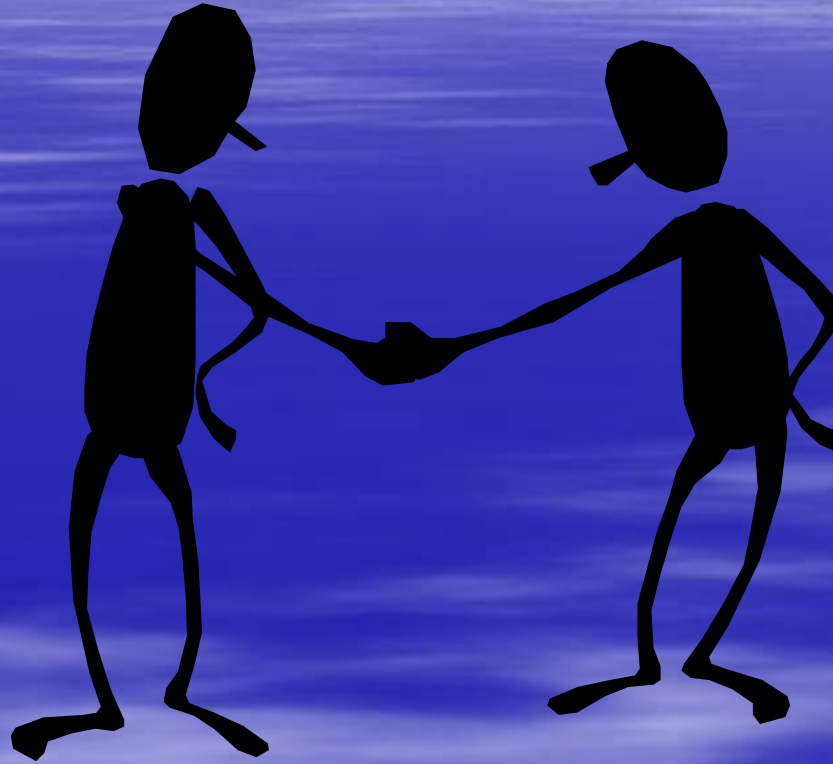
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Sabrina Coleman, MA, CCC, PMP, Owner Mahoghany Coaching & Development

- ❖ 20 years IT Leader/Professional, 10+ years OD Roles
- ❖ Leadership and Personal Growth Coaching and Interpersonal Skill-building for WOC leaders/professionals
- ❖ Experiential Learning
- ❖ Completed a qualitative research study on AA Women Managers and the Concrete Ceiling
- ❖ Board Member of Cross-Cultural Communications and Women's Therapy Center
- ❖ Adjunct Faculty at Sonoma State University
- ❖ Workshops and Seminars for BioMarin Pharmaceuticals, San Jose State University, Stanley Morgan, Kaiser, WCAN and ABI

Who's In The Room?



**Going to work for a large company is like getting on a train.
Are you going sixty miles an hour or is the train going sixty miles
an hour and you're just sitting still?**

J. Paul Getty

What Are We Doing?

Day One: We will examine some key strategies and unwritten rules that facilitate:

- Relationship-building
- Organizational Power
- Career Advancement

Day Two: We will take it a step further by doing some experiential activities that facilitate getting one of these key activities started.

How Are We Doing It?

- Focus on:
 - Facilitate dialogue
 - Examine strategies
 - Leverage knowledge that's in the room
 - Information sharing



Key Strategies



- Experience of women in organizations varies by racial/ethnic group
- Access to Critical Relationships
 - Exclusion from Informal Networks
 - Lack of Role Models
 - Lack of Mentoring

"In some people's minds it's all about what have I done, what have I done. It's not – and

when you get into management...how do I get things done through my people?... It took a long time to figure out that [the real question is] how do I advocate my projects appropriately?"

- White woman

"Perceptions [are] a very complex thing. It depends on what kind of signal you send out and how people will perceive [you]. It's a very complex process to get it right for both... [In] my experience it's very important [that] you demonstrate to the management your passion for the business. Your job, for the organization, for working with this specific group of people. How to interpret that, how to present that through your communications, through your action [varies for different individuals.]

- Asian woman

Keys to Advancement

- Most Important Unwritten Rules
 - Relationship-building
 - Communication and Feedback
 - Performance and Results
 - Career Planning
 - Seeking Visibility
 - Face Time
 - Working Long Hours
 - Clearly Communicating Willingness to Work Long Hours

Women more than men, and women of color more than white women rated Seeking Visibility as being one of the most important strategies for advancement. Here are my recommendations for advancing your career.









"[Unwritten rules] certainly aren't in a book, and people don't readily tell you. I've learned through observation of those who advance – especially, those who look like me – and (by) trying to figure out how they got there...as well [of] good people who don't look like you, and how they got there. You need to kind of sit on a curb and watch what goes by. Bad lessons are good too, to tell you what not to do.
- African-American woman

Group Activity

- Break into four groups
- Select Group facilitator, Recorder, Spokesperson
- Groups A & B – discuss key strategies
 - What are your thoughts/reactions?
 - Were you aware of these?
 - If you were, what are some of the actions you've taken that you can share?
 - If you weren't, what is one thing you will do different as a result of having this information?
- Groups C & D – discuss keys to advancement
 - Select one advancement rule to discuss
 - How have you used it in the past?
 - Why did you use this strategy?
 - How did it help with your career advancement?
- Summarize Output
- Report Out



Most Important Unwritten Rules for Advancement (Women of Color and White Women)

| Unwritten Rules, Strategies to Advancement | Rated As Important Women Overall N = 329 | Used in the Past Women Overall N = 329 |
|---|---|---|
| Communication and Feedback | 97%  | 95% |
| Performance/Results | 97% | 99% |
| Career Planning | 93%  | 89%  |
| Seeking Visibility | 94%  | 79% |
| Building Relationships | 91%  | 78%  |
| Face Time | 77%  | 81% |
| Working Long Hours | 56% | 82% |
| Clearly Communicating Willingness to Work Long Hours | 46%  | 53% |



Women of color scored higher, significant differences for $p < .05$

Wrap-Up

What is one thing you will do differently as a result of this workshop?

Or

What is your major take-away from this workshop?



Recommended Reading & Sources

- Unwritten Rules: Why Doing a Good Job Might Not Be Enough, 2010, Catalyst
- Advancing Asian Women in the Workplace: What Managers Need to Know, 2003, Catalyst
- Advancing Latinas in the Workplace: What Managers Need to Know, 2003, Catalyst
- Advancing African-American Women in the Workplace: What Managers Need to Know, 2004, Catalyst



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