

# **Academic Leadership in 21<sup>st</sup> Century**

*(with an emphasis on female leadership)*

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17 January 2020

# Outline

- Leadership: Old vs new styles
- Boss vs leader
- Leadership qualities including *emotional intelligence*
- Female leadership

# How Leadership Has Changed Over The Past Decade

Published on October 29, 2019



Sandeep Kashyap  
Founder at ProofHub.com

242 articles

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"Today's leadership is not about making speeches or being liked—but then what is it about?."

# How Leadership Has Changed Over The Past Decade

Published on October 29, 2019



**Sandeep Kashyap**  
Founder at ProofHub.com

1. Autocratic leadership was popular among leaders. In many workplaces, managers had the ultimate power of making decisions based on their personal views and experience.

***What changed?** Inclusiveness has become the gold standard for leadership.*

2. Figuring out what to do and then telling people what, when, where, and how to do it was a major challenge for the previous generations of leaders.

***What changed?** Technology is making everything a lot easier.*

3. Not too long ago, the standard command and control approach was often the norm in most organizations.

***What changed?** Employees, particularly millennials, want leaders that empower rather than command people.*

4. Leaders used to find success in taking names and kicking butt. They were never affected by their team's growth - all they wanted was results.

***What changed?** The new generation of leaders has a passion to leave a legacy that others may follow.*

5. Leaders were never puzzled by their many responsibilities. They always maintained a stiff upper lip at work and juggled all responsibilities successfully.

# Leadership

## 1

### Finding the Leader in You

*Charles Schwab was paid a salary of a million dollars a year in the steel business, and he told me that he was paid this huge salary largely because of his ability to handle people. Imagine that! A million dollars a year because he was able to handle people! One day at noontime, Schwab was walking through one of his steel mills when he came across a group of men smoking directly under a sign that said No Smoking.*

*Do you suppose that Charles Schwab pointed at the sign and said, "Can't you read?"*

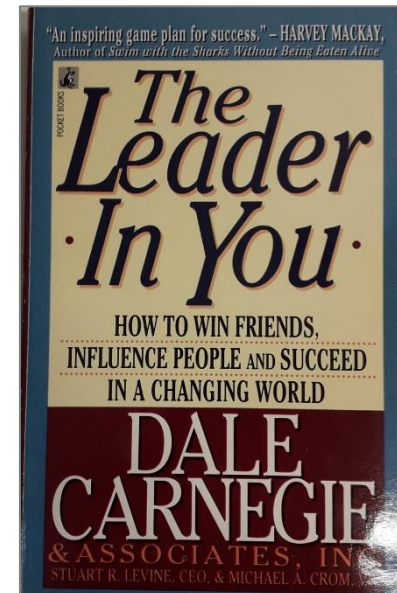
*Absolutely not, not that master of human relations.*

*Mr. Schwab chatted with the men in a friendly way and never said a word about the fact that they were smoking under a No Smoking sign.*

*Finally he handed them some cigars and said with a twinkle in his eye, "I'd appreciate it, boys, if you'd smoke these outside."*

*That is all he said. Those men knew that he knew that they had broken a rule, and they admired him because he hadn't called them down. He had been such a good sport with them that they in turn wanted to be good sports with him.*

—DALE CARNEGIE



1993



# Leadership

## Vince Lombardi

**Vince Lombardi & His Leadership**

In 1959, Vincent Lombardi arrives in Green Bay with no prior playing, let alone Head Coach experience in professional football to take over a team that had not had a winning season in the previous 11 years. He begins with telling team (that remains unchanged):  
"Gentlemen, we will relentlessly pursue perfection."



His first season ends with a winning record (7-5).  
In his second year, they play in the championship game but lose. He promises they will never lose again.  
Third season also ends with the championship game and against NY Giants. They win 37-0.  
They win the championship the following year too.  
It is said that it was not his football knowledge, but his life and people skills that made him successful.  
His players admit that he taught them more about life than football.

# Leadership

## Why Not Excellent?

Poor  
Average  
Good  
Very good  
Excellent

To get that job, to earn that grant or to publish  
in that journal, you may have to be EXCELLENT!

*Perfection is not attainable, but if we chase  
perfection we can catch excellence*

VTL

Kingston  
University  
London



## Intimidates

A boss thinks of ways to show his authority and demands respect, instead of earning it. He will do whatever it takes to maintain his power & control.

## Watches

Nothing gets past a boss. He watches every move his team makes & analyzes every mistake. He criticizes his team & threatens when they perform poorly.

## Hears

A boss hears input from his team but doesn't act on it. He believes his team should put their heads down & just get it done, no feedback necessary.

## Commands

"I need you to do this." "You must do this by Friday." When he gives orders, his team must fulfill his requests – no questions asked. When a project is not completed on time, he scolds the team.

## Hands Off

A boss makes decisions & leaves the work up to his team. He's uninterested in the status unless it directly affects him. His hands-off style leads his team to hide issues that could upset the project outcome.

## Nagging

A boss believes work comes first. That means he should be able to reach his team at any time of day or night. There are no excuses for why something can't be done right when he demands.

## Unclear & Impossible Goals

A boss demands goals be met at all costs. His ever-changing mood determines the goals, so the team is confused & frustrated. They're afraid to ask questions, so time is wasted determining priorities & strategy.

## Favorite Mug: "I'm Always Right"

A boss thinks he knows best. No one should question his authority or decisions. A boss will never run a successful or happy team until he decides to learn how to lead.

*Want to hear from today's successful startup leaders? Check out these 31 inspiring quotes from hard-working startup founders:*

<http://bit.ly/FounderQuotes>

# Are You A BOSS OR A LEADER?

Managing a team does not make you a leader, and ineffective leadership often results in poor performance and high turnover. In fact, the #1 reason people quit their jobs is a bad boss [1]. Possessing the right qualities to lead and inspire a team can be both rewarding and a real challenge. Are your leadership methods more constructive or destructive? Take the test and find out!

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## Inspires

A leader inspires his team to grow & learn. He challenges his team by recognizing their strengths while helping them improve their weaknesses.

## Teaches

A leader looks for ways to improve his team. He praises their successes & jumps in to help when roadblocks arise.

## Listens

Listening to his team is crucial to a leader's success. He constantly encourages feedback & takes action when there are concerns. New ideas are considered as valuable as his own.

## Inquires

"What do you think?" "Are you able to do this by Friday?" A leader makes sure his team has the time & resources to finish a project. If not, he seeks out ways to help without placing blame.

## Hands On

A leader allows full autonomy, but recognizes when he needs to get involved. His team reports issues immediately, so they can be dealt with appropriately. When necessary, he dives in to show the team how it's done.

## Supportive

A leader understands the need for work/life balance. He encourages his team to take breaks once in a while. He respects his team's time away from work & plans projects accordingly.

## Clear & Realistic Goals

A leader's top priority is to make sure everyone shares a common goal. He creates team OKRs (Objectives & Key Results) to help the team understand the main objectives & how they can contribute.

## Favorite Mug: "Leadership and learning are indispensable to each other" –John F. Kennedy

A leader is as much a student as he is a teacher. He requests feedback on how he can be a better leader, communicator & overall team player.

*Want to hear from today's successful startup leaders? Check out these 31 inspiring quotes from hard-working startup founders:*

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BOSS

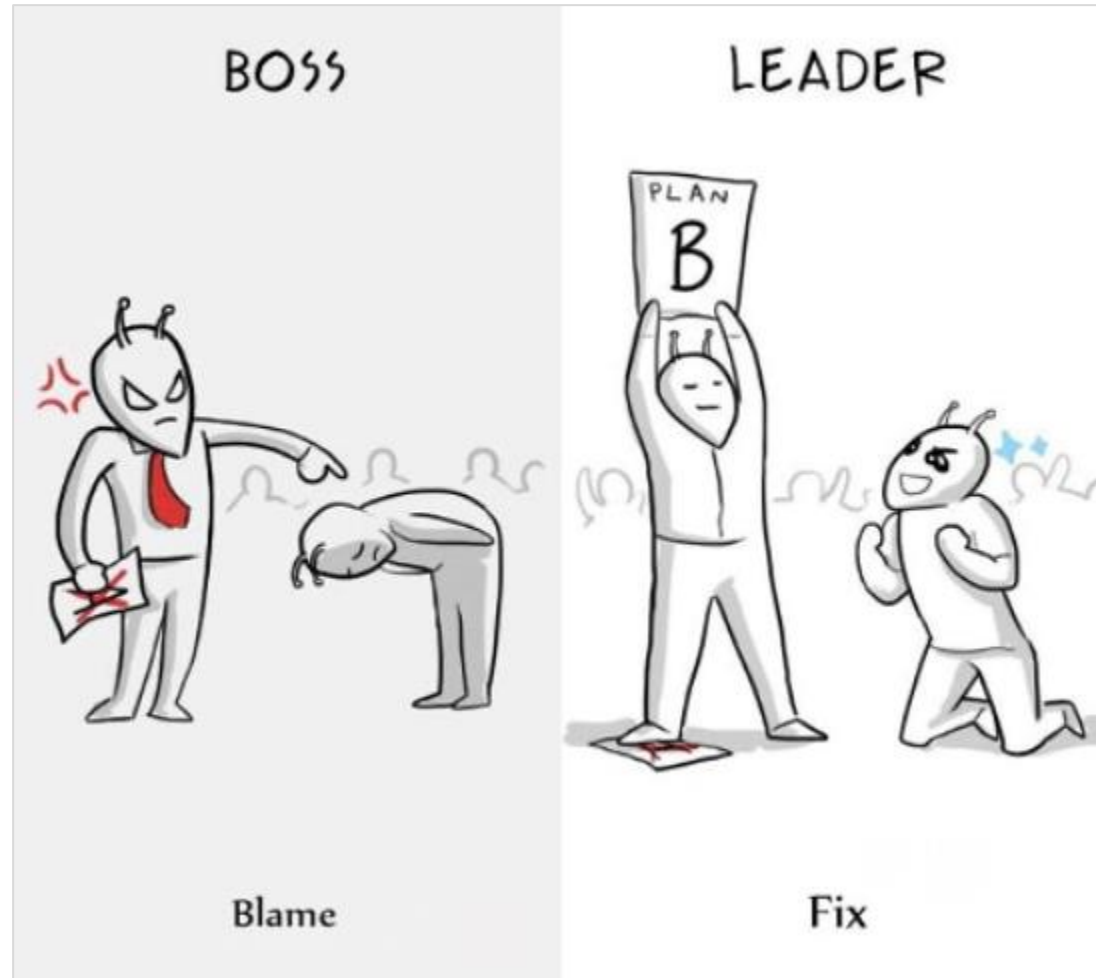


Take advantage

LEADER



Empower







BOSS



Says, "I"

LEADER



Says, "We"

BOSS



Intimidate

LEADER



Rely

BOSS



Command

LEADER



Asks



BOSS

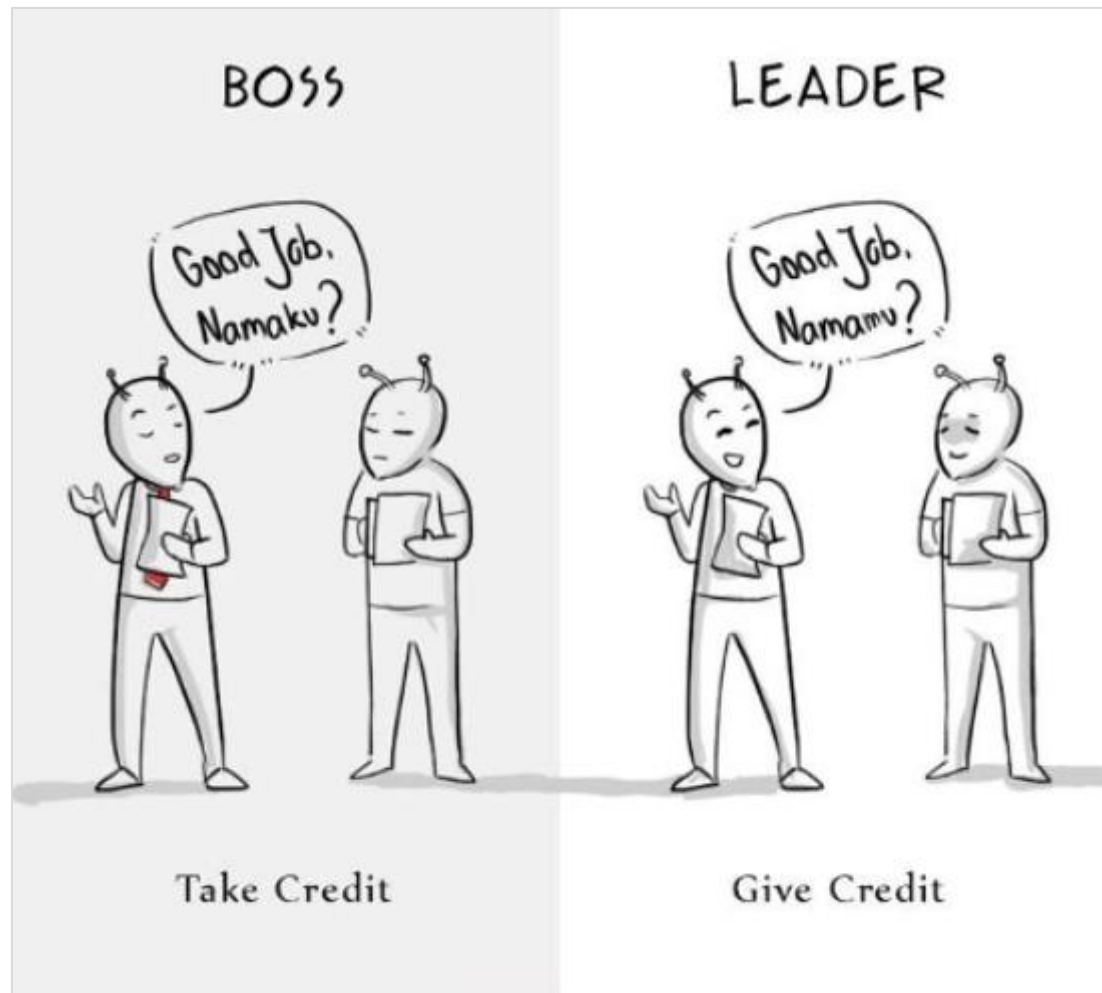


Know how it is done

LEADER



Show how it is done



# Leadership

## 7 Mistakes Good Bosses Don't Make

Small tweaks in leadership techniques to avoid huge headaches



Max Klein · 2 days ago · 6 min read ★



1. Don't expect or demand respect. Instead give it and earn it.
2. Prioritize. Keep your head above the weeds and stay out of your people's way.
3. Say yes when you should but be willing to say no when you should. Know the difference.
4. Accept all blame. Deflect all credit.
5. Listen . Or eventually crash.
6. *Be* what you want your people to be — and when you mess up, fix it.
7. Be positive, passionate, and enthusiastic. Have a sense of *purpose* in all you do...even if it's just sweeping the floor.



# Leadership

Empower and inspire  
Influence  
Emotional intelligence

# Empowerment - Inspiring

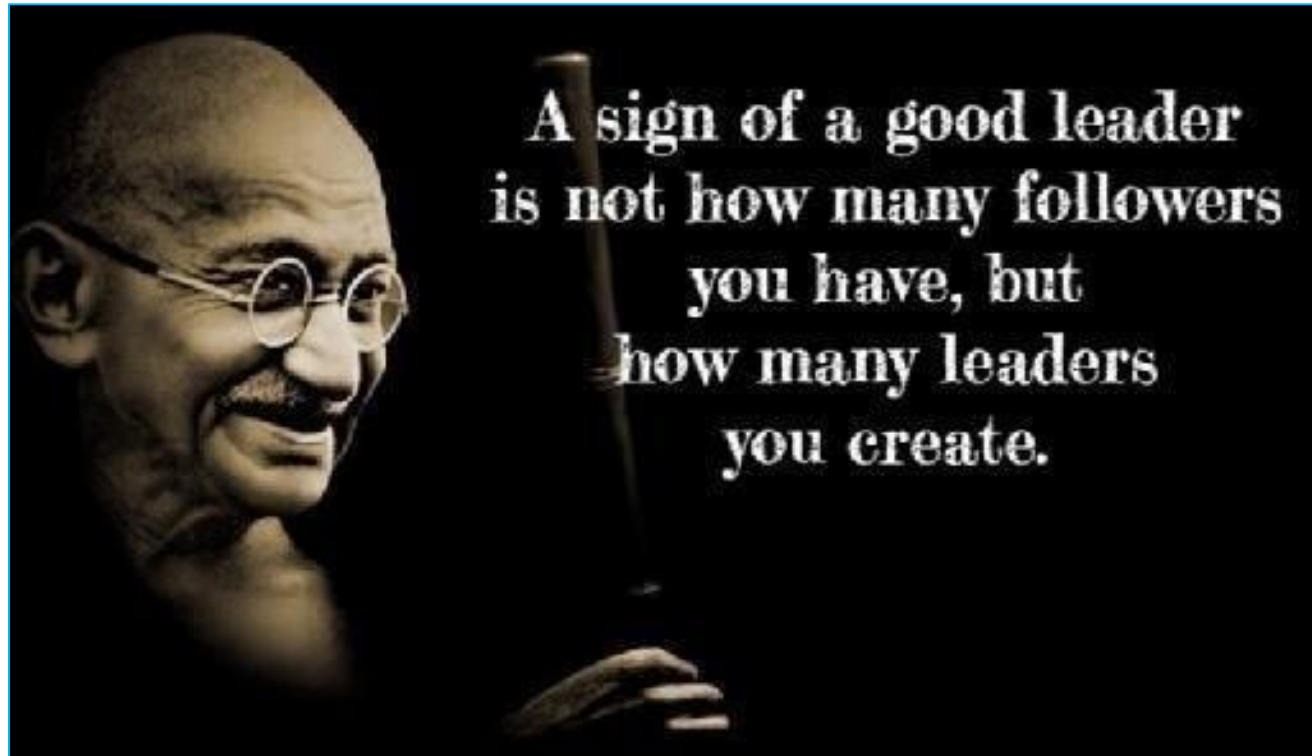
SUCCESS

ISN'T JUST ABOUT  
what you accomplish in your life

IT'S ABOUT **INSPIRE**  
WHAT YOU

OTHERS TO DO

# Empowerment - Inspiring



# Empowerment - Inspiring



Adam Grant [in](#) • 3rd+

Organizational psychologist at Wharton, #1 NYT bestsellin...  
3d • 🌐

[+ Follow](#) ...

Leadership is not about pulling people to follow your path. It's about shining enough light for them to find their own route.

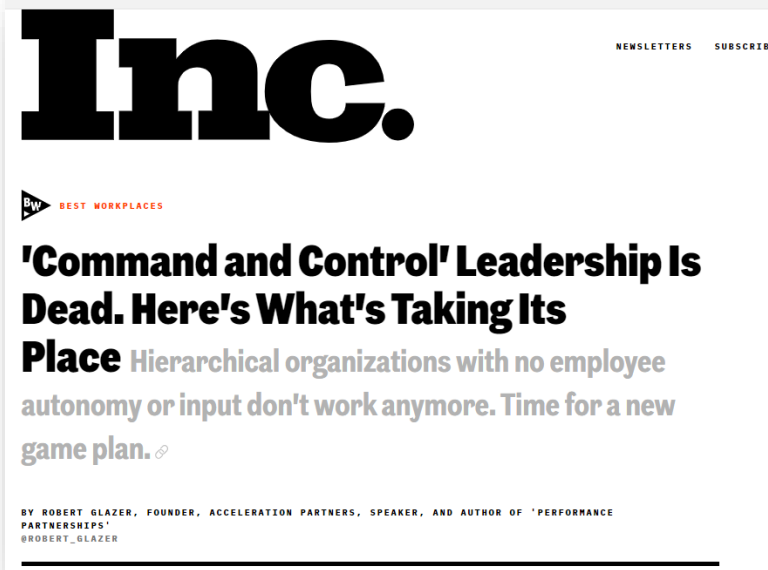


**MANAGING**



**LEADERSHIP**

# Empowerment - Inspiring



Employees should be empowered to use judgment.

A more flexible style of leadership is better for everyone in the long run. Engaged and dedicated employees are critical to exponential growth, and command and control leadership will only push away top talent. It's time to adapt.



# Empowerment - Inspiring



# Empowerment - Inspiring

**Lead from  
the back**

— and let others  
believe they are  
in front.

-- Nelson Mandela

# **Empowerment - Inspiring**

**A person  
who feels  
appreciated  
will always  
do more  
than what is  
expected.**

# Inspiring Leaders

## 11 Characteristics of Truly Inspiring Leaders

1. They have great positive energy.
2. They truly value everyone on their team.
3. They have a clear vision for the future.
4. They listen.
5. They communicate effectively.
6. They are very trustworthy.
7. They are passionate.
8. They practice humility and empathy
9. They are authentic
10. They have a sense of purpose
11. They have a great sense of humor

Leadership First



Believe In The Impossible

# Inspiring Leaders

Leadership First

"When you were made a leader, you weren't given a crown; you were given the responsibility to bring out the best in others."

Jack Welch.

@giffordthomas

If

leadership first

Believe In The Impossible



# Influencing

*To Inspire Action*

Leadership is not  
about titles,  
positions or  
flowcharts. It is  
about one life  
influencing another.

*John C. Maxwell*

# Influencing

**If you need violence  
to enforce your  
ideas, your ideas  
are worthless.**



**Spirit Science**

# Influencing

**You don't change culture through emails and memos. You change it through relationships... one conversation at a time.**

@SteeleThoughts

# Influencing

Great leaders are those who trust their gut. They are those who understand the art before the science. They win hearts before minds. They are the ones who start with WHY. — Simon Sinek



# Emotional Intelligence

## Emotional Intelligence

Emotional intelligence is the ability to understand and manage our own emotions, and those of the people around us. According to Daniel Goleman, a psychologist who helped popularize emotional intelligence with his book, the key elements are self-awareness, motivation, empathy and social skills. The better a leader relates to and works with others, the more successful she will be.

### *To develop this skill*

Find ways to help you manage stressful situations and negative emotions, so they don't overwhelm and affect your judgement. Some examples are taking a five-minute walk, or closing your door and breathing deeply. This helps women leaders be assertive rather than reactive, and poised rather than frazzled.



# Emotional Intelligence

Personal Skills or Competences	Social Skills or Competences
<i>How we manage ourselves</i>	<i>How we handle relationships with others</i>
<ul style="list-style-type: none"><li>▸ <b>Self-awareness</b><ul style="list-style-type: none"><li>▸ Emotional awareness</li><li>▸ Accurate self-assessment</li><li>▸ Self-confidence</li></ul></li><li>▸ <b>Self-regulation</b><ul style="list-style-type: none"><li>▸ Self-control</li><li>▸ Trustworthiness</li><li>▸ Conscientiousness</li><li>▸ Adaptability</li><li>▸ Innovation</li></ul></li><li>▸ <b>Motivation</b><ul style="list-style-type: none"><li>▸ Achievement drive</li><li>▸ Commitment</li><li>▸ Initiative</li><li>▸ Optimism</li></ul></li></ul>	<ul style="list-style-type: none"><li>▸ <b>Empathy</b><ul style="list-style-type: none"><li>▸ Understanding others</li><li>▸ Developing others</li><li>▸ Service orientation</li><li>▸ Leveraging diversity</li><li>▸ Political awareness</li></ul></li><li>▸ <b>Social Skills</b><ul style="list-style-type: none"><li>▸ Influence</li><li>▸ Communication</li><li>▸ Conflict management</li><li>▸ Leadership</li><li>▸ Change catalyst</li><li>▸ Building bonds</li><li>▸ Collaboration and cooperation</li><li>▸ Team capabilities</li></ul></li></ul>

Based on 'Working with Emotional Intelligence' Daniel Goleman.

# Leadership

If your  
actions  
inspire  
others to  
dream more,  
learn more,  
do more &  
become more,  
**YOU ARE A  
LEADER.**

– John Quincy Adams

# Leadership



**Take care of your employees and they will take care of your business. It's as simple as that.**

**-Richard Branson**

# Leadership

“Micromanagement is a complete waste of everybody’s time.

It sucks the life out of employees, fosters anxiety and creates a high stress work environment. Select the right people and give them room to get on with the job.”

Brigette Hyacinth

# Leadership

## Two Most Important Traits for Leaders



Focus on emotional quotient (EQ) as a leader and the ‘**motherly**’ skills you need to run a company.”

And chief among them are those two very hard soft skills: **kindness** and **empathy**.

# Leadership

## Exceptional Leaders Never Speak First. Neither Should You

As a leader, you already know what you know. Here's the perfect way to find out what other people know.

### Bringing it all together.

To ask better questions:

1. **Limit your questions to one or two sentences.** It's fine to state a problem or issue in detail, but the question should be brief. If you've described a productivity issue, sum up by asking, "How can we increase productivity?" "If you've described a quality problem, sum up by asking, "How can we improve quality?" Sticking to one or two sentences helps ensure your questions aren't leading and stay open-ended.
2. **Don't provide options.** You may have some in mind. Fine -- wait until it's your turn to speak. Besides, the odds you've already thought of everything are pretty slim.
3. **Only ask clarifying questions.** Don't judge until it's your turn. The first time you say, "That doesn't really make sense" is the last time you'll receive creative input.
4. **Always speak last.** You already know what you know. Your goal is to find out what other people know. So stay quiet and listen.

You never know what you'll learn when you ask the right way.



# Leadership

The Leadership Attributes Associated with Successful Leaders

A discussion on leadership research to identify and understand traits and behaviors

## ➤ Personality traits

- ✓ Self-confidence
- ✓ High energy and stress tolerance
- ✓ Power motivation
- ✓ Narcissism
- ✓ Emotional maturity
- ✓ Internal locus of control
- ✓ Personal integrity
- ✓ Achievement orientation

# Leadership

**TALENT LEADER**

[START HERE](#) ▾

[TIME MANAGEMENT EBOOK](#)

[TIME MANAGEMENT TIPS](#)

[NEW MANAGER TOOLKIT](#)

## THREE THINGS EMPLOYEES WANT FROM THEIR LEADER

[Home](#) / [New Manager Tips](#) / Three things employees want from their leader

- **Clear expectations**
- **Timely, honest, specific, and actionable feedback**
- **Reducing barriers to do good work**

# Leadership

**TALENT LEADER**

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[TIME MANAGEMENT EBOOK](#)

[TIME MANAGEMENT TIPS](#)

[NEW MANAGER TOOLKIT](#)

## MISTAKES THAT KILL CREDIBILITY OF NEW MANAGERS

[Home](#) / [New Manager Tips](#) / Mistakes That Kill Credibility of New Managers

- **Working independently and in a silo**
- **Making big changes too quickly**
- **Not spending enough time with their team**
- **Being “*The Buddy*”**
- **Being indirect**
- **Ignoring performance concerns**

# Leadership

## Overcome These 5 Biases to be a Better Leader

Either Manage Them or They'll Manage You



Jake Wilder [Follow](#)

Jul 16, 2018 · 10 min read



- Halo effect
- Availability bias
- Confirmation bias
- Narrative fallacy
- Multiply systems (big fat zero)

# Toxic Leadership

## The Six Characteristics of Toxic Leadership

01/12/2016 | BY RODERIC YAPP

## How To Not Be A Toxic Leader: 5 Things To Avoid

By Big Think Edge | September 4th, 2018



**Jean Kim M.D.**  
Culture Shrink

## 8 Traits of Toxic Leadership to Avoid

Beware of these bad boss behaviors for your mental health.

Posted Jul 06, 2016

# Toxic Leadership

**1. Unwillingness to listen to feedback:** Leadership is about leading people, which includes listening to those on the front lines, those at different levels of management, and all of their meaningful concerns. Some leaders unfortunately emphasize their own desires and ideas at the expense of any receptivity or openness to what those who work with them have to offer.

A continued unwillingness to hear or respond to concerns meaningfully can lead to many conflicts and problems down the line, as well as employee dissatisfaction, resentment, and attrition.

**2. Excessive self-promotion and self-interest:** While it is important for leaders to provide guidance and clear goals to their employees, it should not be at the expense of any other goal except their own self-advancement. Narcissism has its limits; employees can easily detect when they are viewed more as pawns than people, and when the leader's goals do not seem to relate to anyone else's beyond their own naked self-interest. No one likes someone who never tries to share.

**3. Lying and inconsistency:** Nothing undermines a leader more than backtracking or shuffling on rules or guidelines they set up for their employees. This is not to say there shouldn't be any room for flexibility or amendment on established protocols or procedures at a workplace, but those potential changes should be part of organized dialogue and reasonable consensus around a core of consistent philosophies and principles, communicated clearly and directly to everyone.

When leaders create secret sets of rules for different parties or make things up or waffle as they go along without any genuine discussion, conflict, and resentment can build and brew. Dishonesty always poisons morale and nearly always comes to light.

**4. Lack of moral philosophy:** Leaders need to have a guiding ethical core that informs their decisions and how they decide to prioritize and work with the people around them. They need to care about values like fairness, social justice, equitable behavior, empathy, and humanism.

Sometimes these values can run directly in the face of other priorities like profit-building, fame, publicity, or whatever inspires people to seek power. But in the end, a lack of ethics often leads to corruption and a human cost when people are thrown under the bus or even thrust into legal jeopardy for committing crimes. Ultimately, their chickens may come home to roost.

**5. Rewarding incompetence and lack of accountability:** Bad leaders can sometimes be so disconnected as to refuse to see toxic or incompetent employees also poisoning the workplace around them, even if the leaders themselves are not engaging in those behaviors directly. If employees see a leader ignore or even reward and protect bad behavior, their morale and dissatisfaction will foment accordingly, and they will understandably blame the leader for their negative colleague's running amok.

**6. Lack of general support and mentoring:** Leaders can sometimes be negative through indifference; if they don't take time to nurture or help others under them develop their own career tracks or paths for future development, employees will feel stagnant and will also not work to their full potential.

Opportunities for mentoring need to be communicated and distributed fairly—and not cherry-picked for grooming members of “the old boys’ club” only. Employees can easily see when they are picked last for the team in gym.

**7. Cliquishness:** Insecure leaders will often surround themselves with a small cadre of “yes” people who parrot and mirror themselves completely, leaving everyone else to feel like the uncool kids in middle school at best, or in line for the chopping block at worst. Cliquish behavior causes dissent and splitting within an organization, and breeds resentment. General unity and diversity and openness of perspectives within an inner circle, and fluidity with all employee levels should be a more harmonious goal.

**8. Bullying and harassment:** In the worst-case scenario, a leader may become abusive and belittling to people around them, using foul language, threats, or coercion. This behavior should not be condoned at any level of any organization.



Jean Kim M.D.  
Culture Shrink

## 8 Traits of Toxic Leadership to Avoid

Beware of these bad boss behaviors for your mental health.


Posted Jul 06, 2016



# Quiet Leadership

**IDEAS**

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## The power of quiet leadership

🕒 3:07 | 92K VIEWS

Leaders don't need to be loud and confident. The Open University's Dr Jacqueline Baxter makes the case for a quieter approach.

Animated by Sofja Umarik, 23 December 2020

Made in partnership with **The Open University**

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# Leadership & (Gender) Equality



Getty Images

[www.LeadersinHeels.com](http://www.LeadersinHeels.com)

“

*Any woman who  
understands the problems of  
running a home will be nearer  
to understanding the prob-  
lems of running a country.*

—  
Margaret Thatcher



LEADERS IN HEELS  
creating female leaders

I WANT EVERY LITTLE GIRL  
WHO'S TOLD SHE'S BOSSY,  
TO BE TOLD INSTEAD SHE HAS  
LEADERSHIP SKILLS.

– SHERYL SANDBERG

## Leading Like a Woman

Published on March 22, 2018



**Andrea Heuston**

Award-winning CEO, Keynote Speaker, Author

# 4 Traits of *Strong* Female Leaders

1. They are concise, not wordy or chatty.
2. They are principled, holding themselves and others to a clear standard.
3. They are focused on their goals, consistent and predictable – not scattered or flighty.
4. They are as kind and fair as they are strict.



CLICK TO READ THE  
FULL ARTICLE!











## LEADERS IN HEELS MANIFESTO

*By Kasia Gospoś*

*Leaders in Heels are extraordinary women.*

LEADERS IN HEELS ARE PASSIONATE.

We are energetic and curious. We love life and actively craft it to create happiness and reach our dreams.

LEADERS IN HEELS ARE CREATIVE.

We celebrate individuality. We are the change agents. The trailblazers. We have a desire to advance culture and create a new reality.

LEADERS IN HEELS ARE INNOVATIVE.

We embrace technology and a new way of thinking to create, connect and push society forward. We shape the way we live, work and play.

LEADERS IN HEELS ARE CONFIDENT.

We know who we are. We're not afraid to be ourselves. We don't follow trends; we create them.

LEADERS IN HEELS ARE DETERMINED.

We are focused and persistent. We push through fears to make our dreams reality. Failure is just a pathway to success.

LEADERS IN HEELS ARE KIND.

We are ambitious and driven and we use our power to empower others. Together we can shake the world.



LEADERSINHEELS.COM





# Refuse to Sit on Manels

LinkedIn Talent Blog

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## The Head of NIH Will No Longer Participate in “Manels” – and Why Companies Should Take Note



Bruce Anderson July 9, 2019

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Dr. Francis Collins knows difficult.



# Help Increase Diversity in Committees

All-male boards are a thing of the past.  
But there are still challenges ahead.

Women now hold more than 1 in 4 corporate board seats



The Lily News

# Female Members in a Team May Need Encouragement

Our more introverted colleagues may not have the appetite, or frankly, the energy, to elbow their way into a conversation dominated by those who are more expressive.

And research shows consistently that women are often ignored and interrupted by men in meetings.

So to run a better meeting, here's a few action points for us all to consider.

For instance, research shows that when a woman asks the first question or offers the first comment in a meeting, other women are likely to speak, too. So ladies, when you're offered the space - take it.

Second, create space for quieter colleagues by asking them beforehand how they would like to be heard. After years of being talked over in meetings, I can promise you that they have many ideas.



**Why I hate meetings - and how to make them better**

© 23 October 2018

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# Female Members in a Team May Need Encouragement

Home / News & Opinion

## Opinion: How to Stop Women's Silence in STEM

Our survey of seminars in biology and chemistry shows that women ask fewer questions than men. We propose ways to change that.

Jul 16, 2019

ANDREA ANTON, FRANCISCA C. GARCIA, MARIA LL. CALLEJA



We found that, on average, men asked three times more questions (absolutely and proportionally) than their female counterparts. Our findings agree with those of a recently published [study](#) showing a comparable gender disparity in participation in academic seminars: the study reports that men were 2.57 times more likely to ask questions after seminars. Therefore, the three of us are not the exception; we are the norm.

We think that to reduce women's inhibition in academic communication, universities could provide courses of professional development to train in oral communication skills at the undergraduate and graduate levels, and possibly at the early stages of education. To address the specific inhibition during seminars and conferences, assigning the first question to a woman would be a good start as the gender disparity of those who [ask questions will be subsequently reduced](#). Finally, we think women in science must be aware of this phenomenon and work actively to get their voice back. We advocate a conscious effort from women to work up the nerve to participate in all academic settings and thereby help remove lingering gender bias in STEM.



# Learn From Female Leaders



Latest Career News

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## Diversifying the boardroom: what can we learn from female leaders?

Reference: Forbes; CIPD; Caliper Corp; the Guardian

07 Mar 2019

women in business

The theme of this year's International Women's Day is #BalanceforBetter, highlighting the need to close the gender pay gap that is still existent in modern society - and apparently will be for the next 200 years.

There are different factors behind the gap, one of them being **a lack of women in senior roles**. Research by Cranfield School of Management showed that the share of women in executive functions in the UK was only 10% in 2017.

There are multiple reasons behind this, as a CIPD study from 2016 suggests, including the increased likelihood of women to work part-time or take career breaks – most notably to start a family – which hampers them from following traditional routes to senior roles. The most pervasive obstacle for women, however, is unconscious bias, with discussions on leadership traditionally favouring stereotypically 'masculine' traits like dominance and assertiveness; traits that women supposedly lack.

Battling this gendered view of leadership is tough, with the CIPD stating that even when women do reach the top, they feel like they have to mimic 'masculine' behaviours to be successful. A shift in preferred leadership styles in recent years has, however, gone some way to changing these gender biases. Transformational leadership focuses on motivating and inspiring team members to perform to their best ability, so they can ultimately become leaders themselves. A good leader is therefore expected to possess traits like collaboration, empathy and emotional intelligence: characteristics stereotypically considered 'feminine'.

A year-long study by Caliper, comparing men and women's leadership skills, showed this shift to a more collaborative style very clearly. The test mainly looked at traits like flexibility, sociability and empathy, but also discussed persuasiveness and assertiveness. The results showed that **women scored higher than men on all of these points.**

## **Learn From Female Leaders**

# Lead from within: 7 acts of courage for women leaders

- 1. Lead from within: See yourself as a leader**
- 2. Unleash your ambition: You have to think bigger before you can be bigger**
- 3. Speak candidly - even if it rocks the boat: Some boats are in desperate need of rocking**
- 4. Advocate for yourself: Lay false humility aside**
- 5. Make audacious requests: While doing so doesn't guarantee you will get it, not asking generally guarantees you won't**
- 6. Refuse to tolerate the intolerable: You have to be willing to stand up for yourself**
- 7. Lean towards risk: Never let fear of losing my job keep you from doing something you know is the right thing to do**



# Learn From Female Leaders

## 'Women are equal to everything': Lady Hale lives up to her motto

The supreme court presidency is the peak of the extraordinary career of a feminist committed to diversity on the bench



▲ Lady Hale's ascent of the judicial ladder did not follow the conventional route. Photograph: Jane Barlow/PA

Brenda Hale's elevation to president of the supreme court represents a resounding victory in the long campaign for gender equality among the senior judiciary.

# Learn From Female Leaders



## A Woman to Know

Increase your lady knowledge.

## Amazing women in STEM you need to know about

12 VIDEOS | 51:17 | 518.3K VIEWS

This playlist celebrates women who have made great breakthroughs in science, technology, engineering or maths.

## 22 pioneering women in science history you really should know about

[www.LeadersinHeels.com](http://www.LeadersinHeels.com)

“

*Here's to strong women.  
May we know them,  
may we be them,  
may we raise them.*

LEADERS IN HEELS  
creating female leaders



## 21 Best Dabo Swinney Quotes On Coaching, Leadership and Success

# To be an overachiever you have to be an over believer.

Dabo Swinney

quote fancy

I am the greatest, I said that even before I knew I was.

Muhammad Ali

quote fancy

# Gender Equality in Academia

## THE LANCET

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[www.thelancet.com](http://www.thelancet.com)

Advancing women in science,  
medicine, and global health



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# Gender Equality in Academia

## Engaging men to support women in science, medicine, and global health

*Kopano Ratele, Ravi Verma, Salvador Cruz, Anisur Rahman Khan*

- The collective privilege of men, and their power over women in broader society, could be a key factor in the low representation of women within STEMM in general, and particularly in positions of power within these fields and in global health.
- Gender-biased structures, and the attitudes and practices of male researchers, teachers, or leaders in the STEMM and global health fields can be a barrier for girls and women entering and progressing in their professions.
- Given the collective power of men over women, egalitarian men have a role to play in promoting opportunities for girls and women in STEMM and global health, either in organised groups or as individuals.

THE LANCET

Advancing women in science,  
medicine, and global health



# Gender Equality in Academia

## Engaging men to support women in science, medicine, and global health

*Kopano Ratele, Ravi Verma, Salvador Cruz, Anisur Rahman Khan*

- The male engagement agenda seeks to create a more gender just world and transform gender relations between women, girls, men, and boys in public, work, and private life.
- Several prominent global or regional organisations, such as [MenEngage Alliance](#), [MenCare](#), [Promundo](#), [Sonke Gender Justice](#), [Rwanda Men's Resource Centre](#), and the [White Ribbon Campaign](#), have adopted engaging men and boys as a key theme in their work on [gender equality](#).
- Engaging men to support girls and women requires working with male researchers and leaders in STEMM and global health to critically consider [masculinities](#), change men's gender power and relative privilege, participate in shifting entrenched unequal gender power relations, and act as champions.

THE LANCET

Advancing women in science,  
medicine, and global health



Editorial  
Articles  
Reviews  
Health Policy

# Take Home Messages on Leadership

- Leaders should be able to influence a *group* of individuals to achieve a common good (Peter Northouse).
- A good leader does not order; they express their wishes for common good. And, people make it happen.
- It does not make sense to hire smart people and tell them what to do.
- If your actions inspire others to dream more, learn more, do more & become more, you are a leader.
- Leadership is not about power or authority, but about influencing people. It is a practice not a role.
- Leaders lead by facilitating, not by imposing.
- Leaders do not abuse power.
- Leaders have integrity. They keep their words. Integrity is by far the most important asset of a leader.
- Leaders know that words count for nothing unless they represent acts.
- It is not the title that makes someone a leader. It is the influence, inspiration and initiative.
- Leaders should have plenty of emotional intelligence (self-awareness; self-regulation; motivation; empathy; social skills). Emotional intelligence is a more powerful determinant of good leadership than technical competence, IQ, or vision.

# Take Home Messages on Leadership

- Leaders should be authentic.
- Leaders should have the courage to be disliked (they don't mind being hated for what they are rather than being liked for what they are not).
- Leaders do not mind earning a bad reputation by good deeds.
- Leadership is what it takes to stand up and speak. Leadership is also what it takes to sit down and listen.
- Leaders make informed, not emotional decisions.
- Leaders should be happy to be contradicted.
- Leadership is about solving problems.
- Leadership is about nurturing and enhancing (as opposed to management is about arranging and telling).
- By prioritising/triaging and delegating, leaders are able to focus on higher-level initiatives.
- Leaders listen more than they talk and speak last.
- The most important role of a leader is to make his followers realise their potential, which is usually underestimated (empowerment).
- Good leaders do not only do well whatever they are doing, but also help others do better.

# Take Home Messages on Leadership

- Good leaders are not worried about being replaceable. They train their subordinates to improve without worrying about they may then leave.
- A good leader is futuristic; predicts and prepares for change (since change is the only constant).
- A leader encourages colleagues to question traditional ways of doing things (facilitating change).
- A leader does not only run a place, but also leads it.
- A leader sets challenging but achievable goals.
- The way to build more trust is to be more transparent.
- A leader starts with "why" to inspire their followers.
- Good leaders take care of their employees, and they take care of the business. It is that simple (Richard Branson).
- A bad manager can take a good staff and destroy it.
- A leader is not a defeatist, but an over-believer ready to over-achieve.
- A leader aims to generate more leaders, not just followers.

# Take Home Messages on Leadership

- Seven Unmistakable Traits of Highly Influential Leaders (Forbes)
  - They're good storytellers
  - They understand the other people who played a role in their success
  - They're unafraid of disagreement
  - They actually care about purpose, your purpose
  - They actually care about people
  - They don't care when they're being watched
  - They understand criticism can be the ultimate act of kindness
- Five Principles of Purposeful Leadership (HBR)
  - Be clear about your purpose
  - Be clear about your role
  - Be clear about whom you serve
  - Be driven by values
  - Be authentic
- Act Like a Scientist (HBR)
  - Be a knowledgeable skeptic
  - Investigate anomalies
  - Articulate testable hypotheses
  - Produce hard evidence
  - Probe cause and effect



## Welcome to Mehmet Tefvik DORAK's Website

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