





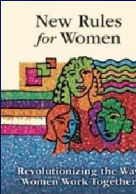


New Rules for Women

Revolutionizing the Way Women Work Together

Presented by
Anne Litwin, PhD

Presented to:
Society of Petroleum Engineers
October 20, 2016



Anne Litwin

Consultant and Coach




Anne Litwin (Ph.D.) has been a consultant to organizations and a coach to senior managers for more than 30 years in the USA and internationally. She has worked in China, Africa, Myanmar, Singapore, Malaysia, India, Mexico, Europe, and Canada. She has been the C.E.O. of her family retail business and is past-Chair of the Board of Directors of NTL Institute. She recently authored a book entitled, *New Rules for Women: Revolutionizing the Way Women Work Together*. Dr. Litwin is also co-editor of the book, *Managing in the Age of Change*, along with numerous journal articles. She received her Ph.D. in Organizational Development from Fielding in 2008. Dr. Litwin believes that each stage of life and/or turn of events open opportunities to ask new questions and discover new sides of ourselves – if we have the courage to grab the moment.



Poll Question



What is your job title?



New Rules For Women



Poll Question

What geographic region are you from?



New Rules For Women



Poll Question

What is your gender?



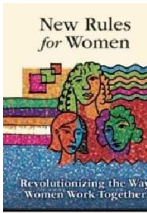
New Rules For Women

#newrulesforwomen



 @AnneLitwinPhD

 annelitwinauthor



 /allitwin

 ANNE LITWIN
 ASSOCIATES




AnneLitwin.com

Poll – Who is Here?


- Job Title
- Geographic Region
- Gender



Key Findings


- Friendship Rules
- Women Leading Women – It’s Different
- Double Binds for Women Leaders
- What Leaders Can Do To Help Women Succeed



New Rules For Women



CONTEXT


New Rules For Women



The Research




New Rules For Women



Background of Research

- A qualitative study of women in a range of organizations, sectors, and professions
- 119 participants from the US, Spain, China, India, and Mexico



New Rules For Women



A Paradox




New Rules For Women

Friendship Rules



New Rules For Women

Women's Friendship Rules



- Unswerving Loyalty
- Trustworthiness
- Ability to Keep Confidences
- Good Listener
- Share Gossip and Air Problems
- Self Disclose
- Practice Equality and Acceptance, While Seldom Disapproving
- Don't Discuss Friendship Rules



New Rules For Women

Jane and Her Boss



I went to work for a friend and she would actually overstep her professional boundaries. Before she was my boss, we would have friendly chats at night, but now she would call to give me tasks to do late at night. During the work day she would ask me to go and pick up her son at school. We had an administrative person but she would never think to ask her to do that stuff for her.

Then I got an offer outside the company and I told her. She really took it personally. She acted like I was betraying her, you know?

What Friendship Rules are operating?



New Rules For Women



New Rules For Women

Jane and Her Boss: Poll Question

What Friendship Rules are operating?





New Rules For Women

Women's Friendship Rules

- Unswerving Loyalty
- Trustworthiness
- Ability to Keep Confidences
- Good Listener
- Share Gossip and Air Problems
- Self Disclose
- Practice Equality and Acceptance, While Seldom Disapproving
- Don't Discuss Friendship Rules







New Rules For Women

QUESTIONS?







Women Leading Women

It's Different



New Rules For Women

Sherry (Technology)



“I had a woman boss who was more task focused, and it made it harder for me to work for her. With a guy, I would have expected [a task focus], but I expected a little bit more of a relationship from her. It was all she could do to say, “How was your weekend?” That made it real uncomfortable for me. If a guy did that, it wouldn’t bother me as much.”



New Rules For Women

Women’s Friendship Rules





- Unswerving Loyalty
- Trustworthiness
- Ability to Keep Confidences
- Good Listener
- Share Gossip and Air Problems
- Self Disclose
- Practice Equality and Acceptance, While Seldom Disapproving
- Don’t Discuss Friendship Rules



New Rules For Women

Coaching Tips for Leading Women






- Be friendly and relational with female staff.
- Share some personal information about yourself, within limits.
- Be sensitive to cultural differences about sharing personal information.
- Name and negotiate your friendship expectations and role hats.
- Look for opportunities to support other women.

New Rules For Women

QUESTIONS?





New Rules For Women

Double Binds






New Rules For Women

Double Binds for Women Leaders



- Women negotiate for promotions and raises as often as men but receive more negative feedback when they do.
- Women in predominantly male teams/departments can adopt an assertive, masculine style to get their ideas heard, but are then seen as “bitches.”
- Women seen as competent and successful are deemed “unlikeable.”



New Rules For Women

Double Binds for Women Leaders



- As women advance in organizations, they feel pressured to not support other women.
- Women receive harsher and more personal judgements in performance reviews
- Women get interrupted more and shut down in meetings.
- Women who speak more get lower ratings, while men who speak more are perceived as helpful.



New Rules For Women

What Leaders Can Do



New Rules For Women

What Leaders Can Do to Support Women



- Be an ally – draw attention to women’s contributions.
- Institute a “no interruptions” rule in meetings.
- Ensure there is equal participation in meetings.
- Become aware of double binds and help offset them.



New Rules For Women

What Leaders Can Do to Increase Gender Equity



- Reward collaboration and relational work
- Increase the number of women in leadership and on teams
- Use gender-balanced panels for hires and promotions.
- Utilize third party review of performance feedback to ensure fairness.



New Rules For Women

What Leaders Can Do to Increase Gender Equity



- Communicate a compelling case using data about why gender diversity is good for the company.
- Invest in training -- Raise awareness of double binds women face and implicit bias.
- Review policies and procedures for those that have differential impact on women.
- Focus on accountability and results against gender metrics.



New Rules For Women



QUESTIONS?

*New Rules For Women*
