

Women And Leadership

Communicating With Power

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Learning Objectives:

- Describe the gender gap in academic medicine leadership
- Recognize your own verbal and non-verbal behaviors that may affect the power/influence of your communication
- Integrate one or two changes in verbal or non-verbal behavior into workplace communication to promote increased power and influence

Agenda:

- **Reflective Exercise**
- Review of gender gap in academic medicine leadership
- Social Science data regarding cues that signal power and influence
- Exercise: power poses
- Group discussion and reflection

Reflective Exercise:

- Write down a workplace situation in which you would like to communicate with power.
- Discuss with a partner any particular challenges or barriers.

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Some Facts and Reflections

The Gender Gap in Medicine

- 47% of medical students are women
- 38% of full time faculty are women
- 24 % of division chiefs are women
- 22% of tenured professors are women
- 15% of department chairs are women
- 16% of medical school deans are women

Why Gender Equality Stalled

- Women are paid less than men at every educational level and in every job category.
- Less likely than men to hold jobs that offer flexibility or family friendly benefits.
- More scrutiny and prejudice as mothers.

It's all about confidence!

- Men initiate salary negotiations 4X as often as women do
- When women negotiate, they ask for 30% less money than men

It's all about confidence...

Women

- Scientific ability: 6.5
- Correct questions: 5.8
- Actual correct: 7.5
- Science Competition:
49%

Men

- Scientific ability: 7.6
- Correct questions: 7.1
- Actual correct: 7.9
- Science Competition:
71%

Confident behavior= likeability

- Expansive body language
- Lower vocal tone
- Tendency to speak early, calmly, relaxed
- Most confident = most likeable
- This may be true for men...

14 million student reviews

Women

Bossy

Annoying

Disorganized

Helpful

Playing Favorites

Nice

Men

Smart

Brilliant

Genius

Knowledgeable

Awesome

A star

Learning to Love Criticism

- Female employees receive more negative feedback than males from managers
- 76% of negative feedback to women included personality criticism (abrasive, judgmental, strident).
- 2% of negative feedback to men included personality criticism

Speaking While Female

- Male executives who speak more are perceived as competent
- Female executives who speak more are perceived more negatively.

Madam CEO, Get Me a Coffee

- Helping out:
 - men are heroes- lead to promotion, raises, bonuses
 - women: same rating as men who did not help
- Declining to help:
 - men are busy
 - women are selfish
- Result: women do more of the “office housework”.

Some Hope for the Future

- In an organization where 74% of Supervisors and 84% of frontline workers are women: women were more likely to be heard than men
- President Obama's last news conference of 2014: he only called on 8 reporters: they were all women.

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Verbal power cues

Women are more likely to use speech and language patterns that give away power and undermine intent

- Just: “I was just wondering,” “I just thought”
- Actually: “I actually disagree”
- Kind of/ Almost: “I kind of had a different idea”
- Sorry: “Sorry to bother you, but”
- A little bit: “I disagree a little bit”
- Does that make sense?

Non-verbal cues: The Power Pose



- Changing one's nonverbal behavior can improve performance in an evaluated task
- Expansive, open (high-power) poses allow individuals to perform better in high stakes evaluated tasks

Cuddy , A; Carney, D. "The Benefit of Power Posing Before High-Stakes Social Evaluation"

<http://dash.harvard.edu/bitstream/handle/1/9547823/13-027.pdf?sequence=1>

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Audience Participation Exercise

Expansive Posture:

- Arms
 - Clasp hands behind head
 - Drape arm over adjacent chair
- Legs
 - Crossed, feet up on table
 - Ankle crossed over knee

GET COMFORTABLE. HOLD FOR 3 SECONDS
AND THEN READ THE NEXT SLIDE OUT LOUD

“I can’t do it. I feel so helpless. I am
worthless”

Audience Participation Exercise

Constricted Posture:

- Hands close to body
- Knees together
- Lean forward
- Turn one foot inwards

HOLD FOR 3 SECONDS AND THEN READ THE
NEXT SLIDE OUT LOUD

“I’m totally in charge. I’m invincible.
I’m on top of the world.”

Take home points from Gruenfeld:

- Non-verbal behavior can determine your power and influence in important situations
- You can't underestimate importance of alignment of body and mind in supporting your desire to be successful
- *Importance of being able to tune your behavior in the context of social hierarchy as a way of making relationships work*

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Group Reflection:

- Stories to share: successes and challenges

Individual Reflection:

- Consider 1-2 strategies you plan to integrate into your professional communication to enhance power and influence.
- Consider 1-2 strategies you plan to integrate into training and support of women residents