Opening Remarks
Helen Yin, Ph.D.
Associate Dean, Office of Women’s Career
UT Southwestern Medical Center
Chair, Sponsorship Workshop Organizing Committee

Sponsorship Workshop 2015
The Women Senior Leaders Network
• Mary Avila
  Administrative Associate,
  Office of Health Affairs,
  UT System

• Abby Mitchell, M.B.A.
  Project Manager,
  Women Faculty Program,
  UT MD Anderson Cancer Center

• Marissa Pullum, M.S.
  Administrative Associate,
  Office of Women’s Careers
  UT Southwestern Medical Center
Welcome
Patricia Hurn, Ph.D.
Vice Chancellor Research and Innovation
University of Texas System

Minor progress, but still underrepresented

The Women Senior Leaders Network
Female Faculty: % Female by Rank

Some progress, but still underrepresentation.

The Women Senior Leaders Network
The University of Texas System
The 2015 Sponsorship Workshop
Distribution of Sponsors and Protégées

- Protégées: 13% (11)
- Sponsors: 42% (36)
- Invited Speakers & Staff: 45% (38)
The 2015 Sponsorship Workshop
Attendees by Institutions

General Academic Institutions

Health Institutions

Number of Attendees

UT System
UT Americas Institute
UT Arlington
UT Austin
UT Brownsville
UT Dallas
UT Pan American
UT San Antonio
UT Tyler
UT Southwestern
UT Med. Branch - Galveston
UT Med. School - Houston
UTHSC - San Antonio
UTHSC - Tyler
UT MD Anderson

Sponsors
Protégées
Workshop Attendee Role Distribution
Faculty, Administrative Professional, Both

Number of Attendees

<table>
<thead>
<tr>
<th>Role</th>
<th>Number of Attendees</th>
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<tbody>
<tr>
<td>Administrators</td>
<td>(17)</td>
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<tr>
<td>Faculty</td>
<td>(43)</td>
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<td>Both - Faculty/Admin.</td>
<td>(13)</td>
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Ethnicity of Sponsorship Workshop Attendees

**Protégées**
- Asian: 54%
- Hispanic or Latina: 20%
- Black or African-American: 13%
- White - NonHispanic/Latina: 13%

**Overall**
- Asian: 11%
- Hispanic or Latina: 16%
- Black or African-American: 9%
- White - NonHispanic/Latina: 64%

**Sponsors**
- Asian: 9%
- Hispanic or Latina: 11%
- Black or African-American: 6%
- White - NonHispanic/Latina: 74%

The Women Senior Leaders Network

The University of Texas System
Protégée Aspirations

Short-term:
• Promotion in current ranks/titles, for example, advance from associate professor to full professor.
• Improve leadership skills while in current position, especially through accepting new challenges.

Longer term:
• Advance to chair, vice president, president role.
• Create new programs for their field.
• Become an overall great leader and role-model.
Thank you to U.T. women leaders of today

And those of tomorrow…. 

Sponsorship

developing

women leaders

Workshop 2015
Keynote Address
Elizabeth Travis, Ph.D.
Associate Vice President, Women Faculty Program
UT MD Anderson Cancer Center

Sponsorship developing women leaders 2015 Workshop
Characteristics needed in today’s leaders

**Traditional**

Self oriented
White male
Individualistic
Basic or clinical science
Tactical
Knowledge centered
Tenure track
Incremental
Status/titles/income

**Future-Oriented**

Aligned with organization
Diverse
Teamwork/collaboration
Translational
Strategic
Competence centered
Non-tenure track
Breakthrough
Ethical fulfillment

Darrell G. Kirch, M.D., president and CEO of AAMC
Why we need women leaders

Open doors for others

Signal female friendly culture

Role models for other women
Why we need women leaders - impact

1 female convener at symposia
74% more female speakers

MD Anderson gender-balanced departments
Female chairs: Gender equity across ranks/tracks

Top 10 technology companies
1 female CEO = 21% more women in leadership roles

Business
3 women on leadership team produced increased ROI
Women-owned firms grew by 20% (all U.S. firms = 7%)

Politics
Congresswomen cosponsor 26 more bills than congressmen

Women make teams smarter

1. Members contributed more equally to the team’s discussions

2. Members scored higher on a test called *Reading the Mind in the Eyes*

3. Teams with more women outperformed teams with more men
   -- not the diversity
   -- women were better at “mindreading” than men

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According to AAMC, women represent:

Medical School Deans: 16%

Sr. Associate Deans & Vice Deans: 33%

Associate Deans: 39%

Assistant Deans: 46%

Department Chairs: 15%

The State of Women in Academic Medicine, AAMC, 2013-14
According to NSF, women represent...

Presidents, Provosts, Chancellors: 29%

Deans, Department Heads, Chairs: 33%

*Women, Minorities and Persons with Disabilities in Science and Engineering, NSF, Table 9.22, October 2014*
Women represent:

- Board of regents 10%
- Presidents:
  - Academic institutions 10%
  - Health Institutions 0%
- Provosts 37%
- VPs 42%
- Deans:
  - Academic institutions 49%
  - Medical schools 0%
- Chairs 20%
- Executive Officers 36%
“…. We’ve seen what can be accomplished when we use 50% of our human capacity. Can you imagine what 100% would do?”

Warren Buffett
American business magnate, investor and philanthropist
Why are there so few women leaders?
“As you move up within an organization, it’s important to have the sponsorship of someone who has enough leverage in the organization to make things happen, otherwise it won’t be effective. In most senior level jobs, you need **SPONSORSHIP** to make it to the very top.”

Elizabeth J. Smith
General Manager
IBM Corporation

Famous women: Who were their sponsors?

Elena Kagan
Sheryl Sandberg
Sarah Palin

President Obama
Lawrence Summers
John McCain
What is common to these relationships?

Public support
Focused on advancement
Predicated on power

Levels the playing field
Does sponsorship impact careers?

YES!!!

Approximate 20% increase in

• Satisfaction with rate of advancement
• Likelihood to ask for a pay raise
• Likelihood to ask for a stretch assignment

Overall sponsor benefit on career: 22% to 30%

The Sponsor Effect: Breaking Through the Last Glass Ceiling, HBR, 12/2010
Boosts retention of a diverse workforce

Satisfaction with rate of advancement:

>50% of African-Americans with a sponsor vs. 35% of those who don’t have one

...and keeps mothers on track

- With sponsors → 85% remain on track
- Without sponsors → 58% remain on track
- 58% of Working Mother 100 Best Companies have sponsorship programs for women

(1) Want to move up? Not only do you need mentors, but a sponsor, The Boston Globe, 6/23/2013
(3) 2013 Working Mother 100 Best Companies Annual Survey
Sponsorship is murky!

- I have a sponsor = 25%
- I’ve had a senior person nominate me for a special assignment or advocate for my promotion = 69%

2/3 of the respondents had something like a sponsor-protégé relationship with someone at their organization without realizing it.

(1) Sponsorship Remains a Murky Topic for Many. The Glass Hammer. 09/12/2013
What does a sponsor do?

- Responsible for promotion
- Expand career vision
- Connect you to senior leaders
- Advocate
- Hot jobs
- Go out on a limb
- Use chips on behalf of protégée
- Focus on career opportunities
What does a protégée do?

Demonstrate trust
Contribute 110%
Show loyalty
Promote sponsor’s legacy

“A protégé who doesn’t do everything in her power to make her sponsor look smart for backing her is wasting the sponsor’s time.”

The Relationship You Need to Get Right, Harvard Business Review. 10/2011
What about mentoring?

**Mentoring is necessary...**
Likelihood to be promoted:
**HIGHER** for mentored compared to not mentored

**But NOT sufficient...**
More men promoted to leadership positions than women.

**WHY?**
Men’s mentors were CEOs and were **sponsors**.

---

Sponsor… Different breed of cat

**SPONSORS**
- Stick neck out, public
  - Deans, provosts, presidents
  - Directs/fuels the relationship
  - Open doors for next move
  - Expect loyalty and stellar performance

**MENTORS**
- Behind the scene
  - Any rank or position
  - Driven by mentee
  - Help envision next move
  - Expect little in return

Advice
Guidance
Make introductions
Give feedback

(2) Byyny, R. L., Mentoring and Coaching in Medicine, The Pharos, Winter 2012
(3) Hewlett, SA, Forget Mentor, Find a Sponsor, 2013
Protégée is different from a mentee

Protégée

• Proven performer
• Assistance for advancement
• Returns the favor

Mentee

• Learner
• Assistance anytime
• No obligation

(2) Sponsors Are The New Mentors—And They Really Need You, Sylvia Hewlett, Fast Company, 9/13
Mentor? Coach? Sponsor?

“A coach tells you what to do, a mentor will listen to you and speak with you, but a sponsor will talk about you.”

Kathy Hopinkah Hannan
National Managing Partner
Diversity and Corporate Responsibility
KPMG LLP US

Fostering Sponsorship Success Among High Performers and Leaders, Catalyst, 8/2011
Women are over mentored and under sponsored!

Men 46% more likely to have a sponsor

Why do you think this is?
People choose people like them

Men sponsor men
“Women get advice, while men get promotions... 
Men’s mentors more often serve as sponsors who take an active part in promoting the men’s careers, while women’s mentors are supportive but do not proactively champion them.”

Unconscious bias

WHAT DO YOU THINK, GINA FOR VICE PRESIDENT?

AH NO, SHE JUST GOT MARRIED, SHE WOULDN'T WANT THE HassLE

Harvard Implicit Association Test (IAT)
https://implicit.harvard.edu/implicit/takeatest.html
Women walk a tightrope...

*Damned if you do, doomed if you don’t.*
“...Sponsors look for self-confidence and ambition to get ahead...

The reluctance of women and minorities to promote themselves and express their ambitions makes them less visible to potential sponsors.”

Ida Abbott, J.D.  
Sponsoring Women:  
What Men Need to Know
I was lucky

I worked harder

Don’t announce their accomplishments

I have a great team

Don’t negotiate

Dislike politics

"Dirty Game"

“Pick up the mop”

– learn to say “NO”

Don’t negotiate

Women Often…

Believe in meritocracy

Underestimate the importance of powerful backers

Tiara Effect
Women do not build relationship capital

Join the club

When invited say “yes”

Build collaborative relationship

Get informal

Engage in information exchange

Trade favors

Obstacles to Women’s Sponsorship- and How to Overcome Them, The Glass Hammer, 4/5/12
It’s often not whom you know but who knows you via informal networking.
Sponsorship programs in business

Time Warner: Breakthrough Leadership Program
• Brings together high-potentials and VPs and Sr. VPs
• Of 300 attendees, 22% promoted vs. 12% of non-attendees

Cisco: Inclusive Advocacy Program
• Highest-potentials paired with advocate VP and Sr. VP
• 60% of participants met their career goals

Citi: Women Leading Citi
• Matches female directors with senior executives
• 34% of participants promoted

Deutsche Bank: ATLAS Program
• Paired mentees with executive committee members
• 45% of participants are in new or expanded roles

(3) The Sponsor Effect: Breaking Through the Last Glass Ceiling, HBR, 2010
“Giving women chances isn’t just fair, it’s smart management. You’re overlooking half of the available talent, and you don’t get the best people to help you do your job.”

- Shirley Tilghman, former president, Princeton University
- Amy Gutmann, president, University of Pennsylvania
- Ruth Simmons, former president, Brown University
- Nancy Cantor, former chancellor and president, Syracuse University
- S. Georgia Nugent, former president, Kenyon College
“No matter how fiercely you lean in, you still need someone with power to lean in with you.”

Sylvia Ann Hewlett

Q&A
Getting to Know Yourself: To Become a More Impactful Leader Part I

Suzanne Farmer, Ph.D.
Assistant Vice President, Talent Management
UT Southwestern Medical Center

Sponsorship:
developing women leaders
2015 Workshop
The Foundation of Leadership Competency: “Know Thyself”

The Johari Window

Common Ways to Gain Insight

**Behavioral Style** – how you *act* under various circumstances

**Personality Style** – what *drives* your behavioral style
The DISC® Behavioral Assessment

DISC is the universal language of external, observable human behavior, or how we act.

DISC does not measure education, experience, values or intelligence.

It simply measures an individual’s behaviors, or how he/she communicates.
Why Focus on Behavioral Style? It’s Easier to Change Than Personality...

Styles can be viewed along two dimensions:

Approach to **People** –
People (Extroverted) vs. Task (Introverted)

Approach to **Work** –
Fast Pace/Slow Pace
The DISC® Behavioral Styles

Faster Pace (Extrovert)

Task – Oriented

Slower Pace (Introvert)

People – Oriented
D - Characteristics

DOMINANCE

DESCRIPTORS: Adventuresome, Competitive, Daring, Decisive, Direct, Innovative, Persistent, Problem Solver, Results-oriented, Independent

Needs-Driven Behavior: Challenge

Population % of Core Style: 18%
UTSW: 6%

Motto: Ready, Fire, Aim
Communication with a “D”

Be clear and specific
- Don’t ramble or waste their time

Stick to business
- Don’t try to build personal relationships

Come prepared
- Don’t forget things or be disorganized

Present facts logically and efficiently
- Don’t leave loopholes or cloudy issues

Ask specific questions
- Don’t ask rhetorical questions
I - Characteristics

INFLUENCE

DESCRIPTORS: Charming, Confident, Convincing, Enthusiastic, Inspiring, Optimistic, Persuasive, Popular, Sociable, Trusting

Needs-Driven Behavior: Verbalize

Population % of Core Style:  28%
UTSW: 24%

Motto: Fire, Fire, Fire
Communication with an “I”

Allow time for relating and socializing
- Don’t be curt or tight-lipped

Talk about people and their goals
- Don’t drive to facts or figures

Ask for their opinion
- Don’t be impersonal or task-oriented

Talk positively
- Don’t talk about what can’t be done

Use enough time to be fun and fast moving
- Don’t cut the meeting short or be too businesslike
S - Characteristics

STEADINESS

DESCRIPTORS: Amiable, Friendly, Patient, Good Listener, Relaxed, Sincere, Stable, Steady, Team Player, Understanding

Needs-Driven Behavior: Accommodate

Population % of Core Style: 40%
UTSW: 32%

Motto: Ready, Ready, Ready
Communication with an “S”

Start with personal comments
- Don’t rush headlong into business or the agenda

Have sincere interest in them as people
- Don’t stick coldly or harshly to business

Be candid and patient
- Don’t rush them

Present your case in a non-threatening manner
- Don’t use position power or be demanding

If a decision is required of them, allow time to think
- Don’t force a quick decision. Provide information.
C - Characteristics

CONSCIENTIOUS

DESCRIPTORS: Accurate, Analytical, Conscientious, Courteous, Diplomatic, Fact-finder, High Standards, Mature, Patient, Precise

Needs-Driven Behavior: Rules

Population % of Core Style: 14%
UTSW: 38%

Motto: Aim, Aim, Aim
Communication with a “C”

Prepare your case in advance
  • Don’t be unorganized

Approach them in a straightforward way
  • Don’t be casual, informal, or personal

Build credibility by looking at all sides of each issue
  – Don’t force a quick decision

Present specifics and do what you say you can do
  • Don’t be vague about expectations or fail to follow through

Take your time, but be persistent
  – Don’t be abrupt or rapid
Your DiSC Profile Graph

- Profile – determined by highest plotting points above threshold
- Capital Letters = Primary Behavior  
  ex: C
- Lowercase Letters = Secondary Behavior  
  ex: Sci
Adapting vs. Natural Styles

**Graph I: Adapting Style Pattern**
- A self-perception of the tendencies you think you use
- Illustrates the behavior you exhibit in your “focus” environment
- It is your “mask” graph
- It may change in different environments

**Graph II: Natural Style Pattern**
- A self-perception of the “real you”
- Illustrates behaviors most likely exhibited in stressful and frustrating situations
- It is your natural behavior
- It tends to be fairly consistent even in different environments
Graph III: Combination of Graph I and Graph II Results

• May be helpful when Graphs I and II vary substantially from each other.

• Illuminates the predominant style traits that emerge by combining the differences.

• No substantial difference if Graph I and II are similar.
The DISC® (Sponsors)

Faster Pace / Extrovert

NATURAL

Task – Oriented

Faster Pace / Extrovert

People – Oriented

Slower Pace / Introvert

Data collected December, 2014
The DISC® (Protégées)

Faster Pace / Extrovert

- D: 6 (15%)
- I: 13 (33%)

Slower Pace / Introvert

- C: 3 (8%)
- S: 17 (44%)

Data collected December, 2014
The DISC® (Sponsors)

ADAPTED: (At Work)

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<tr>
<th>Faster Pace / Extrovert</th>
<th>Slower Pace / Introvert</th>
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<tr>
<td>D</td>
<td>C</td>
</tr>
<tr>
<td>2 (8%)</td>
<td>10 (37%)</td>
</tr>
<tr>
<td>I</td>
<td>S</td>
</tr>
<tr>
<td>9 (33%)</td>
<td>6 (22%)</td>
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</table>

Data collected December, 2014
The DISC ® (Protégées)

ADAPTED: (At Work)

Data collected December, 2014
Combination of Sponsors and Protégées

“Legend”
S + P = Total

Data collected December, 2014
Combination of Sponsors and Protégées

Faster Pace / Extrovert

D
2 + 5 = 7 (13%)

I
9 + 12 = 21 (39%)

Slower Pace / Introvert

C
10 + 14 = 24 (44%)

S
6 + 8 = 14 (26%)

“Legend”
S + P = Total

Data collected December, 2014

ADAPTED: (At Work)
Cone of Silence...
Personal Implications

Pair up: Sponsor / protégé ...or your neighbor

1. Think about someone you consistently struggle to communicate with...
   – Is it a pace issue?
   – Is it a priority issue (task vs people)?
   – Is it something else??

2. Think about a time that you may have over-used a strength.
   – Were you aware at the time? How did you know?
Homework Tonight

• Pair up with someone:
  – You don’t know yet
  – Who has a different DISC style than you

• Discuss:
  1. What do you value about their style?
     • What you wish was more comfortable for you?

  2. If you were going to work on a project or paper together, how would you structure your working relationship?
One for All, All for One

Raymond S. Greenberg, M.D., Ph.D.
Executive Vice Chancellor for Health Affairs
The University of Texas System

Developing Future Women Leaders in The UT System

January 21, 2015
OUTLINE

• Rationale for teams
• Team leadership
• Assembling the team
• Working in teams
TRADITIONAL, HIERARCHICAL LEADERSHIP

COMMAND AND CONTROL MODEL

- Centralized authority (power)
- Limited input
- Top-down orientation
- Narrow decision-making
- Delegated tasks
PARTICIPATORY LEADERSHIP

RESPECT AND ENGAGEMENT MODEL

- Democratic process (broad input)
- Values diversity
- Distributes authority
- Empowers members
- Builds community
WHY TEAMS?

- Strength in different perspectives
- Align visions
- Foster buy-in
- Promote continuity/succession
- Enhance morale
CHALLENGES OF TEAMS

- Slow decision-making
- Participatory imbalance
- Power struggles
- Conflict resolution
- Individual accountability
THE YIN AND YANG OF ACADEMIC AND TEAM LEADERSHIP

Faculty Success

Team Leadership
COMMON ATTRIBUTES OF SUCCESSFUL ACADEMICS

- Highly focused
- Internally driven
- Independent
- Technical expertise
- Seek credit/recognition
COMMON ATTRIBUTES OF SUCCESSFUL TEAM LEADERS

- Principled
- Interested in greater good
- Listens well
- Communicates effectively
- Shares credit
CAN EFFECTIVE LEADERSHIP BE TAUGHT?

Are Leaders Born or Made?
JOB #1: GET THE RIGHT PEOPLE ON THE BUS*

- AND IN THE RIGHT SEATS
- AND GET THE WRONG PEOPLE OFF THE BUS

*Jim Collins: Good To Great, 2001.
SELECTING THE BEST TEAM

Basic Prerequisites
- Communicates well
- Receptive to feedback
- Willing to learn
- Cares about organization
TEAM SELECTION: OTHER CONSIDERATIONS

• Task requirements
• Experience
• Knowledge
• Ability to work together
• Diversity
RIGOROUS DISCIPLINE

1. When in doubt, don’t hire – keep looking
2. When you know you need to make a people change, act
3. Best people for biggest opportunities, not biggest problems

*Jim Collins: Good To Great, 2001.
WHAT IS THE IDEAL TEAM SIZE?

• Task Dependent
  – Complexity of task
  – Size of task
  – Availability of resources

• Larger teams best suited to massive and complicated tasks

• Small teams best suited to quick, straightforward tasks
WHAT IS TEAMWORK?

Outcome:

- Achieve desired mutual goals
- Process requires:
  - Knowledge (think)
  - Behavior (do)
  - Attitude (feel)

COMPONENTS OF TEAMWORK*

1. Mutual performance monitoring – awareness of functioning
2. Mutual support – back-up each other
3. Adaptability – adjust to changing circumstances
4. Leadership – shape climate, promote shared understanding
5. Collective orientation – shared identity

CULTURAL FACTORS THAT ENHANCE TEAM PERFORMANCE

• Group is cohesive
• All share common goals
• All feel valued
• All contribute
• All trust each other
• All cooperate

LEADERS AND EFFECTIVE TEAMS*

- Real task, authority, boundaries
- Compelling direction – clear and consequential
- Enabling structure – how team is composed and works
- Organizational support – training, incentives
- Expert coaching

TEAM LEARNING

“A change in the team’s collective knowledge and skill produced by the shared experience of the team members.”

LEADERS WHO PROMOTE TEAM LEARNING*

• Are accessible
• Seek input
• Admit mistakes

STRENGTHS PREDICTORS OF TEAM PERFORMANCE*

- Stimulating, challenging work
- Accomplishment, recognition
- Ability to resolve conflict
- Clear objectives
- Appropriate skills/expertise of team members

POOR PREDICTORS OF TEAM PERFORMANCE*

- Salary
- Time-off
- Visibility
- Longevity of team
- Project duration
- Stability of organization
- Project size/complexity

CONCLUSIONS

• Team approach has large rewards
• Team approach has undeniable risks
• Team leadership requires effective traits and behaviors
• Most important task is selecting the right team
• Teamwork requires appropriate knowledge, behavior, and attitudes
CONCLUSIONS (continued)

• Teamwork has requisite components
• Team performance is shaped by organizational culture
• Team learning and performance are fostered by the leader
• Team performance has predictable determinants
Break
4:14pm – 4:30pm

Sponsorship developing women leaders 2015 Workshop
Networking & Relationship Management
Diane Darling
DianeDarling.com

Sponsorship
developing women leaders

The Women Senior Leaders Network
The University of Texas System
Networking and Relationship Management

January 21, 2015

@DianeDarling
Hidden Arrow?
Remember learning?
Who is Diane?

- Accidental entrepreneur – had success & failure, been fired twice
- World traveler – 60 countries and all 7 continents
- Speaker – motivational, informative, fun!
- Press – WSJ, SF, Int’l Herald Trib
How Diane got to UT

Abby’s predecessor contacted me

Stayed in touch with a postcard

Diane came to MD Anderson to speak

Did an awesome job

Stayed in touch
Event “Whether Report”

Event Evaluation

1. Host organization
   2. Attendees
       2.1. Prospects
       2.2. Clients
       2.3. Competitors
       2.4. Quality
       2.5. Quantity

3. Networking
   3.1. Time
   3.2. Structured
   3.3. Potential client

4. Speaker
   4.1. Who
   4.2. Bio
   4.3. Available

5. Sponsors
   5.1. Potential client
   5.2. Strategic partner
   5.3. Competitor

6. Industry

7. Logistics
   7.1. Location
   7.2. Price
   7.3. Parking
   7.4. Time of day
   7.5. Function

8. Company attendee

9. Networking buddy

10. Board members

11. Weather

12. Cameo

13. Who invited you

14. Goal
Acid Test – Events!
How To Work A Room

The art of building and maintaining mutually beneficial relationships.

It's 8:30 a.m. at an early-morning business-and-technology conference at the Museum of Science in Boston. A model of Skylab hangs from the high ceiling of the upper concourse, giving the room a dreamy feeling. The attendees, a mix of about 700 entrepreneurs, techies, and venture capitalists, have come to discuss deals, money, and jobs.

Don't go in cold

Burling's approach to the event on the Web to get a sense of the audience. "That way, I can do a little research on people I want to meet and get a feel for what information is breaking the tape with them," she explains. "Are they tech people, entrepreneurs? CEOs? VC's? I try to know as much as I can about the crowd before I get up.

Travel Light

Darling wore a beautiful red jacket. "There are a bunch of blue suits here. I started out in pink pants--it's not a bad way. She carries a small leather portfolio that weighs about half the size of a wallet, with her business cards and the other items going out. No fumbling.

Walk the Walk

She walks through the concourse, confident and smiling. "Young people tend to act like teenagers when they come to work, but that doesn't mean they're wrong. Powerful people come to these events because they want to meet other skilled, talented people. So enjoy yourself accordingly. Don't lose your cool. Look like you are having a good time.

Start With Breakfast

Darling sits down to breakfast in the corner where she sits at the table. "People tend to be very comfortable around the food. I like having people together for a meal. It's a great way to get started at an event," says Darling. She sips her orange juice in her left hand as she shakes with her right hand.

Who's Who

I find out what's going on. Darling creates the room to scan names in her memory, giving her an idea of who's in the room, before she plans her next move. "I don't make names up while talking to people. Always make sure you're correct. "Really, really, especially if there's something important to talk about. We've got the event. "And these people are going to be important to your success."

Give and Take

The moderator mentions that he's looking to get in touch with a professional at the event. Darling immediately tells him about the conference and her own connections. "It's a mutual acquaintance. You're introducing me to her, I'm introducing you to her."

It's a Wrap

After three hours, Darling has talked with around 10 different contacts. She leaves the event with some new contacts. She knows the conference will run until the next day. Her phone is on silent, so she can't hear the phone ringing. She leaves the conference with a sense of accomplishment.
Communication Power

Source: “Decoding Inconsistent Communication” – Prof Albert Mehrabian UCLA
Personality Assessment

Friendly | Unfriendly
---|---
Extrovert | Introvert

F.F.I.
What do you see?
Analyze your Network

- Database
- Networks
- Inner Circle
- PBA
- FFF

insightly
LinkedIn & TSA

Diane Darling
Professional speaker, published author, creative entrepreneur, and LinkedIn expert
Greater Boston Area | Professional Training & Coaching

Current: Darling Institute, LLC, Water Cooler Football, Effective Networking, Inc.
Previous: Udemy, UMASS Emerging Leaders Program, 2020 Women on Boards
Education: Simmons College - Simmons School of Management

Summary
- I have a knack for helping people learn how to build mutually beneficial relationships - even if they're an introvert.
- I am LinkedIn member #15,418 and joined it the year it started (2003) and have been speaking and writing about relationship management since 2000.
- McGraw-Hill has published my books that are now in 7 languages.

Profile Strength
All-Star
What to do with all those cards!
Business Cards
Asking for help

- Clear
- Actionable
- Achievable
What do you have to lose?
Then what?
Suggested action items

• Practice your introduction
• Attend a “practice” event (or test random moments)
• Get business cards
• Update your LinkedIn profile
• Reconnect with at least 2 past connections
• Practice 2-3 conversation starters
Thank you! Questions!

- Diane@DianeDarling.com
- Twitter: @DianeDarling
- www.DarlingInstitute.com
- 617-982-3121 :: Google Voice

“Chance favors the connected mind.”

~ Steven Johnson, Author of Where Good Ideas Come From
Day 2

Sponsorship
developing women leaders 2015 Workshop
Being Seen as a Leader:
Self promotion, Gaining Visibility & Executive Presence

Susan Miller, PhD, CCC-SLP
Women Network’s Inaugural Workshop for UT Leaders
It’s Your Turn!

- Quickly review your elevator pitch
- Pair up and deliver your message
- Consider video-recording your delivery on your cell phone
- Provide feedback
Analyze your pitch

• What did you do well?
• What could you do better?
Tips, Tools and Strategies to Engage a Sponsor
Read your audience
How will what you say benefit them?
What is their knowledge base?
What will be their attitude?

Amparo Villablanca, M.D.
What happens when a woman walks like a man?

Jessica Roy
New York Magazine
January 8, 2015
Leading Like a Swan Video
Microphone Use
Kate Middleton – Public Speaking video
Tense vs relaxed speaking

Breathe from below
Open the back of your throat
Relax your jaw to form the vowels
Replenish your breath as needed
Master Relaxed Breathing

Breathe through your nose with your lips closed.

Keep your molars apart and your tongue tip forward.

Air will come in automatically!
Introduce yourself clearly
Say the ends of words
Pronounce all parts of many syllable words
Modify up-talk and glottal fry
Eliminate filler words
Speak in declarative statements. Avoid minimizers and tentative statements. Pause rather than insert fillers. Say ‘thank you’. State your accomplishments. When invited, say YES.
Create Visual Stories

Story Telling

[Image: Woman smiling and book cover with diagram.
Diagram: 'What is' to 'What could be' to 'New bliss (new norm)' steps.
Diagram text: 'Resonate' by Nancy Duarte, author of 'Prezi and Piktochart'.
Know Your Message

Michael Bay video
Message mapping video
I know that our budget is tight for salaries and marketing dollars. However, I’m the 2nd largest producer in my Division. Having my own nurse will get my patients to the OR sooner and will boost patient satisfaction.

**Increase Revenue**
- Increase visit productivity thus number of patients seen
- Nurse review chart
- Schedule needed tests
- Obtain test results
- Arrange medical clearance

**Decrease OR wait time**

**Increase Pt Satisfaction**
- Provide good follow-up
  - Call Pt post discharge
  - Confirm correct meds and refill RX
  - Answer Pt questions
- Increased Pt confidence
  - Decreases litigation risks
- Best and cheapest form of advertising

**Increase Dept Visibility**
- Efficient follow-up
  - Call referring physician or PCP
  - Safe handoff
- Leader in patient safety
  - Prevent loss to follow-up
  - Decrease readmission rate

I appreciate your rapid consideration of this, so we can start recruitment soon.
Develop Your Pitch

Value Proposition

Elevator Pitch
Professional Statement
I help professionals present themselves as dynamic, articulate leaders. Public speaking skills are learned not inherited.

Speakers are videotaped and undergo an assessment of six core competencies to determine their strong and weak areas.

typically speakers are trained online for 2 or 3 sessions via Skype using audio, video and written feedback.

An action plan is developed to provide them with the tools and strategies to achieve their speaking goals.
Melissa Block - NPR
Refine your valuation statement or pitch and deliver it again
What’s next for you?

“Do one thing everyday that scares you.”

Eleanor Roosevelt

• Communicate consciously today.
• Fine tune your professional valuation statement and test it with colleagues.
• Provide your sponsor with ‘meat’ so they can promote you to others.
• Lead like a swan when you return to work.
Day 2
Break
10:00am – 10:15am

Sponsorship
developing
women leaders 2015
Negotiation

Rachel Croson, PhD
Dean, College of Business
UT Arlington
Negotiation is Everywhere

• Explicit/Implicit, Different Domains
  – explicit: buying cars, houses, knicknacks in bazaars, …
  – implicit: correcting overcharges, better cc rates, …
  – family: allocating chores, where to vacation, …
  – work: salary, responsibilities, as representative …

• Multiple parties with conflicting interests, opportunity for negotiation (even within self)
Plan for Today

• Science of Negotiation
  – Distributive vs. Integrative
  – Some tactics to consider

• Art of Negotiation
  – Organize into groups
  – Your challenges and suggestions
  – Report out on one

• Gender, other special topics (?)
Distributive vs. Integrative
Distributive vs. Integrative
Interests
Distributive vs. Integrative
Distributive: Power

• Best Alternative to a Negotiated Agreement (BATNA)
  Know in advance
  Improve on it during the negotiation

• Information
  Identify the others’ BATNA
  Listen more than you talk

• Other sources of power: Time, Need, Authority...
  - Power is necessary but not sufficient
Integrative: Interests

• Identify underlying interests
  Moving beyond positions (orange) to interests (juice, cake)
  Know yourself (introspection)
  Know your counterpart (questions)

• Find jointly improving solutions
  Share information, trust, creativity
  Expand scope of negotiation

• Need to make tradeoffs (NOT SOFT)
Negotiation Group Work

• Count off to small groups (sponsors): 15

• Write your group number down!
  • 1, 2, 3, 4, 5: Tables in the atrium
  • 6, 7, 8, 9, 10: Room 1.138
  • 11, 12, 13, 14, 15: Room 1.140
  • what happens here, stays here

• Share one negotiation challenge they’re facing
  – Work, home, personal, professional, …

• Other group members (and sponsors) advise

• Choose one to present when we reconvene
  (and a presenter)
Your Examples

1. Faculty teaching/research/clinical (50 hours), understaffing (moving?), less clinical time, no policy (establish one!), get a good BATNA, guiding the hiring (NP or PA), identifying the value, when (match with their needs)

2. a. go and ask for promotion/salary; b. unclear policy for this particular position (interdisciplinary), physician/scientist, sponsor, policy, patient, information (precedents) (escalate?)

3. Administrative staffing support; pilot program, use data,

4. Presented research in progress, another researcher working in field, (public), friendship/similarity, co-submit to Science

5. Home/work, spouse high-teaching, low confidence, get him to negotiate his job, present evidence of his value, his needs

6. across-the-board cuts, renegotiate metrics, other parts of the contract, flexible workforce, outsourcing, …

7. merging, bilingual university, steering committee bilingual institute, aspirational or realistic, go in big, concede if necessary, Provost’s interests, alternative funding sources,

8. 
Your Examples (con’t)

• 9.
• 10.
• 11.
• 12.
• 13.
• 14.
• 15.
Takeaways

• Think about your underlying interests
  – Not easy, but important

• Collect information about others’ interests
  – Even harder
  – Know your counterpart
  – Find common points of interest

• Create value
  – Add issues to the table
  – Extend the length of the deal
  – Add parties to the negotiation, …
Your Lessons

• 1.
For Further Reading

- *Getting to Yes: Negotiating Agreement Without Giving In*, by Roger Fisher and William Ury
- *The Mind and Heart of the Negotiator*, by Leigh Thompson
## Self-Reports

<table>
<thead>
<tr>
<th></th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Most recent</td>
<td>4 weeks</td>
<td>1 week</td>
</tr>
<tr>
<td>Next most recent</td>
<td>20 weeks</td>
<td>4 weeks</td>
</tr>
<tr>
<td>Anticipated next</td>
<td>4 weeks</td>
<td>1 week</td>
</tr>
</tbody>
</table>
The Exception

For Self

Women

$44.10

Men

$51.20

$50
The Exception

For Self
Women: $44.10
Men: $51.20

For Other
Women: $50.31
Men: $46.36
Learn to Ask

• Identify opportunities to negotiate

• Make a plan

• Manage your emotions

• Think about negotiating for others (e.g. family)

• Leverage your strengths (details, communication)

• Practice!!!
For Further Reading

- **Getting to Yes**: Negotiating Agreement without Giving In by Roger Fisher and William Ury
- Women Don’t Ask: Negotiation and the Gender Divide by Linda Babcock and Sara Laschever
- Ask for It: How Women Can Use the Power of Negotiation to Get What They Really Want by Linda Babcock and Sara Laschever
General Negotiation Advice

• Prepare!
• Find (early) points of agreement
• Negotiate with the decision-maker (if possible)
• Know your counterpart
• Talk less, listen more, ask questions
• Search for integrative solutions...but don’t forget to claim value too
Job Negotiation Advice

• Reaffirm interest and excitement
  I love you

• Make promises not threats
  If you can’t match, we’re going to (have to) XXX vs
  If you can match, we can sign today

• Be prepared to change the shape of money
  Salary versus benefits
Conflict Management Styles

- **Avoiding**: Unassertive and Uncooperative
  - Diplomatic side-stepping or withdrawing?

- **Competing**: Assertive and Uncooperative (Distributive)
  - Standing up for what’s right or simply winning at all costs?

- **Compromising**: Intermediate assertiveness & cooperativeness
  - Seeking a middle ground or an expedient solution? Satisfying?

- **Accommodating**: Unassertive and cooperative
  - Self-sacrificing generosity or obeying orders/yielding to others?

- **Collaborating**: Assertive and cooperative
  - Identifying underlying concerns and finding solutions
Other Potential Topics

- Media
- Agents
- Teams
- Cross-Cultural/International
Progressive Lunch:
• Pick up a box lunch
• Select a table topic
  - Networking & Social Capital
  - Saying “Yes” & Saying “No”
  - Creating Agreement & Managing Conflict
  - Self-Promotion & Increasing Confidence
  - Managing Up & Down
  - Resilience
  - Communication Practice
• Engage in discussion
• Move to another table with a different topic when the bell rings after 30 min.
Getting to Know Yourself: To Become a More Impactful Leader Part II

Suzanne Farmer, Ph.D.
Assistant Vice President, Talent Management
UT Southwestern Medical Center

Sponsorship
devolving women leaders

2015 Workshop
Debrief Homework

Discuss:

1. What do you value about their style?
   • What you wish was more comfortable for you?

2. If you were going to work on a project or paper together, how would you structure your working relationship?
Breakout Rooms

D
- Lil Tex

I
- Group 1 (10 ppl): Lil Tex
- Group 2 (11 ppl): Lil Tex

S
- Breakout 1.138

C
- Group 1 (12 ppl): 1.140
- Group 2 (12 ppl): 1.140
Breakout Assignment – 30 Minutes

• What is valued by my institution?
  – What activities and behavior gets rewarded?

• What are the implications?
  – What elements of my style can I leverage?
  – Where do I need to flex?
The Sponsor-Protégée Relationship: Expectations and Responsibilities

Elizabeth L. Travis, Ph.D., FASTRO
Associate Vice President, Women Faculty Programs
etravis@mdanderson.org
www.mdanderson.org/womenfacultyprograms

The UT System Senior Women Leadership Network
Workshop: Sponsorship – Developing Future Women Leaders in the UT System

January 22, 2015
The relationship between sponsor and protégée works best when it helps **BOTH** parties.
4 cornerstones of sponsorship

• Trust
• Honesty
• Commitment
• Communication
Both parties

• admire and respect each other
• are loyal
• know they can depend on each other
• protect the other’s interests
• agree on what they want to achieve
• openly communicate
What does a sponsor do?

- Responsible for promotion
- Expand career vision
- Connect you to senior leaders
- Advocate
- Use chips on behalf of protégée
- Focus on career opportunities
- Go out on a limb
- Hot jobs
“A sponsor is... planful about what you do, whom you’re exposed to, what development programs you go to, whom you have lunch with...”
Good sponsors

Offer

Vision

Tactics
Good sponsors…

- groom you to audition
- nudge the director to choose you
- coach you on your performance
- train a spotlight on you while you are onstage
- clap the loudest
Advise on executive presence

Dress “two jobs ahead”
What you should expect from your sponsor

• provide honest feedback on how to:
  ✓ narrow gaps on skills and experience
  ✓ look and act like a leader
• identify opportunities for visibility
• define career goals
• defend you (protégée means one who is protected)
“A protégé who doesn’t do everything in her power to make her sponsor look smart for backing her is wasting the sponsor’s time.”

Sarah Palin  
John McCain

Demonstrate trust
Contribute 110%

Promote sponsor’s legacy
Show loyalty

The Relationship You Need to Get Right, Harvard Business Review. 10/2011
Good protégées...

Maintain the relationship by:

- Meeting deadlines
- Exceeding targets
- Proving she will advance the larger mission
- Regularly meeting with her sponsor
- Looking for opportunities to forge bonds
- Finding ways to support her sponsor’s passion
- Becoming sponsors themselves!
What you should expect from your protégée

- Assume responsibility
- Be self-directed
- Deliver 110%
- Offer skill sets
- Bring a perspective different from sponsors

[Sponsors] just open the doors, right? It’s up to you then to walk through the door and show that you are capable of finding the path.

—Male Protégé
Finding each other

Sponsors seek out exceptional performers hungry for backing.

Protégées seek out leaders who embody their values and value their strengths.

The Relationship You Need to Get Right, HBR, October 2011
The protégée’s role: Be proactive

Successful protégées ask for

- career guidance
- feedback
- stretch assignments
- Input, not a job
Characteristics of a potential protégée

Act like a leader

High performer

Respected colleague

Effective communicator

 Ability to execute
It’s often not whom you know, but who knows you through work projects, recommendations and informal networking.
Summary: A sponsor-protégée checklist

**Sponsor**
- Advocate for next promotion
- Go out on a limb
- Call in favors for you
- Expand your expectations of what you can do
- Make connections to senior leaders
- Advise you on executive presence

**Protégée**
- Can be trusted
- Show loyalty
- Contribute 110%
- Promote your legacy
- Allow you to help shape the next generation of leaders

The Relationship You Need to Get Right, Harvard Business Review. 10/2011
When to end the relationship:
If the relationship is not working

If either party does not...

• meet expectations
• protect each other’s interests
• communicate effectively
• commit to the purpose of the relationship

Be honest and communicate openly with each other that the relationship is not working
When to end the relationship:
When protégée achieves her career goals

- Encourage your protégée to be a sponsor
- And you find another protégée!
Q&A
Day 2
Break
3:45pm – 4:00pm

Sponsorship
developing women leaders

Workshop
2015
Panel Discussion

Moderator:
Rachel Croson, Ph.D.
Dean, College of Business, UT Arlington

Panelists:
• Thomas Burke, M.D.
  Executive Vice President,
  MD Anderson Cancer Network
• Kathleen Gibson
  President & CEP, Southwestern
  Medical Foundation
• Havidán Rodríguez, PhD
  President Ad interim, President, Ad Interim,
  UT – Pan American
Thomas Burke, M.D.
Executive Vice President
MD Anderson Cancer Network

Sponsorship developing women leaders 2015 Workshop

The Women Senior Leaders Network
Developing Future Leaders

Kathleen M. Gibson
Austin, Texas
January 22, 2015
Protégée View
Sponsor View
• Manage self before managing others
• Operate in the gray
• Hard Work is just the start
• Impression you leave
• What is the Brand you want
• Having champions; more than one may be needed
• People trust people they know
• Making time to build trust
• Building relationships that matter
• Learning about senior roles: do you want that job?
• Options have value: do you know what they’re worth?

Consider
• Some would believe that it’s simply not possible to be successful because of various obstacles that will get in their way, like the organizational culture or their own work-life priorities

• The fact that in most organizations there are few female role models at the top serves as prima facie evidence that the opportunities for women are limited. The natural assumption when looking up the organization is that others have tried and not succeeded and “my chances aren’t good.” Whether a lack of opportunity is real or perceived, this real evidence serves as a discouraging impediment

• Many women have not built the same level of personal networks needed to succeed in many organizations that men have. These networks can provide great career leverage, including:
  • receiving ongoing development help from a mentor
  • getting an early warning from the network about upcoming advancement opportunities, and
  • even being identified and sponsored for those opportunities
— Success will come harder if women aren’t establishing the networks and receiving these benefits to the same degree that men have

Network Helps Navigate

http://www.businessinsider.com/women-and-career-advancement-leadership-2014-1#ixzz3GbJgYv8g
Conversation
Advancing and Empowering Women through Leadership Development and Institutional Change

Havidán Rodríguez, Ala Qubbaj, and Marie Mora
The University of Texas – Pan American
UTPA ADVANCE Program

Five-Year, $3.1 million ADVANCE institutional Transformation grant, funded by NSF.

Goal: To increase the representation and advancement of women faculty, particularly Latinas, in STEM academic careers.
Issues Driving UTPA ADVANCE

1) Under-representation of women in STEM, particularly Latinas, in tenure-track and senior faculty ranks.

2) Severe under-representation of women in STEM, particularly Latinas, in leadership positions at the department chair level and higher.

3) Lack of family friendly policies/practices, work-life support, and awareness of gender equity and diversity issues.
# UTPA Female Leadership Representation

## % Women Leadership Representation, by College (Fall 2012)

<table>
<thead>
<tr>
<th>College</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Sciences</td>
<td>58%</td>
</tr>
<tr>
<td>Education</td>
<td>43%</td>
</tr>
<tr>
<td>Arts &amp; Humanities</td>
<td>30%</td>
</tr>
<tr>
<td>Social &amp; Behavioral Sciences</td>
<td>22%</td>
</tr>
<tr>
<td>Business Administration</td>
<td>12.5%</td>
</tr>
<tr>
<td>Engineering &amp; Comp. Science</td>
<td>0%</td>
</tr>
<tr>
<td>Science &amp; Mathematics</td>
<td>0%</td>
</tr>
<tr>
<td>All Colleges/Overall</td>
<td>32%</td>
</tr>
</tbody>
</table>
Major ADVANCE Initiatives

1. Faculty Recruitment
2. Faculty Advancement
3. Policy and Climate Change
4. Education and Empowerment
Advancement Initiative

Objective: Enhance faculty development and leadership opportunities.

✓ ADVANCE Leadership Institute

✓ ADVANCE Administrative Fellows
ADVANCE Leadership Institute

- Designed to **enhance faculty and leadership development** through training, mentoring, and experiential learning.

- **Semester-long program** which involves a kick-off luncheon, eight sessions/workshops, a graduation ceremony, and a **mentoring component**.

- Institute has been open to **all tenured/tenure-track faculty** across campus (but will exclude tenure-track faculty in 2015).

- **Women represent 75%** of all participants.
ADVANCE Administrative Fellows’ Program

- Complements the ADVANCE Leadership Institute by providing faculty **experiential learning** in various administrative offices.

- Program is open to faculty who completed the Leadership Institute.

- Administrative offices and applicants are matched according to their interests/needs.

- Women have represented 75% of all participants.
Policy and Climate Initiative

Objective: Promote a positive workplace climate along with family-friendly policies.

A. Family-Friendly “Family Matters” Policies

- Dual Career academic hiring program, Workload (e.g., Modified Instructional Duties), Maternity/Paternity Leave, Sick Leave, and Tenure policies.

B. Climate Assessments

- Climate Surveys
- In-depth Interviews (with current faculty)
- In-depth “Exit” Interviews (with departing faculty)
**Education & Empowerment Initiative**

**Objective:** Promote campus awareness and workplace diversity and empower faculty and administrators to address gender equity barriers.
Education & Empowerment Initiative

Women’s Faculty Network

- Institutionalized with Bylaws and structure (2013)
- Representation on AAET and AALT
- Very Good participation (79% of all T/TT STEM women, 44% UTPA)
- Networking and development opportunities
- Provides a “safe” environment
Education & Empowerment Initiative

- Training for Search and T/P Committees
- Workshops, seminars, and distinguished speakers
Strategies to Institutional Success

- No single initiative or unique process: **No silver bullet**
- Integrated, university-wide initiatives: A holistic approach
- Institutional commitment
- Vision and leadership of key administrators
- Active engagement and ongoing participation of the University community, including Deans, Chairs, and Faculty
- Institutional Champions: Both Males and Females
- Institutional and external resources
Strategies to Institutional Success

☑ It takes a committed, dedicated, and hard-working team!
Website: [www.utpa.edu/advance](http://www.utpa.edu/advance)

Email: [advance@utpa.edu](mailto:advance@utpa.edu)
Day 3

Sponsorship
developing women leaders

Workshop 2015
System Administration
An Organizational Overview
UT System by the Numbers

• 15 institutions
  – 9 academic institutions
  – 6 health institutions
• 213,000 students (Fall 2013)
• 51,000 degrees/certificates awarded (AY 2013)
• 19,700 faculty (all ranks)
• 71,100 staff
• $15.6 billion annual operating budget (FY 2015)
• $2.5 billion research expenditures (FY 2014)
• $26.6 billion total combined endowment value
A Time of Change

• New Chancellor, Admiral William (Bill) McRaven
• UTPA and UTB combining to form UTRGV
• Medical Schools opening at UTRGV and UT Austin
  — First institutions in the state to have a combined academic and health
• New leadership at the state and federal level
By the Numbers:
Women at UT System Administration
340 women worked at UT System Administration in 2013—out of 602
Most women at UT System Administration have an Administrative/Professional appointment.
Women at UT System Administration are underrepresented in management-related positions.
The breakdown of women in Management-Related positions

- Supervisors: 4
- Managers: 24
- Directors: 29
- Coordinators: 29
- Vice Chancellors: 10
- Chancellor:
Women at UT System Administration are predominantly white, though they are more diverse as a group than the men.
By the Numbers:
Female Faculty Across UT System
Female Faculty Over Time: Percent of Faculty

The proportion of female faculty is basically unchanged from 2006.
Female Faculty: % Female by Rank

Some progress, but still underrepresentation.
Female Faculty: % Female by Tenure Status
Discussion
How to Start Initiatives and Acquire Funding
Building Partnerships & Collaborations
“Economics has made us partners. And necessity has made us allies.”

--John F. Kennedy, 1961

• Increase your resources—when you can’t ask for more money
• Broaden your impact and reach
• Strengthen your voice—two (or more) voices are louder than one
• Raise your profile and enhance your reputation (and your institution’s)
Discussion Points

• Most important partnership—the people who work for you
• Consider internal and external partners
• Think creatively
• What are you bringing to the table? What are you getting in return?
• Talk to others who may have done similar things—and then being that resource for someone else
• Talk to OGC, experts
• Don’t be discouraged
• It always takes longer than you think
• Have a Plan B
Leadership in the National Arena
Discussion Points

• Reputation
• Communication
• Credibility—substance behind the message
Closing Address
Margaret L. Kripke, Ph.D.
Wrap Up

Sponsorship
developing women leaders 2015 Workshop
Although the data are sparse and the jury is still out, sponsorship may be one approach to the problem. What do we have to lose? Not much else seems to be working.

ELIZABETH L. TRAVIS
Houston, Jan. 30, 2013

The writer is associate vice president of Women Faculty Programs, University of Texas MD Anderson Cancer Center.
And...

Women are paying it forward more than men, and they’re largely developing other women.
Our Guiding Principles

• Have Fun

• Be Professional

• Be Relentless
THANK YOU HELEN YIN!!!
Please give us your feedback-hand in your evaluations!

Sponsorship developing women leaders

The Women Senior Leaders Network
The University of Texas System
Meeting adjourns. Thank you!

Sponsorship developing women leaders 2015 Workshop