

Leadership Gems: How to Marry Likeability and Success

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The Double-Bind Dilemma

- Women in traditionally male occupations can either be viewed as competent (a significant hurdle, as evidenced by research) or liked (which, it turns out, is really important and for more reasons than just a desire to be popular)...but rarely both...
- This is called a Double-Bind.

Women and Leadership

“Doing what men do, as well as they do it, does not seem to be enough; women must additionally be able to manage the delicate balance of being both competent and communal.”

-Madeline Heilman and Tyler Okimoto

Heilman et al., also found...

- Both competence and likeability matter in terms of advancement.
- Women who are unquestionably successful (i.e., competent) in masculine occupations are less likely to be disliked if they are communal (understanding, caring, concerned about others).

Likeability

- A study by David Kerpen of successful business leaders was conducted to determine what specific attributes made them “likeable”. The study identified eleven attributes that are responsibility for likeability.

The Top 11 Attributes of Likeability

- Listening
- Story-telling
- Authenticity
- Transparency
- Team Player
- Responsiveness
- Adaptability
- Passion
- Surprise and Delight
- Simplicity
- Gratefulness

Listening

When people talk, listen completely. Most people never listen." - Ernest Hemingway

Successful leaders listen:

- to what people want and need.
- to challenges that people face.
- for meaning, motivation, problems, frustrations, issues, new ideas, feedback, alternatives.
- to colleagues, advisors, funders, reviewers, students, staff, customers, board members, employers, competitors.

Valuable information can come from flawed sources.

Story-telling

"Storytelling is the most powerful way to put ideas into the world today." -Robert McAfee Brown

Successful leaders tell stories to motivate people to join their initiatives and buy into their ideas.

Why? Because storytelling captivates people, helps them remember your message, and motivates them to take action.

Authenticity

"I had no idea that being your authentic self could make me as rich as I've become. If I had, I'd have done it a lot earlier." -Oprah Winfrey

Successful leaders:

- are who they say they are.
- have integrity beyond compare.
- aren't afraid to be vulnerable and humble.

Authentic leaders create a positive, attractive energy that makes everyone want to help them succeed.

Transparency

"As a small businessperson, you have no greater leverage than the truth." -John Whittier

- Leaders who try to keep secrets are eventually exposed.
- Openness and honesty lead to happier staff, students, administrators, and colleagues.
- Transparency decreases stress – you don't have to worry about what you said to whom – and a happier leader is a more productive one.

Team Player

"Individuals play the game, but teams beat the odds." -SEAL Team Saying

No matter how small your work world is, you interact with others every day.

Successful leaders let others on their team shine, encourage innovative ideas, practice humility, and follow best practices for working in teams.

Successful leaders nurture a culture of success within their team and encourage out-of-the-box thinking.

Responsiveness

Life is 10% what happens to you and 90% how you react to it." -Charles Swindoll

Successful leaders:

- are responsive to their students, staff, colleagues, bosses, and external partners.
- insist on a culture of responsiveness within their team.

Responding shows that you care, lets those with whom you work contribute and make a positive impact, and demonstrates respect for the time and issues of others.

Adaptability

"When you're finished changing, you're finished." - Ben Franklin

Successful leaders:

- are flexible in managing rapidly changing opportunities and challenges.
- are humble and willing to adapt – not stubborn and insistent on their own way.
- realize *when* they need to adapt.
- view change as an opportunity to innovate and improve.

Passion

"The only way to do great work is to love the work you do." -Steve Jobs

- People who love what they do don't have to "work".
- People who are passionate about their work have a remarkable advantage.
- Passion is contagious to staff, students, colleagues, administrators...
- People want to follow a passionate leader.
- Find your passion and you will greatly increase your success and impact.

Surprise and Delight

"A true leader always keeps an element of surprise up his sleeve, which others cannot grasp but which keeps his public excited and breathless." -Charles de Gaulle

- Most people like surprises in their day-to-day lives.
- We all like to be delighted.
- Successful leaders deliver unexpected value and benefit, assuring that the people they work with are surprised in a positive way.
- There are a plethora of ways to surprise and delight

Simplicity

"Less isn't more; just enough is more." -Milton Glaser

- People often respond best to simplicity — in design, form, and function.
- Successful leaders take complex projects, challenges, ideas and distill them into simpler components that allow people to better understand and buy into their vision.
- Delivering simplicity requires focus.

Gratefulness

"I would maintain that thanks are the highest form of thought, and that gratitude is happiness doubled by wonder." -Gilbert Chesterton

- Successful leaders are grateful for the people who contribute to their opportunities and success.
- Being appreciative and saying thank you to mentors, students, staff, colleagues, and other stakeholders keeps great leaders humble, appreciated, and well received.
- Being grateful also makes you feel great.

The Golden Rule

Treat others as you would like to be treated.

Successful leaders show others the same courtesy that they expect from them.

Successful leaders hold others in high regard.

These make it easier for those on your team to respect you and motivates them to work with you.

Questions?

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