



Molly D. Shepard  
CEO, The Leader's Edge

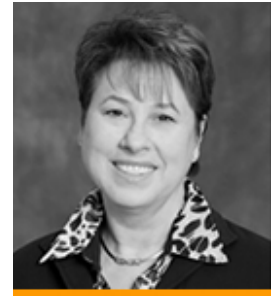
## Molly's Letter

As I read in the news the incredible number of stories about business leaders whose seemingly unquenchable greed, perilous risk-taking, doubtful ethics and outsized egos have put employees and shareholders in tenuous situations at best, I confess to wondering - would we be in these dire straits if women had been in charge? It is my belief that there is ample evidence that we would not.

Most men and women agree, and our research shows, that women's leadership styles are vastly different from men's. In fact, in *The Leader's Edge/Leaders By Design* research studies, men frequently excel in the leadership skills of decision-making and speaking with authority, while women's strengths include listening, empathizing, attending, ethical decision-making, and maintaining respect in conflict. It is precisely these contrasts that can – and would – change the leadership paradigm that has spawned today's headlines. (See *Leadership for Everyone* by Peter J. Dean, Ph.D., 2005)

## New Tech Survey Results! CIOs Use a Distinctive Gender-Associated Leadership Style

by Nila Betof, Ph.D.  
Chief Operating Officer, *The Leader's Edge*



A recent survey, of women leaders in information technology, done with the CIO Council, a major professional association for CIOs, shows that 92% of those surveyed believe that the ability to influence overall success, and view their influencing approach as very different from the style of their male colleagues. The study was conducted The Leader's Edge/Leaders By Design in partnership with a major professional association for CIOs.

Of the 57 respondents, many represented large corporations with over half employed by companies with revenues of over \$1 billion. Most held the title of Chief Information Officer. The study, conducted on-line in the fall of 2008, sought to determine how women CIOs use the art of influencing and was a follow-up to CIO Magazine's "State of the CIO" survey which ranked "influence" as one of the top executive leadership competencies.

Influencing is a critical skill in today's workplace. As organizations have become increasingly complex, more virtual, and flatter in structure, the ability to influence in a variety of ways is paramount to success. It is apparent from the study that women employ a more nuanced approach to the art of influencing, Women capitalize on their natural talents to get ahead and use styles which are significantly different than the men's.

The most frequently-cited approaches used by women to influence others were collaboration, building alliances and actively listening, all of which are considered skills and strengths most often associated with women. Men, on the other hand, are reported to "exert authority" and use the power of their position to influence others. One woman CIO said, "Men use force and power to get their points made." Another commented that "Authority is a tricky thing for women... unless you use caution when setting a tone, you may be characterized as being overly emotional." These contrasts reinforce earlier research by The Leader's Edge/Leaders By Design showing that women not only have very different leadership styles than men but also a narrower band of acceptable workplace behavior.

The study also showed that the majority of women respondents take advantage of skills and styles with which they are most comfortable and which have provided successful results in the past. Yet fewer than half of those polled rated themselves as "very effective" at influencing. This may indicate that women have much to gain from coaching, leadership training, mentoring and other resources. A comprehensive assessment of their individual styles and a plan to address weaknesses would broaden the skills of women, and make their management and interaction with other executives more effective.

For more information on this or other research from *The Leader's Edge/Leaders By Design*, contact Monica Warner at 610 660 6684 or at [mwarner@the-leaders-edge.com](mailto:mwarner@the-leaders-edge.com).



## Sharing in the Workplace How Much is Too Much?

By Stephanie Callison, Ph.D.,  
Senior Consultant

A woman executive I work with tries hard to keep her personal life out of the male-dominated office, and fears the consequences of disclosing too much. She worries that her male peers will not relate to stories about her young daughter, so she positions the one family photo in her office so only she can see it. She worries that if she reveals details of her daily schedule, which includes drop-offs and pick-ups at day care, it may signal to others that she has too much on her plate and can't handle her job. Yet, all of this deception makes her unhappy and she often feels like she is not being true to herself in an effort to fit in.

Many of us have faced similar dilemmas. After all, we have been taught throughout our lives that work life and personal life should not be mixed. Further, we may not be sure what we can safely or comfortably "expose," or we may feel shy about doing so.

So – how much do you need to share in the workplace and how do you reach a "middle ground" between the personal and the professional?

Admittedly, we all walk a tightrope in sharing our personal world within the workplace. If we never find a way to make work personal, it can create a lack of engagement and blunt effectiveness and capacity for insight, motivation, and commitment. The trick is to find ways to be personal without sharing too much. When you encounter that middle ground, you will find that it frees up enormous energy, which is the life blood of personal and organizational effectiveness.

*Stephanie is a senior consultant with The Leader's Edge/Leaders By Design. She has over 20 years of experience in leadership development, executive coaching, and sales/marketing line management. She is a clinical psychologist who was Vice President of leadership development for a Fortune 100 healthcare company before joining TLE/LBD.*

### *Here are some of my thoughts about the subject...*

**Think about how much you want to expose.** Before you share, especially information that is personal in nature, think about how it will effect others' perceptions of you in your work role. Decisions are made and impressions are formed differently at work, and are used for different reasons than with family or friends. For example, if you are being considered for a promotion that requires strong leadership, excellent judgment and good interpersonal skills, you probably do not want to disclose the details of your divorce which may highlight weaknesses and errors in judgment.

**Start with three things.** To increase your comfort level, start with three things you can talk about with almost everyone. Examples might be vacation plans, hobbies, or interests. Decide on your subjects, prepare a mental "script," and sprinkle them into conversations when you feel it's appropriate. Often, when you share, it will lead others to do the same. Knowing a little more about each other in the workplace - within limits – can add to your working relationships.

**Don't be afraid to admit a mistake.** This makes you more human and establishes that you are open to continuous learning. When you talk about mistakes, do so in an objective manner, discuss "lessons learned," and then move on.

**Disclose values.** When talking about your belief or a position on an issue, offer the reasons why you believe something instead of making a statement like, "never hire a friend." Start with a moderate statement that invites discussion, such as "this situation made me question whether it is a good idea to hire a friend" to give your colleague more insight and understanding.

**Be sensitive to your audience.** Balance your impulse to share with what the other person is ready to hear. If you've shared something personal and gotten nothing in return, think twice about doing it again. If, on the other hand, he/she has shared something in return, then you are beginning to establish a relationship. Always think about whether your audience wants more.

**Don't give TMI.** Too much information is worse than none, so set limits. Politics and religion are risky, as are any topics about gender and race. Can the person you're talking with keep confidences? Are you sure? If you are looking for advice and counsel – be sure your colleague really wants that role.

**Show you're "real."** It's okay – within boundaries – to share thoughts about personal strengths, weaknesses and limitations. People can relate to reasons behind why you did something, good and not-so-good things which have happened in the past (lessons learned), and neutral happenings going on outside of work.

## Recent & Upcoming Events

May 8<sup>th</sup>

### Leading Up for Women of African Descent Follow-Up Day

Omni Hotel  
Philadelphia, PA

May 20<sup>th</sup>

### Leadership at the Movies

L.E.A.D. Event with Peter J. Dean, Ph.D.  
Bryn Mawr Film Institute  
6-8pm

May 21<sup>st</sup>

### Enhancing Your Professional Image: Make the Most of Your Current Wardrobe

SAKS Fifth Avenue, Bala Cynwyd, PA  
9am-2pm

June 10<sup>th</sup> – 11<sup>th</sup>

### Women in Technology Women On Board Program

Patton Boggs Offices  
McLean, VA

September 23<sup>rd</sup> – 25<sup>th</sup>

### Executive Off-site

Philadelphia, PA

October 7<sup>th</sup> – 9<sup>th</sup>

### Leading Up Off-site

Philadelphia, PA

October 22<sup>nd</sup> – 23<sup>rd</sup>

### Women On Board

The Ritz-Carlton Hotel  
Philadelphia, PA

## Molly's Letter *(Continued)*

Let's take the example of the three automobile company CEOs who flew, each in one of his own private jets, to Capitol Hill to ask for a hand-out. Or, how about the \$1.6 billion in 2007 salaries, bonuses and other benefits paid out to top tier executives of 116 banks that received a taxpayer bailout for their self-created crisis? Do you honestly think that women executives would be so disconnected to the world around them that they would be oblivious to the ethical, moral and practical implications of these decisions?

Male-dominated corporate cultures have historically employed "command and control" management. This is based on the military model in which a leader makes decisions and his staff obeys without questioning.

This workplace prototype involves power, control and ego – a recipe for financial disaster when it goes awry.

Women's leadership styles tend to be more collaborative, spending more time getting consensus on issues. Women probe and ask questions, looking at all sides of an issue and how it will affect others. This analytical approach can be time-consuming, and often makes task-focused male colleagues impatient. On the other hand, how better to reveal ethical violations, uncover different perspectives, and consider the views of all audiences?

The 2006 study, *The Value of an Ethical Corporate Culture*, conducted at Bentley College, showed that working for an ethical company is more critical to women than to men. However, when women bring ethical issues to the attention of their colleagues, they frequently get a cool reception from the men, who want to avoid getting bogged down in lengthy, controversial issues. In addition, women are often "outsiders," able to get a sense that something is wrong, but not powerful enough to contribute to the decision-making process.

Studies show that cultures can be changed when there is a critical mass of women. For example, the Conference Board of Canada found that 94% of corporate boards with three or more women ensured that their companies had conflict of interest guidelines, compared with 68% for all-male boards. A study in the *Human Resources Management International Digest* confirms this by reporting that at least 35% of a decision-making group should be made up by women in order to have the effect of critical mass. Yet, at this point in time, women comprise only 10% of the board positions in major corporations, and fewer than 15% are in officer positions in these companies.

And, with financial gain at the core of the current scandal-plagued business environment, our research shows that women tend to have motivators other than money. When recounting the reasons for changing jobs, only 5% of *The Leader's Edge/Leaders By Design* survey respondents mentioned money as a critical factor in their decision to leave current positions. Instead, they changed jobs to gain responsibility and be recognized for their contributions. Instead, they changed jobs for more supportive cultures and to be recognized and valued for their contributions.

Though it is difficult to generalize, the preponderance of evidence suggests that, at the very least, women change the dynamic of corporate decision-making. Women bring to the table a broader long-term view on the impact of decisions, regard for the needs of all stakeholders, an awareness of the need for management values and ethical behavior, and an inherent sense of fairness. Would we be better off with gender-balanced leadership where both masculine and feminine qualities are present in top companies? I certainly think so. What about you?



## KUDOS to program graduates and friends on their recent achievements!

- **Lisa Aronson**, Vice President, Quality & Delivery at *The Leader's Edge/Leaders By Design*, was appointed to the Career Wardrobe Board of Directors
- **Virginia (Ginny) P. Barakat**, Vice President of Human Resources for Independence Blue Cross and a member of Philadelphia University's School of Business Administration Advisory Board Executive Committee and Alumni Leadership Council, will be honored at the University's Time, Talent & Treasure Award Reception. Ginny was recently elected for the Philadelphia Workforce Investment Board.
- Congratulations to **Anita Graham**, EVP Corporate Business Services and Chief Administrative Officer at Shire, on the arrival of Lauren Michaela Graham on Saturday, February 21 at 1:53 pm
- **Heidi Hunter** has been named Vice President to the Innovex Global Business development at Quintiles Transnational
- **Mary Krick**, Human Resources Director at PECO Energy Co, was named to the board of the Philadelphia Academies Inc., a non-profit organization that helps prepare public school students in the city for college and the workforce
- **Letizia Amadini Lane** was promoted to Vice President, Alliance Management, Worldwide Business Development at GSK
- **Martha M. Parra** was named as Vice President, Patient Access & Revenue Cycle at The Children's Hospital of Philadelphia
- **Shawn Puccio**, Vice President of Finance North America at Saint Gobain, was elected to the UGI Utilities, Inc. Board of Directors
- **Eleanor D. Thompson, Esq.** of Independence Blue Cross received the TAIG Foundation Community Impact Award. She will be honored at their ninth annual Leadership Awards Ceremony on April 29th, 2009 at the Crystal Tea Room
- **Deb Weinstein** was promoted to Vice President, HR, Oncology R&D - a new business unit for R&D - at GlaxoSmithKline
- **Lisa Aronson and Betsy Reeder** of *The Leader's Edge/Leaders By Design* have received ICF (International Coaching Federation) credentials



### *Client Perspective:*

**Lynn Hochberg**  
Director of Product  
Development  
**Wawa Inc.**

"The Leader's Edge/Leaders By Design delivers skills that are vital to our women and they have worked well within our budgetary guidelines. The whole experience has been very exciting and we have a lot of momentum."

*Tell us about the women's group at Wawa.* Carol Jensen, Wawa's Chief Marketing Officer, was the catalyst for starting the conversation about our women's initiative in 2006. At that time, several of us attended the Women's Food Service Forum and we decided to begin a new program, "Wawa Women Leaders (WWL)." Traditionally, the women in management have not had a chance to interact and get to know one another. WWL is an important way to bring women together to network and, in addition, to help them develop the skills needed to advance their careers. We started with about 30 women, and are now in the process of doubling our membership.

*What programs have you offered through The Leader's Edge/Leaders By Design (TLE/LBD) and what are you planning?* We asked our group of women to identify the specific areas where they are most in need of professional development and education. Based on the responses, working with TLE/LBD, we have created a customized seminar series tailored to Wawa's requirements. Last year we offered 3 seminars: 1) Leveraging Your Strengths, 2) Building Mentoring Relationships, and 3) Enhancing Your Ability to Influence Others. This year, we have added Political Savvy. All are delivered by experienced professionals who make the seminars interactive and engaging.

*What has contributed to the success of Wawa's programs?* We have kept each seminar to a size which allows people to share, ask questions, and discuss issues that are important to them. I would describe it as an intimate environment which also helps in developing relationships among the participants. I personally have gotten to know - and feel comfortable with - a number of women in the company whom I hadn't met before, and we have been able to share experiences and solve problems. The programs help participants solidify skills and bring people together.

*Any final thoughts about WWL and TLE/LBD?* The Leader's Edge/Leaders By Design brings years of experience in important areas of career and personal development to our senior level women. We have confidence in their knowledge - and in their flexibility to work with us and make adjustments to meet our needs. We regard The Leader's Edge/Leaders By Design as a long-term partner.



## Leading a Team of Rivals

By Peter J. Dean, Ph.D.  
*President, Leaders By Design*

Much has been made recently about the term "team of rivals," which is the title of Doris Kearns Goodwin's best-selling biography of Abraham Lincoln, and describes Lincoln's selection of different-minded individuals, many of them former political opponents, for his cabinet. When questioned about his selections of such an opinionated group to be his primary advisers, President Barack Obama responded, "I will ultimately make the decisions, but I want to hear all points of view."

Why does President Obama, like President Lincoln before him, believe a team of rivals will be a benefit to his leadership? How can a team of rivals function successfully together? What leadership best practice behaviors contribute to the team's success – or to its failure? How can a feeling of "we" be created in a group of individuals with dissenting viewpoints, agendas and goals? And, what can business owners/managers and corporate executives learn from this approach to leadership?

The leadership benefits of such 'group-becoming-team' dynamics are many. When a team of experts is encouraged to examine alternative, and possibly opposing viewpoints, individuals often find themselves challenged to defend their ideas. Working through this type of controlled conflict, when the team is led in an atmosphere of trust, can move a group of rivals to a team of rivals. The individuals often evolve from hidden agendas and interpersonal differences to high performance and mature closeness through team synergistic collaboration. As problems are solved by the group, the result is work that has been fully considered and, in essence, pre-tested by the team through more disclosure, more feedback, listening and loyalty by every member of the team. As Peter Drucker has said, "*No executive has ever suffered because his subordinates were strong and effective.*"

However, strong skills are required to lead a group of individuals who are independent enough to see conflict as normal and positive. These skills are particularly important when leading individuals with diverse opinions and backgrounds. A leader who wants – and expects – to be challenged in order to better make a decision must understand the dynamics of the team.

These best practices help people maintain their interest and motivation, and allow the team leader to gain valuable feedback.

*(Continued on Page 6)*

Following are 10 leadership practices that tend to keep members engaged and motivated

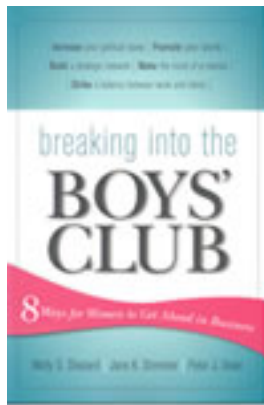
1. **Listen and be fully receptive to all points of view**, recognizing there is no one right way to accomplish goals. This requires an openness and patience on the part of the leader.
2. **Model your behavior to set a tone of openness**, respect and integrity, and require the same from each member of the team. Set procedural rules or guidelines about this early in the team's development.
3. **Address factors creating negative stress**, and design solutions or responses to deal effectively with them. Don't underestimate the influence of the organizational culture or work system.
4. **Encourage team members to contribute in meetings** by giving every individual a voice. People support what they help create, and champion projects in which they feel they have played a role. It is particularly important, in an environment of diversity, to make sure each individual is heard.
5. **Monitor the flow of conversation** and when you see someone dominating the conversation, actively steer away from him or her to an individual who has been silent.
6. **Coordinate and summarize relationships** among various ideas presented by different members to draw the team into dialogue.
7. Understand that precisely because of their differences, **you are likely to encounter vastly divergent reactions to the same news** or information. Anticipate these – and be ready to handle them.
8. **Test group opinions by asking them to vote** on options to determine if there is a need for more discussion when the process is nearing decision time.
9. **Drain off negative tension in interactions** by putting the tense situation in a wider context with the use of humor.
10. **Manage "team wreckers" who seek to disrupt meetings** by their negative and non-functional behavior. Don't allow these individuals to monopolize or sidetrack meetings.

Learn more about how *The Leader's Edge/Leaders By Design* can build your groups into teams. Visit our Web site to read about our team building processes.

## Leading a Team of Rivals

(Continued)

Returning to President Lincoln and his personal leadership style, it is important to note that he had the self-awareness, courage, humility and honesty to keep his own ego needs at bay. His exemplary leadership skills included finding ways to alleviate stress, refusing to be provoked by pettiness, rebuking any feelings of jealousy, demonstrating a willfulness to get things done right and practicing a wide range of emotional strengths. We can all learn from the Lincoln model in leading any team.



### Breaking Into the Boys' Club: 8 Ways for Women to Get Ahead in Business

The new book co-authored by *The Leaders Edge/Leaders By Design* CEO Molly D. Shepard, President of Leaders By Design Peter J. Dean, and Jane Stimmler, is coming May 28<sup>th</sup> to bookstores. It is available for order on Amazon now.

*We would like to congratulate several of our consultants who have recently received Hogan Assessment Certification. The Hogan Assessment evaluates the personality characteristics people need to get along and get ahead, identifies factors that impede career success and assesses business drivers and core values for individual fit within a corporate culture.*

## Women On Board™

### Join us to prepare for your Board leadership!

The Women On Board program will be held October 22nd - 23rd at the Ritz Carlton in Philadelphia. The cost for the two day program is \$3,200. To enroll, contact Monica Warner directly by telephone at 309-966-2531 or email her at [mwarner@the-leaders-edge.com](mailto:mwarner@the-leaders-edge.com).

It will soon be time again for our annual Women On Board program to help senior women leaders prepare for and obtain Board of Director positions. Every year *The Leader's Edge/Leaders By Design* teams up with Diversified Search Odgers Berndtson to deliver this exclusive program to women who are looking to extend their leadership skills to the boardroom. Women who are looking to share their expertise with a for-profit board and women who are interested in serving on the board of a non-profit agency whose mission they champion, and are encouraged to attend Women On Board.

Fantastic guest speakers will join the group and share their personal experiences of serving on a board. This year we are delighted to welcome back esteemed Philadelphia leaders **Charisse Lillie**, Vice President of Community Investment and EVP of the Comcast Foundation at Comcast, **Rebecca Rimel**, President of the PEW Charitable Trust, and **Nancy Reardon**, Chief Human Resources & Communications Officer at Campbell Soup.

The program has been very successful in assisting graduates, many of whom have landed Board of Director positions. Most recently Ginny Barakat, Vice President of Human Resources for Independence Blue Cross, was appointed to the board of directors of Philadelphia University. Yvonne Greenstreet, Chief of Strategy, R&D at GlaxoSmithKline. Yvonne was named as a member of the Product Management Board (PMB) and will play a key role in ensuring alignment between pipeline decisions and the overall R&D strategy.

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