

# Osprey

LEADERSHIP CONSULTING

*Great strategies  
help organizations  
succeed.  
Add great leadership  
and they soar.*



# Perception of Masculine and Feminine Traits

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Studying differences between men and women in the workplace since the 50s

- Shifting results in research
  - Assertive, dominant, strong vs. gentle, sensitive, compassionate, nurturing
- Catch 22: there is an expectation that if women exhibit high levels of masculine traits in the workplace, they do not compromise any of the female traits

## Performance Review / Promotion

- 88% of reviews received by women contain critical feedback
  - “Talented but comes on too strong, too aggressive” - competent but less liked socially than male counterparts
- 58% of reviews received by men contain critical feedback
  - “Patience, listening skills, delegation, leading teams”
- Additional skill development vs. element of personality criticism

Men and women alike agree that it is up to women to adapt or to fit in. It is challenging for women to live up simultaneously to role expectations for their gender and their job.

Research now showing that women with more positive perceptions of their gender identity – the social and cultural expectations associated with ones gender – experiences less of a sense of conflict between being a leader and being a women.

- Female athletes make great employees
- Women had a more positive gender identity when exposed to other female leaders

Both men and women say they prefer male bosses and co-workers

- '53 66% preferred male bosses and 5% preferred female bosses
- '13 35% preferred male bosses and 23% preferred female bosses
- 51% of men say they have no preference and **40%** of women say they prefer a male boss
  - How can we win a game we don't let ourselves play?
  - '14 = 4.8% of F500 CEOs female ('98 = 1)



# Characteristics of World Class Leaders

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- Driven
- Ambition
- Integrity, Grounded
- Resilient, Positive
- Optimistic
- Flexible & Adaptable
- Able to Build/Maintain Relationships
- Comfort with Ambiguity
- Bright, Analytical
- Child-like curiosity
- Self-Aware

**Potential is not the demonstration of acquired assets, but the ability to acquire assets.**

Some characteristics are born

- Intellectual & analytical capability
- Achievement Drive
- Motivation

Some characteristics cannot be developed

- Judgment
- Ability to think critically (Verbal & Analytical reasoning)
- Integrity
- What a person is passionate about
- Pessimism/Optimism
- Competitiveness
- Ability to think strategically

# Characteristics That CAN Be Developed

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**There are more leadership characteristics that can be learned than cannot!**

Characteristics and skills that can be developed

- Self Awareness
- Influencing Skills
- Understanding the Implications of a Behavior – Intention and Impact
- Communication
- Selecting and Developing Talent
- Building and Leading Teams
- Coaching Others
- Functional/Technical Knowledge
- Relationship Management
- Dealing with Stress
- Priority Setting
- Decision Making
- Building Confidence
- Openness, Willingness to Learn
- Adaptability/Flexibility
- Developing Performance Management
- Culture
- Learning to Understand Others
- Thinking More Globally
- Being More Culturally Sensitive
- Working in and Leading Virtual Teams
- Being Part of Multi-cultural Organization
- Address Derailment Issues

- Think about “looking the part” - it’s important to fit in
- Honor the customs, norms and protocol of your audience
- Approach others and be the one to initiate conversations
- Be “interested and interesting”
- When running a meeting, think about “hosting” that meeting. Make everyone feel welcome.
- The ability to put people at ease is a competency
- Be comfortable in your own competence. When someone compliments you, say thank you.
- Be aware of how “bossy” or leader-like you are. (It’s okay to take charge)
- Be careful not to say things forwards and backwards
- SELF AWARENESS



## Sit with presence

- Sit on front 2/3 of chair
- Place feet flat on floor. Avoid crossed legs.
- Keep spine straight
- Rest forearms on table (or hold a pen and paper)
- Keep hands apart and gesture naturally

## Stand with Presence

- Take strong stance
- Feet hip-width apart
- Arms and hands open
- Move only with a purpose
- Do not look at your hands
- Focus your eyes; complete your thought

# STOP COUCHING WHAT YOU SAY

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## ELIMINATE THE WORD JUST

*“I have a dream!”*

**“I’m sorry, I just had this idea — it’s probably crazy, but — look, just as long as we’re throwing things out here — I had sort of an idea or vision about maybe the future?”**

*“I came. I saw. I conquered.”*

**“I don’t want to toot my own horn here at all but I definitely have been to those places and was just honored to be a part of it as our team did such a wonderful job of conquering them.”**

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