



Unleashing the Diversity of Human Potential in the Women's WIN Network



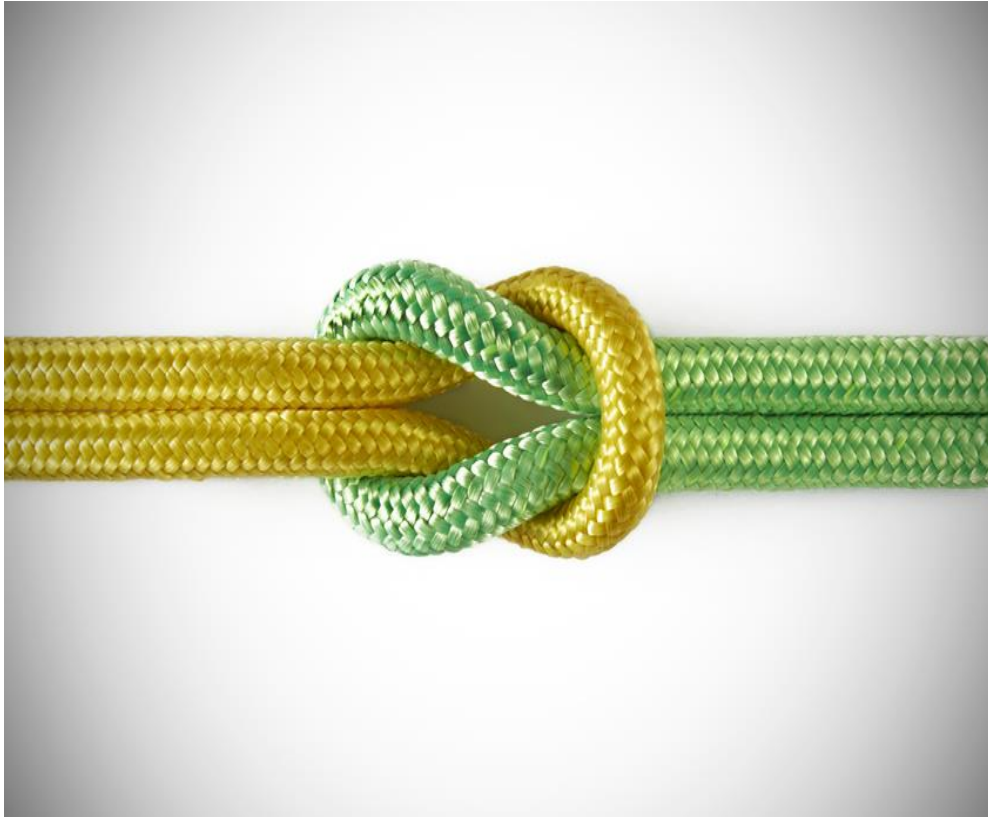
Demystifying Gender Diversity



Today's Trilogy



The Double-bind – what is it?



Defining the Double-bind

- *“For women, **success** and **likeability** are negatively correlated”*
- If a woman is competent, she is not viewed as nice enough but if she's too nice she is not viewed as sufficiently competent

Defining the Double-bind

Going deeper...

- When a man is successful, he is liked by both men and women – when a woman is successful, both genders like her less
- The same behaviour that enhances his status makes her less popular
- Catch-22

Is this true? Hold that thought...



The Double-bind – why does it exist?

Masculine or Feminine Style?	
Fitting In	Competitive
Standing Out	Collaborative
Transactional	Independent
Relational	Communal
Others Focussed	Nurturing
Command and Control	Self-interested
Indirect	Intuitive
Direct	Rational

The Double-bind – why does it exist?

Feminine	Masculine
Fitting In	Standing out
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The Double-bind – why does it exist?

Because of *stereotypes* and *unconscious bias*...

- When we categorise someone as male or female, gender associations are triggered and we perceive them through the filter of cultural norms
- A woman with a “masculine” approach may be labelled as cold, bossy, pushy, disagreeable or worse *because she violates the “feminine” stereotype*
- A woman with a “feminine” approach may be viewed as pleasant, but as not having what it takes to succeed *because the traditional corporate workplace favours a “masculine” approach*



The Double-bind – why does it exist?

But do we need to be liked to succeed?

- Machiavelli – “safer to be feared than loved” versus Marcus Buckingham – “likeability” is a key success factor
- A woman faces **the double-bind** of having to direct, command and control without appearing to do so



A Double-standard?

- “Double-standard” occurs when a man and a woman behave in exactly the same way but are treated differently (and women are judged negatively)
- If a woman adopts a masculine approach, she’s abrasive (not incisive), she’s full of herself (not confident), she’s aggressive (not assertive), she’s hysterical (not displaying appropriate emotion)

Have you experienced double-standards or the double-bind? If yes, when?



The Double-bind: when is it acute?

Negotiation

- Men are 4x more likely to initiate negotiations than women; 57% of men versus 7% of women negotiate their first employment package (*Women Don't Ask: Gender and the Negotiation Divide, 2003*)
- Millennials – 83% of women acknowledge it is important to negotiate; however, only 41% of women had negotiated salary/benefits and only 21% negotiated first job offer (*Survey, 2016*)
- Key reason for the [gender pay gap](#)



The Double-bind and Negotiation

Why don't women negotiate?

- Aside from lack of knowledge on when and how to negotiate... because of the **double-bind**: if women negotiate too aggressively for themselves, they can experience backlash
- Direct and competitive styles result in less pay than for men who use the same style
- Fear of relational, reputational and social costs relating to asking and the fear of long-term negative impact on career



Tactics to Escape the Double-bind

1. Know the **rules of the game** – i.e. be aware that the double-bind exists and if/how it impacts you
2. Be your **authentic self** while selectively and strategically **adapting behaviours**
3. Be brave and tactfully **shine a light on gender bias** when appropriate
4. Recognise you **can't be liked by everyone**



Tactics to Escape the Double-bind

Negotiation

Ask but know how to ask so that asking doesn't backfire

1. **Be relentlessly pleasant** (iron fist in a velvet glove) - substance versus demeanour: calm but firm, disagree in an agreeable way, smile
2. **Legitimise the ask** – industry standards; someone else suggested
3. **Point out the communal benefit** – good for you and the organisation; replace “I” with “we”

Tactics to Escape the Double-bind



*And if your default style is traditionally feminine, invest in your development – know your worth and learn the communication and performance techniques to be **valued, seen and heard...***

A Strategy to Escape the Double-bind



Move yourself and others towards a “centred leadership” style: an approach that fuses masculine and feminine archetypes, anchored in purpose and meaning



Imposter Syndrome – what is it?

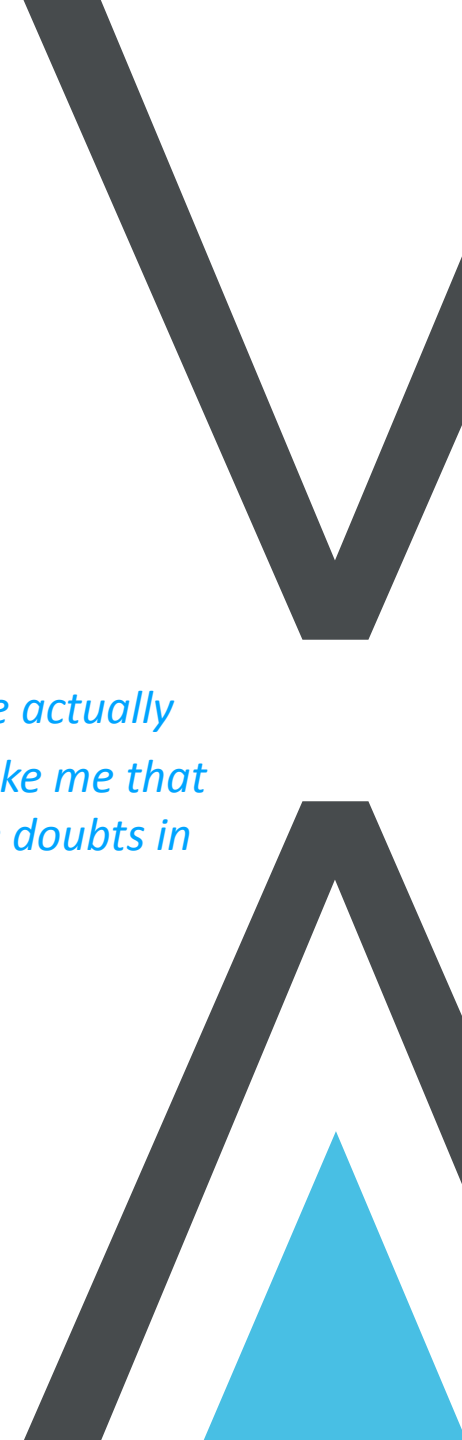


Imposter Syndrome – what is it?

- 1978 paper by two psychologists - *“The Imposter Syndrome in High-achieving Women”*
- People who...
 - feel like a fraud
 - hold a consistent belief in their lack of intelligence, skill, or competence
 - attribute success to external factors; chance, charm, connections, luck
 - are unable to internalise success
- **Gender-linked** insofar as it applies to high-achieving women - study of Harvard law students found that in nearly every category of skills relevant to practising law, women gave themselves lower scores than men
- **What is it not?**
 - Not low self- esteem – can be linked but self-esteem is high enough to be a high-achiever

Imposter Syndrome – who has it?

“I still have a little imposter syndrome, it never goes away, that you’re actually listening to me...it doesn’t go away, that feeling that you shouldn’t take me that seriously. What do I know? I share that with you because we all have doubts in our abilities, about our power and what that power is.”



Imposter Syndrome – who has it?



A Diagnostic*

- Do you attribute your success to good luck or timing?
- When you accomplish something significant, do you think: “anyone could have done it?”
- Do you agonize over flaws and mistakes?
- Do you take constructive criticism extremely personally?
- When you succeed, do you feel like it was somehow one big fluke?
- Do you worry it’s only a matter of time before you’re found out?

Even if you don't have Imposter Syndrome you may identify with some of the thoughts and behaviours or someone who you work with might have it...

Causes

- Family background, academic/corporate culture that fuels self-doubt, a sense of being “other”
- **The Female Factor**
 - Being a woman can mean you’re held to a higher standard (double-bind)
 - Studies have shown that other people are more likely to attribute a man’s success to ability and a woman’s to luck
 - “Stereotype threat” - the risk of confirming a negative stereotype - when internalised as truth, impacts behaviour and can become a self-fulfilling prophecy



Competence Types



In *The Secret Thoughts of Successful Women*, Valerie Young identifies five “competence types”: (1) the **Perfectionist**; (2) the Natural Genius; (3) the Expert; (4) the Rugged Individualist; (5) the Superwoman

Do any of these ring true for you?

Imposter Syndrome In-house

In what ways (if any) does Imposter Syndrome impact your behaviour when working in-house?



Protective Behaviours

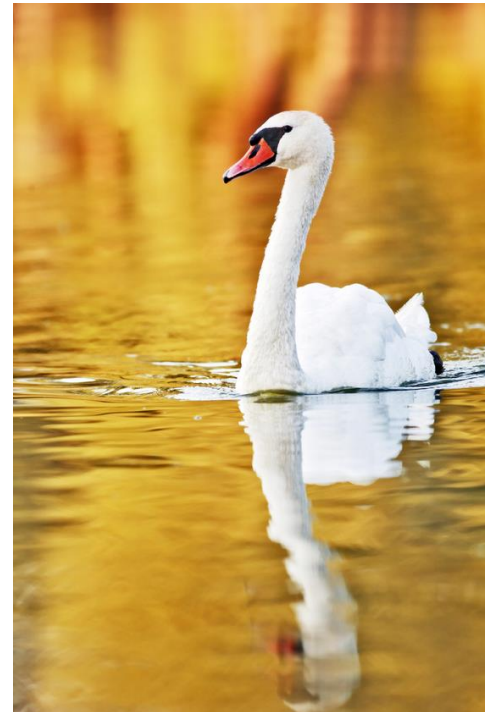
1. Over-preparing and hard work
2. Hesitating or playing small
3. Lowering your profile or constantly choosing to **exit** roles
4. Charm offensives
5. Procrastinating
6. Self-sabotage
7. Verbalising insecurities at work

Some of these behaviours enable you to achieve but perpetuate the syndrome and limit true success



Tactics to Cure Imposter Syndrome

1. Identify your core self-limiting belief and replace with a positive belief
2. Undistort the distortion
3. Keep a list of your successes (and your failures/mistakes)
4. Reframe response to failure, mistakes and criticism
5. Say yes more often – turn your focus outward
6. Contextualise the Imposter Syndrome – you may be comparing your inside to someone else's outside
7. Only talk about it with people you trust



Tactics to Cure Imposter Syndrome

Reframe your response to response to criticism

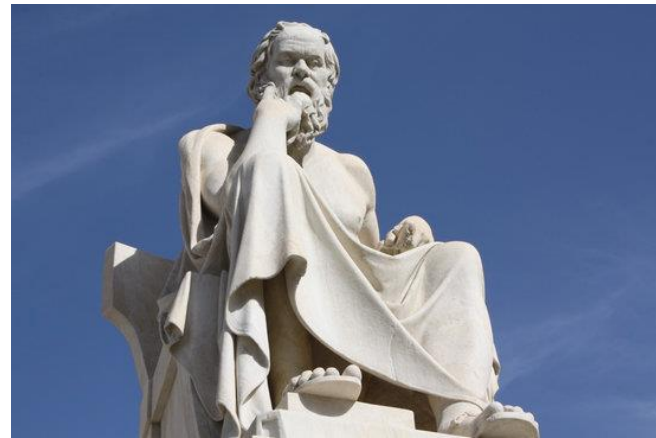
- Not always as simple as “developing a thicker skin”
- Take criticism seriously but not personally
- No dwelling – process and move on – change the channel
- Consider what the criticism says about the other person
- Ask yourself whether you’ve heard this feedback before and accept/reject accordingly
- See constructive criticism as a compliment and an opportunity for growth

Tactics to Cure Imposter Syndrome

Wisdom from the philosophers...

“The solution to the impostor syndrome lies in making a crucial leap of faith, the leap that others’ minds work in basically much the same ways as ours do. Everyone must be as anxious, uncertain and wayward as we are.”

“I know that I know nothing.”

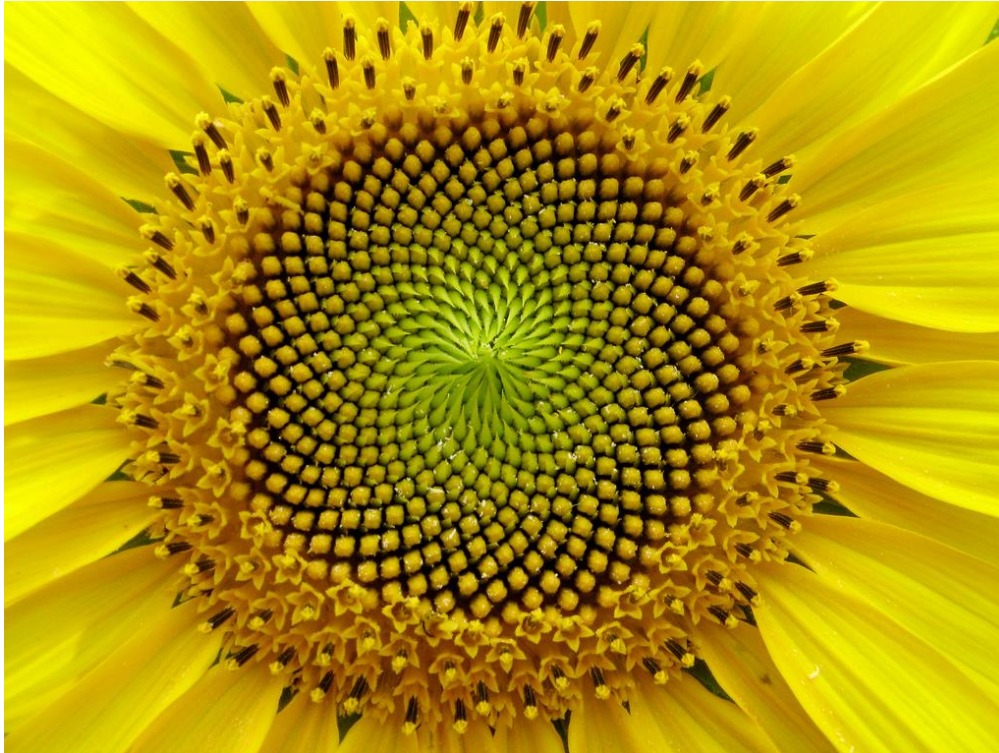


Strategy to Cure Imposter Syndrome



While employing the tactics that resonate with you, what if you could reframe Imposter Syndrome as a positive, functioning to fuel learning and growth, manage risks and deliver excellence?

Perfectionism – what is it?



Defining Perfectionism

- “a **disposition** to regard anything short of perfection as unacceptable”
- “people whose **standards are high beyond reach or reason**...and who strain compulsively and unremittingly toward impossible goals and who measure their own worth entirely in terms of productivity and accomplishment”*
- “the tendency to have standards for yourself (and often others) that are **unrealistically high and impossible to attain**”

*Antony and Swinson, *When Perfect Isn't Good Enough*

Defining Perfectionism

But wait....aren't in-house lawyers supposed to strive to be technically perfect?

*Isn't it all about **high performance**?*



What Perfectionism is not...

- **Not** striving for excellence, healthy achievement or growth
- **Not** about appropriate standards for success
- **Not** about self-improvement or about being your best self



The Perfectionist Spectrum



Perfectionist Thoughts

- All or nothing thinking
- Filtering
- Tunnel vision
- Catastrophic thinking
- Interpersonal sensitivity
- Excessive need for control
- Should statements
- **Inappropriate social comparisons – exacerbated by social media!**



Perfectionist Behaviours

- Overcompensating
- Excessive checking and seeking reassurance
- Difficulty making decisions
- Procrastination
- Excessive Slowness
- Failure to Delegate
- Avoidance



The Costs of Perfectionism

- Depression
- Anxiety and Worry
- Paralysis/missed opportunities
- Anger
- Burn out
- Unhappiness



The Perfectionist Paradox

While behaviours are aimed at maintaining control and order, they can have the exact opposite effect – leading to disorder and lack of control as well as feelings of self-blame, inadequacy and even shame



Tactics to Overcome Perfectionism

Thoughts

“All is as thinking makes it so”

1. Identify perfectionist thoughts
2. List possible alternative thoughts (reframing)
3. Choose a balanced and realistic way to view the situation



Tactics to Overcome Perfectionism

Behaviours

1. **Exposure strategies** – confronting the feared situation until it diminishes
2. **Response prevention** – stop yourself from engaging in the perfectionist behaviour
3. **Prioritising** – make a list, rank in order of importance, complete in that order
4. **Overcoming Procrastination** – chunking
5. **Delegate** – just do it

Strategy to Overcome Perfectionism

Self-compassion

Dr. Kristin Neff – three key elements:

1. **Self-kindness**
2. **Common humanity**
3. **Mindfulness**



An Overall Winning Strategy

Be brave enough to acknowledge and take consistent action to overcome what holds you back in order to find a new level of success that includes not only excellence but meaning, purpose, connection, well-being and joy

