

Claremont Graduate University
Peter F. Drucker and Masatoshi Ito Graduate School of Management
MBA Program

MGT 368
2 unit course Fall 2008

Women in Leadership
Professor Katharina Pick

Class times: Tuesdays 4-6:50 PM

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Course Description

The aim of this course is to provide students interested in leadership with the ideas and insights that pertain specifically to women and leadership. Over the last 60 years, women have made tremendous strides in the ability to shape their destinies. Today women are represented in all sectors of society, at all levels of organizations, and they are taking on important leadership roles in these settings. Historically, however, women have had less access to leadership positions than men, first because of iron barriers and later because of the proverbial “glass ceiling.” This history continues to be an important aspect of life in organizations and for women in particular.

The primary objective of this course is to uncover the unique challenges, constraints, and opportunities that face women today as they ascend to leadership positions in organizations. The issues have to do with managing diversity, the dynamics of power, authority, and influence, being different, and social expectations as they pertain to women. We will explore these topics by drawing on the experiences of women leaders from a variety of sectors and by bringing in important concepts and research insights from psychology, sociology, and business.

A secondary objective of the course is to allow students to reflect on their own experiences; to provoke them to think about their own assumptions and to help them develop their own perspective and leadership style. The purpose is not to provide students with a set of clear-cut tactics, but rather to expose them to the issues related to women in leadership and provide a basis for them to be aware, thoughtful, and confident members of organizations.

Finally, this course is a collaborative endeavor. It is the first time that a course on women and leadership is being offered at The Drucker School. We have the opportunity to learn a tremendous amount from each other and to develop a collaboration that will carry on over years beyond the end of the course.

Course Objectives

Uncover the assumptions in how we think about women leaders
Find commonalities and differences among the women leaders studied in the course
Develop a deeper understanding of your own experience of diversity, gender, social identity
Reflect on your own goals, strengths, and style as a leader

Course Requirements

Reflection Journal

Each student should keep a weekly reflection journal to tie the themes of the class to personal experiences. Each student will be asked to submit two 2-3 page entries to this journal over the course of the seven weeks. Timing is at the student's discretion. Each submitted entry should connect one or more themes discussed in class to a particular experience from the student's life in a way that demonstrates thoughtful analysis and learning.

Final Paper

Each student must submit a final paper that is eight to ten pages in length. The paper should be a case study based on one personal/professional experience or that of someone close to the student. The student should describe the experience and then use it to speak to one of the five course objectives listed above. The student should also draw on readings and examples of leaders studied in class. Four students will be exempt from writing this paper and will instead present their case study and analysis orally in a 15 minute presentation on the last day of class. Each presentation will be followed by 10 minutes of discussion and comments from the class.

Class Participation

Each student should come to class ready to contribute thoughtfully and frequently to class discussion. This means having read the material in advance of class and being prepared to engage in a critical analysis of the ideas put forth in the readings. Cases should be read and prepared thoroughly with the guidance of the discussion questions to be handed out.

Evaluation and Grading

Reflection Journal Submissions 20%
Final Paper/Presentation 30%
Class Participation 50%

Syllabus

Week 1 Setting the Stage

Why study women and leadership? What does it take to lead? What is different for women?

Readings:

“Is There Still a Glass Ceiling?” and “Where Are the Women Leaders.” Chapters 1 and 2 in *Through the Labyrinth*, by Eagly and Carli, pp 1-27.

“The Difference ‘Difference Makes,’” Chapter 1 in *The Difference “Difference” Makes*, by Rhode, pp 3-34.

The Feminine Mystique, by Frieden, pp. 15-32.

“Leadership, Authority, and Women: A Man’s Challenge,” by Heifetz, in *Women and Leadership*, by Kellerman and Rhode, pp 311-325.

Case Discussion:

“Katharine Graham”

How Katharine Graham, thrust into the leadership position in a “man’s world” at the Washington Post Company, builds power and authority and becomes a leader.

Week 2 On Being Different

How we can understand diversity and the psychology of being different. Leading and surviving when you are different.

Readings:

“Making Differences Matter: A New Paradigm for Managing Diversity,” *Harvard Business Review*, by Ely and Thomas, pp 1-14.

“Who Tempered Radicals Are and What They Do” and “Different Ways of Being ‘Different,’” Chapters 1 and 2 in *Tempered Radicals: How People Use Difference to Inspire Change at Work* by Meyerson, pp 1-33.

Case Discussion:

“Cathy Benko: WINning at Deloitte”

The story of the Deloitte & Touche’s Initiative for the Retention and Advancement of Women (WIN)

In-Class Video: “A Tale of ‘O’: On Being Different” (by Rosabeth Moss Kanter)

Week 3 Nature versus Nurture

Are men inherently different from women? Do men make better leaders? Do we think of women leaders differently?

Readings:

“Are Men Natural Leaders?” and “Do Women Lead Differently from Men?” Chapters 3 and 8 in *Through the Labyrinth*, by Eagly and Carli, pp 29-48, pp 119-135.

“Ways Women Lead,” in *Harvard Business Review*, by Rosener, pp 1-10.

“Crossing the Bridge: Reflections on Women and Leadership,” by Keohane, in *Women and Leadership*, by Kellerman and Rhode, pp 65-88.

“The Great Women Theory of Leadership? Perils of Positive Stereotypes and Precarious Pedestals,” by Pittinsky, Bacon, and Welle, in *Women and Leadership*, by Kellerman and Rhode, pp 93-116.

Case Discussion: “Anne Mulcahy” Leading Xerox through crisis.

Week 4 Power and Influence

How do women negotiate, compete, relate, and build power. Do women have propensities or preferences that influence how and whether they get to lead?

Readings:

“Women Don’t Ask,” Chapter 1 in *Women Don’t Ask: Negotiation and the Gender Divide*, by Babcock and Laschever, pp 1-16.

“Constraints and Triggers: Situational Mechanics of Gender in Negotiation” working paper by Bowles, Babcock, and McGinn, pp. 1-12.

“How Star Women Build Portable Skills,” in *Harvard Business Review*, by Groysberg, pp 1-8.

Case Discussion:

“Margaret Thatcher”: Margaret Thatcher's rise to the leadership of Great Britain's Conservative Party.

Week 5 The Challenges of Work-Life Balance

What issues do women face in managing work and non-work roles, expectations, and desires?

Readings: “A Traditional Marriage,” “Two Transitional Marriages,” and “A World in Transition,” Chapters 4, 5, and 7, in *Kidding Ourselves*, by Mahony, pp 67-114, pp 133-162.

“Do Family Responsibilities Hold Women Back?” Chapter 4 in *Through the Labyrinth*, by Eagly and Carli, pp 49-65.

“The Opt-Out Myth,” in *Columbia Journalism Review*, by Graff.

Case Discussion: “Patricia Fili-Krushel”

Pat Fili-Krushel’s career change. Moving cross-country and accepting the position as second in command at Time-Warner.

Week 6 Women in Organizations: The Constraints and Opportunities

What are the constraints that organizations can put on women? Why do women leaders thrive in some organizations and not others? What opportunities are there for women to make change?

Readings: “Do Organizations Compromise Women's Leadership?” Chapter 9 in *Through the Labyrinth*, by Eagly and Carli, pp 137-160.

“Using Difference to Make a Difference,” by Meyerson and Ely, Chapter 12 in *The Difference “Difference” Makes*, by Rhode, pp 129-140.

“Turning Personal Threats into Opportunities,” Chapter 4 in *Tempered Radicals: How People Use Difference to Inspire Change at Work* by Meyerson, pp 57-76.

Case Discussion: “The Individual and the Corporation: Kathy Levinson and E*Trade” *A conflict between personal values and leadership responsibilities.*

Week 7 Stepping Into the Future :

How do you plan your career with the tensions and unique challenges in mind? What are the individual, organizational, and institutional changes that can make a difference?

Readings: “Are We Preparing Ourselves to Lead?” by Linda Hill, in *The Difference “Difference” Makes*, by Rhode, pp 144-167.

“How Do Some Women Find their Way Through the Labyrinth,” Chapter 10 in *Through the Labyrinth*, by Eagly and Carli, pp 161-182.

“Taking Your Place at the Leadership Table: It’s Still a Test,” Chapter 1 in *Her Place at the Table: A Woman's Guide to Negotiating Five Key Challenges to Leadership Success*, by Kolb, Williams, and Frohlinger, pp 1-16.

“Bringing Your Whole Self to Work: Lessons in Authentic Engagement from Women Leaders,” by Morgan Roberts, Chapter 12 in *Women and Leadership*, by Kellerman and Rhode, pp 329-352.

Student Presentations and Discussion