



The Science of Women's Leadership

ALEXIS KANDA-OLMSTEAD
Director of Advancement Talent
Dartmouth College



Army Brat

Michigan Alumna

Generation X

Woman of Color

Wife and Mother

Vermonter by way of Colorado

25 Years in Higher Education

ENGAGE. EMPOWER. INSPIRE.

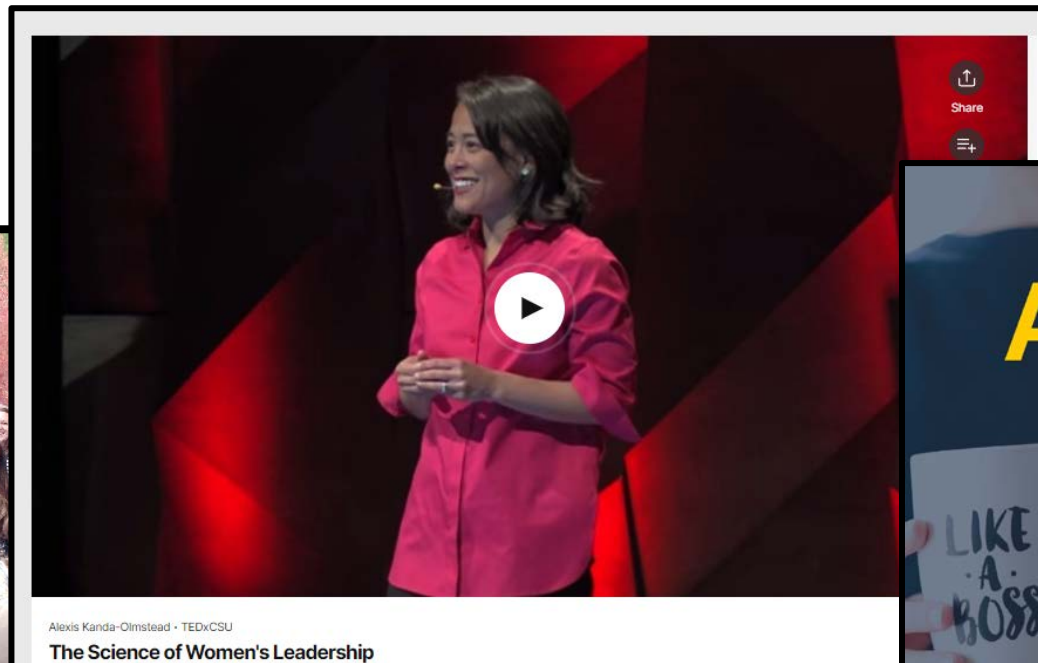
An abstract graphic featuring a range of mountains in various shades of blue and teal. Overlaid on the mountains are numerous thin, flowing, golden-yellow lines that create a sense of movement and connectivity across the scene.

2023 Women in Financial Services Conference

I got angry.

Sandra Thompson

Director of the Federal Housing Finance Agency



Amplify

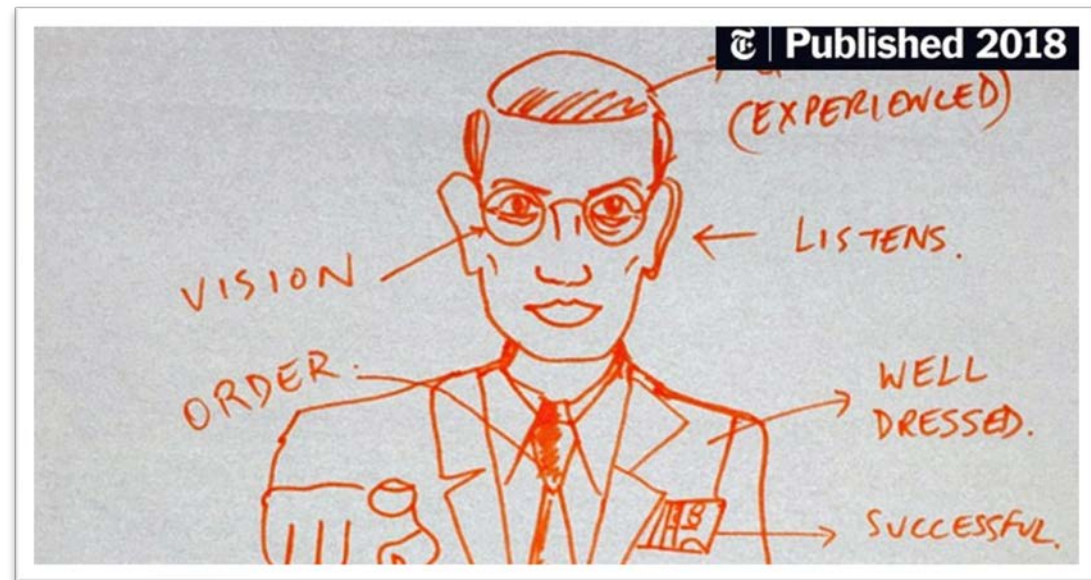
In-person retreat
Online group learning
Unlimited support

LIKE A BOSS

CASE **WOMEN & GENDER INITIATIVE**
Sponsored by the CASE D1 Venture Fund

Picture an effective leader.

What qualities do they embody?





Carla Harris

Who leads matters.

adrienne maree brown

Author of Emergent Strategy: Shaping Change, Changing Worlds



GENDER & EXTERNAL BARRIERS TO LEADERSHIP

LEAKY PIPELINE, BROKEN RUNG, SECOND GENERATION BIAS



GENDER

The characteristics of women, men, girls and boys that have been created and accepted by society.

World Health Organization



Influence of Gender

Personal behaviors
Appearance
Communication patterns
Interpersonal relationships
Physical spaces
Spending habits
Academic pursuits
Career choices
Social activities
Parenting roles



Resting metabolic rate (how fast we generate heat) based on a 40-year-old man weighing about 154 pounds.

5-8 pounds of force
(Based on a man's arm)



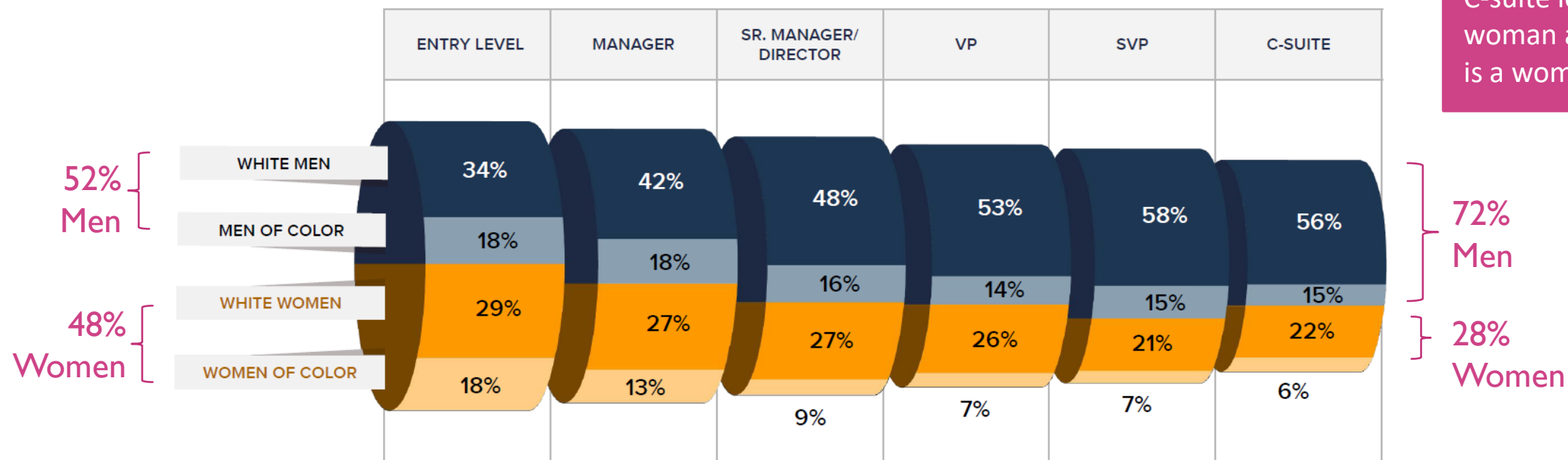
Fits a 5'8" to 5'10" person
(5'4" = Average woman's height)

THE LEAKY PIPELINE

REPRESENTATION IN THE CORPORATE PIPELINE BY GENDER AND RACE⁷

WOMEN MEN

% of employees by level at the start of 2023



Although they enter at similar rates, only 1 in 4 C-suite leaders is a woman and only 1 in 16 is a woman of color.

Women are more ambitious than before the pandemic—and flexibility is fueling that ambition.

Workplace 2023 Report by McKinsey & Company

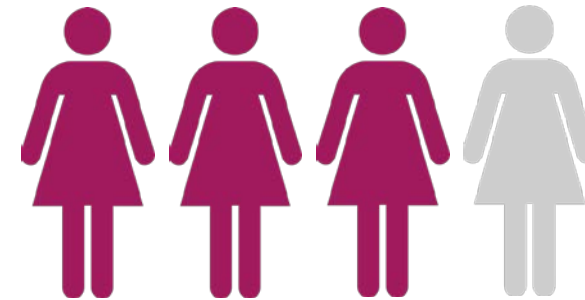
9 IN 10 WOMEN

Want to be promoted
to the next level



3 IN 4 WOMEN

Aspire to become
senior leaders

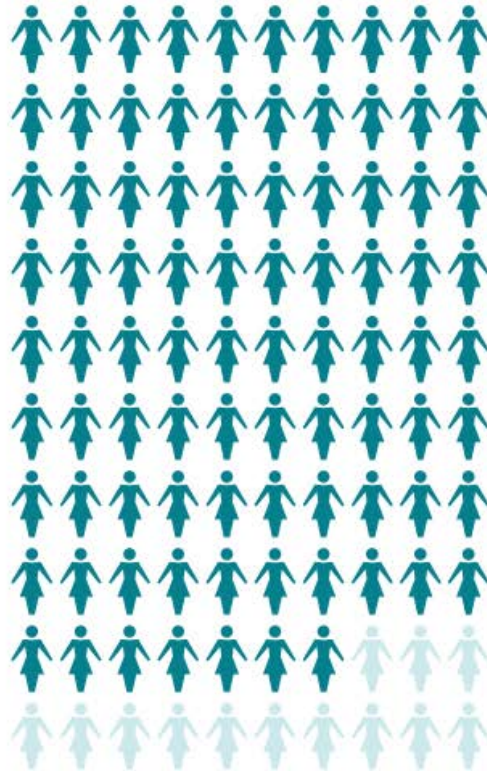


THE BROKEN RUNG

For every 100 men who are promoted...



87 women are promoted and...



82 women of color are promoted



Women lose the most ground at the first step up to manager. As a result, men significantly outnumber women at the manager level and women can never catch up.

SECOND-GENERATION BIAS

OVERWORKED AND UNDER-RECOGNIZED

- Women leaders do more to support and mentor staff, lead DEI efforts, and volunteer.

UNPAID LABOR

- Women are 2-4x as likely to be doing all of the household labor as compared to their men counterparts.

MICROAGGRESSIONS

- Women are far more likely than men to have colleagues question their judgment, comment on their emotional state, or imply they are not qualified for their jobs.

OFFICE HOUSEWORK

- Women are more likely to be tasked with non-promotable responsibilities (taking notes, planning events).



GENDER & INTERNAL BARRIERS TO LEADERSHIP

GENDER ROLES, LEADERSHIP DOUBLE BIND, INTERNALIZED SEXISM



GENDER ROLES

Society's concept of how people are expected to look and behave based on societally created norms for masculinity and femininity.

—

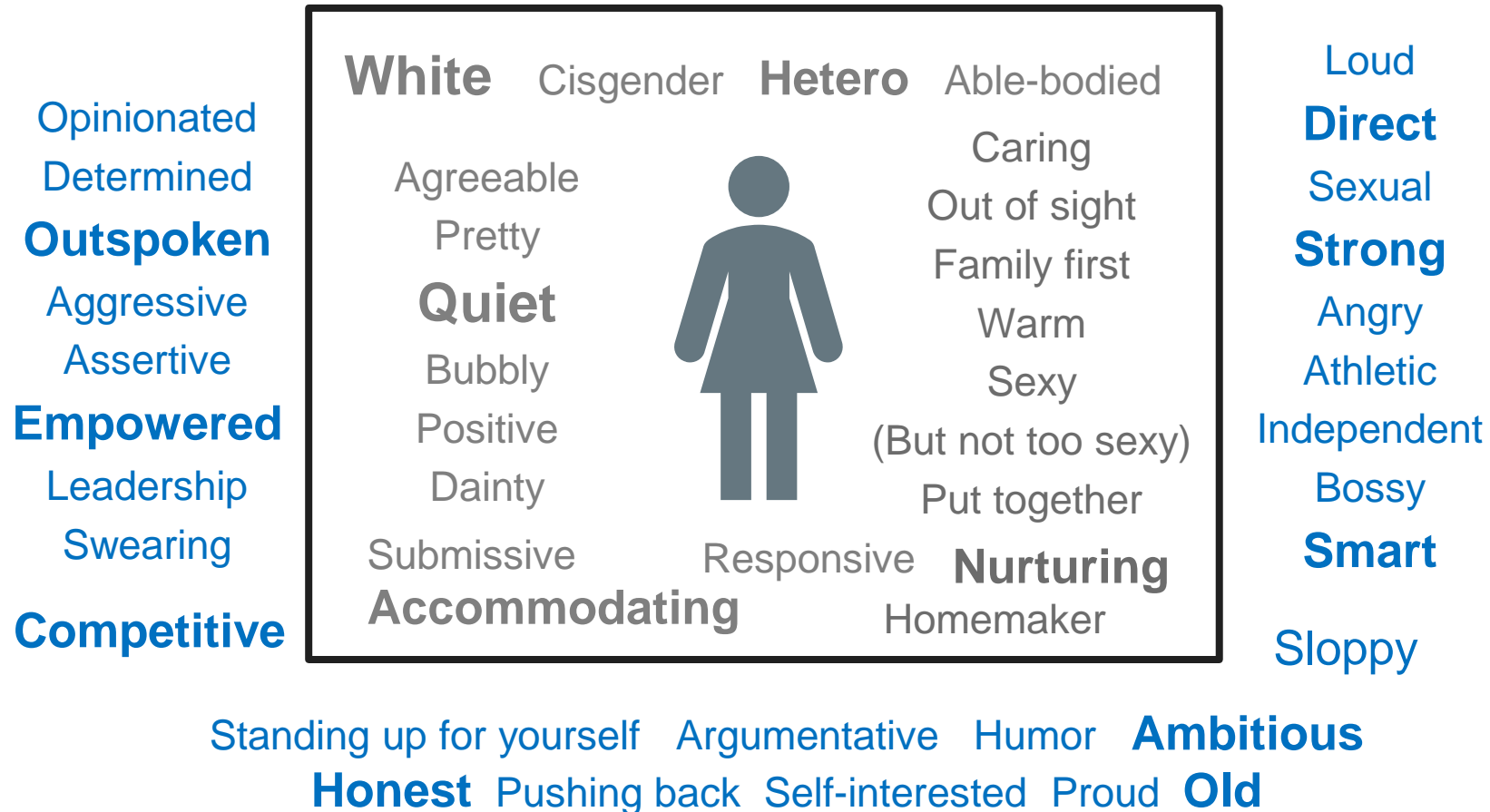
Barbie & Ken



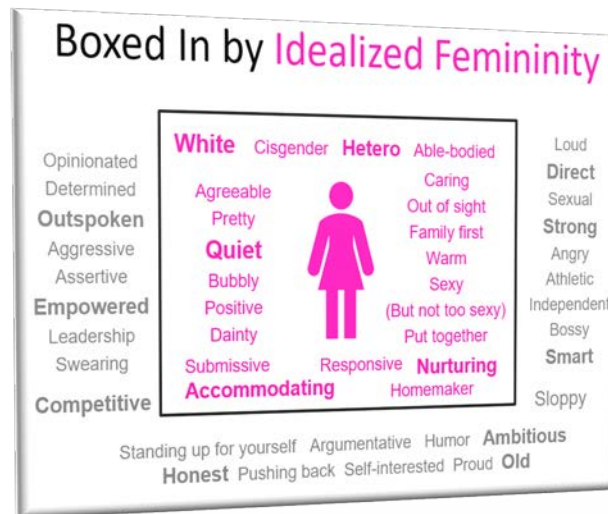
Boxed In by Idealized Femininity



Boxed Out by Idealized Masculinity

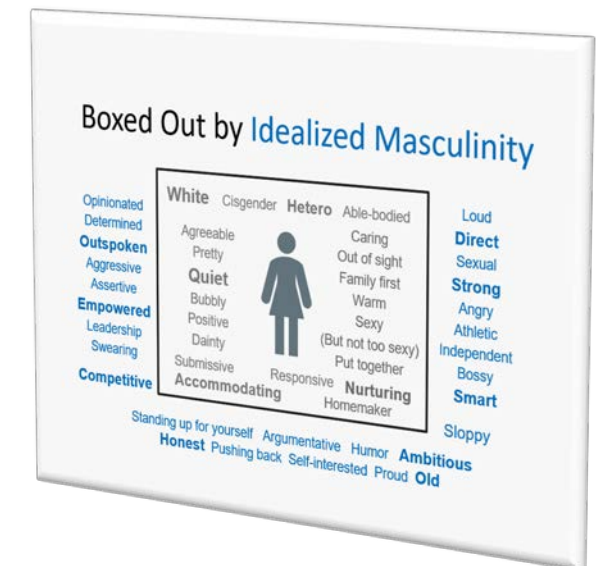


LEADERSHIP DOUBLE BIND



You can be a good woman
but then you're a bad leader

You can be a good leader
but then you're a bad woman



INTERNALIZED SEXISM

Attitude	Men	Women
Success	Attribute to Skill	Attribute to Effort and Luck
Failure	Attribute to Bad Luck	Attribute to Inability
Applying for jobs	More likely to apply	Less likely to apply
Performance	Higher than Peers	Equivalent to Peers

INTERNALIZED SEXISM

Attitude

Men

Women

Men will apply for jobs when they meet 60% of the qualifications.
Women will apply when they meet 100%.

Applying for jobs

More likely to apply

Less likely to apply

Performance

Higher than Peers

Equivalent to Peers

INTERNALIZED SEXISM

Attitude

Men

Women

Authentic Overconfidence = +40%

Applying for jobs

More likely to apply

Less likely to apply

Performance

Higher than Peers

Equivalent to Peers



WOMEN'S LEADERSHIP PRACTICES

REFRAME, NAVIGATE, ADVOCATE



WOMEN'S LEADERSHIP PRACTICES

Reframe To look at something in a new way

- Reconceptualizes our current reality into something productive and inspiring

Navigate To avoid or go around obstacles

- Positions us to take advantage of opportunities and create new possibilities

Advocate To create change for self and others

- Helps us identify and take action to achieve equality

Reframe

FROM WEAKNESS TO STRENGTH





What values have you developed because of your identity as a woman and/or other marginalized identity?

Journal

Achievement	Equality	Honesty	Peace
Adventure	Excellence	Humility	Perseverance
Authenticity	Fairness	Humor	Relationships
Beauty	Faith	Inclusion	Respect
Bravery	Family	Integrity	Responsibility
Commitment	Financial stability	Joy	Service
Community	Freedom	Justice	Simplicity
Compassion	Friendships	Kindness	Spirituality
Courage	Fun	Learning	Stability
Creativity	Generosity	Love	Success
Curiosity	Gratitude	Loyalty	Trust
Dignity	Growth	Optimism	Truth
Diversity	Happiness	Passion	Wellbeing
Empathy	Health	Patience	Wisdom

A word cloud featuring various positive traits and values. The words are arranged in a dense, overlapping manner, with some words being significantly larger than others. The colors of the words are diverse, including shades of green, purple, blue, brown, and red. The background is a solid dark green.

power tough hard-working faithful curiosity relationships creative harmony education
parent responsible bravery perseverance understanding service-oriented
gratitude resilient compassion respect responsibility endurance
proud dignity love give team empathy fair loyalty authentic
discipline trust financial resilience humor well
choice commitment stability fun kindness supportive truth
nice boldness success courage integrity service creativity growth
independent honesty community fairness humility accountability
learn christian passion gratitude authenticity joy loyal awareness committed
flexibility player adaptability compassionate generosity patience relationship consistent

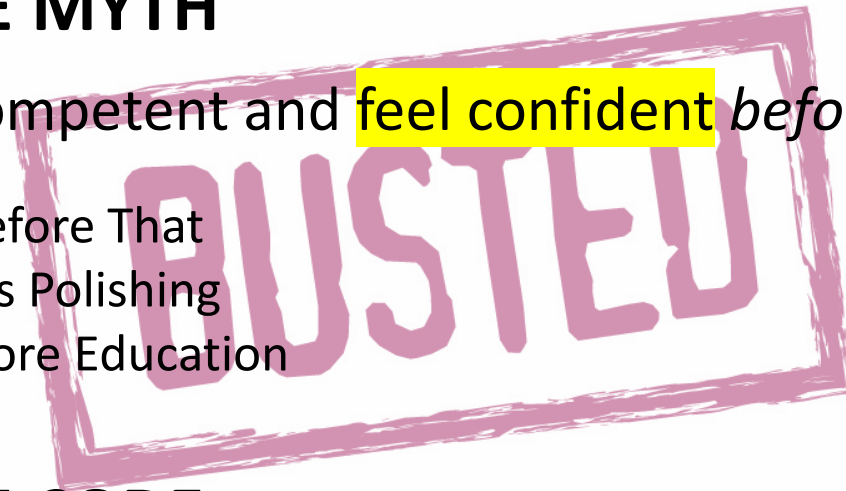
Navigate

FROM THOUGHT TO ACTION

CONFIDENCE MYTH

You must be competent and **feel confident** *before* you take action.

1. This Before That
2. Endless Polishing
3. Evermore Education



CONFIDENCE CODE

You must be competent and take action *before* you **feel confident**.

60% Confidence Rule

Am I at least 60% confident that I can do this?

(If yes, then do it.)

60% + 40% (Gender Confidence Gap) = 100%

Letter Grade	Grade Point	Percentage
A	4.0	94 - 100%
A-	3.7	90 - 93%
B+	3.3	87 - 89%
B	3.0	83 - 86%
B-	2.7	80 - 83%
C+	2.3	77 - 79%
C	2.0	73 - 76%
C-	1.7	70 - 72%
D+	1.3	67 - 79%
D	1.0	60 - 66%
F	0.0	0 - 59%





Where can you use the
60% Confidence Rule at work?

Journal

Advocate

FROM ME TO WE

My family

My colleagues

Women who will
come after me

My team

Women who came before me



Who is the “we” that
inspires you to be brave?

Journal

WOMEN'S LEADERSHIP PRACTICES

Reframe

Reflect on your values – especially the ones that give you strength - before you do anything that scares you

Navigate

Practice the 60% Confidence Rule - Am I at least 60% confident? – and do the thing

Advocate

Focus on your “we” to inspire you to create change for yourself and others



SYSTEMIC CHANGE

ORGANIZATIONAL EFFORTS, MEN AS ALLIES



ORGANIZATIONAL EFFORTS

Career Path	Develop women from early career to executive level
External Support	Provide external support for women's advancement
Inclusion	Ensure inclusion at all levels of decision making
Accountability	Build into performance measures
Assessment	Monitor progress and outcomes from equality initiatives

MEN AS ALLIES

Share opportunities

- Do less, not more
- Pass up and pass on

Publicly celebrate accomplishments

- Acknowledge contributions at meetings
- Increase visibility by creating opportunities

Share the non-promotable workload

- Volunteer for “office housework”
- Redirect gendered volunteering for these tasks

NEXT STEPS

1. Push for **systemic change** (recruitment/hiring, promotions, compensation, family leave)
2. Identify **men allies** and share this presentation
3. Utilize the following women's leadership skills:
 - Reframe: **Reflect on your values** before you do anything that scares you
 - Navigate: Practice the **60% Confidence Rule** and just do the thing
 - Advocate: **Focus on your "we"** to create change for yourself and others
4. Continue your learning with these books, reports, and podcasts
 - [Women in the Workplace 2023 \(McKinsey & Company\)](#)
 - [Playing Big: Practical Wisdom for Women Who Want to Speak Up, Create, and Lead \(Tara Mohr\)](#)
 - [Women at Work Podcast, Harvard Business Review](#)



Comments & Questions

AKO COLLECTIVE

ALEXIS KANDA-OLMSTEAD

HOME • TRAININGS & KEYNOTES • VLOG (VIDEO + BLOG) • WRITING • ABOUT • TESTIMONIALS • CONTACT

Thank you!



Alexis Kanda-Olmstead



kandaolmstead@gmail.com



Alexiskanda-olmstead.com



CONSCIOUS BRAVERY

Resilience | Resistance | Revolution