LEADERSHIP COMMITTED TO EQUALITY

Presented by
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Timeline of Leadership Scholarship

- **1920s and 1930s – Traits of Leaders.**
  - Leaders were born, not made.
  - Included physical traits of young, tall, handsome, male, and White.
  - Dale Carnegie era.

- **1939 – Leadership Styles in Government (Lewin et al.).**
  - Authoritative, Laissez-Faire, Democratic.

- **1960 – Theories X & Y (McGregor).**
  - X = top down.
  - Y = two-way communication.
Timeline of Leadership Scholarship

- **1964** – Situational: Managerial Grid (Blake & Mouton).
  - Concern for People vs Concern for Production.
  - Country Club, Team Leader, Middle of the Road, Impoverished, Authoritarian.

- **1968** – Types of Power (French & Raven).
  - Legitimate, Coercive, Reward, Expert, Referent, Connection.

- **1977** – Situational Leadership Theory (Hersey & Blanchard).
  - Added “Readiness of Followers” to 1964 Grid.
  - Telling, Selling, Participating, Delegating.
Timeline of Leadership Scholarship

• Mid 1990s – Transformational Leadership & Gender Scholarship.
  • *Gender and Sex are not the same.*
  • *Gender is learned.*
  • *Gender is on a sliding scale (Feminine ↔ Masculine).*
  • *Gender is situational.*
Gendered Leadership

**Feminine/Transformational**
- Similar to Theory Y
- Collectivist/Diverse Viewpoints
- Team Approach
- Cooperative
- Transparent
- Blending of Work/Home
- Empathetic

**Masculine/Transactional**
- Similar to Theory X
- Patriarchal
- Top-Down
- Competitive
- Secretive/Small Circle
- Compartmentalized
- No Excuses
Mitch Landrieu
Mayor of New Orleans (2010-18)
Why I want to start talking about leadership committed to equality rather than gendered leadership:

- There are many (pro) feminist men committed to equality.  
  - *Mitch Landrieu.*
- Feminism is about equality.  
  - *False dichotomy of men v. women.*  
  - *Pew Research Center Study.*
- Intersectionality.  
  - *Crenshaw & WOC scholars in the early 1990s.*  
  - *Pay Gap data.*
Feminism is about Equality

Women Seen as More Compassionate, Men More Decisive

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>More true of women</th>
<th>More true of men</th>
<th>Equally true of both</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compassionate</td>
<td>65</td>
<td>2</td>
<td>32</td>
</tr>
<tr>
<td>Organized</td>
<td>48</td>
<td>4</td>
<td>46</td>
</tr>
<tr>
<td>Honest</td>
<td>29</td>
<td>3</td>
<td>34</td>
</tr>
<tr>
<td>Innovative</td>
<td>11</td>
<td>12</td>
<td>13</td>
</tr>
<tr>
<td>Intelligent</td>
<td>9</td>
<td>4</td>
<td>13</td>
</tr>
<tr>
<td>Ambitious</td>
<td>9</td>
<td>21</td>
<td>15</td>
</tr>
<tr>
<td>Decisive</td>
<td>9</td>
<td>27</td>
<td>26</td>
</tr>
</tbody>
</table>

Note: “No answer” not shown.

Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)

Leadership Traits: Women Rule!

<table>
<thead>
<tr>
<th>Trait</th>
<th>Men</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>Honest</td>
<td>20</td>
<td>50</td>
</tr>
<tr>
<td>Intelligent</td>
<td>14</td>
<td>38</td>
</tr>
<tr>
<td>Hardworking</td>
<td>28</td>
<td>28</td>
</tr>
<tr>
<td>Decisive</td>
<td>44</td>
<td>33</td>
</tr>
<tr>
<td>Ambitious</td>
<td>34</td>
<td>34</td>
</tr>
<tr>
<td>Compassionate</td>
<td>5</td>
<td>80</td>
</tr>
<tr>
<td>Outgoing</td>
<td>28</td>
<td>47</td>
</tr>
<tr>
<td>Creative</td>
<td>11</td>
<td>62</td>
</tr>
</tbody>
</table>

Note: Traits listed in order of the public’s ranking of their importance to leadership. “Equally true” and “don’t know” responses are not shown.
Women’s Wages as a Percent of Men’s
For Year-round, Full-time Work

Source: U.S. Women's Bureau and the National Committee on Pay Equity.
http://www.infoplease.com/ipa/A0193820.html
Pay Gap–Intersectionality

Median Annual Earnings by Race and Gender: 2006

<table>
<thead>
<tr>
<th>Race/Gender</th>
<th>Median Annual Earnings</th>
</tr>
</thead>
<tbody>
<tr>
<td>White men</td>
<td>$47,814</td>
</tr>
<tr>
<td>White women</td>
<td>$35,151</td>
</tr>
<tr>
<td>Black men</td>
<td>$30,398</td>
</tr>
<tr>
<td>Black women</td>
<td>$24,738</td>
</tr>
<tr>
<td>Hispanic men</td>
<td>$42,210</td>
</tr>
<tr>
<td>Hispanic women</td>
<td>$32,649</td>
</tr>
</tbody>
</table>

NOTE: Includes full-time, year-round workers ages 15 and above. “White” and “black” exclude those who identified as Hispanic and/or reported more than one race category. “Hispanic” includes all those who so identified themselves, regardless of race.

My thesis:
- We (no matter the assigned sex) need to commit to leadership in which we can have tough conversations, embrace people holistically, value everyone’s experiences, and advance social justice.

Remember:
- Leadership is not about a title; it’s about influence.

Think about:
- A leader who is committed to equality and social justice.
Leadership Committed to Equality
Five Strategies
Leadership Committed to Equality Requires:

- Good communication skills.
  - Respond to everybody’s messages and requests in a timely manner.
  - Within 2 business days.
  - Be wholly present in a face-to-face communication exchange.
  - Be a person of your word.
Leadership Committed to Equality Requires:

- A willingness to be vulnerable.
  - *Vulnerability looks different for everybody.*
    - Share narratives in which you aren’t the hero.
    - Change your mind on a previously held position.
    - Try new things.
    - Dress up in a costume.
    - Speak up.
  
  - *People who are not willing to be vulnerable have a need for the uncertain to be certain, and that approach does not allow for dialogue to move forward.* ~ Brene Brown
Leadership Committed to Equality Requires:

- The ability to share power.
  - Everybody should be appreciated for their own lived experiences, truths and abilities.
    - Give space to make real contributions.
    - Amplify marginalized voices; do not speak for Others.
  - Mentorship should be in flux.
Leadership Committed to Equality Requires:

- The desire to call out injustices.
  - *Mayor Landrieu and Wynton Marsalis.*
  - *How do we avoid groupthink?*
    - Need more diversity (and less homogeny) in our groups.
    - Make space for unpopular opinions and vulnerability.
    - Read articles, books, etc. of people who disagree with you and/or have a different lived experience from your own.
Leadership Committed to Equality Requires:

- A need to be involved in the town in which you live/work.
- Ideas?
  - Volunteer.
  - Give money.
  - Present workshops.
  - Write editorials or letters to the editor.
Questions/Comments?

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