Institutional Change 101

- Needs Actions at Multiple Levels of System at Multiple Points
  - Top Down – send message that care about how people are treated
    - Must have consequences – preferably financial
    - Just like making sure test includes questions on key material!
    - Look for quantitative measures
  - Bottom Up – make sure people understand how the system works and options
  - Look at rewards (does service “count”), symbols (who is nominated for awards)
Awareness

- Cannot fix problems that are not acknowledged
  - Strength in numbers
    - MIT message – look at aggregates not individuals
    - But resist tendency to invalidate lone voices
      - Many of issues raised in case studies have happened to many of us – but often at times when we were the only individual at our institutions.....
      - Does affirmative action mean lower quality?
## Hopkins, MIT Faculty Newsletter, Vol 184

<table>
<thead>
<tr>
<th></th>
<th>#out of 16 Women Faculty</th>
<th>#out of all 208 Tenured Faculty</th>
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<tbody>
<tr>
<td>Presidential Medal of Science</td>
<td>2 (13%)</td>
<td>8 (4%)</td>
</tr>
<tr>
<td>National Academy of Sciences</td>
<td>10 (63%)</td>
<td>60 (29%)</td>
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<tr>
<td>Institute of Medicine of National Academy</td>
<td>2 (13%)</td>
<td>23 (11%)</td>
</tr>
<tr>
<td>American Academy of Arts and Sciences</td>
<td>11 (69%)</td>
<td>115 (55%)</td>
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</tbody>
</table>
“POWER

is efficacy in shaping the goals and policies of an organization or group……”

R.M.Kanter
Style and Substance

○ Encourage everyone to
  ● Understand bias literature and educate themselves about how to counteract instincts
  ● Take opportunities to
    ○ Learn and use core competencies
      ● Negotiation Skills
      ● Planning, Goal Setting
      ● Time management
    ○ Understand and follow best practices
      ● Transparency, openness
  ● Think about difference between style and substance
    ● Men are “focused”
    ● Women are “aloof”
“Skills”

- Negotiating
  - Women less likely to negotiate
  - If women do negotiate they tend to negotiate less

- Networking
  - Women often feel that being strategic about contacts is “cheating”
  - Networking is key to understanding how an organization works and to building change networks

- Communicating
  - Use voice and inflection to convey authority
  - Use body language to indicate status
“Environment”

- Building the skill set doesn’t help if
  - Environment inflexible
    - Need a “can do” rather than a “that’s not done” approach
    - Need transparency and inclusion in decision making process
      - Networking not needed if work in a government bureaucracy
  - Don’t also build aspirations
    - Women need to be told to think of themselves as leaders.....