



What Women Wished You Knew!

*Insights for Increasing Women in Leadership
in Washington's School Districts*

The top corners of the image feature decorative abstract shapes. On the left, there are dark blue and light blue wavy shapes with small dark blue dots. On the right, there are similar light blue and dark blue wavy shapes with small light blue dots.

**Thank
You!**



Equal Opportunity Offenders



Why?

Gender of WA Superintendents

	2018-19 #	2018-19 %	2019-20 #	2019-20 %	2020-21 #	2020-21 %	2021-22 #	2021-22 %	2022-23 #	2022-23 %	5-year % Change
Total Superintendents*	302		305		301		301		302		0
Females	78	25.8%	78	25.6%	78	25.9%	76	25.2%	75	24.8%	-1.0%
Males	224	74.2%	227	74.4%	223	74.1%	225	74.8%	227	75.2%	1.0%

*Number includes unduplicated public-school and the ESD superintendents (including WA State Center for Childhood Deafness & Hearing Loss & WA State School for the Blind)

Research

A study by the [International Finance Corporation](#) reveals that incorporating more women to companies not only helps protect their rights but at the same time, it is also good for business. They reported the following [benefits](#) obtained from hiring women taken from several [case studies of companies](#) in different industries around the world:

1. **Access to the best available talent**
2. **Improvements in productivity and innovation**
3. **Strengthening team dynamics**
4. **Reduced staff turnover and long term relations**
5. **Better [work environment](#)**

Research

Decades of research have demonstrated women's value to the workforce in general and leadership in particular.

- Companies with more gender diversity on their executive teams are **21% more likely to experience above-average profitability** and **27% more likely to outperform their peers on longer-term value creation**.
- Companies with more diversity in their management saw an **increase of 38% in revenue**, on average, from innovative products and services than companies with less diversity.
- Organizations with inclusive business cultures and policies are more likely to experience **more creativity, innovation, and openness (59.1%)** and a **better understanding of consumer interest and demand (37.9%)**.
- Closing the gender gap by 2025 could add **\$12 trillion to \$28 trillion** to the value of global Gross Domestic Product (GDP).

The top corners of the slide feature decorative abstract shapes in dark blue, light blue, and light grey, with small circular dots scattered around them.

HOW?

A large, orange speech bubble with a black outline and a drop shadow, pointing downwards. It contains the word "HOW?" in a bold, black, sans-serif font.

Increase Awareness



Pull in the Same Direction





AWSP
ASSOCIATION OF WASHINGTON
SCHOOL PRINCIPALS



AESD ASSOCIATION OF
EDUCATIONAL
SERVICE DISTRICTS
Nine ESDs. One Network.
Supporting Washington's Schools and Communities.



WSSDA

Washington State
School Directors' Association

Fill the Pipeline



Retain Talented Employees





**What are some important things male supervisors
could do to increase the number of women who are
thriving as educational leaders?**

April 2023



[WIL - Discover \(thoughtexchange.com\)](https://my.thoughtexchange.com/report/624a8e17109a3f21ccb33a593dd9a)

Participation stats

 Participants

158

 Thoughts


167

1.1 thoughts shared per participant

 Ratings

2,844


18.0 ratings per participant

 Ratings ratio

17

Number of ratings / number of thoughts

– What title most closely matches your job responsibilities?

%		Answer
6%	(9)	Assistant or Deputy Superintendent
13%	(19)	Assistant Principal
7%	(10)	Business Manager or Finance Director
2%	(4)	Curriculum Director
7%	(10)	Executive Director
0%	(0)	Paraeducator
16%	(24)	Principal
21%	(31)	Program Coordinator or Director
15%	(23)	Superintendent
2%	(3)	Teacher
11%	(16)	Other

#1

**Pay women the same as lateral
peers**

Shows equal value

★ 4.5 avg rating

👤 19 ratings



#2

Treat us as equals

We are just as intelligent and have valuable ideas in moving learning forward for students

★ 4.5 avg rating

👤 18 ratings



#3

**stop old boys networking and
value what and how women
network too**

women need to be valued for being
themselves not to conform to
men's ways of doing things

★ 4.4 avg rating

👤 19 ratings



Explore the Results





Two of many advocates!



**James
Everett**

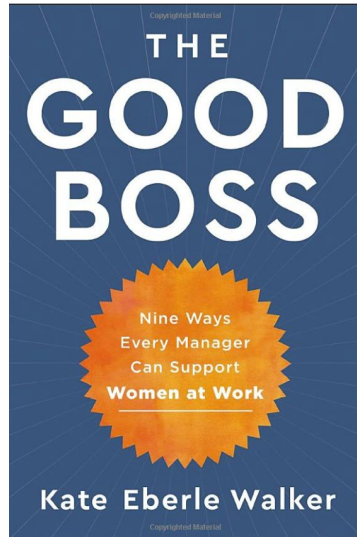
Meridian School District



**Shane
Backlund**

ESD 105

Principles from






RULE #1

**Call Her by
Her Name**



• **Good Boss Checklist for Rule #1**

1. Don't call her sweetheart. Or sweetie, sugar, honey, dear, or young lady.
 2. Don't use a nickname if she introduced herself by her full name.
 3. Call her by her correct name. Spell it correctly. Pronounce it correctly.
 4. If she changes her name, use the new name she gives you.
 5. Always correct others who get her name wrong.
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RULE # 2

**Be Someone
She Can
Relate To**



• **Good Boss Checklist for Rule #2**


1. Be authentic. The best way to be relatable is to be open and honest about who you are.
 2. Connect. Highlight what you have in common beyond gender.
 3. Listen. Pay attention to who your team members are and show them you care about knowing them.
 4. Share. On social media or in conversations.
 5. Confess. Talk about your flaws and mistakes, not just your successes.
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RULE # 3

**Don't Ask,
“What does
your husband
do?”**



• **Good Boss Checklist for Rule #3**

1. Don't let an employee's life event, such as a marriage, change your perception of her commitment to her job.
 2. Marriage does not immediately mean kids are on the way, so don't be like the relative at the wedding who asks when she will be bringing a bundle of joy into the world.
 3. Pay her what she is individually worth, without taking her spouse's compensation or the size of her wedding ring into account.
 4. Be careful about favoring employees who you perceive to need the income more when making hiring, firing or compensation decisions.
 5. Continue to give opportunities for travel, projects and promotions regardless of what you perceive to be competing obligations at home.
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Reflection Time

Rule 1: Call her by her name

Rule 2: Be someone she can relate to

Rule 3: Don't ask, "What does your husband do?"




RULE # 4

**Don't Sit in
Her Chair**



• **Good Boss Checklist for Rule #4**

1. Prepare her work space for her return from parental leave, including taking back stuff that others borrowed.
 2. Give her the option of checking in with you while she's on leave, so that the return to work doesn't feel so jarring.
 3. Proactively plan for her return and create a full schedule for her first day back to help her feel busy and needed at work.
 4. Respect, and ensure that others in the office respect, the private space needed for nursing moms.
 5. Take maximum leave when you are a new parent, and encourage everyone on your team to do the same, regardless of gender.
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RULE # 5

Watch the Clock



• **Good Boss Checklist for Rule #5**


1. Start and end meetings on time.
 2. Don't schedule meetings outside of standard working hours, unless it is absolutely necessary.
 3. Give as much advance notice as possible for travel, schedule changes, or early/late meetings.
 4. Treat time as valuable and support multitasking.
 5. Don't get hung up on which hours are for work or personal time when flexibility is possible.
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RULE # 6

**Speak Up So
She Doesn't
Have To**



• **Good Boss Checklist for Rule #6**

1. Pay attention. Listen to what people are saying, be aware of their impact, and tailor your action to the situation.
 2. Respond in the moment when it feels right, using humor where appropriate to create a comfortable learning opportunity not only for the offender but for other witnesses.
 3. Take the offender aside when the situation requires more conversation, explaining the impact of what they said and asking them not to do it again.
 4. Jump in immediately when a situation is very uncomfortable or leading to a dangerous place, to put a clear stop to it and remove her from the situation.
 5. Model good behavior. Give feedback and comments that are focused on the work, not the person.
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Reflection Time

Rule 4: Don't sit in her chair

Rule 5: Watch the clock


Rule 6: Speak up so she doesn't have to

RULE # 7

**Don't Make
Her Ask Twice**



• **Good Boss Checklist for Rule #7**


1. Expect that women, like men, will advocate for themselves.
 2. Give a clear answer when she asks for something, whether it's yes or no.
 3. Never rescind an offer because someone negotiates. This doesn't mean that you should give everyone what they ask for, but it is not a reason to cut someone loose just because they asked.
 4. Don't impose motivations into the heads of women when they are negotiating with you. Assume that if they accept your final offer, they are 100 percent on board.
 5. Offer before women have to ask. Avoid the additional stress that comes with salary negotiations by making an offer that exceeds her expectations.
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RULE # 8

Be an Equal Opportunity Asshole



• **Good Boss Checklist for Rule #8**


1. Don't go easy on her. Challenge her and tell her what she needs to do better.
 2. Give her a forum to defend herself and her ideas in front of others.
 3. Use data as an unbiased measure of ideas and abilities, and provide the training necessary for employees to work comfortably with it.
 4. If you make her cry, give her space to regroup.
 5. Make sure you also tell her what she has done well.
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RULE # 9

**Tell Her That
You See Her
Potential**



• **Good Boss Checklist for Rule #9**

1. Make sure she knows when you see her potential.
 2. Create opportunities or encourage her to apply for promotions that will stretch her.
 3. Insist that she take risks to achieve her potential.
 4. Give compliments, but give the right compliments. Highlight the strength of her skills and her work product.
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Reflection Time

Rule 7: Don't make her ask twice

Rule 8: Be an equal opportunity asshole

Rule 9: Tell her that you see her potential



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When you
know
better,
you **DO**
BETTER.

-Maya Angelou

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