

# What a leader looks like

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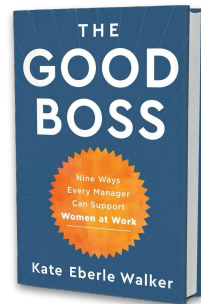
# My philosophy

*Aspire to the ideal; Live in the practical*

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The Good Boss is written for three audiences:

1. **The aspiring individual.** Advice that doesn't compromise who they are, but is realistic about what works in the current work environment.
2. **The mid-level manager.** Have a big impact on the environment of a small group of people: those who work directly for them.
3. **The organizational leader.** Power to impact the experience of all; responsibility to create an environment that embraces diverse perspectives.



# The 9 Rules of *The Good Boss*

## Rule #1: Call Her By Her Name

Respect starts with getting her name right.

## Rule #2: Be Someone She Can Relate To

Build authentic working relationships with the women on your team.

## Rule #3: Don't Ask "What Does Your Husband Do?"

Avoid downgrading the ambition of women after marriage or making assumptions about her priorities for work and family.

## Rule #4: Don't Sit in Her Chair

Make women feel as essential at work as they feel at home after having children.

## Rule #5: Watch the Clock

Be mindful of the time and schedule constraints that women are balancing.

## Rule #6: Speak Up So That She Doesn't Have To

Take action to stop bad behavior in the workplace.

## Rule #7: Don't Make Her Ask Twice

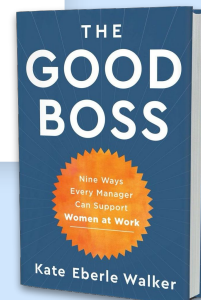
Eliminate negotiation pitfalls.

## Rule #8: Be an Equal Opportunity A\$\$hole

Be as tough on her as you are on everyone else.

## Rule #9: Tell Her That You See Her Potential

Envision a bigger future for her.



*A personal story...*

# I had an easier time finding opportunities through people with similar identities

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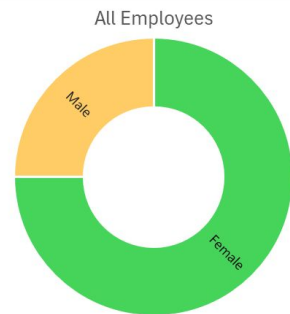
My first CEO role came as a successor to a female CEO who mentored me



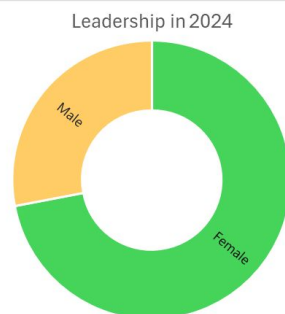
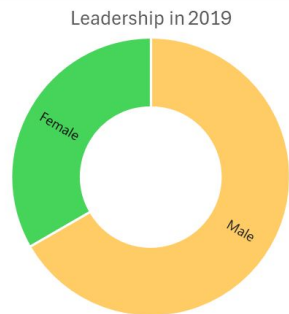
My next CEO role came through a female board member who sponsored me

# Migrating leadership to match your org can be quicker when key leaders are activated

75% of employees are women



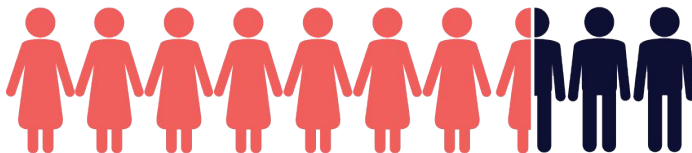
Moved from 33% to 72% female leadership representation



# The opportunity: improve representation in K-12 leadership

76%

of K-12 teachers are women



76%

of K-12 superintendents are men

# Strategies to evolve representation in your organization

Faster strategy:  
Diverse leaders +  
networked recruiting

Leaders like to bring in people they know and trust, but those people tend to be of like identities. Turn networked recruiting into a strategic advantage by focusing on top hires. Make key hires with targeted diverse identities, and support them in bringing in more hires. A key leader with a target identity will bring more like talent to the organization

Long term strategy:  
Promote from within

Development of internal talent is effective in the long term, but internal promotion paths are slow in the short term. Diverse organizational talent at entry levels, combined with clear programming for mentorship and development, create a sustaining talent pipeline



# Support from senior leaders is a key success factor for women

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The **majority** of women who reach senior-level positions credit support from a senior leader as a significant factor in their career success

Men are **1.7x more likely** to receive support from senior level leaders in advancing their careers

# Mentorship vs Sponsorship

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## Mentorship

- Focuses on personal growth, skill development, and career guidance
- Provides advice, feedback, and shares knowledge and expertise
- Helps mentees navigate their career paths and build confidence

## Sponsorship

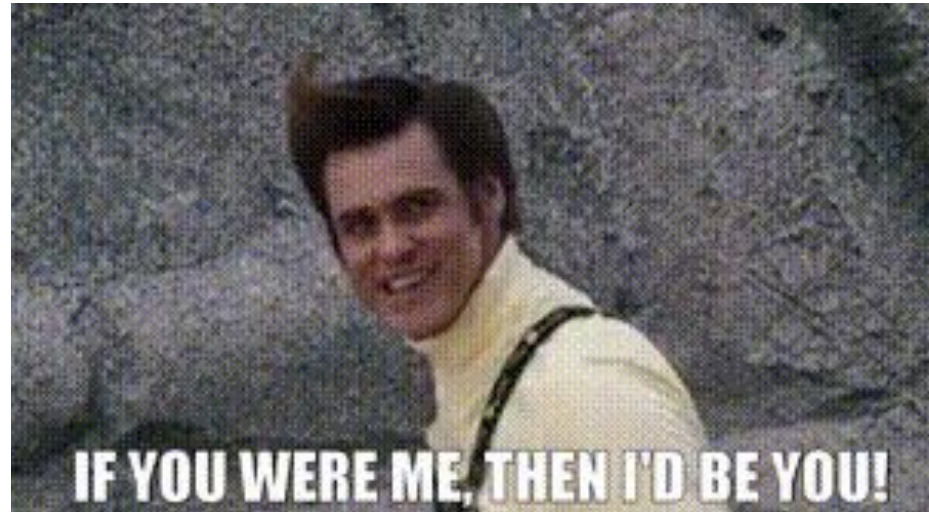
- Creates opportunities and visibility
- Uses influence, credibility, and networks to endorse
- Actively promotes career advancement within an organization or industry

# Mentorship pitfalls

- Avoid giving advice that starts with:  
*"If I were you..."*  
*"What works for me is..."*  
*"When I dealt with that..."*
- In negotiation and self-advocacy, underrepresented groups are often penalized for the same behaviors that work well for majority groups

*"Knowledge and experience do not a mentor make."*

-Adam Grant



# Reverse mentorship programs:

*Upend formal mentor programs that match people of like identities*

## Original Purpose

- First created by Jack Welch at GE to have young people teach executives how to use the internet

## New Purpose

- Virgin Atlantic CEO Craig Krieger asked Patrice Gordon, a black female executive, to mentor him.
- Their work grew into an organization-wide program to educate leaders on how to value all under-represented groups

A WIN-WIN: Leaders gain a greater understanding of differences and the value in listening, and mentees get elevated access to power and influence

# Use your power to change the picture

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## **Intentional Team Building**

Seek diverse  
identities on  
leadership team



## **Sponsorship**

Use your power to  
elevate diverse  
talent



## **Reverse Mentoring**

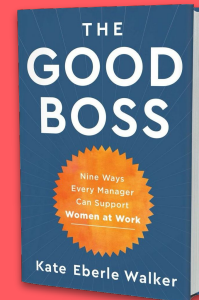
Know what you  
don't know and flip  
the model



# Thank You!

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The workplace wasn't made for women. But we can change that.



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