The Impact of Race and Gender

On Leadership Development

Nancy Campbell
Barriers for the “other”

- Prejudice: The tendency to view people who are different from some reference group in terms of sex, ethnic background, or racial characteristics such as skin color as being deficient.

Morrison, The New Leaders

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Barriers for the “other”

• Privilege:
  A right or immunity granted as a peculiar benefit, advantage, or favor
  Not subject to the usual rules or penalties because of some special circumstance

Webster’s Seventh Collegiate Dictionary
We live in a society that attaches privilege to being white and male and heterosexual regardless of your social class. If I don’t see how that makes me part of the problem of privilege, I won’t see how I am part of the solution.

Allan G. Johnson, *Privilege, Power and Difference*

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Your Other

• List all the characteristics of people in your country that might be used to stereotype people
Exercise

• Break into the following groups
  • White men
  • Men of Color
  • Women
Your Assignment

• What difference would it make to you if your boss was:
  • A White Man
  • A Man of Color
  • A Woman

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What types of barriers might a manager who is “other” than the dominant culture experience?

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Leadership Development Impact

• If stereotypes imply lack of capacity for senior management, the “other” is overlooked for challenging assignments, promotion, merit and ability…..
Development Challenges

• Poor or no Career Planning
• Poor Working Environment

  – Few role models
  – Different Expectations
  – The only one
  – Left out of information loop
  – Assumptions

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Development Challenges

• Lack of Organizational Savvy
• Comfort Dealing with One’s Own Kind
• Balancing Career and Family
• Representing your Entire Demographic Group
• Greater Pressure to Volunteer

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Managerial Identity

- Managing Multiple Identities
- Fitting In
Fitting In

• Act like men but still be feminine
• How black can you be??
• Manage the perceptions of others…anger
• Finding a mentor

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Leadership Development Process

• Assess
• Challenge
• Support/Recognition
What type of actions/activities might you as a manager engage in that could help “others” develop their leadership skills?
Development Activities for “Others”

• Provide Equal Support
  – Provide developmental challenges
  – Understand the additional challenges

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Development Activities for “Others”

• Provide Equal Recognition
  – Pay
  – Promotions
  – Participation
  – Autonomy
  – Resources
  – Respect
  – Faith/Confidence

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Development Activities for “Others”

- Collegiality
- Acknowledge and Approve
- Advocacy
- Permission to Fail
- Feedback
- Flexibility
- Stress Relief

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Everyone is a prisoner of his own experiences. On can eliminate prejudices—just recognize them.

Edward R. Murrow