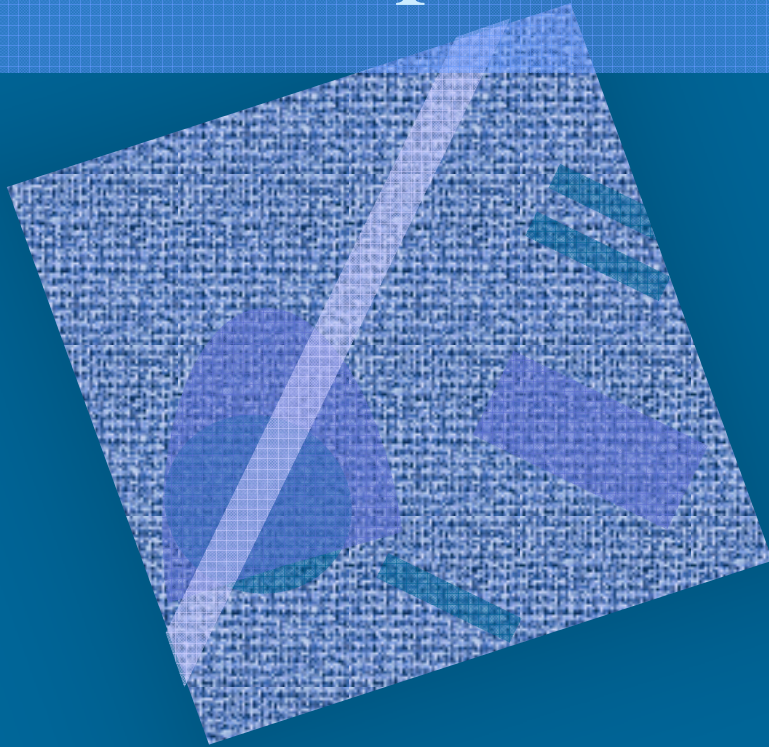


The Impact of Race and Gender



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*

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*

Nancy Campbell

Your Other

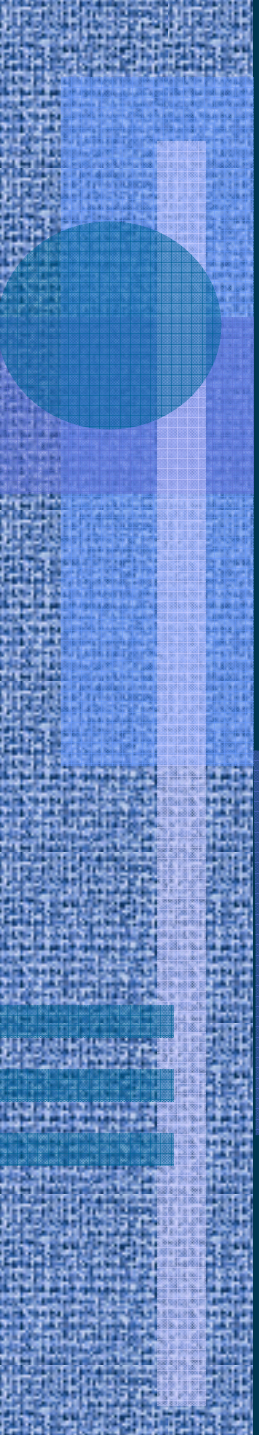
- List all the characteristics of people in your country that might be used to stereotype people

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



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

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

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

Managerial Identity

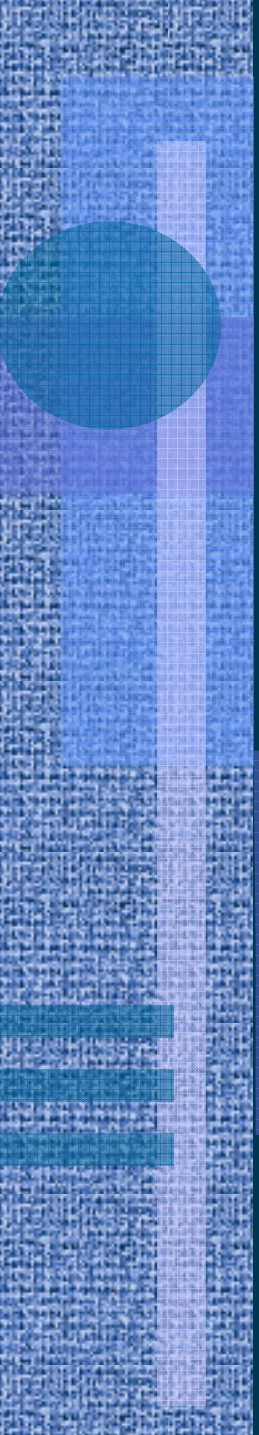
- Managing Multiple Identities
- Fitting In

Fitting In

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

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”

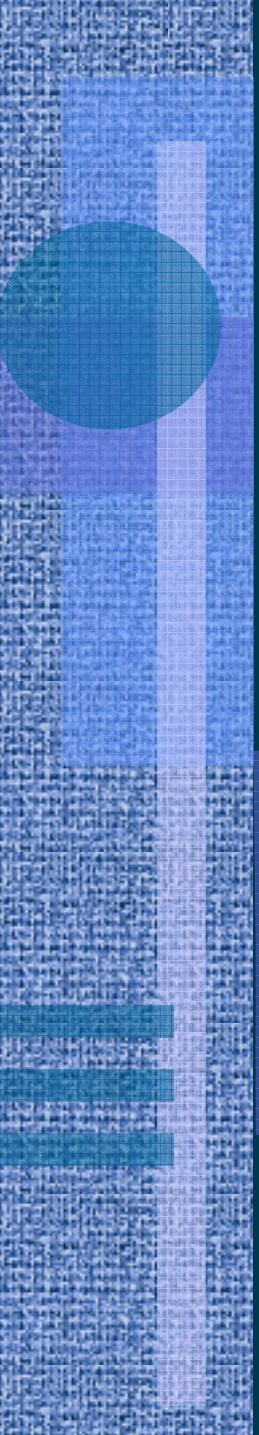
- Provide Equal Support
 - Provide developmental challenges
 - Understand the additional challenges

Development Activities for “Others”

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

Development Activities for “Others”

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



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

Edward R. Murrow