BGSU ALLIES

Building Inclusive Leadership Practices and Policies to Transform the Institution

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BGSU ALLIES – Goal:

To make allyship and inclusive leadership the expectation and norm at BGSU

By helping faculty and administrators work together to **reduce biases** and **transform institutional structures** that prevent the advancement of women and underrepresented faculty

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Our Agenda

- Discuss the what and why of networks
- Create your network maps
- Examine your network patterns
- Brainstorm facilitators and barriers to expanding your networks
- Understand gender and racial differences in network patterns
- Explore considerations for network expansion
- Identify next steps

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What is a Network?

- Professional networking is defined as: "individuals' attempts to develop and maintain relationships with others who have the potential to assist them in their work or career" (Forret & Dougherty, 2004: 420).

- Engaging in networking behaviors has been reported to contribute to career success (Forret & Dougherty, 2001, 2004; Wolff & Moser, 2009).

- Networking provides such benefits as advice and assistance, knowledge sharing, self-awareness, and support (Casciaro, Gino & Kouchaki, 2014).

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Create your Network Maps

- With which peers and faculty members do you have informal interactions (coffee, lunch) on a regular basis?

- Tensions are emerging in your academic department, which faculty members do you talk to in order to get a pulse on the situation?

- When a crisis emerges in your academic unit and you need to talk to someone in the next 24 hours, who do you contact?

- When you need new ideas, with whom do you brainstorm?

- Other people in your networks who are not listed here?

- Whose insights do you value who you don't talk to enough?

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Examine Patterns in your Networks

- Pair up with another person at your table
- What patterns do you discern in your network maps?

  - Think about the race and gender of participants and how it relates to your identity.

  - Is everyone in your network from the same college and/or discipline?

  - Is everyone on your network located physically close to your home office?

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Expand your Networks Now…

- Find someone in the room that you have never talked to before. Discuss the following:

  - What are barriers that would keep you from expanding your network?

  - How can you overcome those barriers?

  - How often are your basic ideas challenged by individuals in your networks?

  - What are strategies that can help you expand your networks?

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Networking and Gender

- Networking has been found to be of more benefit for men's career progress than women's career progress (Forret & Dougherty, 2004).

- Women's networks are typically more social in nature than men's networks (Ibarra, 1992; Vinnicombe & Colwill, 1996).

- Women have fewer but stronger connections than men, who have more 'weak ties' with a larger group of acquaintances (Burt, 1992).

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Networking and Gender

- Greguletz, Diehl, and Kreutzer (2019) found that women build less-effective networks than men due to <u>structural exclusion</u> and <u>personal hesitation</u>.
  - Structural exclusion:
    - Work-family conflict – prioritizing commitments
    - Homophily – male dominated networks and male dominated networking activities

  - Personal hesitation:
    - Relational morality – women's reluctance to use networks to their own advantage not trusting in their ability to reciprocate
    - Gendered modesty – women's underestimation of their worth in professional settings

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Networking, Gender, and Race

- Women and racial and ethnic minorities are disadvantaged compared with Caucasian men in securing mentors and gaining access to individuals in higher level positions (Noe, Greenberger & Wang, 2002).

- Women and ethnic and racial minorities tend to experience being 'closed out' of organizational political, social networks (Blass, Brouer, Perrewe', Ferris, 2007).

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Network Considerations

- Beware of the temptation of confirmation bias

- Social support is an important function of networks

- Don't let proximity determine your networks

- Difficult conversations are often the most useful

- Inclusive networks will make you a stronger leader!

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Next Steps

- Expand your Network – what is one concrete action you commit to in order to diversify your network?
- Enact your **Inclusive Leadership Action Plan**
- Work with Faculty **Allies and Advocates** in your department
- Encourage faculty to sign up for Faculty Allies workshop to be held in January 2020
- Complete Allies survey that will be emailed to you in January 2020

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