

**THRIVING AS A WOMAN
IN LEADERSHIP
IN HIGHER EDUCATION**

**STORIES AND STRATEGIES
FROM YOUR PEERS**

EDITORS

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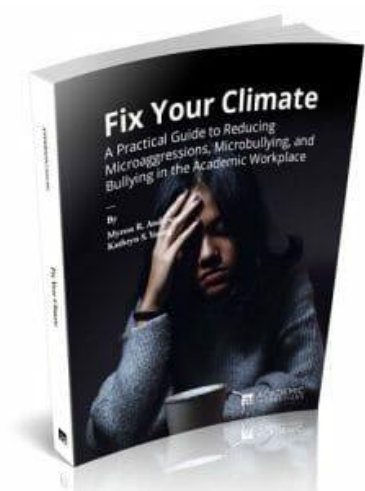
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CONTENTS

INTRODUCTION.....	1
-------------------	---

PART 1 RISK TAKING AND AUTHENTIC LEADERSHIP

CHAPTER 1 THE GENUINE AUTHENTICITY IT TAKES TO LEAD.....	9
---	---

CHAPTER 2 AUTHENTIC LEADERSHIP: BRINGING YOURSELF TO THE LEADERSHIP TABLE	20
--	----

CHAPTER 3 LEARNING TO TAKE RISKS.....	33
---------------------------------------	----

PART 2 CONFRONTING THE IMPOSTER SYNDROME

CHAPTER 4 IMPOSTER SYNDROME: ABANDONING THE FALSEHOODS FOR MORE PRODUCTIVE TRUTHS.....	47
--	----

CHAPTER 5 OVERCOMING INTENTIONAL INVISIBILITY IN THE WORKPLACE	61
---	----

CHAPTER 6 HOW TO BANISH “I WISH I WOULD HAVE SAID” FOREVER.....	70
--	----

CHAPTER 7 DEVELOPING YOUR POSITIVE INNER VOICE.....	84
--	----

CHAPTER 8 OVERCOMING THE IMPOSTER SYNDROME THROUGH AUTHENTIC COGNITIVE RESTRUCTURING97

CHAPTER 9 NO ONE HAS EVER CALLED ME SMALL... 107

**PART 3
CONFLICT MANAGEMENT**

CHAPTER 10 HOW MUCH TRANSPARENCY IS TOO MUCH? 121

CHAPTER 11 RESPONDING TO AGGRESSIVE BEHAVIOR IN THE WORKPLACE..... 133

CHAPTER 12 KEYS TO CONFLICT MANAGEMENT 148

**PART 4
INFLUENCING WITHOUT AUTHORITY**

CHAPTER 13 INFLUENCING WITHOUT AUTHORITY: THE 4X4X4 MODEL..... 161

CHAPTER 14 LEADING FROM ANY POSITION: THE IMPACT OF INFLUENCE 175

**PART 5
LEADING AND THRIVING AS WOMEN OF COLOR**

CHAPTER 15 DEAR WOMEN OF COLOR: OUR COMMUNITY IS POWER..... 191

CHAPTER 16 RISING BY LIFTING OTHERS: STEPS TO TAKE IN BUILDING COMMUNITY FOR WOMEN OF COLOR..... 204

CHAPTER 17 STILL TOO FEW BREWERS, BURNS, AND HOBSONS IN THE HIGHER EDUCATION SPACE 216

CHAPTER 18 SURVIVAL STRATEGIES FOR AFRICAN AMERICAN WOMEN CURRENTLY EMPLOYED, NEWLY EMPLOYED, OR CONTEMPLATING EMPLOYMENT AT A PWI..... 232

CHAPTER 19 NAVIGATING LEADERSHIP ROLES AS WOMEN OF COLOR 244

CHAPTER 20 THRIVING THROUGH A TEACHING CIRCLE: CREATING SPACES FOR THE SUPPORT AND CULTIVATION OF FACULTY WOMEN OF COLOR 256

**PART 6
RELATIONSHIP BUILDING
AND OPENING THE DOOR FOR OTHERS**

CHAPTER 21 THE IMPORTANCE OF HOLDING THE DOOR OPEN..... 273

CHAPTER 22 RELATIONSHIP BUILDING 281

**PART 7
MAKING THE CASE FOR YOURSELF
AND YOUR INITIATIVES**

CHAPTER 23 VOICE AND VALUES IN LEADERSHIP 303

CHAPTER 24 HOW TO MAKE THE CASE FOR YOUR INITIATIVE AND YOUR ORGANIZATION..... 313

CHAPTER 25 SAYING “NO” TO GET TO “YES” 324

CHAPTER 26 NOT HERE TO TAKE NOTES: LESSONS FROM A YOUNG WOMAN OUTNUMBERED BY MEN AT THE CONFERENCE TABLE 337

**PART 8
ADVOCATING FOR EQUITY IN
HIRING AND THE ALLOCATION OF WORK**

CHAPTER 27 THRIVING AS WOMEN LEADERS IN HIGHER ED 355

CHAPTER 28 STEPPING AWAY FROM OUTDATED HIRING PRACTICES..... 364

CHAPTER 29 FAIRNESS IN SERVICE 374

**PART 9
NEGOTIATION**

CHAPTER 30 WOMEN, POLITICS, AND INTERSECTIONALITY 385

CHAPTER 31 THE INTERVIEW: EXERCISE CONTROL OVER THE OUTCOME 395

CHAPTER 32 HOW TO CULTIVATE AND LEVERAGE A STRONG NEGOTIATION REPUTATION 407

PART 10
DEFINING YOUR SUCCESS

CHAPTER 33 MAKING THE CASE: USING QUALITATIVE AND QUANTITATIVE DATA TO TALK ABOUT YOUR ACHIEVEMENTS.....	421
CHAPTER 34 DEFINING SUCCESS: A PROCESS FOR DETERMINING YOUR PATH FORWARD.....	436
WORKSHEET:	
15 QUESTIONS FOR REFLECTION.....	457
ABOUT THE EDITORS.....	463

INTRODUCTION

by Elizabeth Ross Hubbell, M.A.

Senior Program Manager, Academic Impressions

In November of 2016, Academic Impressions hosted its first *Women's Leadership Success in Higher Ed* conference in St. Louis, Missouri. What struck us from the very beginning was the authenticity, the vigor, and the passion in the voices of the presenters and the attendees. They spoke of renewed focus on promoting women to leadership positions, both formal and informal, on their campuses. They talked about the challenges of balancing modern career ambitions with the timeless responsibilities of nurturing their families. They spoke of the need to listen, connect, and learn from others who were on similar journeys and of the relief in learning that their experiences do not occur in isolation.

Following that initial gathering, we have hosted dozens of programs with the sole mission of advancing women's voices in higher education. We have cheered as we learned of new presidents being confirmed during our events and have collectively offered our support and empathy as colleagues shared their frustrations.

It became apparent over the years that the voices of the conference presenters and attendees alone weren't enough. So many women had stories to tell and advice to give that didn't yet have a platform. This book is our first foray into providing that platform—of which we hope there will be many others. Throughout this collection of 34 essays, you will hear voices

from every level of leadership and across every sector of higher education. You will read stories of strength, advocacy, and support as well as be privy to the pain, frustration, and resilience that is part of being a woman in higher education. Most importantly, you will hear their advice for moving forward—whether for those pivotal moments in meetings or making career-impacting decisions or launching campus-wide initiatives.

These chapters are intended to be teachable nuggets you can use. You can either read this book straight through or use it as a just-in-time guide around particular issues and challenges you are facing. Throughout, the authors and the editors have provided reflection questions to consider as you read. Our hope is that this collection of essays will become a workbook and journal as you navigate your leadership journey.

A Roadmap for This Book

This compendium has been divided into ten broad themes. These themes come from conversations with attendees, questions we receive, and interest shown in the events we've hosted around these timely topics. These themes are:

1. **Risk taking and authentic leadership** – We hear from so many women that they want to “take the leap” and take on a new and daring challenge in their careers, but that fear of repercussion gets in the way. These authors offer honest insights into their successes and roadblocks as they took risks.

INTRODUCTION

2. **Confronting the imposter syndrome** – Even those at the highest levels of leadership experience it. This section will give you tools for overcoming those moments of doubt.
3. **Conflict management** – While conflict can feel intimidating, it can often lead to deep conversations and to better understanding of one another. In this section, you'll hear how various authors managed their conflicts on campus.
4. **Influencing without authority** – Whether you're leading up, down, or across, having social capital and being able to influence others will help you achieve professional goals for yourself and advocate for others.
5. **Leading and thriving as a woman of color** – In this section, you will hear powerful voices from women of color who are navigating their path to leadership with success.
6. **Relationship building and opening the door for others** – In our quest for equity in the workplace, we must not only focus on our journey, but also on the paths of women who follow us. The authors in this section offer ways to be an advocate for women and under-represented populations in higher ed.
7. **Making the case for yourself and your initiatives** – Successfully moving your initiatives forward not only requires bringing your passion for your work, but also showing how your idea can aid the overall goals and mission of your team, department, or university. These

authors write about their experiences in advocating for new solutions.

8. **Advocating for equity in hiring and the allocation of work** – Working towards gender equity not only involves those who work at the institution currently, but also focusing on the pipeline of our future leaders. This section will offer scenarios for creating a more equitable environment on your campus.
9. **Negotiation** – Women are much less likely than men to negotiate their salary or other components of their work. The authors in this section write about their experiences and offer scenarios for you to consider.
10. **Defining your success** – Each of our paths is different and how we define “success” should be as unique as each individual. Having a better understanding of your personal goals and what you will deem successful at the end of your career will help you to consider various options as you move forward.

Remember, this book does not necessarily need to be read straight through, but rather can be used as a resource as you grapple with challenges you face. Each chapter contains reflection questions or tasks for you to use. At the end, we have included deeper reflective questions to help you synthesize all that you’ve read. Here are where you will find chapters addressing each theme:

INTRODUCTION

Theme	Chapters
Risk taking and authentic leadership	1-3
Confronting the Imposter Syndrome	4-9
Conflict management	10-12
Influencing without authority	13-14
Leading and thriving as a woman of color	15-20
Relationship building and opening the door for others	21-22
Making the case for yourself and your initiatives	23-26
Advocating for equity in hiring and the allocation of work	27-29
Negotiation	30-32
Defining your success	33-34

This book wouldn't have been possible without the support of our CEO, Amit Mrig, and without the guidance of our Chief Strategy Officer, Beth Rotach. Daniel Fusch and I pored over every submission and compiled the final manuscript

ELIZABETH ROSS HUBBELL

together, but it was his sharp intuition and tireless commitment that made the book you're holding possible. I am grateful to these individuals for helping to bring an idea to fruition.

Finally, to the women who were willing to lay out their vulnerabilities and lessons for all the world to see in hopes they might offer another colleague a light of guidance—we sincerely thank you.

END OF
BOOK SAMPLE

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