

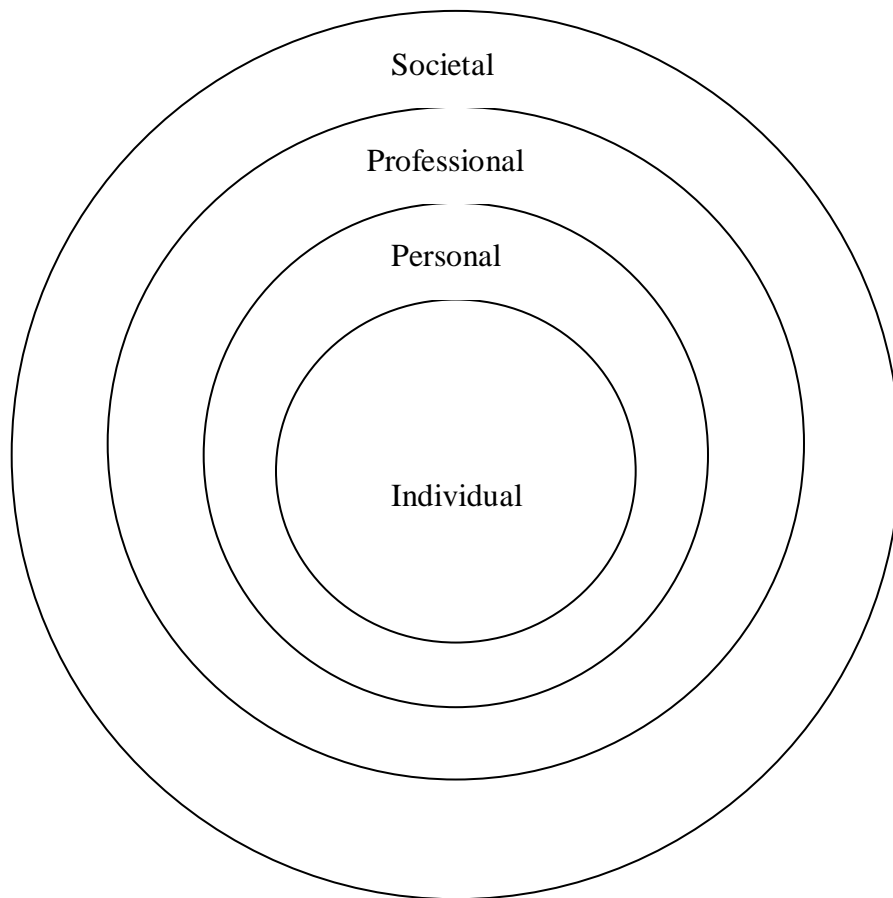
## **JHA's Leadership Development for Women Point of View**

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"It is our light, not our darkness that most frightens us." – Marianne Williamson

### **INTRODUCTION**

Marianne Williamson, in her well-known piece titled, *Our Deepest Fear*, eloquently captured the challenge that most women face in developing their careers—how to truly allow one's light to shine in what might be a difficult environment or situation. Women, simply because they are women, have had to juggle multiple priorities at the same time; and they have not only had to juggle multiple priorities but they have had to juggle them with skill and finesse, ensuring that in each area of their lives, they are successful, no priorities are dropped and each participant in their lives is pleased with their performance. A professional woman in this new millennium has to be mindful of the societal, professional, personal and individual domains in which she operates and the corresponding balls she needs to juggle in order to be successful. In this paper I will discuss these four domains of a woman's life and how those domains impact her ability to function and accomplish her career goals. I will also offer the various skills each domain requires in order to successfully maneuver in each.



### **THE FOUR DOMAINS**

#### *Societal*

The societal domain is the broadest of this framework. It consists of a woman's experience of herself within the overall societal context of gender roles, economic status, culture and race. Gender and race are usually (but not always) more visible aspects of one's persona while economic status (or social class) might be less overt upon first acquaintance; however, social class becomes more evident to some with continued interaction. The skills required to successfully navigate this domain are societal competence and resilience. Societal competence consists of a women's ability to navigate within the mainstream

culture as a woman and professional while resilience refers to her ability to recover from a setback (whether real or perceived) and continue to move forward.

### *Professional*

The professional domain encompasses a woman's professional skill set, knowledge, effort, relationship network and the organization in which she works. In my study of successful African American women, I found the above components to be paramount in ensuring career success. A woman's professional skill set includes a woman's technical and soft skills such as analyzing and communicating. Knowledge refers not only to organizational and educational knowledge but also the ability to know oneself in the broader organizational and societal context. Effort means the very hard work one has to put in, in order to achieve and maintain a career edge. A woman's relationship network includes not only those who she has a firsthand relationship with but also, as social media sites have demonstrated, the access to other individuals within her network to the second and third degree. Finally, a woman's professional domain also includes the organization in which she works and her aptitude successfully maneuver within the culture and politics of that organization. The skills necessary to be accomplished in this domain are the ability to balance multiple priorities, the ability to know when and how to develop one's professional and leadership skills and knowledge, the ability to self-reflect and acknowledge one's deficits in the above areas, and, once again, resilience.

Most career development literature focuses solely upon the professional domain because it assumes this is where one develops career competence. However, it is not this simple for a career-minded woman as she often has to traverse simultaneously and sometimes unconsciously, the societal, personal, and individual domains as well.

### *Personal*

The personal domain is a more private yet still very important domain in a woman's life. It is this domain that most shapes and affects who a woman is. The personal domain consists of one's nuclear and extended family (both current and family of origin), personal responsibilities (often related to family), extracurricular activities and interests and other relationships (whether supporting or dependent). As in the professional domain, balance is a key skill in this domain, as is the ability to manage multiple priorities and maintain important relationships.

### *Individual*

Finally, the individual domain is where a woman's inner thoughts, feelings and attitudes that might or might not ever be expressed overtly reside. It also includes her goals and dreams, her history and culture and her personality that drive her outward behavior. It can also be considered the psychological domain. While the individual domain is not often articulated, it demonstrates itself in one's conduct in multiple settings and interactions with a diverse range of people. The skills required to manage this domain include self-awareness, introspection, reflection and self-management.

## **THE BUSINESS CASE**

The above point of view leads us to the following conclusions. First, in order for a woman to develop in her career, she must first understand the overall context in which she operates. She must understand her position as a woman in society, her organization's culture and politics, her own career development path as well as her role as a leader, the personal constraints or at least considerations in her current and future life, and her inner, personal, psychological, and cultural makeup. Second, managers who are looking to develop their workforce and compete in this global market should consider the life structure context of their employees in order to appropriately develop them. Third, because day to day aspects of managers' jobs can distract from more amorphous, but no less, important things such as employee development, a thought partner in the area of career and leadership development is helpful. A thought partner views the situation from an outsider's perspective, provides feedback and support as managers work toward an effective solution.

## **THE JHA SOLUTION**

Julianna Hynes & Associates offers a number of solutions to support organizations in developing their emerging women leaders. We conduct an organizational readiness assessment with key stakeholders to ensure there is organizational alignment supportive of a leadership development initiative. We train managers and supervisors on leadership development, coaching, and mentoring practices and coach the coaches (managers and supervisors) until they develop (or hone existing) skill sets to coach their developing leaders on

their own. Further, we support the organization by working with human resource and organizational development professionals to develop an Individual Development Plan (IDP) program including 360 degree feedback surveys, action plans and the identification of a support system for a select number of emerging leaders. We also support managers and emerging leaders in carrying the plans to fruition. Finally, we coach emerging women leaders using a model that takes into consideration their unique position and perspectives as women.

There are many benefits to selecting JHA for the above approach. First, the approach is based on academic research that supports the above processes and model. Second, JHA's principal, Julianna Hynes, has a proven history of being able to connect with a diversity of individuals at every level in the organization, making it easy achieve goals and realize sustainable results, early in the process. Additionally, Dr. Hynes recognizes that in order for an initiative to be successful, it takes commitment on the part of both the organization, the individuals involved and the consultant/coach. Working with JHA ensures that key stakeholders are in alignment with the programs that will be put in place and that all are committed to the results. Finally, and most importantly, Dr. Hynes has an unparalleled passion for working with and supporting emerging women leaders to ensure the closing of the gender-gap within organizations and our society.

### **THE WOMEN IN LEADERSHIP WORKSHOP SERIES**

JHA's Leadership Development Model focuses on the Professional Dimension of a woman's life while taking into consideration the societal (a

women's experience within the context of society such as gender roles, economic status, culture and race), personal (family system and structure, personal responsibilities, extracurricular activities and interests, support system and other relationships) and individual (inner thoughts, feelings and attitudes, goals, dreams, history and personality) dimensions that are intertwined with her professional role.

This seminar series is designed for the professional woman who:

- recognizes the need to assume an active role in charting, planning and implementing steps to achieve her purpose and goals.
- recognizes the value of being involved in meaningful interaction with others as she navigates the various challenges faced in achieving success in one's chosen field.
- desires to participate in facilitated discussions that include sharing pertinent information, exploring solutions and engaging in self reflection.
- is in the process of assessing how to be more focused in an ever increasing fast paced environment.
- is ready to jump start her professional journey by ensuring that her "tool box" is well stocked in order to interface in this highly competitive global market.

Each workshop concludes with participants creating individual action plans.

Participants get to engage in an interactive workshop that will stimulate their thinking, motivate them to take action and inspire them to envision a successful career with such topics as:

#### Career Visioning

Start your new year out right with mapping out your career vision and setting goals for success!

#### What is Your Leadership DNA?

This seminar will discuss the concepts of leadership, the different leadership styles to use in diverse situations and what means to be an effective leader at all levels of the organization.

#### Time and Stress Management

Do you find yourself late for many engagements, unable to keep commitments or feeling like people do not trust what you are saying? This seminar will help you learn how to manage your time more efficiently, ensure high personal and professional integrity (say what you mean and mean what you say) and effectively manage your stress while building your career.

#### Early Management Skills – Part A

How do you manage yourself professionally? Are your meetings effective? Do you give stellar presentations? Once a project is completed are you able to debrief with your team and identify what worked and what didn't? This seminar will help you focus on some of your more professional management skills.

#### Early Management Skills – Part B

We continue our early management discussion by learning how to create strategies and tactics for yourself, your team or your department and how to use visioning to motivate and inspire you to excellence.

#### Panel Discussion

Meet powerful women who will share their leadership successes, lessons, guiding principles and experiences that brought them to where they are today. You don't want to miss this motivating, encouraging and inspiring discussion!

Additionally, JHA can design other modules depending on the organizational need. Other topics include:

- ✓ Networking 101 – Building Your Professional Network
- ✓ How to navigate the political organizational terrain
- ✓ Becoming more visible – seeking out high profile projects
- ✓ The benefits of having a mentor