



Gender and Generational Diversity in VMA Leaders

Why it's important and what you can do about



Women's Veterinary
Leadership Development Initiative



Special thanks to Zoetis for its support of the VLC



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Leadership Development Initiative

Gender and Generational Diversity in VMA Leaders

Why it's important and what you can do about it

2015 AVMA Veterinary Leadership Conference

AM Session: Drs. Bradley, Pritt, and Teller

PM Session: Drs. Aspros, Carlson, and Evans



Where are we going?

The story of WVLDI

Leadership Gap in Veterinary Medicine

Differences in Leadership and Volunteerism

Barriers in Our Profession

Developing Up and Coming Leaders

Association Examples

Facilitated Discussion



Disclaimers – we are talking about:

- general differences between men and women.*
- societal differences for the United States.*



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Brief History

Started July 2013 on social media platforms

Logo and website created: womenveterinarians.org

Fall 2013 - Secured support/funding from AVMA

Winter 2014 - Formed an advisory board—>BOD

Spring 2014 - NFP status obtained

Fall 2014 - Tax-exempt status (501c3)



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Who We Are



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Leadership Gap

Too few women in leadership positions for the group population

Women lack practical access to roles currently held by male leaders

Women, and members of younger generations, who seek leadership positions face barriers

- May give up when dealing with overwhelming or obvious barriers

Women often serve in non-traditional leadership roles and can be less visible to members



What is Leadership?

Leadership is the ability to influence and direct the behavior of others

Leadership is conferred formally or informally

Leadership consists of motivating, inspiring, persuading, and exercising authority

Leaders enable groups of people to achieve shared goals



Traditional Views on Leadership

Authoritative

Assertive
Autonomous
Self-Promoting
Dominant
Tough



Communal

Connecting
Cooperative
Sensitive
Empathetic
Nurturing



Differences in Leadership

Men are given more behavioral latitude in leadership positions

Allowed to self-promote

Women must demonstrate competence

Women under more scrutiny

Women may be disliked for demonstrating authoritative behaviors – a classic

“Double Bind”



Volunteerism



No differences between men and women in motives, interest, time, frequency or level of commitment

Men will take on more “risk” when volunteering

Men tend to volunteer in organizations where they find positions of authority

Women tend to volunteer in “people-centered” organizations where they can make a difference

Women tend to stay involved longer when they have a sense of belonging

Young people are tending to volunteer less (females more than males)



Why is it important to get involved?

- Leadership is “influence” (vs. power)
- Gaining access to the “circle of influence”
- Enabling your voice and perspective to be heard
- Greater ability to initiate and implement change
- “Planting the seeds” for vision and action
- Personal growth and confidence
- Earning recognition and respect
- Improving your organization and outcomes

“
**THE KEY
TO SUCCESSFUL
LEADERSHIP
TODAY IS
INFLUENCE,
NOT AUTHORITY.**
- Kenneth Blanchard”



How to Get Involved



Always introduce yourself

Express your opinion respectfully about the issue

Accept every chance to speak publicly

Have business cards available at all times

Peruse Association websites for Volunteer Opportunities

Identify role models & talk to them

Say "Yes!" when asked to volunteer



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How to stand out – who's the competition?

- It's all about relationships
- It is all about who you know
- Gain experience where you can
- Get to know people with influence
- Don't worry about the others



Invest in your skill set!

Leadership skills

Positive attitude

Working with teams

Understanding different personality types

Self-awareness

Build a support team

Public speaking

Build trust – do what you promise.

Human relations skills

Make people feel valued and important

Know what is important to them

Use people's names

Have a firm handshake!



Technical skills

Financial Skills

- Accounting statements
- Fundraising
- Budgeting

Strategic Planning

Marketing

Information Management

Systems Thinking

- Internal interactions
- External relations
- Coalition building

Behavioral skills

Self-Management

- Time
- Energy
- Stress
- Personal responsibility
- Be accountable

Communication

Listening

Understanding organizational culture



Barriers to Diversity in Leadership

Organizations across the profession recognize the issue

However reluctantly...

The discussion is hard to avoid in society today – especially for women

How you define the problem drives your response

Not all accept the need for action

The problem will or is already taking care of itself

There are different impediments to change



Stages of Organizational Diversity

Kubler-Ross model of organizational diversity:

- Denial
- Anger
- Bargaining
- Depression
- Acceptance



The AAEP Executive Committee: Drs. R. Reynolds Cowles Jr., treasurer; Eleanor M. Green, president-elect; Douglas G. Corey, president; Harry W. Werner, vice president; and Thomas D. Brokken, immediate past president



Organizational Barriers

The differences between men and women are not fully understood or valued

This results in barriers to participation:

- Motivational
- Cultural
- Structural



Motivational Barriers

Many organizations believe that they face a demographic problem that will solve itself. This is especially true in veterinary medicine.



AVMA membership is now more than 52% female
SAVMA membership is approximately 80% female

So what's the problem?



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Motivational Barriers



Change is hard – and not without cost

Attracting new people – different people – is disruptive to the established order and to both current and future leaders

Successful people attribute their success to personal qualities – and, while these are critical – they obscure barriers that others face, and that need to be addressed to facilitate diversity



Cultural Barriers

Every organization has a culture:

How it conducts business, treats employees, customers, volunteers and the wider community

The extent to which freedom is allowed in decision making, development of new ideas and personal expression

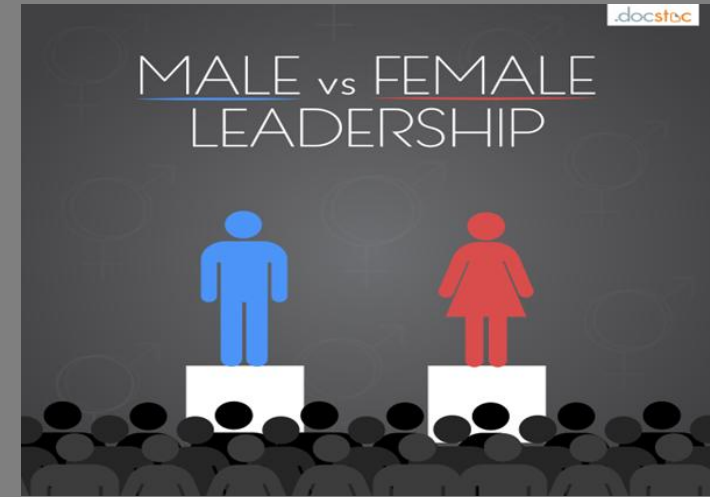
The way in which power and information flow through its hierarchy

www.businessdictionary.com



Cultural Barriers

Men's cultural values aren't the same as women's
Classic group dynamics and the development of normative behaviors
make it difficult for one person to be positively disruptive
Baby Boomer's operate differently than Gen-Xers or Millennials
Communication styles and acceptance of technology create barriers
No need for change seen



Structural Barriers

Time – useful investment or historic baggage?

Money – for volunteer positions, what will is cost?

Travel – how much will you be away from work and family?

Commitment – how long does it take to do something useful?

Advancement – what are the opportunities?



What can you do to help develop leaders?

Develop a Women's Network

Provide opportunities for mentoring

Endorse women leaders' authority

Send women to leadership development programs

Balance gender on groups

Be aware of gender bias

Give Support

Dedicate resources to diversity and communicate the commitment to diversity

Provide external coaches for high potential women

Allow for greater flexibility in roles



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Benefits to Your VMA

Utilize social media communities (Facebook, LinkedIn, Twitter) to promote your VMA activities and opportunities



Reach out to veterinarians early in their careers to help them develop their skills ,and their personal successes will feed your pipeline of VMA future leaders



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Association Examples

WISCONSIN VMA

Up to 1994 all male Presidents

No women at the top for
networking

When asked, say “Yes”.

Go to the people who vote!

AVMA

The most common question

Politics is human nature. It exists
everywhere.

Remember, it is about relationships and
who you know. Learn good human
relations skills to establish beneficial
relationships and networks.

To progress we have to be in the circle
of influence.



Association Examples

World Veterinary Association

- Be noticed (participate, respectful comments)
- Be prepared
- Meet expectations (deadlines)
- Develop trust
- Go to the people with voting power
- Have vision and experience
- Understand cultural competence
- Always.... Enthusiasm!



Nothing *great* was ever achieved
without *enthusiasm*.

~Ralph Waldo Emerson



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Association Examples

ASLAP

Applied for AVMA Committee position through a posting

Was able to serve when other leaders resigned

No “wait your turn” mentality

Active leadership development through student and committee programs

Open elections for all Board Seats and HOD Positions



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Association Examples

Power of Ten Leadership Program

Builds a talented pool of young
veterinary leaders for VMAs

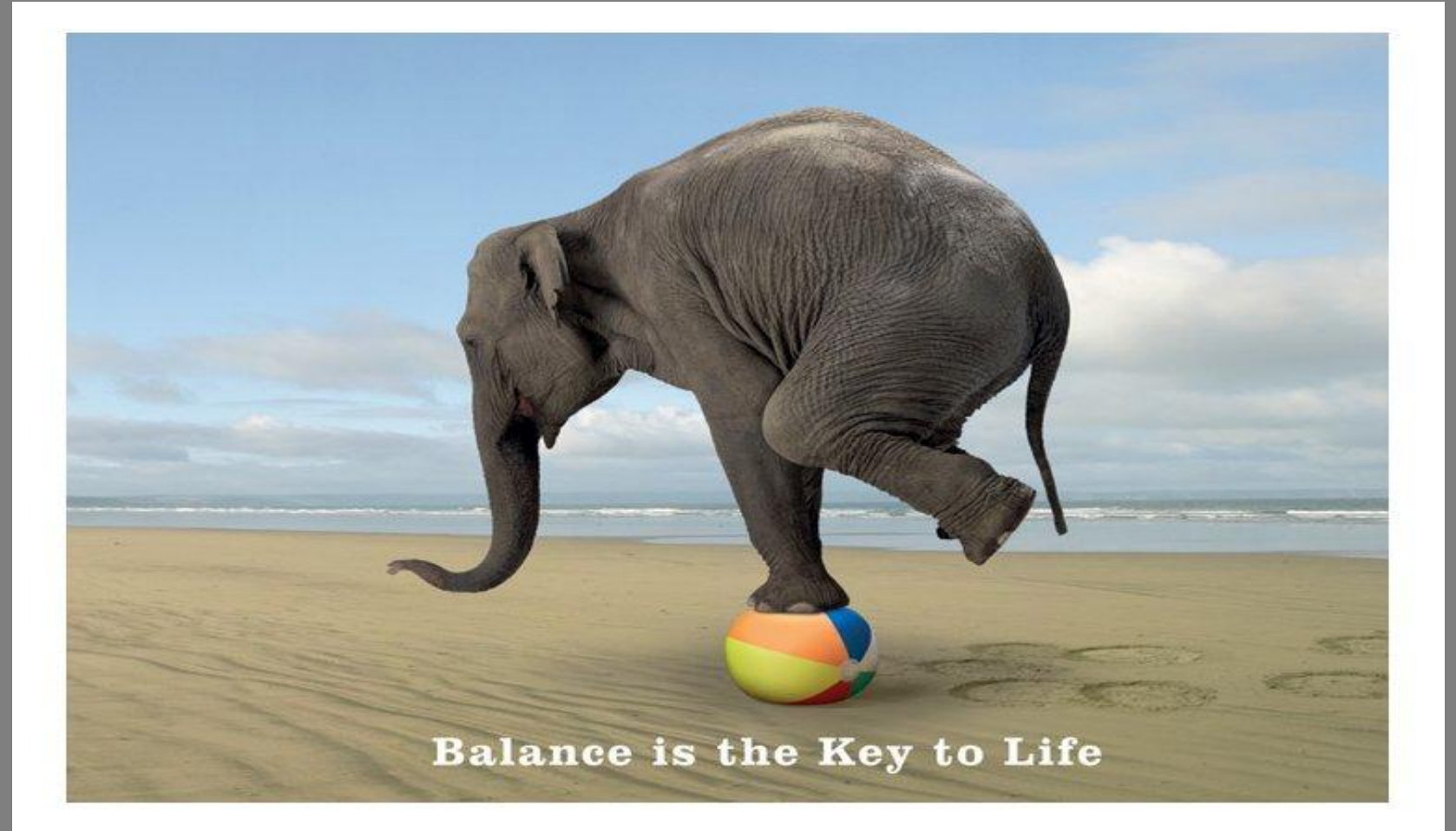
10 Recent Graduates trained per VMA



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Common Goals

This effort
will benefit
men and
women in
the end



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We would like to acknowledge the foundational support of
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