

WOMEN'S LEADERSHIP CONFERENCE

MARCH 9 2023
7:30 AM - 6:00PM

HILTON SEATTLE AIRPORT + CONFERENCE CENTER

Standing in Your Own Power
Opening Session

Barbara Jackson, PhD, FDBIA
March 9, 2023 Seattle, WA

Learn more and register today at

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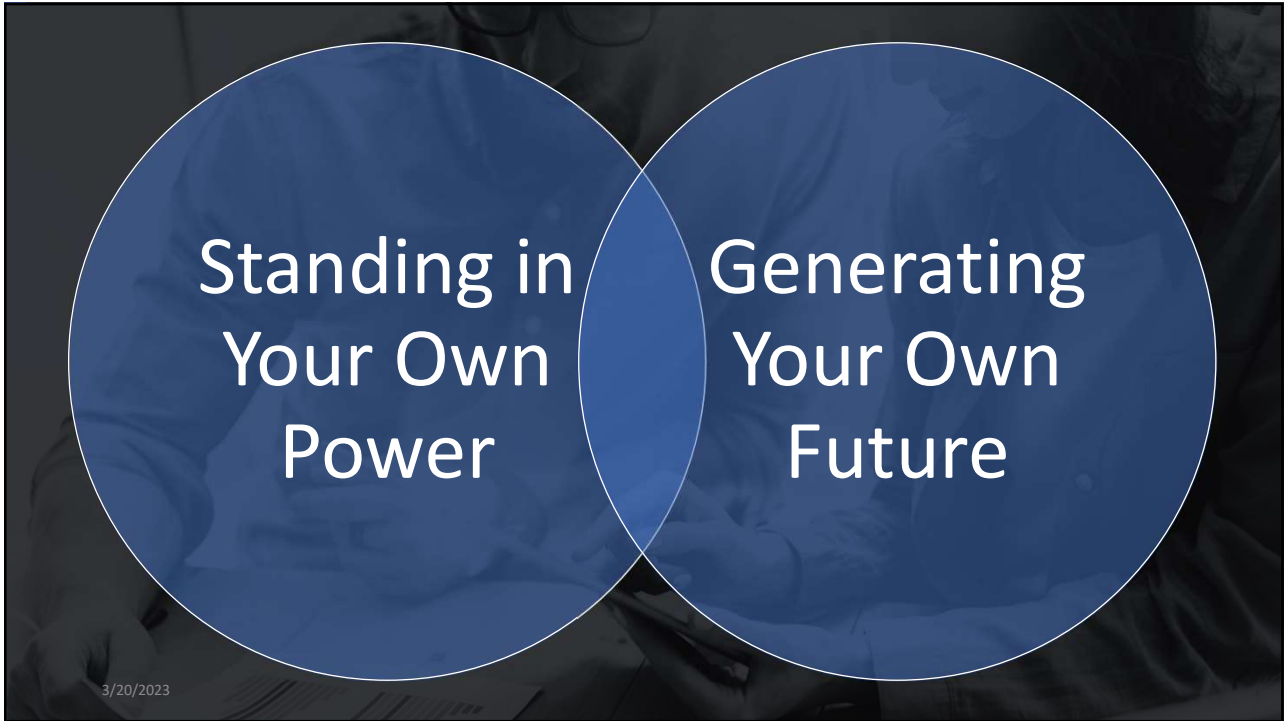
Transforming Leadership & Culture in the AEC Industry

Barbara Jackson, PhD, FDBIA
Barbara Jackson LLC - DBA
Women Building Change

Thank you Stephanie & Kristi for inviting me.

Barbara JACKSON | Transforming Leadership & Culture

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**Learning to Stand
in Your Own Power**

- **LEADING** Yourself
- **EMPOWERING** Yourself
- **ADVOCATING** for Yourself
- **DEVELOPING** Yourself

**How do you want to
play in this game?**

Are you
playing to win,
or playing
not to lose?

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The Construction Industry has Been in the Midst of a Major Transformation for Some Time




7



New Contracts, New Processes, and New Technologies

Should have made our jobs easier but it hasn't...

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V **Volatility**
FAST, UNPREDICTABLE CHANGES WITHOUT CLEAR PATTERNS OR TRENDS

U **Uncertainty**
FREQUENT DISRUPTIVE CHANGES WHERE THE PAST IS NOT A VERY GOOD PREDICTOR OF THE FUTURE

C **Complexity**
MULTIPLE, COMPLEX, INTERTWINED TECHNOLOGICAL, SOCIETAL, GEO-POLITICAL AND ECOLOGICAL EVOLUTIONS

A **Ambiguity**
LITTLE CLARITY ON WHAT IS REAL OR TRUE AND DIFFICULT TO PREDICT THE

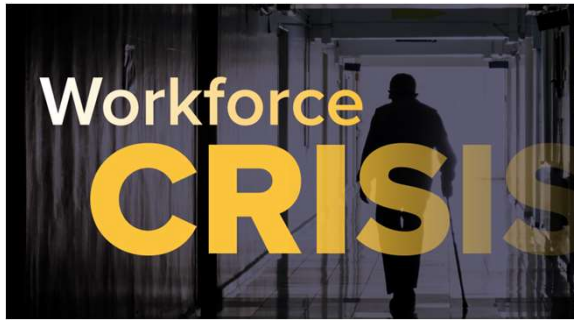
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Everything has changed and nothing has changed.

— *Joseph Lowery* —

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Still Facing the Same Problems



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Current estimates indicate there are about 300,000 unfilled jobs in the construction industry, and the industry is expected to need an additional 747,000 workers by 2026.

According to the U.S. Bureau of Labor Statistics.
Jun 11, 2019

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Recent Reports

- August 31, 2022
- Ninety-one percent of Construction firms are having a hard time finding workers to hire, driving up costs and project delays. (National AGC)
- Primary issue is new workers are not qualified.
- Laid off workers aren't coming back.



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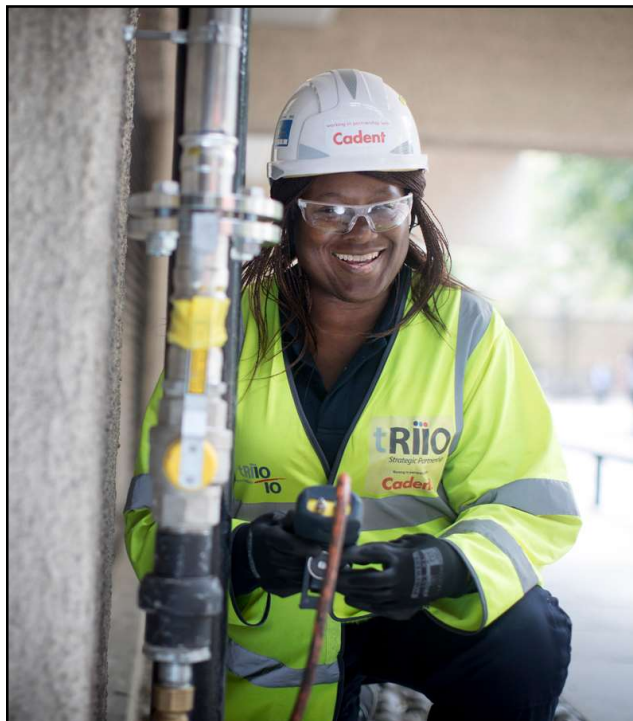
BOTTOMLINE
Single Fastest Way to
Address the
Workforce Shortage

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Tap Into the Other Half of the Workforce

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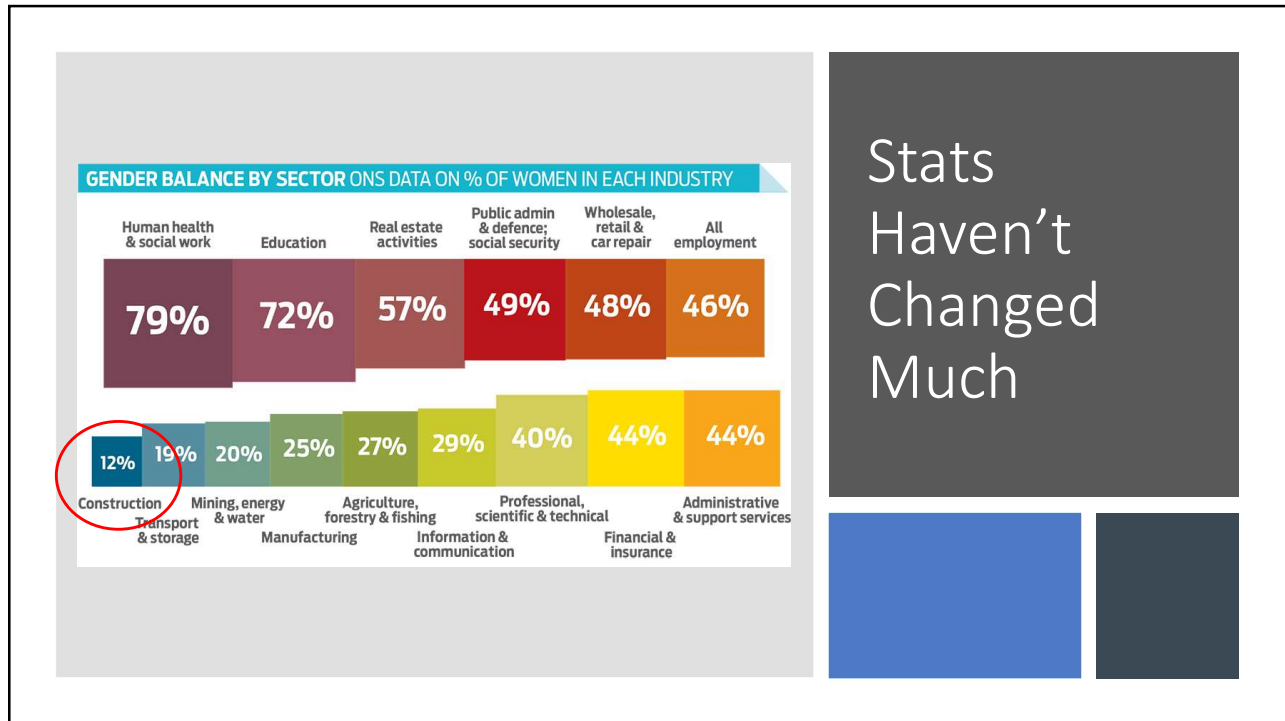


Women Are Now the Majority of the U.S. Workforce

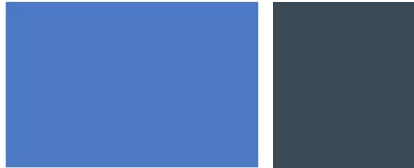
Women held 50.04% of American jobs as of December 2020 according to the Bureau of Labor Statistics.

That's up from 49.7% in 2019

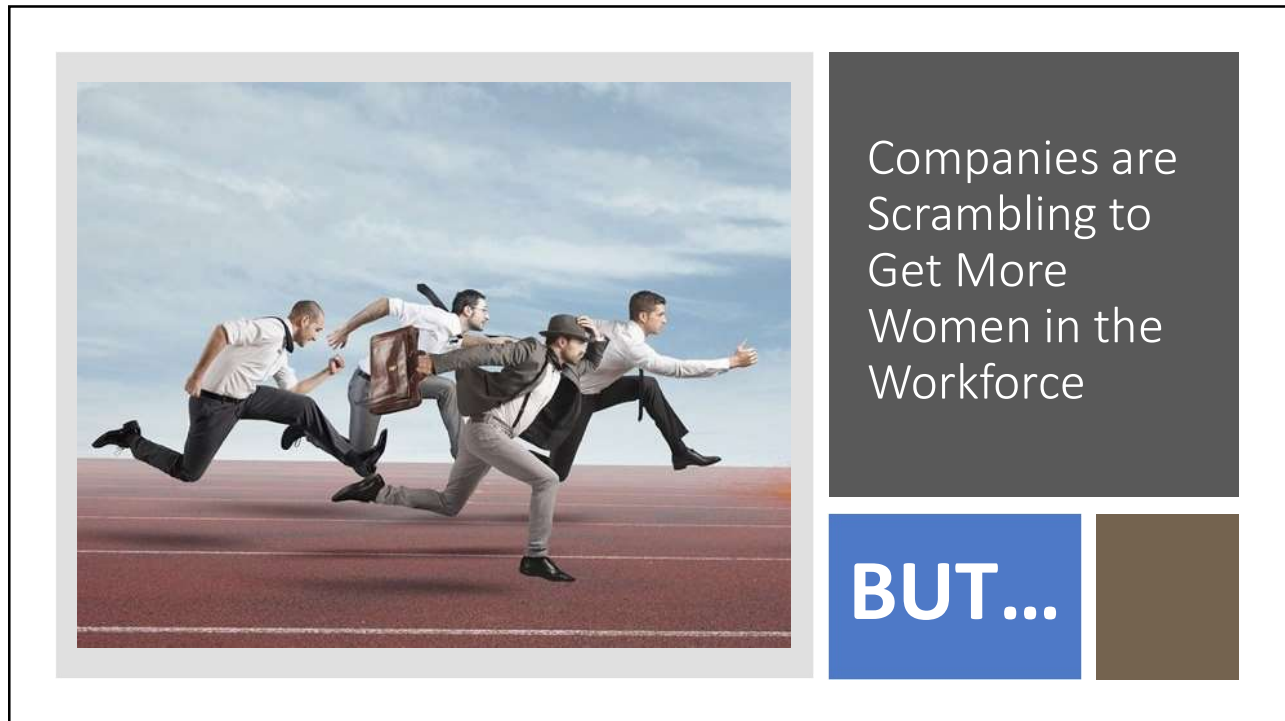
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Stats Haven't Changed Much




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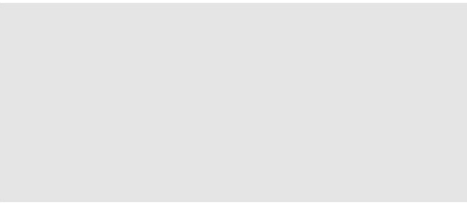
Companies are Scrambling to Get More Women in the Workforce

BUT...

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Simply Increasing
Numbers is NOT
Going to Solve the
Problem



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The Bigger Challenge...
Leadership & Culture

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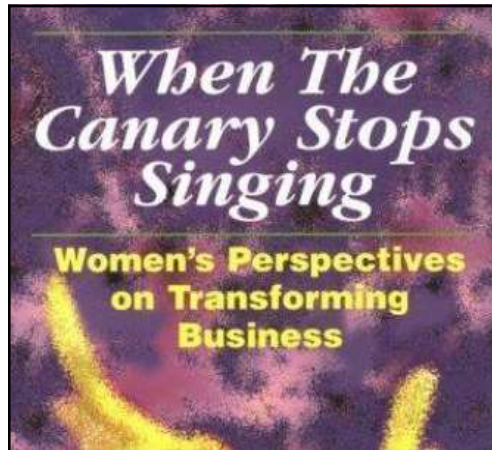


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There's a Gap Between the
Leaders We Have & the Leaders
We Need in Our Industry

And Women are the Greatest
Strategic Advantage that the
Industry Has to Close That Gap

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"Just as canaries once warned miners of unhealthy conditions underground, women in today's corporate marketplace sound a caution that our business survival depends on making changes in the business environment."
 Copyright 1993

"I believe that women participating and leading in the industry is the key to its transformation.... and thus the smartest way to secure its future"

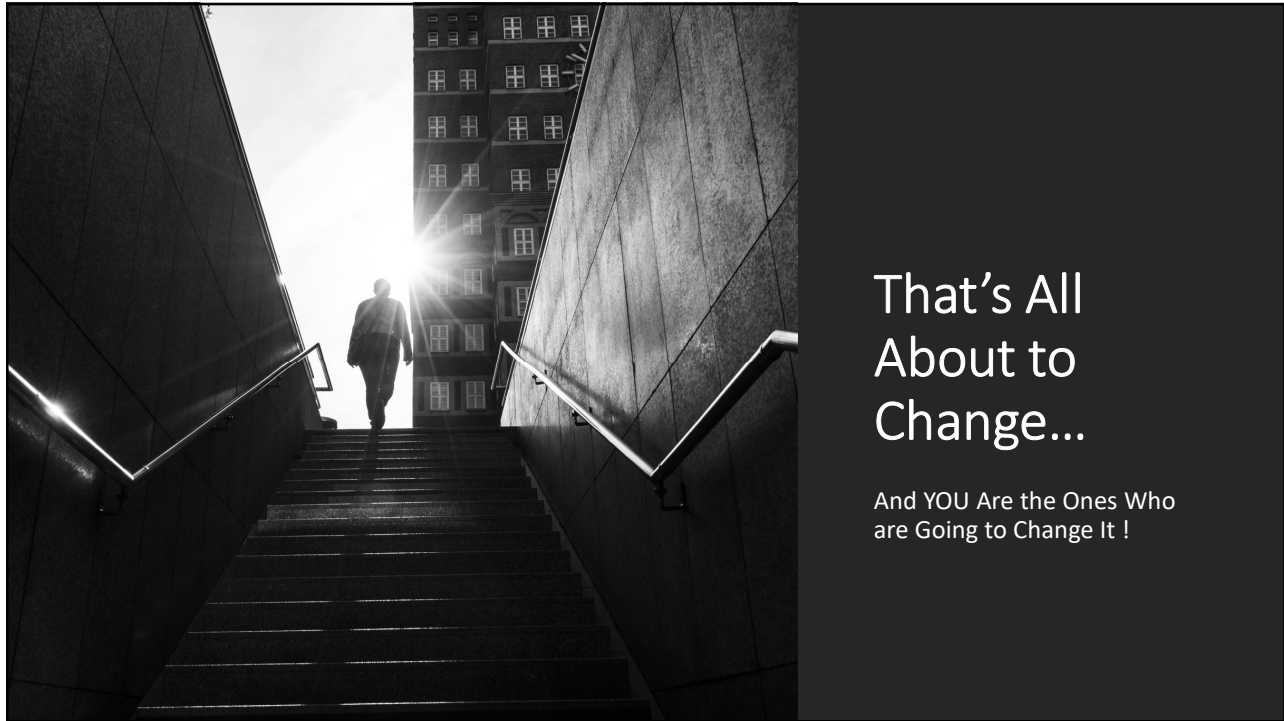
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Up to this point, who women have been in this industry is...

Inconsequential

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That's All About to Change...

And YOU Are the Ones Who are Going to Change It !

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New Style of Leadership Required

The command and control style of leadership doesn't support workers in a VUCA world.

Leaders must be able to influence diverse groups over which they have no direct authority

Research shows that women are very well suited to this kind of leadership

Women have a tremendous instinct for the type of leadership competencies that are needed to leverage talented people and opportunities

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Integrated approaches to design & construction thrive under leadership based on skills of personal interaction rather than on authority...

And women have a clear edge

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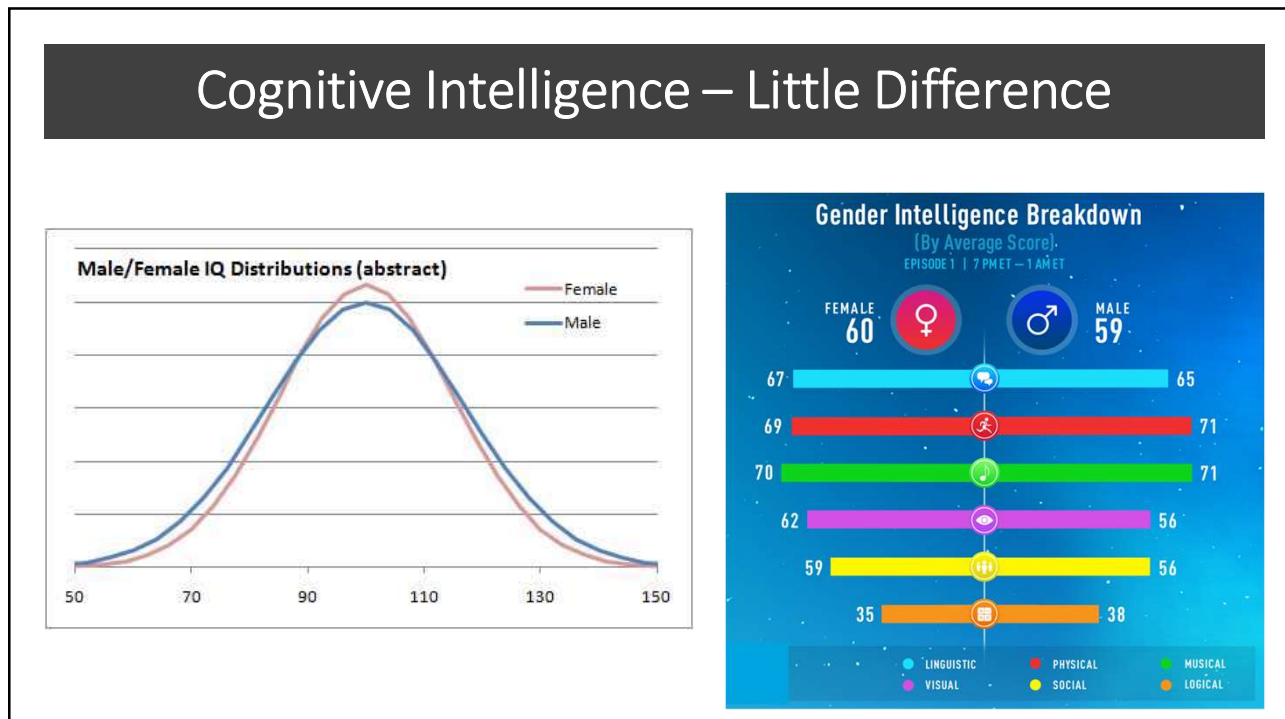
Why Women, Why Now

- In an industry where collaboration and communication are king when it comes to delivering integrated solutions...
- The innate skills, talents, and attributes that women bring to the table are exactly what's needed to navigate the unique requirements of an integrated process...
- To lead integrated teams and leverage the advantages that an integrated process brings.

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Emotional Intelligence

SIGNS OF HIGH EMOTIONAL INTELLIGENCE CAPABILITIES

- Self-awareness**
Emotional, Accurate, Self-confidence
- Self-management**
Self-control, Trustworthiness, Conscientiousness, Adaptability, Achievement orientation, Initiative
- Social Awareness**
Empathy, Organisational awareness, Service orientation
- Social Skill**
Visionary leadership, Developing others, Communication, Change catalyst, Conflict management, Building bonds, Teamwork and collaboration

Emotional Quotient (EQ) vs Intelligence Quotient

A study comparing **OUTSTANDING MANAGERS** With **AVERAGE MANAGERS** Found that **90% OF THE DIFFERENCE WAS ACCOUNTED FOR BY EQ**

A study found that the most important factor to predict **WHETHER OR NOT** a person **TOOK THE LEAD WITHIN HIS OR HER TEAM** was an individual's **EMOTIONAL INTELLIGENCE**

even when taking **IQ AND PERSONALITY** into account

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Surprisingly – There's no significant difference between men and women's overall scores when it comes to Emotional Intelligence.

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However:
There is a
difference in
individual
criteria
scores...



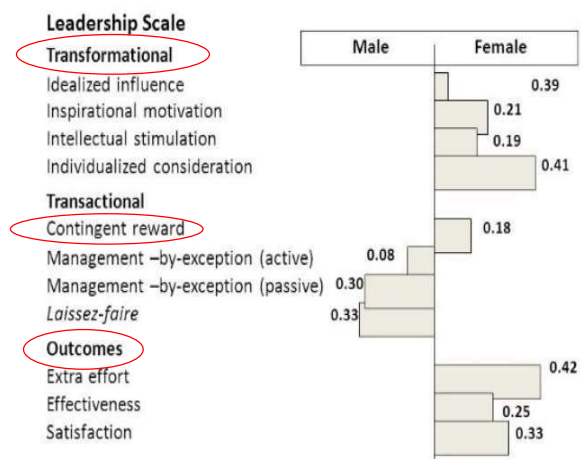
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Multifactor Leadership Questionnaire (MLQ)

Over 2 decades of research confirms that the skillsets of women are completely aligned with the transformational shift that is happening in the construction industry relative to integrated delivery processes.

- **Women outperform on the Transformational scale**
- **Women outperform on the Outcomes scale**
- Men outperform on the Transactional scale...which is what we want to move away from
- **Only Transactional measure that women outperform men is on contingent reward scale**

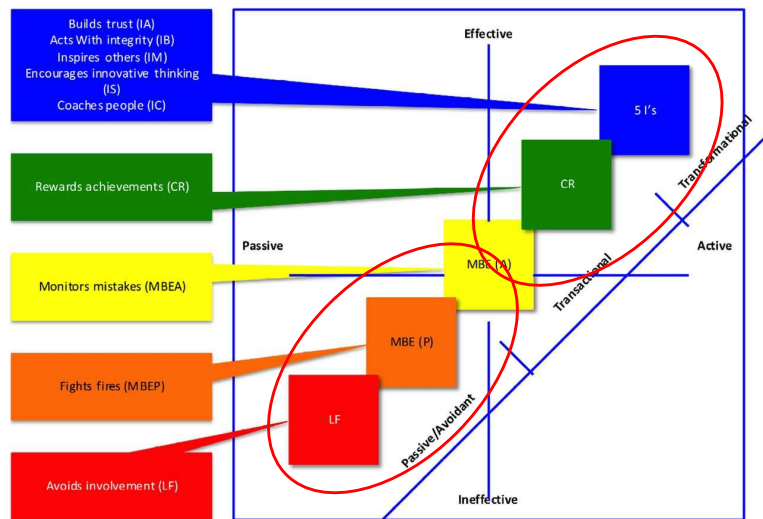
Mean difference among men and women managers in MLQ scores when rated by subordinates



Bass, BM and Avolio, BJ (1994) SHATTER THE GLASS CEILING - WOMEN MAY MAKE BETTER MANAGERS. Human Resource Management. Vol 33 (4) pp. 549-560

34

Where Do Women Fall Compared to Men in the Critical Areas Associated with Transformational Leadership?



35



Women Have Got All the Right Stuff and More...

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To Stand in Your Own Power



This is the real work of learning to L.E.A.D...
It's the Secret!

PICTUREQUOTES.com

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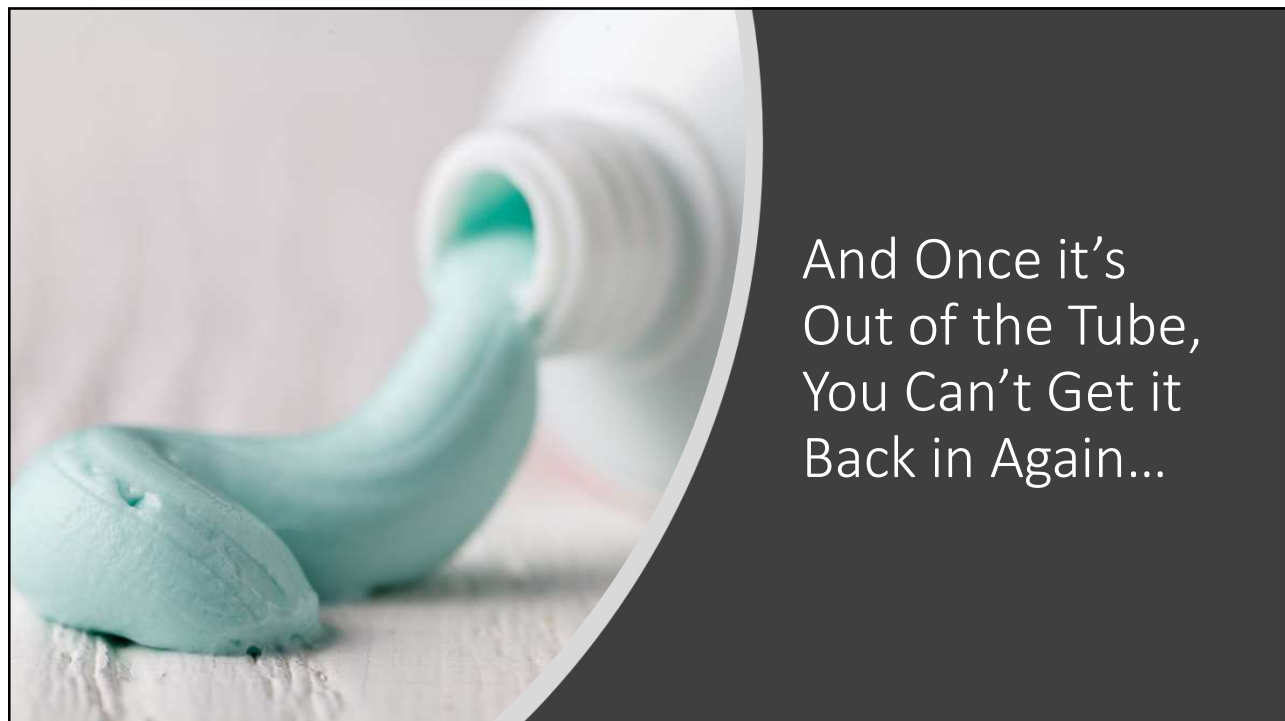


Trying to Figure Out What You are Up To....
REALLY ?


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How Do You Discover Your Pull?



45



If time and money and circumstances were no object, what would you be doing?

And WHY ?

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What happens when achieving your goals isn't enough?

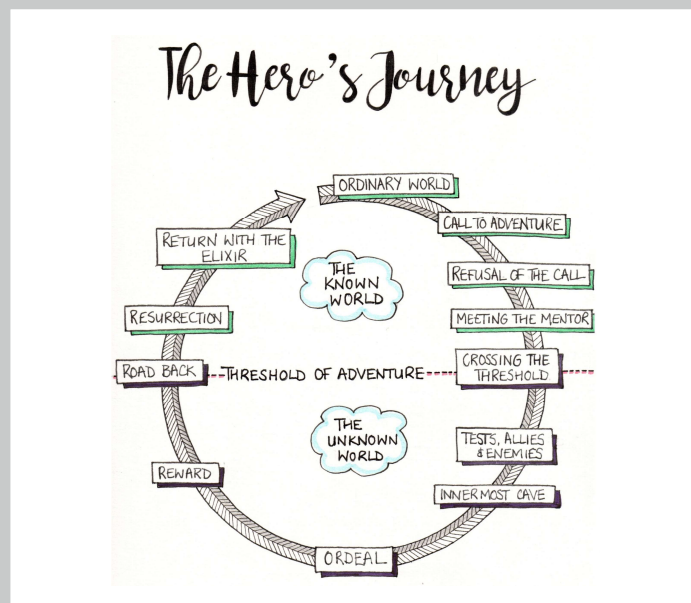
My Own
"To Thine Own Self Be True"
 Discovery Story



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The Power of Pull...

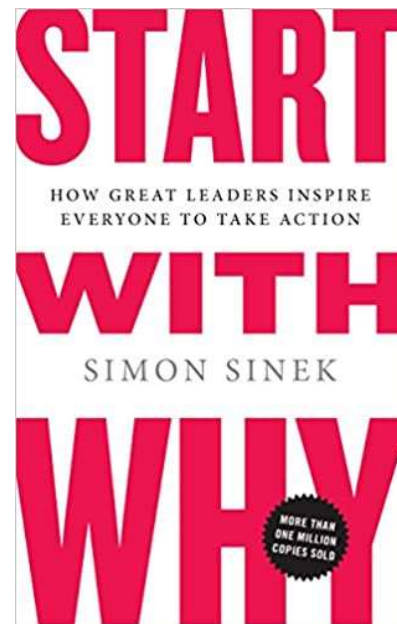
- **Where am I and how did I get here?**
- I've been through this cycle so many times!
- You always return to a place of being bigger than you ever thought possible!



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We've Got to Start With Why

What's Your Purpose?
What's Your Pull?
What are you out for?



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The Golden Circle

WHAT

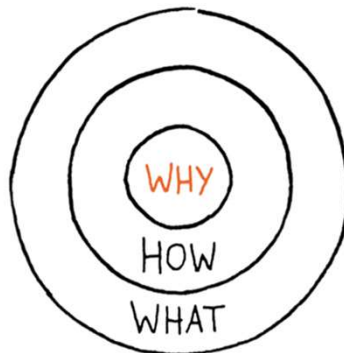
Every organization on the planet knows WHAT they do. These are products they sell or the services they offer.

HOW

Some organizations know HOW they do it. These are the things that make them special or set them apart from their competition.

WHY

Very few organizations know WHY they do what they do. WHY is not about making money. That's a result. WHY is a purpose, cause or belief. It's the very reason your organization exists.



Simon Sinek's Golden Circle theory
https://www.youtube.com/watch?v=u4ZojKF_VuA

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What Makes Your Heart Sing?

- What activities provide you the greatest fulfillment?
- In what areas do you have superior skill and extreme passion?
- What things could you do all day long without tiring or any thought of fatigue?
- What do you believe in and consistently talk about?
- What do you do that brings compliments from others?

What Makes Your Heart Break?

- What's not okay with you? In your job? At your company? In your home? In the world?
- What would you change tomorrow if time, money, or circumstances were of no object?
- What brings tears to your eyes?

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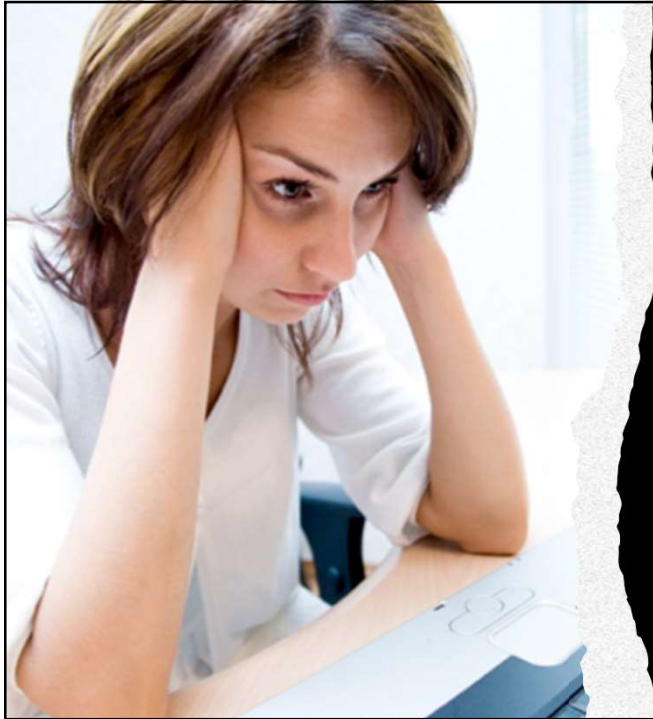
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Assumptions,
actions, and limiting
beliefs that inhibit
women from taking
action...

*What's keeping you from taking
that class, competing for that
promotion, or applying for that
position?*

A photograph of a woman with a thoughtful expression, resting her chin on her hand. She has long brown hair and is wearing a maroon top. The background is a plain, light-colored wall.

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What's Your Current State?

- A disconnect between what you're doing and what you feel you should be doing?
- A sense of not meeting your potential?
- A sense of something is missing?
- A sense of something is wrong?
- A sense of being powerless
- Perhaps even a victim...

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Barriers? Real or Perceived?

Some Common Themes

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Glass Ceiling

Myth or Reality?



I'm Much More Concerned With the Sticky Floor...

57

Self-inflicted Barriers?

- Assumptions, actions, and **limiting beliefs** that inhibit women from taking action:
 - Women don't promote themselves
 - Women often don't ask for what they want
 - Women themselves assume that their gender is a problem in construction

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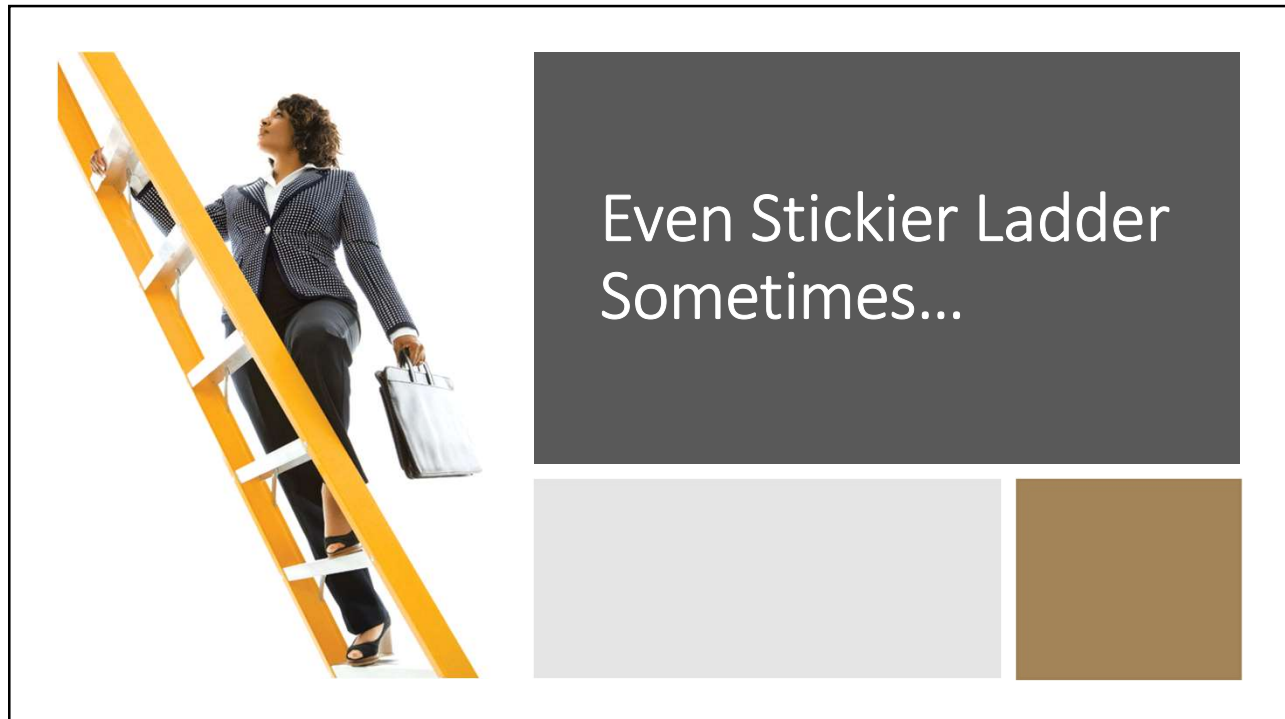
FREE YOURSELF FROM THE HIDDEN BEHAVIORS SABOTAGING YOUR CAREER SUCCESS

IT'S *NOT* A GLASS CEILING

IT'S A STICKY FLOOR

What's keeping you from taking that class, or applying for that position?

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Lots and Lots of Limiting Beliefs

The “Sticky Note” Phenomenon

- Women don't promote themselves
- Women don't often ask for what they want
- Women assume that their gender is a problem in construction

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Common Excuses

- I'm not good enough
- I'm not smart enough
- I don't know how to do it
- I don't know where to start
- I don't know how to get there
- I already have too much to do
- I'm too tired

61

Fighting Off the Imposter Syndrome



Imposter syndrome = thinking you're undeserving of your successes. You believe you're less capable than what others think, and are secretly afraid of being found out.

62





There's Just Life...

Figure Out What You Want it to Look Like and Take Action to Make That Happen.

63



NOW - There are Real Tangible Barriers...

- Lack of a strong industry network
- The small representation of women in this male-dominated industry
- Majority of decision makers are still predominantly men
- Can't count on other women to lend a hand
- **Hard-wired lingering gender bias**

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How Men & Women Relate Differently

Men are promoted based on potential & women are promoted based upon performance

- Men relate side-by-side
- Women relate face-to-face
- Men's point of reference are the women in their lives
- They have little to no experience relating to us in a professional manner
- How it manifests??



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But it's Time to
Start Mopping
That Sticky
Floor

- Create the future you expect
- Ask for what you want and need
- Is your current job taking you in the direction you want to go?
- Who have you talked to about it?
- Are they responding?
- Do you have a plan?
- How long do you wait?



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It's Time to Create a Path of Your Own Making

If you want to be president of a company, behave and think like a president no matter what your job is today...



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Where are you right now?

- Haven't set any career goals yet. Can't be disappointed if you don't even try!
- I've set some goals and started moving up the ladder toward them but find I can only go so far – feel stuck!
- Broken through and have a seat at the table but still not seen as an equal.
- Some of you left the struggle all together and started your own companies.

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Figure Out
What You
Want Your Life
to Look Like...

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When you aren't
wrapped up in
preconceptions
or ideas about
who you should
be, it's easier to
be who you are.

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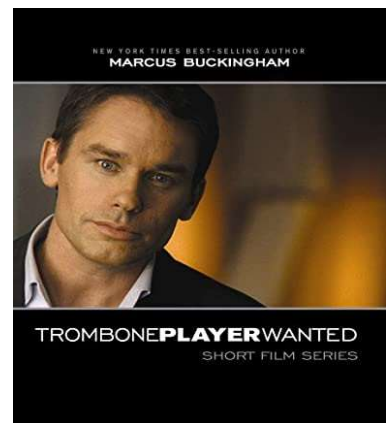
Debunking Some of Those Preconceptions



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Debunking Some Myths

- MYTH 1: As you grow, your personality changes
- TRUTH: As you grow, you become more of who you already are
 - *Your values, your skills, your self-awareness, and some behaviors may change.*
 - *But the most dominant aspects of your personality will remain the same.*



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Debunking Some Myths

- MYTH 2: You will grow the most in your areas of greatest weakness.
- TRUTH: You will grow the most in areas of your greatest strength
 - *You will be the most inquisitive, most resilient, most creative, and most open to learning in your areas of strength*




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Debunking Some Myths

- MYTH 3: A good team member does whatever it takes to help the team
- TRUTH: A good team member will deliberately volunteer her strengths to the team most of the time
 - *A great team member is not well rounded.*
 - *A great team is well rounded, precisely because each great team member is not !*




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- Strengths
 - What are they?
 - How do you know?
- Weaknesses
 - What are they?
 - How do you know?

75

STRENGTH Hints



- Thinking
 - I can't wait to start
 - This is fun
 - I could do this forever
 - This is my calling
 - This is perfect for me
 - Just try and stop me
- Feeling
 - Powerful, passionate
 - Euphoric, enthusiastic
 - Natural, authentic
 - Smooth, confident
- I want to...
 - Find a way to do more of it
 - Learn more about it and do it better
 - Look for people that are really good at it & learn more

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WEAKNESS Hints



- Thinking
 - I hate it when I have to do this
 - Will this ever end
 - This is going to take forever
 - Thank goodness this is nearly over
 - Can I sit this one out
- Feeling
 - Frustrated, fragmented
 - Disjointed, awkward
 - Drained, despondent
 - Bored, distracted
- I want to...
 - Avoid having to do it again
 - Get the new guy/gal to do it
 - Shove it to the right side of my desk and ignore it
 - Do anything else instead

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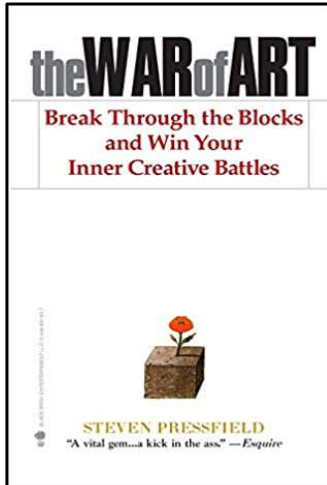
A constant tug-of-war that keeps us stuck

Pull and **Resistance**

There's Another Powerful Force at Play

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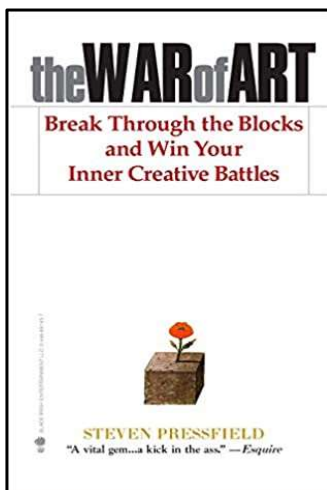
The Power of Resistance...



- Most of us have two lives. The life we live, and the unlived life within us.
- Between the two stands Resistance.
- Late at night have you experienced a vision of the person you might become, the work you could accomplish, the realized being you were meant to be?
- Are you a writer who doesn't write? A painter who doesn't paint? An entrepreneur who never starts a venture?
- Then you know Resistance.

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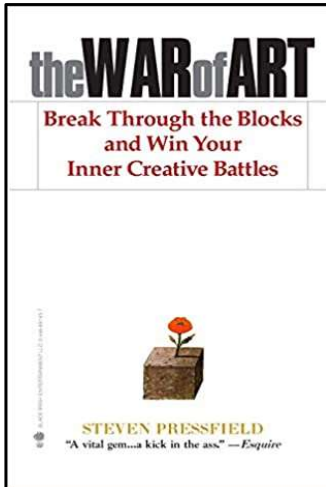
The Power of Resistance...



- Resistance is the most toxic force on the planet. It is the root of more unhappiness than poverty, or disease.
- To yield to Resistance deforms our spirit. It stunts us and makes us less than we were born to be.
- Resistance is faster than a speeding bullet, more powerful than a locomotive, harder to kick than crack cocaine.
- Resistance will bury you.

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The Power of Resistance...



- Look in your own heart.
- Right now a small voice is piping up, telling you as it has 10,000 times, the calling that is yours and yours alone.
- You know it.
- No one has to tell you.

"The more important a call or action is to your soul's evolution, the more Resistance you will feel toward pursuing it."

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Decide what gives you life...and then move in that direction.

The most common way we give up power is by thinking we don't have any.

-Alice Walker

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Transforming Leadership & Culture in the AEC Industry

THANK YOU

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