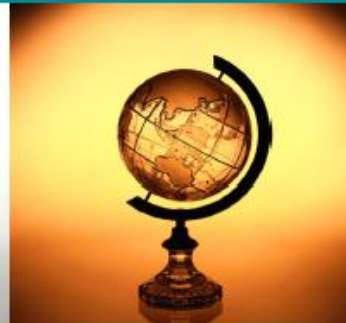


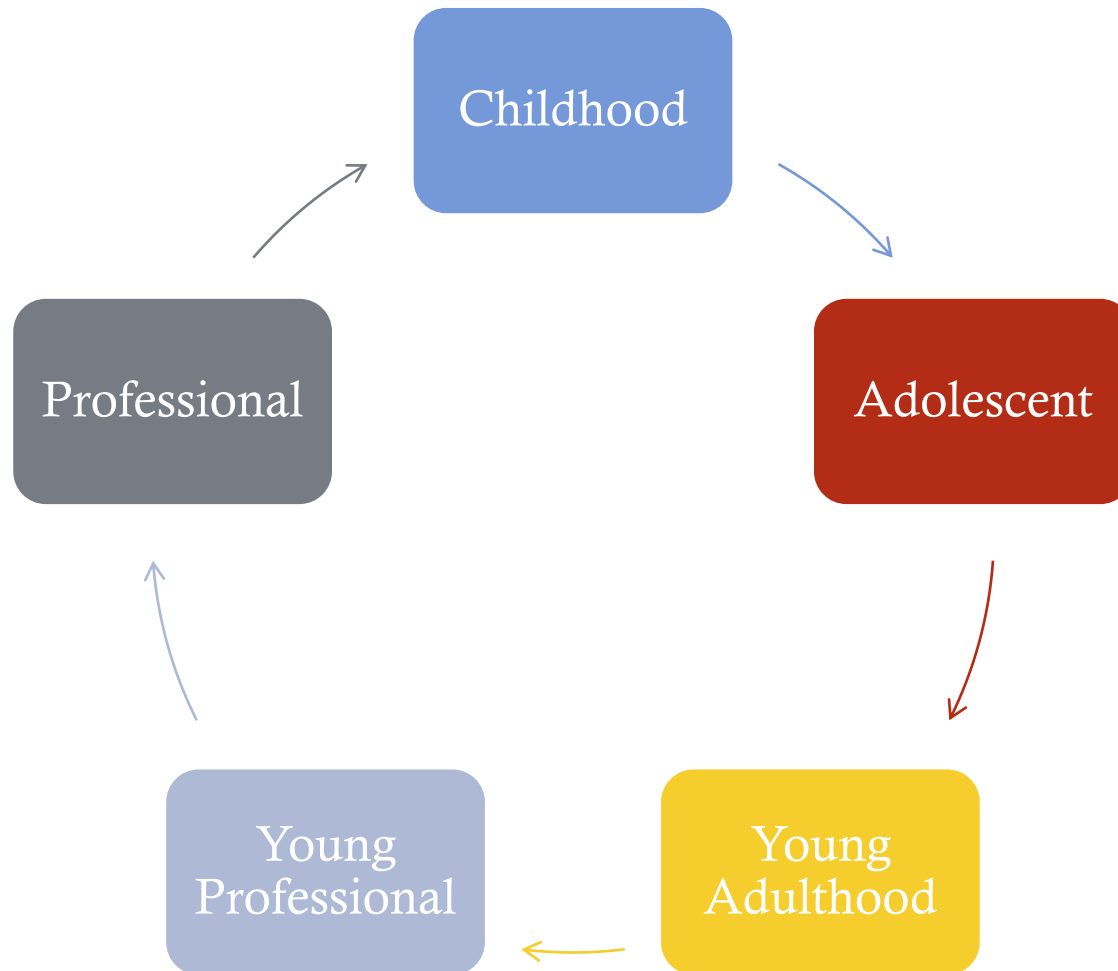
*Women Leader Luncheons
Women in Business, Athens
April 3, 2017*

BUILDING, BRIDGING, & BLAZING PATHWAYS FOR WOMEN AND LEADERSHIP

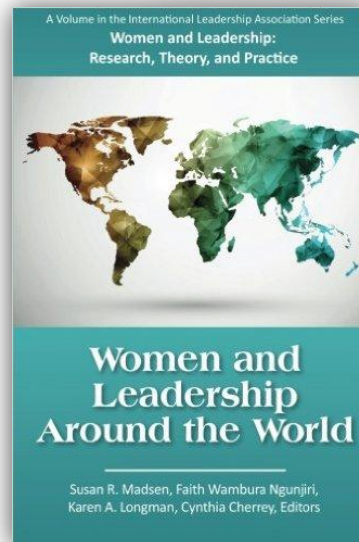
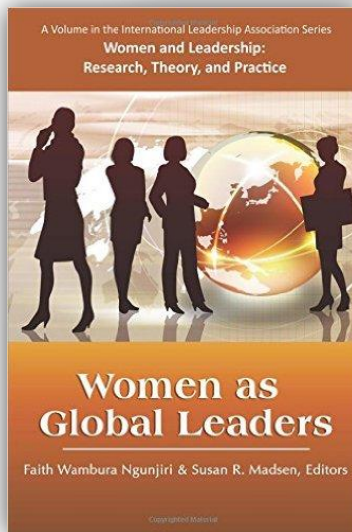
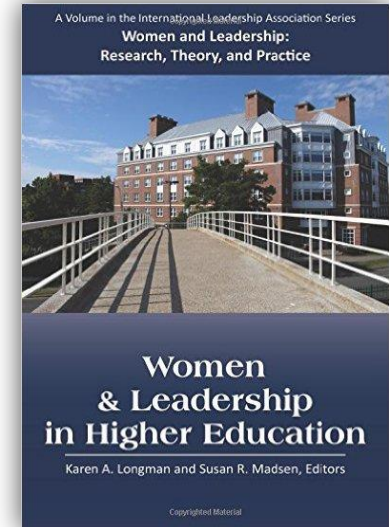
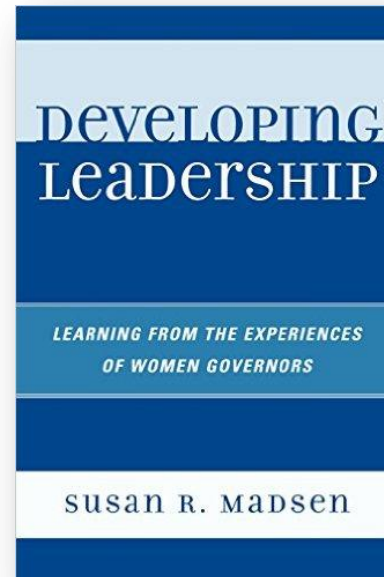
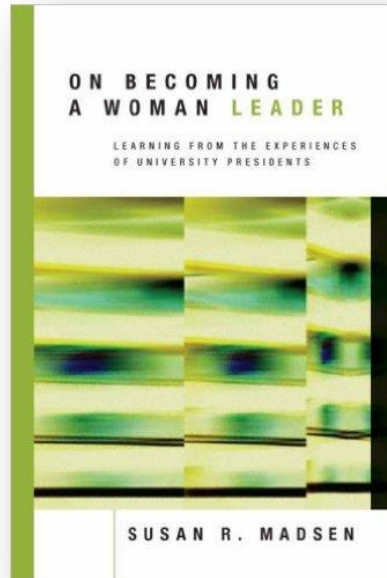
*Prof./Dr. Susan R. Madsen
Woodbury School of Business, Utah Valley University*



DEVELOPING LEADERSHIP



BOOKS





KEYNOTE OUTLINE

1. Why does it matter?
2. Where is Greece now (stats)?
3. What are the challenges?
4. What are some strategies and initiatives?
5. How can you continue to strengthen your own influence?



1. WHY DOES IT MATTER?

- A. To Improve Financial Performance
- B. To Strengthen Organizational Climate
- C. To Leverage Talent
- D. To Increase CSR & Reputation
- E. To Enhance Innovation & Collective Intelligence



A. TO IMPROVE FINANCIAL PERFORMANCE

Better financial results
Increased profitability
Higher operating results
Better economic growth
Faster debt reduction
Lower risk of insolvency
Strike better deals

Make less risky bids
Better stock growth
Higher market-to-book value
Better corporate governance
Better corporate oversight
Improved corporate
sustainability



B. TO STRENGTHEN ORGANIZATIONAL CLIMATE

Decreased turnover intentions
Higher employee satisfaction
More women hired for pipeline
Smaller gender pay gap
Increased employee engagement
Increased productivity



Higher customer satisfaction
Lower corporate fraud
Reduced groupthink
Higher team performance
More considerate team members
More ethical choices & decisions

C. TO LEVERAGE TALENT

Better holistic thinkers
Seek win-win solutions
More process-oriented
Ask different questions
Bring different experiences
Sensitive to nonverbal cues
Comfortable with ambiguity
Different leadership styles

Focus on inclusiveness
Focus on teams and
cooperation
More nurturing to others
Focus on developing others
More ethical decisions
Higher integrity and honesty
Focus on self-development



D. TO INCREASE CSR & REPUTATION

Increased CSR

Higher-quality CSR initiatives

Greater social responsiveness

Better engagement with society

Greater philanthropic responses

Improved corporate reputation

Better corporate social performance

Increased social performance indicators



E. TO ENHANCE INNOVATION & COLLECTIVE INTELLIGENCE

Increased innovation

Improved creativity

Better team decision making

Greater team problem-solving

Better team performance on highly
complex tasks

Increased knowledge formation and
patents

Higher collective intelligence

Higher social sensitivity



SO WHO BENEFITS?

- Individuals
- Teams
- Organizations
- Communities
- Governments
- Societies



STUDY: ATHENA DOCTRINE

- 64,000 people surveyed from 13 countries.
- Respondents classified 125 different behavioral traits as masculine, feminine, or neutral.

THE ATHENA DOCTRINE: HOW WOMEN (AND THE MEN WHO THINK LIKE THEM) WILL RULE THE FUTURE
 (GERZEMA & D'ANTONIO, 2013)

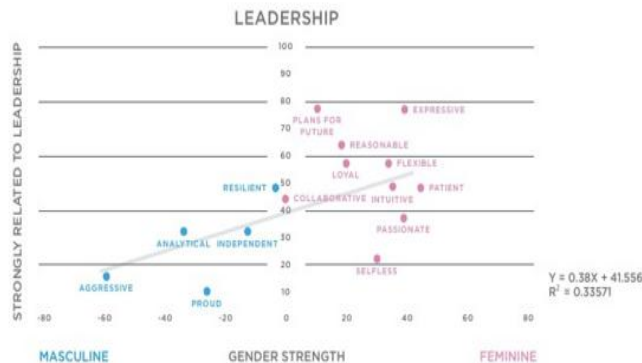
“...many of the qualities of an ideal modern leader are considered feminine.”
 (p. 11)

“...people around the world feel that feminine traits correlate more strongly with making the world a better place.”
 (p. 11)

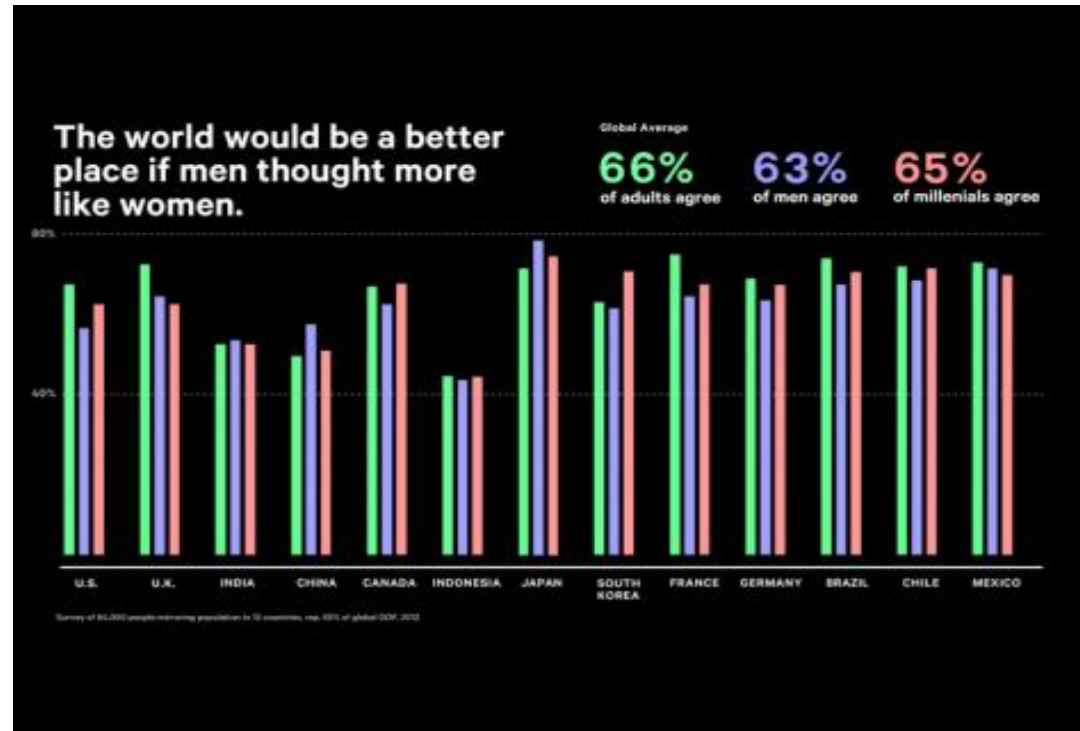
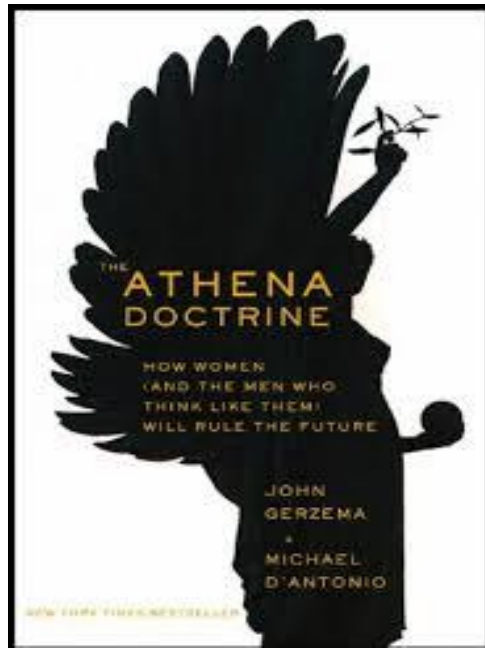
Expressive
 Intuitive
 Patient

Loyal
 Selfless
 Empathetic

FEMININE ATTRIBUTES MORE STRONGLY RELATED TO LEADERSHIP



“THE WORLD WOULD BE A BETTER PLACE IF MEN THOUGHT MORE LIKE WOMEN”



Agree: 66% of adults; 63% of men; 65% of millennials
(64,000 respondents 13 countries) – (Gerzema & D' Antonio, 2013, p. 8)

STUDY: ZENGER FOLKMAN






























The Top 16 Competencies Top Leaders Exemplify Most

	Male Mean Percentile	Female Mean Percentile	T value
Takes Initiative	48	56	-11.58
Practices Self-Development	48	55	-9.45
Displays High Integrity and Honesty	48	55	-9.28
Drives for Results	48	54	-8.84
Develops Others	48	54	-7.94
Inspires and Motivates Others	49	54	-7.53
Builds Relationships	49	54	-7.15
Collaboration and Teamwork	49	53	-6.14
Establishes Stretch Goals	49	53	-5.41
Champions Change	49	53	-4.48
Solves Problems and Analyzes Issues	50	52	-2.53
Communicates Powerfully and Prolifically	50	52	-2.47
Connects the Group to the Outside World	50	51	-0.78
Innovates	50	51	-0.76
Technical or Professional Expertise	50	51	-0.11
Develops Strategic Perspective	51	49	2.79
















Source: Zenger Folkman Inc., 2011

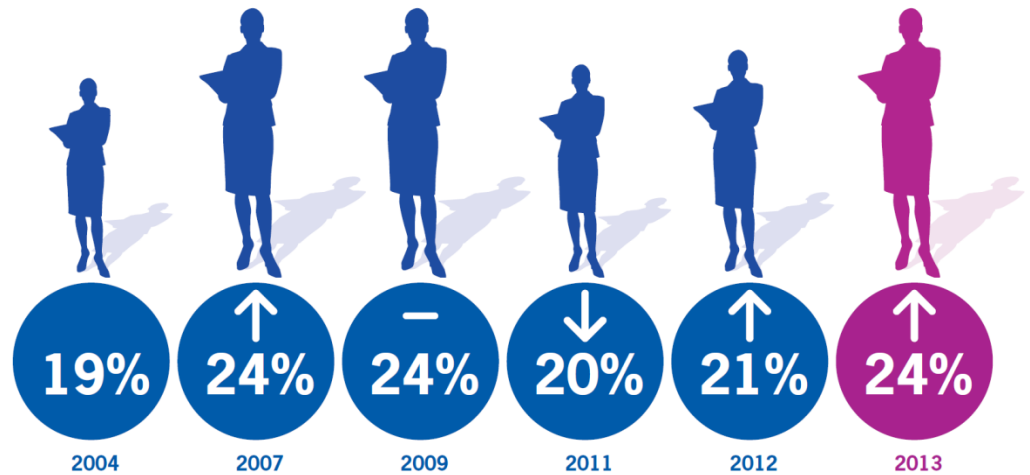
2. WHERE IS GREECE NOW?

PERCENTAGE OF WOMEN IN SENIOR MANAGEMENT

	China (mainland)	51	↑		Greece	30	↑
	Poland	48	↑		South Africa	28	→
	Latvia	43	→		New Zealand	28	→
	Estonia	40	→		Belgium	28	↑
	Lithuania	40	→		Peru	27	→
	Philippines	37	↓		Singapore	27	↑
	Georgia	37	↓		Sweden	27	↑
	Thailand	36	↓		Canada	27	↑
	Vietnam	33	↑		Malaysia	26	↓
	Botswana	32	↓		France	26	↑
	Russia	31	↓		Global	24	↑
	Germany	31	↑		Finland	24	↓
	Taiwan	31	↑		Italy	24	↓
	Hong Kong	30	↓		Denmark	23	↑
	Turkey	30	↓		Brazil	23	↓

WOMEN IN SENIOR MANAGEMENT

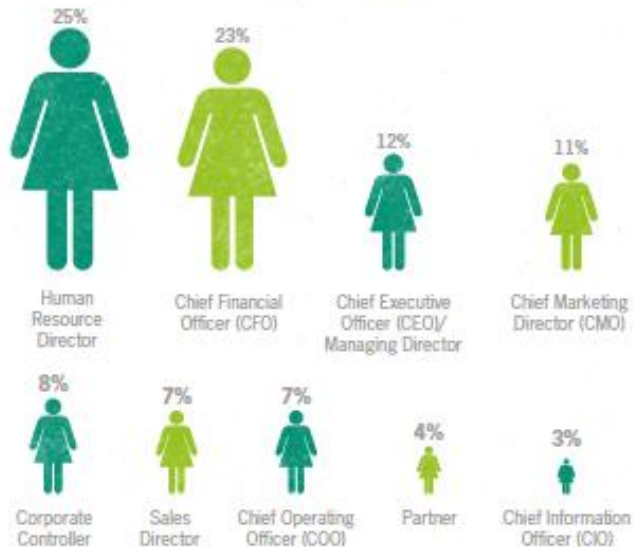
	Mexico	23	↑
	Armenia	23	↓
	Australia	22	↓
	Chile	22	→
	Norway	22	→
	Spain	21	↓
	Ireland	21	→
	United States	20	↑
	United Kingdom	19	↓
	India	19	↑
	Argentina	18	↓
	Switzerland	14	↓
	Netherlands	11	↓
	United Arab Emirates	11	↓
	Japan	7	↑



SOURCE: GRANT THORNTON IBR 2013

WOMEN IN SENIOR MANAGEMENT

Percentage of roles held by women



Source: Grant Thornton IBR 2014

Proportion of women in senior roles by industry



Source: Grant Thornton IBR 2014

Businesses with strong links to the public sector are most likely to have women in their leadership teams. More than half of education & social services (51%) firms have women in senior management, while healthcare (29%) is also well above the global average. Businesses in services sectors such as hospitality (37%), financial services (29%) and professional services (27%) also have relatively higher proportions of women in senior roles. Women are more poorly represented in primary sector businesses such as mining (12%), agriculture and energy (both 16%).

WOMEN IN SENIOR MANAGEMENT

Table 1

Percentage of women on boards by country

Source: Credit Suisse Research – sample size 27,000 directors

	2010	2011	2012	2013
Global average	9.6%	10.3%	11.3%	12.7%
Australia	10.8%	13.7%	15.5%	17.5%
Austria	11.4%	14.0%	14.4%	17.6%
Belgium	15.2%	15.8%	18.9%	23.2%
Brazil	5.6%	6.1%	5.7%	6.5%
Canada	12.5%	13.5%	14.9%	15.9%
Chile	2.3%	3.0%	3.7%	4.7%
China	8.8%	9.0%	9.6%	10.7%
Czech Republic	6.3%	9.7%	6.3%	6.3%
Denmark	16.9%	18.2%	20.6%	25.0%
Finland	26.4%	24.5%	27.0%	29.5%
France	16.1%	21.6%	25.1%	29.6%
Germany	11.8%	14.0%	18.5%	23.0%
Greece	11.5%	10.6%	10.4%	14.3%
Hong Kong SAR	8.9%	9.3%	9.7%	10.8%
India	5.5%	5.8%	6.2%	6.7%
Indonesia	5.9%	5.6%	6.1%	5.0%

CREDIT SUISSE 

September 2014

Turkey	8.2%	9.2%	8.5%	6.6%
Ukraine	6.7%	6.7%	6.7%	6.7%
UK	10.1%	11.9%	15.5%	17.9%
US	12.7%	12.8%	13.3%	13.7%

FEMALE ENTREPRENEURSHIP INDEX

Rank	Country	Score
1	United States	82.9
2	Australia	74.8
3	United Kingdom	70.6
4	Denmark	69.7
5	Netherlands	69.3
6	France	68.8
7	Iceland	68.0
8	Sweden	66.7
9	Finland	66.4
10	Norway	66.3
11	Ireland	64.3
12	Switzerland	63.7
13	Belgium	63.6
14	Germany	63.6
15	Chile	63.5
16	Singapore	59.8
17	Czech Republic	59.1
18	Lithuania	58.5
19	Poland	57.7
20	Latvia	56.6
21	Slovenia	55.9
22	Estonia	55.4
23	Austria	54.9
24	Slovakia	54.8
25	Hungary	53.7
26	Taiwan	53.4

Rank	Country	FEI
27	United Arab Emirates	52.6
28	Spain	52.5
29	Colombia	52.0
30	Italy	51.4
31	Croatia	49.9
32	Portugal	49.8
33	Romania	49.4
34	Israel	47.6
35	Uruguay	44.5
36	South Africa	44.2
37	Montenegro	43.7
38	Peru	43.6
39	Barbados	43.4
40	Greece	43.0
41	Mexico	42.8
42	Macedonia	41.2
43	Korea	40.1
44	Japan	40.0
45	Turkey	39.3
46	Malaysia	39.2
47	Jamaica	38.6
48	China	38.3
49	Saudi Arabia	37.0
50	Panama	36.9
51	Trinidad & Tobago	36.9
52	Thailand	36.6

Rank	Country	FEI
53	Botswana	36.4
54	Costa Rica	36.1
55	Argentina	35.7
56	Russia	35.6
57	Nigeria	32.8
58	Ecuador	32.3
59	Bosnia and Herzegovina	31.6
60	Brazil	31.1
61	Tunisia	30.7
62	El Salvador	29.9
63	Bolivia	29.7
64	Zambia	29.1
65	Venezuela	29.0
66	Egypt	27.7
67	Algeria	27.4
68	Angola	26.0
69	Ghana	25.8
70	India	25.3
71	Guatemala	23.2
72	Ethiopia	20.9
73	Iran	20.6
74	Uganda	18.4
75	Bangladesh	17.9
76	Malawi	15.5
77	Pakistan	15.2

2015

The biggest increases over the 2014-2015 year occurred in Czech Republic, Greece, and Jamaica.

Note: Individual country results at the variable level are in detail in Appendix 1 and 2, and can provide additional country-specific data for each variable.

GLOBAL GENDER GAP REPORT

144 Countries

Table 3: Global rankings, 2016

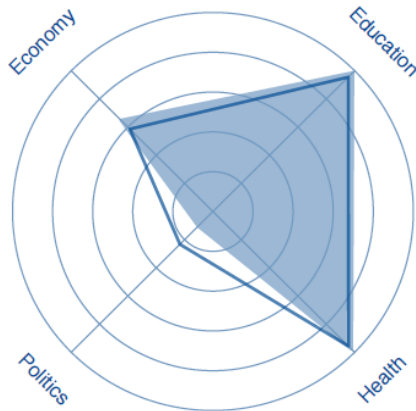
Country	GLOBAL INDEX		ECONOMIC PARTICIPATION AND OPPORTUNITY		EDUCATIONAL ATTAINMENT		HEALTH AND SURVIVAL		POLITICAL EMPOWERMENT	
	Rank	Score	Rank	Score	Rank	Score	Rank	Score	Rank	Score
Iceland	1	0.874	9	0.806	1	1.000	104	0.970	1	0.719
Finland	2	0.845	16	0.794	1	1.000	1	0.980	2	0.607
Norway	3	0.842	7	0.818	28	1.000	68	0.974	3	0.576
Sweden	4	0.815	11	0.802	36	0.999	69	0.974	6	0.486
Rwanda	5	0.800	8	0.817	110	0.958	89	0.972	8	0.452
United States	45	0.722	26	0.752	1	1.000	62	0.975	73	0.162
Australia	46	0.721	42	0.719	1	1.000	72	0.974	61	0.193
Panama	47	0.721	55	0.696	62	0.993	1	0.980	54	0.214
India	87	0.683	136	0.408	113	0.950	142	0.942	9	0.433
Indonesia	88	0.682	107	0.598	87	0.987	58	0.976	72	0.168
Montenegro	89	0.681	88	0.647	79	0.989	60	0.975	93	0.114
Georgia	90	0.681	61	0.679	78	0.989	119	0.967	114	0.089
Uruguay	91	0.681	90	0.643	39	0.999	1	0.980	104	0.101
Greece	92	0.680	85	0.649	85	0.987	54	0.979	101	0.104
Tajikistan	93	0.679	47	0.711	118	0.937	126	0.966	102	0.104
Slovak Republic	94	0.679	86	0.648	1	1.000	76	0.973	110	0.093
Suriname	95	0.679	100	0.617	44	0.997	1	0.980	91	0.120
Paraguay	96	0.676	82	0.656	59	0.995	1	0.980	122	0.075
Dominican Republic	97	0.676	78	0.658	77	0.989	97	0.971	118	0.085
Belize	98	0.676	59	0.686	75	0.990	1	0.980	135	0.048
China	99	0.676	81	0.656	99	0.967	144	0.919	74	0.162
Sri Lanka	100	0.673	124	0.530	82	0.988	1	0.980	57	0.196

Greece

rank
out of 144 countries **92**

score
0.00 = imparity
1.00 = parity **0.680**

SCORE AT A GLANCE



— Greece score
— sample average

KEY INDICATORS

GDP (US\$ billions)	195.21
GDP per capita (constant '11 intl. \$, PPP)	24,617
Total population (thousands)	10,954.62
Population growth rate (%)	-0.24
Population sex ratio (female/male)	1.05
Human capital optimization (%)	73.64

Global Gender Gap Index

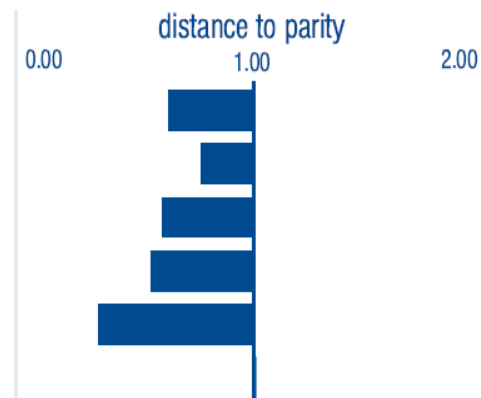
Economic participation and opportunity	rank	score	rank	score
Educational attainment	85	0.649	70	0.585
Health and survival	85	0.987	46	0.992
Political empowerment	54	0.979	53	0.978
rank out of	101	0.104	87	0.061
	144		115	

	2016		2006	
	rank	score	rank	score
Global Gender Gap Index	92	0.680	69	0.654
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Educational attainment	85	0.987	46	0.992
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Political empowerment	101	0.104	87	0.061
rank out of	144		115	

COUNTRY SCORE CARD

Economic participation and opportunity

	rank	score	avg	female	male	f/m ratio
Labour force participation	78	0.778	0.665	59	76	0.78
Wage equality for similar work (survey)	83	0.626	0.622	—	—	0.63
Estimated earned income (US\$, PPP)	84	0.573	0.502	19,687	34,369	0.57
Legislators, senior officials, and managers	83	0.347	0.358	26	74	0.35
Professional and technical workers	1	1.000	0.862	51	49	1.02



Educational attainment

	rank	score	avg	female	male	f/m ratio
Literacy rate	90	0.965	0.897	94	97	0.97
Enrolment in primary education	87	0.991	0.980	97	98	0.99
Enrolment in secondary education	98	0.991	0.970	95	96	0.99
Enrolment in tertiary education	1	1.000	0.930	110	110	1.00



Health and survival

	rank	score	avg	female	male	f/m ratio
Sex ratio at birth	95	0.943	0.918	—	—	0.94
Healthy life expectancy	65	1.058	1.043	73	69	1.06



Political empowerment

	rank	score	avg	female	male	f/m ratio
Women in parliament	80	0.245	0.269	20	80	0.25
Women in ministerial positions	112	0.111	0.238	10	90	0.11
Years with female head of state (last 50)	62	0.001	0.204	0	50	0.00



3. WHAT ARE THE CHALLENGES?

We all have
biases &
assumptions!

2. Race

1. Gender

3. Age

4. Other

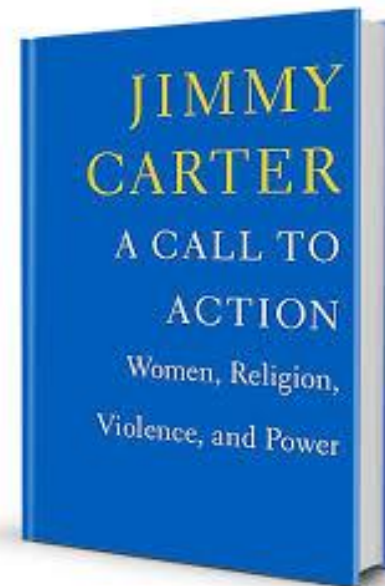
If there is not continued work,
awareness, and urgency, we will
automatically lose ground. It just
happens.

BIGGEST CHALLENGE

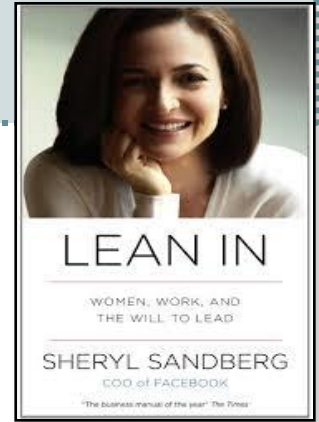
“the biggest challenge facing our world today...”



“is based on the presumption that men and boys are superior to women and girls....”



“TAPPING THE ENTIRE POOL”



“The laws of economics and many studies of diversity tell us that if we tapped the entire pool of human resources and talent, our collective performance would improve.

Legendary investor Warren Buffett has stated generously that one of the reasons for his great success was that he was competing with only half of the population. The Warren Buffetts of my generation are still largely enjoying this advantage. When more people get in the race, more records will be broken.” (Sandberg, 2013, p. 7)

TERMS

- *Terms:* Challenges, Barriers, Struggles, and Trials
- *Types:*
 - External
 - Internal

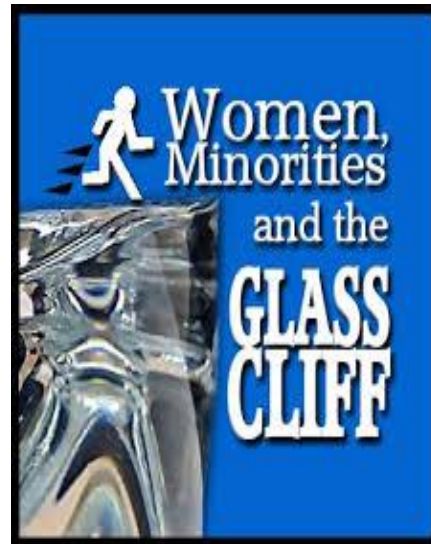


EXTERNAL BARRIERS

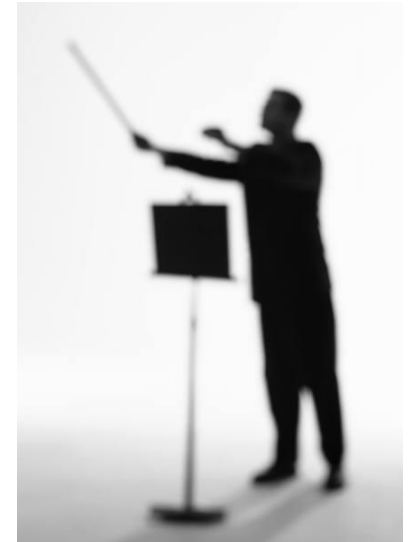
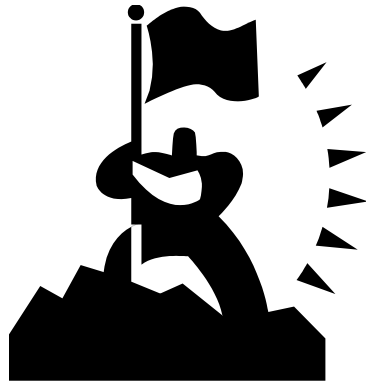
1. Glass ceiling
2. Pay equity
3. Organizational practices (recruiting, hiring, career development, training, promotion)
4. Others' perceptions (e.g., likeability, attractiveness, discrimination)
5. Lack of opportunities (e.g., role models, networking, socializing)
6. Socialization
7. Unconscious bias



METAPHORS



ASSUMPTIONS



WOMEN'S NEGATIVE INTERACTIONS

“The Tap”

Confident women
see the beauty in
another woman..

Not search for flaws

"We rise
by lifting
others."

-Robert Ingersoll



INTERNAL BARRIERS

“In addition to the external barriers erected by society, women are hindered by barriers that exist within ourselves. We hold ourselves back in ways both big and small, by lacking self-confidence, by not raising our hands, and by pulling back when we should be leaning in. We internalize the negative messages we get throughout our lives—the messages that say it’s wrong to be outspoken, aggressive, more powerful than men. We lower our own expectations of what we can achieve. We continue to do the majority of the housework and child care. We compromise our career goals to make room for partners and children who may not even exist yet. Compared to our male colleagues, fewer of us aspire to senior positions.”

“Lean In”—Sheryl Sandberg

CONFIDENCE

Evidence shows that generally **women**:

- Are less self-assured than men.
- Have more self-doubt than men.
- Have more anxiety in leaving their comfort zones.
- Overthink and don't let go of defeats or mistakes as fast.
- Have hurt feelings longer than men.
- Judge themselves harder than men.
- Take longer to get started again after failure.
- Don't use failure to learn as well as men (beat themselves up).

This is found across cultures, incomes, ages, professions, and generations.

DISCLAIMERS

Women often start their remarks with some sort of apology or disclaimer:

- “I just have one point to make.”
- “I’ve never thought much about this, but...”
- “I really don’t know whether this is accurate, but...”
- “I don’t know a lot, but I do want to say something.”
- “No big deal if you don’t, but I would like a raise.”
- “You probably won’t agree, but I do think the event I organized went well.”
- “I’m sorry for bugging you, but I just wanted to ask if I can have a few minutes of your time.”
- “I know you have more important things to do, but I wanted to see if I could talk to you.”

LACK OF CONFIDENCE

Perfectionism

Disclaimers

Talking
Less

Attributions

Asking
Clearly
for Needs

Negotiation

Qualifications

Deflecting
Praise

Rumination

Upspeak

Physical
Appearance

FEAR

- Ask for money
- Ask more questions
- Create synergy (trust timing)
- Don't rush to decisions—be comfortable with space
- Find my voice
- Get a bachelor's degree
- Get a master's degree
- Get a PhD
- Get involved in passing legislation
- Improve my speaking skills
- Improve my writing skills
- Live abroad
- Pitch my ideas more
- Run for office
- Speak up in church settings
- Speak up in uncomfortable situations
- Speak up in all situations
- Speak up to leaders when things aren't going well
- Speak up when being challenged
- Speak up while controlling my emotions
- Stand firm to make positive progress
- Stand up and speak up about issues at work
- Start a business
- Take action
- Write a book

4. STRATEGIES & INITIATIVES

- To restructure processes and systems (external).
- To strengthen capacity in women (internal).



BUILDING, BRIDGING, & BLAZING PATHWAYS
FOR WOMEN AND LEADERSHIP

EXTERNAL

- A. Create a pipeline of women leaders by strategically providing developmental opportunities for females identified as potential leaders (e.g., coaching, mentoring, training, new assignments).
- B. Educate and encourage top company leaders to become change agents for diversity.
- C. Consider at least one woman for every director opening and, as a start, ensure that your company has at least one woman seated on your board.



EXTERNAL

- D. Expand your pool of potential directors by looking beyond current CEOs to other executive level candidates; expand pools for other management and leadership positions as well.
- E. Examine your practices to see if there are changes that can be made to better recruit, promote, and retain women leaders for executive positions and boards (other positions too).
- F. Consider women-only leadership development programs.

G. Unconscious Bias

CAREER PATH SUPPORT

Schemes offered to support the career paths of working mothers (% of respondents)



Flexible working
(alternative times,
locations etc)



Opportunity to buy
extra holiday or take
unpaid leave



Reservation of job
roles of women on
maternity leave for up
to a year



Mentoring/
Coaching



Access to continuing
professional
development



Paid maternity
leave (beyond what
is legally required)



Reservation of job
roles of women on
maternity leave for
more than a year



Childcare vouchers/
support



Salary rise or other
incentives to return
to work



On-site childcare
facilities

Source: Grant Thornton IBR 2014

INTERNAL

- Increase self-understanding.
- Challenge assumptions.
- Recognize and explore biases and barriers.
- Analyze your fears.
- Find your leadership identity.
- Accept and give feedback.
- Find courage to break the mold.
- Understand yourself.
- Discover your strengths.
- Explore your motivations.



STRENGTHEN CONFIDENCE

1. Develop a growth mindset.
2. Break rumination cycles.
3. Decrease reliance on praise.
4. Focus on “we” instead of “me.”
5. Fail and then learn.
6. Embrace struggle.
7. Take risks.
8. Discourage pointless perfectionism.



RAISE ASPIRATIONS & MOTIVATIONS

Research shows that...

- women are as effective and successful in leadership.
- women struggle more with envisioning themselves as leaders (leadership identity).
- women are significantly less likely than men to view themselves as qualified for leadership.
- women have different motivations to lead.



CALLING & VOCATION

“Our deepest calling is to grow into our own authentic selfhood, whether or not it conforms to some image of who we ought to be. As we do so, we will not only find the joy that every human being seeks—we will also find our path of authentic service in the world. True vocation joins self and service, as Frederick Buechner asserts when he defines vocation as “the place where your deep gladness meets the world’s deep need.”

Parker Palmer, “Let Your Life Speak”

MOTHERHOOD (1)

- Accept that everything can't be perfect
- Balance multiple responsibilities and demands
- Balance priorities
- Balance work and life
- Be able to just survive and endure at times
- Be challenged and survive
- Be creative and look for creative ideas
- Be empathetic
- Be fair
- Be flexible
- Be nonjudgmental
- Be patient
- Be productive
- Be strong and tough
- Become an advocate
- Become more responsible and dependable
- Challenge authority figures appropriately
- Communicate effectively
- Comprehend the connection between responsibility and relationships
- Confront situations and issues when appropriate

MOTHERHOOD (2)

- Continuously learn
- Deal with being blamed unjustly
- Delay judgment
- Delegate
- Develop new skills
- Develop others
- Dig deep to understand myself
- Effectively network
- Expect frustrations
- Express my nurturing side
- Get the best out of people
- Go with the flow
- Work out time differences
- Have confidence in new and undefined situations
- Have humility
- Have internal strength and resolve
- Have self-discipline and self-control
- Help others
- Hold firm to a decision that has been made
- Learn more about myself
- Let my faith positively influence all dimensions of my life
- Listen and observe others
- Look ahead and have a vision
- Manage conflicts
- Manage my time

MOTHERHOOD (3)

- Manage schedules
- Mediate arguments and situations
- Motivate others effectively
- Move from issue to issue very rapidly
- Multitask
- Negotiate and mediate
- Organize and plan effectively
- Pick battles wisely
- Prioritize
- Reason
- Recognize and nurture an individual's unique gifts and capabilities
- Respect others' choices
- Sacrifice
- Seek for self-knowledge
- Set broad parameters in life so that I can empower others
- Stand back and watch
- Teach others
- Trust my instincts and judgment
- Trust myself
- Understand the importance of learning from challenges
- Understand that things won't always be black and white
- Use time wisely

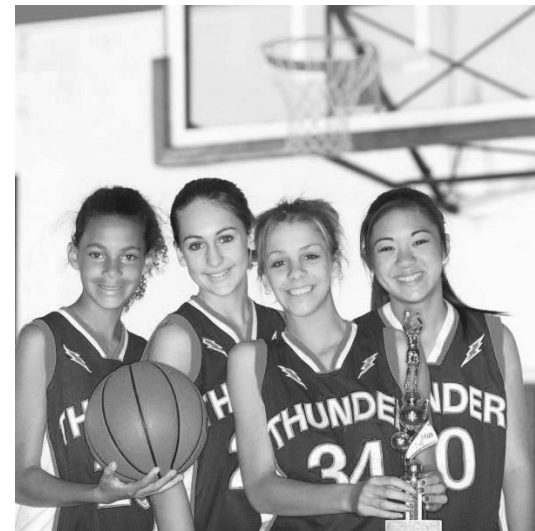
5. STRENGTHEN OUR INFLUENCE



- Looking back on your childhood and adolescence is a critical element for developing leadership now.
- What has happened in the past can “enable you to make things happen now, so that you can become the master of your own life rather than its servant.”

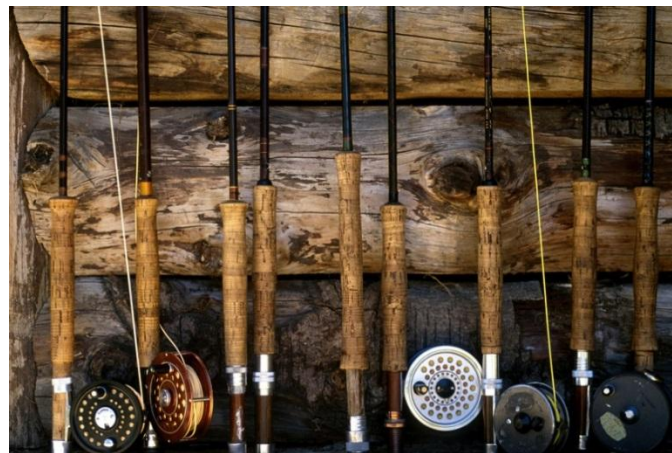
CHILDHOOD & YOUTH

- Service-oriented parents
- Dinner table conversations
- Reading
- Reflective and observant (transformational moments)
- At least two others respected their “voice”
- Teachers: 5th/6th grade; English
- Active and busy
- Youth employment
- Challenges



FISHING SEASON

“One year when I was in high school there was a big issue about four or five boys who had gotten expelled from school for a week or two. They had skipped school one day for the opening of fishing season and went fishing. I spoke to a teacher and said, “This doesn’t make any sense.” She asked me if I would talk to the principal about it, so she walked me down to his office...



FISHING SEASON

...I said, “Mr. Smith, this doesn’t make any sense. These boys are in trouble for skipping a day of school, and now you have them out of school for 10 days. Now they’re fishing for 10 days straight. There’s nothing sensible about that. Why don’t you stop the suspension and bring them in and make them do long study halls to make up for what they missed. You’ve given them exactly what they wanted—more time to fish.” He said, “It’s just the only real form of punishment we have for skipping school.” I said, “But there are other forms. It doesn’t have to be this way.” He listened to me. These adults seemed to value my opinion. I ended up working in the principal’s office during my junior and senior years of high school.”

HIGH SCHOOL TEACHER

“My high school English teacher was an amazingly challenging teacher who really pulled out things that I think most of us never thought. We had lots of writing assignments and lots of challenges around things like vocabulary development. She wrote the most provocative thing in my yearbook: “No lesser lights for you...” It has stayed with me forever. She was really challenging me to be all I could be. She was very important in my life.”

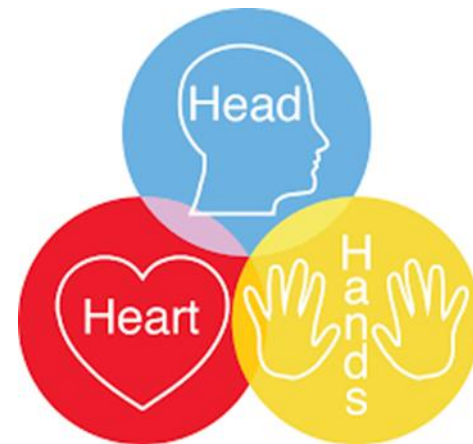
REFLECTION

“There are lessons in everything, and if you are fully deployed, you will learn most of them. Experiences aren't truly yours until you think about them, analyze them, examine them, question them, reflect on them, and finally understanding them. The point, once again, is to use your experiences rather than being used by them, to be the designer, not the design, so that experiences empower rather than imprison.”

Bennis, W. (1989), "On Becoming a Leader"

MOVING FORWARD

Help others become women of influence.
Strengthen the impact of women in Greece more broadly.



PROPHECY: ELDERS OF THE HOPI NATION

Here is a river flowing now very fast.
It is so great and swift that there are those who will be
afraid,
who will try to hold on to the shore.
They are being torn apart and will suffer greatly.

Know that the river has its destination.
The elders say we must let go of the shore.
Push off into the middle of the river,
and keep our heads above water.

Oraibi, Arizona on June 8, 2000



PROPHECY: ELDERS OF THE HOPI NATION

And I say see who is there with you and celebrate.
At this time in history, we are to take nothing personally,
least of all ourselves,
for the moment we do, our spiritual growth and journey
come to a halt.

The time of the lone wolf is over. Gather yourselves.
Banish the word struggle from your attitude and
vocabulary.
All that we do now must be done in a sacred manner and in
celebration.
For we are the ones we have been waiting for.

Oraibi, Arizona on June 8, 2000



CHANGING THE WORLD

Never doubt that a small group
of thoughtful, committed
citizens can change the world.
Indeed, it is the only thing that
ever has. ~ *Margaret Mead*



Questions?

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