

# Institutional Change 101

- Needs Actions at Multiple Levels of System at Multiple Points
  - Top Down – send message that care about how people are treated
    - Must have consequences – preferably financial
    - Just like making sure test includes questions on key material!
    - Look for quantitative measures
  - Bottom Up – make sure people understand how the system works and options
  - Look at rewards (does service “count”), symbols (who is nominated for awards)

# Awareness

- Cannot fix problems that are not acknowledged
  - Strength in numbers
    - MIT message – look at aggregates not individuals
    - But resist tendency to invalidate lone voices
      - Many of issues raised in case studies have happened to many of us – but often at times when we were the only individual at our institutions.....
        - Does affirmative action mean lower quality?



# Hopkins, MIT Faculty Newsletter, Vol 184

	#out of 16 Women Faculty	#out of all 208 Tenured Faculty
Presidential Medal of Science	2 (13%)	8(4%)
National Academy of Sciences	10(63%)	60(29%)
Institute of Medicine of National Academy	2(13%)	23(11%)
American Academy of Arts and Sciences	11(69%)	115(55%)

# “POWER

is efficacy in shaping the goals and policies of an organization or group.....”

R.M.Kanter

## Style and Substance

- Encourage everyone to
  - Understand bias literature and educate themselves about how to counteract instincts
  - Take opportunities to
    - Learn and use core competencies
      - Negotiation Skills
      - Planning, Goal Setting
      - Time management
    - Understand and follow best practices
      - Transparency, openness
  - Think about difference between style and substance
    - Men are “focused”
    - Women are “aloof”

## “Skills”

- Negotiating
  - Women less likely to negotiate
  - If women do negotiate they tend to negotiate less
- Networking
  - Women often feel that being strategic about contacts is “cheating”
  - Networking is key to understanding how an organization works and to building change networks
- Communicating
  - Use voice and inflection to convey authority
  - Use body language to indicate status

## “Environment”

- Building the skill set doesn't help if
  - Environment inflexible
    - Need a “can do” rather than a “that's not done” approach
    - Need transparency and inclusion in decision making process
      - Networking not needed if work in a government bureaucracy
  - Don't also build aspirations
    - Women need to be told to think of themselves as leaders.....