

2019 Women's Leadership Conference - Staff Session 3 Scenarios for Discussion

Allow ~15-20 minutes per discussion topic.

Dalia Winston is a VP of Operations at a large academic medical center. She is responsible for the operating budget and revenue cycle of multiple service line, and she has fifteen direct reports, two of which are women. One of her women direct reports, Sara, is not meeting expectations and needs to be placed on a performance improvement plan. When Dalia meets with Sara to discuss the performance improvement plan, Sara becomes very upset and tells Dalia that she is being singled out because Dalia doesn't want any other women to advance within the service line administration. Sara refuses to sign the performance improvement plan and storms out of Dalia's office. What should Dalia do next?

Questions:

Have you or a colleague experienced a similar situation? Were there any key takeaways that you can share?

Sophia is the Chief Nursing Officer of an academic medical center that has more than 80 surgeons on staff. The previous Chief of Surgery recently retired, and another white male Chief of Surgery was named as his replacement. This medical center has had a longstanding reputation of "good old boys" known for inappropriate comments to OR nurses, yelling in the OR, and several older surgeons who have had multiple complications and complaints from patients and staff. Sophia meets with the new Chief of Surgery to express concerns shared with her by nursing supervisors and even other surgeons. The Chief of Surgery chuckles and says, "Don't worry about it, sweetheart. You just help keep those nursing vacancies down and I'll help make sure the surgeons don't get too far out of line." What should Sophia do now?

Questions:

Have you or a colleague experienced a similar situation? Were there any key takeaways that you can share?

The New York Times

How Amy Klobuchar Treats Her Staff



Senator Amy Klobuchar talked with aides at the Capitol in December. For years, she has had among the highest rates of staff turnover in the Senate. Erin Schaff for The New York Times

In February 2019, the NYT published an article about the "female leadership style" of Amy Klobuchar, the Senator from Minnesota, who is running for president. An excerpt of the opening paragraph is included below:

"Senator Amy Klobuchar was hungry, forkless and losing patience.

An aide, joining her on a trip to South Carolina in 2008, had procured a salad for his boss while hauling their bags through an airport terminal. But once onboard, he delivered the grim news: He had fumbled the plastic eating utensils before reaching the gate, and the crew did not have any forks on such a short flight.

What happened next was typical: Ms. Klobuchar berated her aide instantly for the slip-up. What happened after that was not: She pulled a comb from her bag and began eating the salad with it, according to four people familiar with the episode. Then she handed the comb to her staff member with a directive: Clean it.”

Questions:

**How might the same behaviors be perceived differently for male compared to female leaders?
How do women leaders tend to be perceived when they display some of the behaviors described in this article? Why might that be?**