



University of St.Gallen

Executive School of Management,  
Technology and Law

# Women in Leadership: How to aim higher and advance your career

Tag der Anwältinnen SAV

Bern, 12. Januar 2023

Dr. Patricia Widmer

From insight to impact.

# Agenda

1. Leadership
  - What is Leadership?
  - Inclusive Leadership
  - Self Leadership
2. Aiming Higher
  - Networking
  - Stakeholder Management
  - Personal Branding
3. Q&A



# Agenda

## 1. Leadership

### - **What is Leadership?**

- Inclusive Leadership
- Self Leadership

## 2. Aiming Higher

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## 3. Q&A



# Leadership Styles

Leadership is the ability to help a group achieve a vision or certain goals.

(Robbins & Judge, 2010, p. 184)

Leadership is energy management. First, one's own energy - then, other people's energy.

(Peter Drucker, in Cooper & Sawaf, 1998)

Leadership is influence and influence is leadership... any employee, any level, anytime.

(Marcus Mann, 2015)

# Leadership Styles



## Laissez-Faire



**Confusion**

**Neither rational nor emotional**

- Desinterested leader
- Absent
- No decision making
- Low performance

→ No relationship



## Transactional



**World of command  
Outside-In**

**Rational**

- Command and control
- Compliance mentality / in-role performance
- Impedes autonomy and initiative

→ Exchange relationship



## Transformational



**World of will  
Inside-Out**

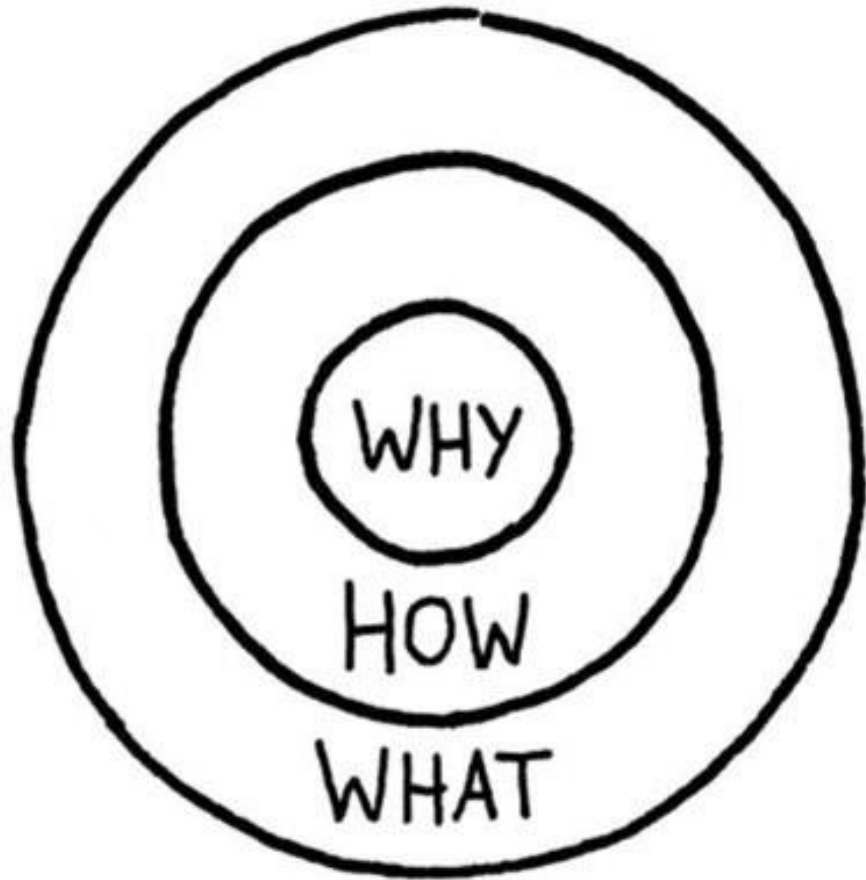
**Rational and emotional**

- Inspiration and involvement
- High level of commitment
- Extra Performance

→ Emotional / people-oriented leadership



# The Golden Circle



## **Why = The Purpose**

What is your cause? What do you believe?

*Apple: We believe in challenging the status quo and doing this differently*

## **How = The Process**

Specific actions taken to realize the Why.

*Apple: Our products are beautifully designed and easy to use.*

## **What = The Result**

What do you do? The result of Why. Proof.

*Apple: We make computers*

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# Which image corresponds to your image of a leader?



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Who is the CEO?

# Diversity

## Primary (Surface-) Dimensions

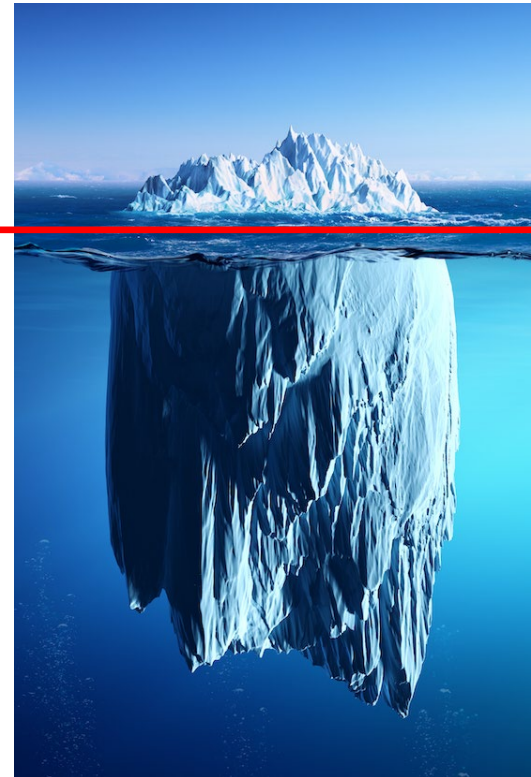
- already recognizable at the formation of the team
- often basis for differentiation and potential discrimination

- Gender
- Age
- Health/Disability
- Ethnicity
- Education
- Nationality
- Hierarchical Level

## Secondary (Deep-level-) Dimensions

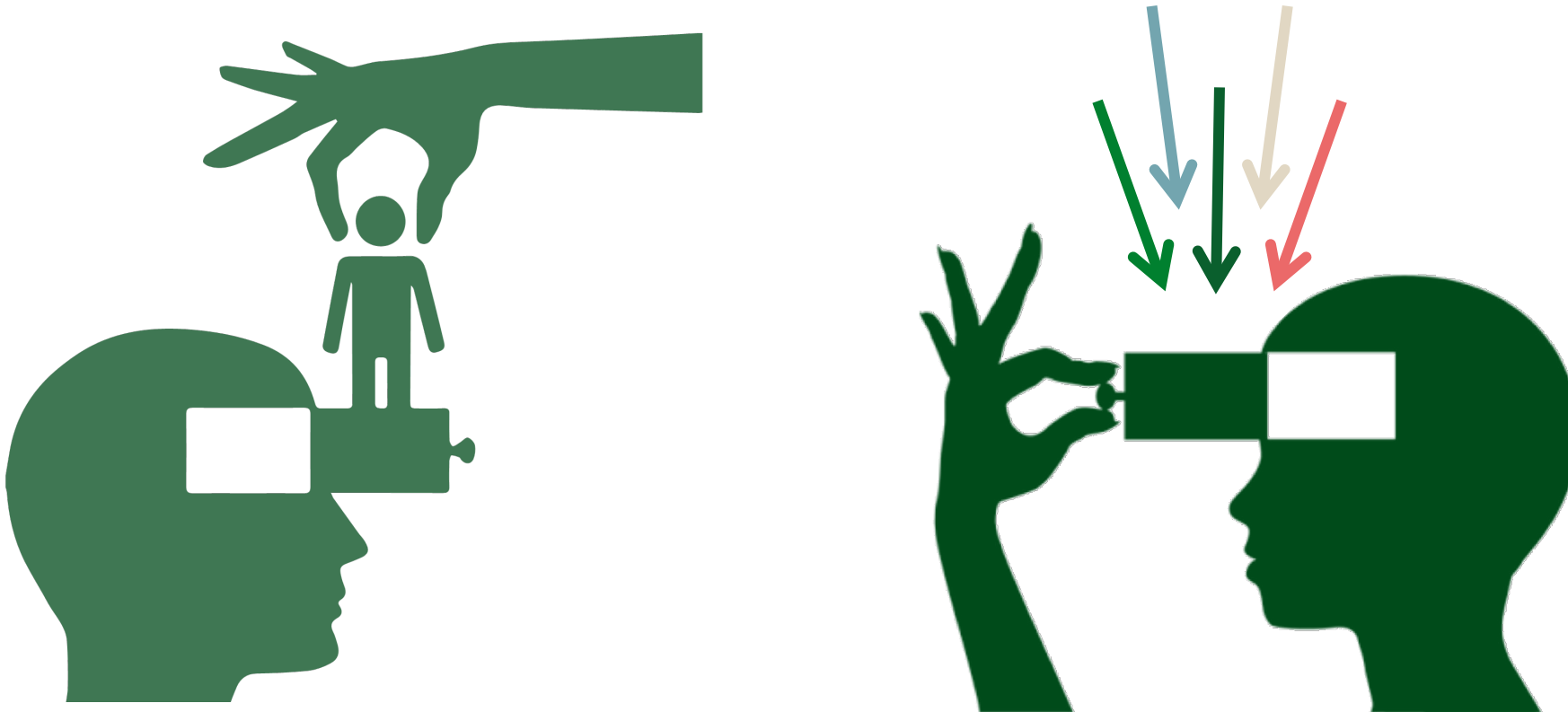
- are only visible through the team building process
- can overshadow the primary dimensions of diversity

- Personality
- Implicit knowledge
- Family Status
- Religion
- Work experience
- Work values
- Attitude



# Unconscious Biases...

... refer to **unconscious prejudices** that relate to the skills and competencies of different individuals or groups.





# ACTIVITY

## «Moments of unconscious bias»

Discuss:

- Have you already experienced unconscious biases in your work environment?  
Collect concrete examples of your «moments of unconscious bias».
- What could you do differently/improve next time?



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Discussion in groups of 3 &  
then with the whole group

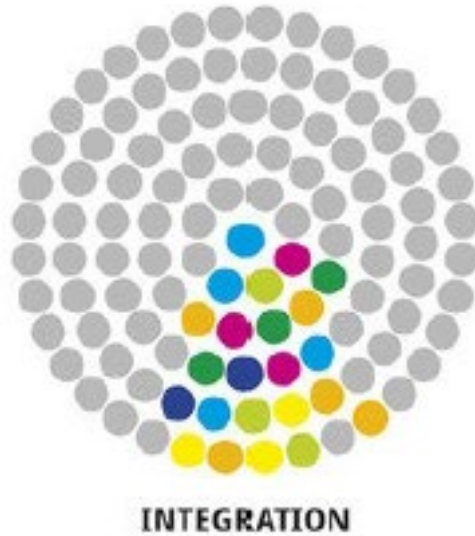
# Key takeaway



Become aware of your own unconscious biases in order to prevent them from influencing you when making important decisions.

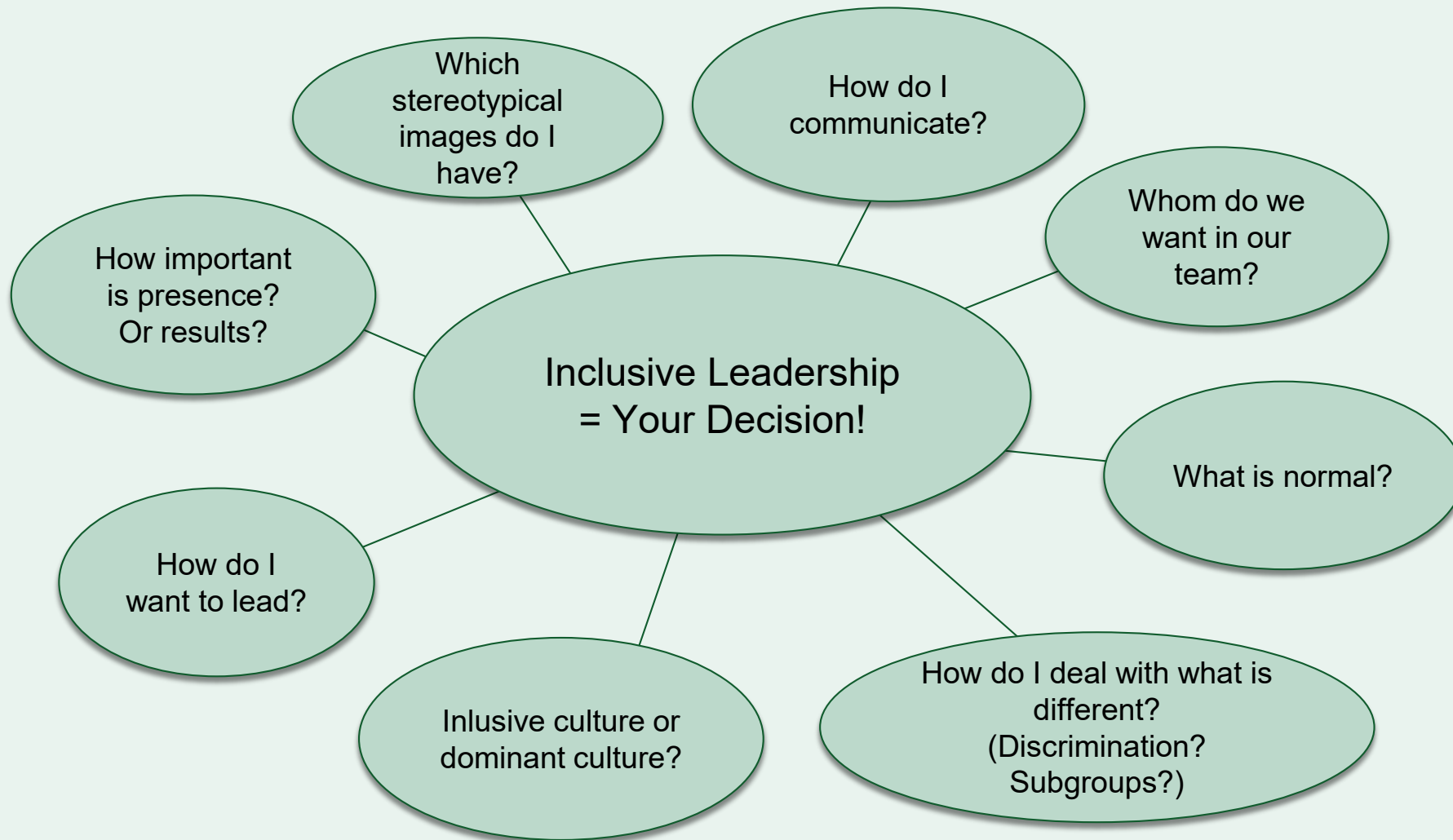


# Inclusion



The extent to which employees feel they are valued members of a team because their needs for belonging, and uniqueness are met.





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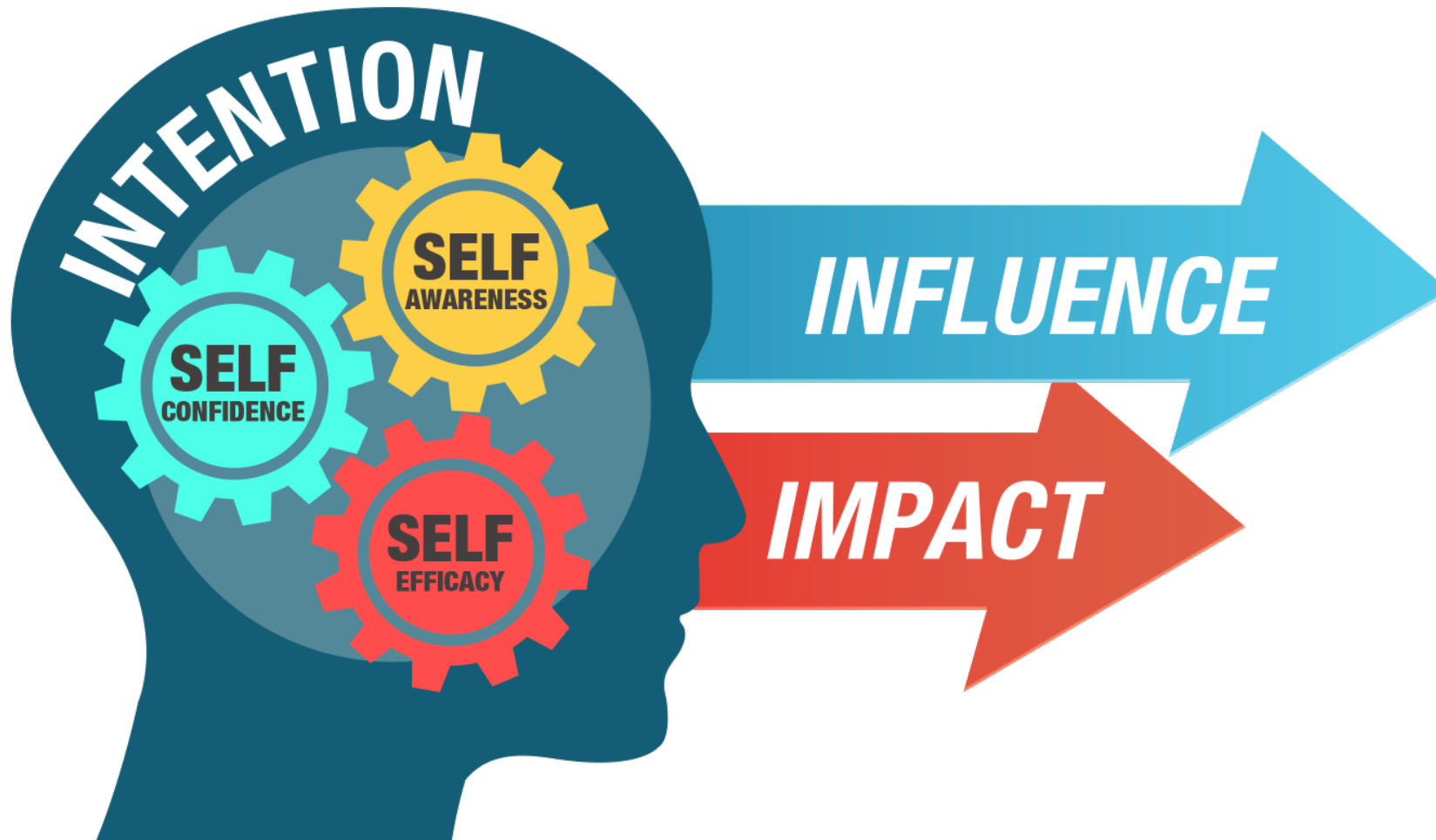
## 3. Q&A



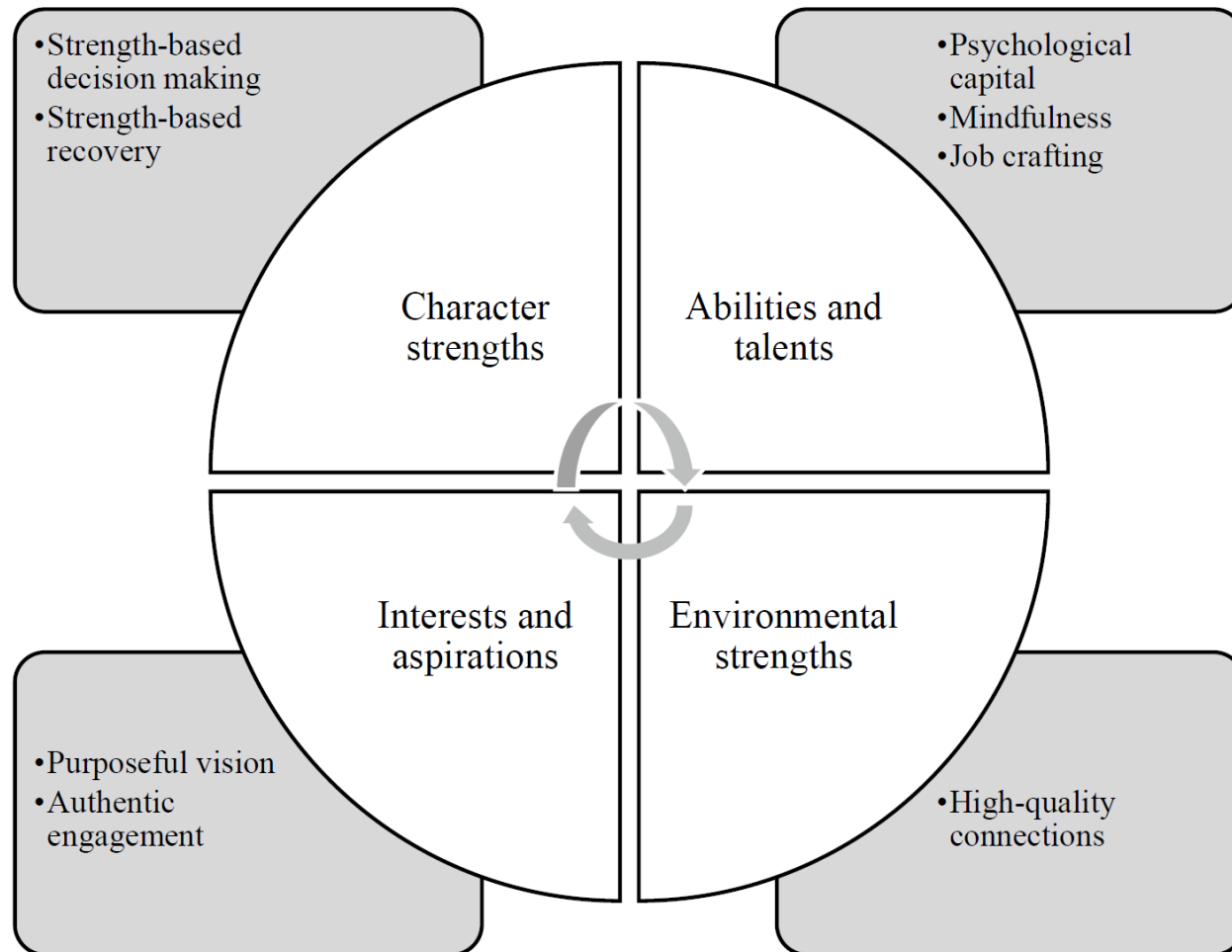




# Self Leadership



# Positive Self Leadership



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*If you want to go fast, go alone. If you want to go far, go with others.*

Knowledge  
Transfer

Spontane  
ous or  
organized

Interest  
in People

Takes  
Time



Mutual  
Help

Based on  
Relevance

Relationship  
care to different  
people



Born to be a networker or learn to be a networker?  
Can introverts be good networkers?



# Are digital networks important?



- Understanding digital networks as an opportunity
- Putting the long-term strategy in place
- Maintaining connections
- Virtual connections do not replace personal relationships

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# Stakeholder:

Person or group that  
has an **interest** in / **influence** on the **course of a project**.

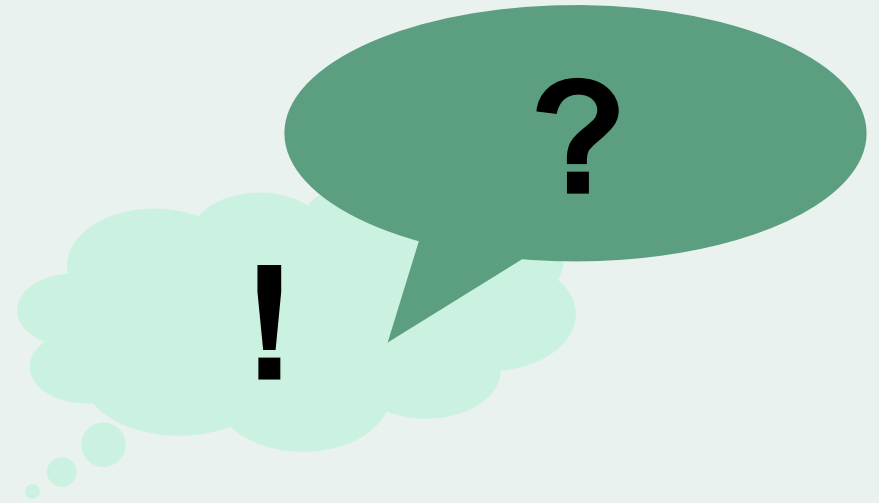


# ACTIVITY

## «Stakeholders»

Discuss:

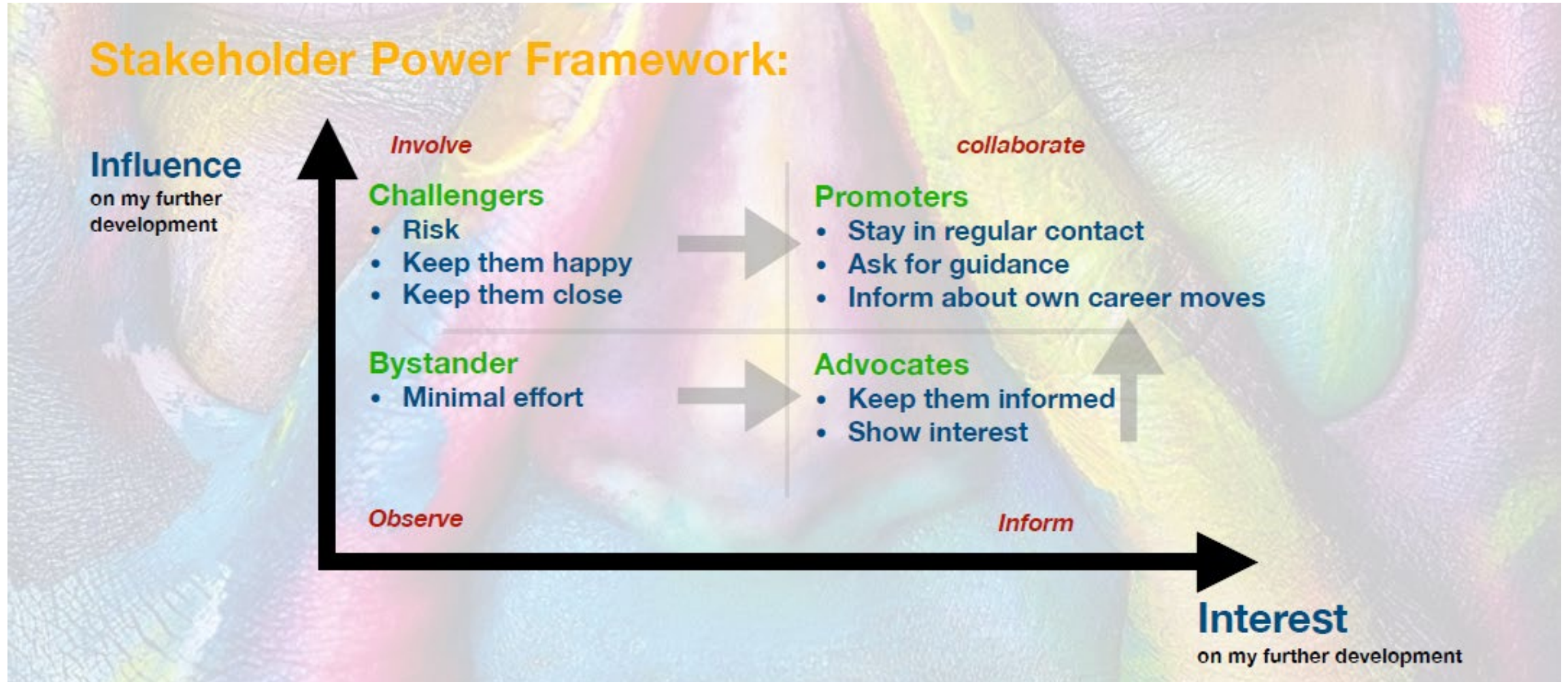
- What stakeholders play a role in your personal project (professional career) and why?



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Discuss in groups of 2 - 4  
and define the top 3 stakeholders.

In order to „leverage“ stakeholders for your career goals, you need to know their role.





# ACTIVITY

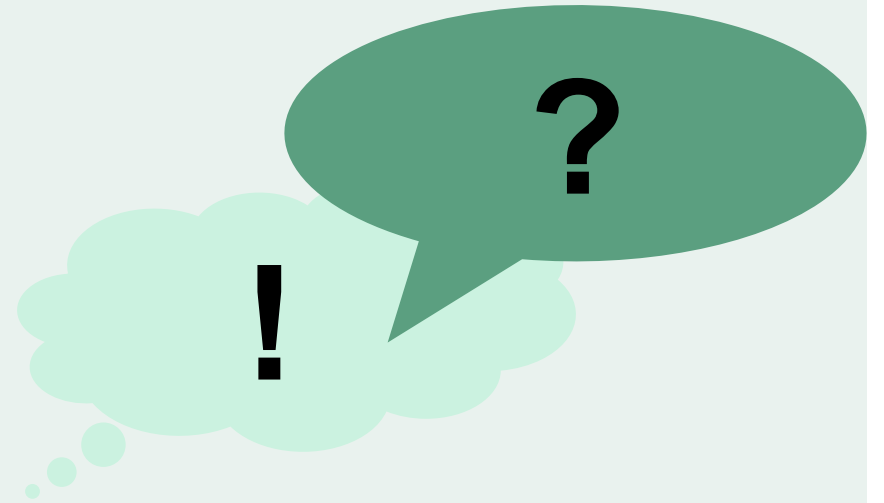
## «Stakeholder Power Matrix»

Individual work:

- Put your stakeholders into the stakeholder power matrix

Group Discussion

- Discuss with your previous group.



# A magical trio can boost your career if you know their different functions.



## Sponsor

- Hierarchical (influence/ interest), experienced leader
- To increase visibility in the company
- Engages with other leaders to promote your career

*Talks about you*



## Coach

- Functional and result oriented
- For special expertise (especially soft skills)
- Asks powerful questions
- Tips for career development
- Preparation and results are the responsibility of the

*„Talks“ to you*



## Mentor

- Wisdom through experience/ expertise
- For orientation in various areas
- Gives advice on achieving personal and professional goals
- Preparation and results are the responsibility of the mentee

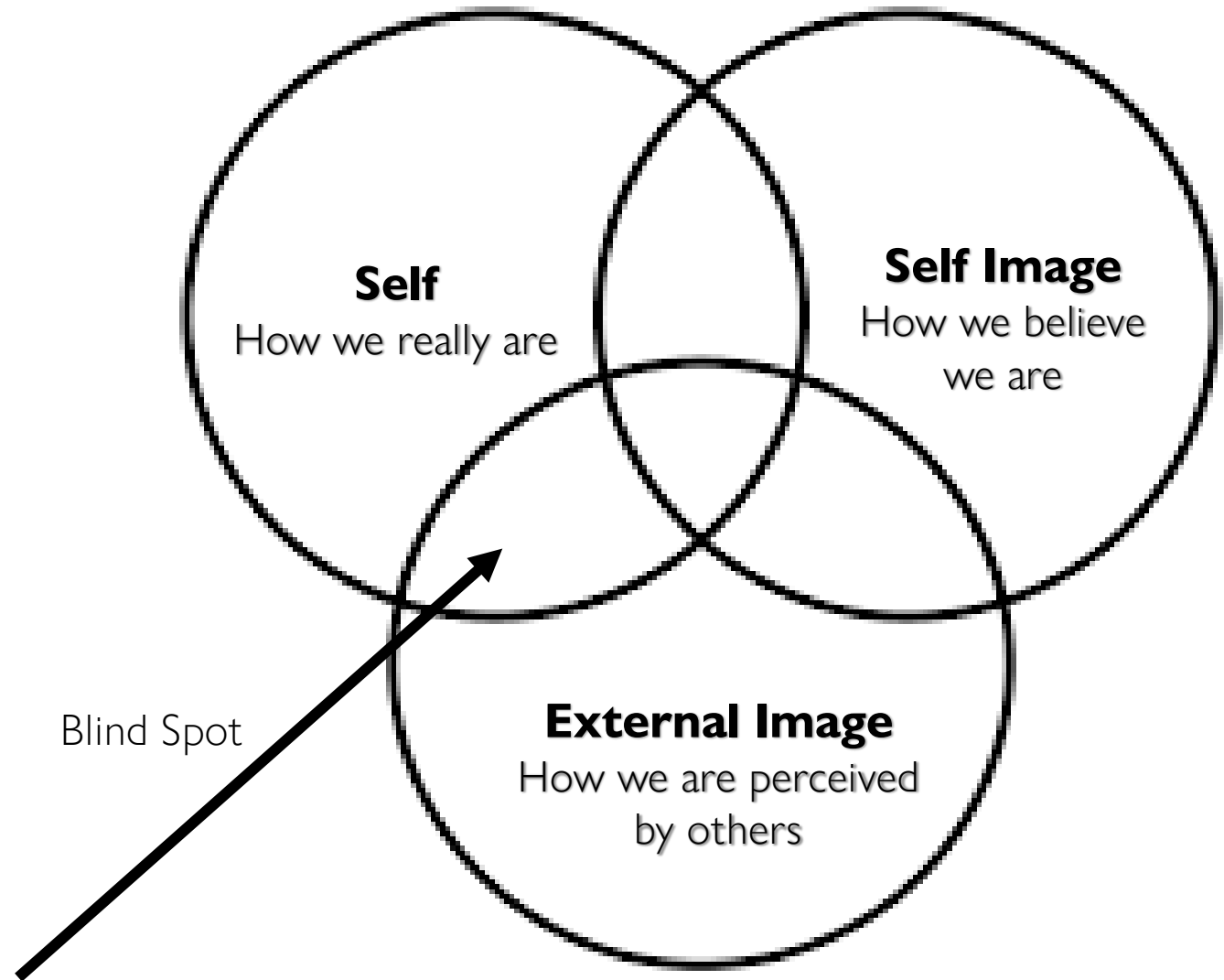
*Talks with you*

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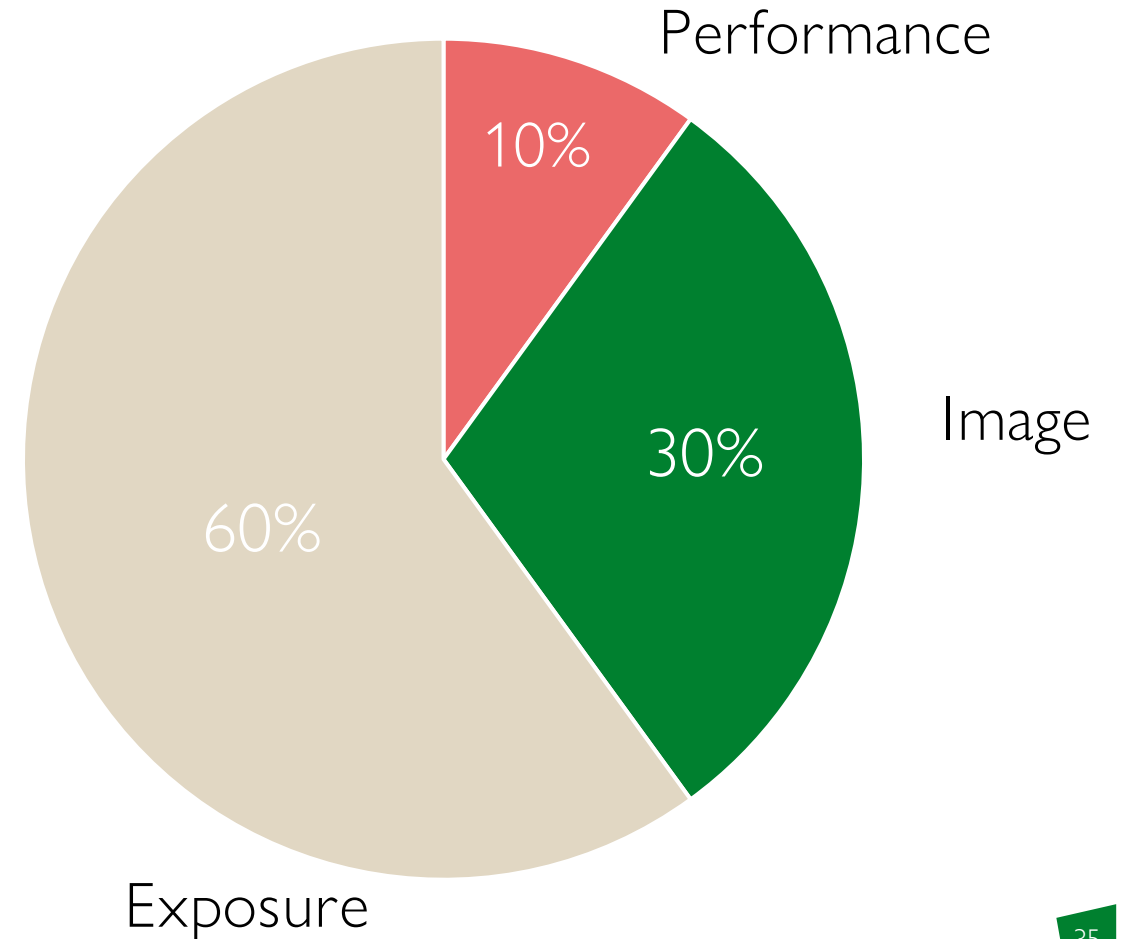
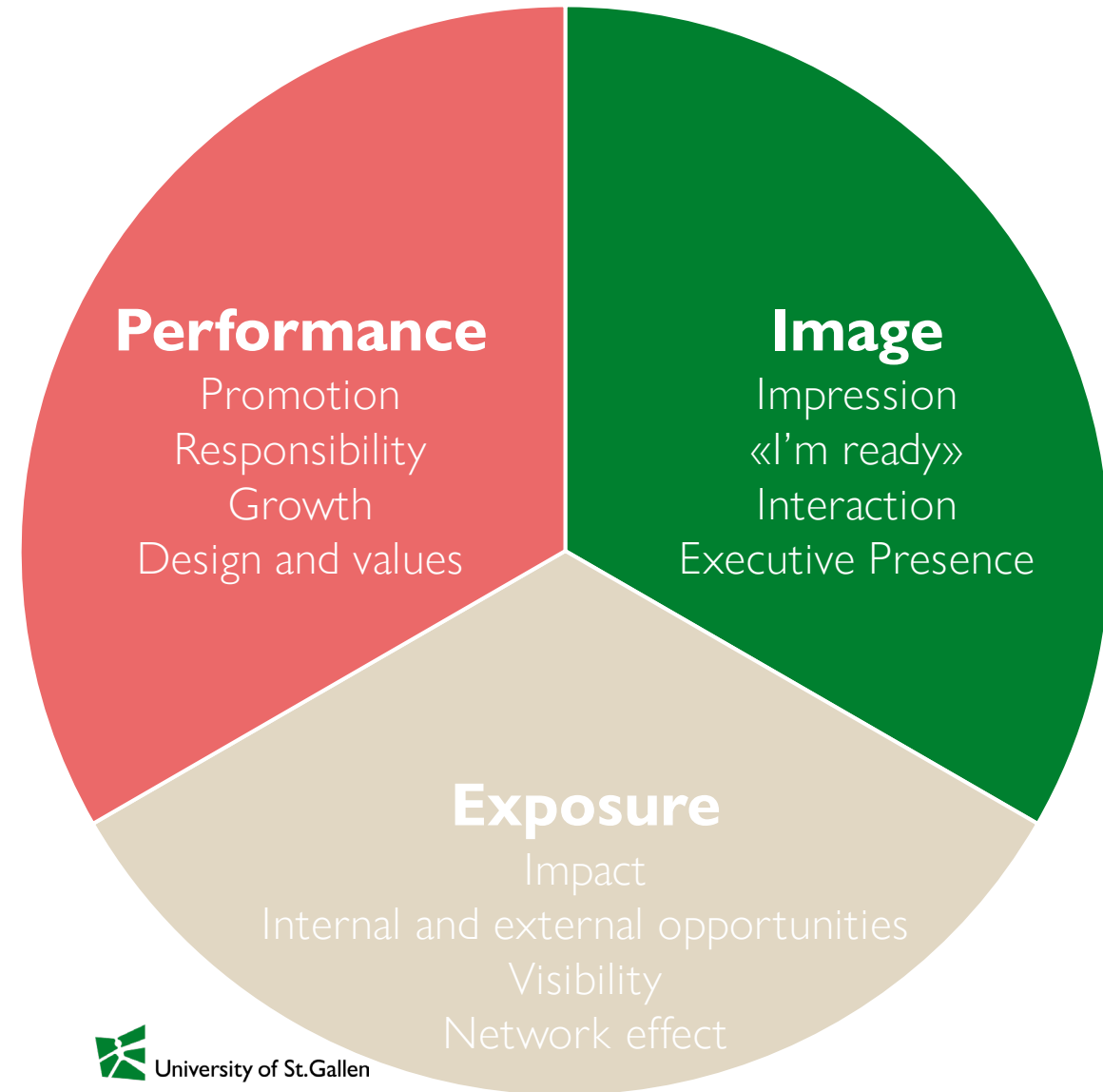
# Self image vs. external image



# Differentiated positioning and self-marketing



# P. I. E. Modell – The Key to Success



# Visibility in the workforce



- Requests to speak and speaking time in meetings
- Seminars, Conferences & Workshops
- Stakeholders
- LinkedIn
- Build your network and maintain it



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3. **Key Takeaway and Q&A**

Key  
Takeaways





**Your value is not just what you are made of,  
but above all,  
in what ways you can make the best of who you are!**

Questions?  
Comments?







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