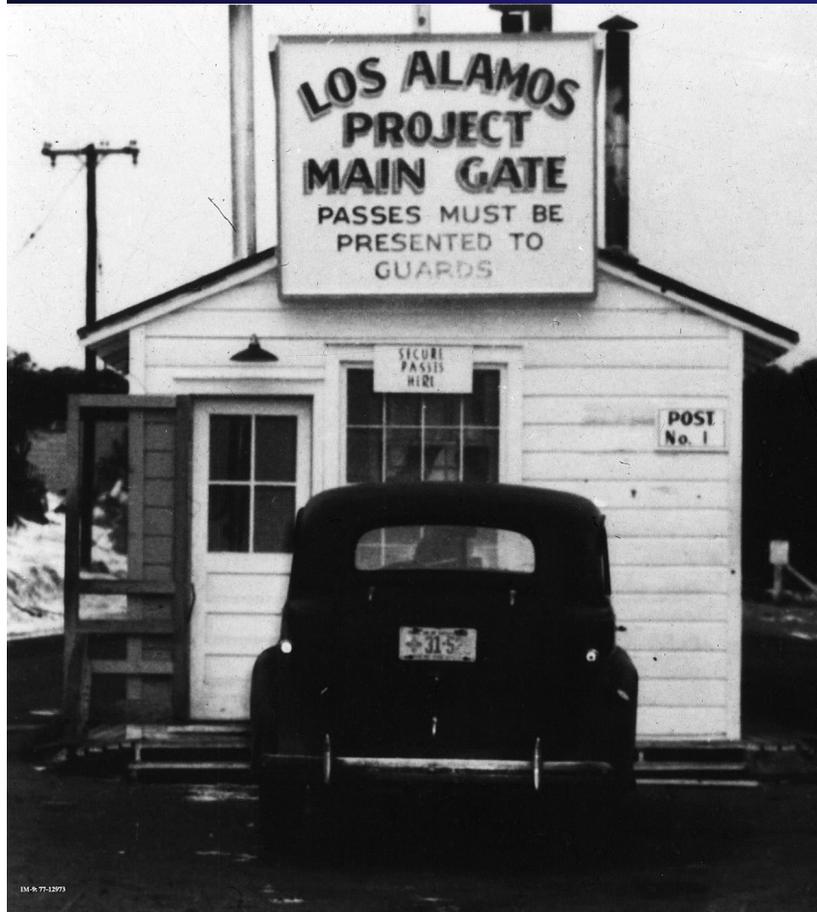




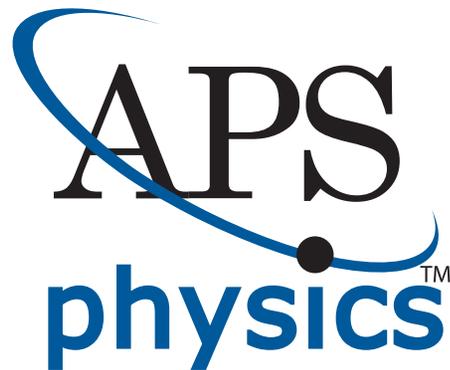
 **Los Alamos**
NATIONAL LABORATORY
— EST. 1943 —

NSF Grant 1012585

Professional Skills for Women in Science



Dr. Kathy Prestridge



Introductions

Why we teach “professional skills”

Negotiation

Communication

Take-aways for today:

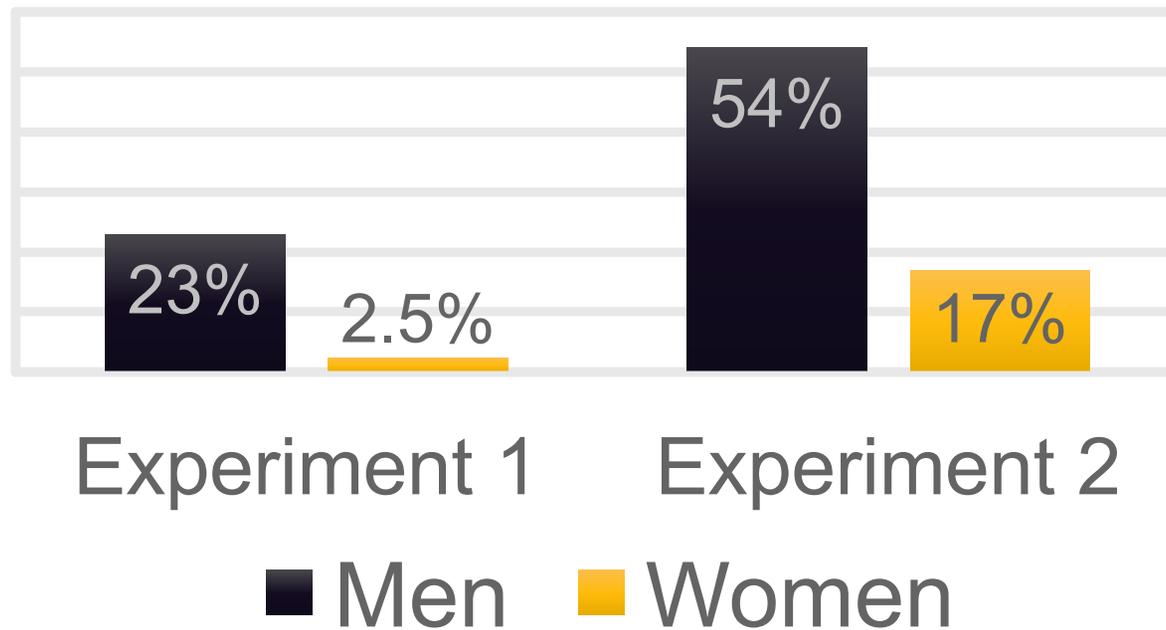
Know your goals

Use effective tactics

Understand and control your attitude

Why do we have workshops like this?

Women Don't Ask
by Babcock & Laschever



The cumulative effects of “not asking” over a career are substantial

Effects on the bottom line (salary) are substantial

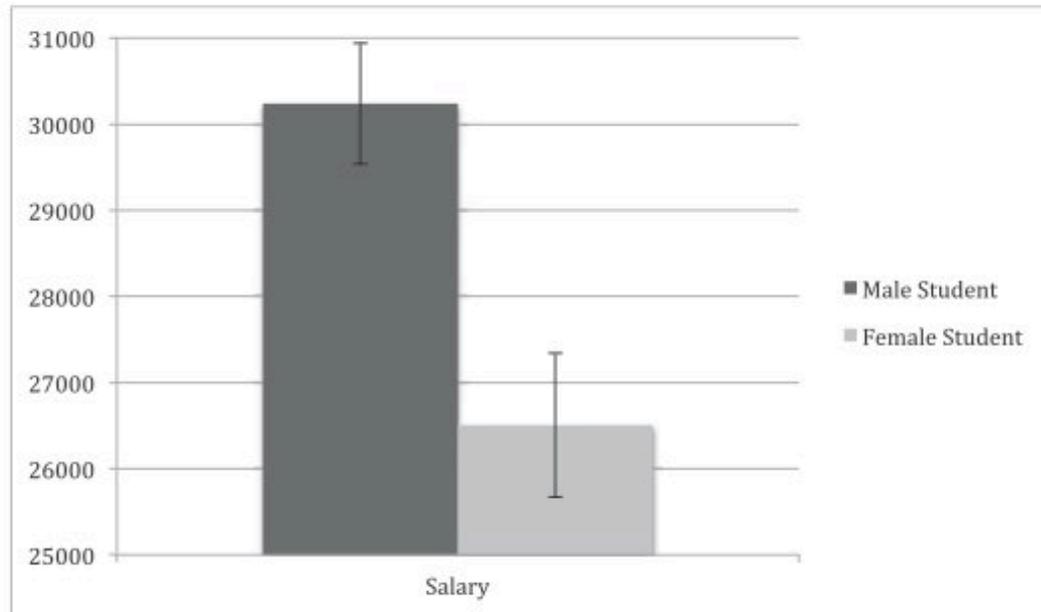


Fig. 2. Salary conferral by student gender condition (collapsed across faculty gender). The student gender difference is significant ($P < 0.01$). The scale ranges from \$15,000 to \$50,000. Error bars represent SEs. $n_{\text{male student condition}} = 63$, $n_{\text{female student condition}} = 64$.

What can you do?

- Understand the behavior and actions of others
- Use strategies and tactics to optimize your success

Reference: “Science faculty’s subtle gender biases favor male students”

Moss-Racusin et al., PNAS, 2012

Biases against women in our society

- **Behaviors:** Aggression is viewed positively in men (leadership) and negatively in women (bossy)
- **Reference letters** are different for men and women (What can you do about that?)
- **Unconscious bias:** Men and women judge identical resumes differently as a function of the name at the top (women are judged more harshly)

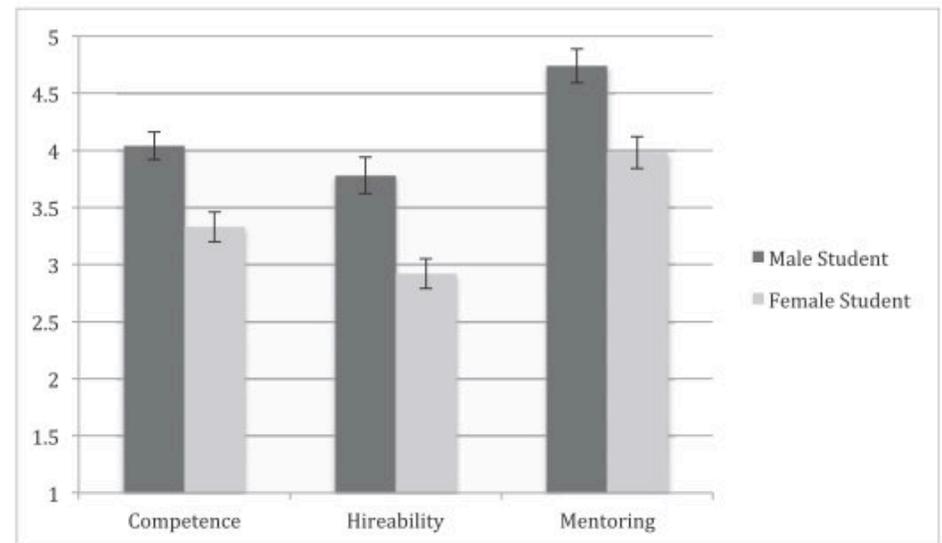


Fig. 1. Competence, hireability, and mentoring by student gender condition (collapsed across faculty gender). All student gender differences are significant ($P < 0.001$). Scales range from 1 to 7, with higher numbers reflecting a greater extent of each variable. Error bars represent SEs. $n_{\text{male student condition}} = 63$, $n_{\text{female student condition}} = 64$.

What are some simple tactics to alleviate these issues?

What are your goals?

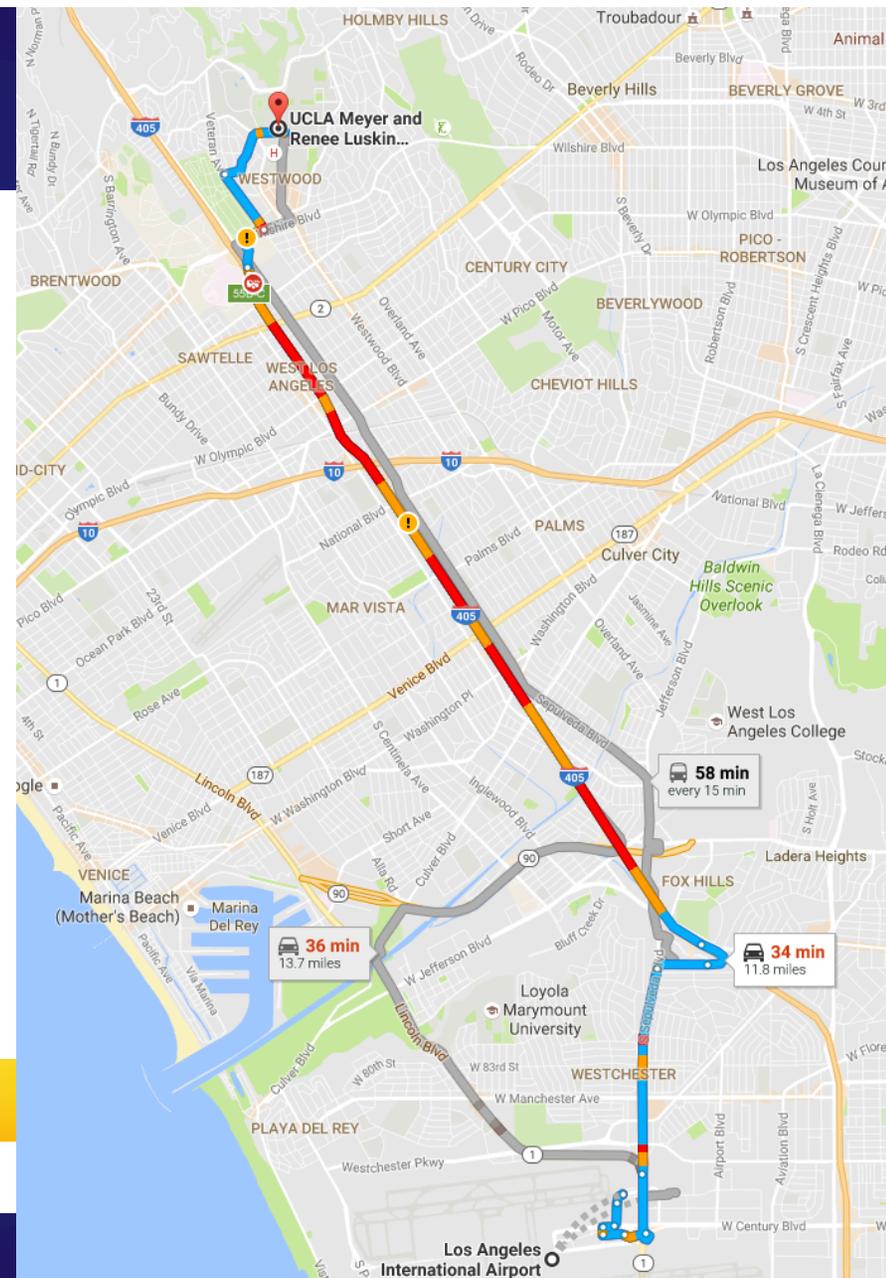
- **Short-term goals:**
 - Finish the semester
 - Get a summer job
 - Get an internship
- **Long-term goals:**
 - Get a degree
 - Get into graduate school
 - Get a job

Brainstorm: What are some things you can ask for?

Be mindful of your goal during the journey.

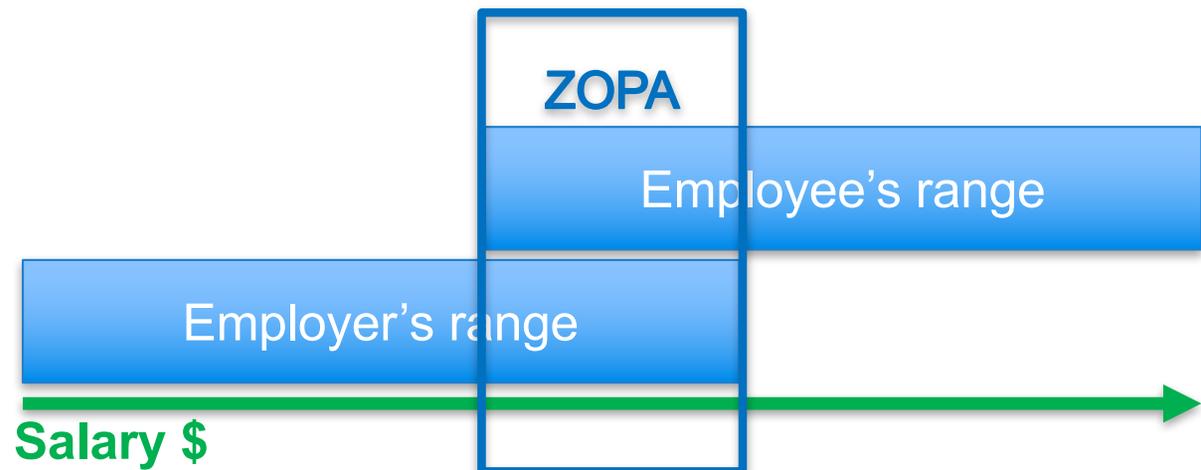
- Always keep your goal in mind.
- Don't get distracted by
 - bad behavior
 - anger
 - insults
 - arguments
- Choose your battles
- Find common ground
- Figure out the obstacles and work around them

Don't let the obstacles get you down.



Negotiations require research & tactics

- Understand the **person** you'll be negotiating with. What are their interests? What is their style? What is your style?
- Understand the full **scope** of what you can negotiate. What do other people get in similar situations? (**ZOPA**-Zone of Possible Agreement)



"Getting to Yes" by Fisher & Ury is the reference for ZOPA

What kind of tactics can you use in a negotiation?

- Instead of “I want to survive this conversation/negotiation.”
- How about “I want to find a way to get this person to do this.”

- Have a best and worst alternative and know their BATNA (Best Alternative to a Negotiated Agreement).
 - What must I have?
 - What can I live without?
 - What can I ask for instead?
 - At what point do I walk away?

Brainstorm: Tactics that you can use in a conversation or negotiation

Some gender-specific negotiation and tactics issues

- **Connect to the organization or person's goals, needs, or interests.**
 - To be successful for the department, we will need...
- **Use relationship language**
 - I've talked with several people who..
 - [Person] suggested that I talk with you...
- **Don't take it personally! (Defensive Driving)**
 - Know your purpose/goal
 - It's not about you, but about you in a role
 - Go around, over, under bad behavior
 - Try to view it as a game

Allies are tactically & strategically valuable

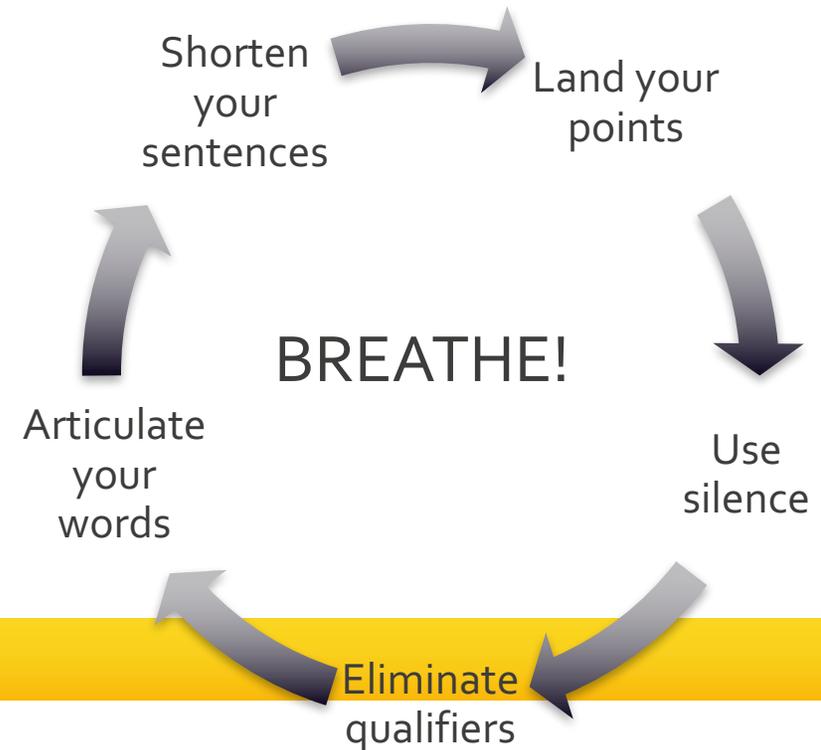
- **Allies agree with you on a particular issue or goal**
- **Allies need not be friends or confidants**
- **Meet with allies BEFORE a big meeting**
 - **Allies should back you up on that issue**

Now that you've developed tactics and lined up allies, how can you control your own attitude?

- **Maintain focus on goals**
- **Use body language and presence**
 - **Posture**
 - **Take deep breaths**
 - **Keep expression neutral**

Communication skills leave a big impression

- **One-on-one, in a meeting, or for a seminar. People will remember very little of what you say and a lot about how you say it!**
 - **Stick to a few take-aways (1-2 for a meeting, no more than 3 for a seminar)**
 - **Speak clearly**
 - **Make eye contact**
 - **No upspeak**
 - **Don't touch your hair or face**
 - **Rehearse to see if you have any verbal tics (ahs, ums, likes)**



Three things to remember

- **Goals**
 - Define your goals
 - Do your research ahead of time
- **Tactics**
 - Use your full arsenal of tactics, adjust as needed
 - Recognize tactics that are being used on you
- **Attitude**
 - Don't take it personally
 - Rehearse for focus and communication skills