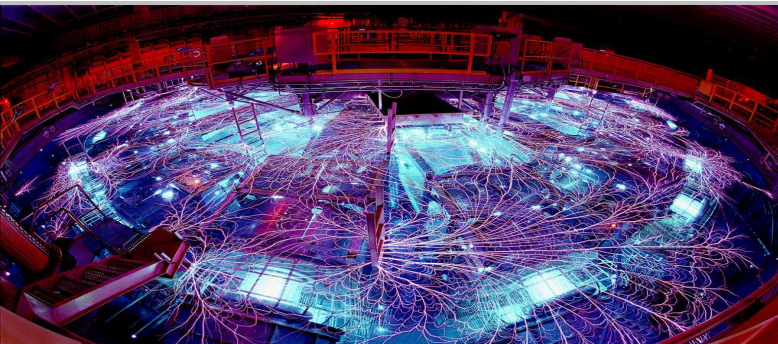


*Exceptional service in the national interest*



# Transcending the Glass Ceiling:

## Lessons learned from Native American Female Engineers

Sandra Begay-Campbell, Ph.D.

Shayna Begay

# Sandra Begay-Campbell, Ph.D.





# Shayna Begay



# Leadership Styles



# Coercive

- Immediate compliance
- “Do what I tell you”
- Drive to achieve
- Crisis
- Negative



<http://www.careerprofiles.com>

# Authoritative

- Mobilizes
- “Come with me”
- Self confidence
- Change require new vision
- Most strongly positive



<http://respectandleadership.net/sixleadershipstyles.html>

# Affiliative

- Harmony
- “People come first”
- Empathy
- Heal team
- Positive



<http://vantagepoint.com>

# Democratic

- Forges consensus
- “What do you think?”
- Collaboration
- Build buy-in
- Positive



<http://weeklypulse.org>



# Pacesetting

- Sets high performance
- “Do as I do, now”
- Conscientiousness
- Quick results
- Negative



<http://marchello.hubpages.com/hub/Best-Leadership-Styles>

# Coaching

- Develops people
- “Try this.”
- Developing others
- Help employee improve
- Positive



<http://blogs.warwick.ac.uk>

# Ground Rules

- R-E-S-P-E-C-T
- Confidence – what is said here, stays here
- Using “I” statements; don’t over-generalize
- No single right answers
- All voices are welcome
- Share only what you are comfortable with
- Others?

# Case Studies

- Divide into groups
- Discuss the Scenario as a group (10 mins)
  - Try to identify the type of leadership style(s) that are needed to approach the situation
  - What are some resources this leader could use?
- Select a person to represent your group
  - What leadership style(s) would work best in this situation?
  - What solutions did your group come up with?

# Leadership Styles





# Scenario 1: Stacy

- Stacy is a new manager to a group of engineers. One of the individuals in her group has been reported as being rude to customers. Stacy sought out advice from her fellow management peers, who were mostly white males. Their advice was for Stacy to read *The Art of War* and to approach dealing with the individual like an enemy of war. Stacy did not like this advice, but she still doesn't know how to approach the individual about his behavior.

## Scenario 2: Jenna

- Jenna is the Project Lead for her team. Jenna has been worried about a project deadline that is rapidly approaching and one of her team members, Scott, hasn't shown any progress towards completing his part of the project. She's asked repeatedly for status updates and Scott has only said that everything is on track with no parts or test results to prove it. The project deadline is in a month.

## Scenario 3: Lauren

- Lauren was recently asked to be the project lead for her team on a major project. She's never been a project lead before, but thinks the people on her team should have no problem getting this project done early. She holds weekly team meetings and frequently visits her team members daily to check that they are doing ok. After three months, Lauren's team starts complaining that her schedule is too aggressive and her daily visits are intrusive to their work.

# What makes a good leader?

- There is no single answer – different situations need different kinds of leaders.

**BE YOURSELF!**

&



# Thank You!