

EFFECTIVENESS & LEADERSHIP *for*

Graduate Students & Post-Doctoral Fellows

STRATEGY 1

Develop a circle of advisors



WHO TO APPROACH

- Instead of one mentor, rely on a range; ask a modest amount of each.
- Choose advisors who bring out your best through constructive feedback and encouragement.
- Avoid or neutralize those who make you feel bad; determine if the situation is workable or if you need a new mentor.

WHAT TO DISCUSS

- Get school and professional advice from professional colleagues.
- Get “psychosocial” advice/support from people who aren’t evaluators.

STRATEGY 2

Develop an incremental, skills-based approach.



**EVERYTHING CAN BE LEARNED.*

LEARNING STRATEGIES

- Learn what a good product is by analyzing exemplars and trying their practices.
- Solicit feedback from your advisors.
- Practice, practice, practice!
- Use the internet strategically to see how others have navigated similar challenges.

LEARNING MINDSETS

- Focus on learning, not on how smart or talented you are / are not.
- Remember that difficulty and failure are normal; persevere.
- Highlight learning goals while acknowledging that performance goals matter

STRATEGY 3

Help develop a “justice” climate.



TYPES OF JUSTICE

- **Outcome (distributive):** grades, salary
- **Procedural:** fair procedures and policies
- **Interactional:** respect, concern for others, propriety, consistent and truthful explanations of policy

MODEL FAIRNESS

- Approach others with interactional fairness.
- Raise issues impartially and respectfully.
- Learn about others and their concerns.

PROPOSE SOLUTIONS TO PROBLEMS

- Be specific, demonstrate need, and show the benefits of your solution.
- Be open to iteration.

SEEK EXPERT SUPPORT

- E.g., scientific literature, experts opinions, practices used elsewhere.

STRATEGY 4

Learn to be effective in influencing decisions.



BE PREPARED

- Read relevant materials and discuss with others to develop your point of view; don't operate in a vacuum.
- Prepare your best arguments; aim to preempt objections and speak with authority while acknowledging limitations of your viewpoint.
- Present your ideas in the best light.
- Practice, practice, practice!

BE ACTIVE

- Serve on committees focused on inclusivity.
- Develop yourself and underrepresented groups for leadership roles; develop allies and anticipate objections.

UNDERSTAND ENTITLEMENT

We know more about gender than about race and ethnicity, but some gender differences seem to work the same way for all ethnicities and races.

- Women and men differ in how entitled they feel and behave.
- Women perform equal or better work for less pay.
- Women ask for less.
- Women who negotiate for themselves are seen more negatively than men who negotiate for themselves, though this may be less true for African American women.

White women have negative attitudes toward affirmative action for themselves.

- White women chosen on the basis of their sex have more negative self-evaluations than do White men chosen on the basis of their sex.

STRATEGY 5

Develop negotiation skills.



BE PREPARED

- Know what you want and what you're prepared to give up.
- Consider what might matter to the person you're negotiating with and any power differences.
- Practice, practice, practice!

FACILITATE STRONGLY

- Remain pleasant and neutral.
- Listen sympathetically without forgoing your interests.
- Search for common interests.
- Compromise when necessary.
- End politely, regardless of outcome.

CONSIDER ENTITLEMENT

- Know how it works with gender, race, and ethnicity (see center column).