

# Managing to Flourish

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for

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# PART I

## OBJECTIVE

- Begin to develop a language and framework for the state of wellbeing known as “flourishing”
- Be able to objectively articulate the contradictions and challenges women leaders face

## AGENDA

- How professional women describe the experience of flourishing
- Academic findings about the challenges and opportunities women face when they take on leadership roles
- Case studies

# PART II

## OBJECTIVES

- Develop appreciation for the many ways we can flourish
- Develop self awareness about our current sense of flourishing and how we can increase it
- Commit to being the kind of leaders who creates the conditions where others can flourish

## AGENDA

- Common metaphors for success / wellbeing
- 14 symptoms of flourishing
- Self assessment
- Creating conditions where we and others can flourish

# The Research: A Language for Flourishing

- Andrews' Dissertation (2010)
- Research Questions
  - Do mothers with professional careers experience the state of flourishing?
  - If so, how do they describe it in their own words?
- Funding
  - Federal Grant: “Changing Landscape of American Women”
  - University of Minnesota: Professional Women
  - Others: Farm & Ranch Women, Latina Immigrants

# Definitions

1. Professional Career
2. Changing Landscape for Women
3. Flourishing

# Professional Careers

- Composed of work that requires a greater degree of education and skills than other occupational choices – as such may offer greater potential for economic mobility and social status, and thus is a desirable career course
- Typically have a higher degree of autonomy and creativity

(Ben-David, 1963-64; Sarossy, 1996)

# Changing Landscape of Women in America

Social and economic context characterized by:

- Shifting global economy
- Increasing choices for women in the domains of education, employment, and reproduction
- Intensive Mothering Ideology

# Flourishing

According to the Dictionary:

- To grow well or luxuriantly; thrive
- To do or fare well; prosper
- To be in a period of highest productivity, excellence, or influence

For the purpose of this study:

- “A state in which an individual feels positive emotion towards life, and is functioning well psychologically and socially.”

(Keyes & Haidt, 2002, p. 294)

# Method – Data Collection

- 5 Focus Group Sessions in 2006-2007
- By definition, we flourish (or languish) for, as a result of, and within the context of community.

# Method - Analysis

- Combined approach of analytic induction and narrative analysis

(Znaiecki,1934; Robinson, 1951; Cresswell, 2007; Maxwell, 2005)

- *A priori* coding scheme
  - Corey Keyes, Emory University
  - Operational Definitions of Symptoms of Mental Health

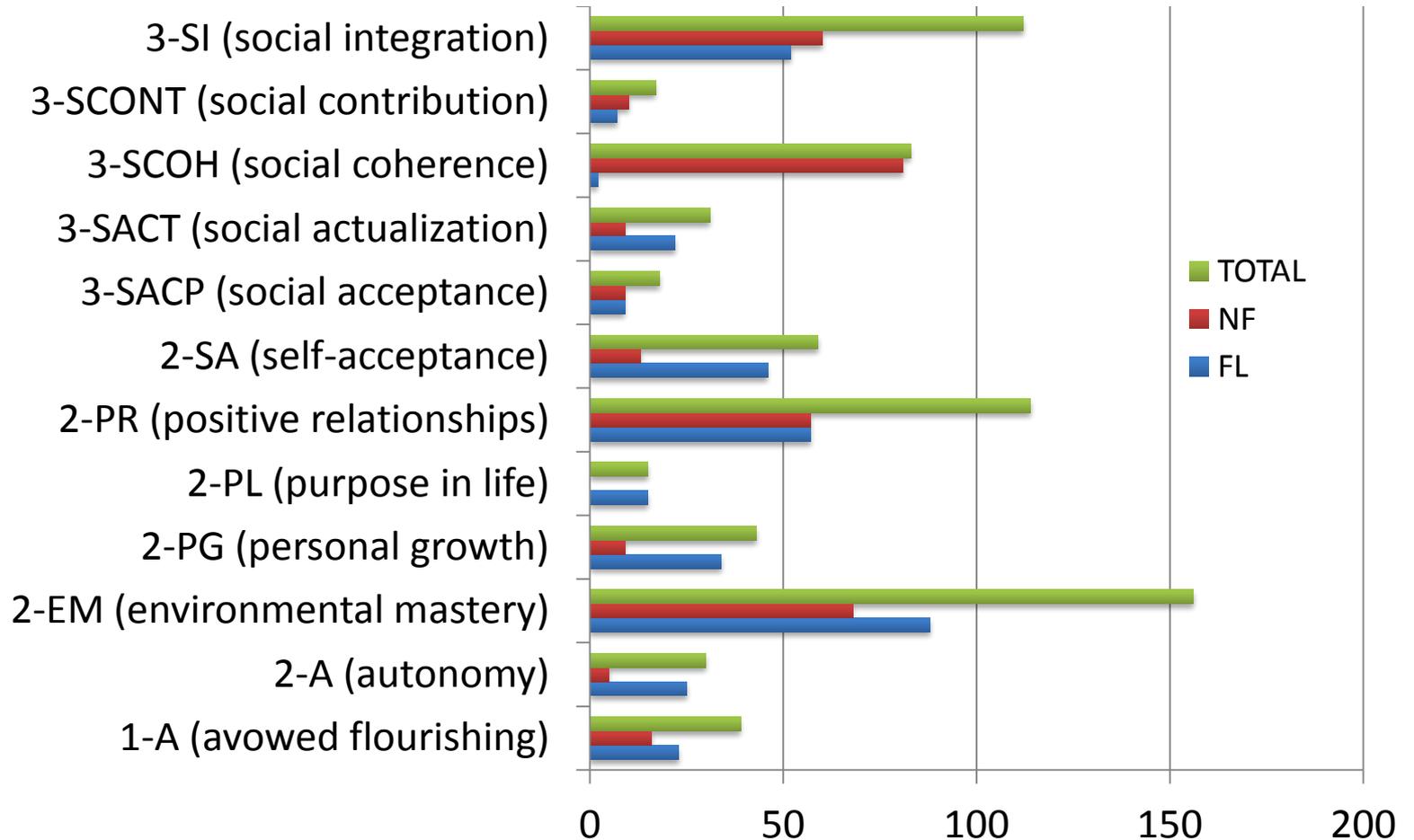
(Keyes, 2002)

# Indicators of Flourishing

## OPERATIONAL DEFINITIONS OF SYMPTOMS OF MENTAL HEALTH

Subjective Well-being	Objective Well-being	
Positive Feelings: Emotional Well-being	Positive Functioning: Psychological Well-being	Positive Functioning: Social Well-being.
<p><i>Positive affect:</i> Regularly cheerful, in good spirits, happy, calm and peaceful, satisfied, and full of life.</p> <p><i>Happiness:</i> Feels happiness toward past of about present life overall or in domains of life.</p> <p><i>Life satisfaction:</i> Sense of contentment or satisfaction with past or present life overall or in life domains.</p>	<p><i>Self-acceptance:</i> Positive attitude toward oneself and past life, and concedes and accepts varied aspects of self.</p> <p><i>Personal growth:</i> Insight into one's potential, sense of development, and open to challenging new experiences.</p> <p><i>Purpose in life:</i> Has goals, beliefs that affirm sense of direction in life, and feels life has purpose and meaning.</p> <p><i>Environmental mastery:</i> Has capability to manage complex environment and can choose or create suitable environs.</p> <p><i>Autonomy:</i> Comfortable with self-direction, has internal standard, resists unsavory social pressures.</p> <p><i>Positive relations with others:</i> Has warm, satisfying, trusting relationships, and is capable of empathy and intimacy.</p>	<p><i>Social acceptance:</i> Positive attitude toward others while acknowledging and accepting people's complexity.</p> <p><i>Social actualization:</i> Cares and believe that, collectively, people have potential and society can evolve positively.</p> <p><i>Social contribution:</i> Feels that one's life is useful to society and that one's contributions are valued by others.</p> <p><i>Social coherence:</i> has interest in society, feels it's intelligible, somewhat logical, predictable, and meaningful.</p> <p><i>Social integration:</i> Feels part of, and a sense of belonging to, a community, derives comfort and support from community.</p>

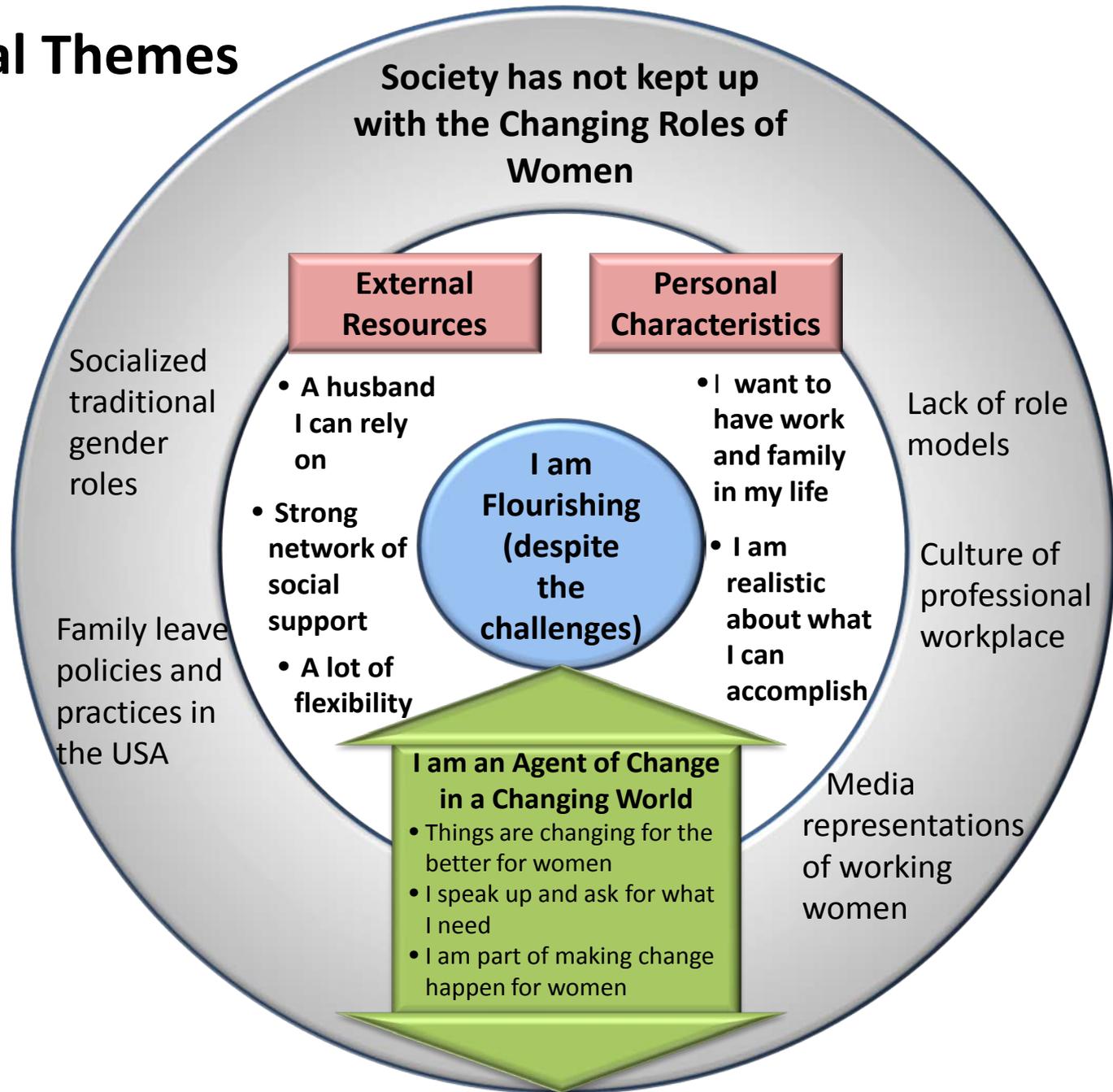
# Analysis - Sorting and Counting



# Composite Expression of Flourishing

I am able to flourish in the context of a social structure that is at odds with my daily realities as a mother with a professional career because I want to have both work and family in my life and I am realistic about what I can accomplish; and also because I have a husband I can rely on, a strong network of social support, and a lot of flexibility in my life. I think society is changing for the better for women, and I am confident that I am able to make positive changes in my own life and in the world.

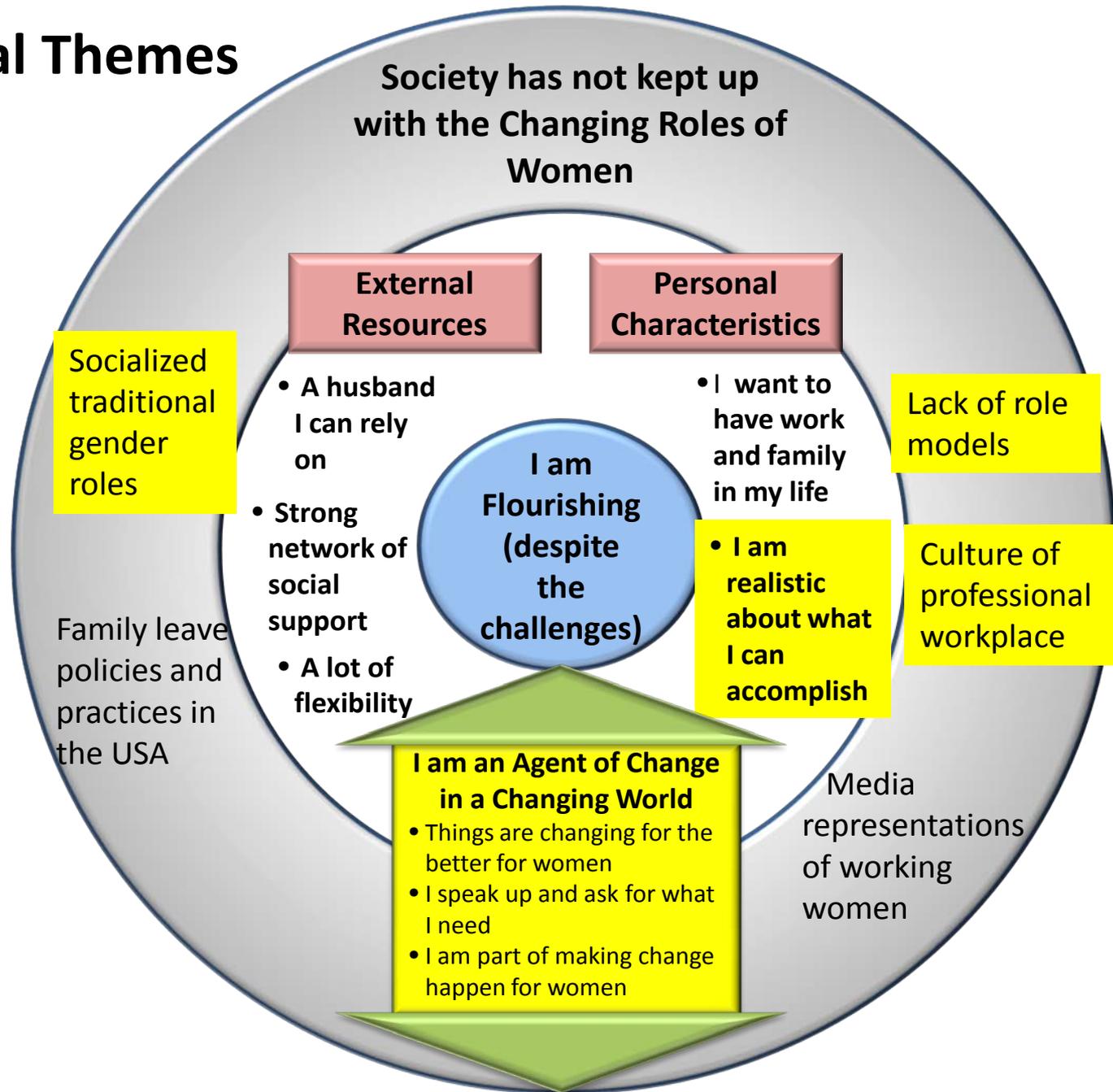
# Final Themes



# The Research: Women and Leadership

- Literature Review (2016)
  - 7 Literature Reviews from Peer Reviewed Journals
  - Disciplines Represented: Human Resources, Sociology, Psychology, Business Management
  - Countries Represented: United States, India, Germany, Australia, Canada, United Kingdom, China
  - Meta analysis of literature analyses = nearly 200 studies addressed
- Questions / Scope of Studies
  - Common stereotypes of women in leadership
  - Gender stereotypes in in self-descriptions of leadership traits
  - Gender typing of tasks in group interactions
  - Gender differences in leadership
  - Comparison with non-Western countries

# Final Themes



# Socialized Traditional Gender Roles

- Commonly expected leadership traits are “competitive”, “dominant” and “aggressive.” These traits are associated with masculinity.

(Moran, 2016)

- Those deemed more capable of fulfilling social expectations of a leader are more likely to be hired, therefore women must emulate male leadership traits for success.

(Baker, 2014)

# Socialized Traditional Gender Roles

- In self descriptions, women managers were more likely to use “masculine” words to describe themselves than men were to use “feminine” words to describe themselves.
- Men were more likely to perceive women as worse leaders and less likely to attribute masculine traits to them.
- Men reported having “person oriented” traits as often as women did, but less desire to possess those traits.

(Sczesny et al, 2004)

- (China) In traditional Confucianism, men are more valuable and superior to women.

(Wang & Shirmohammadi, 2016)

# Culture of the Professional Workplace

- Leadership disparity studies have historically come from the field of psychology, hence the focus on the person being to blame/needing to change rather than environmental and other external factors.

(Moran, 2016)

- Men are more likely to be praised for their leadership accomplishments, and women for their character traits.
- People are more likely to attribute a women leader's work results to external factors.

(Carly & Eagly, 2001)

# Culture of the Professional Workplace

- Women negotiate as often as men, but are more likely to face pushback.
- Women ask for feedback as often as men, but are less likely to receive it.

(Yee, et al 2016)

- In China, women leaders are promoted by government rather than bosses themselves.
- In China women can be at the top of the organizational hierarchy and still at the bottom of the power hierarchy.

(Wang & Shirmohammadi, 2016)

# Lack of Role Models

- Lack of women leader representation in every sector, in every country.
- In objective evaluations, women are often perceived as better leaders than men, but this is not represented in the % of women leaders.

(Baker, 2014)

- Role incongruity principle: the stereotype of leadership doesn't fit well with the stereotype of women...so dominant women may fail to emerge as leaders.

(Ritter & Yoder, 2004)

- China: Women report a glass ceiling effect.

(Wang & Shirmohammadi, 2016)

# I am Realistic about what I can Accomplish

- Women expect to have more difficulties and negative consequences in their lives as a result of taking on a leadership position.

(Baker 2001)

- Women are more likely to shift from line to staff roles as they move up.
- Women report less interest in becoming top executives than men do, and see the pros and cons differently.

(Yee et al , 2016)

# I am Realistic about what I can Accomplish

- China: Women report lower motivation in career progression and are more satisfied with middle management roles as compared to men.
- China: Women report placing higher value on family than career as compared to men, and thus view money, power and work/family conflicts differently than men.

(Wang & Shirmohammadi, 2016)

# I am an Agent of Change in a Changing World

- There are more gender differences in the laboratories and assessment studies than reported from the field.

(Moran, 1992)

- The strongest observable difference in male and female leadership is that women have a more democratic/participative style – this may be because they have historically not been accepted in leadership positions and thus must be more open to input.
- China: Younger women report having greater ambition.

(Wang & Shirmohammadi, 2016)

**So...**

***What themes do you see?***

***Thoughts? Comments? Questions?***

# Case Discussion

See Handout

- Melissa
- Lisa
- Grace

# Concluding Thoughts

*Flourishing involves being able to objectively observe and describe our context, and develop practical pathways through it.*

*By definition and practice, our challenging circumstances are (and will always be) the crucible within which we flourish.*

*We need to call out the positive role models of women leaders that we see...and we must challenge ourselves to be the role models we are seeking.*

# Welcome!

***Please take a few minutes to fill out the assessment form at your seat while you are getting your food and getting settled...***

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- 14 symptoms of flourishing
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Discuss with your neighbors....

*Thinking back over the past few weeks,  
in what ways have you experienced  
the sense that you are flourishing  
in your life?*

# An important assumption about what it means to live a good life:

- Developmental psychologists have concurred that the desires for meaningful work and for meaningful relationships are equally central human drives, and work and family are the two primary domains through which humans experienced growth.

(Bronfenbrenner, 1988)

- The American Psychological Association Task Force on Work and Family asserted that humans have a psychological need to have both work and family in their lives and suggested that labeling work as matter of “choice” for parents ignored human psychological needs as well as practical financial considerations.

(Halpern, 2005)

# Balance...

Implies a stillness that is incompatible with our daily lives, obligations, hopes and dreams.



# Balance...

Useful as a temporary state that can launch us to the next level....



# Juggling...

Fine if you want to  
“catch & release” all  
of your days.....



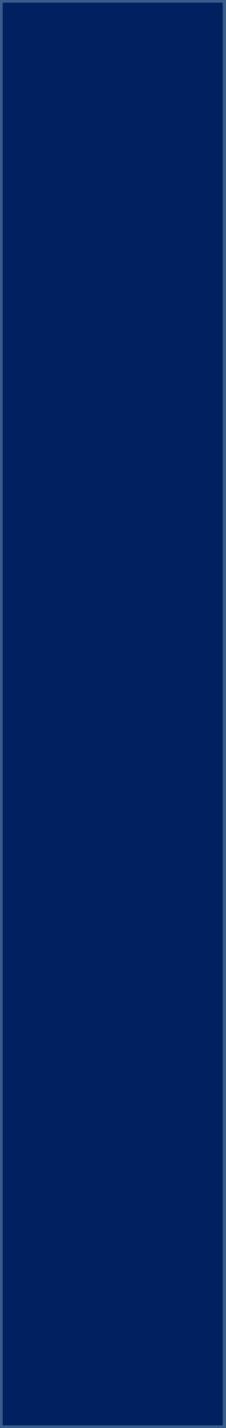
...but what about all those things we want  
to embrace and savor?

# Superwoman...



She's competent and strong, switching seamlessly from role to role as she solves a never ending series of problems and crises....

...She's also isolated and alone much of the time.



We need a better  
metaphor...

# Flourishing...



# What is flourishing?

A term that has its **roots** in horticulture - from the Latin *flōrēre* - to bloom:

- Growing vigorously
- Thriving
- To brandish dramatically

(Dictionary.com)

# Why a gardening metaphor?

- It is a textured, nuanced picture that captures the complexity of our lives which are non-linear, dynamic and evolving.
- Gardens have many phases – planting, budding, blooming, fading, dying and several phases can be occurring in any given season
- The juxtaposition of several phases in one season can create a unique and attractive look
- The environment that surrounds the garden impacts and is impacted by the design.

***There are infinite ways for a garden to be beautiful!***



# Describing Flourishing in Practice

“There are many ways for a life to go well, and each person’s happiness depends to some extent on the idiosyncratic features of the individual’s personality and of the situations in which the agent *exists...To describe a priori the boundaries of happiness in a strict definition is to close off prematurely the many unknown ways human beings can live truly good lives...* Happiness is living a truly fulfilling and meaningful life, and there are many ways to do this...*No rich description of happiness can be given in advance because it would not cover all the various good ways the human life of each unique individual can unfold.*”

(Devettere, 2002, pp. 52-53)

# Where does the term come from?

## Greek Virtue Ethics (GVE)

- Aristotle and friends attempted to answer the question:

*“What is the nature of a good life?”*

- Normative stance
- Secular approach

(Devettere, 2002)

# GVE - 4 components

1. Arete – Virtue, being the best you can be by living out values we hold dear
2. Phronesis – Practical wisdom, how we make choices when our values appear to be in conflict
3. Polis – The community we live within
4. Eudaimonia – Personal wellbeing, often translated as “flourishing” – the AIM of a good life

# GVE - how do the components fit together and interact?

- Sometimes our *arête* are in conflict and we experience a dilemma or struggle.
- We must develop and apply *phronesis* to determine which value to prioritize at different life decision points.
- Our *phronesis* is influenced by our *polis* and also by our desire to experience *eudaimonia*.

# Practically speaking...

From Greek Virtue Ethics:

- Flourishing is both the aim and the result of a worthwhile life
- Flourishing is ascertained both subjectively and objectively
- As individuals flourish, so can society flourish
- Personal flourishing is identified through reflection

# In contemporary language...

- Flourishing refers to being in an optimal range of human functioning. Specifically:
  - To *feel well*
  - To be *functioning well psychologically and socially*

(Keyes, 2002)

# How can we measure flourishing?

- Corey Keyes, Emory University
- We have exhaustive lists of symptoms for what is wrong (DSM).
- We have no measures for all the wonderful things that are functioning well
- In his work with disabled children he felt these categories marginalized them
- Developed comprehensive lists of symptoms of wellbeing and definitions:
  - 3 Subjective measures
  - 11 Objective Measures

(Keyes, 2002)

# How can we measure flourishing?

Handouts:

- Short-Form Assessment
- Symptoms of Flourishing
- Interesting Quotes

# Indicators of Flourishing

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Feeling Well

During the <u>PAST TWO WEEKS</u> how often did you feel ...	NEVER	ONCE OR TWICE	ABOUT ONCE A WEEK	ABOUT 2 OR 3 TIMES A WEEK	ALMOST EVERY DAY	EVERY DAY
1. happy						
2. interested in life						
3. satisfied						

+1 / 3

Functioning Well Socially

4. that you had something important to contribute to society						
5. that you belonged to a community (like a social group, or your neighborhood)						
6. that our society is becoming a better place for people like you						
7. that people are basically good						
8. that the way our society works makes sense to you						

+6 / 11

Functioning Well Psychologically

9. that you liked most parts of your personality						
10. good at managing the responsibilities of your daily life						
11. that you had warm and trusting relationships with others						
12. that you had experiences that challenged you to grow and become a better person						
13. confident to think or express your own ideas and opinions						
14. that your life has a sense of direction or meaning to it						

# Are you flourishing?

- Flourishing:
  - Feels 1 of the 3 subjective well-being symptoms (items 1-3) "every day" or "almost every day"
  - Feels 6 of the 11 objective positive functioning symptoms (items 4-8 are indicators of Social well-being and 9-14 are indicators of Psychological well-being) "every day" or "almost every day" in the past month or past two weeks.
- Languishing:
  - Feels 1 of the 3 subjective well-being symptoms "never" or "once or twice"
  - Feels 6 of the 11 objective positive functioning symptoms "never" or "once or twice" in the past month or past two weeks.
- Moderately Mentally Healthy - neither flourishing nor languishing
- Recent studies of a nationally representative sample of over 3,000 adults indicated that only 21.6% of adults fit the criteria for flourishing in life (Keyes, 2002).

# How can I flourish more?

- Talk about it! Start using the language of flourishing in every day life.
- Proactively seek to increase wellbeing for specific symptoms of flourishing.
- Engage in reflective practices on your own and within community.
- Re-taking the assessment.
- Your ideas?

# Why do we care as leaders?

- Individuals who have been categorized as flourishing, according to this rubric, “have excellent emotional health, miss fewer days of work, cut back on work on fewer days, and have fewer physical limitations on their daily lives”

(Keyes, 2002, p. 294)

# Reactions and Thoughts?

- How can you use this information to help others in your life flourish?
  - Family members / Significant others?
  - Friends?
  - Co-workers? (boss, direct reports, peers)
  - “Challenging people”?
  - Others?
- Which of the indicators of flourishing can a manager impact most directly to create an organization where more people can flourish?

# Reactions and Thoughts?

- What will you take away from this session?

# In conclusion...

*The pursuit and experience of flourishing is a demanding life philosophy that requires that we observe, interact with, and contribute to our communities. It challenges us to develop our best, most well-functioning selves for our own benefit and for the benefit of society. A commitment to true flourishing assumes we already are, and want to grow to be even better at being, better citizens committed to the common good of the human race. And when we truly flourish in our own lives, we create pathways and give others permission to do so as well!*

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