

How to lead and influence: Making gender character traits work for you!

Abigail Clary, Global Director of Health, CannonDesign

PANELISTS

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Rosanna Morris, University of Texas MD Anderson Cancer Center, Chief Operating Officer

Brandy Olson, The Estee Lauder Companies, Director of Organizational Design and Change

Agenda

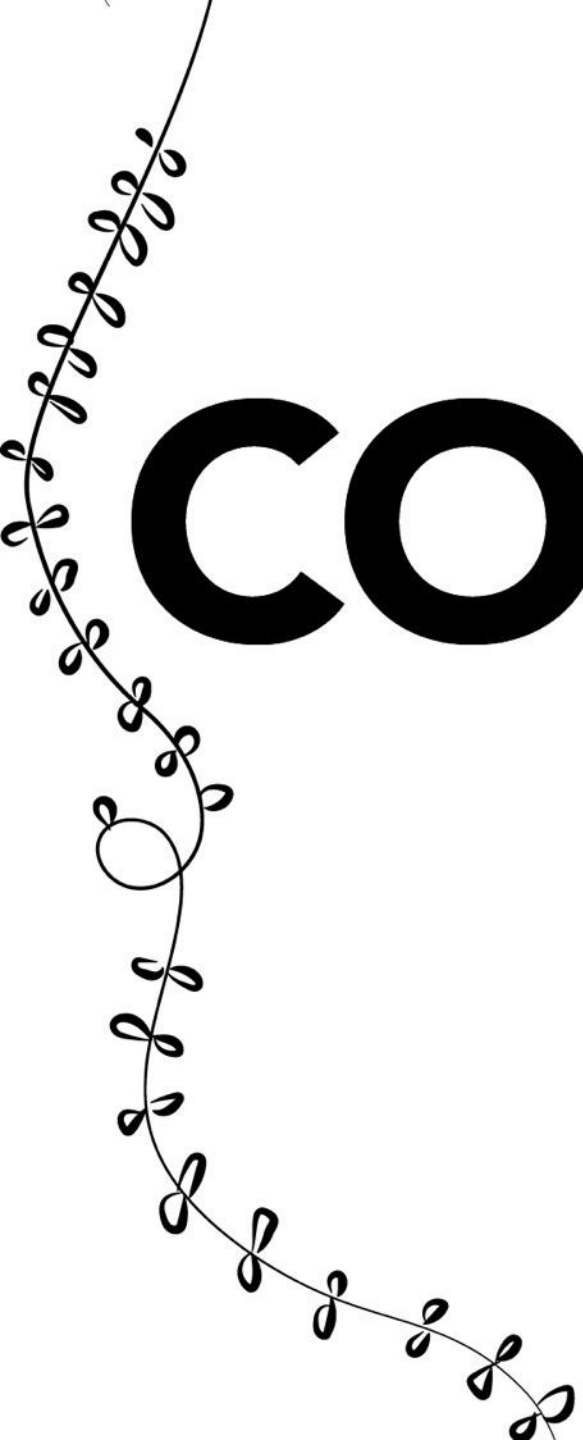
- Present research around today's successful leadership styles
- Identify common feminine and masculine traits
- Present specific examples of certain men and women who capitalize on these traits
- Present suggestions on how to use these traits every day

Learning Objectives

Learning Objective 1: Describe the upfront research conducted on successful leadership styles, and share interesting initial discoveries made.

Learning Objective 2: Identify a diverse range of successful leaders using character vignettes – some historic, some famous, and some perhaps relatively unknown to the audience – through engaging storytelling.

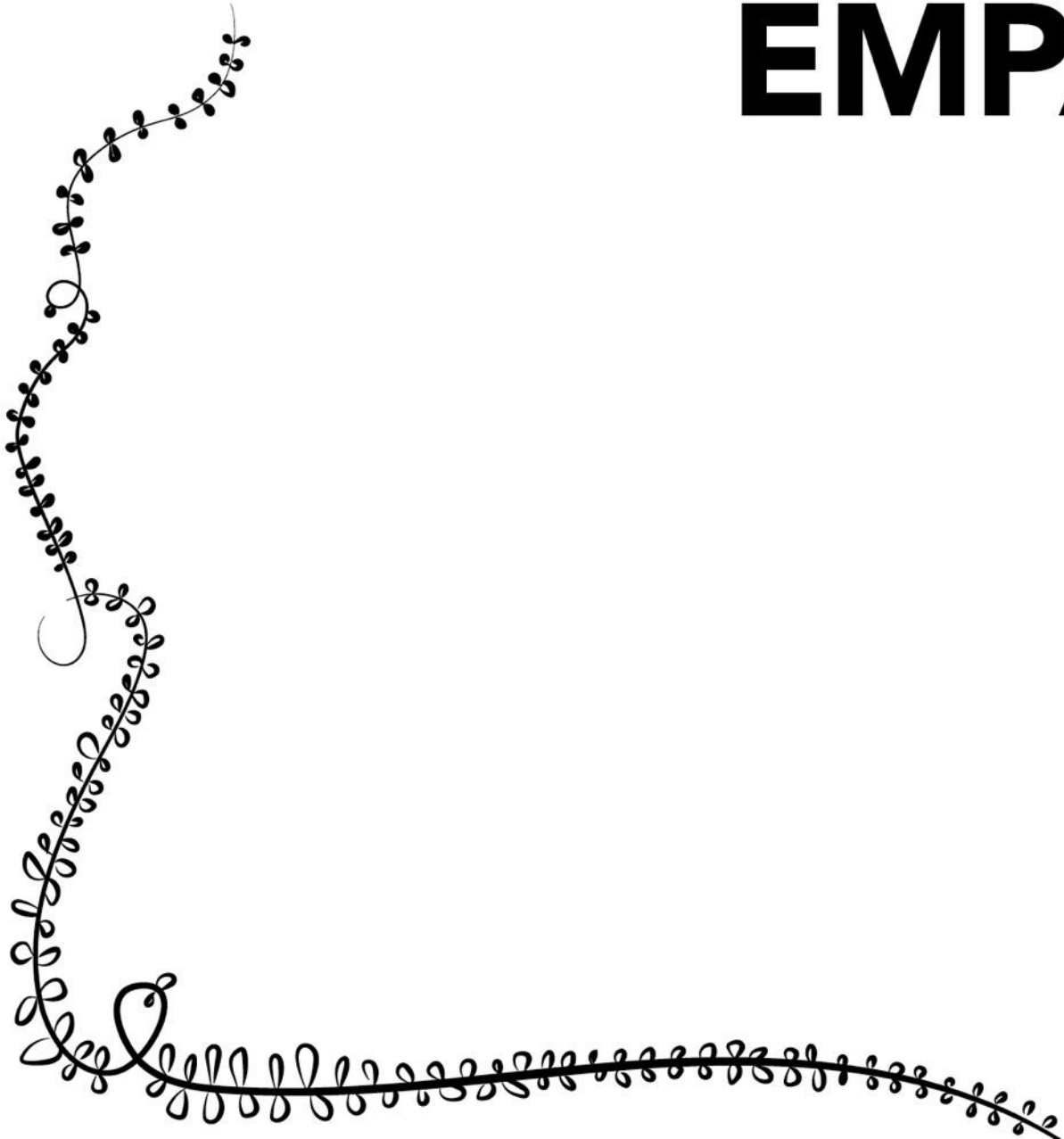
Learning Objective 3: Explain why these character traits are valuable in leadership, and how each of these leaders employed these characteristics successfully.



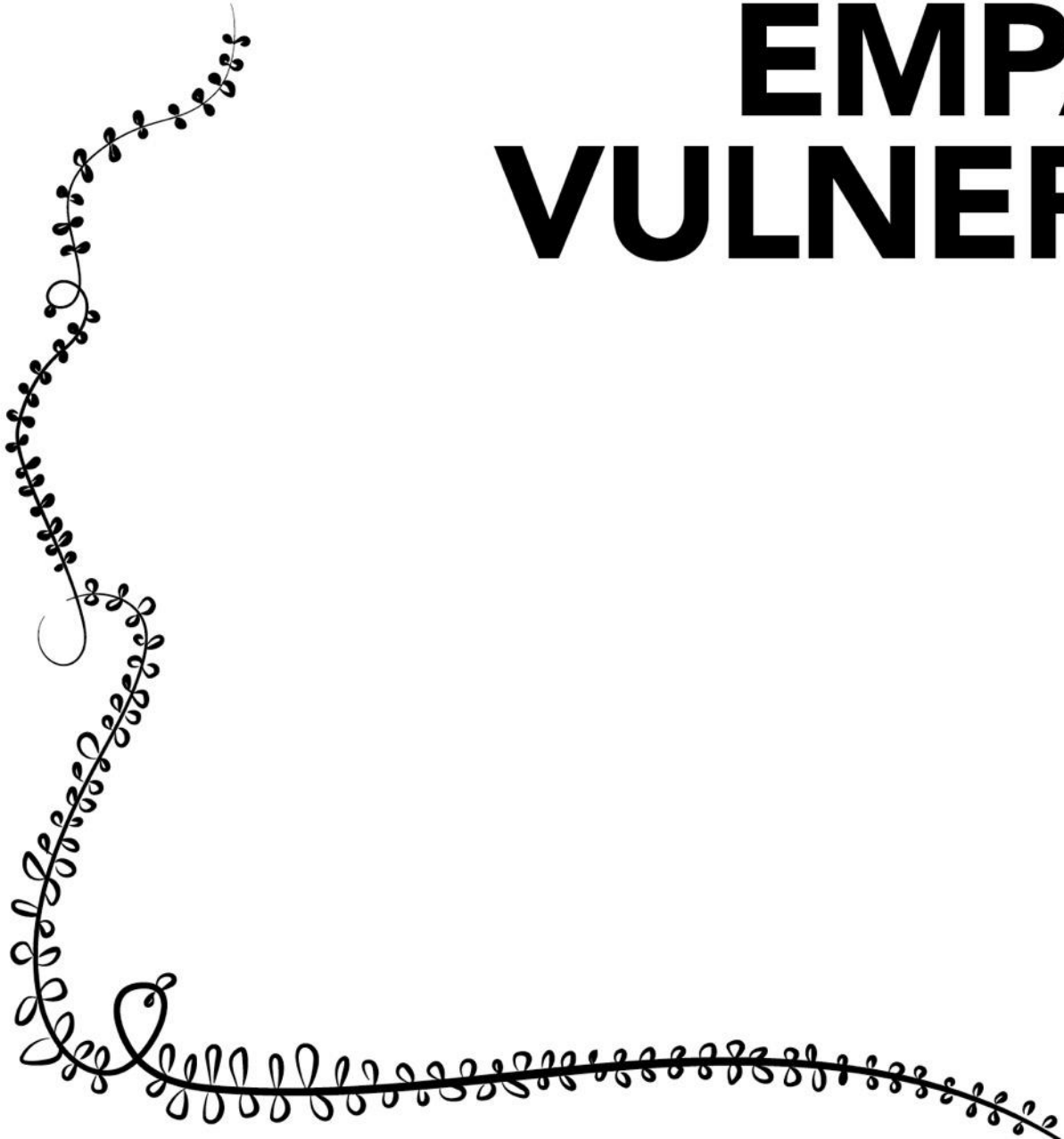
CONTROL IS A

MIRAGE

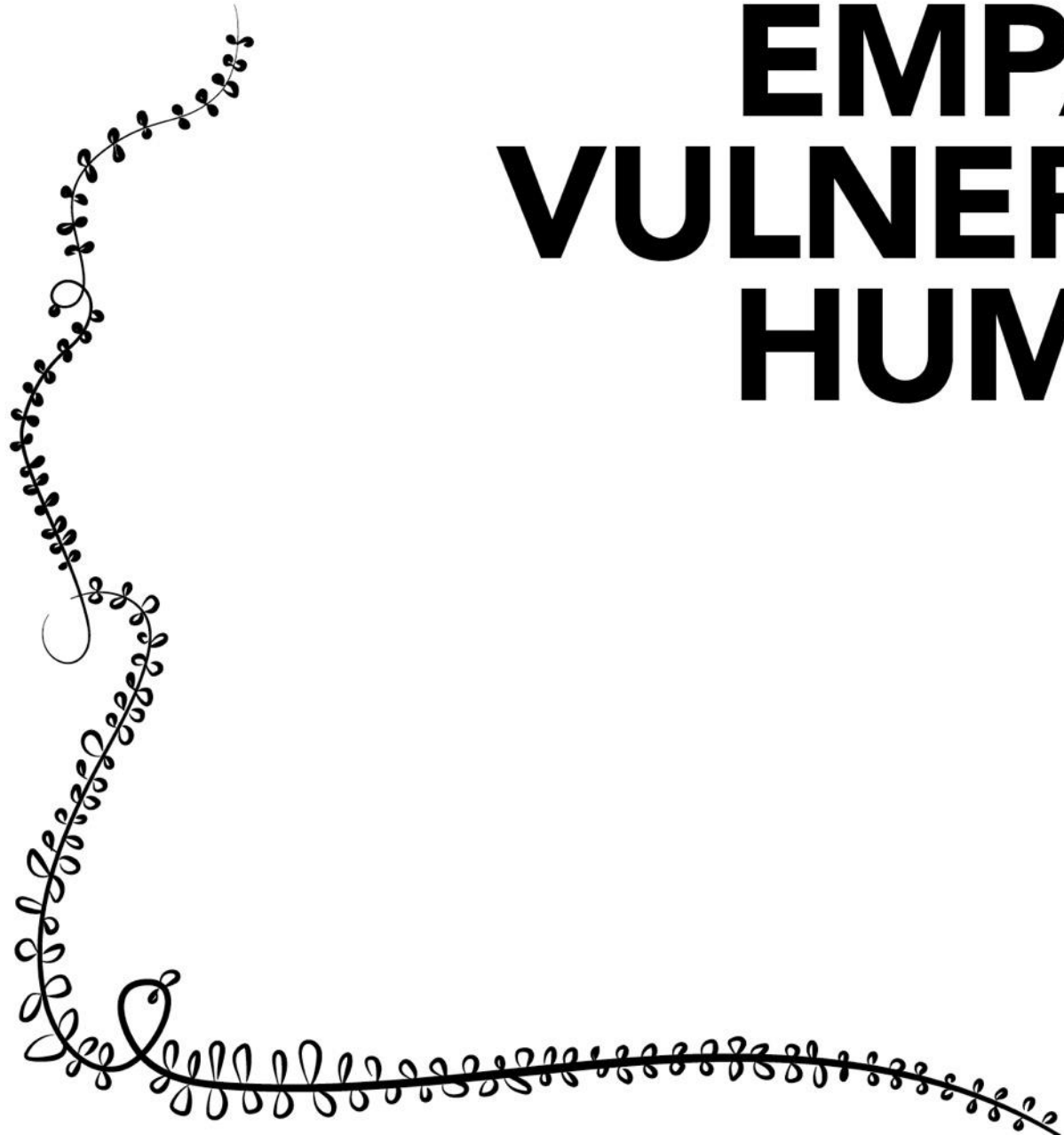
EMPATHY.



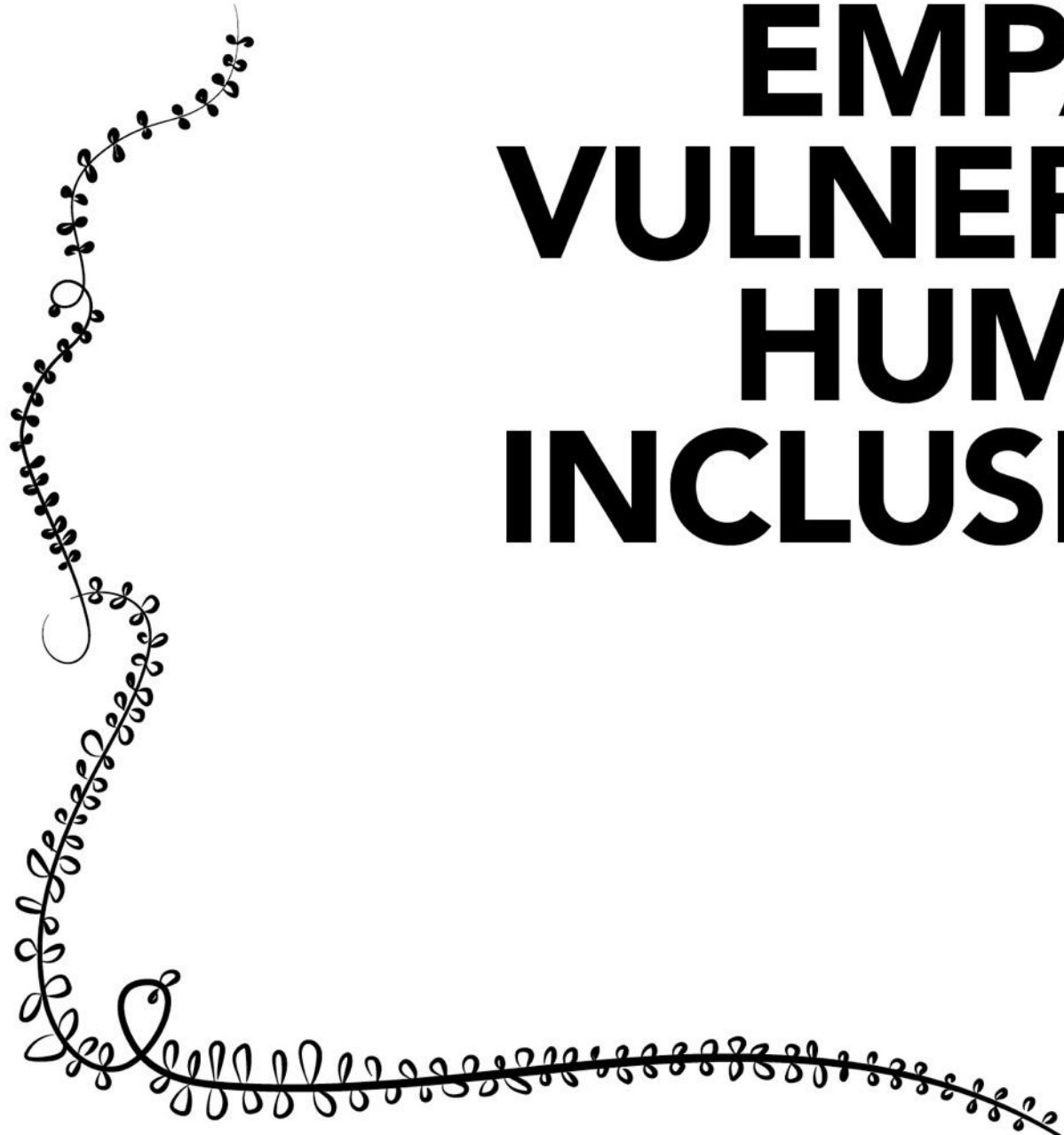
**EMPATHY.
VULNERABILITY.**



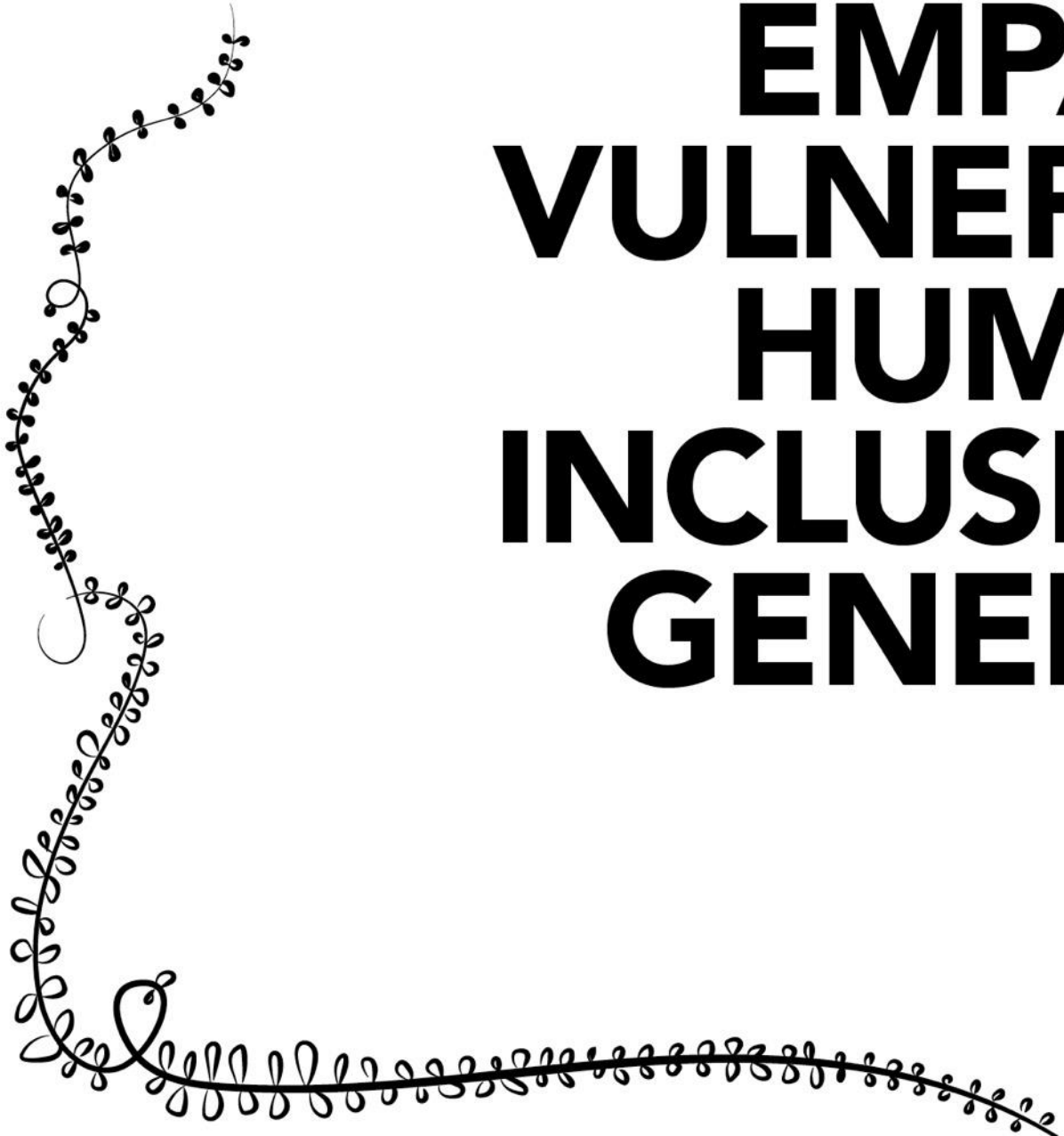
**EMPATHY.
VULNERABILITY.
HUMILITY.**



**EMPATHY.
VULNERABILITY.
HUMILITY.
INCLUSIVENESS.**



**EMPATHY.
VULNERABILITY.
HUMILITY.
INCLUSIVENESS.
GENEROSITY.**



A decorative black line drawing of a vine with small leaves and berries, curving from the top left towards the bottom center.

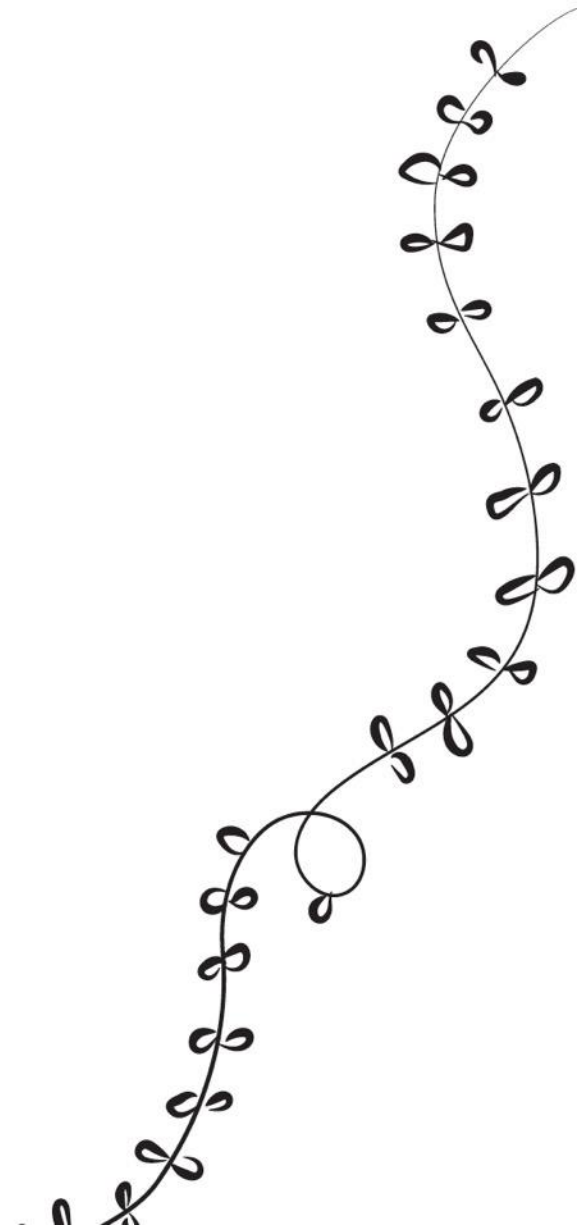
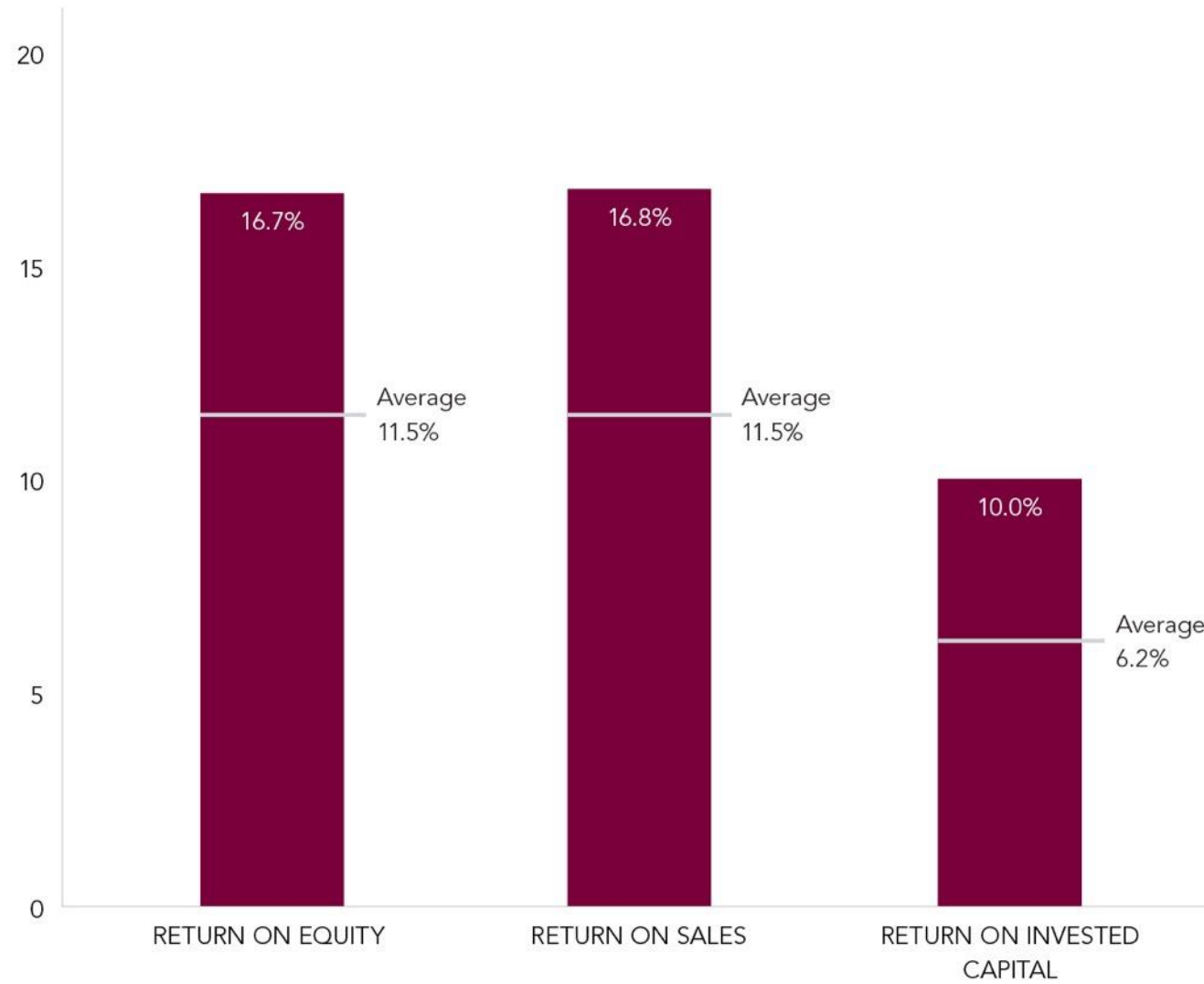
**EMPATHY.
VULNERABILITY.
HUMILITY.
INCLUSIVENESS.
GENEROSITY.
BALANCE.**

A decorative black line drawing of a vine with small leaves and berries, curving from the top left towards the bottom right, framing the text.

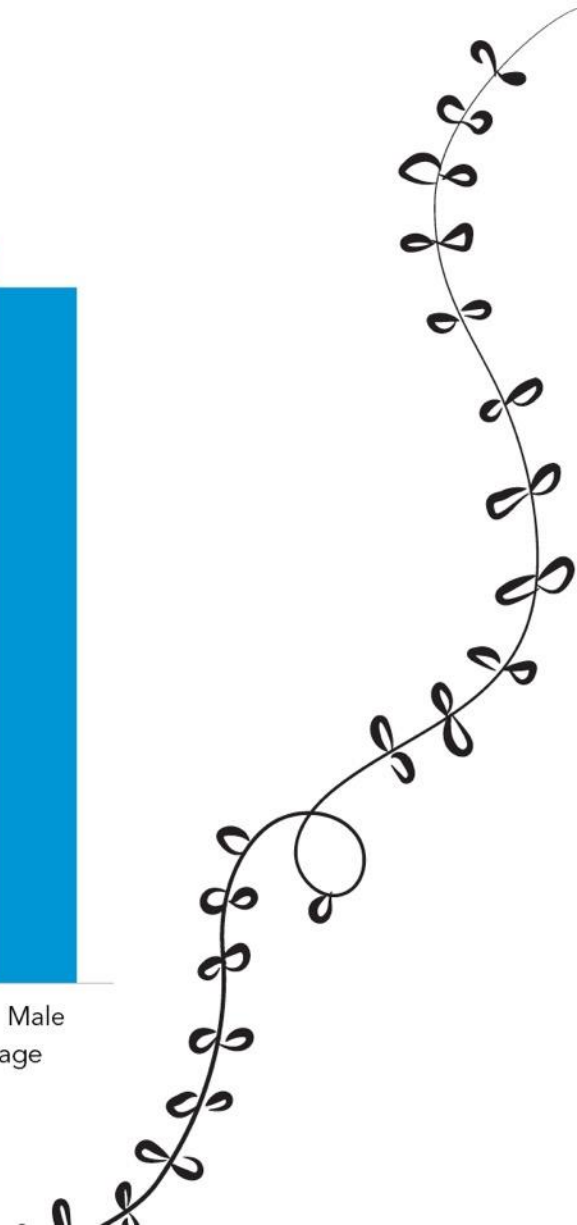
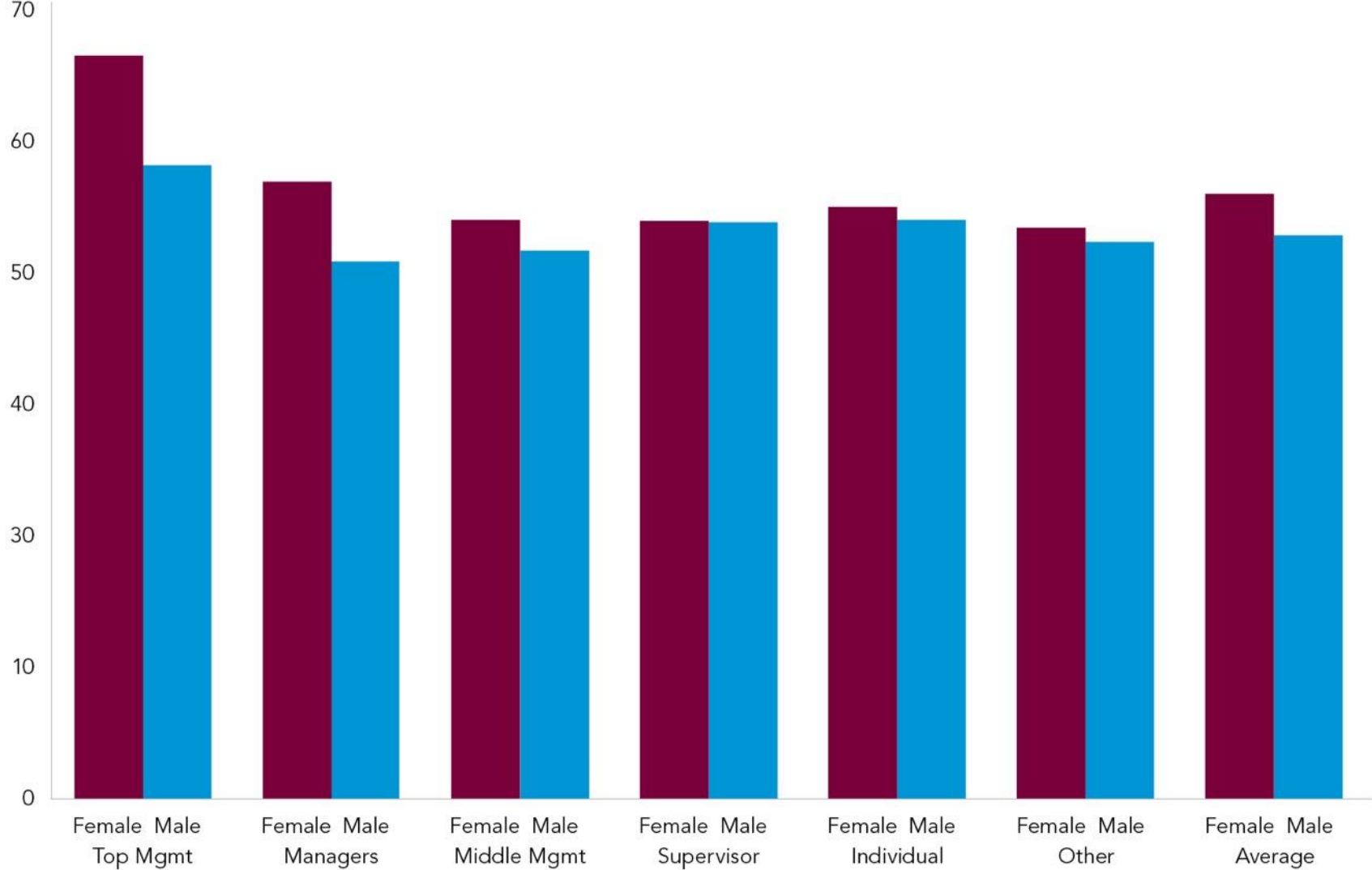
**EMPATHY.
VULNERABILITY.
HUMILITY.
INCLUSIVENESS.
GENEROSITY.
BALANCE.
PATIENCE.**

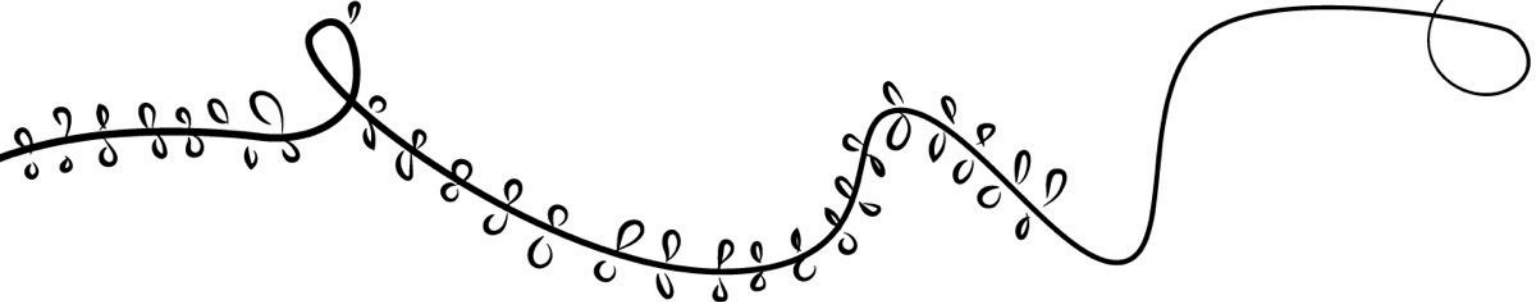


Financial Performance at Companies with Three or More Women Board Directors (WBD)

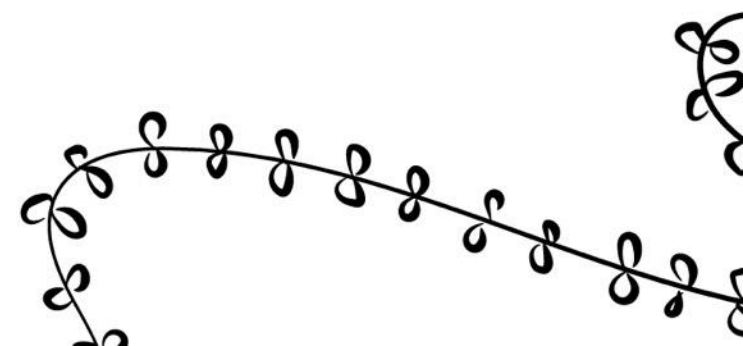


Overall Leadership Effectiveness by Gender by Position (percentile scores)





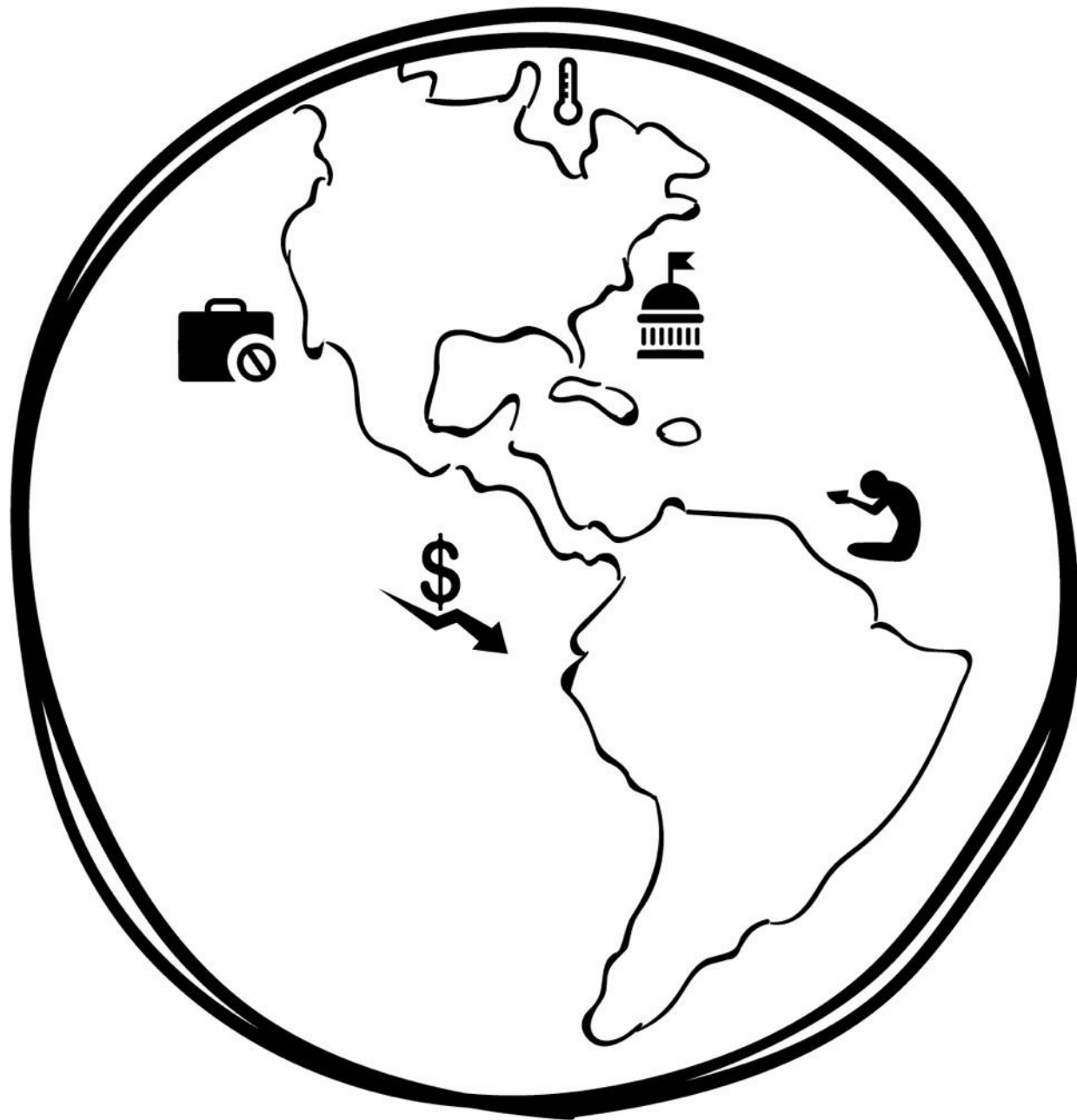
It's not a story about
women leaders.





It's a story about
good leaders.

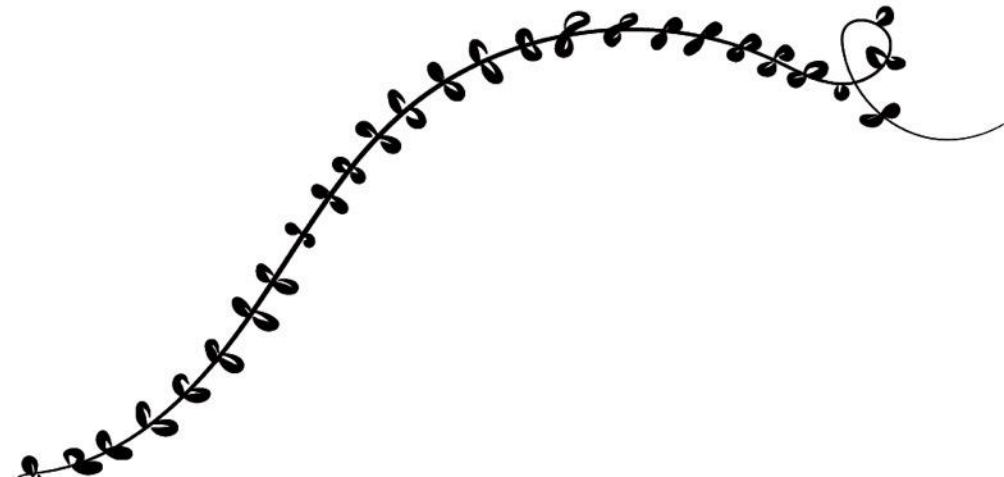








AGGRESSIVE vs patient





WINNING.

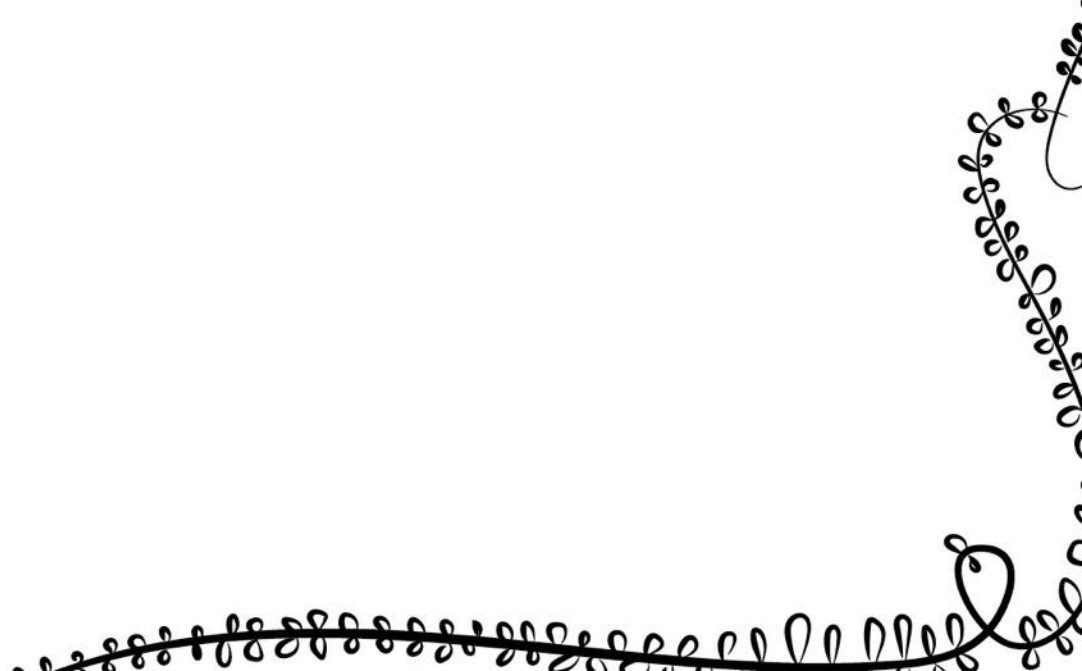




The Athena Doctrine

by John Gerzema
and Michael D'Antonio

BUY.



**BUY.
SELL.**



**BUY.
SELL.
LIVE.**



FEMININE

PEOPLE ARE PLACING
MORE VALUE ON THE

FEMININE

SIDE.

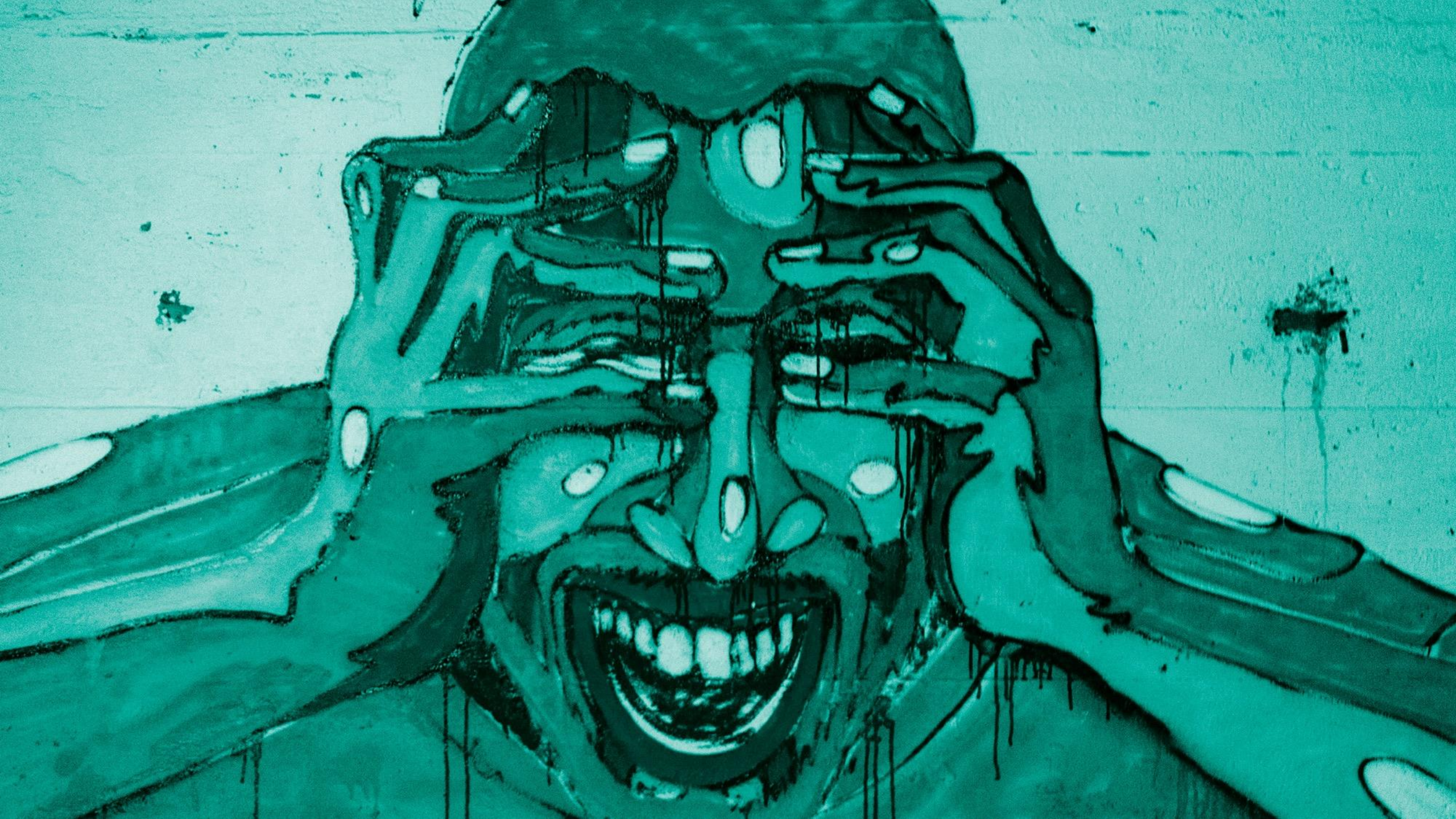


**65,000 PEOPLE IN
13 DIFFERENT COUNTRIES**

The image features a world map created from a grid of small dots. Most of the map is composed of grey dots, while 13 specific countries are highlighted with teal dots. These highlighted countries include Canada, the United States, Mexico, Brazil, Argentina, Chile, Peru, Colombia, Venezuela, Ecuador, Peru, Bolivia, Paraguay, Uruguay, Argentina, Chile, and Peru. The text "65,000 PEOPLE IN 13 DIFFERENT COUNTRIES" is overlaid in the center of the map in a large, bold, black font.



**65% OF THE WORLD'S
GROSS DOMESTIC
PRODUCT**





**THERE IS TOO MUCH POWER IN THE HANDS
OF LARGE INSTITUTIONS AND CORPORATIONS.**

86%
AGREE

**THERE IS TOO MUCH POWER IN THE HANDS
OF LARGE INSTITUTIONS AND CORPORATIONS.**

86%
AGREE

**MY COUNTRY CARES LESS ABOUT ITS
CITIZENS THAN IT USED TO.**

76%
AGREE

**THERE IS TOO MUCH POWER IN THE HANDS
OF LARGE INSTITUTIONS AND CORPORATIONS.**

86%
AGREE

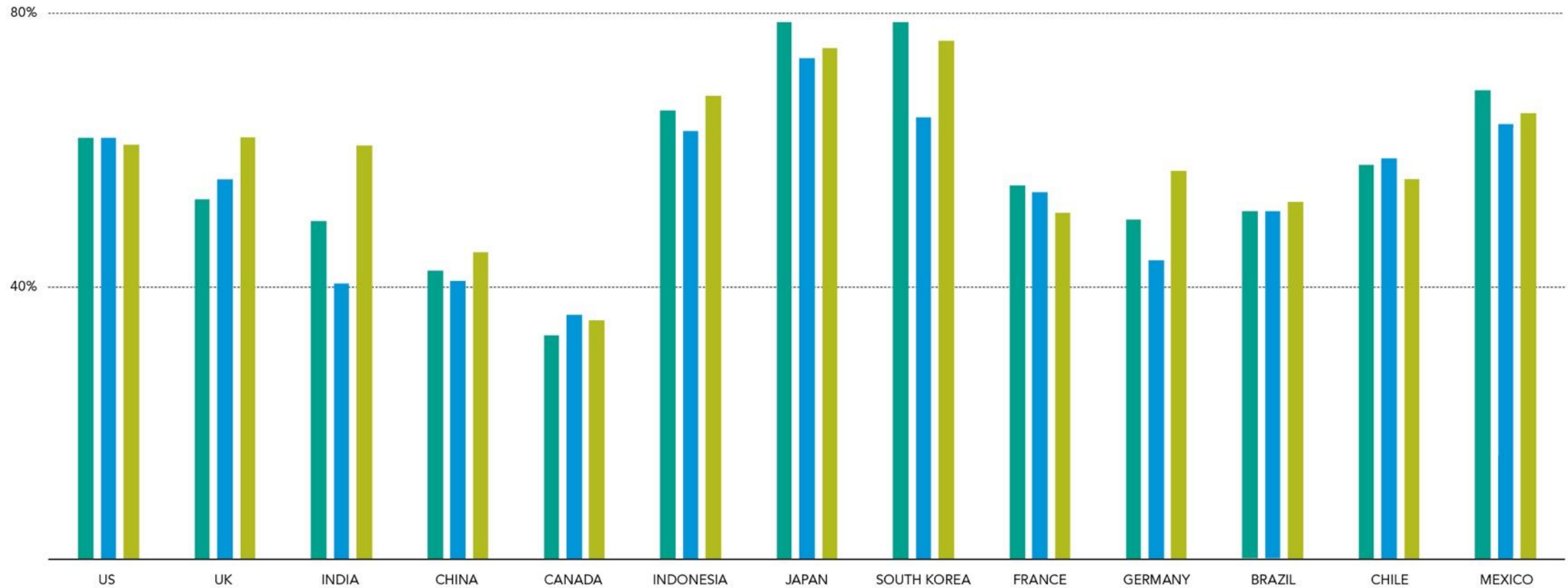
**MY COUNTRY CARES LESS ABOUT ITS
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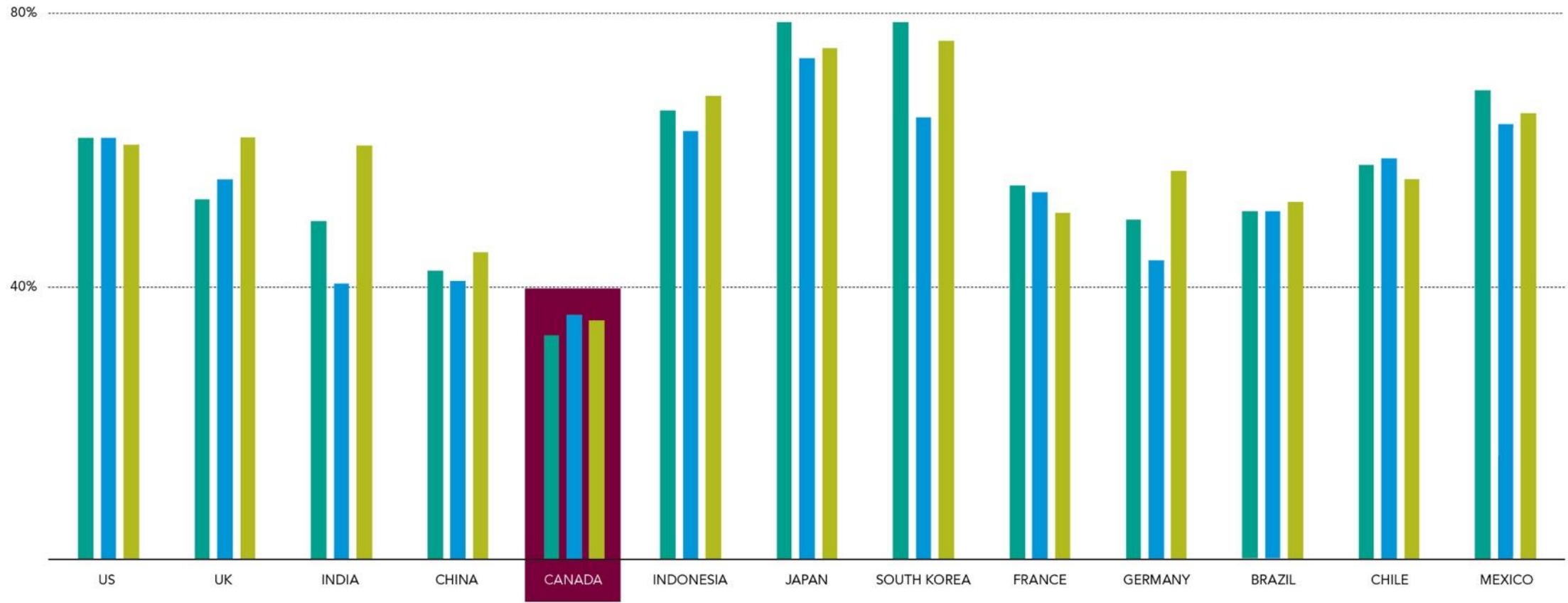
THE WORLD IS BECOMING LESS FAIR.

74%
AGREE

I'm dissatisfied with the conduct of men in my country.



I'm dissatisfied with the conduct of men in my country.





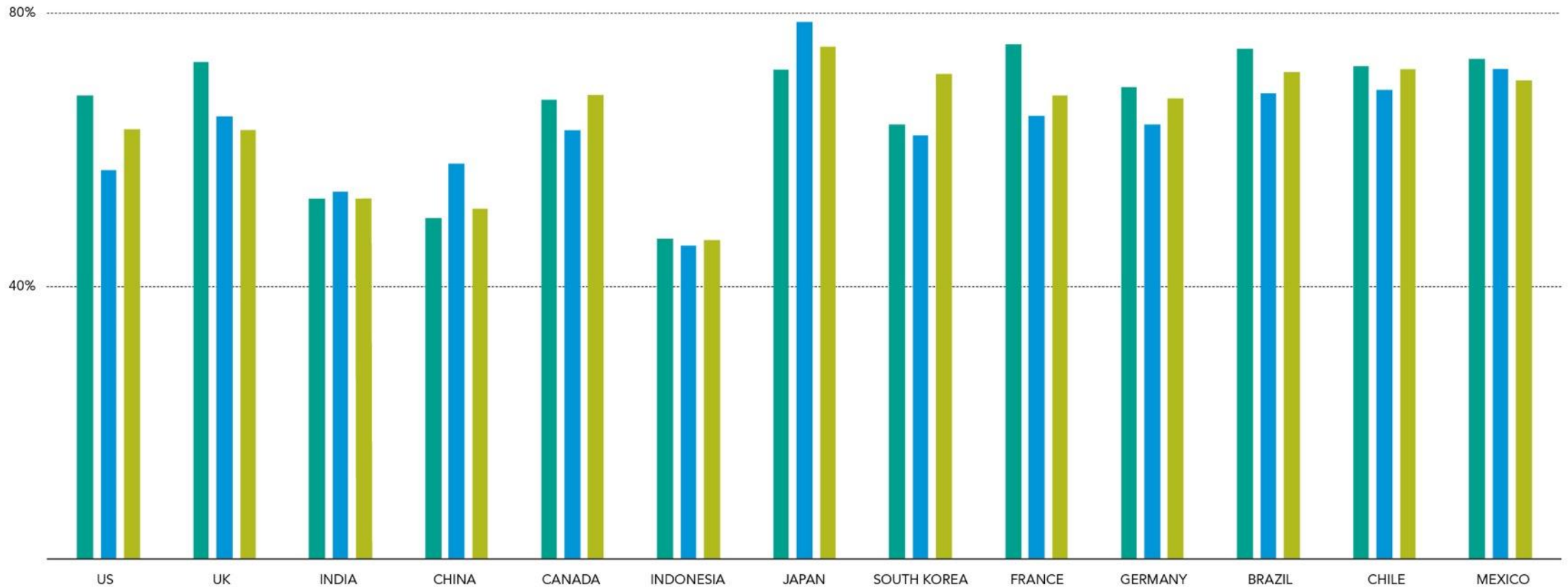
CONTROL.

CONTROL.
COMPETITION.

***CONTROL.
COMPETITION.
BLACK AND WHITE THINKING.***

***CONTROL.
COMPETITION.
BLACK AND WHITE THINKING.
AGGRESSION.***

The world would be a better place if men thought more like women.



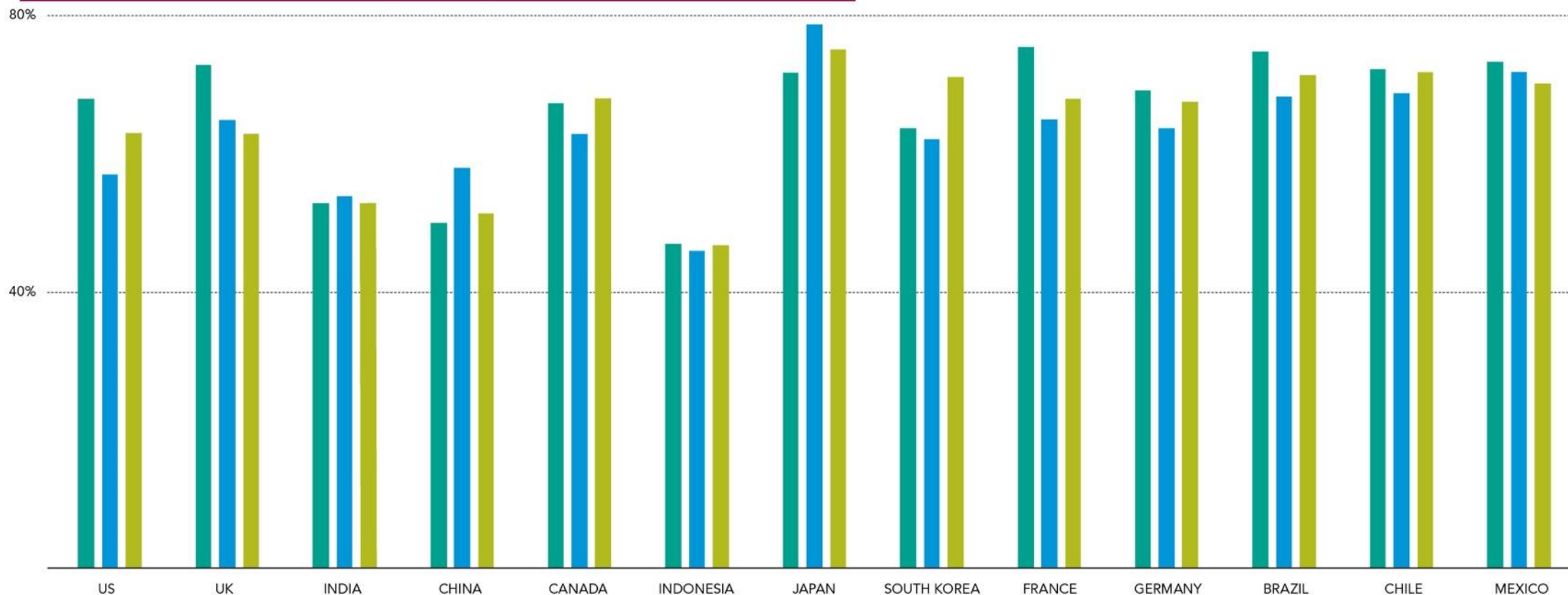
**The world would be a better place
if men thought more like women.**

GLOBAL AVERAGE

66%
of adults agree

63%
of men agree

65%
of millennials agree





A silhouette of a woman with her hair in a ponytail, running or jogging. She is positioned in the foreground, facing right. The background features a city skyline with several tall buildings, including two prominent towers, silhouetted against a bright, hazy sky. The scene is set near a body of water, with a railing visible in the lower part of the frame. The overall mood is energetic and inspiring.

#likeagirl

MASCULINE

RUGGED	AGGRESSIVE
DOMINANT	BRAVE
STRONG	DARING
ARROGANT	COMPETITIVE
RIGID	GUTSY
LEADER	STUBBORN
NATURAL LEADER	ASSERTIVE
ANALYTICAL	DRIVEN
PROUD	DIRECT
DECISIVE	CAREER ORIENTED
AMBITIOUS	DYNAMIC
OVERBEARING	CONFIDENT
HARD WORKING	STRAIGHT FORWARD
LOGICAL	SELFISH
CONSENSUS BUILDER	INDEPENDENT
SELF-RELIANT	UNAPPROACHABLE
FOCUSED	PROGRESSIVE
DISTINCTIVE	INNOVATIVE
DEVOTED	RESTRAINED
RESILIENT	COMPETENT

NEUTRAL

VISIONARY
ENERGETIC
SIMPLE
AUTHENTIC
DIFFERENT
AGILE
CAREFREE
COLLABORATIVE
INTELLIGENT
CUNNING
CANDID
TRADITIONAL
FUN

FEMININE

ORIGINAL	INTUITIVE	GENEROUS	POISED
FREE SPIRITED	SOCIAL	TEAM PLAYER	TRENDY
CHARMING	SINCERE	HONEST	FAMILY ORIENTED
TRUSTWORTHY	PASSIONATE	IMAGINATIVE	AFFECTIONATE
ARTICULATE	MULTI-TASK	HUMBLE	CARING
RELIABLE	KIND	CURIOUS	SENSITIVE
DEDICATED	SUPPORTIVE	LOYAL	NURTURING
DEPENDABLE	GIVING	CONSCIENTIOUS	GLAMOROUS
REASONABLE	GOOD LISTENER	COOPERATIVE	
NIMBLE	LOVING	INVOLVED	
ADAPTABLE	SENSUOUS	FRIENDLY	
OBLIGING	VULNERABLE	UP TO DATE	
HEALTHY	GENTLE	SELFLESS	
POPULAR	STYLISH	PERCEPTIVE	
PASSIVE	EMOTIONAL	SOCIALLY RESPONSIBLE	
COMMITTED	DOWN TO EARTH	ENCOURAGING	
COMMUNITY ORIENTED	PLANS FOR FUTURE	EMPATHETIC	
HELPFUL	UPPER CLASS	EXPRESSIVE	
CREATIVE	OPEN TO IDEAS	UNDERSTANDING	
FLEXIBLE	UNIQUE	PATIENT	

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TRUSTWORTHY.

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NEUTRAL FEMININE

VISIONARY	ORIGINAL	INTUITIVE	GENEROUS	POISED
ENERGETIC	FREE SPIRITED	SOCIAL	TEAM PLAYER	TRENDY
SIMPLE	CHARMING	SINCERE	HONEST	FAMILY ORIENTED
AUTHENTIC	TRUSTWORTHY	PASSIONATE	IMAGINATIVE	AFFECTIONATE
DIFFERENT	ARTICULATE	MULTI-TASK	HUMBLE	CARING
AGILE	RELIABLE	KIND	CURIOUS	SENSITIVE
CAREFREE	DEDICATED	SUPPORTIVE	LOYAL	NURTURING
COLLABORATIVE	DEPENDABLE	GIVING	CONSCIENTIOUS	GLAMOROUS
INTELLIGENT	REASONABLE	GOOD LISTENER	COOPERATIVE	
CUNNING	NIMBLE	MOVING	INVOLVED	
CANDID	ADAPTABLE	SASSY	FRIENDLY	
TRADITIONAL	OBLIGING	VULNERABLE	UP TO DATE	
FUN	HEALTHY	GENTLE	SELFLESS	
	POPULAR	STYLISH	PERCEPTIVE	
	PASSIVE	EMOTIONAL	SOCIALLY RESPONSIBLE	
	COMMITTED	DOWN TO EARTH	ENCOURAGING	
	COMMUNITY ORIENTED	PLANS FOR FUTURE	EMPATHETIC	
	HELPFUL	UPPER CLASS	EXPRESSIVE	
	CREATIVE	OPEN TO IDEAS	UNDERSTANDING	
	FLEXIBLE	UNIQUE	PATIENT	

KIND.

MASCULINE

RUGGED	AGGRESSIVE
DOMINANT	BRAVE
STRONG	DARING
ARROGANT	COMPETITIVE
RIGID	GUTSY
LEADER	STUBBORN
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COLLABORATIVE	DEPENDABLE	GIVING	CONSCIENTIOUS	GLAMOROUS
INTELLIGENT	REASONABLE	GOOD LISTENER	COOPERATIVE	
CUNNING	NIMBLE	LOVING	INVOLVED	
CANDID	FAITHFUL	WARM	FRIENDLY	
TRADITIONAL	OBLIGING	VULNERABLE	UP TO DATE	
FUN	HEALTHY	GENTLE	SELFLESS	
	POPULAR	STYLISH	PERCEPTIVE	
	PASSIVE	EMOTIONAL	SOCIALLY RESPONSIBLE	
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FOCUSED.

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IMPERFECT
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OBLIGING
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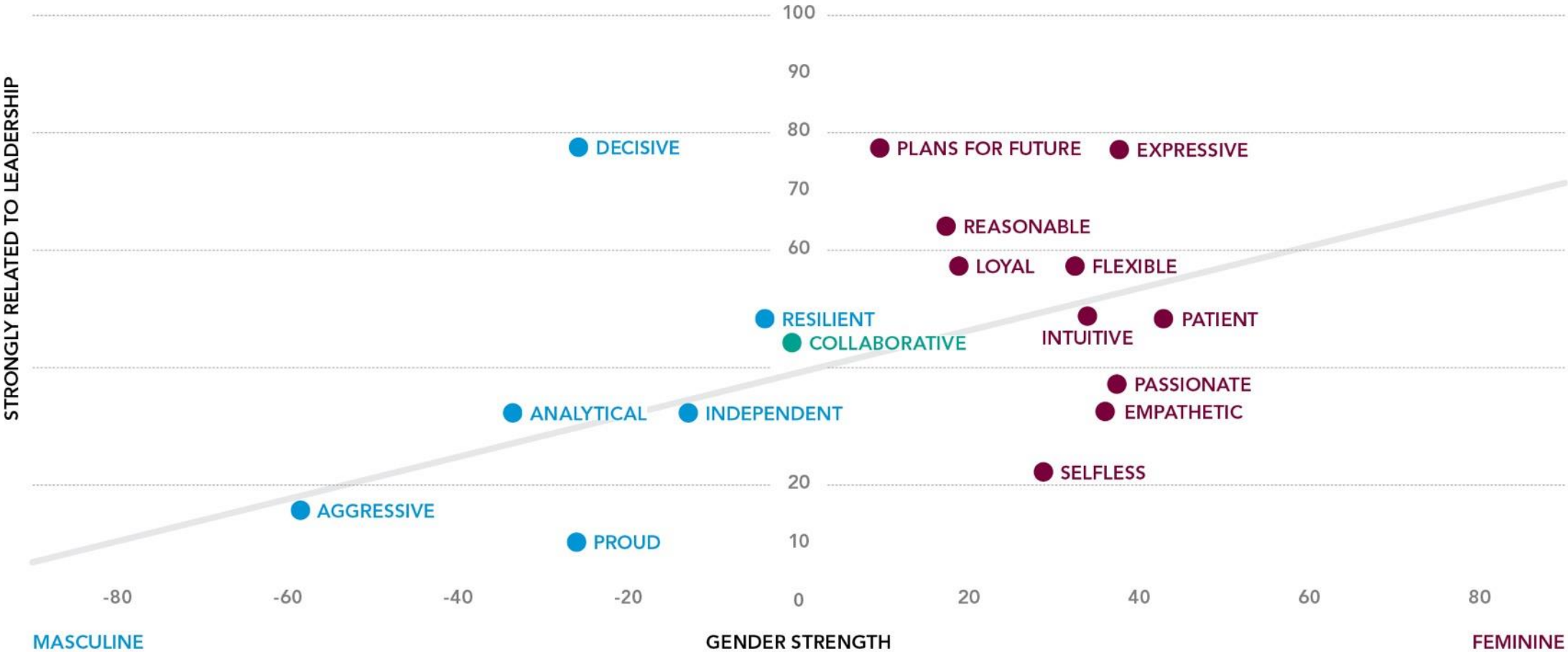
GENEROUS
TEAM PLAYER
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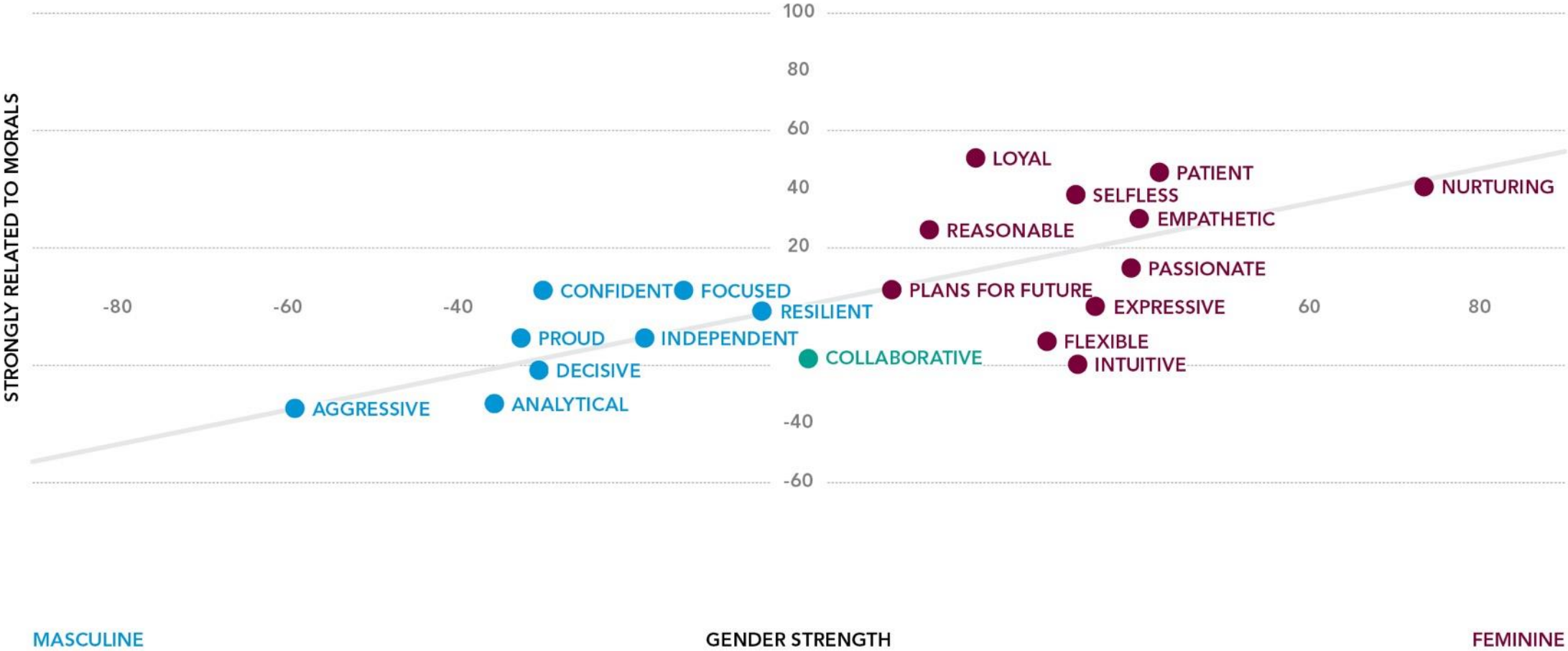
LEADERSHIP

$Y = 0.38X + 41.556$
 $R^2 = 0.33571$



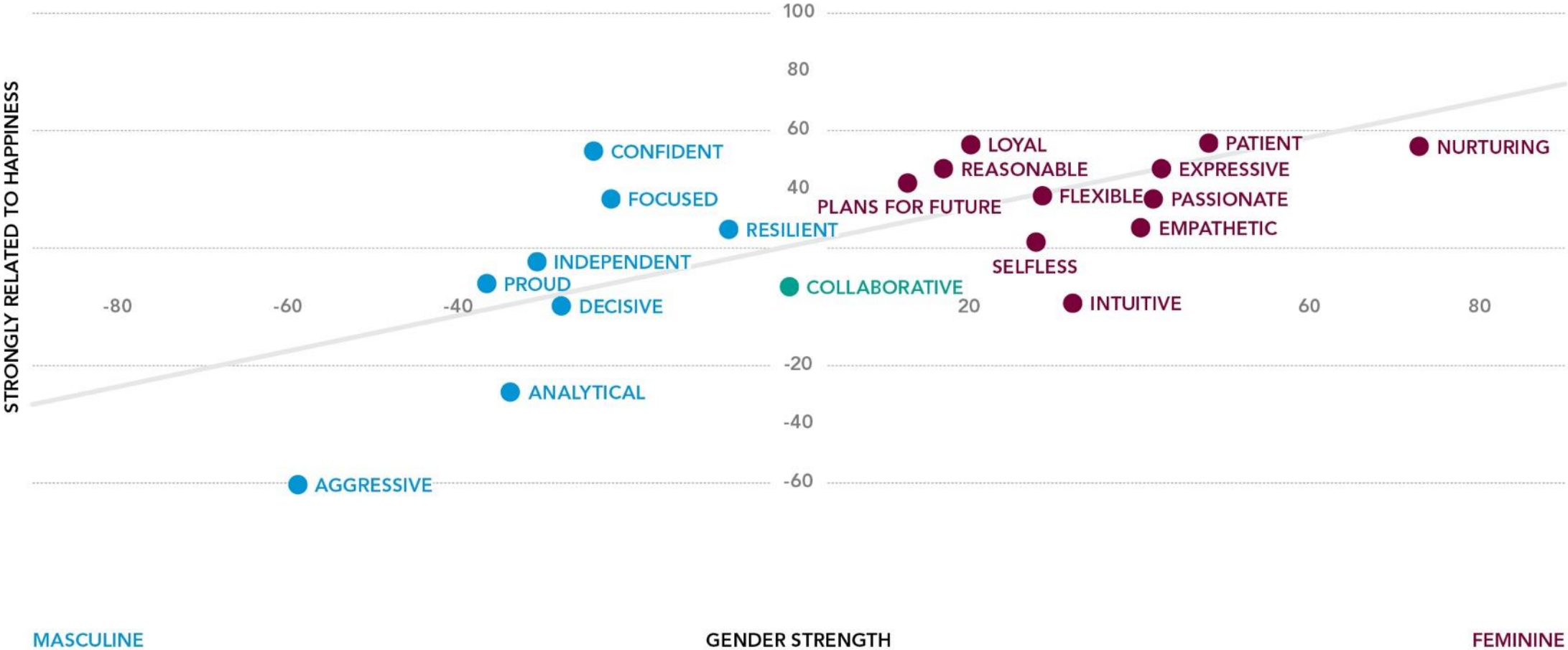
MORALS

$Y = 0.5233X - 1.9431$
 $R^2 = 0.54514$



HAPPINESS

$Y = 0.6469X + 18.159$
 $R^2 = 0.49548$







MASCULINE

FEMININE

1. EXPRESSIVE

2. PLANS FOR FUTURE

3. DECISIVE

4. REASONABLE

5. LOYAL

6. FLEXIBLE

7. PATIENT

8. RESILIENT

9. INTUITIVE

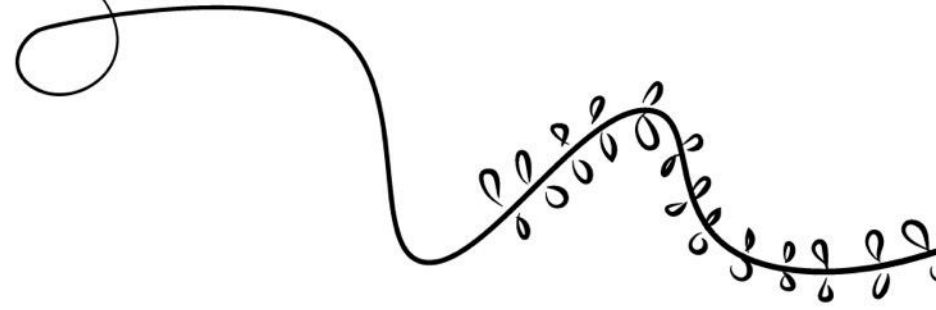
10. COLLABORATIVE




**OPEN.
HONEST.**



**OPEN.
HONEST.
PATIENCE.**



**OPEN.
HONEST.
PATIENCE.
PLANNING.**

CAUSE FOCUSED 
VS
SELF FOCUSED

LOYALTY³
VS
PRIDE



A decorative black line graphic on the left side of the image. It starts with a small loop at the bottom, then rises and curves into a series of small, repeating loops resembling a vine or a string of beads. The line ends in a small loop at the top right.

**LISTEN,
LEARN, &
BUILD CONSENSUS.**



LOUISE BLANCHARD BETHUNE

FIRST AMERICAN FEMALE
PROFESSIONAL ARCHITECT



A decorative black line border with small leaf-like motifs, curving around the top and sides of the text.

FIRST FEMALE
PROFESSIONAL ARCHITECT
AIA & FAIA MEMBER



FLEXIBILITY.

The image features a white background with decorative black vine borders. On the left, a vine curves upwards from the bottom and then downwards towards the top. On the right, a vine curves downwards from the top and then upwards towards the bottom. Both vines are adorned with small, dark, teardrop-shaped leaves.

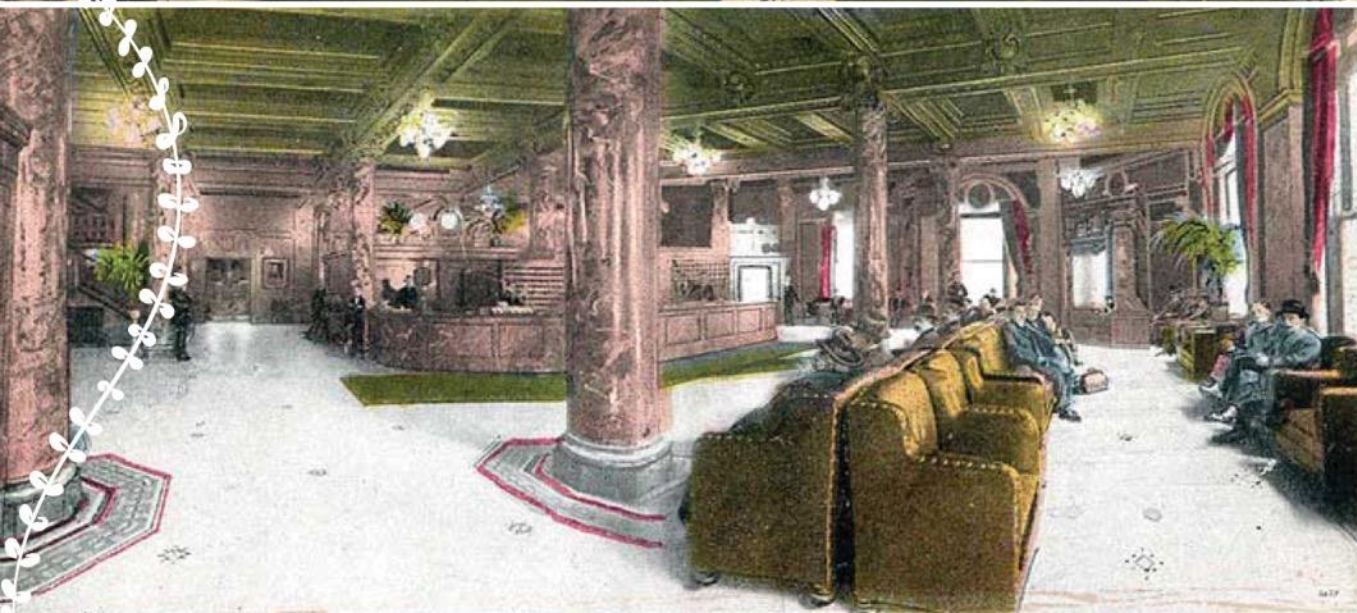
I WILL SHOW YOU!



PATIENCE.

The image features two decorative black vine borders. One vine starts at the top left, curves down and then up towards the right. The other vine starts at the top right, curves down and then up towards the left. Both vines are adorned with small, dark, teardrop-shaped leaves.

SOCIAL VALUES.



A decorative black line drawing of a vine with small leaves, curving from the top left towards the bottom left.A decorative black line drawing of a vine with small leaves, curving from the top right towards the bottom right.

DEVOTED.

The image features two decorative black vine borders. One vine starts at the top left, curves down and then up towards the right. The other vine starts at the top right, curves down and then up towards the left. Both vines are adorned with small, dark, teardrop-shaped leaves.

**DEVOTED.
HARD WORKING.**

The image features three decorative vine borders. One vine starts at the top left, curves down the left side, and ends at the bottom left. Another vine starts at the top right, curves down the right side, and ends at the bottom right. A third, shorter vine is positioned at the top right, curving from the right towards the center.

**DEVOTED.
HARD WORKING.
CAREER-ORIENTED.**



A decorative black line drawing of a vine with small leaves, curving from the top left towards the bottom left.A decorative black line drawing of a vine with small leaves, curving from the top right towards the bottom right.

CANDOR.

A decorative black line drawing of a vine with small leaves, curving from the top left towards the bottom left.A decorative black line drawing of a vine with small leaves, curving from the top right towards the bottom right.

**CANDOR.
PURPOSE.**



#likeagirl

**TODAY'S TIMES REQUIRE WE BE MORE
KIND AND EMPATHETIC TO OTHERS**

**80%
AGREE**

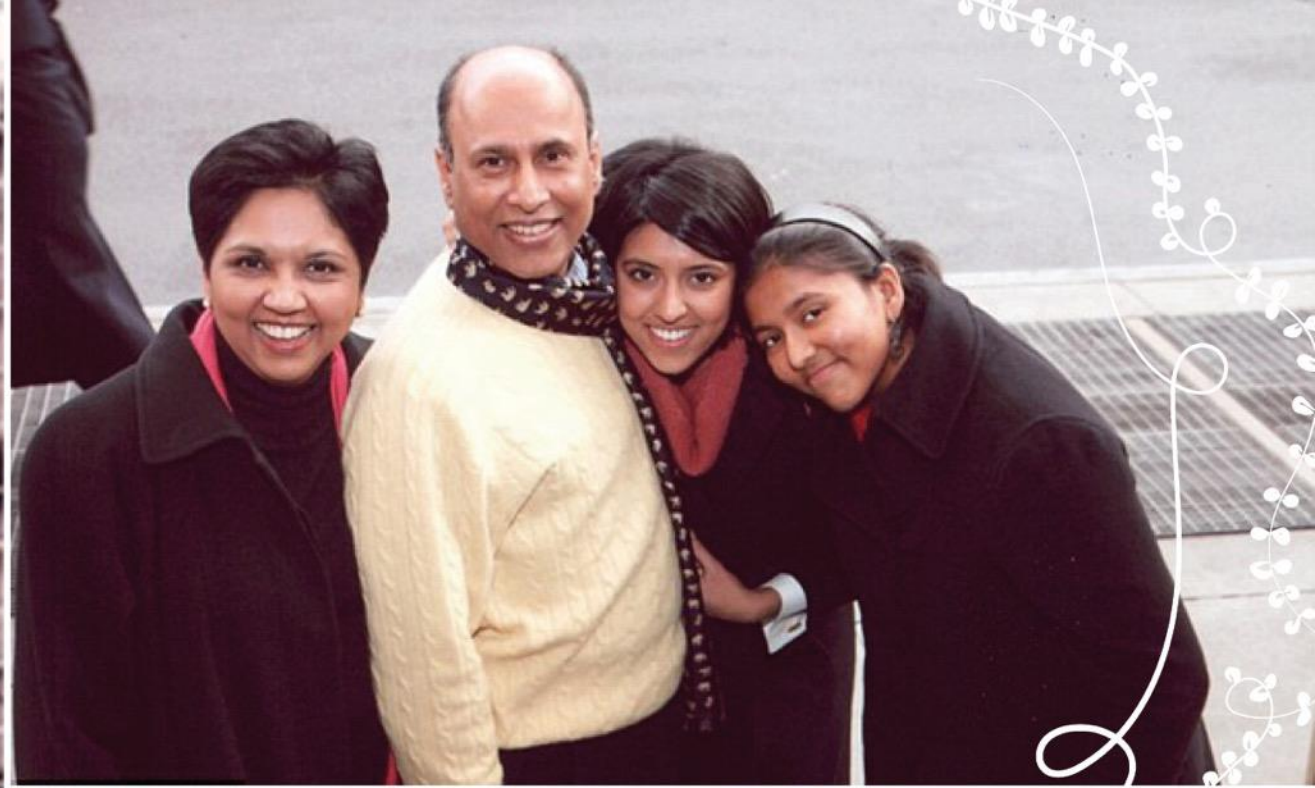
INDRA NOOYI

FORMER PEPSICO CEO



REBEL

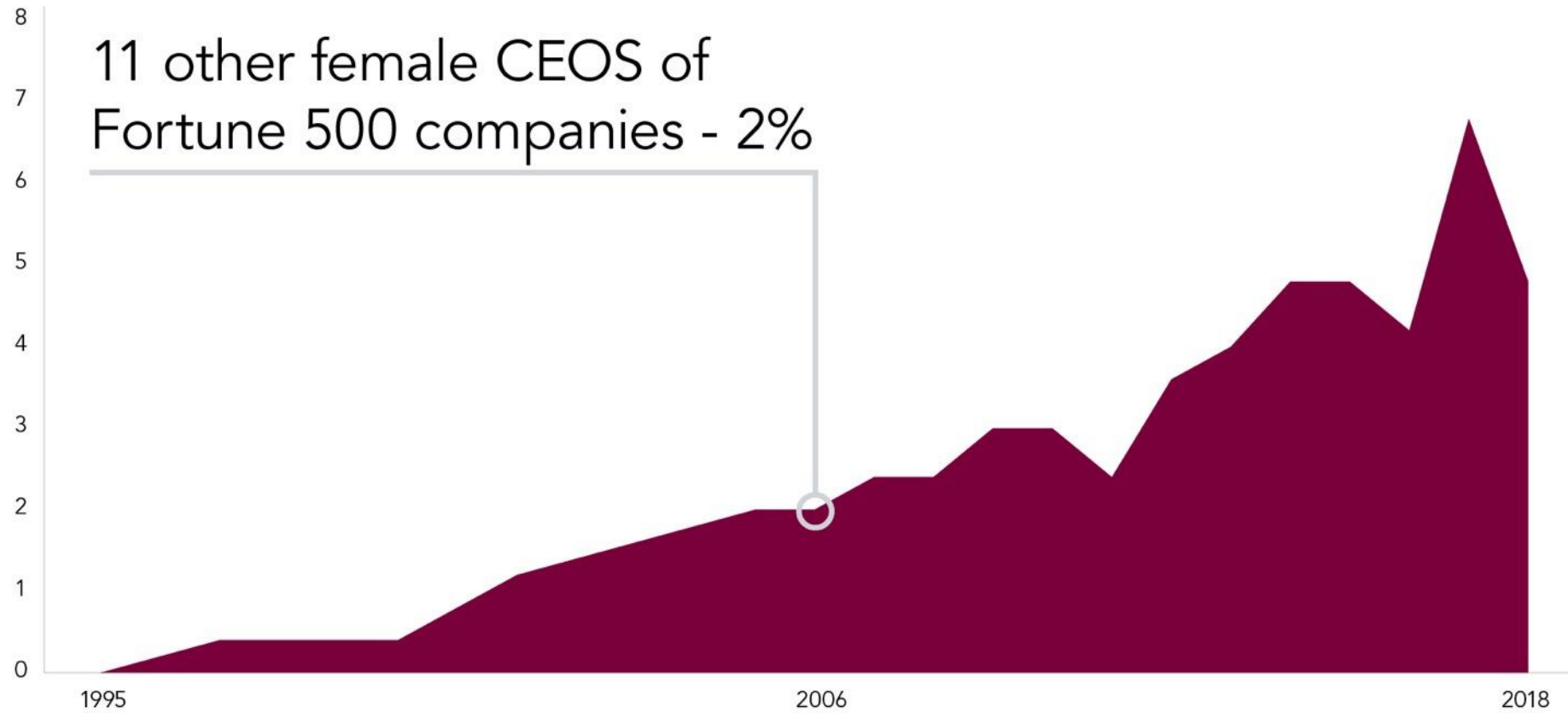






PEPSICO

Women CEOs in Fortune 500 companies
Percentage of Fortune 500 CEOs who are women from 1995 through 2018



A decorative black line art border on the left side of the image, featuring a vine with small leaves and berries that curves around the bottom left corner.A decorative black line art border on the right side of the image, featuring a vine with small leaves and berries that curves around the bottom right corner.

CONNECTEDNESS.



A decorative black line drawing of a vine with small leaves and berries, curving along the left and bottom edges of the page.A decorative black line drawing of a vine with small leaves and berries, curving along the right and bottom edges of the page.

HUMILITY.





LEADS ON HER OWN TERMS



**MY GOVERNMENT SHOULD DO A BETTER JOB
OF LISTENING TO THE NEEDS OF ITS PEOPLE.**


92%
AGREE




LISTENING.

The image features a white background with decorative black vine borders. The vines are composed of thin, winding lines with small, oval-shaped leaves. They are positioned in the top-left, top-right, and bottom-left corners, framing the central text.

**LISTENING.
TRUSTWORTHINESS.**

The image features three decorative vine borders. One vine starts at the top left, curves down and then right. Another starts at the top center, curves right and then down. A third starts at the top right, curves down and then left. All vines are composed of small, dark, oval-shaped leaves or berries.

**LISTENING.
TRUSTWORTHINESS.
OPENNESS.**

The image features four decorative vine borders in the corners. The top-left border curves from the top-left towards the center. The top-right border curves from the top-right towards the center. The bottom-left border runs vertically down the left side. The bottom-right border curves from the bottom-right towards the center. All vines are black with small, stylized leaves.

**LISTENING.
TRUSTWORTHINESS.
OPENNESS.
PATIENCE.**



ICELAND ISLAND

ARROGANCE.

***ARROGANCE.
STUBBORNNESS.***

***ARROGANCE.
STUBBORNNESS.
PRIDE.***

The image features a white background with decorative black vine borders. The vines are stylized with small, rounded leaves and are positioned in the top-left, top-right, and bottom-left corners, framing the central text.

SOCIAL VALUES.



LEHMAN BROTHERS



**JÓHANNA
SIGURÐARDÓTTIR**




A decorative black vine border with small leaves and berries, curving around the top and sides of the text.

**SOCIAL PROGRAMS.
FAITH IN CULTURE.
FOCUS ON
"MADE IN ICELAND"**

A decorative black vine border with small leaves and berries, curving around the top and sides of the page.

TRANSPARENCY.

A decorative border made of a black line with small, stylized leaves or loops, curving around the top and sides of the text.

**TRANSPARENCY.
HUMAN RIGHTS.**

A decorative black vine border with small leaves and berries, curving around the top and sides of the text.

**TRANSPARENCY.
HUMAN RIGHTS.
HARMONY.**

A decorative black vine border with small leaves and berries, curving around the top and sides of the text.

**TRANSPARENCY.
HUMAN RIGHTS.
HARMONY.
NATURE.**

A decorative black vine border with small leaves and berries, curving around the top and sides of the text.

**TRANSPARENCY.
HUMAN RIGHTS.
HARMONY.
NATURE.
SECURITY.**

A decorative black vine border with small leaves and berries, curving around the top and sides of the text.

**TRANSPARENCY.
HUMAN RIGHTS.
HARMONY.
NATURE.
SECURITY.
PURSUIT OF HAPPINESS.**

ICELANDIC WOMEN

JÓHANNA SIGURÐARDÓTTIR
HALLA TÓMASDÓTTIR
KRISTIN PÉTURSDÓTTIR
ELÍN JÓNSDÓTTIR
JÓHANNA WAAGFJÖRD





WES MOORE

CEO OF ROBIN HOOD







**AMBITION.
PRIDE.**

**CONSENSUS BUILDING.
HUMBLE.
PURPOSE-DRIVEN.**







WES MOORE

CEO OF ROBIN HOOD



ROBIN HOOD

ATHENA

GODDESS OF WAR



A decorative white vine border with small leaves and swirls, curving around the text from the bottom left and top right.

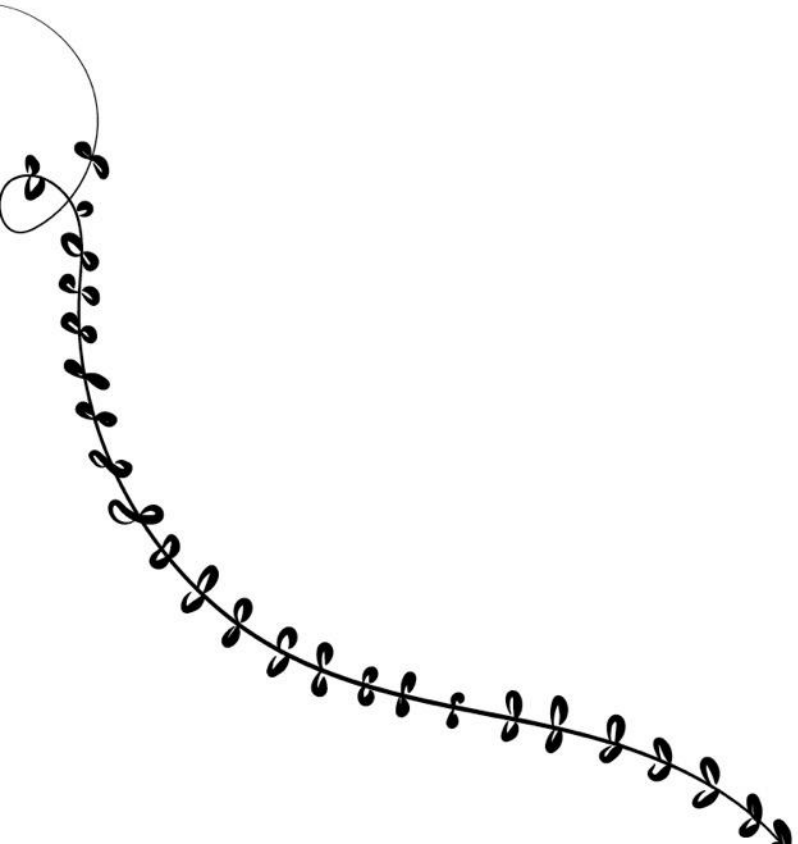
**GRACE IS WHEN YOUR
KINDNESS AND YOUR
CHARACTER ARE RADIANT
THROUGH YOUR ACTIONS.**



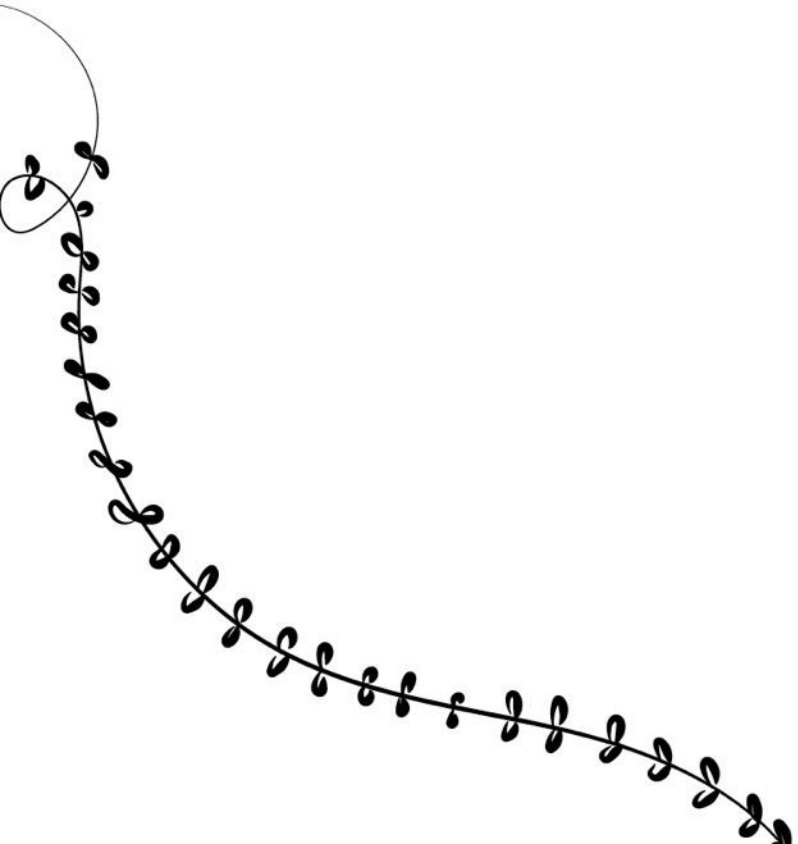




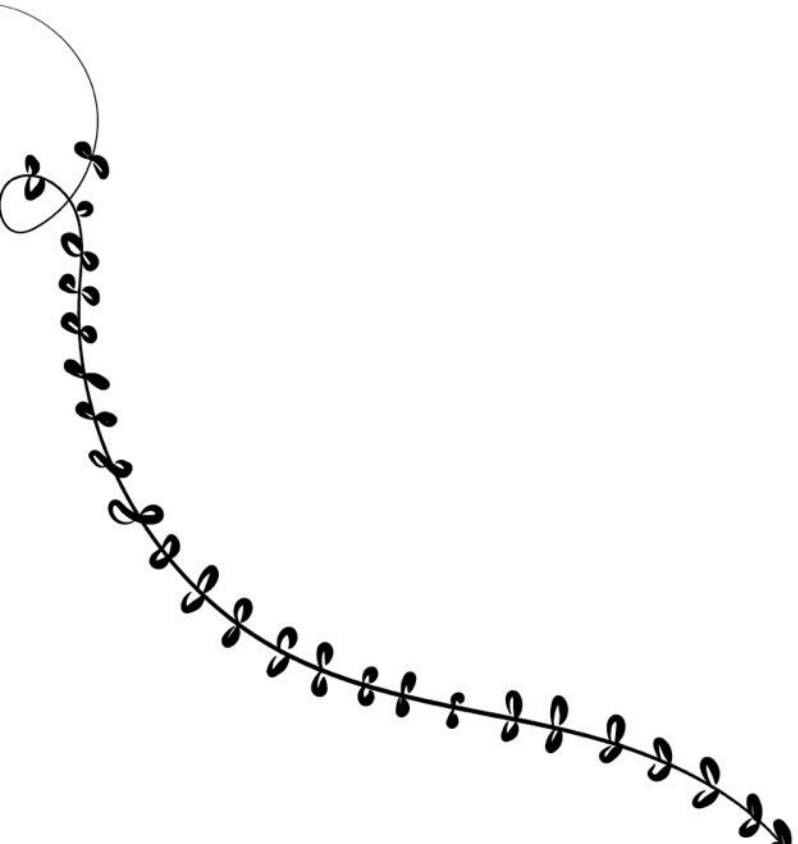
CANDOR.



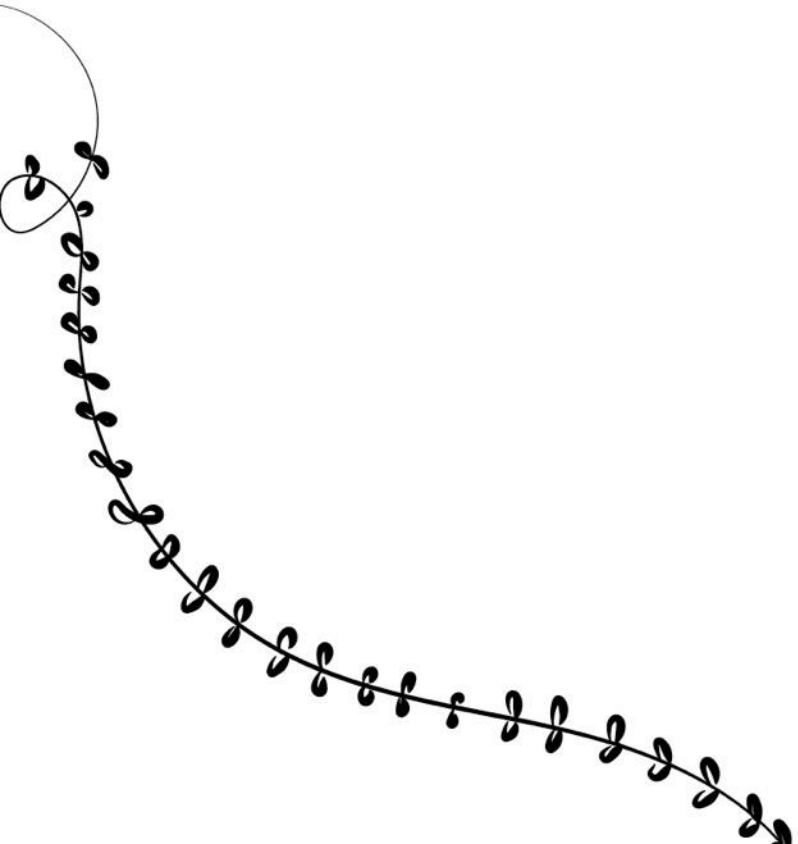
**CANDOR.
FLEXIBILITY.**



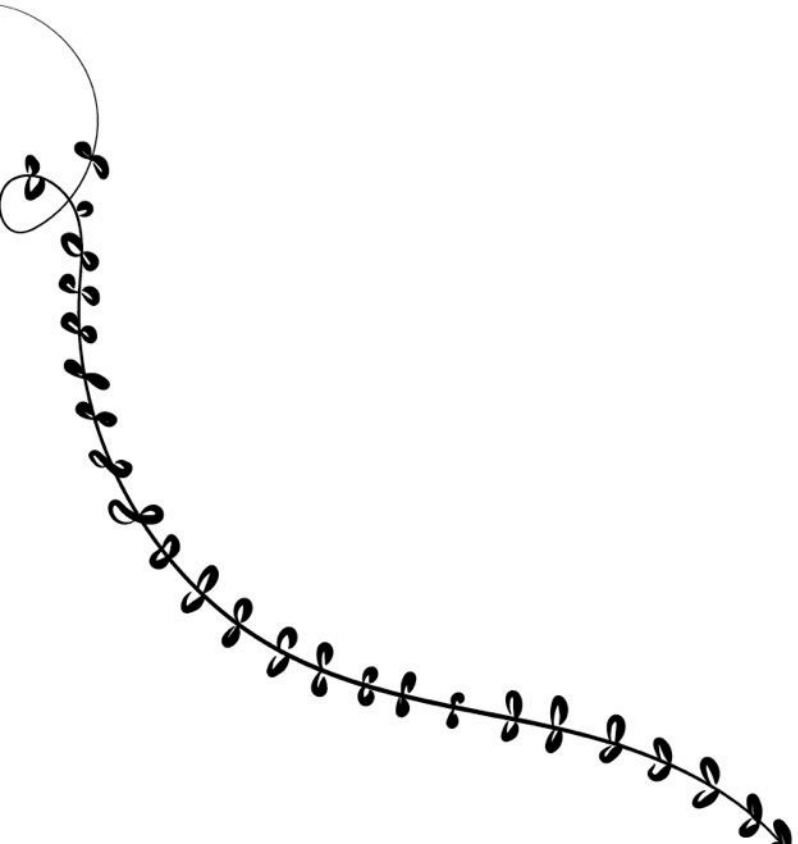
**CANDOR.
FLEXIBILITY.
HUMILITY.**



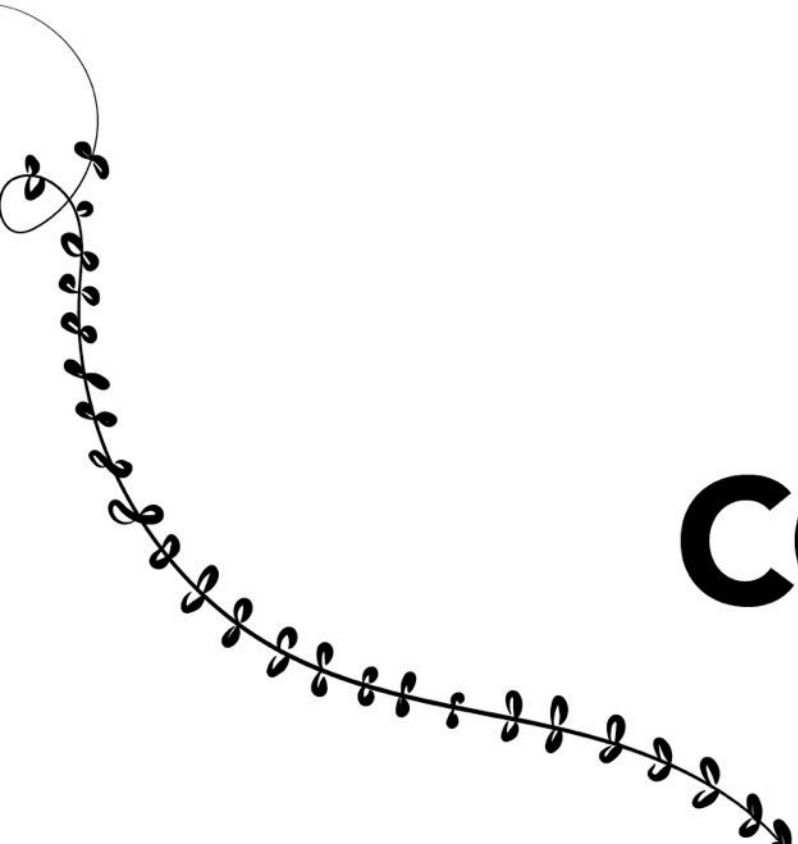
**CANDOR.
FLEXIBILITY.
HUMILITY.
BALANCE.**



**CANDOR.
FLEXIBILITY.
HUMILITY.
BALANCE.
INTEGRITY.**



**CANDOR.
FLEXIBILITY.
HUMILITY.
BALANCE.
INTEGRITY.
CONFIDENCE.**



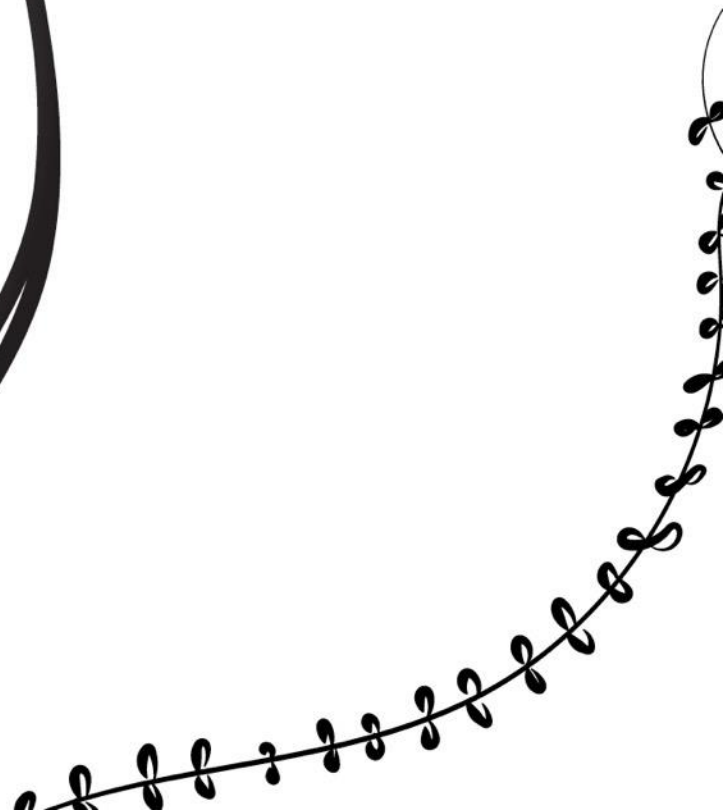


INNER WARRIOR











The image features a central text block surrounded by decorative black line art. The art includes several winding vines, some of which are adorned with small, repeating leaf-like or floral motifs. These decorative elements frame the text from the top, bottom, and sides, creating a delicate, hand-drawn aesthetic.

CENTURY OF THE **WOMAN**

The background features a complex network of glowing green and red lines and nodes, resembling a digital or biological web. A white, ornate, swirling line decorates the right side of the image.

CONNECTEDNESS.



HUMILITY.

A photograph showing four hands of different skin tones (light, dark, and two shades of brown) clasped together in a circle, symbolizing unity and humility. The hands are wearing white and light blue shirts. The background is a solid grey. A decorative white vine graphic is on the right side.

A close-up photograph of two hands, palms up, holding a small, bright yellow daisy-like flower. The word "CANDOR." is printed in large, white, bold, sans-serif capital letters across the center of the image, partially overlapping the flower and the hands. The background is blurred, showing indistinct shapes and colors. A decorative white vine with small leaves and berries curves along the right edge of the image.

CANDOR.

A stack of smooth, light-colored stones is balanced vertically on a sandy beach. The stones are of various shades of beige and tan, with some showing subtle textures and patterns. The background is a soft-focus view of the ocean and a hazy horizon. The word "PATIENCE." is written in a large, white, sans-serif font across the middle of the stack. A decorative white vine with small leaves curves along the right edge of the image.

PATIENCE.

A top-down view of approximately ten hands of various skin tones arranged in a circle. Each hand has a thick, vibrant red paint applied to it, covering the palms, fingers, and parts of the wrists. The hands are held flat, palms facing up, creating a sense of unity and shared purpose. The background is dark, making the red paint stand out. In the center of the circle, the word "EMPATHY." is written in a bold, white, sans-serif font. A decorative white vine-like border is visible on the right side of the image.

EMPATHY.



TRUSTWORTHINESS.



OPENNESS.





FLEXIBILITY.

A black spinning top is balanced on its point on a light brown wooden surface. The spinning top has a long, thin, tapered stem and a wider, rounded body. The word "BALANCE." is written in large, white, bold, sans-serif capital letters across the middle of the spinning top.

BALANCE.



The background features two overlapping globes of Earth, showing vibrant blue oceans and colorful, almost ethereal landmasses in shades of purple, pink, and orange. The globes are set against a dark, starry space background with soft, out-of-focus light clouds. A delicate, white, hand-drawn vine with small leaves and loops curves along the right edge of the image. The word "VULNERABILITY." is centered in a bold, white, sans-serif font, with a period at the end.

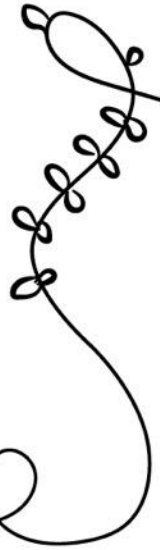
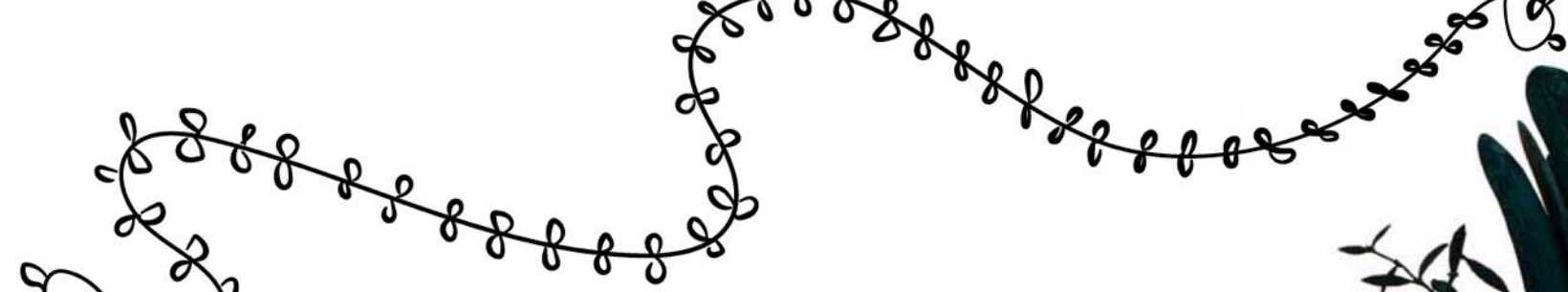
VULNERABILITY.



OPERATING SYSTEM OF 21ST CENTURY PROGRESS



#badass



Three Key Take-Aways

1. Understand the difference between masculine and feminine characteristics.
2. Understand through case study how leaders use these characteristics toward success.
3. Have ideas how to use these characteristics in your career.

Questions?

Please be sure to complete the session evaluation on the mobile app!



Society for Health Care
Strategy & Market
DevelopmentSM

Abigail Clary,

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Abbie is on a mission to help health providers shape their future through the power of design. A master team builder and strategist, Abbie is known for setting aside “this is how we’ve always done it” thinking in pursuit of bar-raising solutions. Abbie supports the growth and development of the global healthcare practice and her passion lies in helping institutions break down barriers to push innovation and medical breakthroughs forward. An advocate women’s issues and equality in the profession, Abbie pursues opportunities to encourage diversity in all its embodiments; she founded the Women’s Networking Dinners for working professional women within the health industry.

CANNONDESIGN



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Victoria is a Regional Director in the Planning, Design and Construction Department at Advocate Aurora Health. She has delivered over \$1 billion in forward focused capital projects, leading teams to analyze and solve complex challenges and achieve successful enterprise-level improvements. Victoria is a founder of the Lean Construction Institute Milwaukee Community of Practice, a Board Member for Healthcare Design Magazine and a 2019 recipient of the MVP Leader Award for Advocate Aurora Health. She has a Master of Business Administration in Healthcare Management from Loyola University of Chicago and a Bachelor of Architecture from the Illinois Institute of Technology.

AdvocateAuroraHealth

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Rosanna Morris is the Chief Operating Officer at UT MD Anderson Cancer Center in Houston, Texas. She is a bachelor's degree-prepared registered nurse combined with more than two decades of executive hospital leadership, including roles as a health system chief operating officer and chief nursing officer. With a Master of Business Administration, she has a record for clinical excellence, patient safety & quality, and employee engagement.

Prior to her current role, Morris was president of Beaumont Hospital, Royal Oak, part of Beaumont Health, Michigan's largest health system. She has held a number of executive and clinical positions at Nebraska Medicine in Omaha; Avera McKennan Hospital and University Health Center in Sioux Falls, S.D.; Bert Fish Medical Center in New Smyrna, Fla.; and Stanford University in California.

THE UNIVERSITY OF TEXAS
MDAnderson
Cancer Center

Making Cancer History®



Brandy Olson, Senior Vice President

Blue Cottage of CannonDesign
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As a leader in transforming the health and wellness experience with a laser-focus on human-centered design, Brandy Olson brings thoughtful and strategic problem solving to some of healthcare's biggest problems. Brandy is an industrial engineer and a Lean Six Sigma Black Belt with experience working on transformative projects of all scales, always with the goal of improving patient care delivery. She was an inaugural recipient of the U40 Award from the AIA Academy of Architecture for Health and The Next Generation Committee, and was recognized as one of Building Design + Construction's "40 Under 40" in 2016.

**BLUE
COTTAGE**
of CannonDesign



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