

Missio Nexus Webinar – 5/28/20

**Pathways to Partnership:
Engaging Women in Mission Leadership**

*Identifying Opportunities and Barriers to Bringing Gifted and Called Women into
Leadership alongside their Brothers*

(presented by Wendy Wilson)

Question to answer:

How can we catalyze better processes to find, develop, support, and retain gifted women who bring needed perspective and talent to our organizations?

“The changing relationship of gender to mission leadership is clearly on the radar now as an issue in the future of missions.”
- Ray Sanford, OC Intl – VP Organizational Development

Two Primary Considerations: Benefits and Barriers

- 1) **Benefits** of improving our stewardship of the gifts of women leaders
- 2) **Barriers** that can be transformed into needed pathways

Are we convinced that that we are following God into an area of concern to Him and to our desired future?

3 Benefits of improving our stewardship of the gifts of women leaders

1) Better Stewardship of *Current* Personnel - utilize some important untapped bench strength.

Who do you already have on your staff that you may have overlooked for the talent she could bring your organization? 3 areas to consider:

a) **Women who enter our agencies in support roles.** *Are we seeing them for the potential they have to grow into other roles?*

b) **Women who serve alongside their husbands or male colleagues,** often fulfilling similar roles and doing similar work, even in field leadership, but aren't officially recognized. *Are we adequately recognizing and embracing their contributions and capabilities?*

- c) **Women who don't know where they fit** in the agency they are already in. *Are we giving all of our women the opportunity to serve in ways that fit their abilities and capacity?*

"Our men seem to know where they fit and our focus is training and equipping them in that work, both technically as well as relationally. Many of our women, however, become lost between the work that is laid out for their husband and their own experience which typically falls short of their hearts desire to be a part of "the mission".
- Member Mission VP/HR

For Reflection: *What assumptions may you be making about the women already in your organization? How might you better leverage their experience in and contribution/commitment to the organization?*

2) Attracting new talent for the future. *More candidates are choosing an organization based on its commitment to utilizing, nurturing, and promoting its women in broad and integrated ways.*

- a) **Experienced, talented, mid-life women coming out of corporate leadership and careers**

- b) **Couples who negotiate work and family roles**

- c) **Parents of daughters**

We will (and are) losing these important constituents in the future success of our efforts if we don't address well the changing relationship of gender to mission leadership.

For Reflection: *In terms of women, what do you communicate to potential new staff or stakeholders about who you are and who you are looking for? What do they hear and observe about your organization?*

3) Better Organizational Results in Accomplishing our Mission when men and women work in partnership: Research and Statistics

The 30% Solution is a researched and documented measurement of outcomes that says that *Executive leadership teams that are made up of at least 30% women produce more effective, creative, sustainable and profitable organizations.* (Linda Tarr-Whelan, *Women Lead the Way*)

30% proved to be the critical mass in any group of decision makers, the tipping point at which women's voices resonate fully to add the affirmative difference of their experiences and values. *Any less than that caused them to adapt to the majority male culture rather than fully bringing their own needed voices.*

Balanced leadership seems to be a route to improving outcomes. 30% was a minimum but the male-female leadership ratios really *needed to reflect the constituency they served*, both inside and outside the organization.

Implications for evangelism, church-planting, discipleship, and shepherding?

Identified areas of Better Results with the 30% Solution:

- more alternatives are offered, more skill sets are used, and more out-of-the-box thinking occurs from both genders.
- Change accelerates, old ways that are no longer meaningful are updated
- a preference for collaboration, a longer and wider time horizon for planning and executing, greater appreciation of the importance of relationships within the tasks, a focus on preventing crises.
- improved policies for women and families - health care, equal pay, education, community building, diminished violence, and the needs of families
- better work/life balance practices
- higher financial performance and better bottom lines, budgeting & allocation

How do our strategies and plans address the major concerns of women and children? Women in our decision-making structures are key to capturing more effectiveness around these areas of connection.

3 Barriers to recruiting and retaining enough women in leadership roles: Tradition, Personal Life, and Organizational Structure

1) Traditional/Cultural

Where might we be on “auto-pilot” with “what we’re used to” or “how we’ve always done it” rather than regularly re-evaluating what God might be calling us to in North American culture in this generation? What might we be missing? Where might we be in a Spirit-led time of correction?

A. Theological Position

Eight Views of Women in the Church, Home, and Society within the Inerrancy Camp

- Dr Sandra Glahn, Dallas Theological Seminary

(https://blogs.bible.org/engage/sandra_glahn/eight_views_of_women_in_the_church_home_and_society_within_the_inerrancy_camp_)

Hierarchical (1) / / / / / / / .. Egalitarian (1)
 Complementarian (6)

Use of gifts:

All Gender-Based / - - Some Gender-Based - - - /All Gift-Based

Creation Ideal:

Hierarchy (Male Authority) - - - - - Mutual Partnership

Regarding Women and Men in God’s Image

Most Evangelicals Agree:

- Equal in Value and Image
- Interdependent
- Different
- Gifted and called to leadership in some form
- Co-heirs in Christ

Areas of Divergence:

- Creation Ideal
- Hierarchy or Mutuality
- Assigned Roles
- Women Leading in the Bible - exceptions or stunning examples of redemption?
- Defining Passages

Mixed Messages in the Organization:

- Board Members?
- Senior Leadership?
- Field Staff?
- Home Office Staff?
- Sending Churches?
- Donors?

What do we say about women in leadership? What do we do/model?

Poll: How does your personal view on women in leadership relate to your organizations' position on it?

- 1) We agree that gifted women should serve fully and freely.
- 2) We agree that gifted women are limited in how they serve.
- 3) We don't agree on this.
- 4) I'm not sure (or it's not clear.)

B. Tradition: The Impact of North American culture:

Study by Dzubinski and Diehl:

"We are delighted to share the results of our study which created and validated a scale to measure gender bias experienced by women leaders. Our journal article was recently published in *Human Resource Development Quarterly*. * The Gender Bias Scale for Women Leaders is 47 items which may also be used in parts to measure specific aspects of bias. In addition, this research identified six primary factors (and 15 subfactors) of gender bias affecting women leaders**.

* <https://onlinelibrary.wiley.com/doi/abs/10.1002/hrdq.21389>

** <https://amy-diehl.com/2020/04/03/6-primary-factors-of-gender-bias/>

Six Gender Bias Factors

Male Privilege which dominates the workplace environment

Disproportionate Constraints on women leaders' choices and behavior

Insufficient Support provided to women leaders

Devaluation of women leaders contributions

Hostility toward women leaders

Acquiescence of the women leaders to their *supposed* place in the male-normed culture

2018 McKinsey report on Women in the Workplace

<https://www.mckinsey.com/featured-insights/gender-equality/women-in-the-workplace-2018>

"Companies report that they are highly committed to gender diversity. But that commitment has not translated into meaningful progress. The proportion of women at every level in corporate America has hardly changed. Progress isn't just slow. It's stalled."

Pew Research Center, 2015 – How women in the national legislature compares in US to other countries:

- ✓ 75th out of 137 countries (with data available)
- ✓ 33rd out of 49 high-income countries

<https://www.pewresearch.org/fact-tank/2015/01/26/despite-progress-u-s-still-lags-many-nations-in-women-leadership/>

Women in Ministry and Society through different historical eras:

Neither Complementarian nor Egalitarian, by Michelle Lee-Barnewall

Women in the Mission of the Church, by Leanne Dzubinski and Anneke Stasson

C. Not Just a Women’s Issue: Male Advocates Needed

(Women in God’s Mission, by Mary Lederleitner)

Common characteristics of the kinds of men in the lives of successful women leaders, in particular their husbands. Mary’s conclusion:

“It’s like they all married the same guy!

- None was focused primarily on this own comfort,
- None seemed to be competing with his wife,
- None appeared threatened by her success
- All of them seemed to wholly support and encourage their wives to grow to their full potential,
- Each seems to take genuine joy in his wife’s accomplishments.

D. Guiding Metaphors

Toward women:

Sexual temptress, power usurper, dependent child

“These three ghosts glide into staff meetings where key decisions are made. They hover in classrooms where theology is taught. They linger in prayer rooms where the weakest among us give voice to hurt. They strike fear into the hearts of both men and women, and worse, they breathe fear into the interactions between them. Their every intent is to cripple the ability of men and women to minister to and with one another.” (3 Female Ghosts that Haunt the Church by Jen Wilkin for thegospelcoalition.org, Feb 2015

<https://www.thegospelcoalition.org/article/3-female-ghosts-that-haunt-the-church/>

Toward Men:

“We men are not inherently or irreversibly violent, relationally incompetent, emotionally constipated, and sexually compulsive. To the extent that we manifest these characteristics, we do so not because we are male, but because we have . . . chosen to accept, or adopt, these ways of being, thinking, and acting. (Stephen B. Boyd, *The Men We Long to Be: Beyond Domination to a New Christian Understanding of Manhood*, p.85)

Question for Reflection:

Where might traditional/cultural attitudes and practices be at work in our organizations in ways that keep us from embracing the fullness of God’s provision in male/female partnerships?

2) Personal/Practical: Concerns around whole of life impact

How might we address the personal issues that cause gifted women to reject leadership roles for which they are wanted and needed? 2 in particular show up often:

A) The Home to Work Blend Issue

The Cycle of Acquiescence

By having women and men leaders problem-solve together, we can catalyze new ways to approach work life, promoting both rhythm and rigor in fulfilling responsibilities – which is increasingly more important to the future.

For Reflection:

What kind of leadership work culture do we model? For those under age 40 especially, what type of work culture do most want and how do they think it can better happen?

B) *The Confidence Gap*. (Atlantic Monthly in May 2014)

"We found that our original suspicion was dead-on: there is a particular crisis for women - a vast confidence gap that separates the sexes. Compared with men, women don't consider themselves as ready for promotions, they predict they'll do worse on tests, and they generally underestimate their abilities. Women applied for a promotion only when they believed they met 100% of the listed qualifications. Men would apply when they met 60%."

Overcoming the Confidence Gap:

- Pursue gifted women multiple times

- Provide mentors and needed skill acquisition

- Negotiate the "No"

Question for reflection:

What personal issues do you think most often impact women's willingness to offer their leadership gifts? How might these be mitigated?

3) Structural: Organizational Policies and Operations

- A. *Develop Personnel/HR policies and language* that encourage women to participate
- B. *Create Intentional Pathways into Leadership:* Identification, development, and support
- C. Evaluate and Cultivate an *Organizational Readiness Process*

(See separate handout with all details for this section)

Envision a future of dynamic male/female ministry partnerships in your organizational DNA.
Where are you now? Where do you want to be? How will you get there?
You can't do it all at once. But make a plan. Where will you start?
In 3 months? 6 months? 1 year? 2 years? . . .

Upcoming Opportunities!

Sept 24, 2020 8am – noon, ET Orlando, FL

Missio Nexus Mission Leaders Conference - Pre-Conf Workshop:

Position and Practice on Women: Exploring Issues and Implications

(Wendy Wilson and Rob Dixon)

October 22, 2020 2pm, ET

Missio Nexus Webinar

Naming the Invisible: Unravelling Common Gender Bias Experiences of Women Leaders

(Leanne Dzubinski)

November 10-17, 2020

Ministry Growth for All Women. . .Get our women on a path of discovery and engagement!

www.WomensDevelopmentTrack.com

Upcoming Missio Nexus '24' Workshops in 2021 – Denver, Atlanta, Philadelphia

Pursuing Partnership: Women and Men Leading Together

(Wendy Wilson, Rob Dixon, Leanne Dzubinski)

April 7 – 14, 2021 Post Falls, ID

Leadership Pathways For Women: Part 1 (Organizational Leadership Skills)

(Andrea Buczynski and Wendy Wilson)

www.WomensDevelopmentTrack.com

Contact: Wendy Wilson

Missio Nexus Mission Advisor, Development of Women

Women's Development Track, Exec Director

Wendy@WomensDevelopmentTrack.com

Office landline: 208/665-2367