



W I S E L I

*Women in Science & Engineering Leadership Institute
University of Wisconsin-Madison*

Discovering Directions for Change

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Directions for Change

- Welcome and Introduction (Jenn)
 - Institutional Change: Using *Discovery Interviews* to understand the career trajectories of senior women and find ways to support and capitalize on them as an institutional resource
- The experiences of senior women (Bernice)
- The experience of the facilitators (Jo)
- Plausible Interpretations (Patti/Jenn)
- In a larger context:
 - Stages of organizational change (Molly)
 - How the Senior Women Project contributes to organizational change at UW-Madison (Patti)



Introduction

- ADVANCE goals demand institutional transformation
- WISELI's assessment
 - UW-Madison Mission to nurture human resources
 - Emphasizes students (Plan 2008) and early career (Women Faculty Mentoring Program)
 - Do senior women serve as a resource pool for leadership?
 - Reaching senior women:
 - Discovery Interviews to identify opportunities for WISELI investment



Discovery Interview Process

- Identified target group
 - Women Full Professors in Bio/Phys Sciences (n = 82)
- Conduct 1:1 or small group meetings
 - September 2002-May 2003
 - Interviewed 39 women (47.6%)
- Synthesized experiences and made observations
 - Confidentiality assurances
- Instituted WISELI changes
- Solicited feedback
- *Integrate with other data*
- *Place in context of organizational change literature*



Some Experiences of Senior Women

- What I wish I'd known and had help with as an undergraduate student, graduate student, postdoc, and junior faculty member
- Friends
- Mid-career choices -- where should I put my efforts (teaching, research, UW service, national professional service)
- Is the experience vastly different for younger women today? For more recently tenured women?
- What we (not just WISELI) should be doing to help women at all stages, based on the senior women's experiences we heard



Some Experiences of the Facilitators

- Interviewing peers
- Group conversations
- Resonating with the experiences
- Taking action



Plausible Interpretations

- Pride in the recognition from peers
- Mentors matter
- Leadership is more than a position
- “Head-down” scholar
- Awards offer opportunities
- Advocacy requires judgment
- Pathway was rough, so let’s help the next ones through

In a larger context.....

The *Stages of Change Model*
applied
to institutional transformation



The *Stages of Change Model*

- Stage 1: Precontemplation
 - Unaware that a problem exists
- Stage 2: Contemplation
 - Aware that a problem exists and thinking about making a behavioral change in the future
- Stage 3: Preparation
 - Feeling confident that making a change is possible and planning to make such a change in the immediate future
- Stage 4: Action
 - Making a change
- Stage 5: Maintenance
 - Continuing to engage in the new, desirable behavior and avoiding relapse

How does the Senior Women
Project contribute to institutional
transformation?

Precontemplation

• Contemplation

- Dramatic relief
- Self-reevaluation
- Thinking about Commitment

• Preparation

- Teams

• Action

- Consciousness Raising
- Commitment
- Counter-Conditioning

• Maintenance

- Stimulus-Control
- Helping Relationship
- Reinforcement Management