

## IN THE JEWISH COMMUNITY

AWP and United Jewish Communities (UJC) are issuing annual Position Reports that document the percentages of women and men in senior positions in the Federation system. The table below displays position report results for 2004–2006 and illustrates the disparity between men and women in CEO posts.

This data can be used to bolster the *business case* – that given proper resources for training and career development, there is abundant talent to be leveraged for the benefit of the federations.

### Federation Positions by Job Title and Percent Female

JOB TITLE	2004		2005		2006	
	% FEMALE	TOTAL JOBS	% FEMALE	TOTAL JOBS	% FEMALE	TOTAL JOBS
Execs, CEOs	31%	152	26%	154	24%	155
Associate Execs, COOs	44%	34	53%	34	52%	46
Asst Execs	54%	37	57%	35	62%	21
CFOs	50%	50	52%	52	52%	58
FRD Directors	33%	15	47%	17	54%	28
Endowment Directors	51%	35	55%	42	65%	43
Campaign Directors	67%	45	67%	39	71%	44
Planning Directors	65%	31	70%	30	69%	35
Other Professionals	76%	1,369	77%	1,510	74%	1,841
Total	70%	1,768	71%	1,913	70%	2,271

## LOOK FOR PATTERNS

Numbers are important, but to obtain a full picture of the environment, you'll need to collect behavioral data. Look for patterns. Over time, these patterns tell a story about how women are valued and advanced. Again, use our Gender Assessment Measurement Tool to help surface the more subtle factors that contribute to, or take away from, gender equity in your organization. Here are a few questions to get you started:

- What are the patterns for promotion? Women's promotions? Men's promotions?
- How do people get selected for professional opportunities – committees, speaking engagements, special assignments?

- Who represents your organization in public venues?
- What kind of mentoring is going on – formally or informally – for women? For men?
- Over the last few years, who has been credited as the source of good ideas? Whose ideas have been brought to fruition?

## Self-Assessment

Now it's time to focus on you. The next set of questions will guide your thinking about your formal and informal

position in the organization, where you are personally in your life and career, your political portfolio, and what resources are available to you.

### WHO ARE YOU, ORGANIZATIONALLY

- What is your *formal position* in the organization?
- What is your *informal position* – your reputation and persona in the organization's internal and external constituencies?
- What are the resources and constraints suggested by your answers to these questions?

### WHERE ARE YOU PERSONALLY, AT THIS STAGE IN YOUR LIFE?

- How well-positioned are you – emotionally, professionally, physically and financially – to move forward on behalf of this issue?
- How much risk does it make sense for you to take?
- What are the resources and constraints suggested by your answers to these questions?

### WHO ARE YOU POLITICALLY?

- What does your own professional network look like?
- Are you identified with particular factions in your organization or in the Jewish community?
- Do you have personal relationships, positive or negative, in surprising places in the community, external or internal?
- What kind of authority do you have? Can you call meetings, control invitation lists, and/or set the agenda of meetings?
- Do you have a special relationship with anyone in a senior authority role? Who has helped you recently? Whom have you helped?

**WHAT RESOURCES ARE AVAILABLE TO YOU?**

- Do you have a special relationship with anyone in senior authority – professional or volunteer – who can help obtain funding for a gender equity initiative?
- Does your organization offer discretionary funds for professional initiatives around networking, professional development, and career building?
- What in-kind services are available in your organization and community, e.g., meeting space, administrative services, and/or consulting expertise?
- What kind of time can you devote to this effort? Is this strictly extra-curricular or can you request release time to work on this initiative?

**Next Steps:  
A Deeper Diagnosis**

Now that you’ve completed the first round in the *dual diagnostic*, it’s time to deepen the diagnosis –

through self-assessment, organizational assessment, and assessment of the external environment.

**GO BACK TO THE SELF-ASSESSMENT**

- What strengths and skills do you bring to this initiative?
- What weaknesses and constraints?
- What qualities and roles do you need to complement your own?

With a better sense of your strengths, your weaknesses, and your constraints, you’re ready to think about how you will leverage your natural talents and resources *and* how you will engage others to take the lead. This last recommendation may sound counterintuitive. However, being effective often means identifying others who may be better situated – by personality, position, or reputation – to share the leadership with you.

For example, if you’re a woman, you may decide to bring in male partners. If you’re new to the organization, you need people who have a feel for the history and culture that has led to the current reality. If you’re a volunteer, you probably need professional partners and vice versa.

**GO BACK TO THE ENVIRONMENTAL ASSESSMENT**

- Who are your organization’s key players and groups, both formal (e.g., departmental or board-level) and informal (age, gender, tenure)?
- What is their relationship to the gender equity issue?
- What would their preferred outcome be?
- What are their competing and, perhaps, “higher” loyalties or values?
- What losses might they fear if you are successful?

Here’s a chart that uses a hypothetical situation which might be helpful in doing this analysis:

**THINKING POLITICALLY STAKEHOLDER MAP**  
**The Adaptive Issue: Flexible Work Schedules**

PERSON / GROUP	RELATIONSHIP TO ISSUE	PREFERRED OUTCOMES	COMPETING LOYALTIES & VALUES	POTENTIAL LOSSES
MALE EXECUTIVE	No personal stake	Stability	His vision and priorities	Controversy
SENIOR WOMEN	Some would benefit; some would not benefit	Unclear	Their own career advancement; not being seen as feminist	Relationships w/executive and board
MALE HEAD OF HR	Has working spouse and small children	Change of policy	EVP uninterested; other issues rank higher	Upset boss

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Looking at this chart, you can begin to identify who might join you and how to appeal to them. Here are some sample questions:

- As you look at the executive’s vision and priorities, what elements might relate to this issue? For example, is the executive interested in cultivating younger couples among his lay leadership?
- As you think about the senior women, who is more secure in her position? Who has been an advocate for women outside the Jewish community, e.g., in local politics?