

WOMEN AS ADMINISTRATORS/MANAGERS: OPPORTUNITIES AND CHALLENGES

Outline:

- I. Introduction of trainer, program and topic
 - A. Trainer biography
 - 1. Administrative positions held
 - 2. Leadership positions held
 - 3. Explorations of feminist administration a unique approach
 - B. Program
 - 1. Objectives
 - 2. Content
 - 3. Methods of instruction
 - C. Administration/management defined
 - 1. The evolution of the concept from administration to management to leadership to feminist administration/leadership
 - 2. The shift from administration to management and back
 - 3. Feminist administration/management/leadership
- II. Ways to move into administration/management
 - A. Education and training
 - 1. Professional education
 - 2. Training and staff development
 - 3. Continuing education and certification
 - B. Work experience and volunteer opportunities
 - 1. Affirmative Action programs
 - 2. Promotion and mobility inside and outside the organization
 - 3. Community and professional organization service

- III. Administrative/management roles, tasks and processes
 - A. Roles and types of organization leaders/managers/administrators
 - 1. Leaders: leadership defined
 - important ideas
 - common elements
 - 2. CEO (chief executive officer)
 - 3. CFO (chief finance officer)
 - 4. Other senior management roles
 - 5. Middle management
 - 6. Line vis a vis staff functions
 - 7. Clinical administration/management
 - B. Theories of administration/management defined and illustrated
 - 1. Human relations model
 - 2. Theory X
 - 3. Theory Y
 - 4. Theory Z
 - 5. MBO: Management by objectives
 - 6. In search of excellence (Peters and Waterman 1982)
 - 7. Feminist administration/leadership
 - C. Tasks
 - 1. Managing people
 - 2. Managing money
 - 3. Managing internal and external environments
 - 4. Strategic planning
 - 5. Policy making and implementation
 - 6. Program development and evaluation
 - D. Organizational processes
 - 1. Decision making
 - 2. Communication
 - 3. Conflict management
 - 4. Power
 - 5. Culture (values, myths, traditions, norms)
- IV. Special issues in health and human service administration/management
 - A. Organizational type
 - 1. Bureaucratic vs professional perspectives
 - 2. People processing, people sustaining, people changing
 - 3. Public, private, nonprofit, profit making, faith based
 - 4. Primary or host/secondary settings
 - 5. Urban, suburban, rural, large, small
 - B. Staff morale
 - 1. Meeting impossible expectations
 - 2. Lack of social support
 - 3. Job stress and Burnout
 - 4. Ways to cope with job related stress
 - C. Unique human service management issues
 - 1. The myth of doing more with less
 - 2. Coordination vs fragmentation
 - 3. Society's expectations compared with doable realities
 - 4. System maintenance vs professional values and mandates
 - 5. Competition for dollars
- V. Feminist administration/management
 - A. Feminist administration defined and illustrated
 - 1. A new model of administration/leadership
 - 2. Feminist analysis defined
 - 3. A variation of the human relations model

- B. Elements of feminist management
 - 1. Celebrate female perspective
 - 2. Resolve false dichotomies
 - 3. Link personal and political
 - 4. Empower by redefining power
 - 5. Flatten and democratize organizational structures
 - 6. Value process
 - 7. Promote fundamental organizational change

- VI. Special issues for women in human service management
 - A. Patriarchal arrangements and resistance of the unusual
 - B. The socialization of women toward only private world leadership
 - C. Women and power
 - D. Child rearing and care vis a vis management job requirements
 - E. Women's reluctance to take on these roles
 - D. Coping mechanism for women in administration
 - 1. Fundamental organizational change
 - 2. Critical mass of women
 - 3. Networking Critical
 - 4. Peer directed support groups

- VII. Importance of direct service and women moving into administration
 - A. Knowledge and expertise
 - B. Make organizations whole; only human when both men and women
 - C. Achieve gender equity
 - D. Reduce distance between direct service and management
 - E. The unique contribution to be made by direct service workers and women

- VII. Summary and conclusion