



The Research

Companies with diverse leadership and
inclusive cultures perform better

More women, Better Results

53% Return on Equity

42% Return on Sales

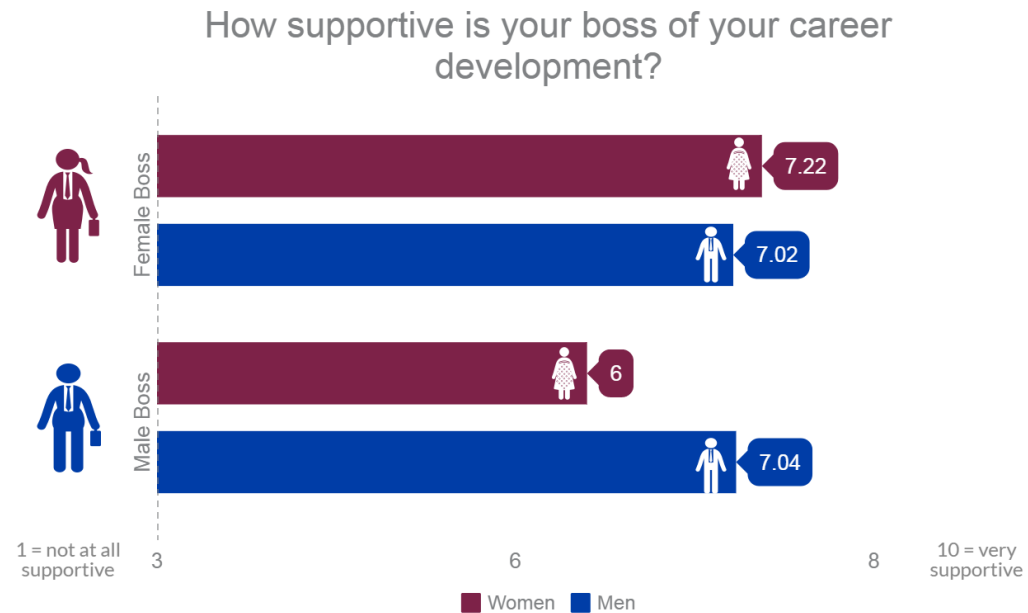
66% Return on Invested Capital

**Fortune 500 companies with
highest % women in BOD**

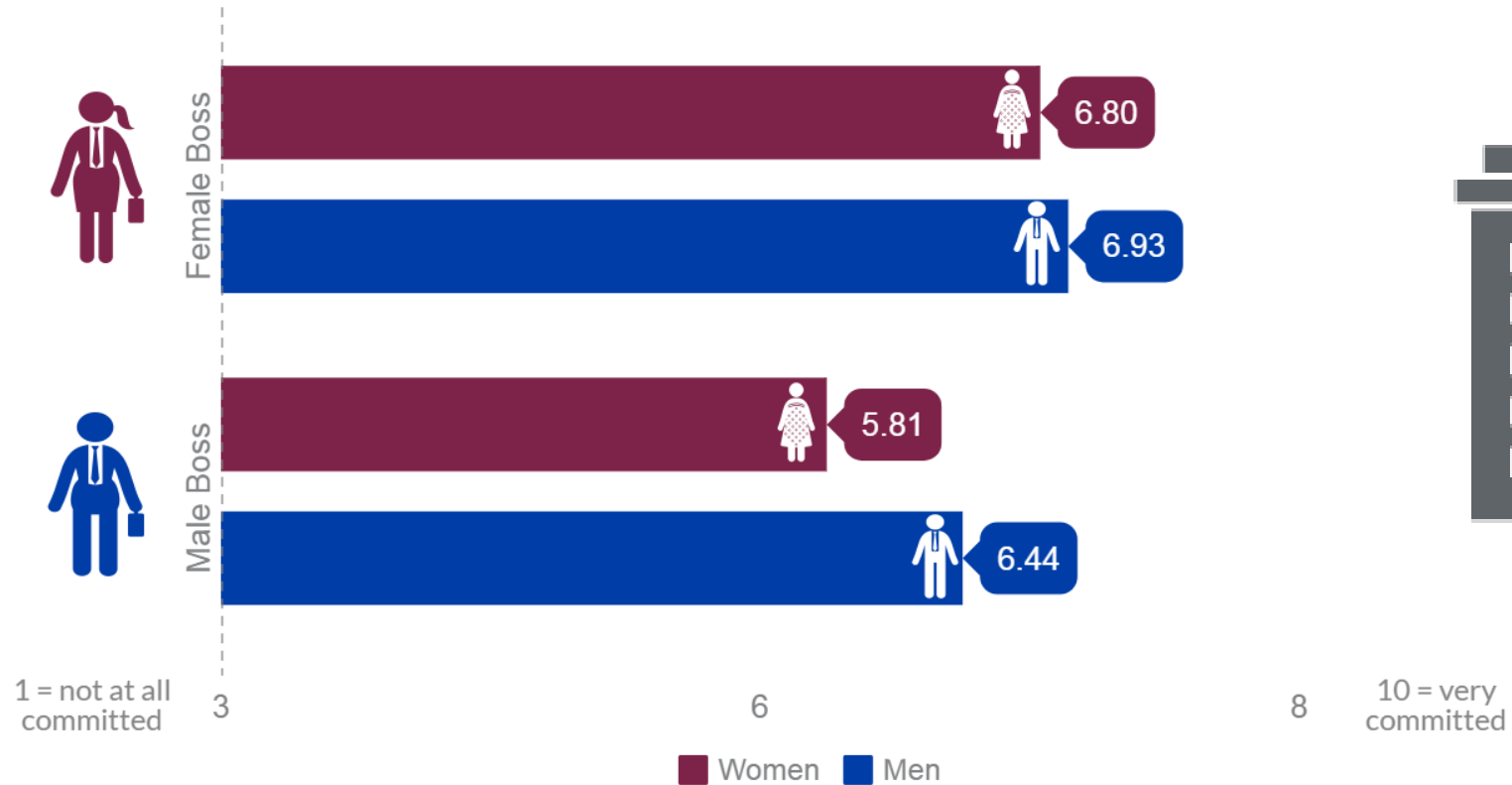
Source: Catalyst



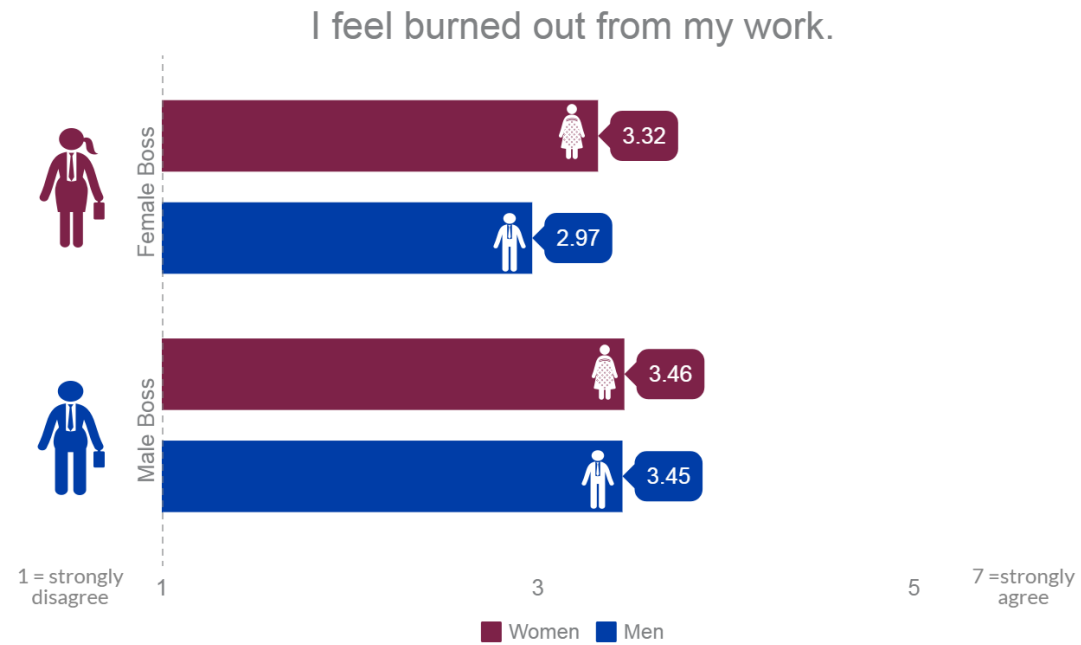
People with a female boss felt their *bosses were more supportive* of their career development



People with a female boss felt their *organizations were more committed* to their career development



People with a female boss *felt less burned out* from their work



Men and women with female bosses
report more job satisfaction.



The problem

Women continue to be underrepresented in senior leadership positions across organizations of all sizes

Women are underrepresented in line roles at every level of the corporate pipeline.

In fact, women make up only **21% of SVP roles** and **20% of C-Suite roles**

Women Comprise

51%

All management professional and related occupations (life, physical and social sciences, psychologists, accountants, pharmacists, lawyers, physicians, dentists, architects)

10%

Full time Engineers

>15%

Executive roles in the technology sector.

66%

Of women leave engineering

15 yrs.

Post degree

Developmental Assignments: Sponsorship

- Women get quantitatively **less challenging assignments** & *qualitatively* less challenging assignments than men.
- Women have **to work harder** to get the challenging assignments they do get.
- Women get more **“glass cliff”** assignments!
- Women to **board after poor performance**. Men to lead a successful organization.

Yip & Wilson, 2010
Fitzsimmons, Callan and Paulsen, 2014
Ryan & Haslam, 2005



Employees are **2.6x**
more engaged when they
are learning on the job. ¹

55% of employees do
not regularly extract learning
from their work. ²

The more time employees spend
on challenging tasks, the higher
their **promotability** ratings from
bosses. ³

The **top** reported
barrier to
on-the-job learning is
poor feedback from one's
manager. ⁴

¹Corporate Executive Board (2009). *Unlocking the Value of On-the-Job Learning*.

²Corporate Executive Board (2014). *Building a Productive Learning Culture*.

³De Pater, I. E., Van Vianen, A. E. M., Bechtoldt, M. N., & Klehe, U. (2009). Employees' challenging job experiences and supervisors' evaluations of promotability. *Personnel Psychology*, 62, 297-325.

⁴Developmental Dimensions International (2014). *Ready-Now Leaders Meeting Tomorrow's Business Challenges*.



The solution

Different Approaches

5 Proven Ways to *Attract & Retain* **TALENTED WOMEN**

- 1** Address women's leadership challenges & competencies.
Ensure women have the resources they need to be effective in various leadership roles.
- 2** Leverage the power of choosing.
Encourage women to be intentional about their careers and to take ownership of their development.
- 3** Rethink systems, challenge assumptions.
How does unconscious bias in the organization affect culture, opportunities, and motivation for women?
- 4** Consider a **women-only leadership development** experience.
Offer women a novel, supportive context to shed light on experiences and future possibilities.
- 5** Create the right networks.
Help women embrace networking instead of seeing it as insincere, manipulative, or political. Relationships are key assets to gain access.



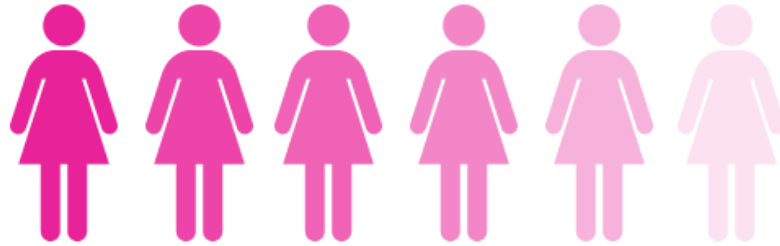
Center for
Creative
Leadership



Getting started

Attrition & gaps in promotion

At the first critical step up to manager, women are **18 percent** less likely to be promoted than their male peers.



In the high tech industry, the quit rate is **more than twice** as high for women, as it is for men:

41% for women

17% for men

What companies
are doing



What companies
should be doing

Attributes to consider



Leader level

Organizational
culture

Sector

Where the
initiative is
originating

Defining success

1

Move beyond the “one size fits all” model

2

Create and nurture relationships

3

Support and measure progress

Skill development

Women's leadership should focus on different skills depending on leader level

Leadership Development Challenges over a Career

Lead Self

- Leader for management or leadership role.
- Build a common leadership language.
- Increase personal effectiveness and performance.

- Establish credibility
- Lead with purpose
- Deliver results
- Do whatever it takes

- Interpersonal savvy
- Embrace flexibility
- Tolerate ambiguity
- Understanding one's own values and culture

Lead Others

- Transition to leading a team
- Build relationships to get work done
- Deal effectively with conflict
- Solve problems

- Coach and develop others
- Lead team achievement
- Build and maintain relationships
- Resolve conflicts

- Learn to delegate
- Innovative problem solving
- Embrace change
- Adapt to cultural difference

Lead Managers

- Integrate cross functional perspectives in decisions
- Handle complexity
- Manage politics
- Sell ideas to senior leaders
- Select and lead managers for high performance

- Think and act systemically
- Manage organizational complexity
- Negotiate adeptly
- Select and develop others

- Take risks
- Implement change
- Manage globally dispersed teams
- Build resiliency

Lead the Function

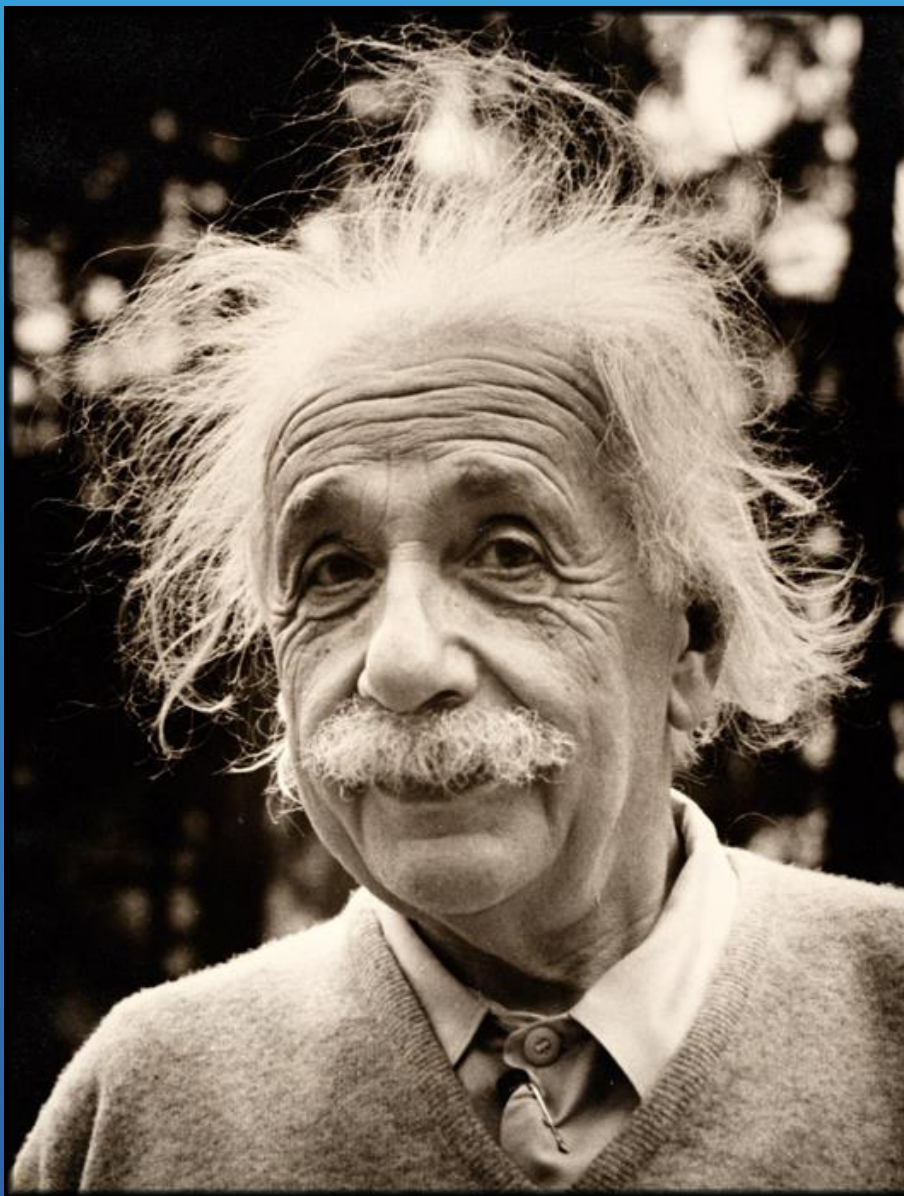
- Set vision and build toward the future
- Balance between long and short term trade offs
- Align the organization for strategy implementation

- Be visionary
- Drive results
- Strategic thinking and acting
- Create engagement

- Identify innovation opportunities for new businesses
- Work across boundaries
- Lead globally

How do you help women succeed?





Everybody is a genius.
But if you judge a fish by its
ability to climb a tree, it will
live its whole life believing
that it is stupid.

~Albert Einstein