

The Landscape for Women in Leadership

BGSU

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Catalyst



- **Non-profit** organization established in 1962
- 800+ member corporations and firms worldwide



- Data-driven, **research**-based approach
- Providing knowledge, events, and services



Catalyst is the leading nonprofit membership organization working globally with businesses and the professions to build inclusive workplaces and expand opportunities for women and business.

Our VISION

Changing
workplaces.
Changing lives.

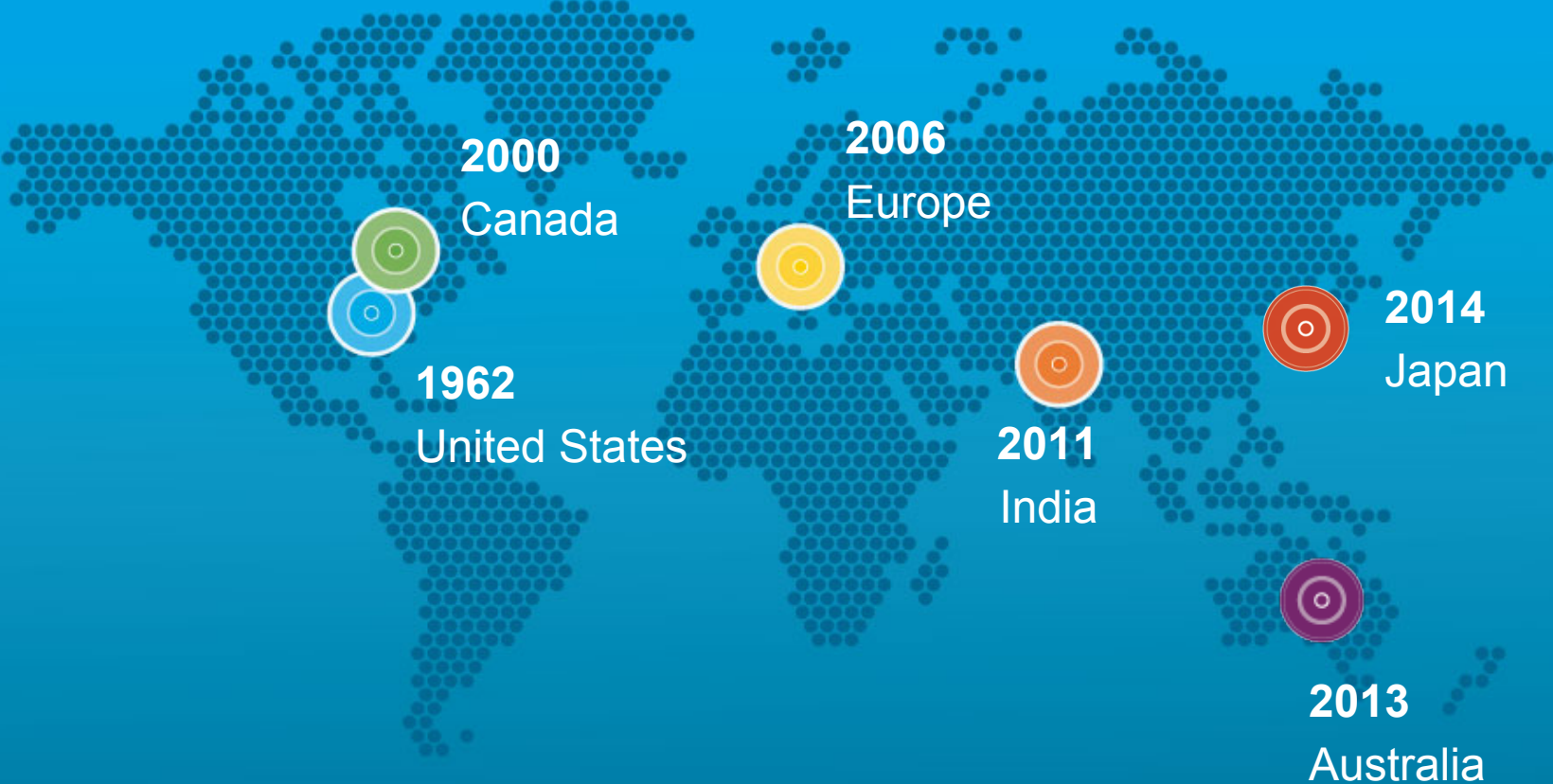
Our MISSION

Expanding
opportunities for
women and
business

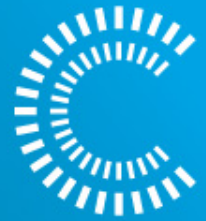
Our VALUES

Connect
Engage
Inspire
Impact

Regions We Serve



“Barriers” Video



"Barriers" for Catalyst

Video Clip: https://www.youtube.com/watch?v=96O4p__4agQ&feature=youtu.be

Equality Is Not Yet Reality

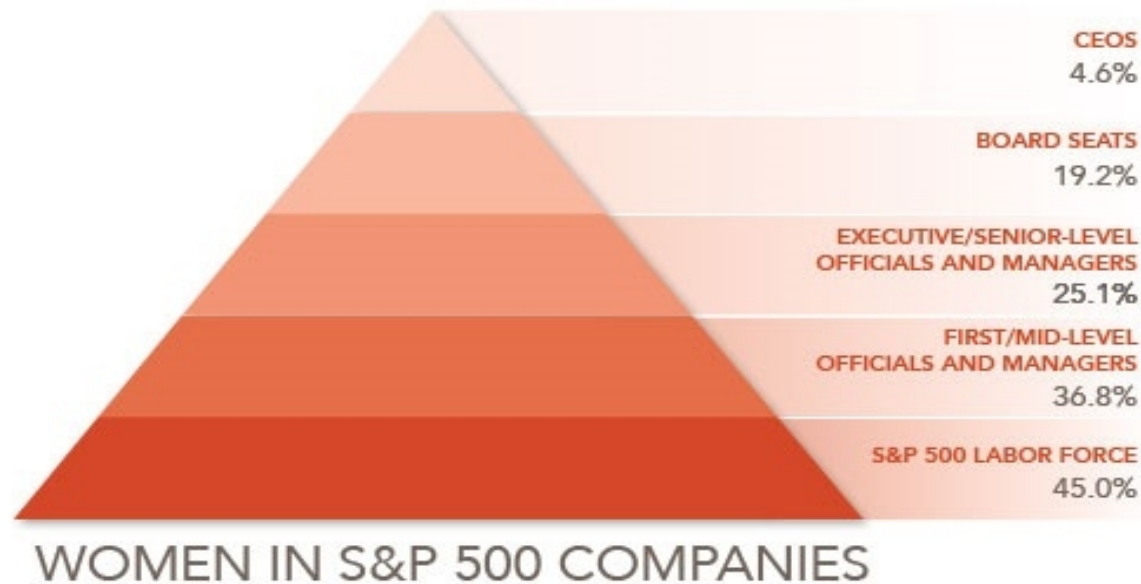


Myth or Reality?



***“There is no
glass
ceiling.”***

Women in Corporate America



Sources

Catalyst, *Women CEOs of the S&P 500* (2015).

Catalyst, *2014 Catalyst Census: Women Board Directors* (2015).

U.S. Equal Employment Opportunity Commission (EEOC), "2013 EEO-1 Survey Data."

S&P 500 is owned by S&P Dow Jones Indices LLC.



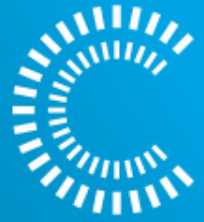
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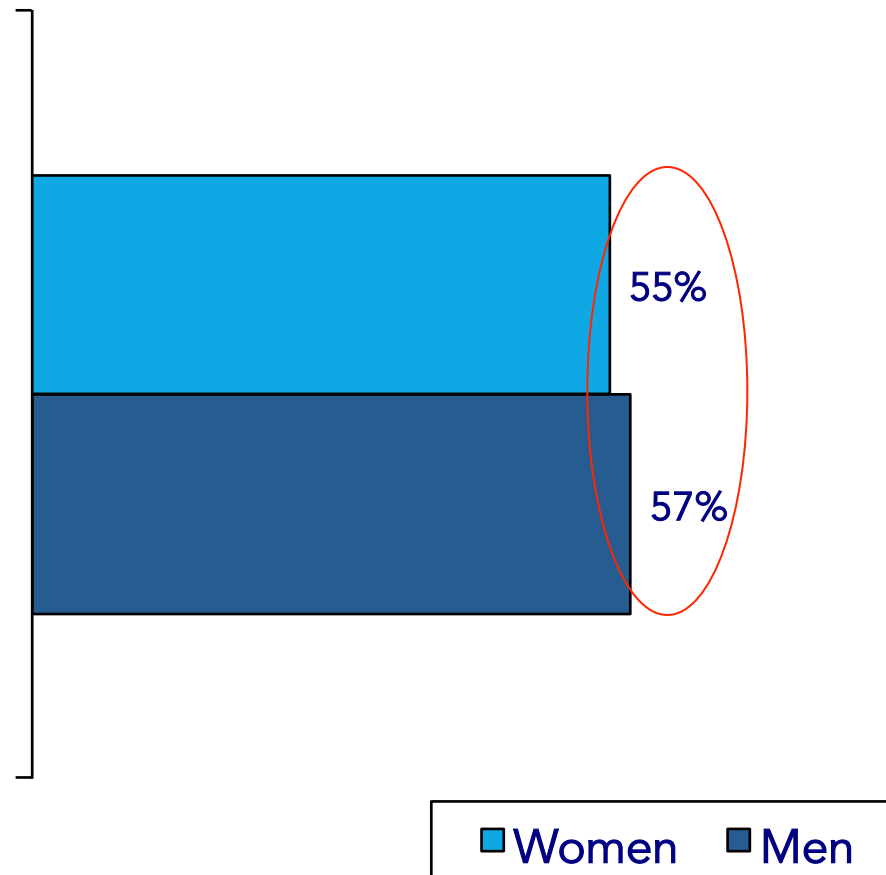
Myth or Reality?

***“Men want
the top jobs
more than
women do.”***

Aspirations to Senior Leadership



**Percentage Who
Aspire to Most
Senior
Leadership Role**



“Hot Jobs”



Women worked on fewer of the largest and most visible projects – those likely to lead to advancement



The **budgets of men's** projects were more than **twice the size of women's** projects



35%



26%

C-Suite visibility

Christine Silva, Nancy M. Carter and Anna Beninger. *Good Intentions, Imperfect Execution? Women Get Few of the “Hot Jobs” Needed to Advance.* (Catalyst, 2012).

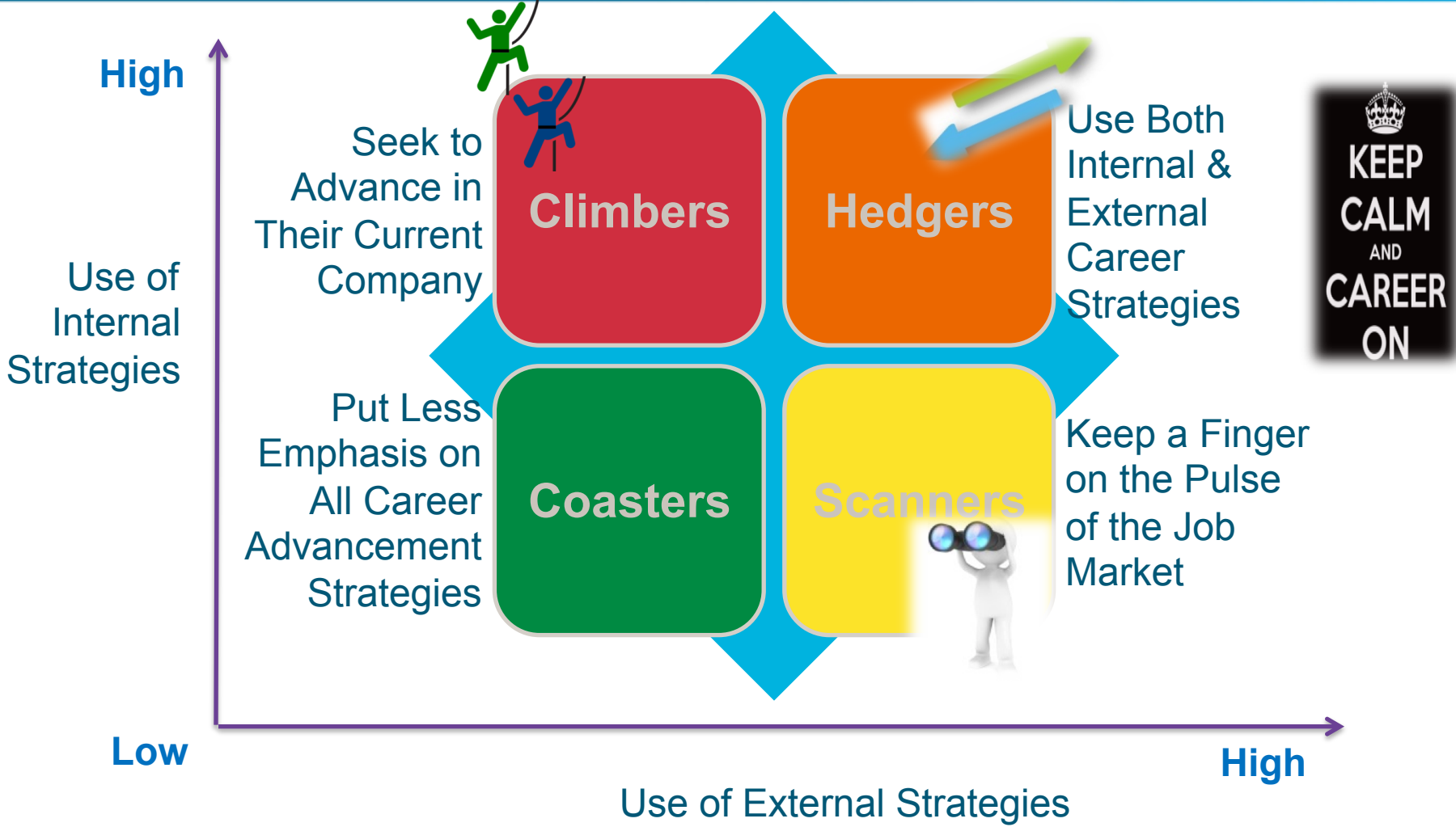
Myth or Reality?



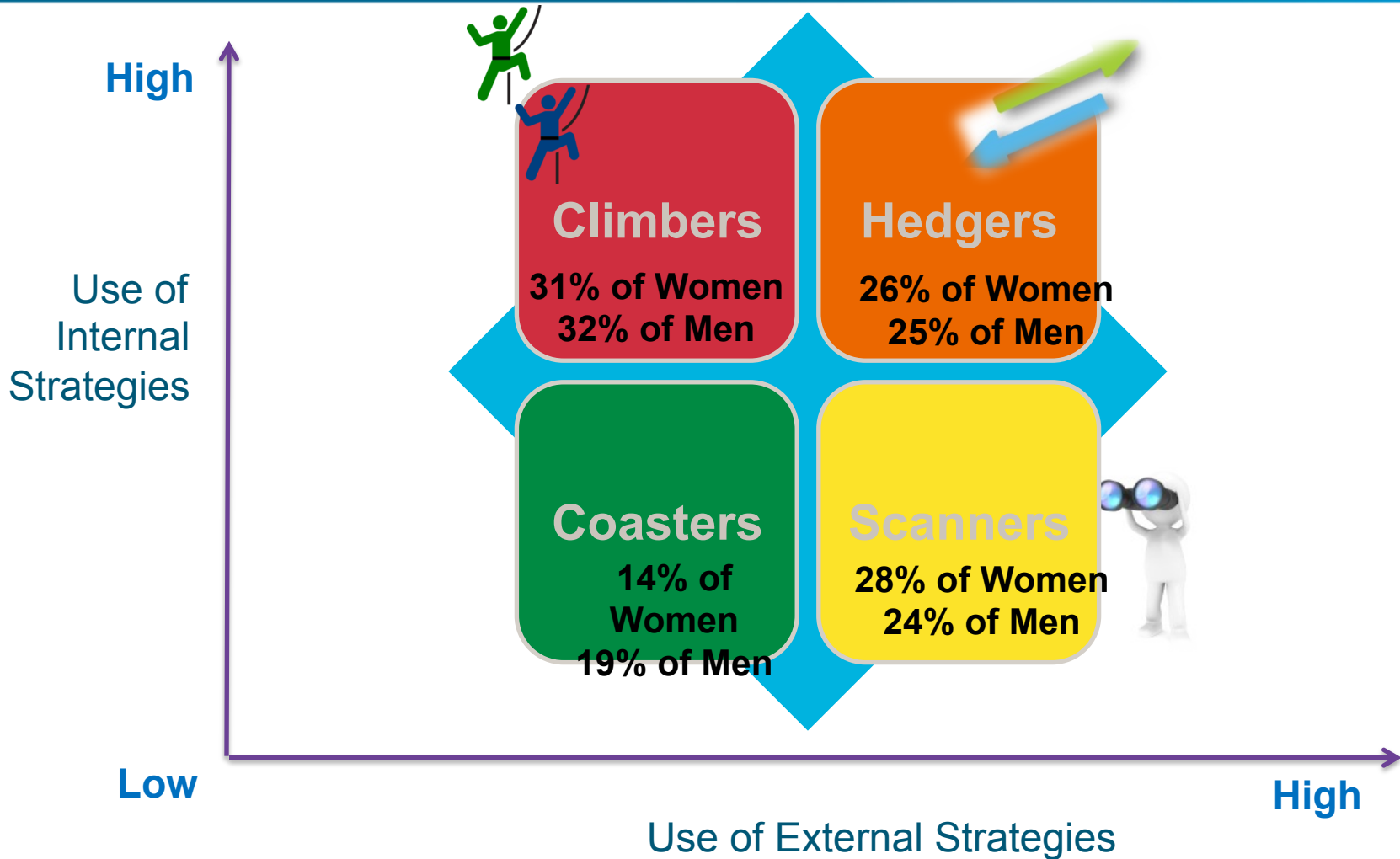
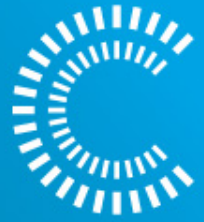
***“Women just
don’t do the
right things
to get
ahead.”***



Career Advancement Profiles



Women: Equally Proactive





Myth or Reality?

***“Women
have too few
mentors.”***

Mentoring vs. Sponsorship



Benefits to **Men** with Mentors:

• **\$9,260**

• **Access to senior leaders**

• **More promotions and greater salary growth**

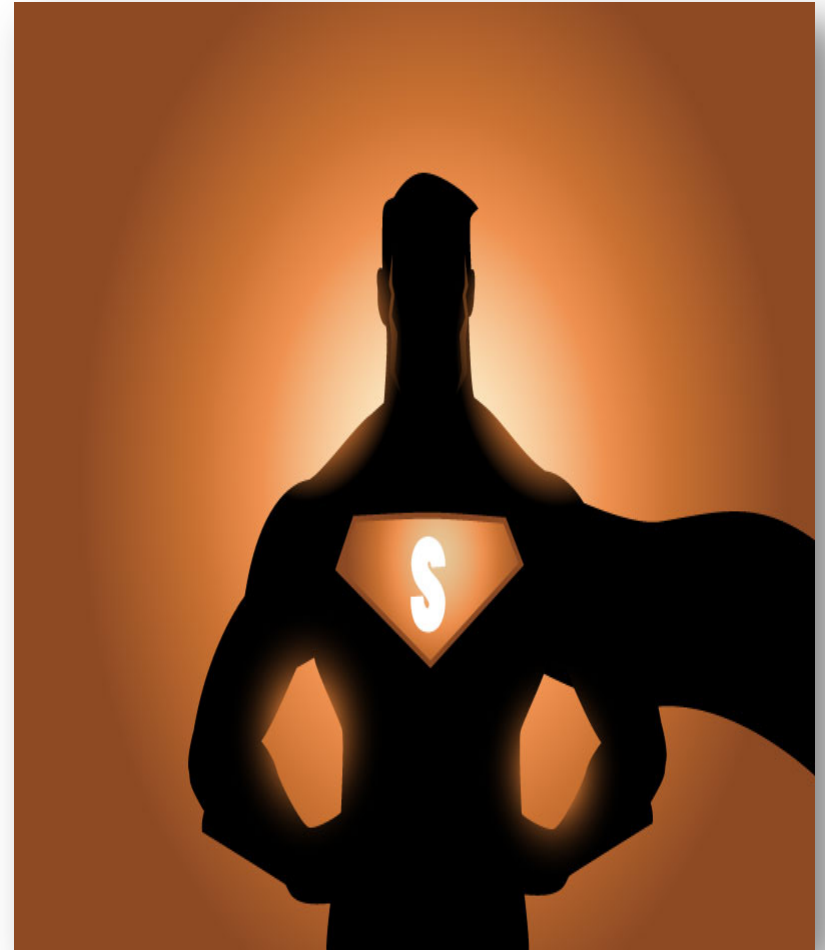
= 21% versus 2%

Sponsorship: When Mentoring is Not Enough



Sponsors focus on advancement, are in positions of power, and create opportunities for their protégés.

Sponsors are ambitious for you.

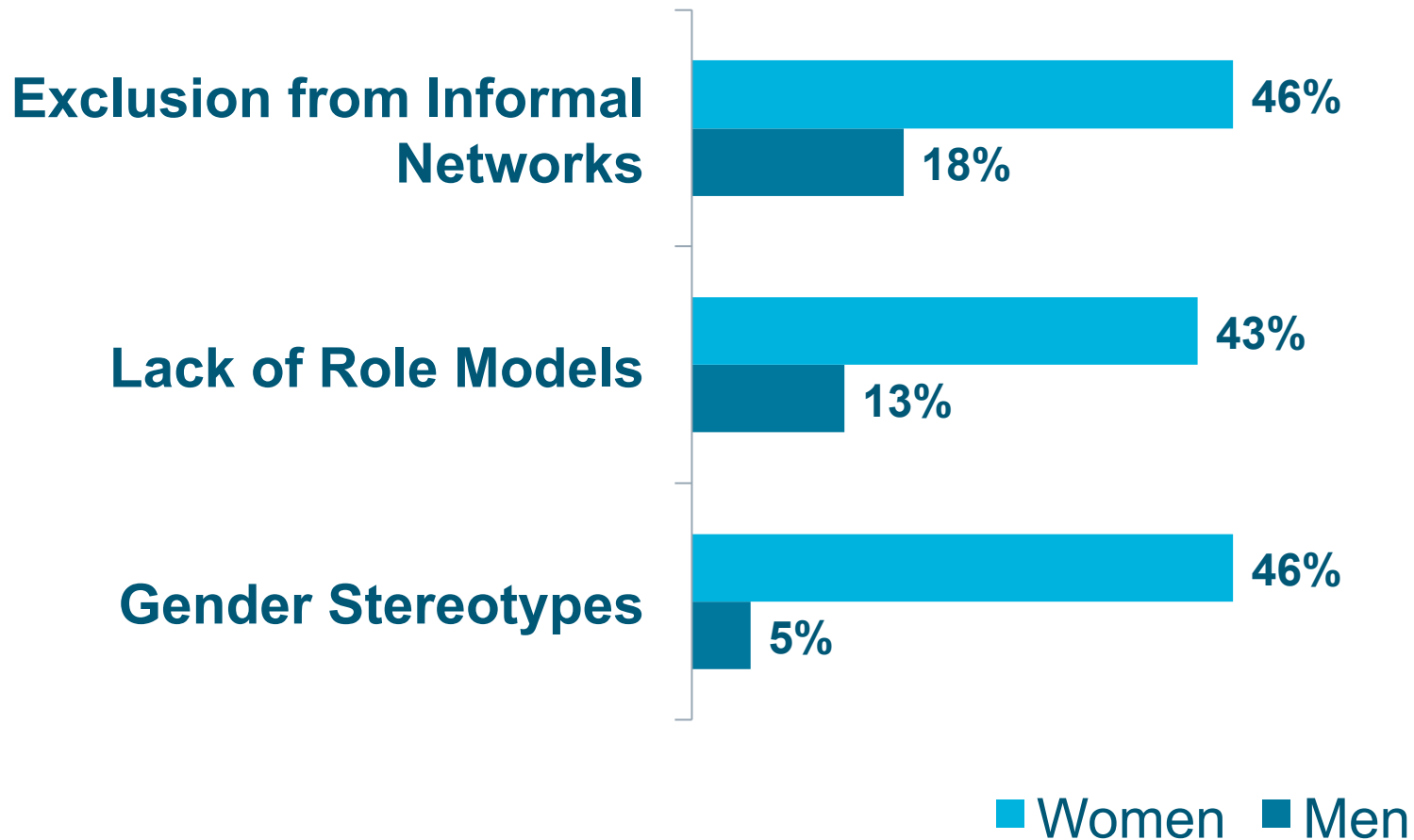




Myth or Reality?

“Women and men face different barriers.”

Barriers to Career Advancement





Which 3 personality attributes best describe a 'leader' to you?

Sympathetic

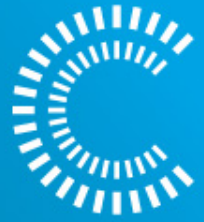
Confident

Decisive *Rewarding*

Listening

Logical

Results: Masculine or Feminine Stereotypes?



Confident (M)

Decisive (M)

Sympathetic (F)

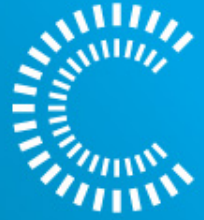
Listening (F)

Rewarding (F)

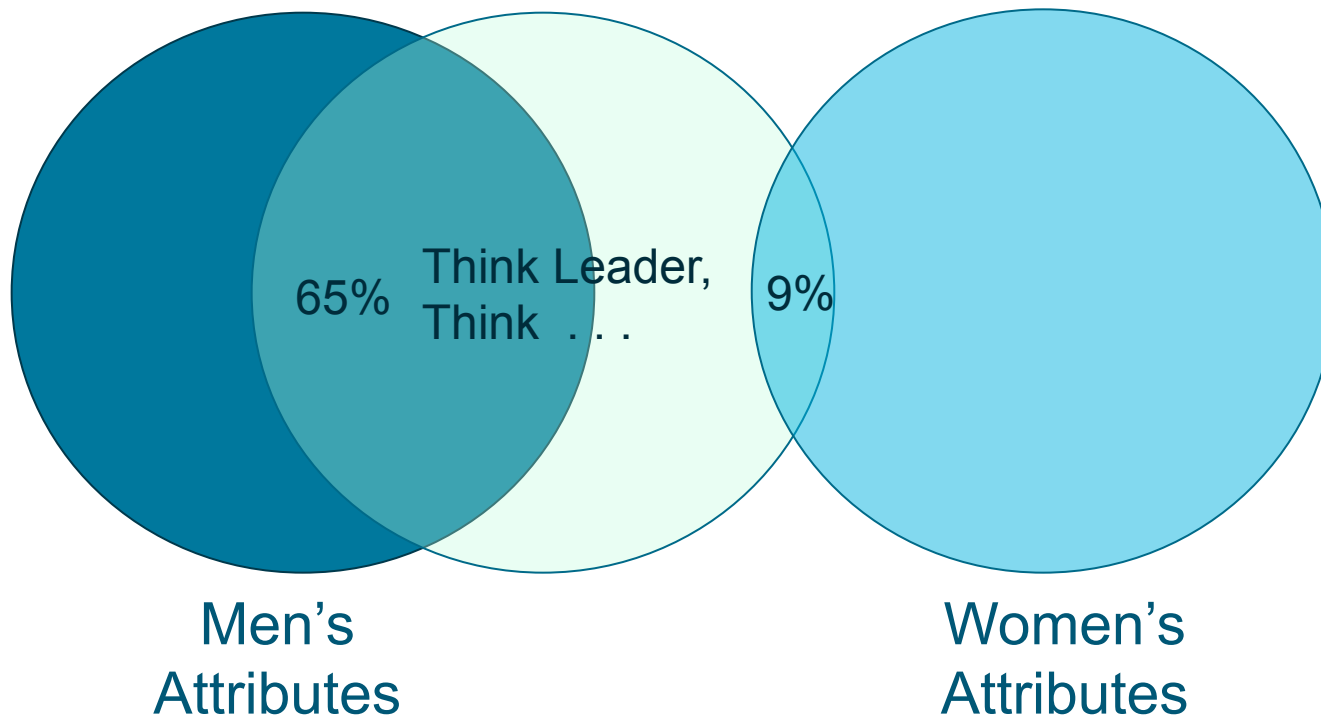
Logical (M)

Catalyst, *Cascading Gender Biases, Compounding Effects: An Assessment of Talent Management Systems* (2009); David Schneider, *The Psychology of Stereotyping* (New York: Guilford Press, 2005).

Gender Stereotypes



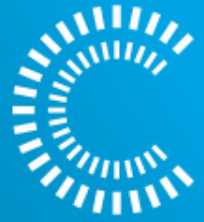
Men Seen As Default Leaders



In Practice



The Chevron Way: Engineering Opportunities for Women



ACCOUNTABILITY
PERSONNEL DEVELOPMENT COMMITTEES
EMPLOYEE NETWORKS

WINNING APPROACH

- Focus on attracting, retaining, developing, and advancing women
- Diversity Action Plans mandatory performance management component for most employees, and across leadership levels
- PDCs monitor diversity and address barriers to progress
- Employee Networks with yearly plan linked to business objectives and ROI

MEASURABLE RESULTS

- Women's representation increased from **16** to **19.3%** among senior leaders and from **15.1** to **18.7%** among mid-level leaders
- Proportion of women hires in the United States has grown from **24.5** to **28.6%**

Everyone Valued, Everyone Included, Everyone Performing at Their Peak™



PEOPLE DEVELOPMENT
FLEX@WORK
GLOCALIZATION

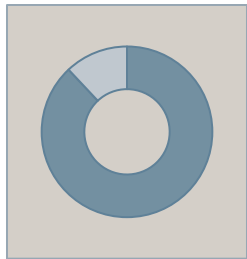
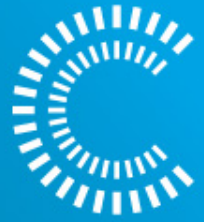
WINNING APPROACH

- Wide-ranging learning and talent development tools to work across dimensions of diversity
- Strong, consistent communication strategy across regions
- Flexible work policies and career-path flexibility customized to the unique needs of each region

MEASURABLE RESULTS

- Women's representation increased globally from **25.7** to **28.3%** for VP level +, from **29.3** to **31.8%** for Associate Directors, and from **40.2** to **43.6%** for all people managers
- Women's representation on Board of Directors went from **27.3** to **50%**

How Can We Change From...



champions

inclusiveness

leadership

fairness

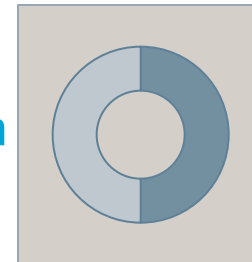
commitment

action

accountability

women

men





Sponsor Someone

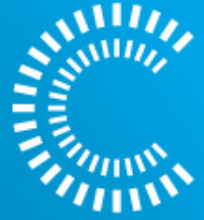


Mentor a Man

Questions



Stay Connected



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