Ingersoll Rand

Using Gender Diversity as a Lever for Operational Excellence, Global Growth, and Innovation
Ingersoll Rand is a Global 1000 firm known for its diversified industrial technology and climate solutions, including the well-known American Standard®, Ameristar®, Club Car®, Ingersoll Rand®, Thermo King® and Trane® brands. Beginning in 2010, the company adopted new strategies to drive improved operational excellence, global growth and innovation.

Senior leaders knew that for their strategic plan to succeed, they would need to make changes in the corporate culture in order to broaden and strengthen the diversity of the Ingersoll Rand talent pool. The position of VP for Global Diversity and Inclusion was newly created, and Neddy Perez was hired to fill this role. She quickly began to identify tangible initiatives around the globe to enhance Progressiveness, Diversity, and Inclusion in a fast and sustainable way, integrated with business needs and responsive to local requirements.

In the EMEIA region, gender diversity in particular represented a challenge. Ingersoll Rand works in an engineering-driven industry traditionally dominated by men. While women were well-represented in some support functions—including HR, Finance and Marketing—they were severely underrepresented in the middle and senior management ranks of functions with profit and loss responsibility.
The lack of opportunities for advancement meant women were more likely to leave the company than their male counterparts—further perpetuating their underrepresentation among the senior leadership ranks. Ingersoll Rand’s executive team made a commitment to focus on development and support for women to drive the following objectives:

- Improve retention.
- Build the emerging leader talent pool.
- Create diversity balance.
- Move the needle on business performance.

As a first step, Ingersoll Rand asked the Center for Creative Leadership (CCL®) to help clarify the underlying issues and barriers that needed to be addressed in order to support women on their leadership journey. Drawing on its experience conducting research and working with leaders from different cultures and disciplines, CCL interviewed 16 middle and senior leaders from across the company’s global operations.

Among the key findings:

- The gender imbalance in critical “decision-making” positions was well recognized.
- There were implicit assumptions about whether women were able to be effective leaders of organizations crucial to the value of the company.
- The organizational culture emphasized an engineering-driven, linear, and pragmatic approach to leadership.
- Flexible working arrangements to support individuals with primary caregiving responsibilities were limited.
- Strong, informal networks among those in power were being reinforced through typically male interests and activities.
“It was clear we needed to address both the visible and invisible barriers that may stop talented female associates from reaching the most senior levels of our organization.”

“To effect change, we knew we needed broad, sustained opportunities for both development and career planning.”

- Jan Bouwen, vice president of Talent, Organizational Development and Enterprise Learning at Ingersoll Rand for Europe, the Middle East, Africa and India.
The Solution

Ingersoll Rand partnered with CCL to create a comprehensive Women’s Leadership Program for mid-level women managers aspiring to senior leadership positions. The initiative centered on individual women, preparing them to be accountable for their own career development. At the same time, it addressed organizational and cultural needs, such as equipping women to develop others on the Ingersoll Rand team.

“We were careful to make it clear from the start that this was not a ‘fix the woman’ initiative,” Bouwen says.

“Instead this was a strategic investment in high-potential women managers that was supported and sponsored by the most senior members of our leadership team, many of whom served as mentors for the participants.”

CCL Solutions:

- Customized Women’s Leadership Program
- Mentoring Workshop
- 360 by Design®
- Workplace Big Five Profile™ FIRO-B Assessment
- Action Learning Projects SYMLOG Group Observation
- E-Learning Online Resources
- Coaching and Development Planning
The resulting multipronged program blends leader development best practices of face-to-face training, experiential learning, assessment, and personalized support, including:

**Mentoring** by senior business leaders to help women develop a better understanding of Ingersoll Rand’s business and the perspectives and challenges of senior leaders. Mentoring also provides an opportunity for participants to expand their professional network beyond the confines of their own current functional assignment.

**Face-to-face training** in the specific skills required by women in order to lead themselves (self-awareness, career planning, resiliency, etc.), lead others in a male-dominated organization (influencing skills, political skills, talent stewardship), and lead the organization itself (leading and implementing change, leveraging diversity to promote innovation).

**360-degree feedback** to help participants achieve an objective understanding of their individual strengths and development needs and determine how their strengths stack up against the type of leadership most valued at Ingersoll Rand.

**Action learning projects** to help women transfer new insights and skills into everyday practice. These projects also promote collaboration, support strategic corporate initiatives, and provide women with an opportunity to raise their visibility across the organization.

**Individual coaching and personal development planning** to ensure women approach their career at Ingersoll Rand purposefully and that they receive the support they need to realize their career goals.

The program is organized into three phases, each with distinct goals and desired results.

**Phase 1** is devoted to building self-awareness, developmental relationships and community.

**Phase 2** addresses skills for leading within and across organizations.

**Phase 3** focuses on helping women understand their role as change agents at Ingersoll Rand and how to exercise leadership within the organization.
The impact of this initiative was evaluated with a mix of methods, including a pre-post measurement of skills and knowledge and business impact. All data points show that the Women’s Leadership Program at Ingersoll Rand is getting results. The program has moved the needle on every learning objective it was designed to address and has created tangible business impact. It is helping women achieve their professional goals: expanding their professional networks, getting ahead, and using newly developed skills and capabilities to benefit their careers and the broader organization.

Impact of WLP on Key HR Performance Indicators:

- All participants have been retained throughout the year after the program.
- Benchmarking key HR data with the total white collar employee population in the EMEIA region, WLP participants were rated 22% higher in their job performance and 18% higher in their competency ratings.
- The Promotion rate of WLP participants is four times the average promotion rate for other white collar workers.

The Women’s Leadership Program even won the Ingersoll Rand “President’s Award” 2013 for outstanding diversity initiatives, based on an application submitted by participants.
Transfer of Knowledge, Skills, and Behaviors from the Program to the Job

- 45% to a significant degree
- 31% to a moderate degree
- 22% not at all / to a moderate degree
- 2% have taught others

Source: Participant assessment post-program

Observation of Positive Results in the Organization

- 38% significant increase
- 38% moderate increase
- 9% modest increase
- 15% decrease / no increase

Source: Participant assessment post-program
The Results (cont.)

Women are applying what they learned on the job.

Every single participant agreed they improved their leadership capabilities, utilize their leadership strengths, use situational leadership, practice self-awareness and resiliency, and use their political savvy at work.

Specific increases in capabilities averaged 27%.
For example, compared to their own pre-program assessment, participants report:

- **33%** more capability to adapt their leadership style
- **33%** more capability to practice self-awareness, resilience and self-confidence
- **32%** increase in their capability to expand their network outside their own function
- **28%** increase in their understanding of the perspective of senior leaders

The program is producing positive cultural changes and is helping to build the Ingersoll Rand talent pool.

- **100%** of participants say there is an increase in awareness about diversity/gender issues within the company.
- **38%** of participants have even taught others about these issues.
- **88%** say women are more visible to top management.
- **88%** say more women are now considered for vacant management positions.
- **88%** say they are achieving positive results from proactive career management and self-promotion.
- **86%** say they have seen an increase in mentoring and sponsoring of female talent.
- **63%** report increased retention of female talent.

With CCL’s support, Ingersoll Rand is making strides in achieving its business and talent development goals.

“Ultimately the program has proved to be a crucial component of our corporate strategy to become a premier performer,” Bouwen says. “By cultivating a progressive, diverse and inclusive work environment that values and leverages diversity, we’re making a meaningful difference to both our business and its customers.”
In Their Own Words

Participants in the Ingersoll Rand Women’s Leadership Program have a uniformly positive view of its impact.

“I learned a lot about ‘influencing’ techniques and skills. This skill is fundamental in meeting company goals and having employees feel an active part of the company.”

“Having gone through the program encourages me to promote more ‘being and thinking different.’ I feel it is more valued now than before, and as such, will also have more impact.”

“The best part of the program was getting to know a group of very talented individuals from different sectors of the organization.”

“My mentor took me on a path of discovery in terms of career prospects. He helped me identify alternative functions and roles that I might be interested in.”

“I will carry the learning with me in everything I do.”
The Center for Creative Leadership (CCL®) is a top-ranked, global provider of leadership development. By leveraging the power of leadership to drive results that matter most to clients, CCL transforms individual leaders, teams, organizations, and society. Our array of cutting-edge solutions is steeped in extensive research and experience gained from working with hundreds of thousands of leaders at all levels. Ranked among the world’s Top 5 providers of executive education by the Financial Times and in the Top 10 by Bloomberg BusinessWeek, CCL has offices in Greensboro, NC; Colorado Springs, CO; San Diego, CA; Brussels, Belgium; Moscow, Russia; Addis Ababa, Ethiopia; Johannesburg, South Africa; Singapore; Gurgaon, India; and Shanghai, China.