Webinar
Designing a women’s development program for your organization
January 25, 2018
Housekeeping tips

The on-demand recording will be available in the next couple of days

All lines have been muted but you may ask questions in the questions pane at any time

Additional questions? Send them to events@geteverwise.com

We encourage you to be social! Please tweet using handles @geteverwise and @cclorg and tag #womeninleadership
Speakers

Elizabeth Borges
Senior Manager
EverwiseWomen Program

Kelly Simmons
Solution Architect
Center for Creative Leadership
The research

Companies with diverse leadership teams and inclusive cultures perform better
More women, better performance

- Return on equity: +53%
- Return on sales: +42%
- Return on invested capital: +66%

Source: Catalyst
Men and women with female bosses report **more job satisfaction**
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.
The problem

Women continue to be underrepresented in senior leadership positions across organizations of all sizes
Women make up only **21%** of SVP roles and **20%** of C-Suite roles.
Women in the workplace

- 51%: All management professional and related occupations
- 10%: Full time engineers
- <15%: Executive roles in the technology sector
- 34%: Of women stay in engineering 15 years post degree

Bureau of Labor Statistics, Frehill, Lemonz & Parsinger
Career promoting assignments

- Women get quantitatively less challenging assignments & qualitatively less challenging assignments than men
- Women have to work harder to get career promoting assignments
- Women get more glass cliff assignments

Yip & Wilson, 2010
Fitzsimmons, Callan and Paulsen, 2014
Ryan & Haslam, 2005
The solution
Everwise and CCL approaches
Everwise helps organizations design, deliver, and measure their own L&D programs, including women’s development.
CCL women’s leadership portfolio

1986: Breaking the Glass Ceiling
1996: The New Leaders: Leadership Diversity in America
2002: Standing at the Crossroads: Next Steps for High-Achieving Women

Coming Soon: Kick Some Glass
30+ Whitepapers, Blogs

Women’s Leadership Experience: Greensboro San Diego Brussels
Custom Women’s Programs: Step Forward Women in Cable Television Syngenta American Express Reach 10,000+ Female Leaders Annually

Women RISE Global Innovation Labs
Backwards in High Heels
The Bossy Project
What Women Want from Work
Glass Doors to the Corner Office (APAC)
Barriers that Block Women’s Leadership
Gender Differences in Developmental Experience
Women Underestimating Leadership Impact

Leadership Institute Girl Scouts of America
Women’s Leadership and Debate Club: Ethiopia
Robert Wood Johnson: Nurse Fellows
Girls Leadership EDGE Toolkit
Women’s Resource Center Women in Transition
What you will learn
Attrition and gaps in promotion

In the tech industry, women quit at a rate
2x higher than men

41% for women
17% for men

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

What companies should be doing
Attributes to consider

✔️ Organizational culture
✔️ Leader level
✔️ Sector
✔️ Where the initiative is originating
Path to 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 leadership level
<table>
<thead>
<tr>
<th>Lead self</th>
<th>Lead others</th>
<th>Lead managers</th>
<th>Lead the function</th>
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<tbody>
<tr>
<td>• Leader for management or leadership role</td>
<td>• Transition to leading a team</td>
<td>• Integrate cross functional perspectives</td>
<td>• Set vision and build toward the future</td>
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<td>• Build a common leadership language</td>
<td>• Build relationships to get work</td>
<td>• Handle complexity</td>
<td>• Balance between long and short term</td>
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<td>• Increase personal effectiveness and</td>
<td>done</td>
<td>• Manage politics</td>
<td>trade offs</td>
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<td>performance</td>
<td>• Deal effectively with conflict</td>
<td>• Sell ideas to senior leaders</td>
<td>• Align the organization for strategy</td>
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<td>• Establish credibility</td>
<td>• Solve problems</td>
<td>• Select and lead managers for high</td>
<td>implementation</td>
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<td>• Lead with purpose</td>
<td>• Coach and develop others</td>
<td>performance</td>
<td>• Be visionary</td>
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<td>• Deliver results</td>
<td>• Lead team achievement</td>
<td>• Think and act systemically</td>
<td>• Drive results</td>
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<tr>
<td>• Do whatever it takes</td>
<td>• Build and maintain relationships</td>
<td>• Manage organizational complexity</td>
<td>• Strategic thinking and acting</td>
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<tr>
<td>• Interpersonal savvy</td>
<td>• Resolve conflicts</td>
<td>• Negotiate adeptly</td>
<td>• Create engagement</td>
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<td>• Embrace flexibility</td>
<td>• Learn to delegate</td>
<td>• Select and develop others</td>
<td>• Identify innovation opportunities for</td>
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<td>• Tolerate ambiguity</td>
<td>• Innovative problem solving</td>
<td>• Take risks</td>
<td>new businesses</td>
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<tr>
<td>• Understanding one’s own values and culture</td>
<td>• Embrace change</td>
<td>• Implement change</td>
<td>• Work across boundaries</td>
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<td></td>
<td>• Adapt to cultural difference</td>
<td>• Manage globally dispersed teams</td>
<td>• Lead globally</td>
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<td></td>
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<td>• Build resiliency</td>
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Learning on the job

- 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\(^4\)
Open networks provide more opportunities for growth

<table>
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<tr>
<th>Open</th>
<th>Closed</th>
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<tbody>
<tr>
<td>Bonding</td>
<td>Brokering</td>
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<tr>
<td>Increases groupthink</td>
<td>Increases group Innovation</td>
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<tr>
<td>Fails to adapt to new situations</td>
<td>Adapts to changing environments</td>
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<tr>
<td>Lack of job/career opportunities</td>
<td>Enjoys greater career mobility</td>
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<tr>
<td>Influence decreases</td>
<td>Influence increases</td>
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Program value

1. Executive presence
2. Networking across all levels
3. Visibility to senior leaders
Designing a program for lasting impact
The basic five

- Constructive bosses/supervisors
- Turnaround
- Increase in scope
- Horizontal move
- New initiative
Programs geared towards women
Program benefits

1. Structured reflection on identity
2. Practice new approaches
3. Network built to share the journey
"I've participated in mostly gender neutral professional development workshops. It was refreshing to get perspectives from other female leaders in a safe, trusting environment."
STEP FORWARD
an experience for women leaders

WHY?
32%
(2011)

WOMEN EXECUTIVES
[Image]

OBJECTIVES
- Gain insight into the context of affective leadership by identifying challenges facing the industry and its leaders.
- Articulate one’s own decisive moments of leadership and resiliency, and learn from Senior Leaders as they share their perspective and defining moments.
- Assess and address the challenges of change as a community of connected leaders.
- Build and Strengthen the Network of leadership capability available to the organization.
- Identify themes of high achieving professional women.
- Share best practices born of years of experience.

ARCHITECTURE
The program’s architecture invites action before, during, and after the classroom experience. This has translated to a stronger talent pipeline, actionable social connections, and real-time development on the job.

THE IMPACT
264 total participants
9,900 colleague impact

PARTICIPANTS SAY:
“Preparing my own vision statement helped me gain clarity in focus. The practice of defining and presenting my vision to set direction for me, my team, and my area was valuable. Receiving peer feedback on influence and advocacy helps me be more effective going forward.”

“Networking with other females leaders and the panel/individual discussions with alumni from the program and other company leaders will help drive action and results.”

“Connecting with other women and creating community within TVIC gives me energy to lead.”

EVERWISE
Supporting women for success: key results

- 80% of participants were promoted within 1 year
- Scaled the program 5x pilot size within 1 year
- Built strong executive support for diversity initiatives
Today’s takeaways

☑️ Support women to impact the bottom line

☑️ Build a healthy and inclusive culture

☑️ Tailor programs to account for different leadership positions

☑️ Acknowledge that women benefit from a dedicated support system
Q&A
Thank you

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