Advancing Women Leaders: 7 Hurdles

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WHY FOCUS ON WOMEN?

Business Case

Companies with a higher share of women at the executive committee level outperform those with less women.

- 41% higher return on equity
- 56% better operating results (McKinsey report)

"Women’s economic empowerment is arguably the biggest social change of our times”

(The Economist, 2010)

The Eurozone could increase by:

- 13% GDP
- 16% Japan
- 9% USA

simply decreasing the gap in employment rates between women and men

*Women control 85% +/- of consumer purchases in the U.S.
Business Case
Why Focus on Women?

$28 trillion

In a “full potential” scenario in which women play an identical role in labor markets to that of men, as much as $28 trillion, or 26 percent, could be added to global annual GDP by 2025.

(McKinsey Global Institute, September 2015)
The Path to Sustainable Change

Inclusively *develop a culture* of engagement where women can thrive

-and-

Ready and *develop women* for positions of leadership

Organizations must purposefully address both, or efforts will not yield sustainable results.
Our Research

► Study of over 3,000 women

► Leaders who are responsible for talent in half of the Future 500

► Aggregate data from 1,500 assessments; 15,000+ rater data
Our findings uncovered 7 common Hurdles faced by women.

Once women recognize and learn to overcome the 7 Hurdles, we will maximize our impact and get more of what we want in our life.
What’s Standing in Our Way?

WE ALL unconsciously adhere to assumptions about…

How women and men are supposed to behave

How I am supposed to behave

They are We are
The 7 Hurdles

Through our research we have uncovered a unique set of hurdles that women face as they seek to advance.

- **Bias**
  Bias? What bias?

- **Clarity**
  Do I know what I want?

- **Making the Ask**
  How do I ask for what I want?

- **Branding & Presence**
  How am I showing up?

- **Proving Our Value**
  Why can’t I do it all?

- **Networking**
  Who has time?

- **Recognized Confidence**
  Can I do this?
Bias | We All Have Them

Stereotypes—Beliefs about people based on their membership in a group, such as race, gender, nationality, religion, sexual orientation, education, etc. (Often, stereotypes are unnoticed automatic thoughts and beliefs.)

Bias—Positive or negative treatment of people based on their membership in a group. Bias is usually the result of a cognitive shortcut, often growing out of stereotypes. It manifests in inequitable judgment, unfair acts and systematic barriers

Implicit (or Unconscious) Bias—Positive or negative treatment of people that is unnoticed by the actor.
Top Hurdles Women Face

**Clarity | Reflection is Essential**

As a leader, what do you want for yourself?
Top Hurdles Women Face

Making the Ask | Heighten Your Expectations

Practice asking for what you want!
Making the Ask

The Institute of Management and Leadership

50% managers reported **self-doubt** (performance and careers)

<30% respondents reported **self-doubt** (performance and careers)

Carnegie Mellon University Study

salary negotiations 4x as often as

negotiate, they ask for 30% <

Hewitt-Packard Study

at HP **applied for a promotion only when** they believed they met 100% of the qualifications listed for the job

happy they could meet 60% of the job requirement

Women & Politics Institute at American University Study

with the same résumés **self-assess as less qualified** to run than their male counterparts
Top Hurdles Women Face

**Branding & Presence** | Remembered and Recommended

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**Know Your Superpowers**

**Easy Branding Check**

10 people who know you.
Three words to describe you.
Proving Our Value | Over-Rowing the Boat

Do you over-row?
How is this limiting for you?
Top Hurdles Women Face

**Networking | Networking Inhibitor**

We spend our time on **DELIVERY** and **EXECUTION** *(Performance)*

**NOT BUILDING RELATIONSHIPS** *(Fostering Connections)*
Top Hurdles Women Face

**Recognized Confidence | The Inner Critic**

The voice in our head that is critical of ourselves and critical of others

It assaults our sense of self-worth, and our sense of the worthiness of others
Inside the Inner Critic

Grandiosity

Enough

Shame

One up

Better than

Same as

Less than

One down
DO NOT

ADVOCATE

MAKE A REQUEST

SEEK TO REPAIR

SPEAK

Until you **REFRAME** and are back to **CENTER**.
Four Practices for Coaching Your Inner Critic

1. **Become Aware**
   Notice your inner critic.

2. **Push Pause**
   Stop the madness!

3. **Be Compassionate**
   Be kind to yourself and others.

4. **Get Curious**
   Ask yourself: “What is going on here?”
Courage and Risk

**Courage:** the ability to do something that frightens us

**Risk:** the willingness to lose something of value in order to gain something of greater value
Which Hurdle Will You Work on Immediately?

- **Bias**
  - Bias? What bias?

- **Clarity**
  - Do I know what I want?

- **Making the Ask**
  - How do I ask for what I want?

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  - How am I showing up?

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