The long view on women’s leadership

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The story ... for discussion and debate!

- Women are a huge talent pool at work – and staying
- Our rise to the top drives cultural change globally
- No question that progress feels stymied short-term
- Proven time and again that women bring value
- Getting unstuck depends on everyone’s action
Over the long term, we have made huge strides

<table>
<thead>
<tr>
<th>Year</th>
<th>Working women (MM)</th>
<th>F500 Boards with women (%)</th>
<th>Female Board seats (number)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1970</td>
<td>30</td>
<td>69</td>
<td>600</td>
</tr>
<tr>
<td>2010</td>
<td>73</td>
<td>96</td>
<td>~990*</td>
</tr>
<tr>
<td>1993</td>
<td>30</td>
<td>69</td>
<td>600</td>
</tr>
<tr>
<td>2014</td>
<td>73</td>
<td>96</td>
<td>~990*</td>
</tr>
</tbody>
</table>

SOURCE: Catalyst.org; *Catalyst changed methodology for 2014, so seats are estimated
Women have reached the middle of the pipeline

Number of women in 2012 60 company pool

Women (000) | 340K | 140K | 7.1K
---|---|---|---
% of total women | 71% | 28% | 1%

SOURCE: 2012 Submitted pipelines (59); McKinsey analysis
Global 'wave' for change
But short term, companies are stuck

Entry level  Manager  Director  VP  SVP  C-suite

Avg F500 pipeline

Women’s advancement rate relative to men

53%  40  35  27  24  19

61%  79  69  86  72
Best reasons to press: Greater leadership breadth ...

- Control and corrective action
- Individual decision-making
- Expectations and rewards
- People development
- Role modeling
- Inspiration
- Participative decision-making

SOURCE: Disney Pixar, *The Incredibles*; McKinsey Women Matter research
... increased organization ‘health’ on all dimensions ...
... and people want their leaders to have masculine ...
... and feminine archetypes

Masculine archetypes

Decisive
Resilient
Analytical

Independent
Aggressive
Proud

Feminine archetypes

Plans for the future
Expressive
Reasonable
Loyal
Flexible

Patient
Collaborative
Passionate
Empathic
Selfless

Successful women show a better way forward

- Start with meaning
- Reframe challenges as learning
- Connect the community
- Engage all voices
- Energize and renew
So what do we do now? Interventions work!

From UK Davies Commission

Increase female participation in FTSE 100 from 12.5% to 25% (2011 – 2015)

22.8% female representation in 2014

5 Drivers of success:
- Framework for ‘what good looks like’
- Achievable, but voluntary, target
- Fear of scarcity
- Chairmen peer pressure
- Active and public monitoring
Progress depends on all of us

What we can do as a collective

- Get the men on board – esp. at the top
- Spotlight successful pioneers
- Spotlight laggards until they improve
- Develop and sponsor great women

What you can do as a leader

- Practice Centered Leadership
  - Start with strengths/ purpose
  - Face conflict as learning
  - Connect through trust; be a sponsor
  - Take bolder action
  - Sustain the energy