



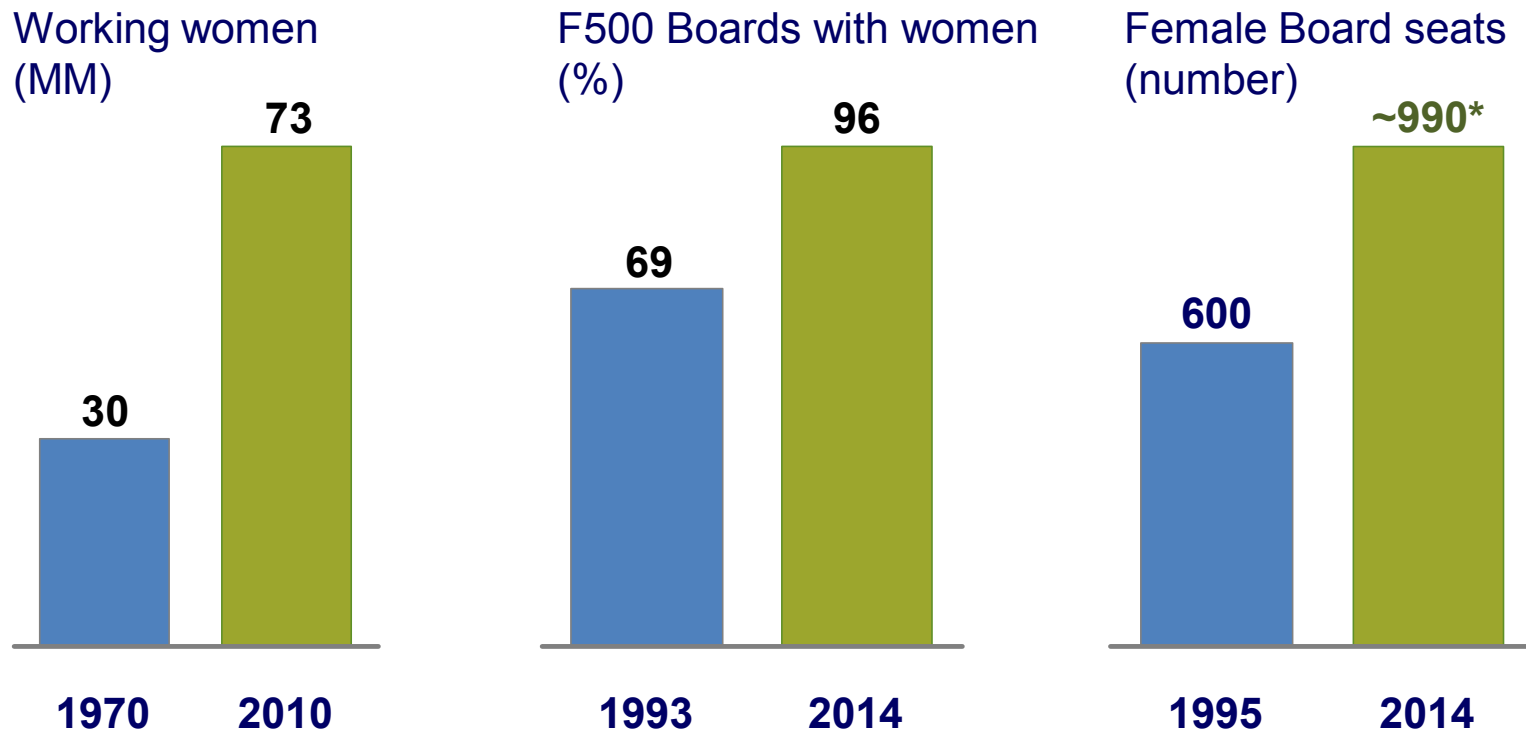
The long view on
women's leadership

JOANNA BARSH

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



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

% of total women 71%

Manager

140K

28%

Director

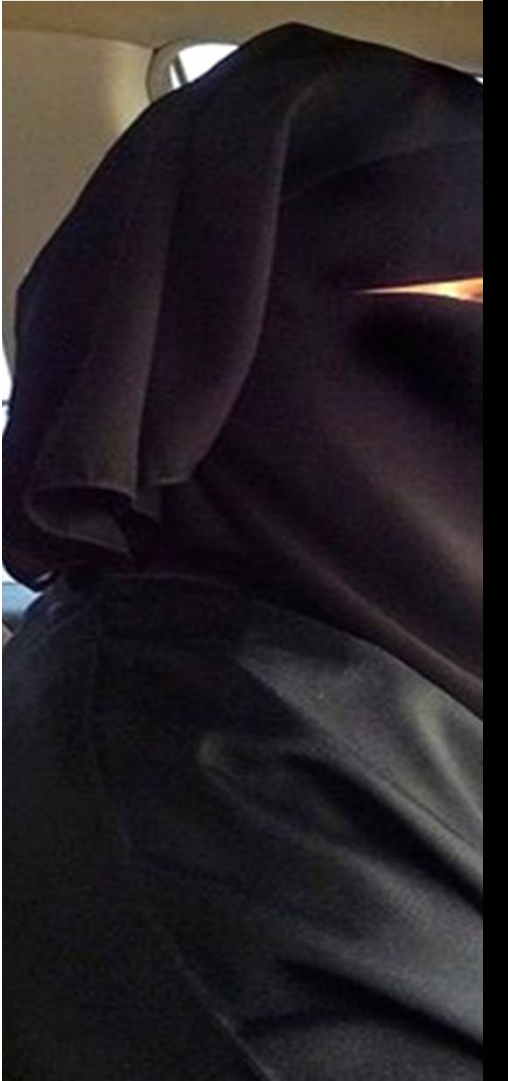
VP

SVP

EC

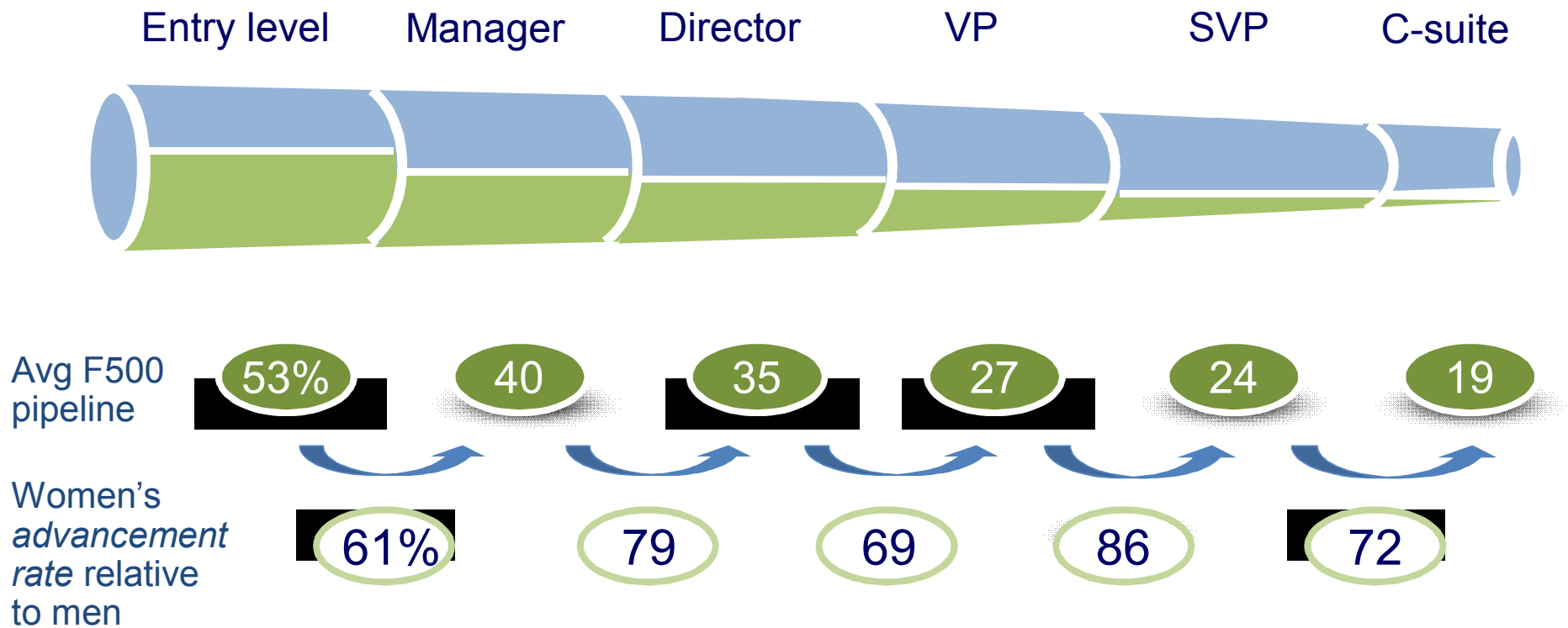
7.1K

1%



Global 'wave' for change

But short term, companies are stuck

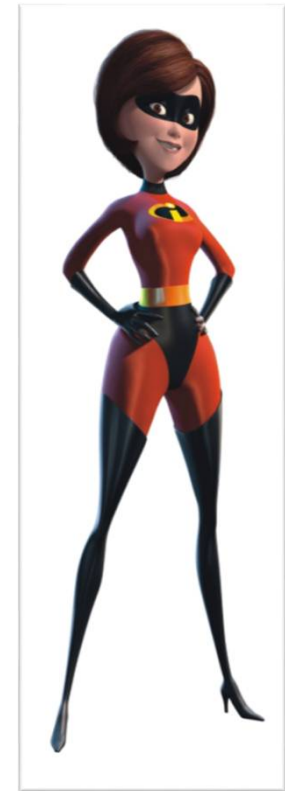


Best reasons to press: Greater leadership breadth ...



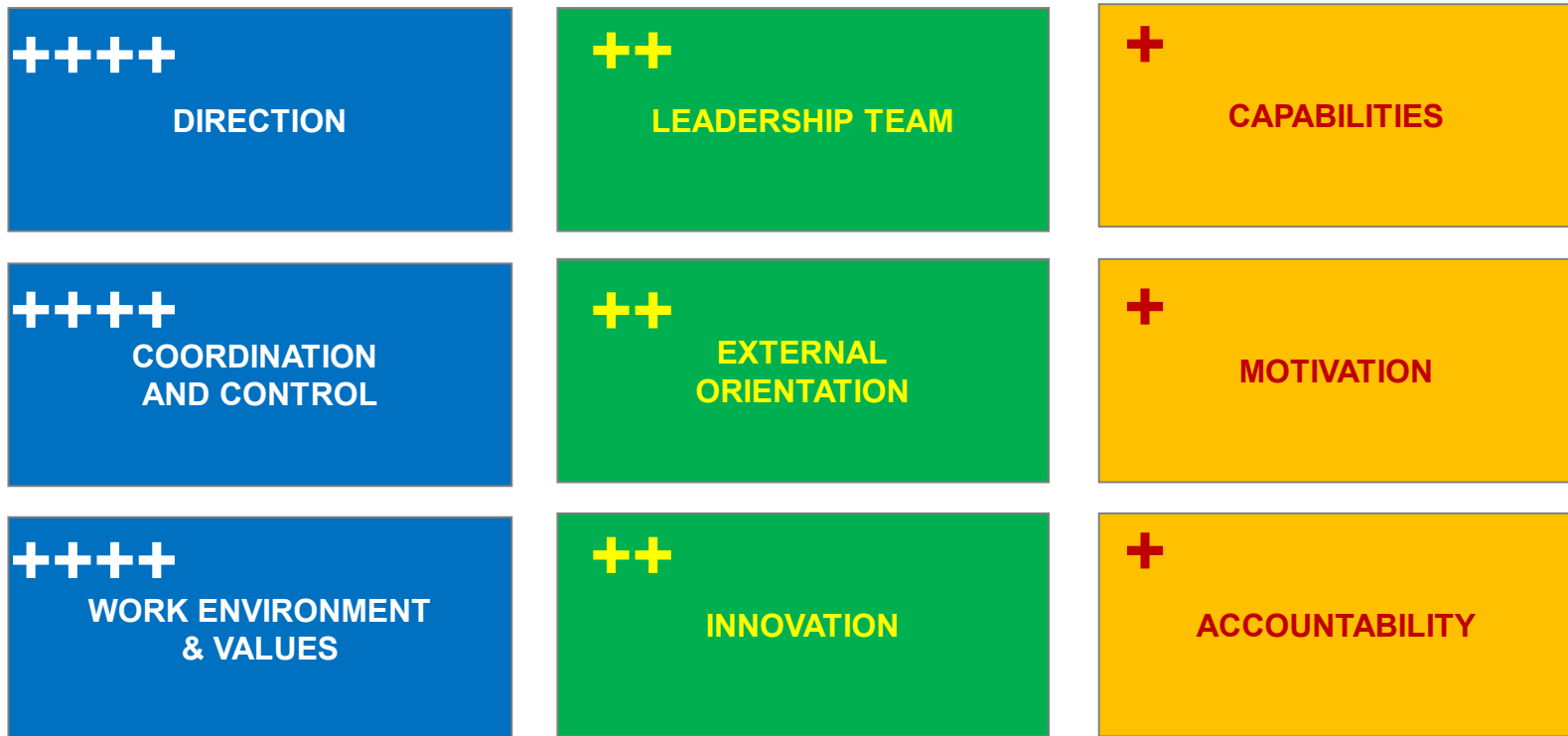
- Control and corrective action
- Individual decision-making

- Expectations and rewards
- People development
- Role modeling
- Inspiration
- Participative decision-making



SOURCE: Disney Pixar, *The Incredibles*; McKinsey Women Matter research

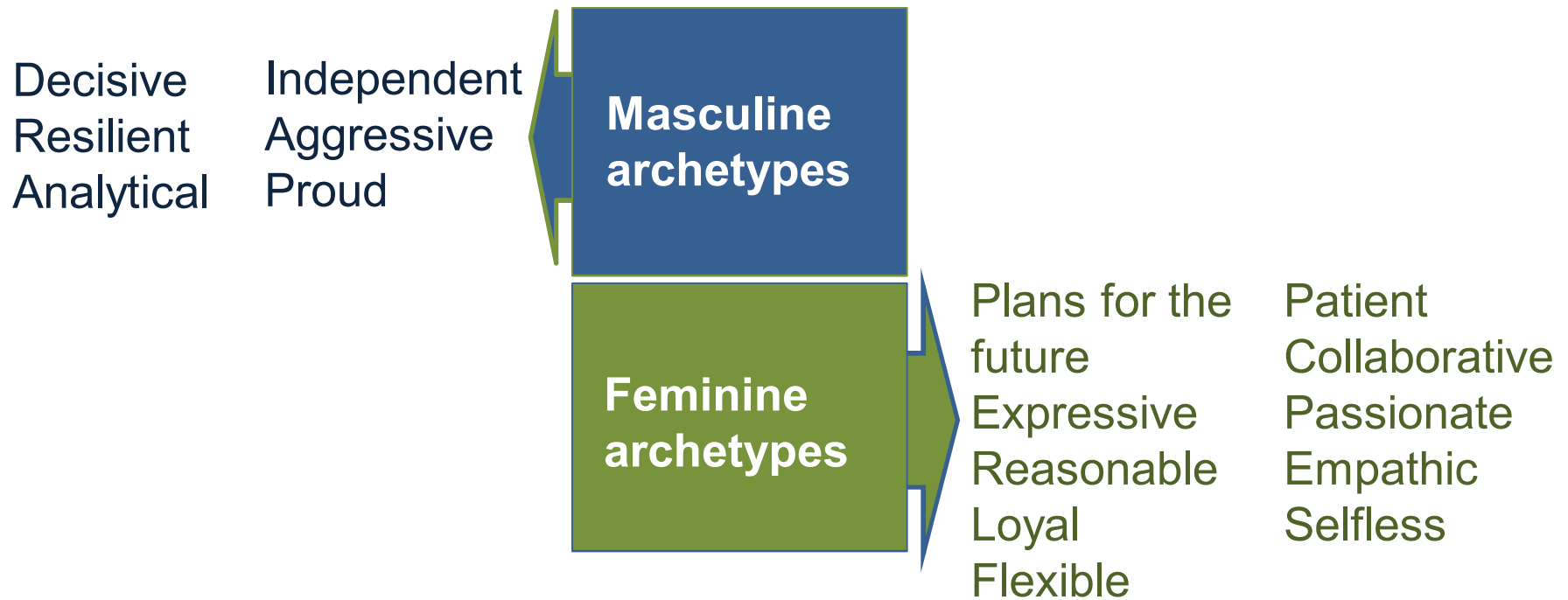
... increased organization 'health' on all dimensions ...



... and people want their leaders to have masculine ...



... *and* feminine archetypes



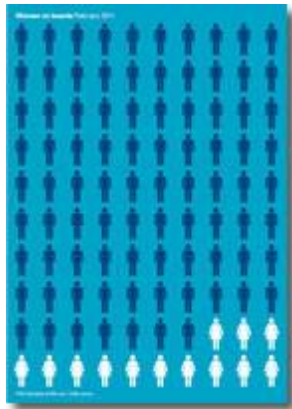
Successful women show a better way forward

- 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