

Operationalizing the Mercer Findings

- Passionate Leadership
 - Only 39% of middle managers are engaged in D&I efforts
- Personal Commitment
 - Only 38% of organizations say their male employees are engaged in D&I efforts

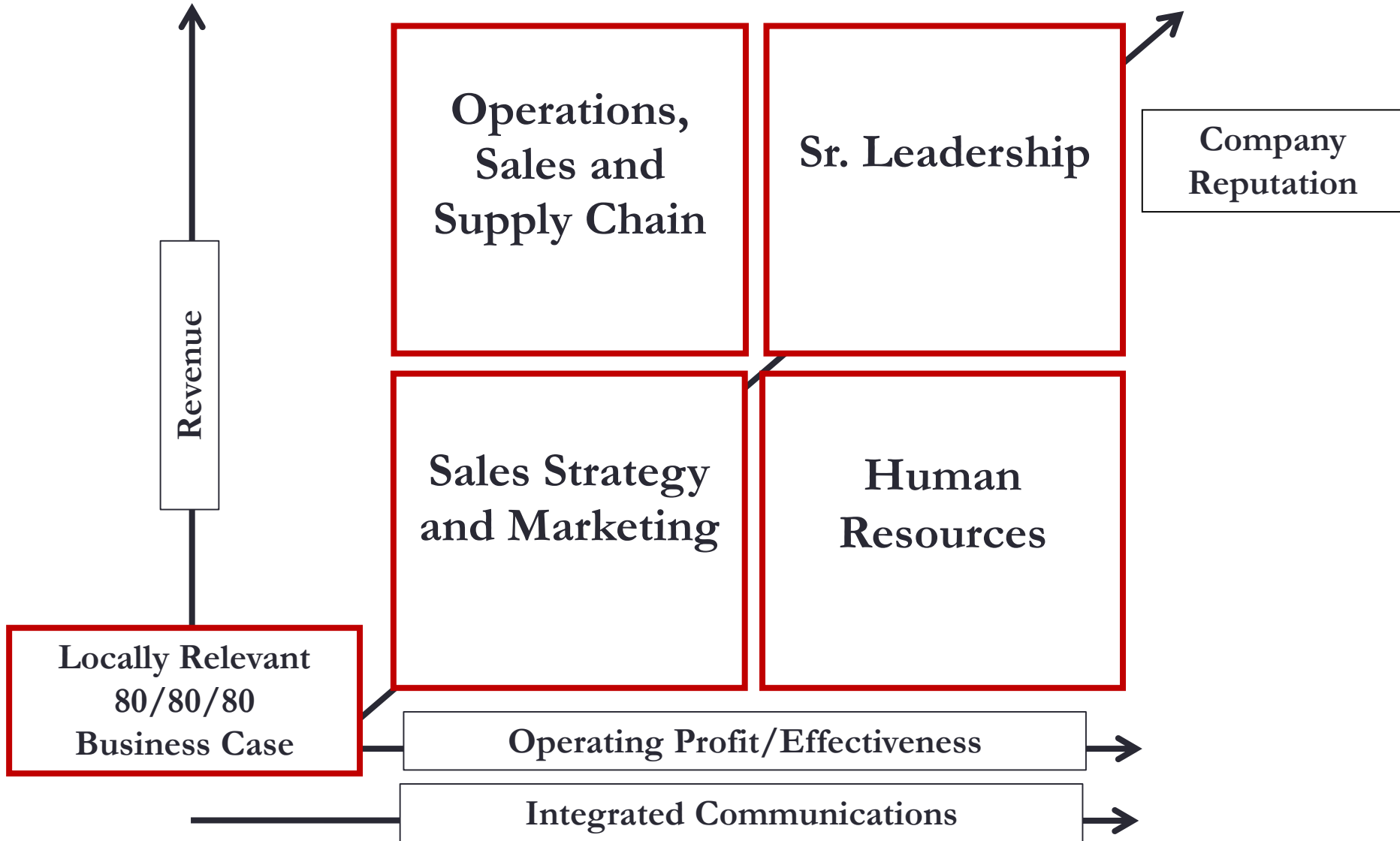
The Leadership Imperative

Move leaders and the **organization**
from **conceptual understanding**
of a women's leadership strategy
to a **deeply internalized** and
operational strategy
executed with a sense of **urgency**

Only Four Business Reasons

- Grow Revenue
- Improve Operating Profit
- Enhance Company Reputation
- It's What Great Companies Do
- **What it's not – a journey, a nice thing to do, a women's thing, men lose/women win**

YWomen Integrated Leadership Framework



Middle Management Engagement

1. Develop and talk about the business case –
ALWAYS!!!
2. Develop gender cultural competency
3. Manically manage talent
4. Ask the tough questions, hold people
accountable
5. Symbolic gestures & systemic changes

Finding and Engaging Male Champions

- Strong sense of ‘fairness’
- Non-biased view of ‘talent’
- Deep understanding of the business case, education & dialogue
- Personal connection

The Father of Daughter's Initiative

- Opt-in strategy - Ten simple things men can do to advocate for women
- Launched as part of Women's ERG
- Agree to do a minimum of one thing
- Print it out, put your daughters name on it
- Post it in your office

Examples

- **Seek to Understand.**
- **Mentor and Sponsor.**
- **Create a Business Case.**
- **Champion Gender Pay Equity.**
- **Set An Example to Correct Bias.**
- **Support Workplace Flexibility.**
- **Offer Encouragement**

Father of a Daughter Initiative

As the father of a daughter I realize that I have a responsibility to become more active in the recruitment, advancement, retention and equitable treatment of women in the workplace.

I am making this commitment in support of my daughter(s):

As the Father of a Daughter, I pledge to do one or more of the following...

- **Seek to Understand.** Find a female co-worker, someone I can have an honest conversation with, and listen to the experiences she is having as a woman in my company
- **Mentor and Sponsor.** Mentor a female co-worker. If applicable, become a sponsor for a woman
- **Create a Business Case.** Write a brief business case for my department or area of responsibility for women regarding revenue, talent or engagement and discuss it with my team once a month during the coming year
- **Champion Gender Pay Equity.** Deepen my understanding of my company's HR practices, specifically gender pay equity issues and work to correct issues I discover
- **Set An Example to Correct Bias.** Act to correct micro bias; from simple things like always having a woman take notes, to women being talked over in meetings or other actions that serve to exclude women from conversations and activities
- **Support Workplace Flexibility.** Support and demonstrate workplace flexibility for all employees, so that women don't feel they are being singled out for special treatment
- **Offer Encouragement.** I will encourage women to take more risks, volunteer for stretch projects, and discuss and support their developmental needs
- **Encourage Qualified Women to Apply.** Urge qualified women to interview for positions when they become available, and if I cannot find a qualified one, commit to developing a woman for the next opening
- **Engage other Men.** Engage other fathers of daughters in the discussion of advancing women
- **Be Visible.** Demonstrate my commitment by joining/attending a women's resource group or event

Name: _____ Date: _____