



How to Get More Women into Leadership Roles?

STUDY ON THE BARRIERS TO WOMEN'S TRANSITIONS TO LEADERSHIP AND RECOMMENDED ACTIONS FOR WOMEN AND ORGANISATIONS

A study led by JUMP and Leverage HR - May 2018

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ABOUT THE SURVEY PARTIES

The logo for JUMP, featuring the word "JUMP" in a bold, pink, sans-serif font.

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JUMP is the leading social enterprise working with organisations and individuals to close the gap between women and men at work, achieve sustainable corporate performance and create a more equal society. With more than 12 years of experience, JUMP accompanies organisations in their path towards gender equality by providing solutions to their specific needs. JUMP is a thought leader and each year, carries out thought-provoking surveys: do men want gender equality at work?, Sexism in the workplace, Women leaders speak out!, Pioneering dads reverse traditional roles, ...

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LEVERAGE HR is a team of qualified coaches, facilitators and consultants. They implement solutions to create diverse leadership teams and specialize in transitioning talented women to the top. They have trained and coached countless women and consulted with some of the most notable Fortune 500, Fortune 100 companies and NGOs across the US and Europe. The LEVERAGE team positively impacts the percentage of talented women staying in the leadership pipeline.

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INTRODUCTION

BY COMMITTING TO REMOVE BARRIERS PREVENTING WOMEN FROM MOVING INTO LEADERSHIP ROLES, BOTH WOMEN AND ORGANISATIONS WILL BENEFIT

TRANSITIONS INTO LEADERSHIP ARE HIGHLY RISKY TIMES, YET PIVOTAL TO RETENTION AND LEADER SUCCESS. THIS STUDY IDENTIFIES BARRIERS THAT STOP WOMEN FROM MOVING INTO THESE ROLES AND ACTIONS THAT CAN BE TAKEN TO REMOVE THEM.

At a time where half of the talent pool is composed of women, retaining women for leadership roles during times of transition is key to long term organisational success. Research, however, shows not all transitions are created equal. Transition readiness, self-imposed and perceived organisational barriers lead to the leaky pipeline. Understanding these risks will allow organisations to plan and manage for maximum success.

What is stopping women from moving into leadership ranks at a higher rate? CEOs consistently identify “having the talent I need to drive my business” as one of their top three imperatives. To achieve their goals in a complex business environment, they need the best men and women leaders. To create a solid, sustainable leadership pipeline, organisations can leverage their female talent pool. In order for businesses to retain key leadership talent, it is imperative to look beyond the current composition of leaders.

There is a solid business case for having more women in all ranks of the organisation:

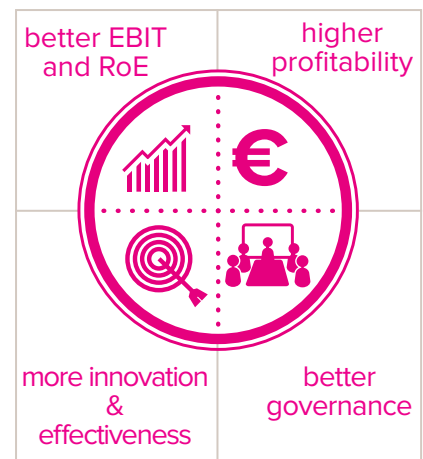
BETTER UNDERSTANDING OF CUSTOMERS



A SOLID SUSTAINABLE LEADERSHIP PIPELINE



BETTER ORGANISATIONAL RESULTS

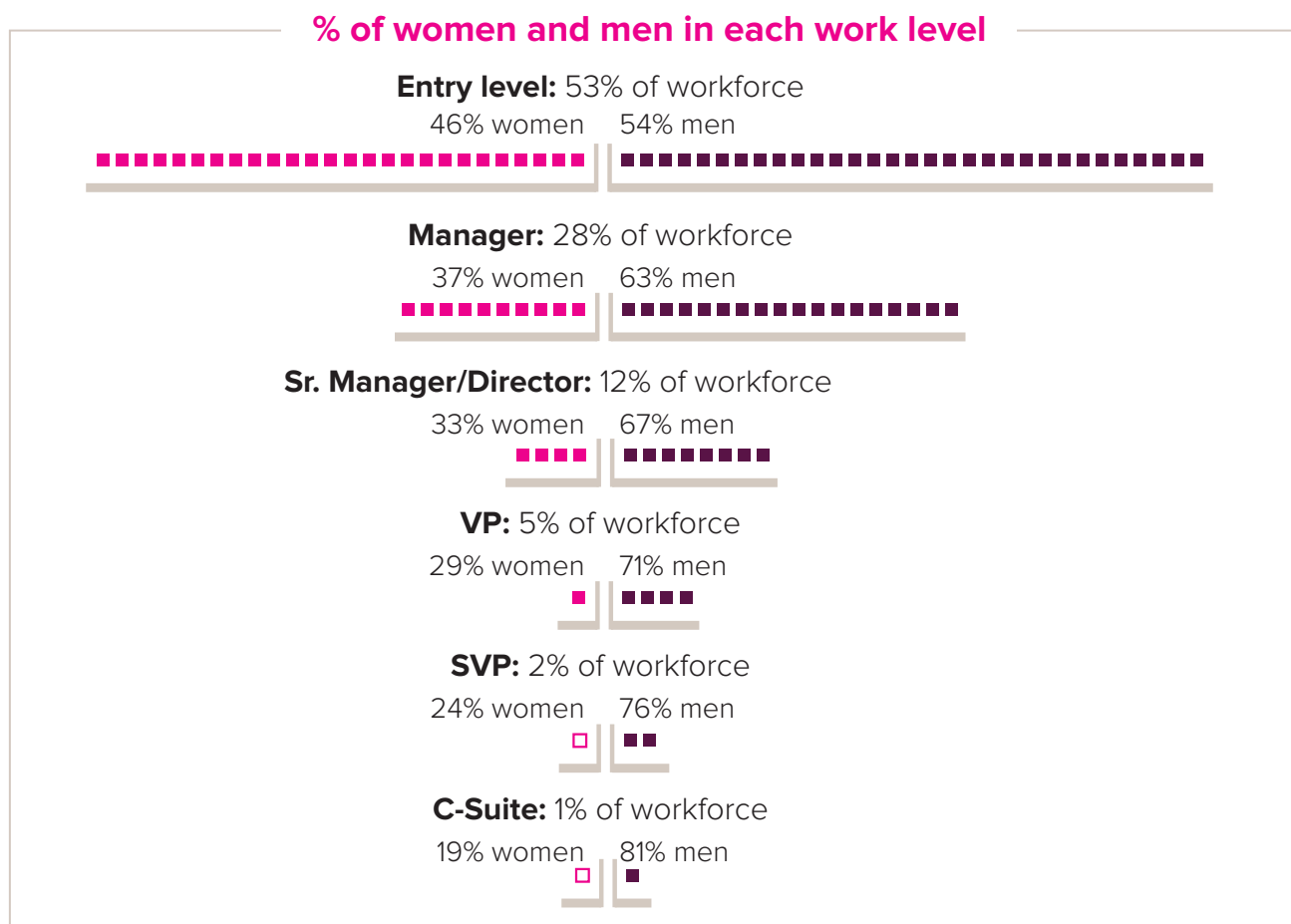


INTRODUCTION

While women represent over half the available talent pool, organisations struggle to retain and grow talented women. Often times there is a mismatch between the perceptions of women and those of senior leaders regarding the challenges women face to move up.

“Even though men and women are equally ambitious it remains difficult for women to realise their ambitions (McKinsey, 2016)”¹. To gain more insight in what is hindering many women from moving into leadership roles, we went to the source. We asked women what they need to move up. The Women’s Transition Barriers survey measures the specific challenges women perceive when pursuing leadership roles.

In addition to the results, this report highlights concrete actions both women and organisations can take to remove these barriers.



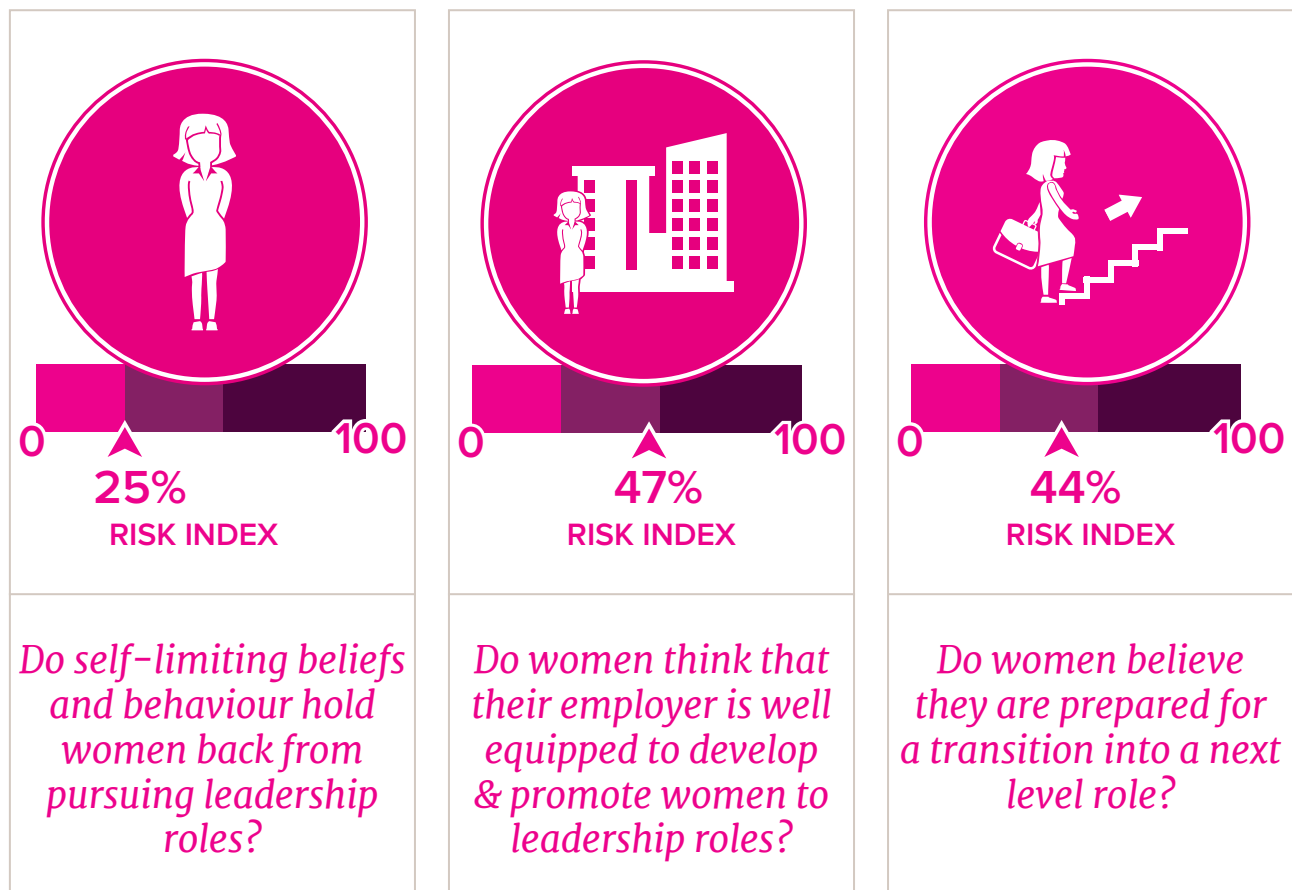
Source: Wall Street Journal, 2016

¹ McKinsey, Women Matter 2016 Reinventing the workplace to unlock the potential of gender diversity study, 2016.

PURPOSE OF THE SURVEY

JUMP and **Leverage HR**, went beyond the traditional analysis of obstacles holding women back to better understand what barriers women perceive are standing in their way to a next level role.

The Women's Transition Barriers survey was completed by over 1000 career women in the **JUMP** community and this report summarises the results. The report answers the following questions:

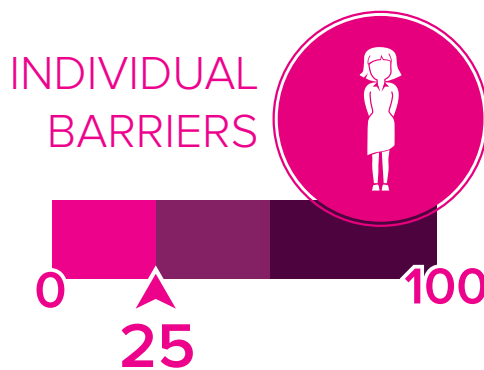


The survey examines three types of barriers: individual, organisational and transitional barriers. Each of these barriers captures a grouping of sub-barriers stopping women from moving into leadership roles. The stronger the barriers are, the greater the risk index score.

The risk index score measures the risk of organisations losing female talent from the leadership pipeline, either because they give up or because they leave the organisation for better opportunities elsewhere.

SURVEY RESULTS

INDIVIDUAL BARRIERS: DO SELF-LIMITING BELIEFS AND BEHAVIOURS HOLD WOMEN BACK FROM PURSUING LEADERSHIP ROLES?



This is a category of risks associated with barriers women impose on themselves. These perceived challenges influence how women weigh the pros and cons associated with career progression and the influence of external factors on career progression.

The individual dimension relates to the below barriers:

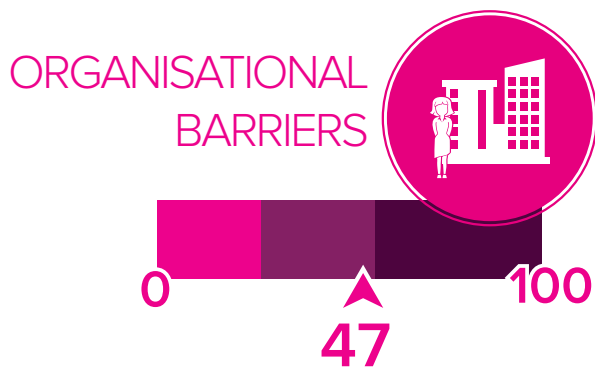
- **Personal Life:** assesses if women think it is difficult to combine a more senior role with their personal commitments.
- **Self-Promotion:** assesses women's propensity to create their own barriers in their professional lives.
- **Societal Expectations:** assesses how social and cultural norms affect women's decision-making.
- **Awareness:** assesses the level of women's recognition of the benefits and rewards that can come from taking the next career step.

A low score would show that there are few barriers. Women accept there is no perfect balance, they advocate for their success, make professional decisions independently of traditional role patterns, and have a realistic understanding of both the pros and cons of leadership.

THE OVERALL SCORE IS 25% (LOW RISK), WHICH INDICATES THAT THE WOMEN IN THE SURVEY HAVE FEW INDIVIDUAL BARRIERS THAT PREVENT THEM FROM MOVING UP IN THE ORGANISATION.

SURVEY RESULTS

ORGANISATIONAL BARRIERS: DO WOMEN THINK THAT THEIR EMPLOYER IS WELL EQUIPED TO DEVELOP & PROMOTE WOMEN TO LEADERSHIP ROLES?



This is a category of risks associated with barriers women perceive the organisation is imposing. Whether the organisation recognises these barriers or not, the women's perception of these barriers will lead to disengagement and to women leaving the leadership pipeline.

The organisational dimension relates to the below barriers:

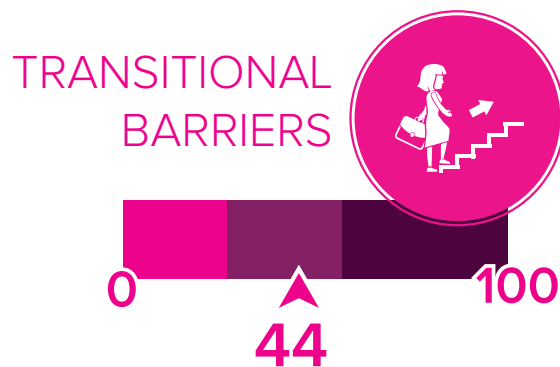
- **Performance Evaluation:** assesses women's perception of how their performance is valued and how their capabilities are rated in the organisation.
- **Management Attitude:** assesses what the perceived attitude of management is towards women aspiring to actively move ahead in the organisation.
- **Organisational Support:** assesses how the organisation backs women to move up.

A low score would show that there are few barriers and women believe their organisation has a strong foundation to retain and grow women. Women in such organisations believe in the fairness of performance evaluation, selection, and promotion processes. They believe that leadership is not gender biased, is interested in supporting the career progression of all qualified employees, and that there are systems in place to facilitate this.

THE OVERALL SCORE IS 47% (MEDIUM RISK), WHICH INDICATES THAT THE WOMEN EXPERIENCE QUITE STRONG ORGANISATIONAL BARRIERS THAT PREVENT THEM FROM MOVING UP IN THE ORGANISATION.

SURVEY RESULTS

TRANSITIONAL BARRIERS: DO WOMEN BELIEVE THEY ARE WELL PREPARED FOR A TRANSITION INTO A NEXT LEVEL ROLE?



This is a category of risks associated with barriers to women's transition readiness. It identifies how women will deal with change, challenges, uncertainty, and stress during critical points when they may move up or out of an organisation.

The transitional dimension relates to the below barriers:

- **Support Network:** assesses the strength of supportive relationships in the women's professional life.
- **Manage Issues:** assesses women's ability to make decisions in unclear circumstances, their ability to rapidly prototype to arrive at solutions, and their ability to manage conflict in order to resolve issues.
- **Resilience:** assesses women's ability to stay calm under pressure and to manage stress effectively.
- **Manage Yourself:** assesses women's level of individual awareness and their ability to quell negative thoughts and replace them with positive thinking and action.

A low score would show that there are few barriers. Women in such organisations have a robust network, are proactive in managing issues, can bounce back from setbacks, and have surrounded themselves with advocates. When individual and organisational barriers are low, this dimension multiplies the speed and sustainability of moving women into leadership.

THE OVERALL SCORE IS 44% (MEDIUM RISK), WHICH INDICATES THAT THE WOMEN ARE SOMEWHAT PREPARED FOR A PROFESSIONAL TRANSITION TO MOVE UP IN THE ORGANISATION.

A CLOSER LOOK

AWARENESS OF PROFESSIONAL BENEFITS OF LEADERSHIP ROLE is important to attract women to move ahead in their careers, especially into leadership positions. For many people, this may conjure images such as working long hours or more travel. However, senior roles may also offer an opportunity to influence business decisions, contribute to the goal of the company, develop the talents of others, make sure employees are treated fairly, and contribute to creating a positive and ethical corporate culture. At the same time, these roles enhance skills, knowledge and capabilities. Among the survey participants, **87% agree that taking on a leadership role will expose them to a vast array of challenges** and **77% think it will increase their learning and develop their technical skills**.



87%

AGREE THAT TAKING ON A LEADERSHIP ROLE WILL EXPOSE THEM TO A VAST ARRAY OF CHALLENGES

77%

THINK IT WILL INCREASE THEIR LEARNING AND DEVELOP THEIR TECHNICAL SKILLS

INEQUITABLE PERFORMANCE EVALUATION was a major contributor to increasing the Risk Index score of the organisational barrier. **58% believe they are not paid the same as their male peers for similar performance in the same role** and almost half of the women (**45%**) **believe they need to have more education and technical qualifications than their male peers to be considered for promotions**. When there is inequitable performance evaluation women are less likely to be promoted, more women than men feel that they don't get credit for their ideas, or that their contributions aren't recognised, and more women than men feel undervalued and underpaid.

Some of the risks of not addressing inequitable performance evaluation include frustration, loss of motivation, and a decrease in performance and engagement. These risks manifest in the leaky pipeline and homogenous leadership teams for organisations who do not benefit from all the gains that come with greater diversity.



58%

BELIEVE THEY ARE NOT PAID THE SAME AS THEIR MALE PEERS FOR SIMILAR PERFORMANCE IN THE SAME ROLE

45%

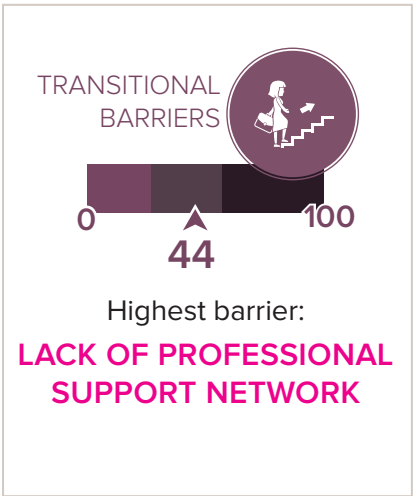
BELIEVE THEY NEED TO HAVE MORE EDUCATION AND TECHNICAL QUALIFICATIONS THAN THEIR MALE PEERS TO BE CONSIDERED FOR PROMOTIONS

A CLOSER LOOK

THE LACK OF A ROBUST PROFESSIONAL SUPPORT NETWORK

was a major contributor to increasing the risk factor of the transitional barrier. **58% of respondents indicated they do not have a trusted group of advisors to fall back on** and **40% say they lack supportive relationships in their professional life**. In general, women spend more time doing and less time networking, they have far less access to sponsors than their male colleagues, and more men than women say they interact with senior leaders about their work at least once a week.

Some of the risks of a weak network include diminished opportunities for career advancement, less intel on new developments/resources/clients, and less support when dealing with tough issues or stressful times. These risks manifest in lower productivity, poor followership, and less visibility to “hi-po” leaders for the organisation. Increasing the size of a network amplifies the power of a network, benefitting the entire organisation.



58%




SAY THEY DO NOT HAVE A TRUSTED GROUP OF ADVISORS TO FALL BACK ON

40%



SAY THEY LACK SUPPORTIVE RELATIONSHIPS IN THEIR PROFESSIONAL LIFE

A woman with long blonde hair in a ponytail is climbing a light-colored rock wall. She is wearing a grey tank top and patterned leggings. She is holding onto a yellow rope and a rock hold. The wall has various other rock holds and ropes. The text is overlaid on the top part of the image.

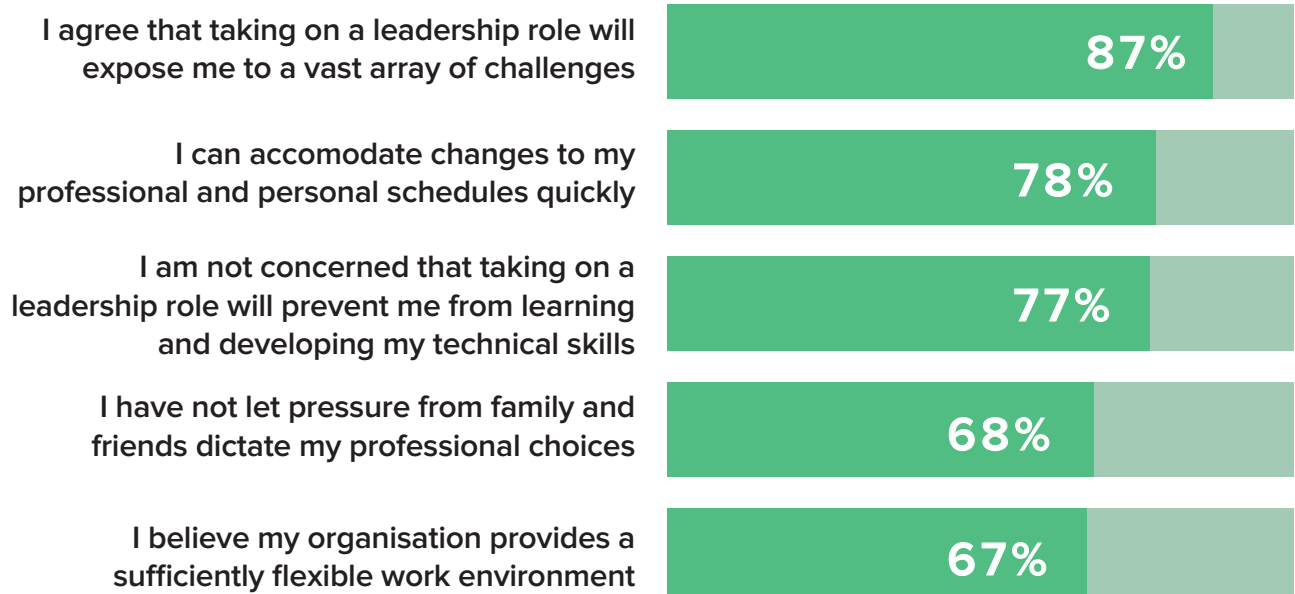
Leadership transition is a “stepping up” process that will make you grow into the next role

“I am very much the driver of my destiny. I have, for lack of more polite feminine language...plotted...every single piece of this - of where I’d go to graduate school, who I meet, what clubs I joined, what I need to do to get my promotions, where will I go next. It’s a strength.”

Faith, Marketing & Branding Director


CONCLUSION #1

WOMEN FEEL READY TO MOVE INTO LEADERSHIP POSITIONS



It is often said “Women don’t want these roles.” The contrary is true. Research from McKinsey has shown that women are as ambitious as men¹. The results of the survey show that individual barriers holding women back are relatively low: they are aware of the benefits of a leadership role and they don’t let societal expectations dictate their career choices. Moreover, and this is a factor that is often a big deterrent from taking on a next level role, a majority of women indicate **they can accomodate changes to their schedule quickly (78%)** and **they believe their organisation provides a sufficiently flexible work environment (67%)**.

¹ McKinsey, Women Matter 2016 Reinventing the workplace to unlock the potential of gender diversity study, 2016.

A low-angle shot of a man and a woman on a high-ropes course. The man, wearing a red and white striped shirt, is positioned higher and is reaching down to assist the woman. The woman, wearing a black tank top, is reaching up to grasp his hand. They are both smiling, and the woman has her mouth open in a shout or cheer. The background is a clear blue sky with some light clouds. The ropes and metal structure of the course are visible.

With change comes mistakes, with mistakes comes learning & growth

“I had feedback from staff... Many of them said to me that it was the first time that they had ever had somebody going for that amount of trust in their ability to do or to demonstrate or to perform in an area where they hadn’t demonstrated success [yet].”

**Diane, Director P&O Development
at a global NGO**

CONCLUSION #2

WOMEN LOVE CHANGE BUT ARE AFRAID TO MAKE MISTAKES AND FEEL MORE HARSHLY JUDGED THAN MEN



When transitioning into a new role, change is a given. Where there is change, there is an increased chance of both opportunities and mistakes. 99% of successes derive from failures and it is counterproductive to view mistakes as a negative thing². Embracing change is admirable and among the respondents, there is a strong affinity for change. In fact, **78% responded that they thrive on change**. Yet, **52% find it challenging to learn from their mistakes**, **46% find it difficult to bounce back quickly when they receive negative feedback**, and **57% find it challenging to appear confident unless they are 100% prepared**.

This gives rise to the following questions:

- Are women playing it too safe to really change the conversation or challenge the status quo? Playing it too safe fails to earn respect.
- Are women putting themselves on the front line of change where both mistakes and successes will be magnified? Great leaders do not hesitate to make the difficult decisions and lead by example.
- Are women okay with admitting to mistakes? When leaders admit to mistakes, it brings growth and elevates a deeper sense of accountability that can be shared amongst the team.

² Schoemaker, Paul. J. H., Brilliant mistakes: Finding success in the far side of failure. Wharton Digital Press, 2011.

CONCLUSION #2

There are two important factors that contribute to women being afraid to make mistakes:

1. 45% indicate that they feel they need more education and qualifications than their male peers to be considered for promotion. They have to prove themselves more. This extra scrutiny may increase the pressure to avoid making mistakes.

2. Research shows that women who make mistakes in traditionally male occupations (and leadership often still is) are judged much more harshly than their male counterparts who make mistakes³ and at the same time, “women’s mistakes tend to be given more weight and remembered longer than men’s”⁴.

Business success is correlated with risk-taking. Therefore, it is important for women to fight the tendency to focus all of the attention on the risk associated with a new role, initiative, venture or investment. At the same time, it is important for organisations to focus on creating an environment where leaders encourage employees to take risks and learn from mistakes. With mistakes come key learnings, more experience, and growth.

³ Huston, Therese. We are way harder on female leaders who make bad calls. Business Harvard Review, 2016.

⁴ Williams, Joan C., Rachel Dempsey and Anne-Marie Slaughter: Four Patterns Working Women Need to Know. New York University Press, 2014.



CONCLUSION #2

WHAT ORGANISATIONS CAN DO

- **Build a culture where it is ok to make and learn from mistakes**

Men and women tend to approach mistakes differently. Women generally tend to internalize mistakes and be judged more harshly for making them. Creating a safe environment to make mistakes starts with trusting employees enough to give them learning opportunities that will boost their confidence in their own skills.

- **Make sure there is a clear understanding of the roles, responsibilities and/or expectations**

There is evidence that women's failures are remembered longer than men's. That kind of bias may lead women to fear failure and avoid it more than necessary. As someone begins a new role, assignment, or project, cultivate a positive experience. Clear expectations can maximize productivity.

- **Actively place women into stretch assignments ranging from cross functional projects to expat roles**

Stretch roles are a risky environment for all and allow women to learn risk taking on the job.

- **Actively mentor women**

Mentors can advise in difficult situations, discuss feedback, and support learning. These frank talks will increase the willingness to take risks and reduce the fearing that others will misunderstand or judge them.

WHAT WOMEN CAN DO

- **Know and leverage your strengths**

Women tend to dwell on all the things they can't do well, but hardly take time to think about all their strengths. Develop a list with the things you do well based on input from family, friends, and colleagues. The key to success lies in leveraging your strengths to confidently take calculated risks.

- **Learn to view a mistake as a learning experience that leads to growth**

Overcome the tendency to focus all of your attention on the risk associated with a new initiative, venture or investment. Rather, balance your view of risk with excitement about the potential reward.

- **Build relationships with risk-taking role models**

Such role models are typically effective, influential leaders. If needed, they will challenge the status quo and do not hesitate to make difficult decisions and lead by example by putting themselves on the frontlines of change.

NEW MANTRA:

*Be open to mistakes
that come with change*

Strategically communicate to improve performance and pay equity



*“When a woman speaks in a professional setting,
she walks a tightrope. Either she’s barely heard
or she’s judged as too aggressive”*

Sheryl Sandberg

CONCLUSION #3

WOMEN FEEL CONFIDENT TO SPEAK UP, YET BELIEVE THERE IS BIAS FAVOURING MALE PEERS IN BOTH PAY & PROMOTION



BELIEVE THEY ARE NOT PAID SAME AS MALE PEERS FOR SIMILAR PERFORMANCE IN SAME ROLE



ASK FOR WHAT THEY NEED FROM THEIR BOSS, NO MATTER WHAT THE CIRCUMSTANCES ARE

Pay and promotion equity are highly charged and highly complex matters. As per survey respondents, there is a belief that bias favours male peers on both fronts. This is a critical point because we are highly attuned to things we think are unfair⁵. The results of the survey show that:

- **58% of the women believe there is pay inequity.** Despite the importance on equal pay in the last several years, the World Economic Forum (WEF) reported this year that for the first time since it started reporting this data in 2006 that the global gender income gap (16.2% in the EU, 32% worldwide) is widening and estimates that it will take 217 years to close this gap⁶.

⁵ Knowledge@Wharton, The Uncomfortable Questions You Should Be Asking about Pay Equity, 2015.

⁶ World Economic Forum, The Global Gender Gap Report 2017, 2017; and Eurostat, Gender Pay Gap Statistics, 2018.

CONCLUSION #3

45% 

FEEL THEY NEED MORE EDUCATION AND
QUALIFICATIONS THAN MALE PEERS TO BE
CONSIDERED FOR PROMOTION

- **45% of respondents feel they need to prove themselves more than their male peers to be considered for promotion.** This supports research findings that “men are promoted on potential, women on performance”⁷.

43% 

BELIEVE WOMEN ARE NOT ROUTINELY
CONSIDERED FOR PROMOTIONS

- **43% of respondents believe that women are not routinely considered for promotions.** As a result from the wide spread myth that “women don’t want these roles” often times women are not even asked if they are interested in certain opportunities, it is simply assumed they aren’t. This is especially likely to happen when women have (young) children.

⁷ Carter, Nancy M. and Christine Silva, Catalyst: The Myth of the Ideal Worker: does doing all the right things really get women ahead?, 2011.

CONCLUSION #3



All these aspects put women in a disadvantageous position compared to their male peers. There are many contributing factors to a lack of pay and promotion equity, including unconscious bias, negotiation skills, and part time work arrangements. There are real costs to firms when they don't deal with these problems both in terms of attracting and retaining talent, as well as company reputation.

Voicing opinions is one positive component of effective communication to garner equity. **62% survey respondents share they are not timid to voice their opinion**, but only **56% ask for what they need**. Increasing these skills could have a positive impact on gender equity in terms of pay and promotion.

Additional opportunities include influencing perceptions to be viewed as a strategic thinker in critical conversations. Women find it often hard to defend the value of their ideas. This is partly due to the fact that men and women direct their attention differently. “Women participate in figuring out the hows and the whats – the tactics, the implementation, but are less often in the position to decide the whys and the ifs.”⁸ It is worthwhile for organisations to strive for pay and promotion equity, as these tend to have positive ripple effects, including more women in their senior positions⁹.

⁸ Helgesen, Sally and Julie Johnson: The Female Vision: Women's Real Power at Work, 2010.

⁹ Siegel Bernard, Tara: Vigilant Eye on Gender Gap. The New York Times, 2014.

CONCLUSION #3

WHAT ORGANISATIONS CAN DO

- **Review pay structures to ensure there is no unconscious gender bias, and communicate efforts and findings**

Across the world, the average gender pay gap is still notable. According to the World Economic Forum in 2017 there is the following gender pay gap: Western Europe 25%, North America 28%, Latin America 30%, and Asia between 29%-34%¹⁰.

It is worthwhile to review the organisational pay structure to ensure parity.

- **Create an environment where women are empowered to speak up and voice their opinion**

The higher in the organisation the more scarce women become. As a result, they are subject to increased visibility and scrutiny. Therefore, creating a safe space for learning and experimentation is critical to develop women leaders and position them to share their opinion.

- **Minimise the risk of gender bias in recruitment procedures**

There are several ways gender bias can sneak into the hiring process. Notably, both male and

female recruiters expect male applicants to perform better than female applicants. Train and prepare anyone who will recruit to avoid biased evaluation of candidates' qualifications. In group interviews or debriefs, assign a "bias" champion to keep bias from unconsciously sneaking into the evaluation process. Cascade communication of efforts through the organisation to increase the pool of female candidates and increase their chances of being selected.

- **Actively mentor and sponsor female talent**

Women are less likely to receive advice from managers and leaders on how to advance. Mentors and sponsors can help with this. Mentors typically help develop skills and competencies, act as a sounding board, and give general feedback and career advice. Sponsors serve as important advocates within the organisation and clear the path for talent to move up.

¹⁰ World Economic Forum, The Global Gender Gap Report, 2017.

CONCLUSION #3

WHAT WOMEN CAN DO

■ Engage in strategic conversations

High stakes situations require that one engages in strategic conversations. To do so, it is imperative to clearly describe the situation and its impact on you, the client, the company. Prepare a few ideas regarding the situation and your desired solution or view. It is important to stand your ground to always end with agreement, even if it is to disagree.

■ Positively influence others' perception of your capabilities

Research shows that managers (both women and men) rate women higher than men in leadership competencies, but lower in leadership potential. It matters less what you think you're capable of. It is more important what other people think you're capable of. By opening the discussion and soliciting

feedback on your performance and capabilities as a (future) leader, you have an opportunity to influence your manager's mind about certain biases, and demand recognition for your achievements, own your successes, and project confidence.

■ Define & review goals and performance objectives

Each year, define goals and performance objectives that are aligned to the organisation and the manager you are supporting. Discuss (regularly) what you have accomplished, what went well, and what didn't go well. Focus on two or three areas of potential improvement and develop a strategy to accomplish this. This will make sure that they know you have a vision, have a plan, and where you want to be.

NEW MANTRA:

Manage unconscious bias and cultivate strategic communication capabilities to improve equity



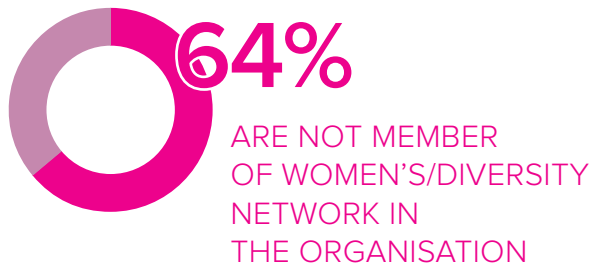
Weak networks limit sphere of influence

“Networks helped to build my reputation, my credibility, ... my sphere of influence in a way that I couldn’t have achieved otherwise. It’s just been so invaluable for me as a professional in the business world.”

**Elsa, Executive Director HR
at a global IT company**

CONCLUSION #4

WOMEN LACK THE INFLUENCE TO BECOME A LEADER BECAUSE THEY DON'T HAVE A ROBUST NETWORK



Support networks, formal or informal, are foundational to a successful professional life. An optimal method to enhance organisational influence, control of life, manage change and adapt more quickly to organisational change. They also help reduce stress and increase work satisfaction. Having mentors and sponsors in your network helps to navigate organisational politics and can be a powerful boost to career advancement. Your network determines, in part, the size of your paycheck. Unfortunately, women spend more time working and less time networking.

There are many reasons for this phenomenon, but we will focus on just a couple of them. First of all, women often have more after-work responsibilities, and these tend to limit their opportunities to network beyond the office. Some organisations have invested in policies that allow part-time work, home office days and other types of flexibility, which frequently afford women more opportunity to network. The majority of respondents to this survey, 67% believe that their organisation provides a sufficiently flexible work environment.

CONCLUSION #4



Image source: kinesisinc.com

Secondly, many professions still harbour “old-boy networks,” which systematically exclude women. Partially in reaction to this situation, women are more than five times likely to rely on a network that is mostly female. There are benefits to formal women’s networks. Notably, women networks were found to be effective, an incredible way to engage women, and beneficial to career development. However, women cannot afford to limit themselves to either formal or informal networks primarily comprised of women. Men typically hold more senior-level positions, which means that women are less likely to get across to people who can open doors for them. This does not mean that women networks cannot be beneficial: research showed that women who went to a women’s conference were twice as likely to receive a promotion and three times as likely to receive a 10%+ pay increase¹¹.

While women have always been recognised as natural relationship builders, their networks in professional arenas are generally not as strong as those maintained by men. Whatever the reasons for this scenario, it is important to remember that professional networks are invaluable, given that they serve as informal channels to learn what is going on in an organisation including up and coming job opportunities.

¹¹ Achor, Shawn: Do Women’s Networking Events Move the Needle on Equality?. Business Harvard Review, 2018

CONCLUSION #4

WHAT ORGANISATIONS CAN DO

- **Promote employee resource groups**

Employee networks are a great resource for information sharing and for building relationships. Relationships are a key driver to retaining women in an organisation.

- **Encourage participation in women's networks**

Women's networks are the one place where women don't face questions about whether they belong, based solely on gender. This is a place to build relationships and be empowered. Guideposts for effective networks include: creating safe spaces, being transparent about purpose and goals, executive engagement, including male allies, identifying ambitious and specific initiatives.

- **Actively mentor and/or sponsor female talent**

Women indicate that the presence or absence of a supportive mentoring programme is what ultimately drives their decision to either remain within or leave their current organisation.

NEW MANTRA:

Embrace the power of networks and invest in them

WHAT WOMEN CAN DO

- **Join networks inside or outside your organisation**

This can broaden your connections in other functional and geographical areas and offer a solid network of supporters.

- **Review your current network of supporters, both inside and outside the organisation, to see where you may have gaps to close**

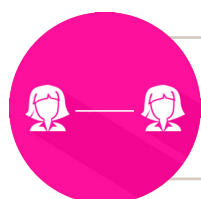
Create a heatmap and revisit it regularly. "It is not just a big network that enables high performance. Instead, what distinguished the highest performers was a set of connections that bridged the organisation in important ways." - Rob Cross

- **Build an informal personal advisory group**

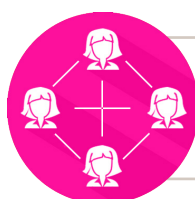
This typically is a group of six to eight people (fans, sponsors and at least one truth teller) who can help you with your career progression and professional development.

- **Build a network to increase your influence and visibility, cultivate sponsors**

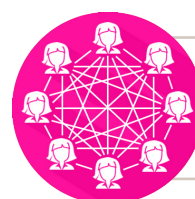
Networks are a great resource for information sharing and for building relationships. Women are able to leverage relationships to maneuver organisational dynamics.



2 members
=
1 connection



4 members
=
6 connection



8 members
=
28 connections

Image source: kinesisinc.com

WRAP UP

DISMANTLE BARRIERS STOPPING WOMEN'S ADVANCEMENT

At this crucial period, when CEOs are concerned about a lack of leadership talent and recognise the benefits associated with diverse leadership thinking, there is a need to attract, develop, and retain women. With each upward transition, women go missing.

This study has found that:

- **Women feel ready to move into leadership positions**
- **Women love change but are afraid to make mistakes and feel more harshly judged than men**
- **Women are confident to speak up, yet believe there is bias favouring male peers in both pay & promotion**
- **Women lack the influence to become a leader because they don't have a robust network**

Understanding women's perceptions regarding barriers slowing or stopping them from advancing, enables organisations to take steps to increase the percentage of women leaders. It also empowers women to do the same. Top performing companies, are dismantling barriers and being rewarded with bottom line success.

PARTICIPANT PROFILE

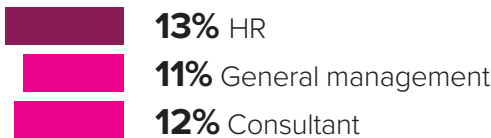
1075 RESPONSES



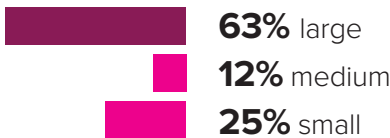
24 different industry sectors (Largest represented)



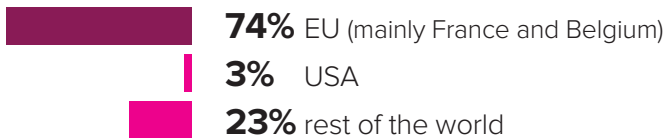
19 different job areas (Largest represented)



Size organisation



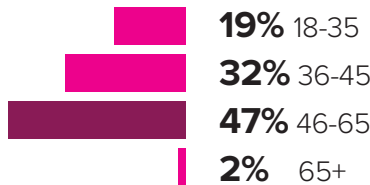
Numbers for the participating countries



Member of women's/diversity network in organisation?



Age

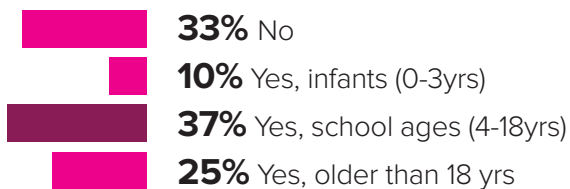


PARTICIPANT PROFILE

1075 RESPONSES



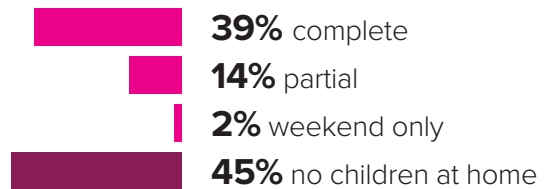
Do you have children? (Multiple answers were possible)



47% have children under 18



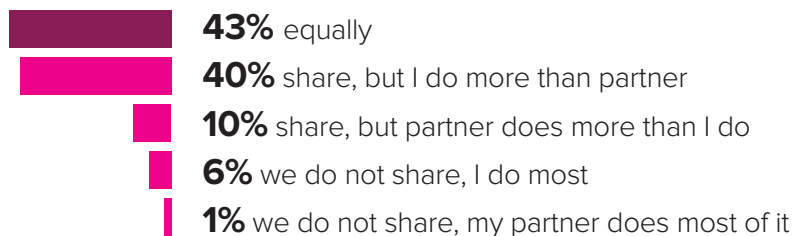
Childcare responsibility



53% have complete or partial childcare responsibility during the week



Do you share the family responsibility with your partner?



46% carry all or the majority of the family responsibilities

AND... WHAT ABOUT YOUR ORGANISATION?

Don't hesitate to contact us for a customised survey in your company

If you are interested in learning more about the possibilities for a customised survey for your organisation, that measures the specific challenges women face when pursuing leadership roles and spotlights concrete actions you can take to remove them, please contact:

JUMP

Promoting gender equality, advancing the economy

SOLUTIONS FOR EQUALITY AT WORK

JUMP Brussels

22 av Winston Churchill
1180 Brussels BE-Belgium

+32 (0)2 346 32 00
+32 (0)2 346 38 00

info@jump.eu.com

WWW.JUMP.EU.COM

JUMP Paris

c/o Ylios 29 Rue Vernet
75008 Paris FR-France

+33 (0)1 80 40 03 06



US office

Sapna Welsh

+1.614.563.5757
sapna@leveragehr.com

Europe office

Caroline Kersten

+49 (0)170 3097529
caroline@leveragehr.com

WWW.LEVERAGEHR.COM