

# JUMP

*Promoting gender equality, advancing the economy*

**21st March 2017 | JUMP Forum**

*Good intentions, imperfect execution?  
Breaking out of our traditional mindsets  
to build gender-balance into our organisations*



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# Good Intentions – Imperfect Execution?

JUMP Forum Brussels, 2017



# Why we do what we do...





## What works for whom?

Get Trained Through Experience

Gain Access to Power

Make Achievements Visible

Blur Work-Life Boundaries

Get Formal Training

Develop a career plan for the next several years

Seek Advice When Needed

Scan for Opportunity Outside the Company

Scan for Opportunity Inside the Company



## What works for men?

Get Trained Through Experience

Gain Access to Power

Make Achievements Visible

Blur Work-Life Boundaries

Get Formal Training

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Scan for Opportunity Outside the Company

Scan for Opportunity Inside the Company



## What works for men?

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## What works for women?

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## What works for women?

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## What works for men and women?

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# Myth or Reality?



## ✘ Wrong:

Women lag men because they have lower aspirations.

## ✓ Right:

We found that among just those who aspire to be a senior executive/CEO, women still lag men on level and pay from day one and the gap grows over time.

# Myth or Reality?



## ✘ Wrong:

Women lag men because they deliberately seek slower career tracks.

## ✔ Right:

We found that high potential women were less satisfied with their (slower) advancement and compensation growth than high potential men, indicating they likely had not intended to follow a slower track.

# Myth or Reality?



## ✘ Wrong:

Women lag men because they take time out to have kids.

## ✔ Right:

We found that among those who didn't have kids, women lag men on level and pay from day one and the gap grows over time.

# Myth or Reality?



## ✘ Wrong:

Women lag men because they aren't using the right strategies to get ahead – that they aren't being proactive enough or asking for more.

## ✓ Right:

We examined a number of strategies people are using and we found that among high potentials women and men were equally proactive.

# Myth or Reality?



## ✘ Wrong:

Women lag men because they have too few mentors.

## ✓ Right:

We found that women had even more mentors than men, but men's mentors were more senior, and senior-level mentors are in a better position to provide sponsorship. (62% of men and 52% of women had a mentor at the senior executive or CEO level)

# Myth or Reality?



## ✘ Wrong:

Women lag men because they don't take advantage of important leadership development opportunities...

## ✓ Right:

Women and men participate in formal leadership development programs at the same rate. But women get fewer high level assignments than men afterwards!



# Good intentions aren't good enough...

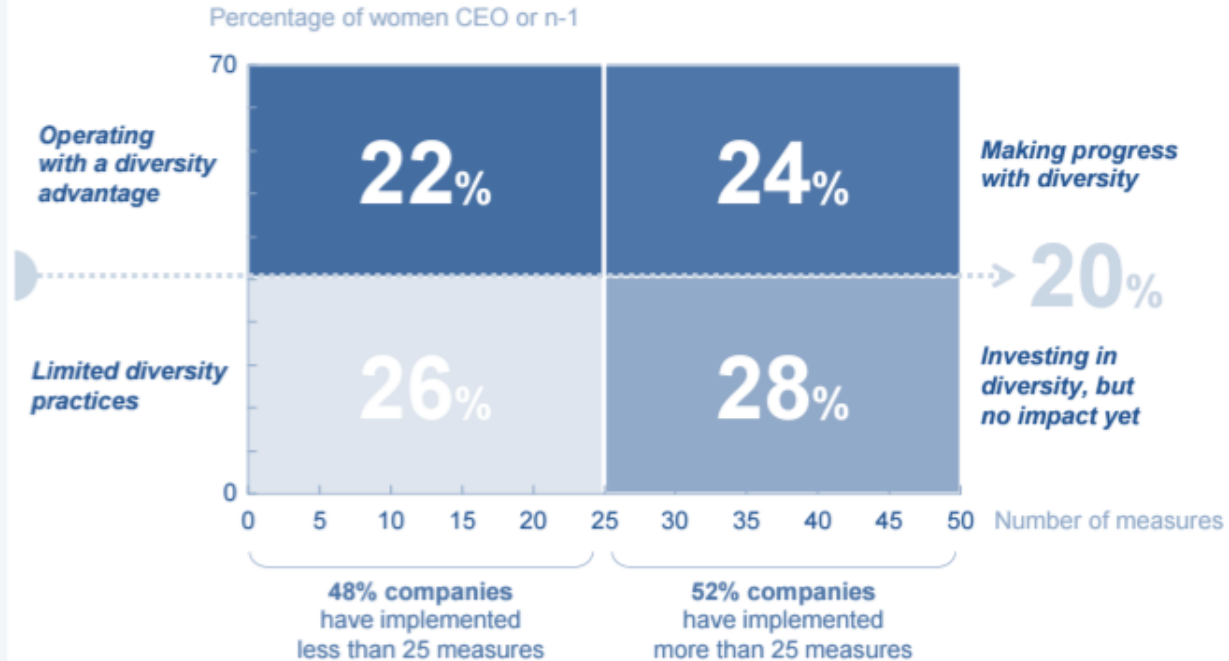


## EXHIBIT 6

Over 50% of companies implemented a majority of gender diversity measures, but only half of them are making real progress with diversity

### Percentage of large companies

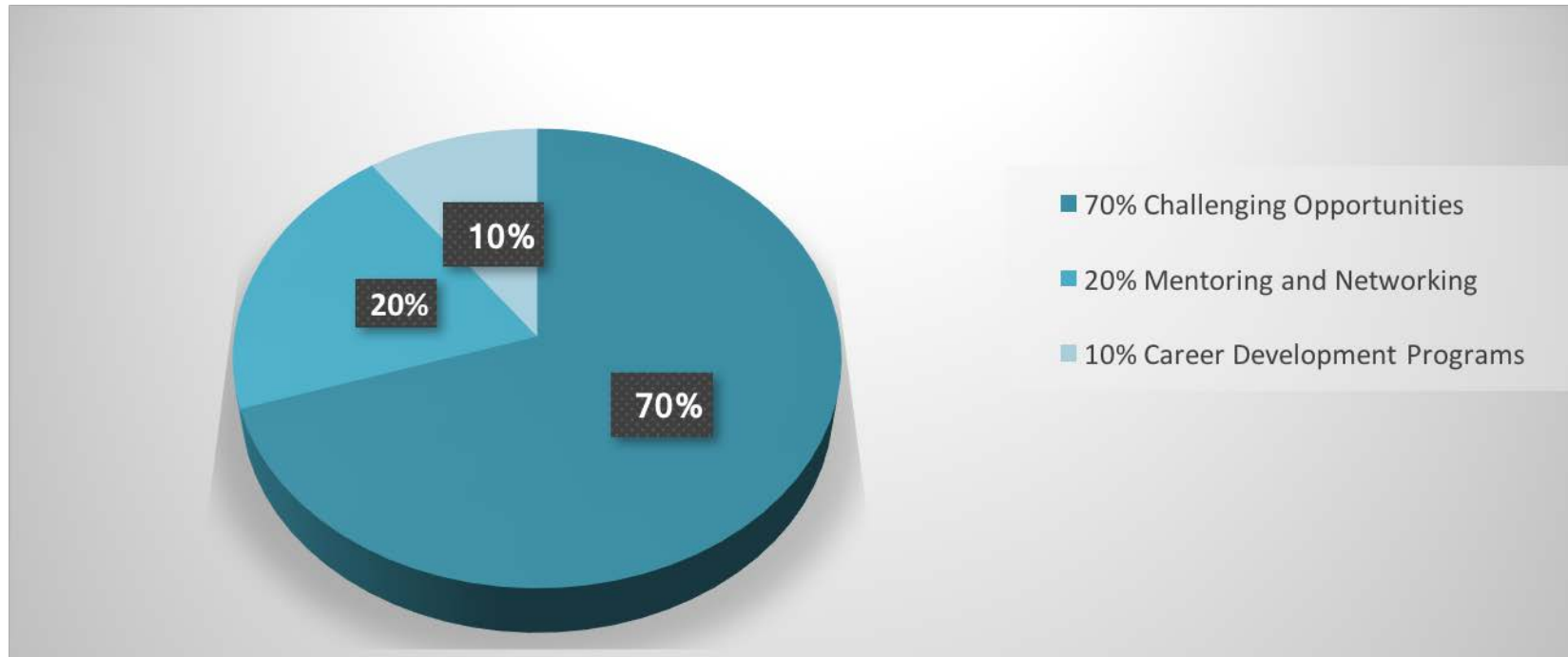
N=82<sup>1</sup>



<sup>1</sup> Companies with >EUR 1bn revenues or >10k FTE headcount.

SOURCE: McKinsey Women Matter survey 2015

# The 70/20/10 Model:







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## What to do – as an individual:

- Make achievements visible
- Question your own assumptions
- Take a risk
- Seek challenging assignments
- Make your mentor a sponsor
- Don't hide your aspirations



## What to do – as a leader:

- Question your own assumptions
- Take a risk (in somebody)
- Act as a sponsor
- Share feedback
- Empower
- Encourage

# Consider this



## Ask, Don't Assume

“When I hear someone say that the woman doesn't want that job promotion, I cringe. Most times they're wrong. Did she really say it? Or did someone say to her that she doesn't want it? There's a huge difference between asking 'do you want this job' and 'you don't really want that job, do you.' Or, even worse, the question isn't even asked. It's a silent problem. Asking begins to address the problem and how we ask matters.”

—James S. Turley, retired Chairman & CEO, Ernst & Young LLP

# Thank you!



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