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Women & the Leadership Transition

Women in Business in the US

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Sources:

Catalyst Research

Catalyst, 2008 Catalyst Census of Women Corporate Officers and Top Earners of the Fortune 500

Catalyst, 2008 Catalyst Census of Women Board Directors of the Fortune 500

Current Population Survey, Annual Averages, 2007

January 13, 2009

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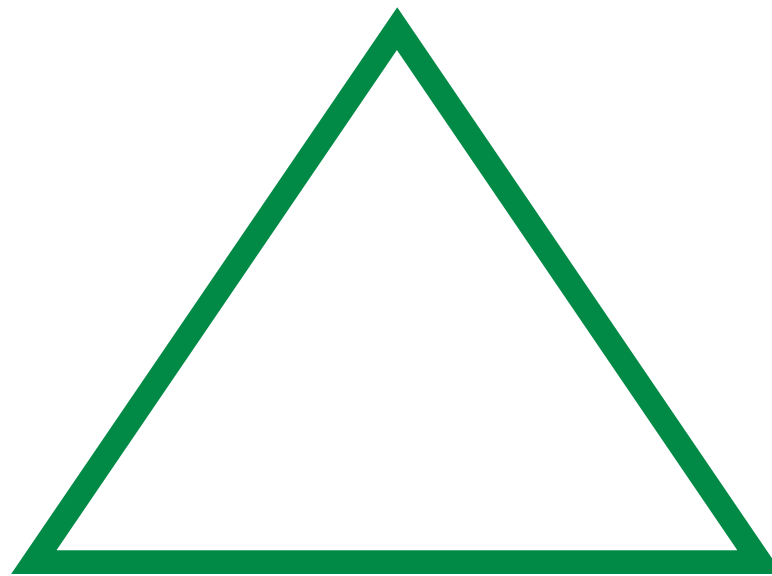
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Barriers to Women at the Top

Background & skills

Style, image
& reputation



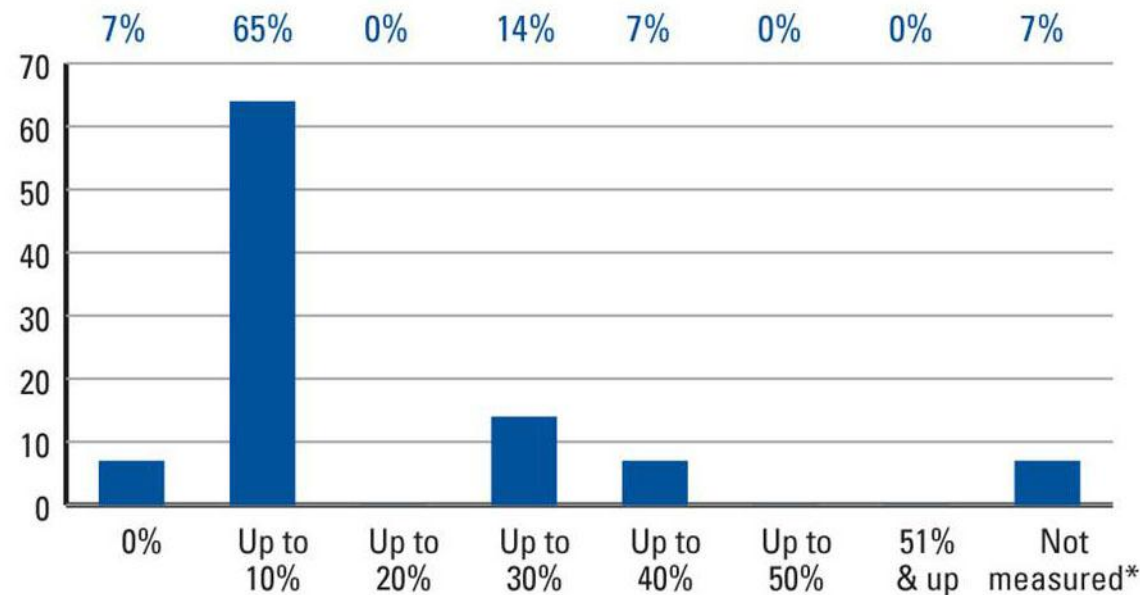
Relationships
& networks

Background & Skills

- “ McKinsey 2011 US study
 - “ 65% of women on US executive committees are in staff roles such as HR and Communications
- “ WEF Corporate Gender Gap 2009
 - “ Key assignments: Strategic relevance in terms of revenues, clients, firm strategy
- “ LBS study 2008
 - “ Proportion of women in mission-critical roles not measured or tracked

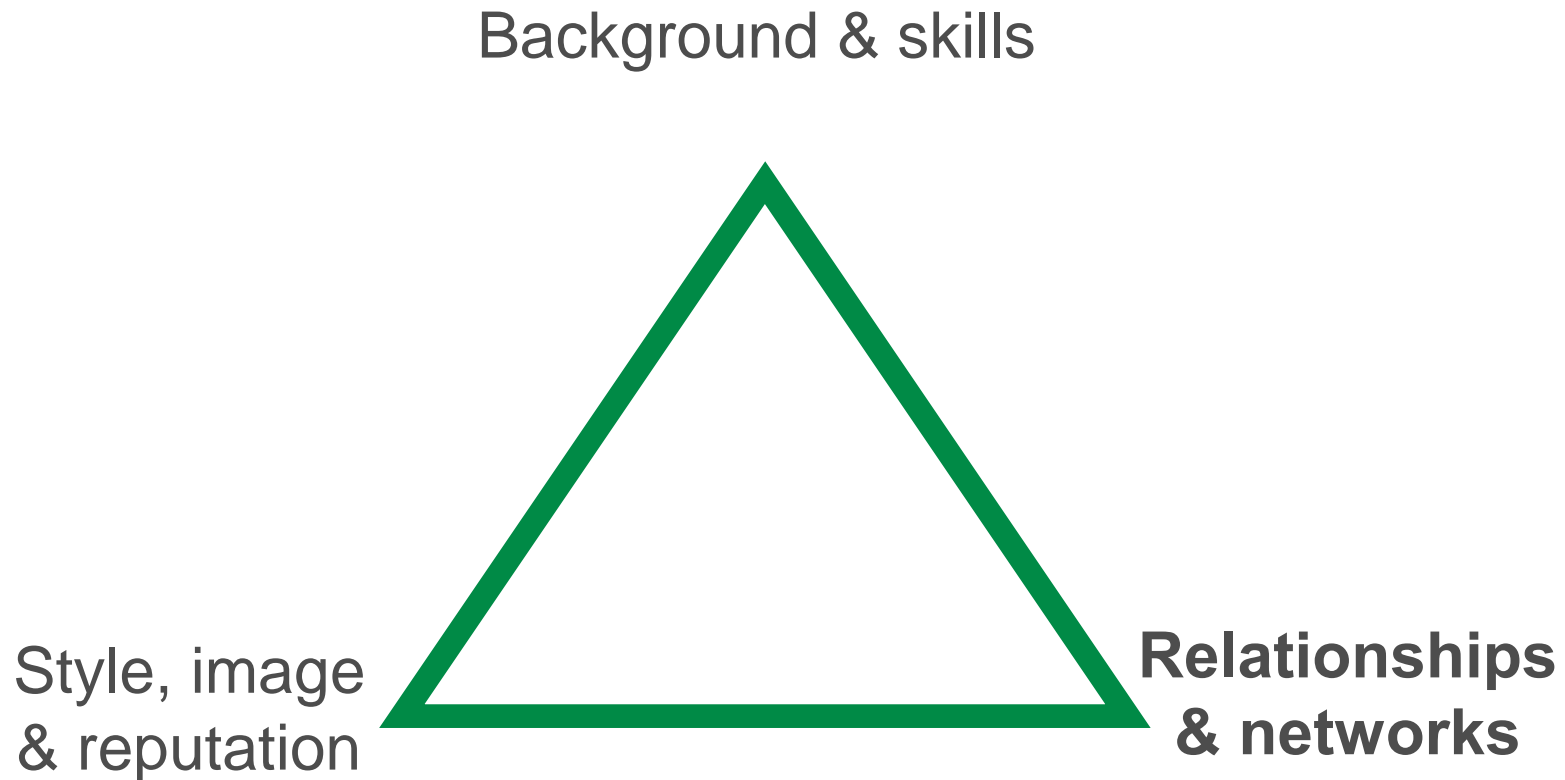
Gender Distribution within Levels

Among the assignments that you consider to be business critical/important, what percentage, in your opinion, are currently held by women? (Consider, for example: key startups, turnarounds, and line roles in key business units or markets).



Survey results for
The Netherlands

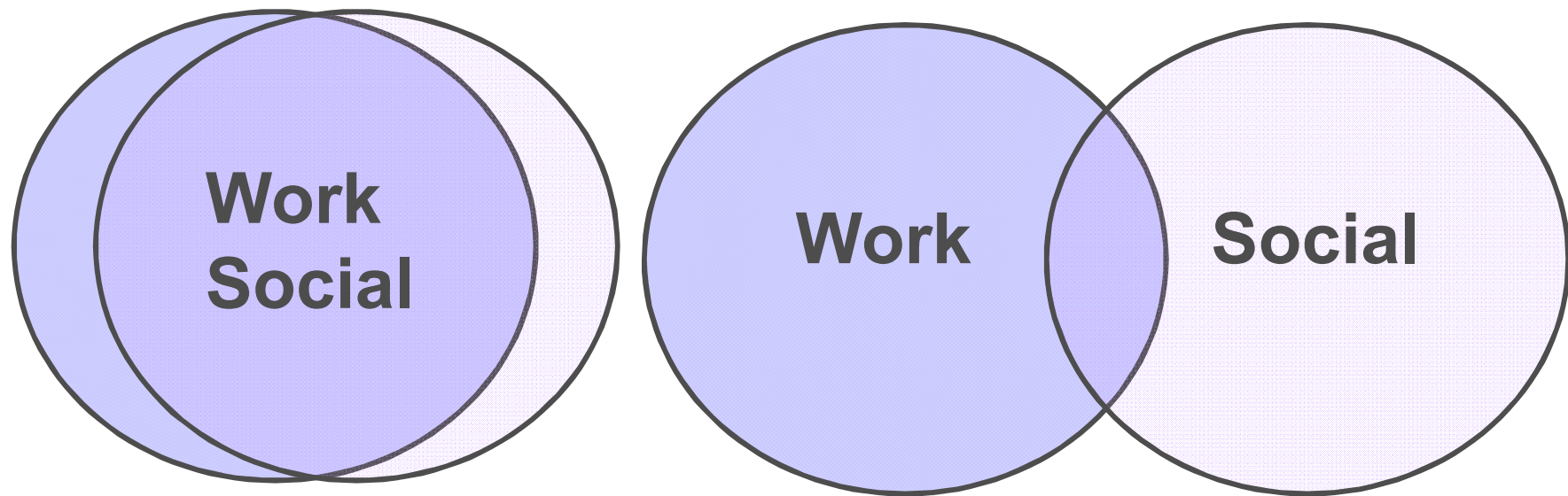
Barriers to Women at the Top



Women & Networks

- “Birds of a feather+effect: Similarity principle
- “ Women tend to have functionally differentiated+networks with less overlap among professional and social sectors than male peers

2 Kinds of Networks



Why Men Still Get More Promotions Than Women

2010 findings for a sample of 4000+ MBA alums who had active mentoring relationships in 2008

“ 78% of men and 69% of women were actively mentored by a CEO or other senior executive

“ 72% of the men and 65% of the women had received one or more promotions by 2010

Mentors & Sponsors are Different

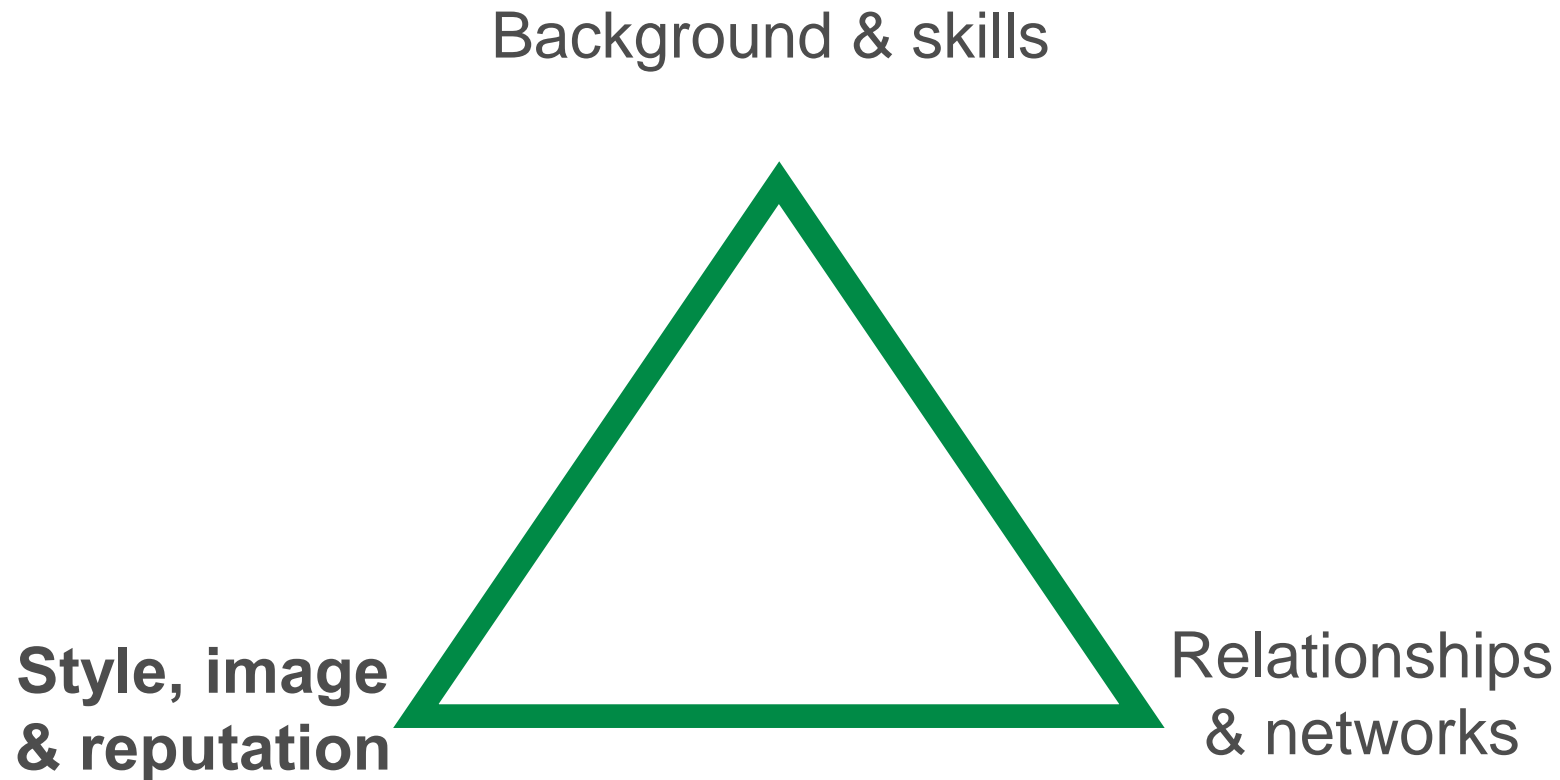
MENTORS

- Can sit at any level in the hierarchy
- Provide emotional support, feedback on how to improve, and other advice
- Serve as role models
- Help mentees learn to navigate corporate politics
- Strive to increase mentees' sense of competence and self-worth
- Focus on mentees' personal and professional development

SPONSORS

- Must be senior managers with influence
- Give protégés exposure to other executives who may help their careers
- Make sure their people are considered for promising opportunities and challenging assignments
- Protect their protégés from negative publicity or damaging contact with senior executives
- Fight to get their people promoted

Barriers to Women at the Top



INSEAD 360 Study Leadership Assessment

- “ Envisioning
- “ Empowering
- “ Energizing
- “ Designing & aligning
- “ Rewarding & feedback
- “ Team building
- “ Outside orientation
- “ Global mind-set
- “ Tenacity
- “ Emotional intelligence

Women & «The Vision Thing»

(Ibarra & Obodaru, HBR, 2009)

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- “ **Perception:** Women who develop a vision in a collaborative manner don’t get credit for it
- “ **Double-bind:** Women who go out on a limb with visionary rhetoric are more vulnerable to attack than if they “stick to the facts”
- “ **Identity:** Many women identify as “results-oriented” or “substantive” and sometimes see the label “visionary” as code for “all talk”.

Style, Image & Reputation

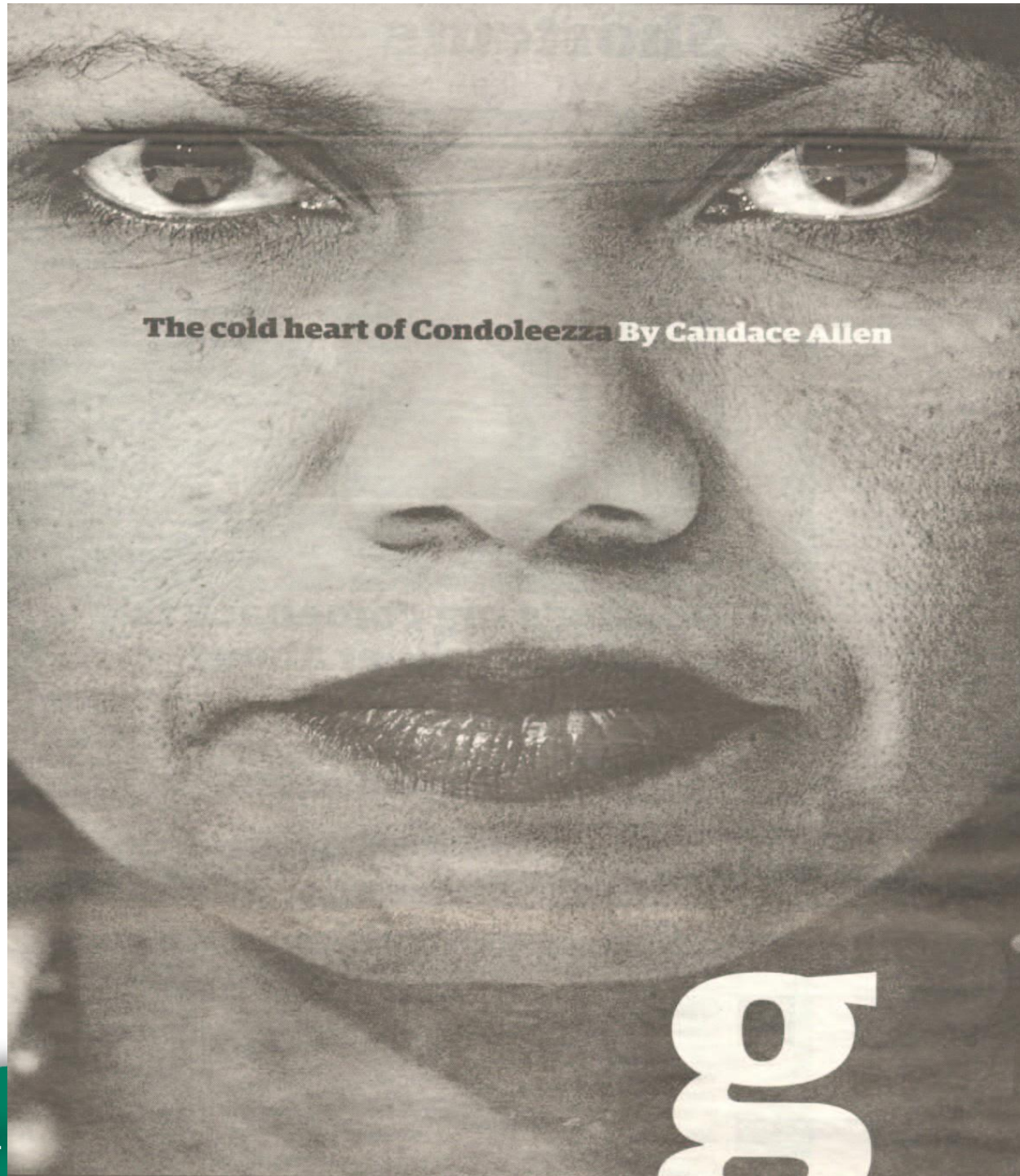
” Performance vs. potential

” Women & The Vision Thing (Ibarra & Obodaru, HBR, 2009)

” Cultural stereotypes

” Men “take charge;” women “take care”

” Competence & warmth



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The cold heart of Condoleezza By Candace Allen

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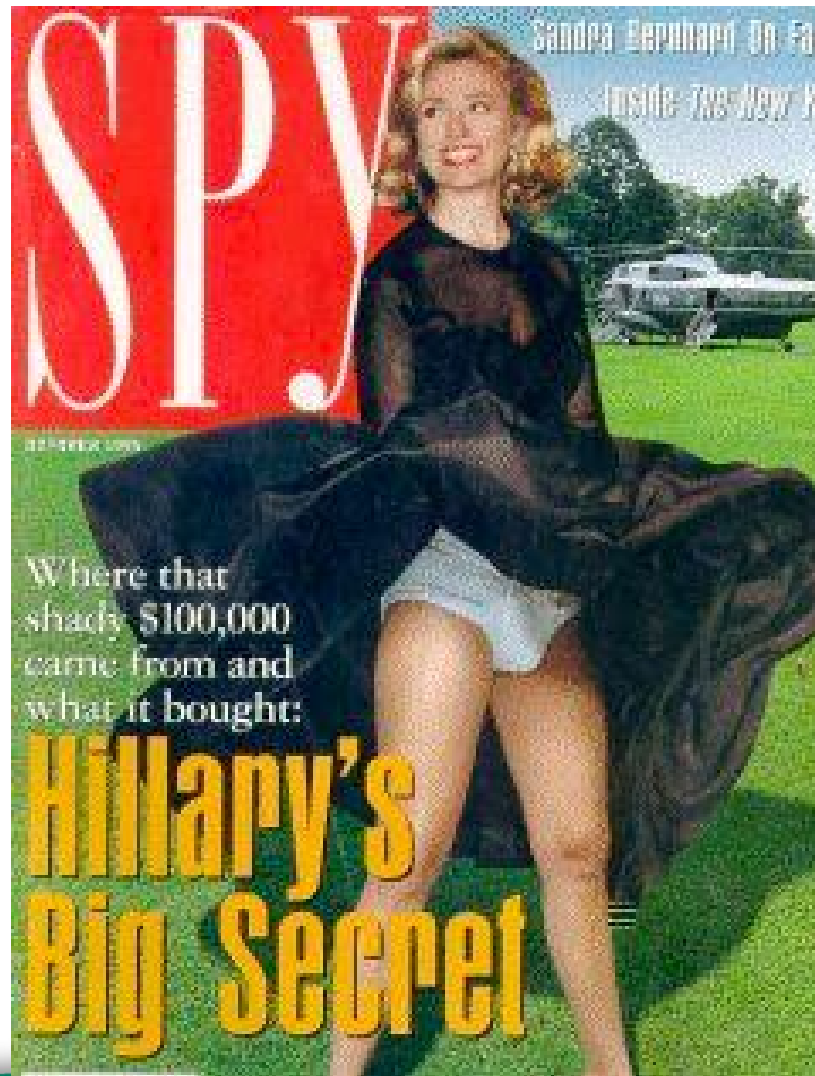
Understand

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Hillary Clinton

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Implications

- ” Recognize that the leadership transition (i.e., %normal+ timing for stretch assignments) coincides with family building period for many women
- ” Provide role models for ways of continuing to succeed without sacrificing %onesqlife+
- ” Provide sponsorship to confer readiness for next role (and to make sure that the hi pot actually gets the promotion)
- ” Recognize how the cultural context interferes with leadership identity building: Who I am? Is this what I want? Can I do it? What’s the cost? Is it worth it?

Approaches to Women's Leadership Development



Approaches to Women's Leadership Development



**Educate Women about
Gender Bias while Cultivating
Their Motivation & Capacity to Lead**

3 Principles for Women's Leadership Programs

- “ Situate mainstream leadership topics and tools in an analysis of 2nd generation gender bias+
- “ Create an environment that supports women's leadership identity work
- “ Anchor participants on their leadership purpose (rather than on simply cultivating a more effective+image)

It's the Culture

From the following list, please use a scale of 1 (least problematic) to 5 (most problematic) to rate the following barriers to women's rise to positions of senior leadership in your company. Select N/A if the option is not a barrier.



References

- “ Ely, R., Ibarra, H., & Kolb, D. (2011) “Taking Gender into Account: Theory and Design for Women's Leadership Development Programs.” *Academy of Management Learning & Education*, September, 10 (3).
- “ Ibarra, H., Carter, N. & Silva, C. (2010) “Why Men Still Get More Promotions Than Women,” *Harvard Business Review*, September, 88 (9).
- “ Zahidi, S. & Ibarra, H. (2010) The Corporate Gender Gap Report. World Economic Forum.
- “ Ibarra, H. & Obodaru, O., (2009) “Women and the Vision Thing,” *Harvard Business Review*, January, 87 (1): 62-70.

Table Questions

- “ Why is it so hard to improve the proportion of women at the top?
- “ What can HR do help leaders tackle %the culture+
- “ What best practice has made the greatest difference at your company?