



# 2018 Women in Technology Leadership Study

April 2018



## About this DataNow<sup>®</sup> Snapshot

DataNow<sup>®</sup> Snapshots provide highlights of Brandon Hall Group research and illustrate how the data can be filtered by organization size, revenue, corporate performance, and more, using DataNow<sup>®</sup>, Brandon Hall Group's proprietary HCM research tool. This Snapshot features data from the 2018 Women in Technology Leadership Study.

### 2018 Women in Technology Leadership Study

Almost all organizations (94%) have women working in technical roles but 70% have women employed in less than one-quarter of their technical jobs, according to Brandon Hall Group's 2018 Women in Technology Leadership Study.

The research was done in partnership with Blue Circle Leadership and its founder, Bonnie St. John.

Diversity training and establishing diversity targets are the most frequently used strategies to advance women in technology. However, they rank low in perceived effectiveness. Job sharing, and support and mentorship programs aimed exclusively at grooming women tech leaders are considered the most effective strategies, although they are used about half as often as diversity programs.

Only 20% of organizations with a Chief Information Officer position employ a woman in that capacity and 75% of organizations have less than one-quarter of their C-suite roles filled by women leaders. 14% of organizations do not have any women in C-suite roles.

Lack of role models and lack of targeted development are considered the biggest barriers to growing women's leadership capabilities in technology, though many barriers were cited almost as frequently. There were also significant differences in responses among companies of different size and culture, and between women and men respondents. For example, men ranked women's lack of technical know-how as the biggest factor holding women back in technology leadership; among women, that answer ranked 10th.

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**<http://datanow.brandonhall.com/>**

# 2018 Women in Technology Leadership Study

## Other key findings include:

- Organizations with collaborative cultures that highly value inclusion, teamwork and consensus were on average more than twice as likely as other cultures (controlling, creating, competing) to rate their strategies to advance women in technology leadership as effective.
- Despite the lack of women in technology leadership roles, about seven in 10 women believe their CEO and business-unit chiefs are committed to advancing women in technology leadership.
- Overall, 44% of women said they were confident or highly confident they could advance to more senior levels of leadership. Among men, 61% said the same.
- Only 12% of organizations are utilizing any type of technology that removes or reduces gender signals in candidate resumes.
- 43% of women said they experienced (nonsexual) bullying in the workplace by the opposite sex and 29% said they experienced bullying by other women. 41% of women said they were sexually harassed or inappropriately touched by the opposite sex.

The online survey gathered responses from 54 countries and 36 industries. The data was collected during February-March 2018.

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# Demographics - 2018 Women in Technology Leadership Study

**606** Global Responses

 **54** Countries

- **73%** US/Canada
- **18%** EMEA
- **4.5%** APAC
- **4.5%** Carribean/South America

 **36** Industries

Top 5: Technology/Software,  
Consulting, Healthcare,  
Education, Manufacturing

Small, Mid-Size and  
Large Organizations



**35%**

Less than 500  
employees



**22%**

501-4,999  
employees



**43%**

5,000+  
employees

- 29%** Learning/Leadership Development
- 17%** Technology Function
- 16%** HR/Workforce Management
- 12%** Core Business Operation (Non-Tech)
- 11%** Sales & Marketing
- 6%** Research/Engineering
- 4%** Legal/Accounting
- 3%** Talent Management
- 2%** Talent Acquisition

# Definitions - 2018 Women in Technology Leadership Study

\*Small Organizations: Under 500 employees

\*\*Mid-Size Organizations: 500 - 4,999 employees

\*\*\*Large Organizations: 5,000+ employees

# Research Highlight

These research results, downloaded from DataNow<sup>®</sup>, are available online and can be filtered by organization size, revenue, industry segment, and geography. Some filtered results are shown in the following slides.

To see more, contact us at  
[success@brandonhall.com](mailto:success@brandonhall.com)



# Questions - 2018 Women in Technology Leadership Study

- Do you currently work in a tech role within your organization?
- **Approximately what percentage of tech roles in your organization are held by women?**
- At what rate does your organization hire women into tech roles?
- **Please indicate situations and behaviors that you believe are holding back women from advancing to leadership in the tech areas of your company. (Select all that apply).**
- Please indicate whether you believe the following leaders in your organization are committed to advancing women in technology leadership. (Select all that apply).
- Does a woman occupy your Chief Information Officer position?
- Do you use technology to reduce gender bias in hiring? (Select all that apply)
- Do you feel that there is a backlash from men against programs to boost the visibility, skills, and opportunities for women in tech?
- **Regarding women in tech, which advancement strategies are used at your organization? How effective are they?**
- In a work-related context, please indicate if you have experienced any of the following?
- Thinking back over the last three years, have women leaders in your organization increased their interest in advancing to CEO and/or other executive leadership positions?
- What percentage of your organization's C-Suite positions are occupied by women?
- How many women in your organization are being groomed for C-Suite positions?
- **For each of the following leadership philosophies, decisions and actions, indicate whether you agree or disagree.**
- How would you rate your organization's gender-parity in executive leadership roles?
- Do you have a degree for specific training in any STEM areas (Science, Technology, Engineering, Mathematics)? (Select all that apply)
- Do you feel confident that you can advance to more senior levels of leadership?

The data from the questions highlighted in blue are featured on the following pages. Each Brandon Hall Group research study contains a standard set of demographic questions used to filter and segment data. For more information on how to access this entire study, e-mail [success@brandonhall.com](mailto:success@brandonhall.com).

# Portion of Technology Roles Held by Women

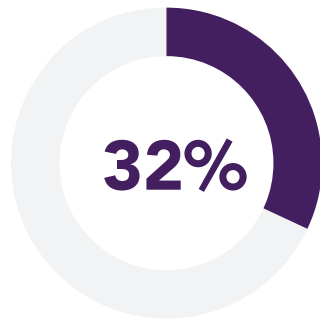
## Overall



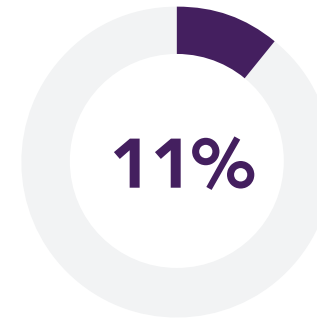
One-tenth  
or less



One-quarter  
to half



One-tenth to  
one-quarter

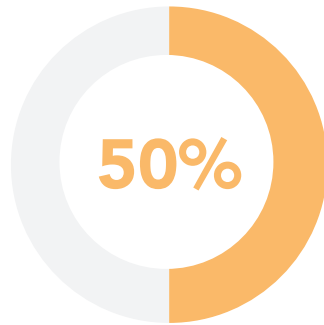


More than half

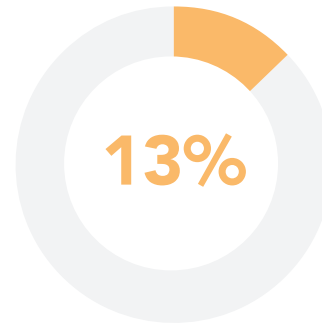


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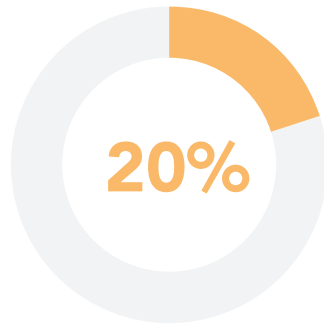
## Small Organizations\*



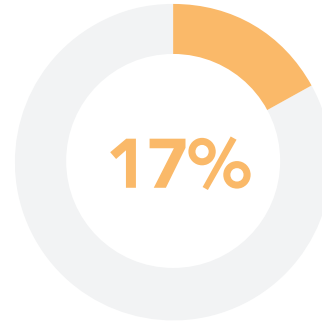
One-tenth  
or less



One-quarter  
to half



One-tenth to  
one-quarter

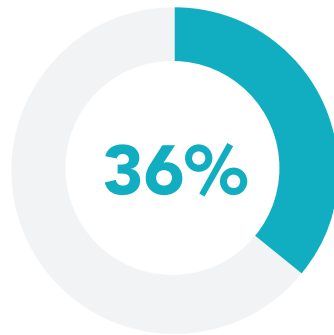


More than half

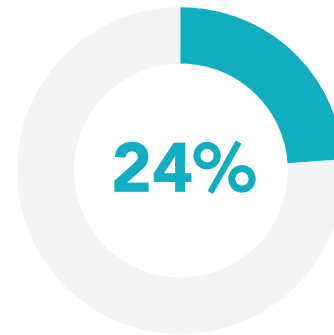
*Descriptors for the data segments can be found on page 4.*

# Portion of Technology Roles Held by Women

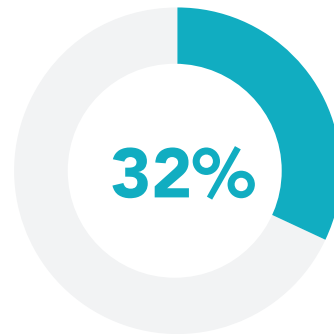
## Mid-Size Organizations\*\*



One-tenth  
or less



One-quarter  
to half



One-tenth to  
one-quarter

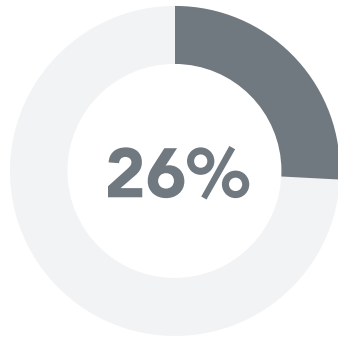


More than half

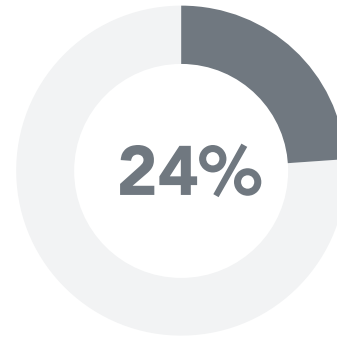
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# Portion of Technology Roles Held by Women

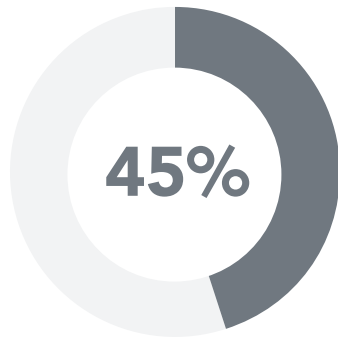
## Large Organizations\*\*\*



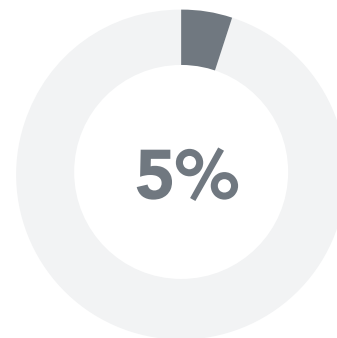
One-tenth  
or less



One-quarter  
to half



One-tenth to  
one-quarter

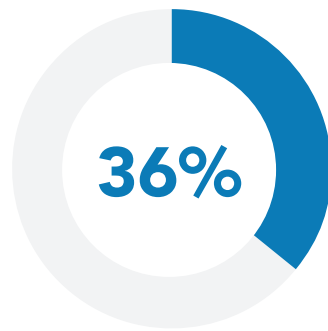


More than half

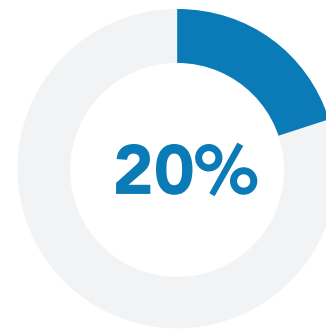
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# Portion of Technology Roles Held by Women

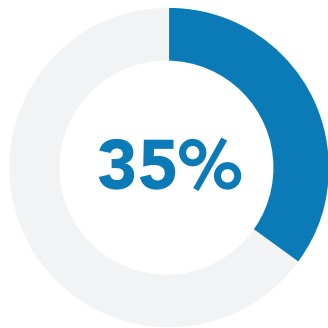
## Organizations with Increased Y-O-Y KPIs



One-tenth  
or less



One-quarter  
to half



One-tenth to  
one-quarter



More than half

# Top 10 Circumstances Holding Back Women from Advancing to Technology Leadership

## Overall

**40%**

Lack of role models

**36%**

Little, if any, targeted development to grow women's leadership capabilities

**35%**

Inadequate management of leadership pipeline

**33%**

Difficult to succeed in "Bro Cultures"

**30%**

Lack of gender diversity awareness among management

**30%**

Lack of appreciation for expertise women can offer

**29%**

Lack of expressed desire/assertion among women to ascend to top senior roles

**27%**

Lack of tech know-how among women

**27%**

Lack of flexible career and work models

**23%**

Scarcity of effective sponsors – sponsorship helps men more than women

# Top 10 Circumstances Holding Back Women from Advancing to Technology Leadership

## Small Organizations\*

36%

Lack of role models

30%

Little, if any, targeted development to grow women's leadership capabilities

30%

Lack of tech know-how among women

29%

Lack of expressed desire/assertion among women to ascend to top senior roles

25%

Lack of gender diversity awareness among management

24%

Lack of appreciation for expertise women can offer

24%

Difficult to succeed in "Bro Cultures"

24%

Inadequate management of leadership pipeline

22%

Lack of flexible career and work models

18%

Lack of compatibility between personal/family and work commitments

*Descriptors for the data segments can be found on page 4.*

# Top 10 Circumstances Holding Back Women from Advancing to Technology Leadership

## Mid-Size Organizations\*\*

- 45% Little, if any, targeted development to grow women's leadership capabilities
- 40% Lack of gender diversity awareness among management
- 39% Lack of role models
- 38% Inadequate management of leadership pipeline
- 33% Difficult to succeed in "Bro Cultures"
- 32% Lack of flexible career and work models
- 31% Lack of expressed desire/assertion among women to ascend to top senior roles
- 30% Lack of appreciation for expertise women can offer
- 29% Lack of tech know-how among women
- 25% Scarcity of effective sponsors – sponsorship helps men more than women

*Descriptors for the data segments can be found on page 4.*

# Top 10 Circumstances Holding Back Women from Advancing to Technology Leadership

## Large Organizations\*\*\*

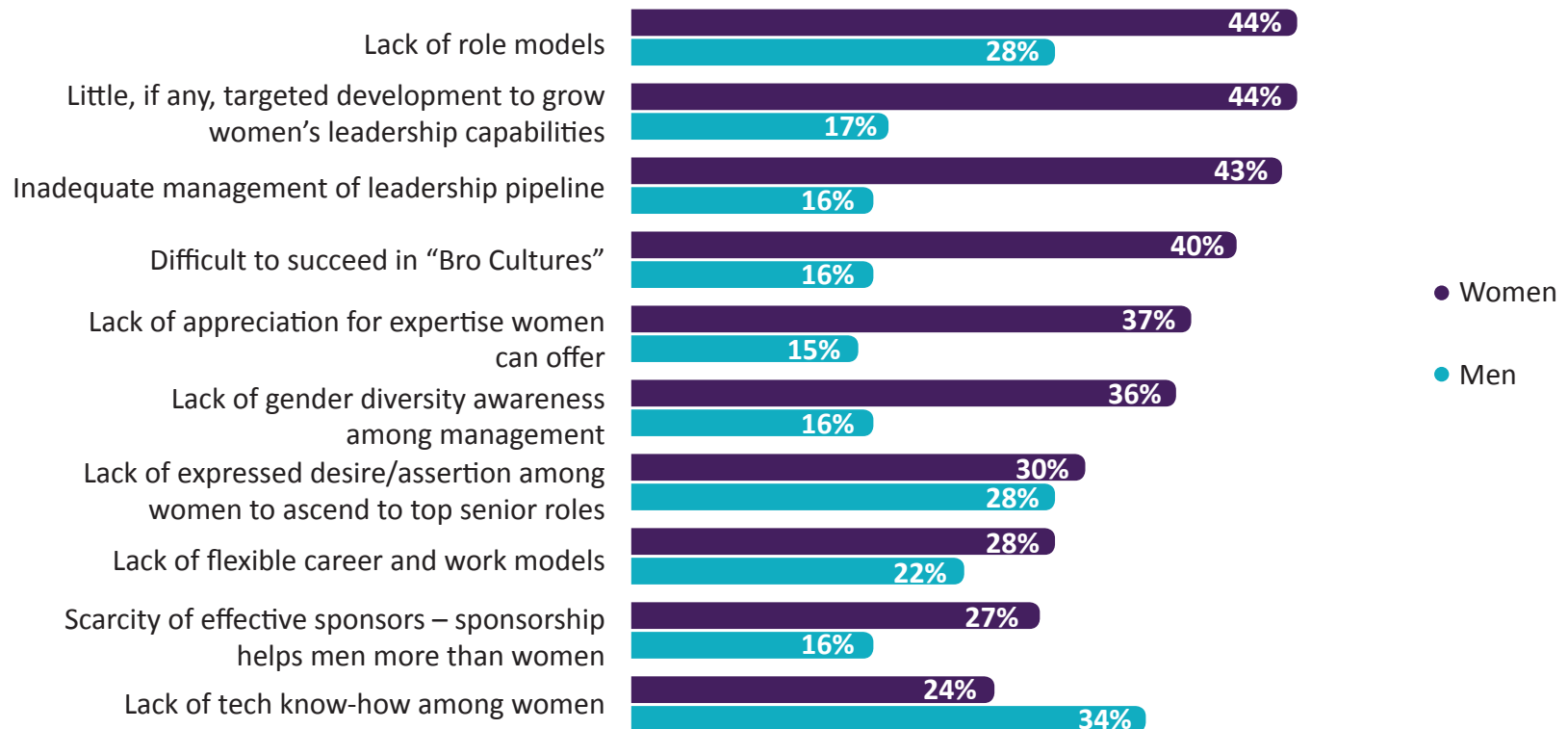
- 43% Lack of role models
- 41% Inadequate management of leadership pipeline
- 41% Difficult to succeed in “Bro Culture”
- 35% Lack of appreciation for expertise women can offer
- 35% Little, if any, targeted development to grow women’s leadership capabilities
- 30% Lack of gender diversity awareness among management
- 30% Scarcity of effective sponsors – sponsorship helps men more than women
- 29% Lack of expressed desire/assertion among women to ascend to top senior roles
- 27% Lack of flexible career and work models
- 24% Lack of tech know-how among women

*Descriptors for the data segments can be found on page 4.*



# Top 10 Circumstances Holding Back Women from Advancing to Technology Leadership

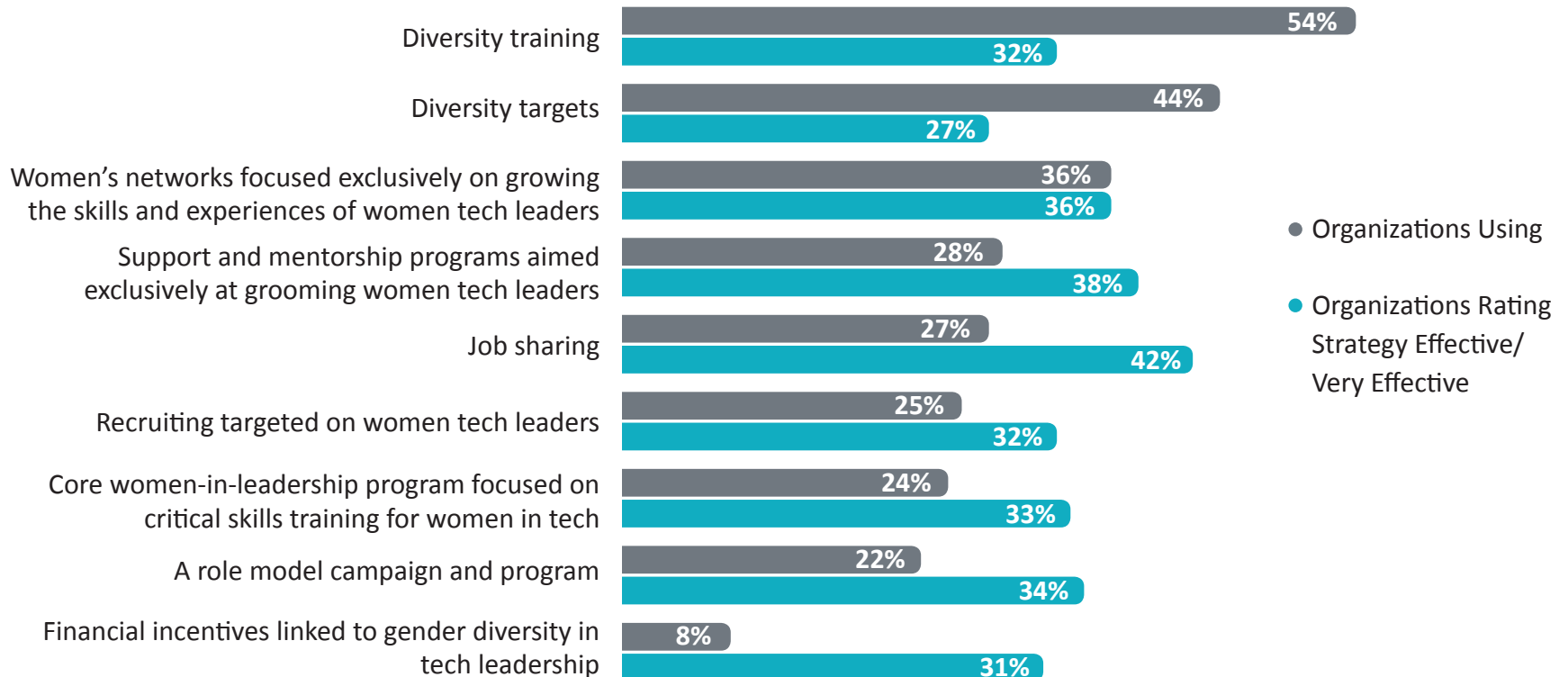
## Compared Responses of Men, Women



Descriptors for the data segments can be found on page 4.

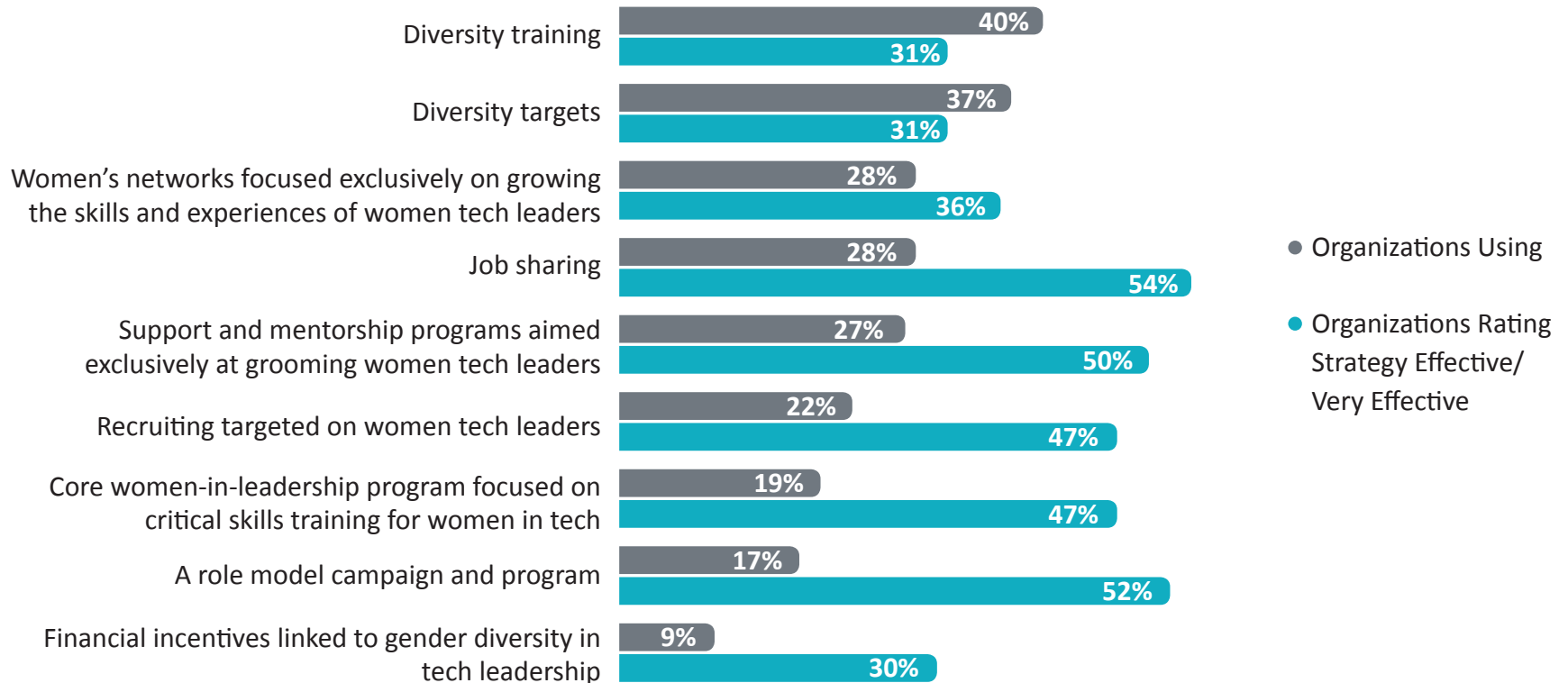
# Use, Effectiveness of Advancement Strategies for Women in Technology

## Overall



# Use, Effectiveness of Advancement Strategies for Women in Technology

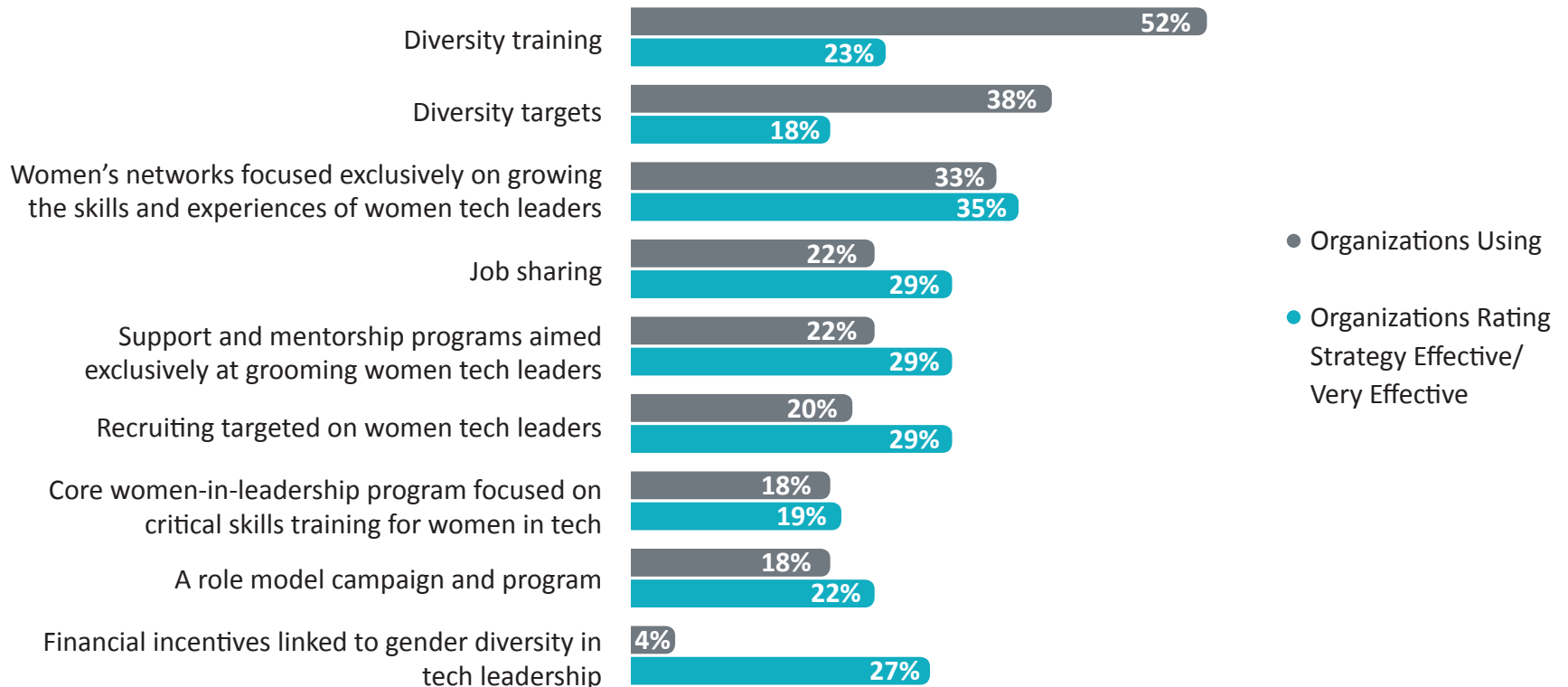
## Small Organizations\*



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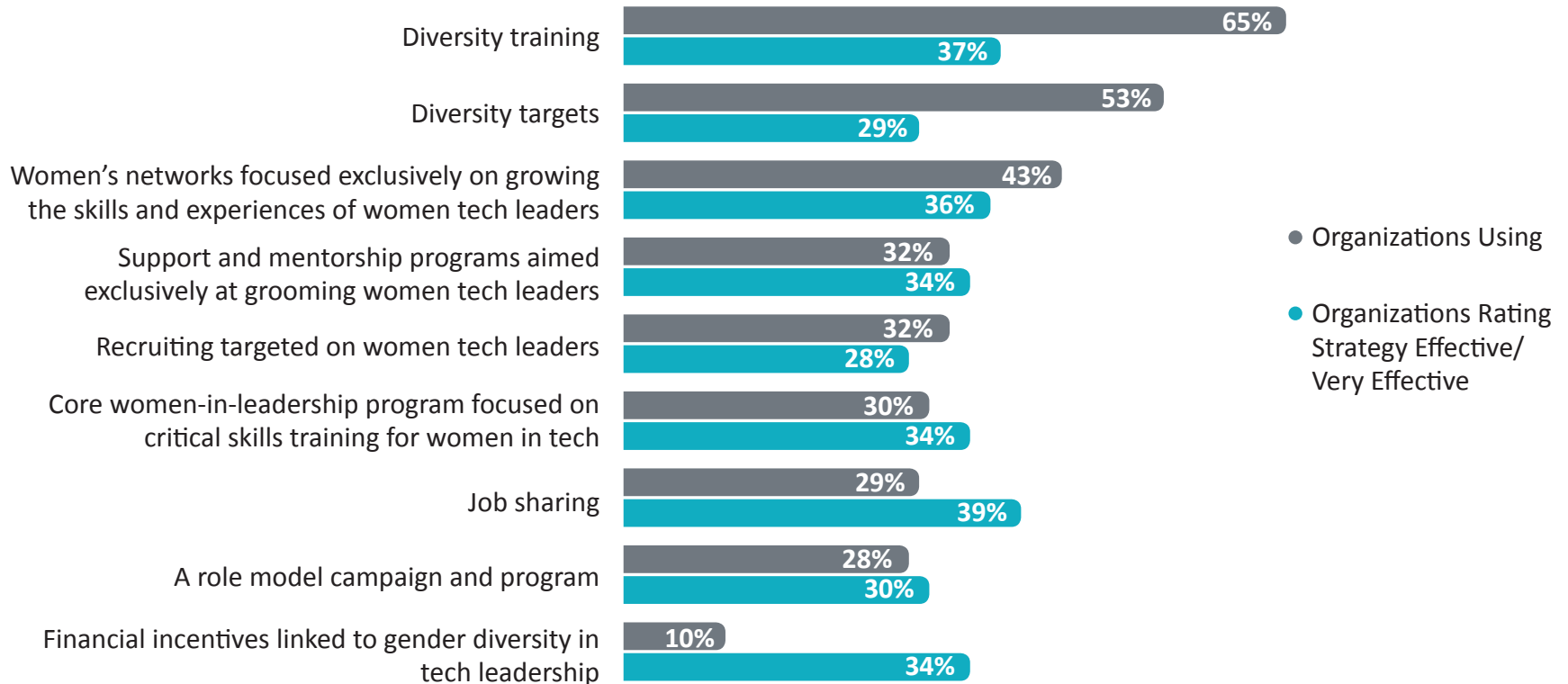
# Use, Effectiveness of Advancement Strategies for Women in Technology

## Mid-Size Organizations\*\*



# Use, Effectiveness of Advancement Strategies for Women in Technology

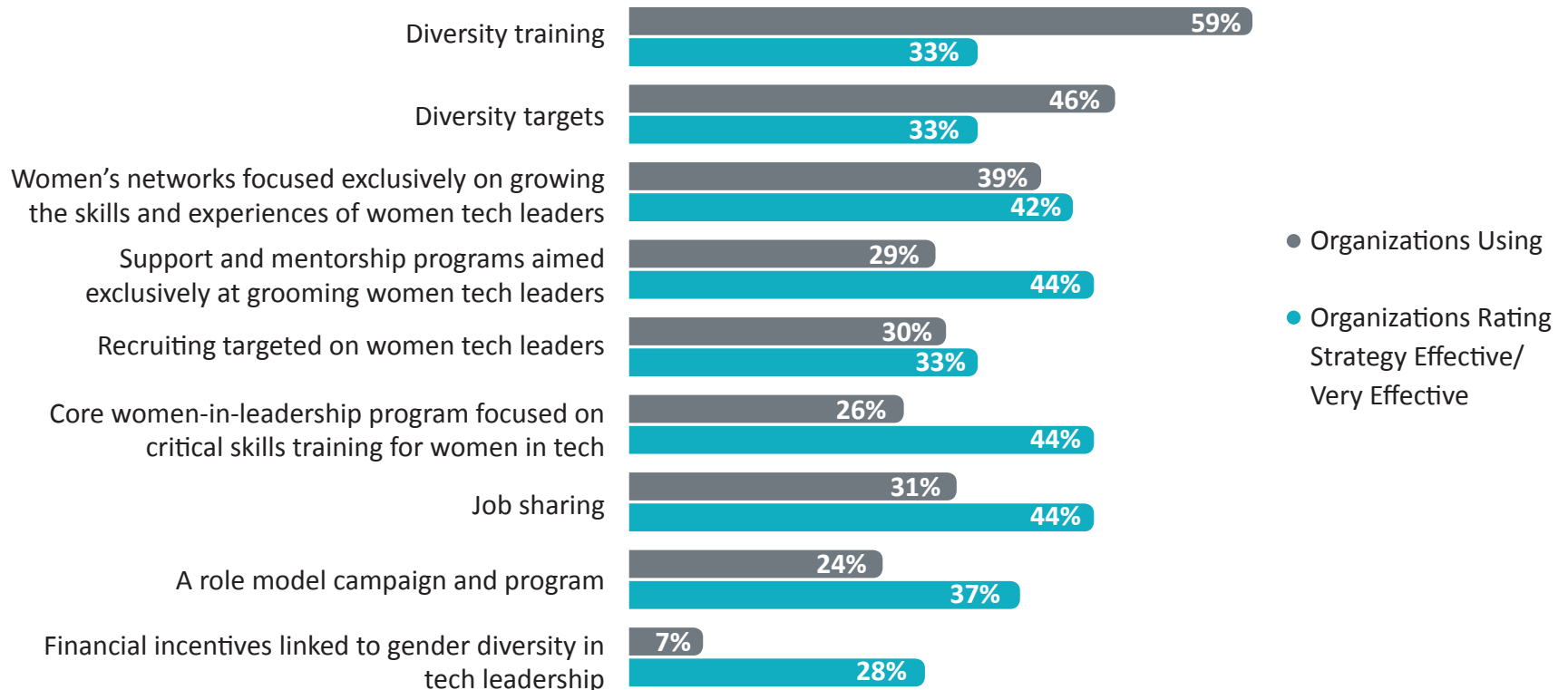
## Large Organizations\*\*\*



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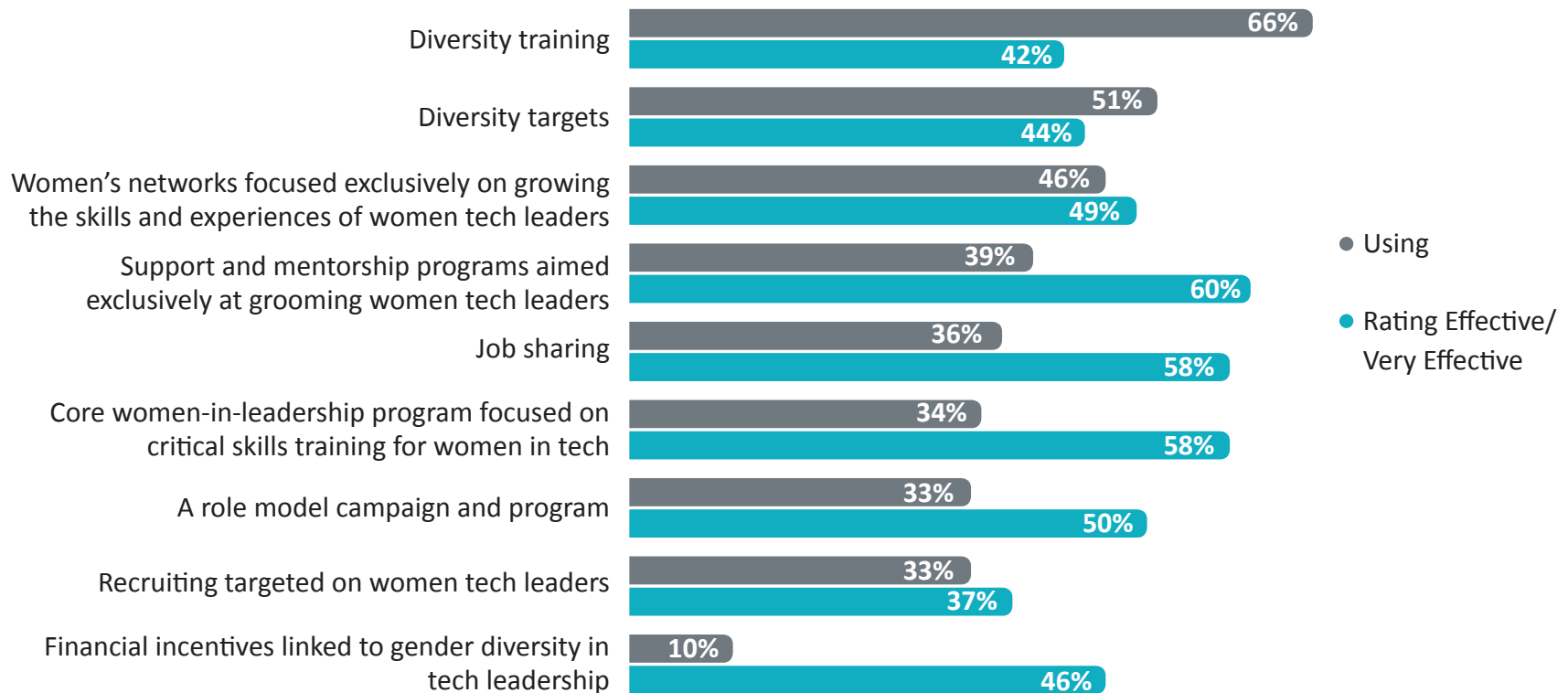
# Use, Effectiveness of Advancement Strategies for Women in Technology

## Organization with Increased Year-over-Year KPIs



# Comparative Answers by Type of Corporate Culture

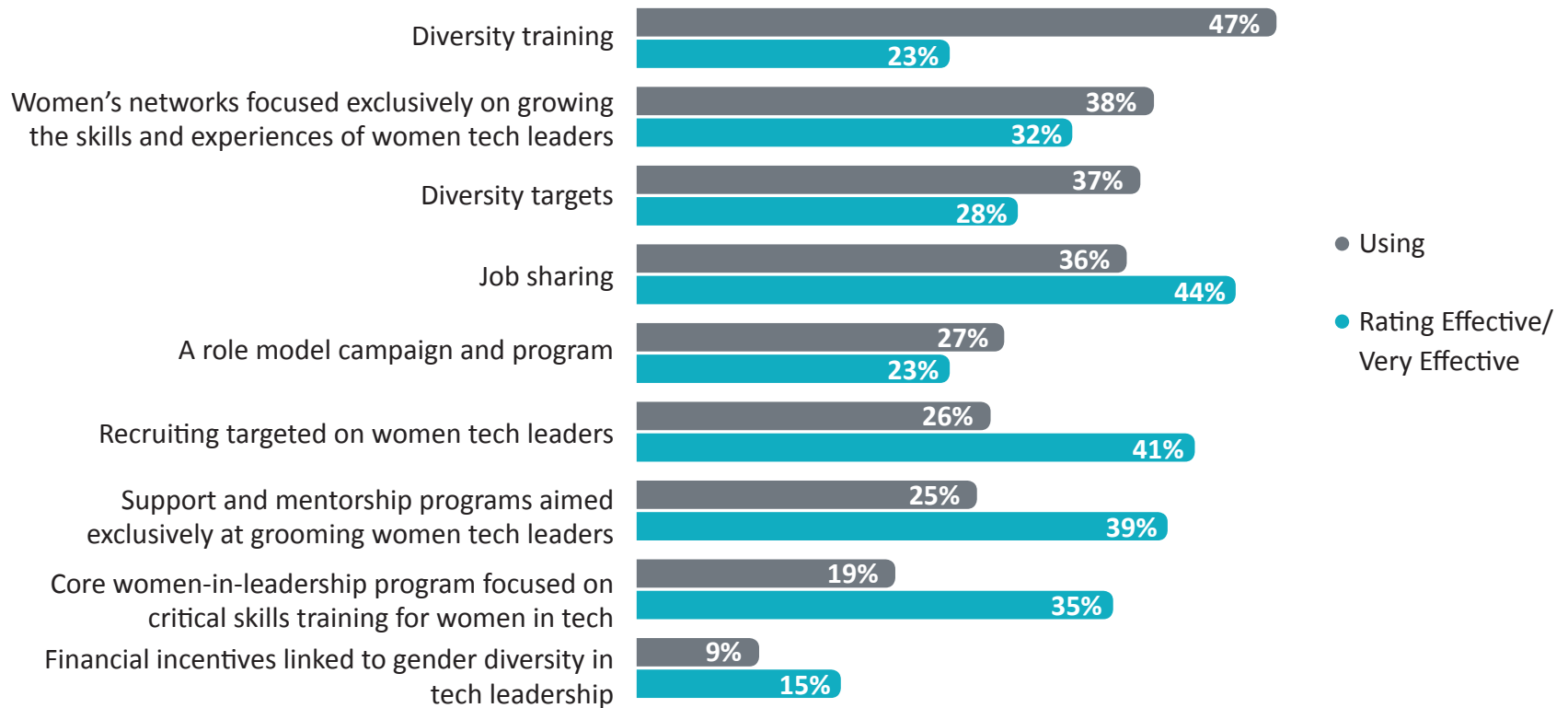
## Collaborative Cultures<sup>1</sup>



<sup>1</sup>**Collaborating culture:** Open, friendly, and inclusive place to work focused on people (not short-term results) where people share a lot of themselves. Leaders are incented to be mentors or support roles. Group loyalty and sense of tradition are strong. The organization places a premium on teamwork, participation and consensus.

# Comparative Answers by Type of Corporate Culture

## Creating Cultures<sup>2</sup>

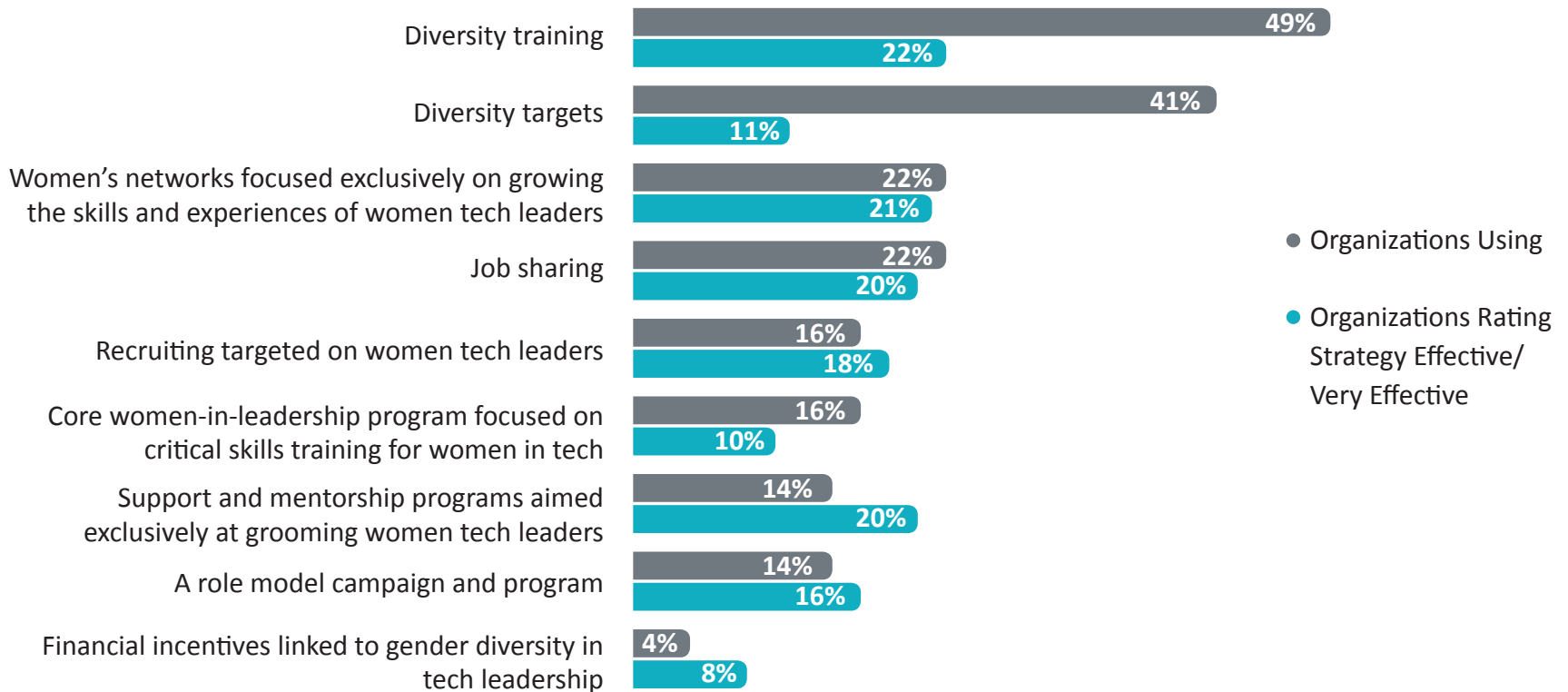


<sup>2</sup>**Creating culture:** A dynamic, entrepreneurial and creative place to work, but not necessarily inclusive. Innovation and risk taking are embraced by employees and leaders. A commitment to experimentation and thinking differently are incented within the organization. Leaders strive to be on the cutting edge. Individual initiative and freedom are encouraged.



# Comparative Answers by Type of Corporate Culture

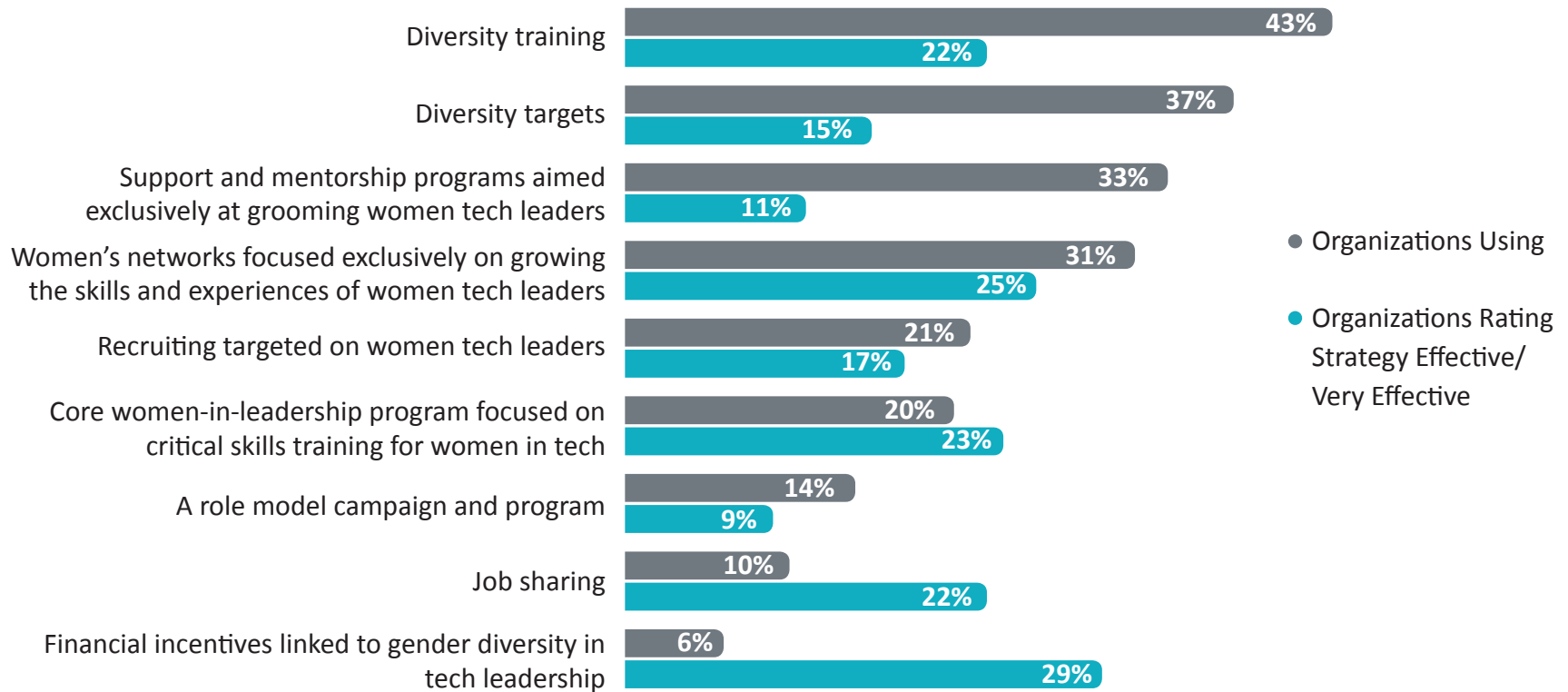
## Controlling Cultures<sup>3</sup>



<sup>3</sup>**Controlling culture:** A highly structured and formal place to work. Rules and procedures govern behavior. Maintaining a smooth running organization is incented. Stability, performance and efficient operations are the long-term goals are a much higher priority than flexibility and inclusiveness. Success is based on dependable delivery, smooth scheduling, and low cost. Management supports security and predictability.

# Comparative Answers by Type of Corporate Culture

## Competing Culture<sup>4</sup>



<sup>4</sup>**Competing culture:** A results-driven organization focused on job completion at all other expenses. People are competitive and goal-oriented. Leaders are demanding, hard-driving, and productive. The emphasis on winning is incented in the organization. Success means market share and penetration, not innovation, flexibility and inclusiveness. Competitive pricing and market leadership are important.

# Leadership Philosophies, Decisions and Actions

	Overall	Small Organizations*	Mid-Size Organizations**	Large Organizations***	Organizations with Increased Y-o-Y KPIs
Our culture embraces women in leadership roles	64%	70%	62%	61%	73%
We make good effort to advance women into senior leadership roles	54%	60%	53%	51%	64%
Our succession and promotion process is transparent to all, including women	50%	60%	39%	48%	58%
Compared to other organizations, women here are well-represented in senior leadership and Board of Directors positions	49%	57%	53%	41%	55%
We have too few women qualified to assume leadership and/or Board positions	41%	42%	48%	35%	39%

*Descriptors for the data segments can be found on page 4.*

# Brandon Hall Group's Research Methodology



## About Brandon Hall Group

**Brandon Hall Group** is a HCM research and advisory services firm that provides insights around key performance areas, including Learning and Development, Talent Management, Leadership Development, Talent Acquisition, and HR/Workforce Management.

With more than 10,000 clients globally and 25 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

**Our vision:** To inspire a better workplace experience.

**Our mission:** Empower excellence in organizations around the world through our research and tools each and every day.

Contact Us at [success@brandonhallgroup.com](mailto:success@brandonhallgroup.com)

## About A Way Forward: Women In Leadership

**A Way Forward: Women in Leadership** offers current female corporate leaders a diverse community to enhance skills and share ideas to build more inclusive environments in which they can improve personal and organizational performance. Our research validated the need to offer targeted development opportunities for women to improve capabilities, communication, understanding and sensitivity between genders and cultures. To grow and achieve their potential personally and professionally, women need support for addressing the unique internal and external obstacles they face. For more details, research and upcoming events, visit [www.brandonhall.com/WIL](http://www.brandonhall.com/WIL).

**Join Our Network.** Network members—men and women—and their organizations will be catalysts for effective, consistent, and persistent change through diverse leadership and technology innovation. Request full access to the community filled with assets.



**Join Our Network**

# Our Services

## GET HELP TO DRIVE RESULTS FOR YOUR TALENT

In today's volatile and global business climate, managing talent for high-performance plays an increasingly crucial role in an organization's growth and future success. Effective talent management is a top priority in organizations everywhere because, while organizations recognize the need to obtain and retain people with the very best skills, they continue to struggle to implement effective strategies to do so. HR and Learning professionals need to be able to successfully define organizational talents needs and skills, identify talent strengths and career goals, and align organizational needs to individual needs. Rethink your strategy, validate your assumptions, transform your business, and optimize your time with the use of reliable data, tools, and guidance.



PLAN



ATTRACT



DEVELOP



PERFORM



RETAIN



OPTIMIZE

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## GET HELP WITH YOUR HR SERVICES MANAGEMENT & DELIVERY

As described in the employee lifecycle, processes are linked to employee transactional processes (e.g., compensation, benefits, compliance, contingent workforce management, etc.) via workforce planning and analytics.

- Policies/Process/Procedure
- Payroll
- Expense Management
- Benefits & Compensation
- Contingent Workforce Management
- Compliance
- Time & Labor Management

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## GET CONSULTING HELP WITH...

- Strategy and Planning
- Governance & Business Alignment
- Executive Management
- Team Development
- Measurement & Analytics
- Program Design & Deployment
- Technology Selection, Management & Integration
- Organizational Structure
- Measurement & Analytics
- Change Management
- Budgeting & Forecasting

## Contact Us



**success@brandonhall.com**



**(561) 306 - 3576**



**Participate in our Open Survey [here](#)**



## About Blue Circle Leadership

# WHAT IS BLUE CIRCLE?

*The Blue Circle Leadership Institute* partners with innovative companies and organizations of all sizes to support leaders who are at the forefront of business transformations. From the Fortune 500 to professional organizations and associations, we equip our clients with unique tools and techniques to help them create a culture within their organizations that can sustain rapid growth, increase resilience, and thus generate breakthrough performance that transfers to bottom-line business results.

Based on our decades of experience and expertise in academic research, instructional design, marketing, and business communication, we design customized, interactive, engaging, just-in-time solutions that guarantee the most efficient and actionable development experiences possible.

At **Blue Circle**, we have one overarching goal: *to help the best get even better.*



**BLUE CIRCLE**  
**LEADERSHIP**  
**INSTITUTE**

[bluecircleinstitute.com](http://bluecircleinstitute.com)