

Developing Women Leaders at Inclusion Corp.

Tool to Use - Scenario



Brandon Hall Group Research Team

SCENARIO: INCLUSION CORP.

Inclusion Corp. is a lifestyle brand with about 50,000 employees at multiple locations across North America. The company's customers are about equally male and female, however the percentage of women in senior leadership positions at Inclusion is about 25%.

The CEO's goal is to have at least 40% of senior-level executive positions held by women. This is just part of a multifaceted plan to establish Inclusion Corp. as a dynamic and inclusive place to work. The CEO did not put a specific timetable on the goal, but the intent is to promote from within as much and as soon as possible.

Other factors contributing to the creation of the program:

- The majority of open positions were being filled by external candidates because internal candidates were underprepared to assume next-level positions. The areas most needing attention were said to be transformational leadership, innovation, entrepreneurship, strategic thinking and business acumen.
- Over one-third of the executive team (VP and above) are eligible to retire within the next four years, making career development a priority for succession planning purposes.

Due to the company's size, complex and decentralized organizational structure, and shared governance model (all locations are part of the same company, but have independence to determine what career-development and non-legal compliance initiatives apply to their location), several challenges were identified:

- Locations have significantly different talent-management staff and budget resources.
- Career development programs vary across the company.
- Development programs specifically geared toward women are not offered consistently across the company.

Please break into small groups to discuss the scenario for about 5 minutes and consider these questions:

- What type of development program should be developed?
- Who needs to be involved in developing and driving the program?
- What should the structure/governance of the program look like?

About Brandon Hall Group

Brandon Hall Group is an 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.

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