

Removing the Barriers to Women in Leadership



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Agenda



About Brandon Hall Group



Program examples that successfully address cultural biases within organizations



Determine the difference between a supportive culture for women leaders versus actionable culture for women leaders



Methods for implementing essential programs that can lead to transformation change



Q & A

HCM Research and Advisory Firm

FOUNDED IN 1993

Community of 300,000+

10,000 Global Clients

Leading Independent HCM
Research & Analyst Firm

Publishing 2+ Pieces of
Research Each Day



Sample of Our Clients



How We Help You



Learning & Development



Talent Management



Leadership Development



Talent Acquisition



Workforce Management



MEMBERSHIP



STRATEGIC CONSULTING



EXCELLENCE AWARDS



PROFESSIONAL DEVELOPMENT

We Do This Through...

Research and Analysis that Define New HCM Standards

Success Stories from Global Organizations that Show those Standards in Action

Professional Development that Assesses Current State and Enables Innovation

Flexible Services to Design and Implement Transformative Solutions

Recognition that Validates the Transformation



Open Surveys

We invite you to participate in our surveys.

- **2016 Talent Management Technology**
 - This survey is designed to identify current uses and future needs of Talent Management technology.
- **2016 Employee Engagement**
 - This survey is designed to closely examine the leading practices, activities, and technology solutions used by high-performing organizations to engage talent and measure the impact of those practices and solutions.
- **2016 Talent Acquisition Strategy**
 - This survey is designed to closely examine leading practices and develop forward looking insights on how the best organizations source, recruit, assess, hire and onboard talent.
- **2016 HR Compliance**
 - This survey will provide insights into what top-performing organizations are doing in regards to the shifting HR regulatory landscape, and provide a glimpse into what is anticipated for the future.

If you would like to join a panel of survey takers, please contact us at success@brandonhall.com



Brandon Hall Group's HCM Excellence Awards Program

OVERVIEW

HCM AWARDS

TECH AWARDS

THE CEREMONY

PAST WINNERS

FAQS

BACK TO BHG HOME



THE HCM SPRING PROGRAM



THE TECHNOLOGY FALL PROGRAM

(2016 Winners Announced - Complete List Here)

Spring Program for HCM

88 Categories

Program opens: January 12, 2017

Deadline: April 21, 2017

Announcements: September 7, 2017

Fall Program for Tech

51 Categories

Program opens: May 11, 2017

Deadline: September 15, 2017

Announcements: December 14, 2017

For more information, visit www.brandonhall.com/excellenceawards



JANUARY 24-27,
2017



*PGA National
Resort and Spa in
Palm Beach
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AT EXCELLENCE17, YOU WON'T GET LECTURES.

You'll **collaborate** with experts and exchange ideas with your peers. You'll attend workshops and seminars where **innovators** will share leading human capital management practices and help you adapt them to your own environment. You'll leave **empowered** to lead your organizations to excellence.

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**For active member organizations during the super early bird dates*



**JANUARY 24-27,
2017**

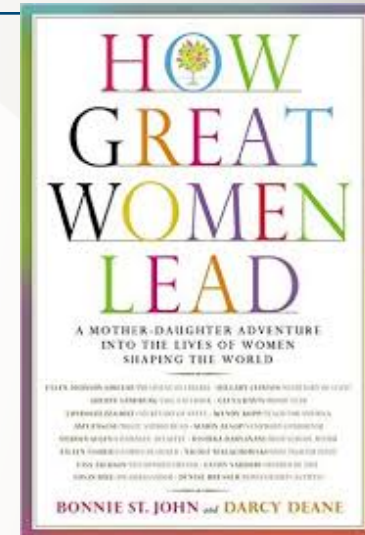


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How Great Women Lead at EXCELLENCE17

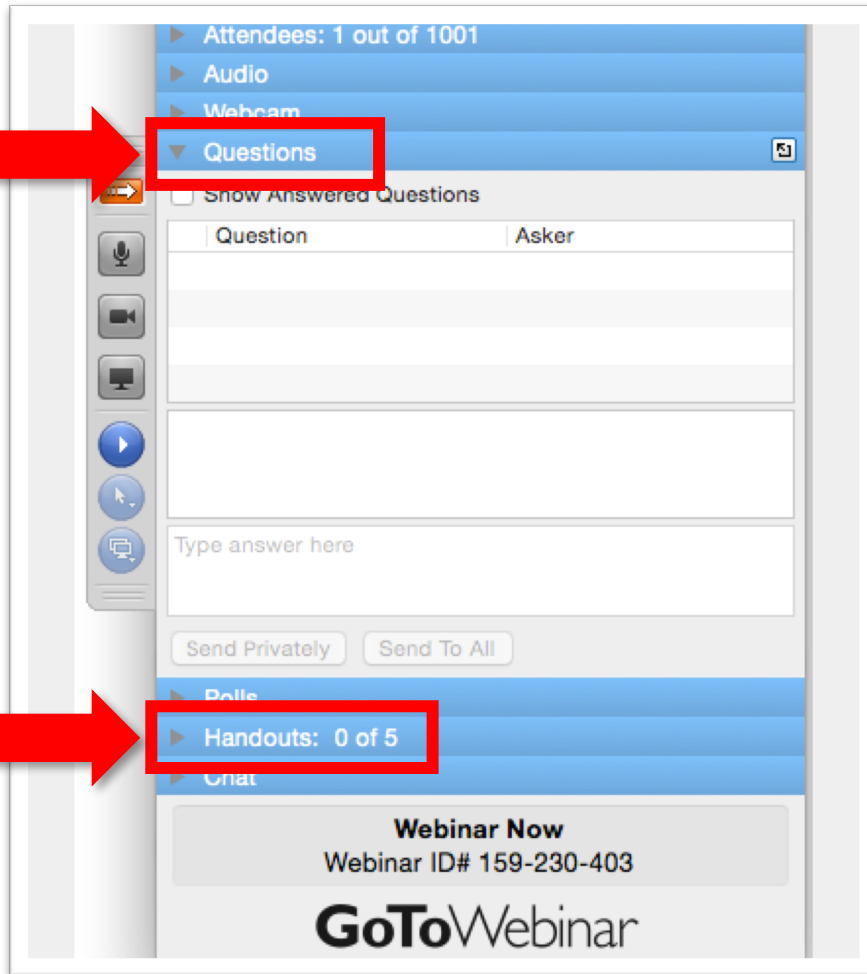
**With Bonnie St. John - January 25th in
Palm Beach Gardens, FL**

Join renowned leadership expert Bonnie St. John for a breakfast Q&A on *How Great Women Lead*. St. John, co-author of the best-selling book by the same name, will provide insights from an extraordinary journey she took with her daughter to learn about the motivations and key leadership qualities of some of the world's most power women, including Hillary Clinton, Condoleezza Rice, the President of Liberia, Facebook COO Sheryl Sandberg, fashion designers, CEOs, women's rights activists, and many more.



There is still time to register at
www.brandonhall.com/excellenceconference!

How To Ask Questions



- Submit your *questions* or *comments* about the discussion to our presenters using the **Questions** tab on your control panel.
- Presentation *slides* and *giveaways* can be found in the **Handouts** tab on your control panel.

Recording & Slides will also be sent out after the webinar.

Poll #1: What are you Seeking to Gain from Today's Discussion?

(SELECT ONE)

1. Opportunities to help enhance your individual growth
2. Opportunities to bring back to your organization
3. Both



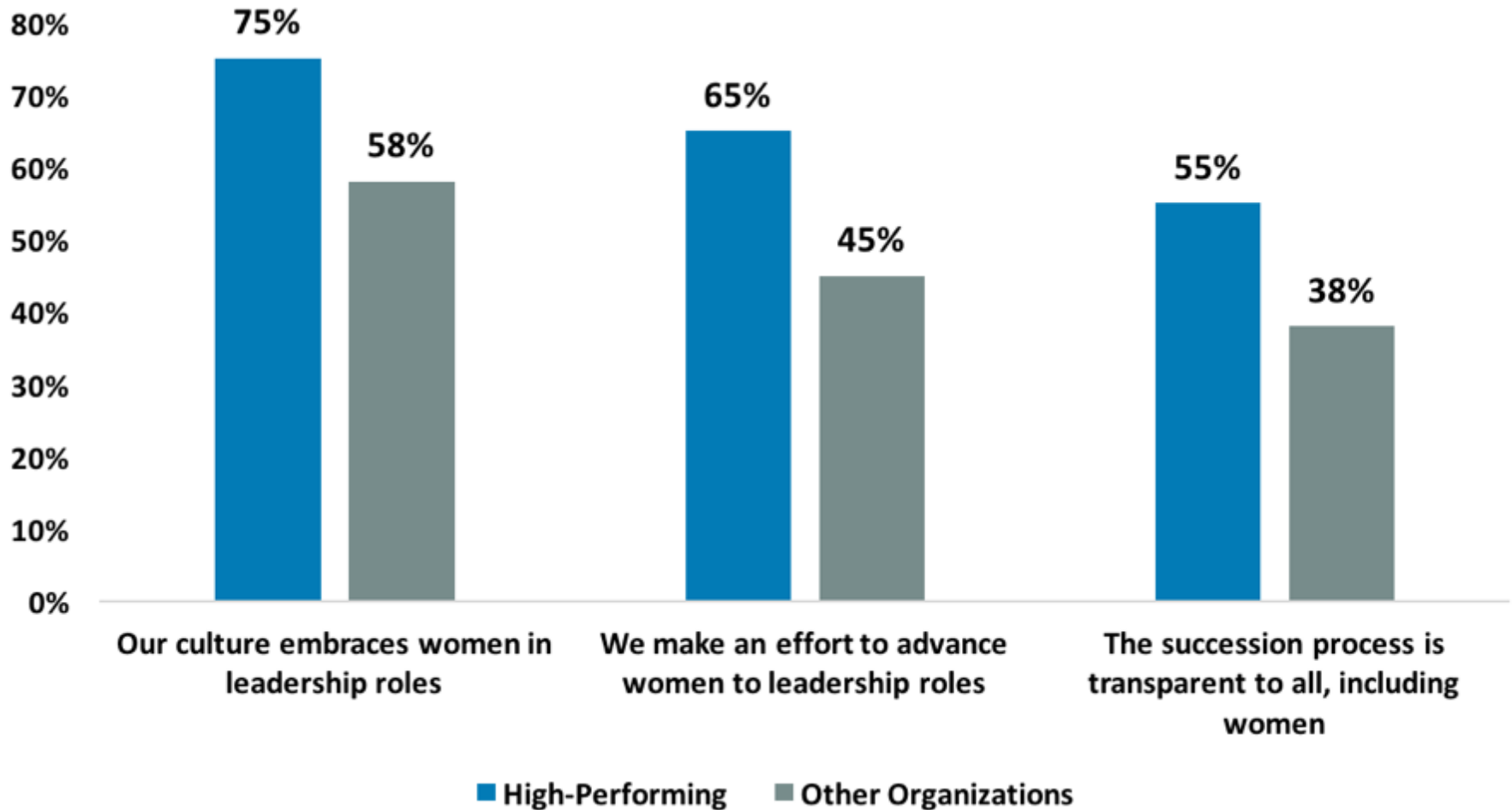
Forbes Magazine, 2011-2013

Cultural biases within organizations

Program examples that successfully address them

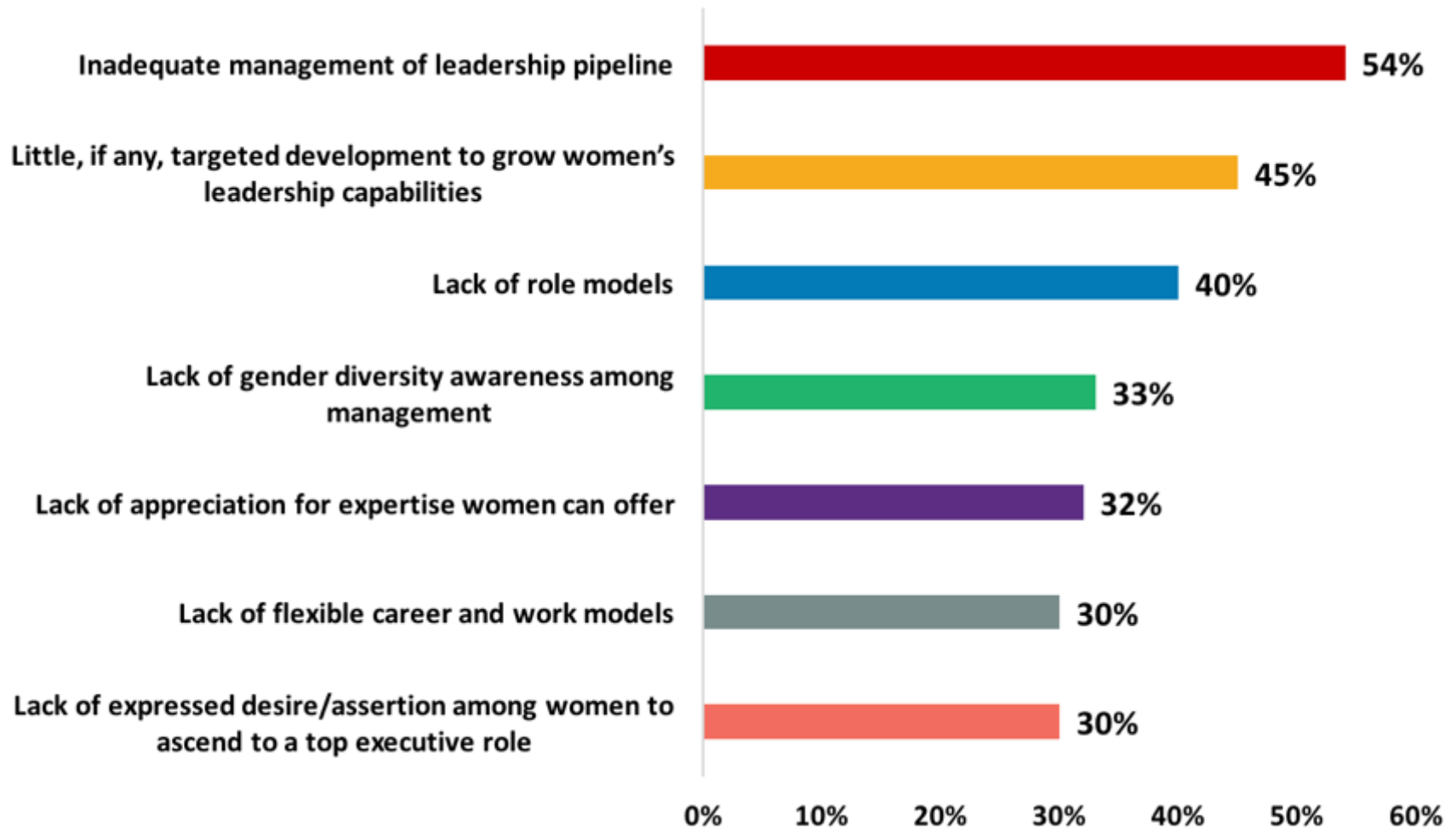
Culture of Gender Parity

HiPOs vs. Others



Source: 2016 Brandon Hall Group Women in Leadership Study (n=420)

Top Barriers to Leadership for Women



Source: 2016 Brandon Hall Group Women in Leadership Study (n=420)

Diversity Training

GENPACT

Diversity Ambassador Program



Diversity and Inclusion

AVANADE

A catalyst study showed that when you have women on your board in the organization, the company outperforms other companies by 42-66% on many different measures.



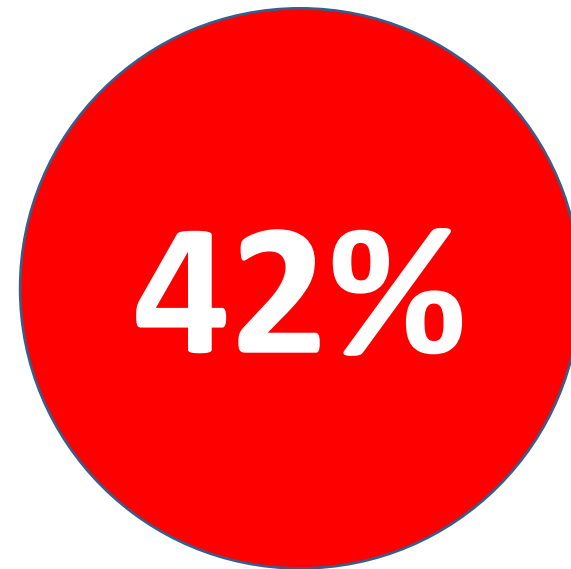
**What's the difference
between a supportive
culture and an actionable
culture?**

Leadership Philosophies, Decisions and Actions

Culture embraces women in
leadership roles



Culture **DOES NOT** embrace
women in leadership roles



Source: Women in Leadership 2016 Agreement with Leadership Philosophies,
Decisions and Actions (n=353)

YET 62% of Organizations Have **NO** Female Leadership Development Programs

87%

DO NOT offer a role model campaign and program

81%

DO NOT offer a core program focused on critical skills training for women

76%

DO NOT offer a mentoring program aimed exclusively at grooming women leaders

Source: Women in Leadership 2016 Targeted Development Opportunities Offered Exclusively for Women Leaders (n=335)

Where Do We Start?

- Awareness
- Mentorship
- Networking
- Development
- Research
- Opportunities

Diversity Targets

KATHARINA HEIDRICH, SENIOR MANAGER AT ACCENTURE –
By 2020 increase percentage of women by 40%

Several approaches are underway at Accenture:

- **There is an established ‘Women Initiative’ offering in-house global mentoring programs only available to women.**
- **“Maximize Your Career,” specific coaching for high-performing female senior managers with the goal of creating a strong global network to share experiences and learn from senior female leaders.**
- **Training offerings (available to both men and women) covering topics such as work-life balance, stress management, healthy living, career planning**
- **Accenture Strategy is establishing a diversity initiative focusing on women in leadership**

Networks Focused on Growing the Skills of Women Leaders

ALLISON PEARSON, VP AT JACKSON (National Life Insurance Company – Prudential - Parent Company)

An internal women's network, launched about three years ago, that is available to women across the distribution branch of the company.

Focuses on careers in the industry and leadership advice for women in financial services.

The program helps attract new talent, retain talent, address cultural biases, and empower women.

Methods Targeted Exclusively for Developing Women Leaders



Source: 2016 Brandon Hall Group Women in Leadership Study (n=420)

We invite you!



A WAY FORWARD: Women in Leadership Summit



70% of companies have a C-suite with 25% or fewer women

#1 reason holding women back from C-suite roles is a lack of succession management for the leadership pipeline

Only **1/3** of companies have women currently being groomed for executive roles.

Source: 2016 Brandon Hall Group Women in Leadership Study (n=425)

OUR MISSION

The Women in Leadership (WiL) Summit offers current women 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.

Brandon Hall Group's 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.

Poll #2: What Topics Are the Most Compelling to You?

(SELECT ALL THAT APPLY)

1. Education that creates greater awareness and sensitivity that develops a culture of respect and inclusion of all employees.
2. Understanding generational differences and commonalities.
3. Identifying and addressing personal and organizational cultural biases and barriers that are limiting to the individual and the organization.
4. Creating a compelling personal brand that reflects your authentic self and exudes confidence and leadership.
5. Coaching and mentoring.

If there are other topics not listed, please enter them in our chat box.

Poll #3: What Topics Are the Most Compelling to You?

(SELECT ALL THAT APPLY)

1. Conflict resolution techniques that utilize effective communication to bridge diversity gaps.
2. Successfully navigate tough conversations such as asking for equal compensation, seeking a promotion, and giving candid feedback to both subordinates and superiors.
3. Build and leverage networks that help you achieve your goals.
4. Incorporate sustainable practices that will improve your overall wellbeing across your mental, emotional and physical foundations.
5. Create strategies for dealing with stress and work-life balance.

If there are other topics not listed, please enter them in our chat box.

Summary

- It is important to understand what are the Cultural Bias's and how to effectively address barriers that limit women's opportunities for success
- Continue to seek out opportunities to:
 - Educate and challenge yourself – don't accept the status quo
 - Make sure your self-story doesn't hold you back
 - Be a role model and an inspiration to other women
 - Become a mentor and create change
 - Align and help shape surrounding culture whether it is an organization or social community that you are part of to celebrate women's abilities and achievements

Questions?



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Thank you for Joining Us Today!

Please submit additional questions or inquiries to
success@brandonhall.com



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