Closing the Leadership Gender Gap

The Missing 33%™ and Conventional Advice to Women
4.6% of Fortune 1000 CEOs are Women

“In Europe, women make up 45% of the workforce – with more than half the college graduates – yet they comprise only 11% of corporate executives.”

MICHELLE BACHELET

STATUS QUO:
In 1998, 11.2% of corporate officers in Fortune 500 companies were women. This percentage has risen to 15.7% and has not significantly changed since 2008.

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Corporations around the globe are working to close the leadership gender gap.
Leading Women again asked...

What’s preventing companies from closing the leadership gender gap?
WHAT WE KNOW:

To understand the causes of the Leadership Gender Gap, we must understand the 3 Parts of Leadership.

“Leadership is using the greatness in you to achieve and sustain extraordinary outcomes by engaging the greatness in others.

SUSAN L. COLANTUONO
WHAT WE KNOW:

Of the critical competencies used to identify and select executives, half relate to **achieving outcomes** and include business, strategic and financial acumen. We call this, **The Missing 33%** of the career success equation for women.

**Leadership Requirements for Executive Positions**

50 Critical Competencies Identified

- **50% Outcomes**
  - Business, Strategic & Financial Acumen

- **26% Engage Others**
  - Interpersonal, Team Skills

- **24% Personal Greatness**
  - Skills, Attributes
WHAT WE KNOW:

Bosses *perceptions* of women’s leadership abilities differ from their perceptions of men’s?
WHAT WE KNOW:

There's a mismatch between criteria for senior positions and managers' perceptions of women's leadership capabilities.

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What's required to get to the top? VS. How bosses see women's leadership capabilities.

Business, Strategic Financial Acumen

Use the Greatness in You

Engage the Greatness in Others

Use the Greatness in You

Engage the Greatness in Others

Engage the Greatness in Others

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Leading Women’s latest research finds that leadership development programs for women are based on conventional career advice to women.
Leading Women’s latest research finds that...

...this conventional advice overemphasizes 66% of the career success equation for women.
WHAT’S NEW:
Leading Women’s latest research finds that...

...conventional career advice moves women to the middle...

...but does not take them to the top.

“Negotiate. Ask!”
“Self Promote”
“Be Confident”

“GET A MENTOR”
“HONE PEOPLE SKILLS”

“Engage Your Teams”
“Develop Your Personal Brand”

“Set Career Goals”

“BE ASSERTIVE”

Senior/Executive Positions

Success in Middle Management

Career Start

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WHAT’S NEW:

Leading Women’s latest research finds that…

…to take women to the top of organizations, leadership development programs for women must address The Missing 33% and other executive career success enablers.
LEADING WOMEN specializes in enabling companies to close the leadership gender gap, by addressing The Missing 33%.

Conventional career advice moves women to the middle:
- "GET A MENTOR"
- "NETWORK"
- "HONE PEOPLE SKILLS"
- "Negotiate. Ask!"
- "Engage Your Teams"
- "Be Confident"
- "Self Promote"
- "BE ASSERTIVE"
- "Develop Your Personal Brand"
- "Speak Up!"
- "Set Career Goals"
- "Career Start"
- "Middle Management"
- "Senior/Executive Positions"

The Missing 33% and other executive career success enablers take women to the top.

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ABOUT LEADING WOMEN

Leading Women is a premier global provider of innovative solutions for companies serious about achieving their goals for talent development and women’s advancement. To fit the reality of today’s workplaces our solutions are delivered live, virtually, online and in combination. Partnership with Leading Women (a WBENC – certified woman-owned business enterprise) supports corporate supplier diversity goals.