Advancing Women to Leadership Assessment

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Leadership Priorities and Accountability

Do employees hear and see gender diversity as a corporate priority?
- Executives model behavior by sponsoring women (e.g., invite high potential women to set in executives team meetings)
- Executives share personal experiences about their enlightenment and challenges with changing behavior (e.g., in writing, in person, on stage)
- Executives set targets for C-suite and all levels
- Executives use transparency as a tool for sharing progress at all levels

Do employees see evidence of gender diversity above them in the organization?
- All ranks include women (and men!) who have arrived there through a variety of career paths, including scaling back for a while and lateral moves
- Use newsletters, corporate events, webpage, etc. to show gender diversity
- Have senior women visit lower level women ERG/affinity groups
- Have senior women hold office hours for lower level women

Does the company have an external reputation for gender diversity?
- Company wins awards
- Company shares practices with others through a variety of channels (e.g., hosting or sponsoring events on the topic of gender diversity or women’s leadership)

Are diverse pools for succession planning the norm?
- Require diverse slates candidates for promotion

Is there a budget for diversity efforts?
- Fund gender diversity efforts in the same manner as other business priorities

Are managers held accountable for diversity?
- Evaluate and compensate managers at all levels on their creation of initiatives to retain and advance women
- Track gender diversity progress publicly (e.g., at employee events, in newsletters, etc.) at all levels in all functional areas
**Company Practices**

**Do processes that lead to advancement include women?**
- Include women in committees for assigning work and development opportunities; and for performance evaluations, creating job descriptions/requirements, succession planning, career path options, and promotions
- Continuously analyze and correct for gender differences in the allocation of career development opportunities

**Are there daily work practices that can disadvantage women?**
- Choose meeting times and places that do not disadvantage parents (e.g., late afternoon meetings at a bar)

**Are there programs to support women’s advancement?**
- Include men in sponsorship mentoring and sponsorship programs,
- Offer a women’s leadership training program starting at the early career stage
- Create a woman’s affinity/ERG group
- Offer flexible work options for both men and women
- Encourage the use of paternity leave

**Are metrics used to track and ensure gender equity?**
- Hiring rates
- High potential lists
- Promotion rates at all levels
- Levels of morale
- Levels of engagement
- Access to training opportunities
- Access to mentors/sponsors with clout
- Access to lateral experiences
- Access to training opportunities
- Performance Evaluations
- Compensation
- Turnover rates

**Individual Behavior**

**Are unconscious biases that lead to decisions and behaviors that disadvantage women addressed?** (e.g., assumptions about travel or loyalty that lead to not offering work assignments that lead to promotions)
- Post or share work assignment opportunities with all direct reports
- Gather anonymous accounts of bias from women and devise a way
- Hold a gender at work summit for men and women to share how all co-workers can work better together in meetings, with clients, etc.
- Offer gender intelligence training programs to the whole company
Women’s Development

Are entry-level women prepared to succeed in business world?
- Appropriate attire
- Negotiating salary and full compensation
- Finding a mentor for quicker learning on the job

Are women provided skill building experiences and training 3-5 years into their careers?
- Asking for help
- Networking
- Time management
- Work/life management

Is leadership training for transitioning to management positions provided for women?
- Seeing the business from a managerial perspective
- People management
- Developing a leadership presence

Is training provided for women transitioning to senior leadership positions?
- Developing a vision
- Developing a leadership voice

Are women groomed for corporate boards?
- Networking
- Board training
- Sponsorship

Metrics for Women’s Development Programs

Are resources allocated for women’s development programs?
- Budgets
- Executive leadership support time
- Management resources
- Employee time to participate

Is there a comprehensive development program for women?
- Number and range of programs revised as needs evolve
- Effectiveness measured

Are women who complete the women’s development programs promoted at all levels and in all units of the organization?
- Track numbers and rates of increase of promotions

Do women who complete the women’s development programs receive challenging assignments?
- Evaluate the paths to leadership and whether women have been given the same opportunities to participate in those paths