

A large, abstract graphic on the left side of the slide consists of several thick, curved, overlapping bands in shades of teal and light green, resembling a stylized 'S' or a series of connected loops.

The Leadership Pipeline, Core Strengths & Weaknesses, and Mentors & Sponsors

Liz Duffy, President, ISS

Beth Pfannl, Vice President, Administrative Searches, ISS



The Leadership Pipeline



@ISSCommunity

#ISSWomenLead

#WLead



ISSWomenLead



Women in the Workplace, 2017

- Comprehensive study by Lean In and McKinsey & Company on the state of women in corporate America – conducted annually since 2015
- 222 companies employing more than 12 million people shared their pipeline data and completed a survey of HR practices
- Plus, more than 70,000 employees completed a survey designed to explore their experiences regarding gender, opportunity, career and work-life issues
- Key Finding:

In corporate America, women fall behind early and continue to lose ground with every step.



@ISSCommunity

#ISSWomenLead

#WLead



ISSWomenLead



Women in the Workplace, 2017, cont.

- **PROMOTIONS & RAISES** - Women are progressing more slowly than men, and it's not for lack of asking
 - ✓ When it comes to raises and promotions, men are more likely to say they get what they want without having to ask
 - ✓ Senior-level women negotiate more often than men & when they do are far more likely to receive feedback that they are “intimidating”, “too aggressive” or “bossy”
- **MENTORSHIP & SPONSORSHIP** - Women are less likely to interact regularly with senior leaders or to receive advice from managers and senior leaders on career advancement
- **ATTRITION** - Women are not leaving their companies at high rates than men, and very few plan to leave the workforce to focus on family
- **WORK/FAMILY JUGGLING** – many women still work a “double shift”
- **DOUBLE BARRIER** - Workplace is especially challenging for women of color
- **ATTITUDES** – Men think women are doing better than they really are
- **CONFIDENCE** - So, perhaps unsurprisingly, women are less optimistic that they can reach the top.





Female Representation in the Corporate Pipeline (*Women in the Workplace*, 2016 & 2017)



2017



2016



@ISSCommunity

#ISSWomenLead

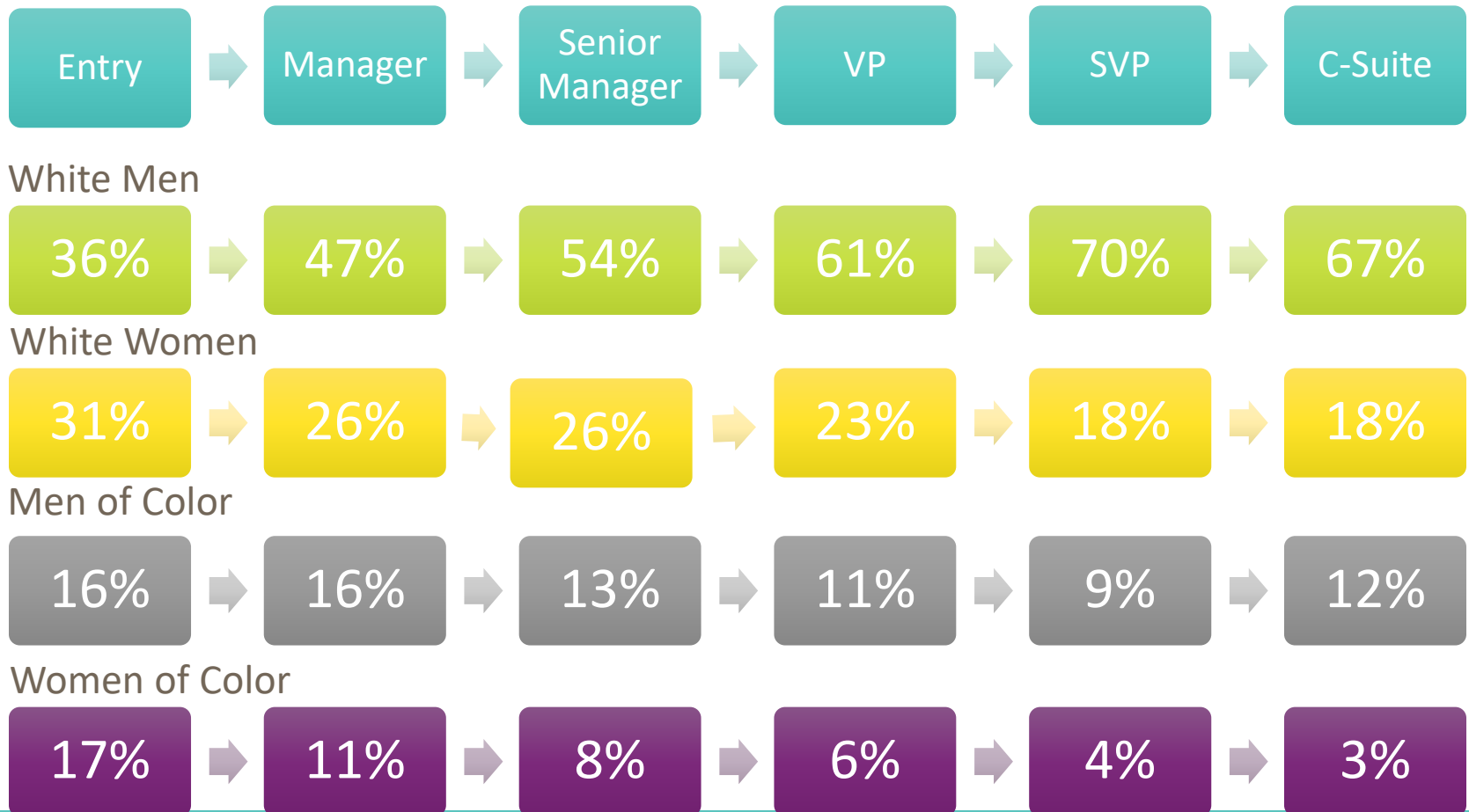
#WLead



ISSWomenLead



Race & Gender Representation in the Corporate Pipeline (*Women in the Workplace, 2017*)



@ISSCommunity

#ISSWomenLead

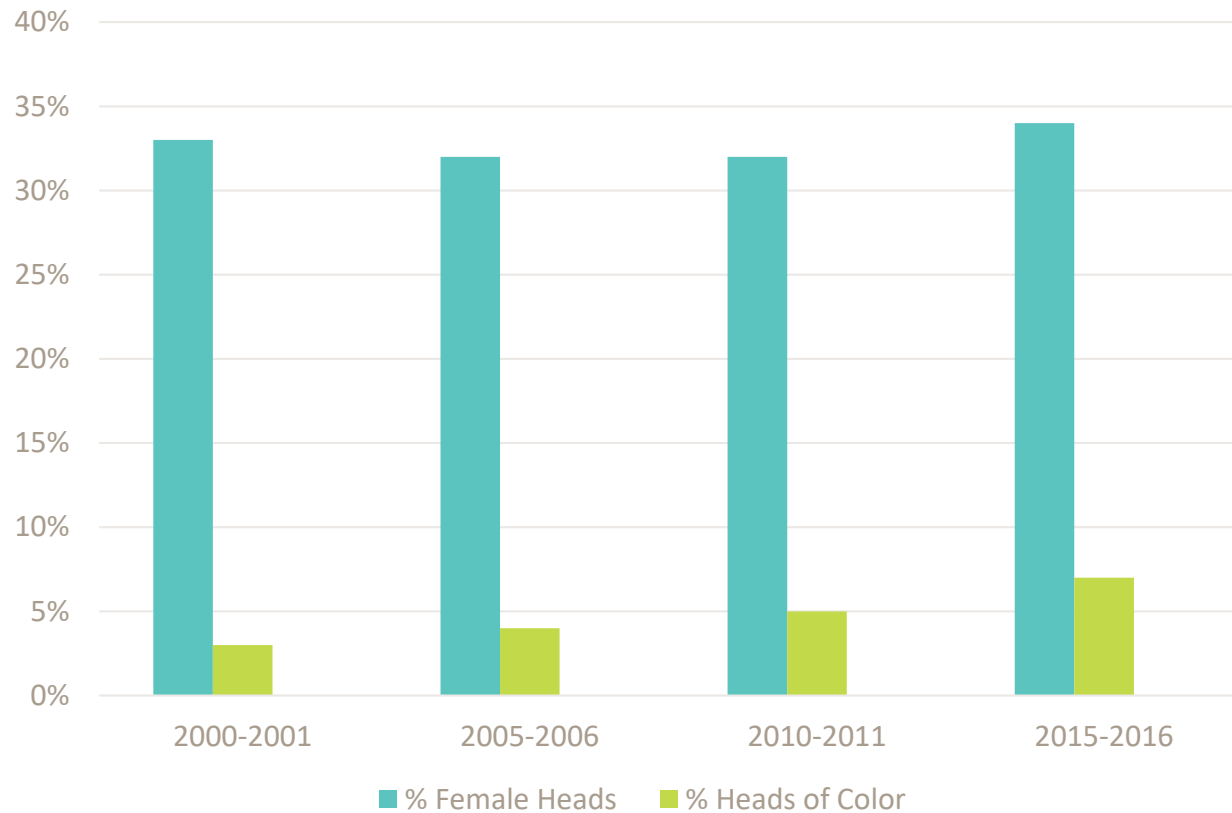
#WLead



ISSWomenLead



The Gender and Color of Leadership in NAIS Schools, 2016



@ISSCommunity

#ISSWomenLead

#WLead



ISSWomenLead

Further Breakdown of NAIS Data, 2015



Gender and Racial Data on International Schools



@ISSCommunity

#ISSWomenLead

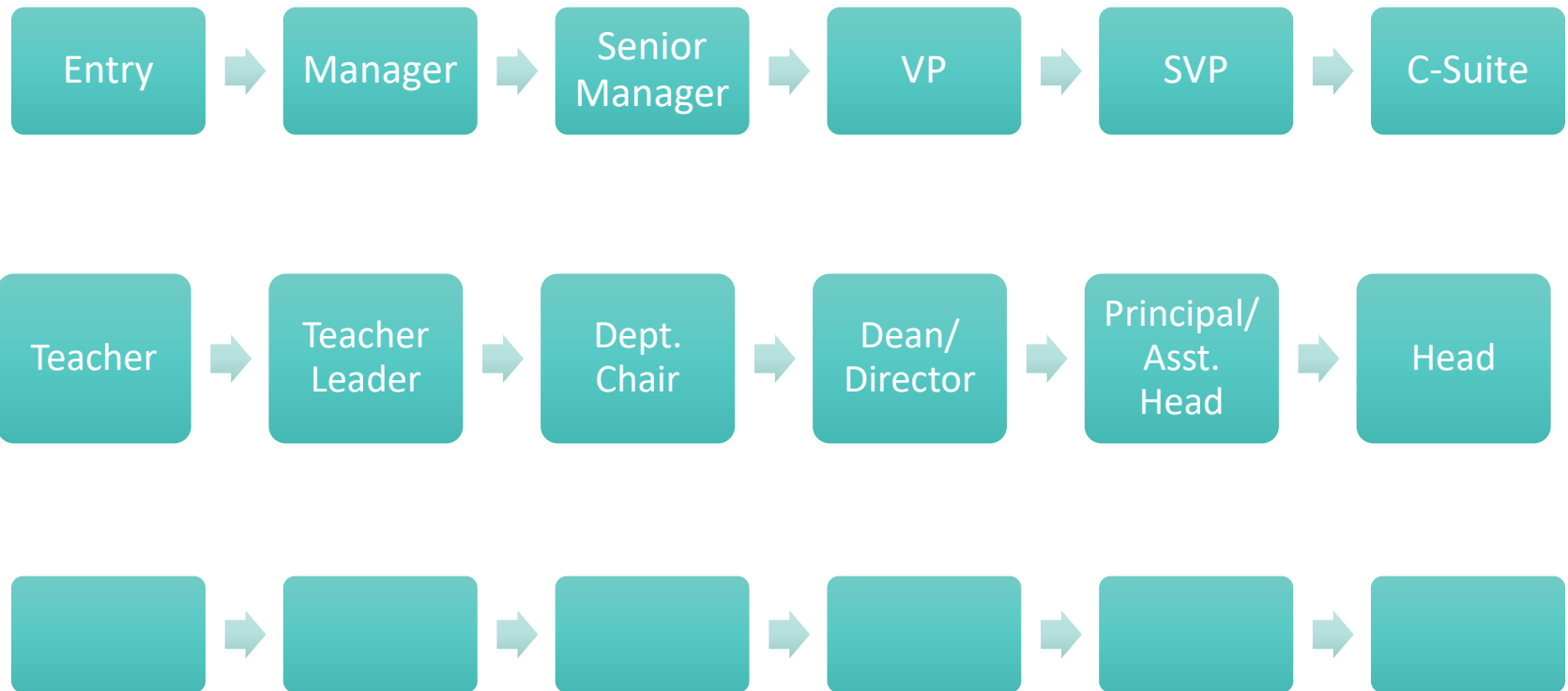
#WLead



ISSWomenLead



The Education Pipeline



@ISSCommunity

#ISSWomenLead

#WLead



ISSWomenLead

Core Strengths & Weaknesses



@ISSCommunity

#ISSWomenLead

#WLead



ISSWomenLead



Meaning – Core Strengths

- Strengths are not what you're good at. Weaknesses are not what you're bad at.
- Strengths are activities that strengthen/energize you:
 - ✓ Success – you feel effective and in control when you do them (e.g. self-efficacy)
 - ✓ Instinct – you look forward to doing them
 - ✓ Growth – you feel inquisitive and focused; you lose track of time (e.g. flow)
 - ✓ Needs – you feel fulfilled, even if tired, after completing them
- Weaknesses are activities that weaken/drain you...even if you're good at them.
- Can't turn weaknesses into strengths, but you can stop doing or minimize impact on you by teaming up, delegating or reframing.

From *Claiming Your Strengths* by Marcus Buckingham



@ISSCommunity

#ISSWomenLead

#WLead



ISSWomenLead



Your Core Strengths and Weaknesses

	Core Strength	Core Weakness
1		
2		
3		
4		
5		





Meaning - Purpose

Purpose comes from using your strengths...and minimizing the impact of your weaknesses.

Imagine yourself 5-7 years from now giving the best of yourself to life and work. Assuming everything is possible, what does that look like?

Adapted from Centered Leadership, Part 1 - Meaning



@ISSCommunity

#ISSWomenLead

#WLead



ISSWomenLead

Mentors & Sponsors



@ISSCommunity

#ISSWomenLead

#WLead



ISSWomenLead



Important Distinctions

MENTORS VS. SPONSORS

- **Mentors** are wise and experienced individuals who share insights and knowledge
- **Sponsors** find or create opportunities for your development – and give you the encouragement and push to take them

From Centered Leadership Part 3: Connecting



@ISSCommunity

#ISSWomenLead

#WLead



ISSWomenLead



Mentors and Sponsors

- You get what you give

	Mentor	Sponsor
For You		
By You		





Your Personal Board of Directors

Name	Relationship	Purpose/Role	Next Contact



@ISSCommunity

#ISSWomenLead

#WLead



ISSWomenLead