



# The Future is Female

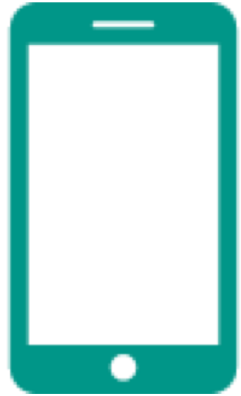
EARCOS

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**“It’s almost like because you’re a woman, what comes out of your mouth seems less credible than any stupid shit that any man ever shot out of his mouth.... I thought it was a generational thing but it’s not. I’d like to think that I’m trying to help the women that I have an impact on....that’s important to me....to make it easier for them to be who they are....I still get pissed off. I still get angry. It’s hard not to.”**

*Unattributed; CBS Women in Leadership Program*



**Draw a picture of a leader.**

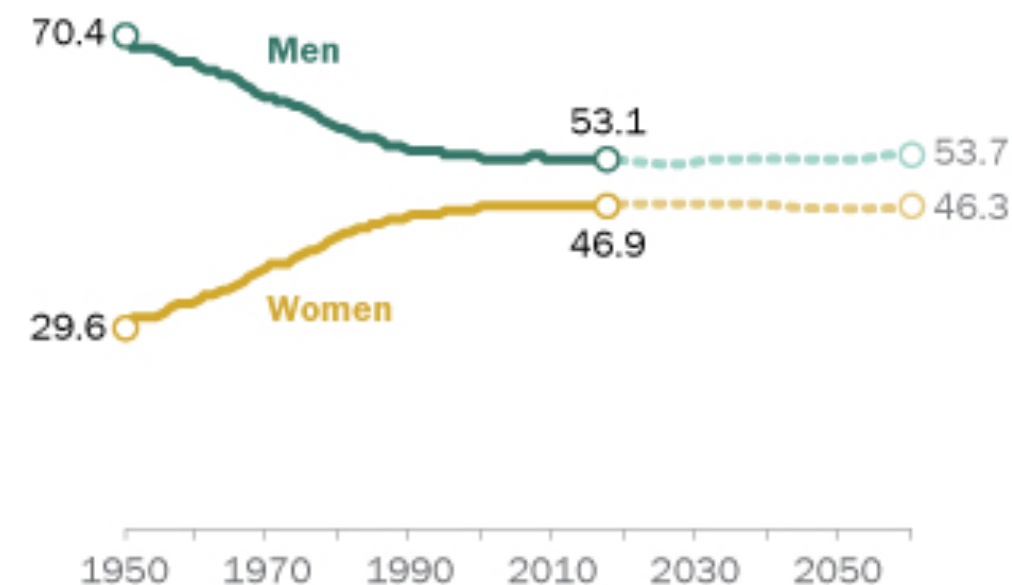


# The Facts

## Changing Gender Composition of the Workforce

**Women make up nearly half of the labor force; share will remain steady in coming decades**

*Male and female share of the U.S. labor force (%)*



Note: 1950 to 2017 based on historical data, 2018 to 2060 projected. Data labels are for 1950, 2017 and 2060.

Source: Bureau of Labor Statistics historical data and labor force projections.

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## Women Are Rated Better Than Men on Key Leadership Capabilities

According to an analysis of thousands of 360-degree reviews, women outscored men on 17 of the 19 capabilities that differentiate excellent leaders from average or poor ones.

Capability	Women's percentile	Men's percentile
Takes initiative	55.6	48.2
Resilience	54.7	49.3
Practices self-development	54.8	49.6
Drives for results	53.9	48.8
Displays high integrity and honesty	54.0	49.1
Develops others	54.1	49.8
Inspires and motivates others	53.9	49.7
Bold leadership	53.2	49.8
Builds relationships	53.2	49.9
Champions change	53.1	49.8
Establishes stretch goals	52.6	49.7
Collaboration and teamwork	52.6	50.2
Connects to the outside world	51.6	50.3
Communicates powerfully and prolifically	51.8	50.7
Solves problems and analyzes issues	51.5	50.4
Leadership speed	51.5	50.5
Innovates	51.4	51.0
Technical or professional expertise	50.1	51.1
Develops strategic perspective	50.1	51.4

Note: The t-values of all data are statistically significant.

Source: Zenger Folkman 2019

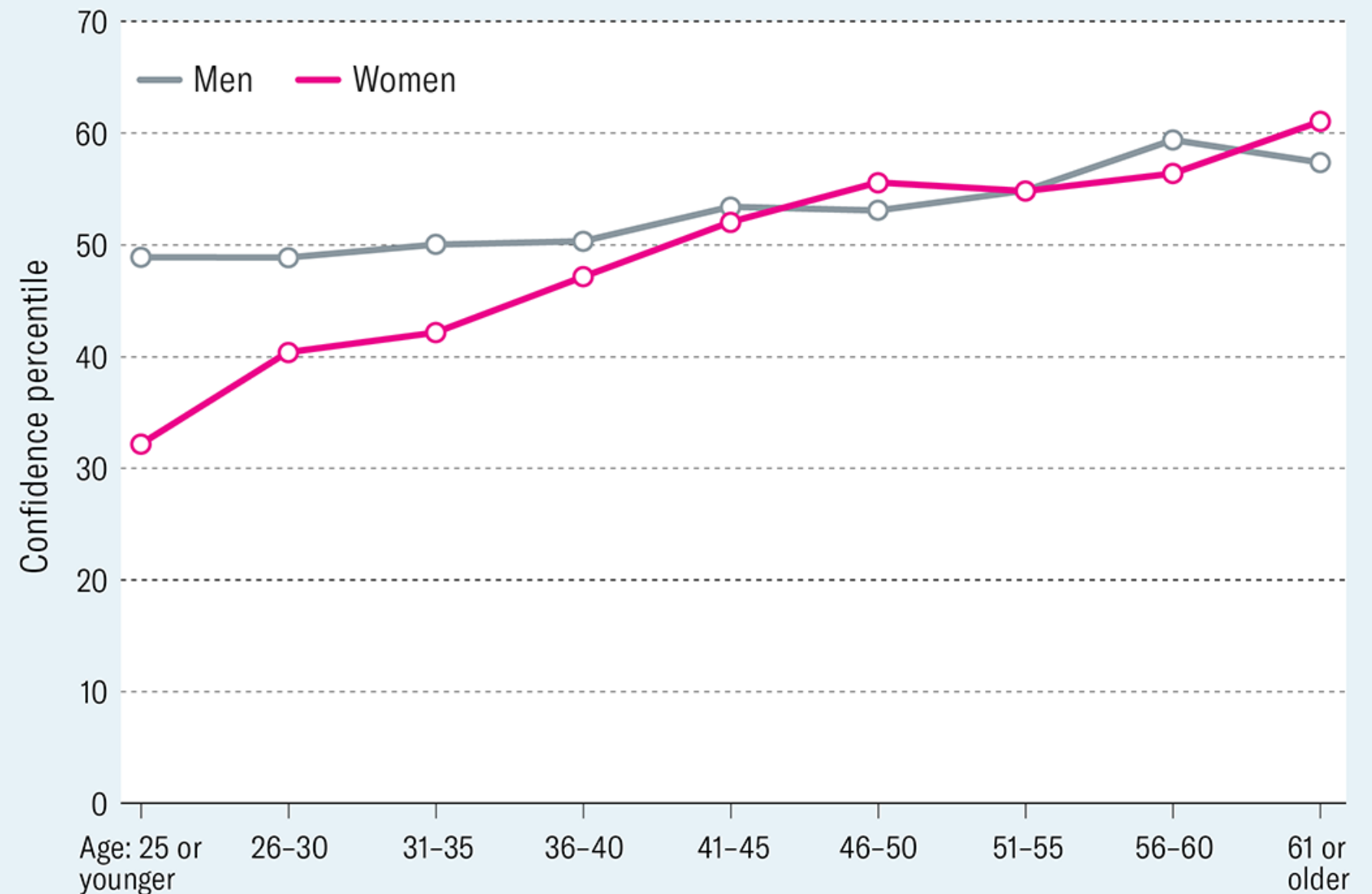
From: "Research: Women Score Higher Than Men in Most Leadership Skills," by Jack Zenger and Joseph Folkman, June 2019





## Women Rate Themselves as Less Confident Than Men Until Their 40s

Data on 3,876 men and 4,779 women since 2016 shows that women's gains in confidence are more than three times that of men — but only because of a massive gap at the beginning of their careers.



Source: Zenger Folkman 2019

From: "Research: Women Score Higher Than Men in Most Leadership Skills," by Jack Zenger and Joseph Folkman, June 2019

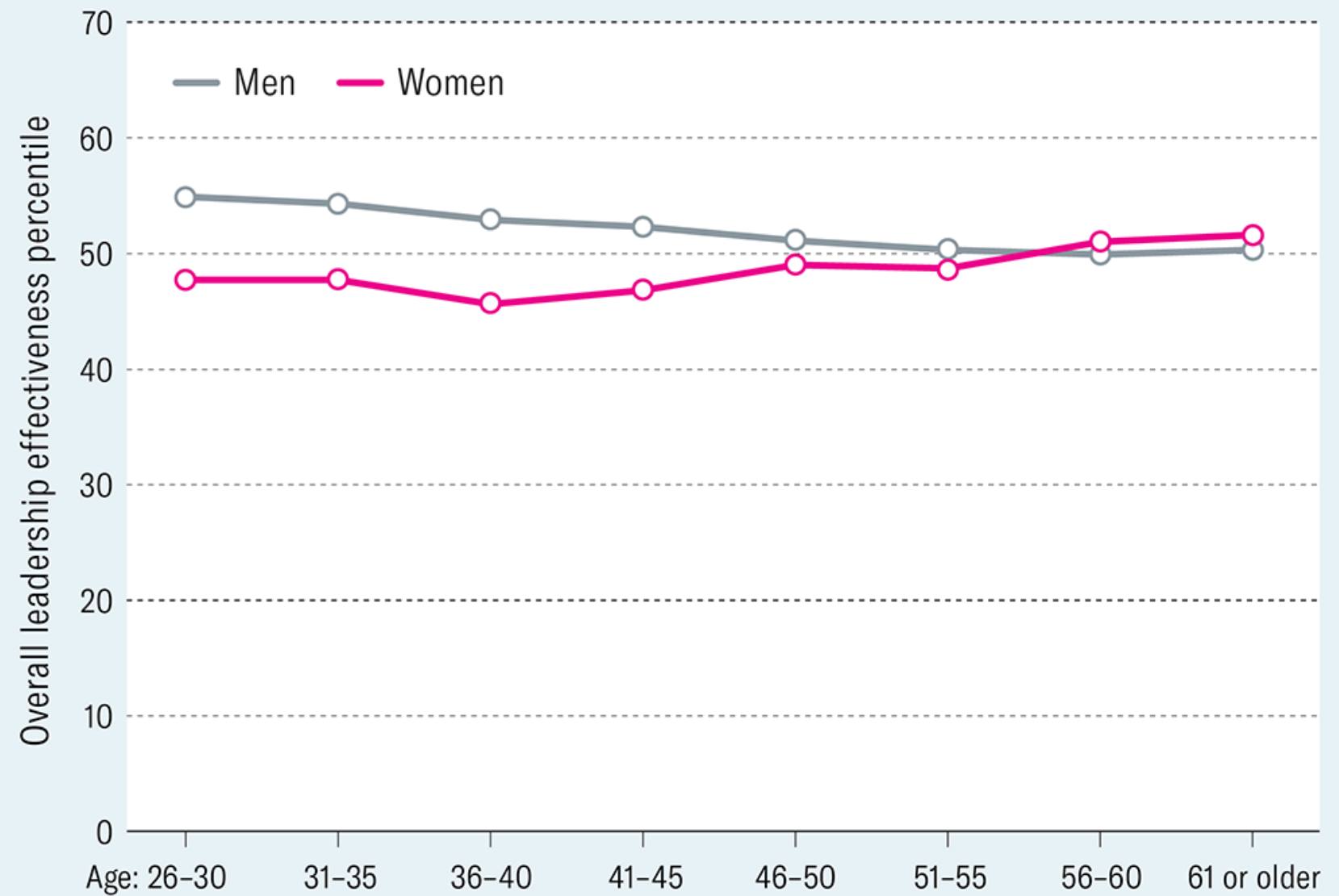
HBR





## Women Rate Themselves as More Effective Leaders Later in Their Careers

Men's self-ratings decline over time.



Note: Based on data from 40,184 men and 22,600 women.

Source: Zenger Folkman 2019

From: "Research: Women Score Higher Than Men in Most Leadership Skills," by Jack Zenger and Joseph Folkman, June 2019

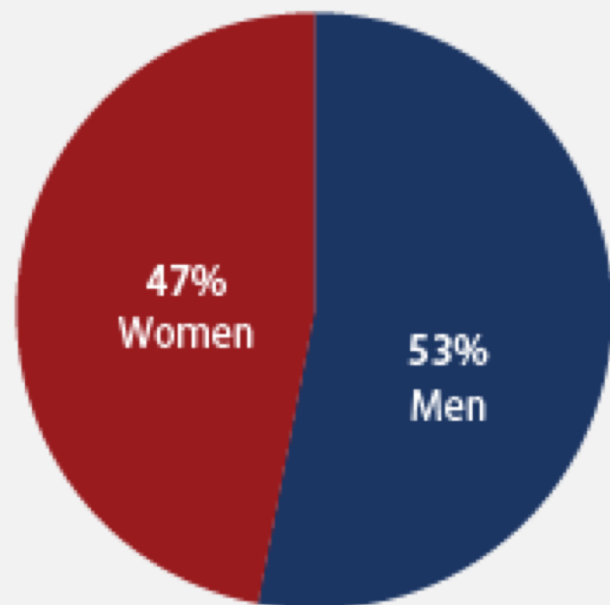






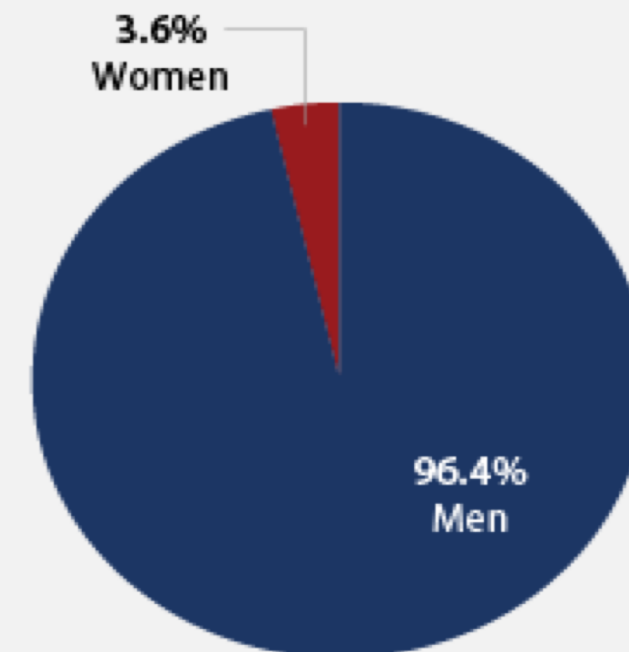
## Gender Gap in Leadership

**FIGURE 4**  
**Women make up nearly half of today's labor force**



Source: Bureau of Labor Statistics.

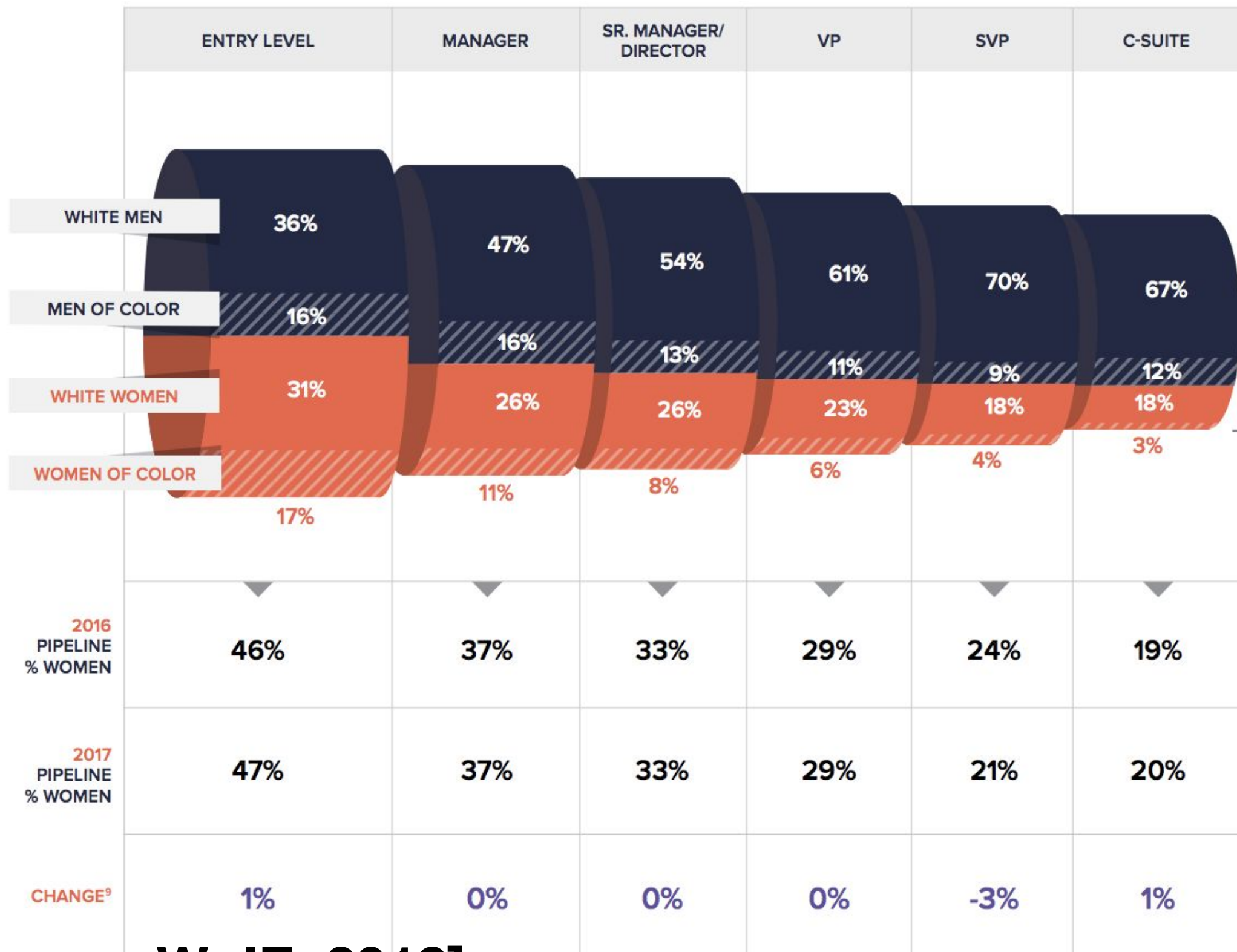
**FIGURE 8**  
**Fortune 500 CEOs by gender**



Source: DiversityInc.

## REPRESENTATION IN THE CORPORATE PIPELINE BY GENDER AND RACE<sup>8</sup>

% OF EMPLOYEES BY LEVEL IN 2017



[Robinson; Wole; 2018]

# United States

## Percentage of Female Public School Educators

		Primary School	High School
Teachers	(2010/11)	81.7 97.7 in KG	58
Principals	(1999/00)	52	22
Principals	(2007/08)	59	29
Superintendents	(1999/00)	13.2	
Superintendents	(2009/10)	24.1	
Superintendents	(2014/15)	26.9 (11% POC)	
Board Members	(2001/02)	38.9	

Benchmarking Women's Leadership in the US (2013) and AASA Mid-Decade Survey (2015)



## SO, WHAT DO WE DO?



“What if we don’t change at all ...  
and something magical just happens?”



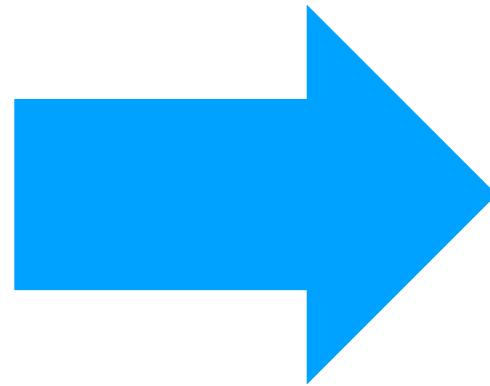
## The Usual Suspects:

- Self-Doubt;
- Struggle with the Juggle;
- Bias; and
- Marketing/Communication (of self).

- **Stereotype threat:**

**Definition:**

The concrete real-time threat of being judged and treated poorly in settings where a negative stereotype about one's group applies.

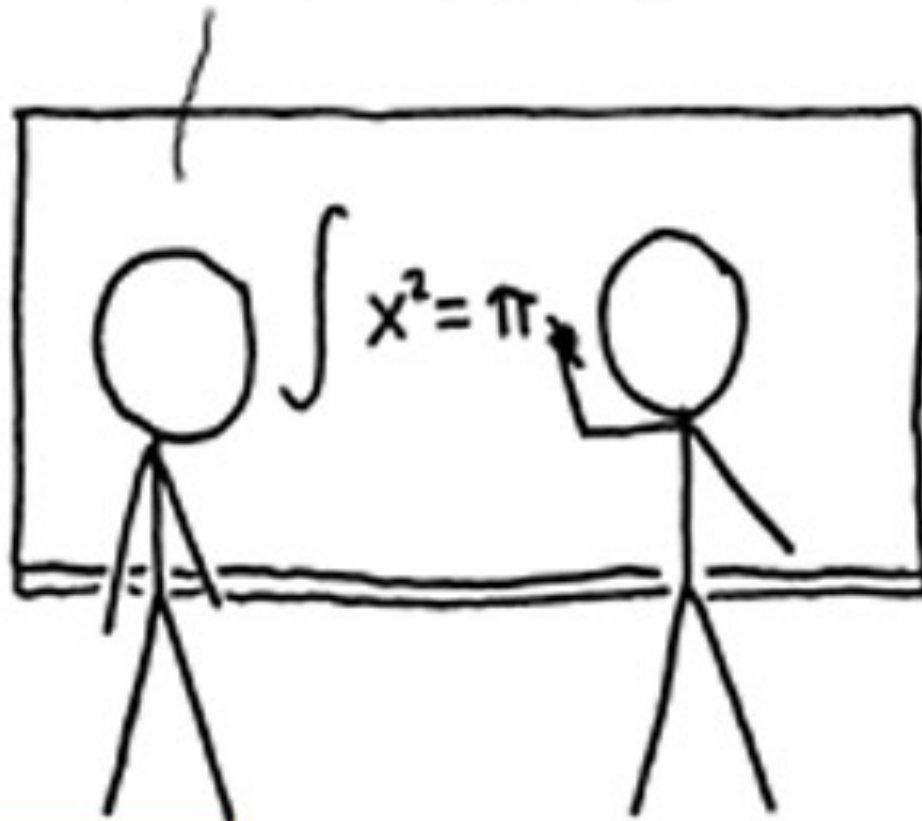


The experience of anxiety or concern in a situation where the person has the potential to confirm a negative stereotype about their social identity group.

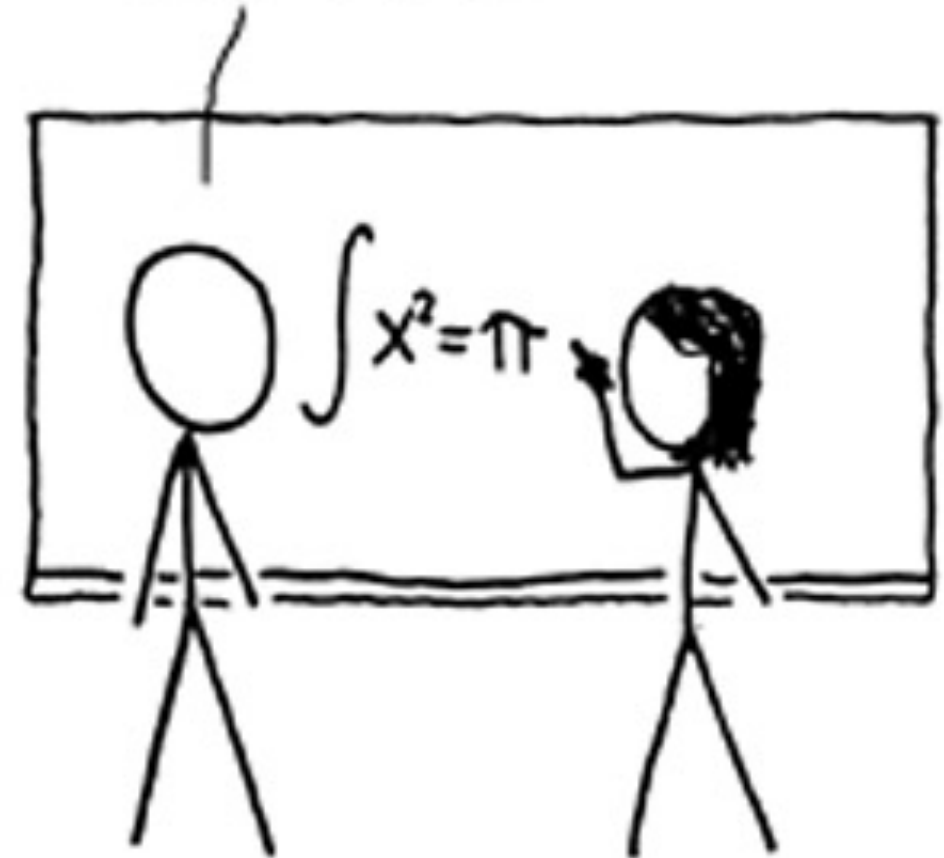




WOW, YOU  
SUCK AT MATH.



WOW, GIRLS  
SUCK AT MATH.



Idiocy happens every day; it is something you will encounter  
and with which you will need to deal.

What's important and empowering is how you respond!



# WHAT WOULD YOU DO IF.....



- 1. You're a new VP on your way to your first team meeting of the year. A male VP, who you have not yet met hands you the agenda and says, "Please make 25 copies and bring them to the meeting."
- 2. You're presenting your work at an international conference in a high profile session. You run into a male acquaintance from another organization who says hello and mentions that a woman has never presented at this conference and begins offering you instructions on how to present.....
- 3. While on maternity leave you discover something major in a dataset on which you had been collaborating with a group of male colleagues. You email the team to share your findings and ask if anyone is interested in writing up the findings with you; you get no takers. Three months later, after your return to work, you see your findings being presented by a male member of your group.

# BUILDING YOUR TOOLKIT: BRAND

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- Who thinks they currently have a personal brand?
- Who thinks having a personal brand is important?
- Whether you like it or not...you already have a personal brand, and you are actively building it right now. Every interaction you have confirms and punctuates the brand that is you!

# WHAT WOMEN HAVE GREAT BRANDS?



# YOUR PERSONAL BRAND ....

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- Differentiates you from others;
- Makes you stand out...in a good way;
- Fulfills the expectation and needs of who you are/want to be; and
- Addresses/responds to your stakeholders and your market.



- Who is that person...you?
- How would you describe the attributes that make your brand?
- How would people describe you when they first meet you...their first impressions....their second impressions?
- Are these the impressions you want?
- Are there people who are your role models who have a brand that you aspire to be like? What can you learn from them?



- What are the three professional competencies/traits that are most important to be associated with your brand?
- What are the three values that are most important to be associated with your personal brand?



# JUST DO IT – CONDUCT YOUR OWN BRAND ASSESSMENT

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- What is the perception of you?
- What is your personal brand/value/differentiator/proposition?
- How do you want to be seen?
- What are the gaps between perception and reality and/or perception and how you want to be seen?
- Create a plan that incorporates what you want to be, informed by how others see you, and ultimately what you would like the perception of you to be!!



# BUILDING YOUR TOOLKIT: VISION & STORIES

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- Develop a Vision for yourself that is an aspirational description of where you would like to go/achieve/accomplish in the next 5 – 8 years;
- This should be a guide for choosing current and future courses of action, again, aspirational...but also achievable.
- Oprah's: *"To be a teacher. And to be known for inspiring my students to be more than they thought they could be."*
- Identify a short, succinct statement of where you want to go and for what you want to be recognized.
- Takes into account professional competencies and personal values.

# BUILDING YOUR TOOLKIT: VISION & STORIES

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- Stories are part of your personal treasure chest!
- They matter – map them to your brand and vision.
- They can be used to engage, inspire, activate, mobilize and advance.
- You can use them in person, for speaking engagements, in social media, in blogs, in articles you write.....
- Continually gather new stories!



# BUILDING YOUR TOOLKIT: NETWORK!!!

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- It's not a dirty word – even though it often makes people feel dirty;
- Devise a strategy:
  - Short-term: to obtain resources (transactional, but sometimes necessary);
  - Long-term: to create future resources;
- Do your research;
- Ask for advice;
- Offer the first favor;
- Keep the fires warm; and
- Seek diversity.

## BUILDING YOUR TOOLKIT: DON'T UNDERMINE YOURSELF WITH WORDS

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- DO NOT:
- Insert 'just;'
- Insert 'actually;'
- Use qualifiers – 'I'm no expert,' 'I know you have been working on this for a long time...'
- Ask 'Does that make sense?' or 'Am I making sense?'
- Apologize.
- DO:
- Be sincere and warm in your communications;
- Use clear, concise language;
- Use humor, when appropriate;
- Be confident in your expertise;
- Ask for what you want!

# BUILDING YOUR TOOLKIT: SUPPORT ONE ANOTHER

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- The power of the pack is real: women who support women are the most successful;
- Prioritize relationship building: identify mentors, sponsors, and champions;
- Amplify other women;
- Find your squad and tap into them;
- West Point Study (1976-1984):
  - First year female cadets with only one other woman in their cohort had only a 55% chance of moving on;
  - Cohorts with 6 – 9 other women had an 83% chance of continuing on to the next year!

# YOUR TO DO LIST!!

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You must make time to complete this work!

By November 8 develop a plan for implementation.

Build time in your schedule to do this work – write it on your calendar.

Share your goals with your squad and hold one another accountable.

Support one another in your efforts!

# BEFORE WE GO.....

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Who was Sybil Ludington?

She rode twice the distance of Paul Revere (40 miles in the pouring rain);

She raised over 400 militia;

She was 16 years old;

It took 105 years (in 1880) for her story to be published...by another woman (Longfellow decided to write about Paul);

And we've still never heard of her.



# A World of Solutions



Triangle Associates