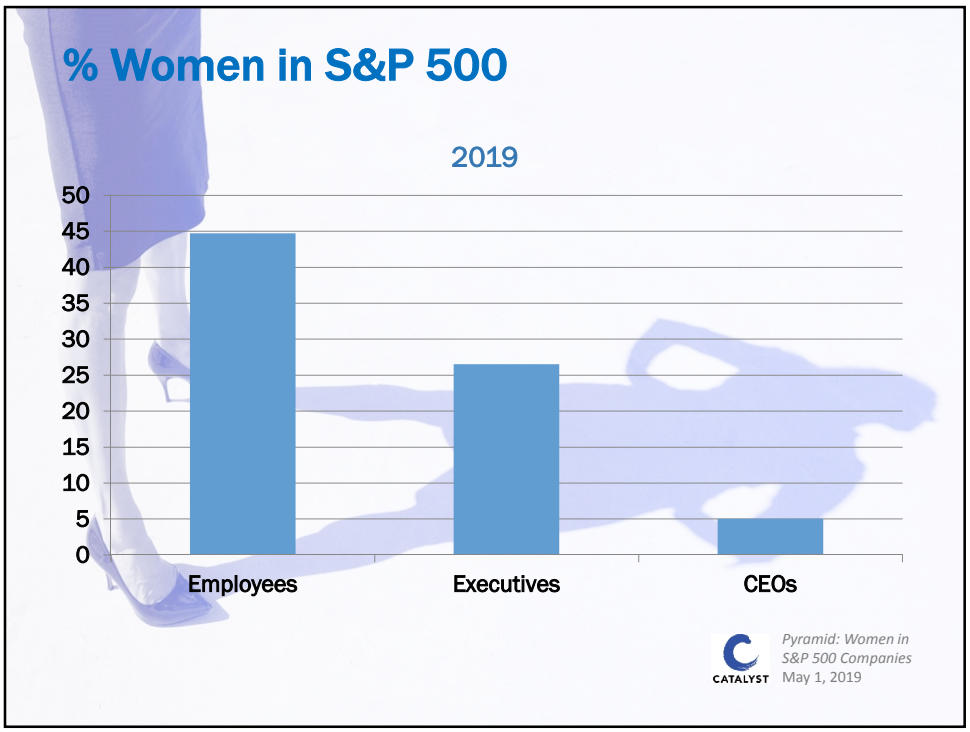
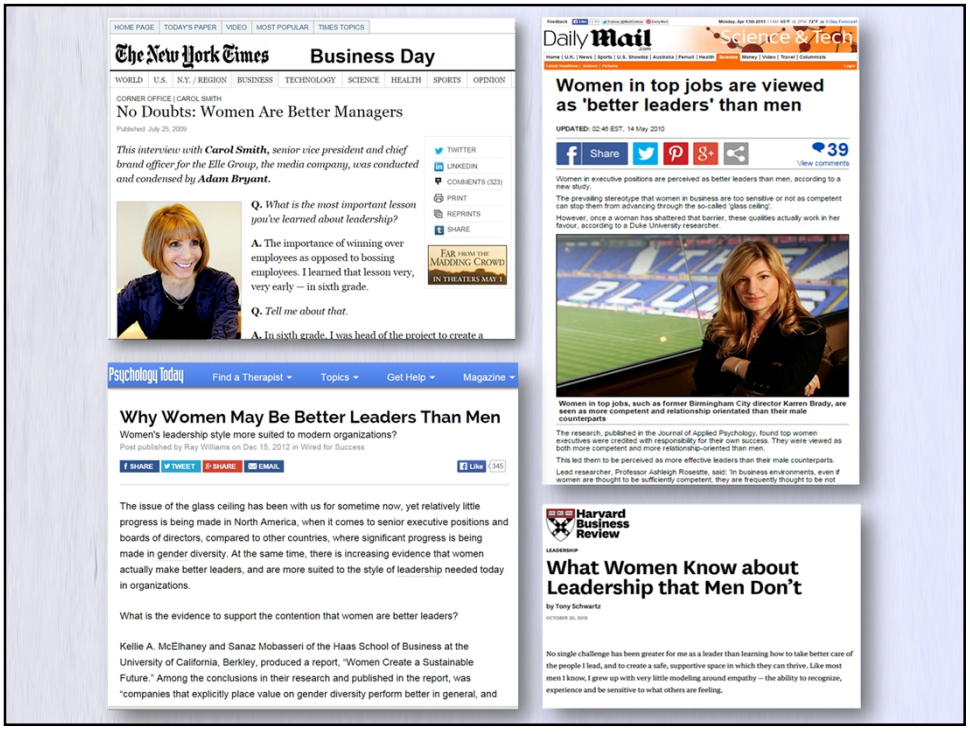


© 2019 Kaiser Leadership Solutions & LEAD enter next level.

Current Narrative | a paradox

- The modern workplace is collaborative and the more relational style of women creates a female leadership advantage



© 2019 Kaiser Leadership Solutions & LEAD enter next level.

Companies with more female managers have…

MORE JOB SATISFACTION

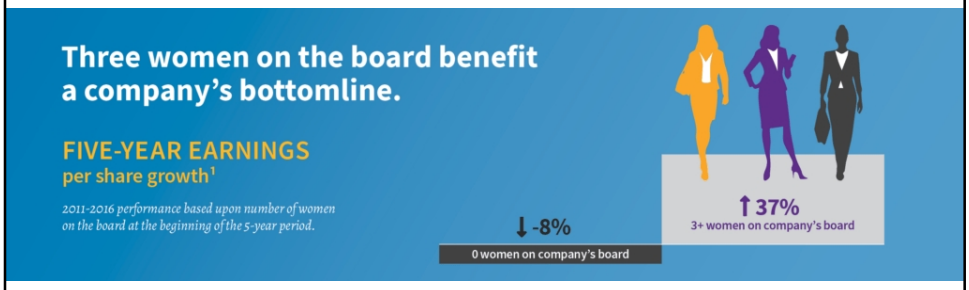
MORE ORGANIZATIONAL DEDICATION

MORE MEANINGFUL WORK

DECREASED BURNOUT

Center for Creative Leadership® WATERMARK

https://www.ccl.org/articles/white-papers/7-reasons-want-women-workplace/



boardbound
BY WOMEN'S LEADERSHIP FOUNDATION™

See also: https://www.catalyst.org/research/why-diversity-and-inclusion-matter-financial-performance

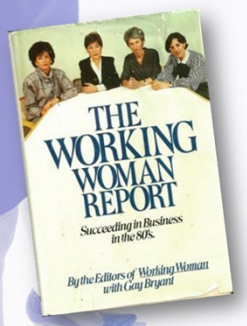
© 2019 Kaiser Leadership Solutions & LEAD enter next level.

Current Narrative | a paradox

- The modern workplace is collaborative and the more relational style of women creates a female leadership advantage

  But…

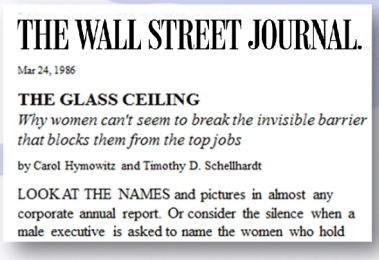
- An invisible barrier of bias prevents women from advancing into senior leadership



*"Women have reached a certain point—**I call it the glass ceiling**. They're in the top of middle management, and they're stopping and getting stuck."*

Gay Bryant

Frenkiel (1984, March) The up-and-comers. *Adweek*


THE WALL STREET JOURNAL.

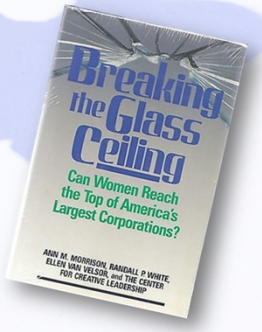
Mar 24, 1986

THE GLASS CEILING

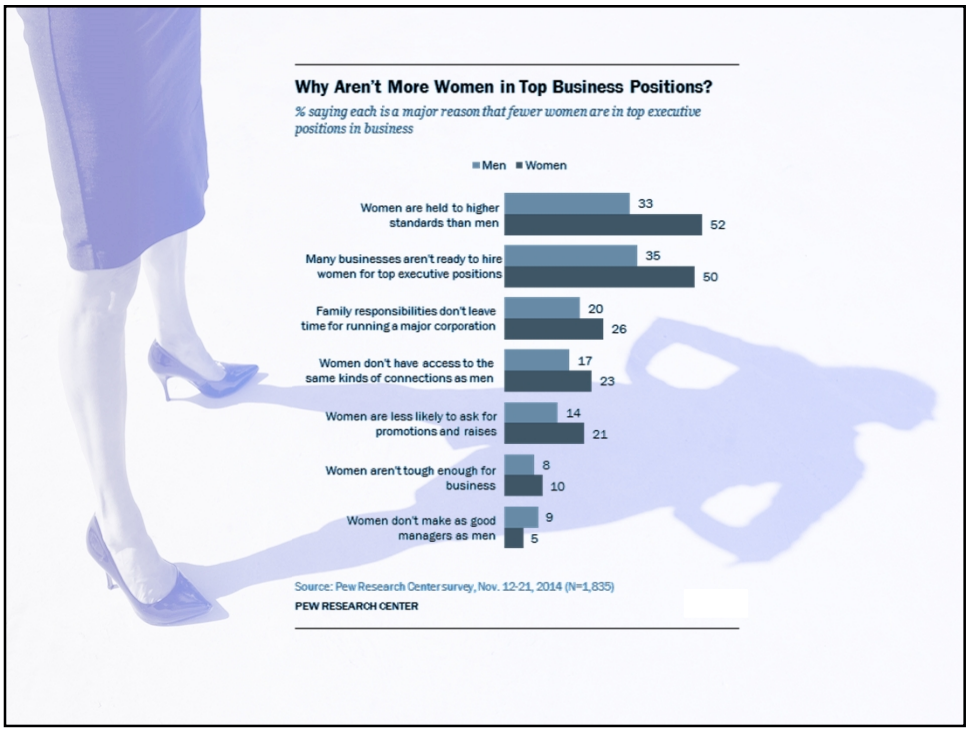
Why women can't seem to break the invisible barrier that blocks them from the top jobs

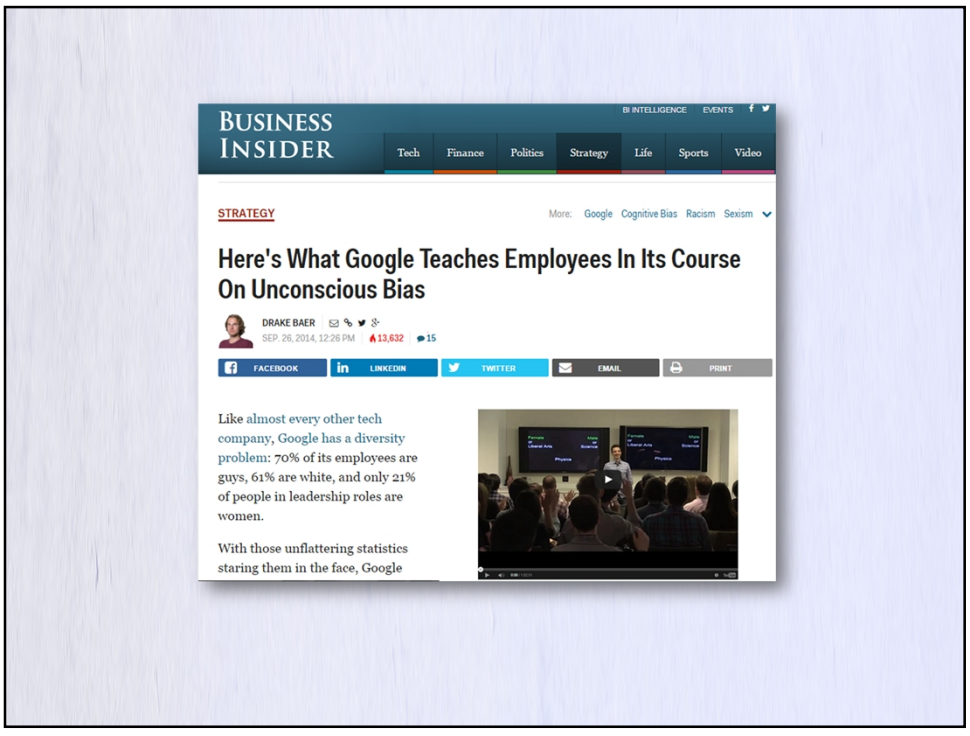
by Carol Hymowitz and Timothy D. Schellhardt

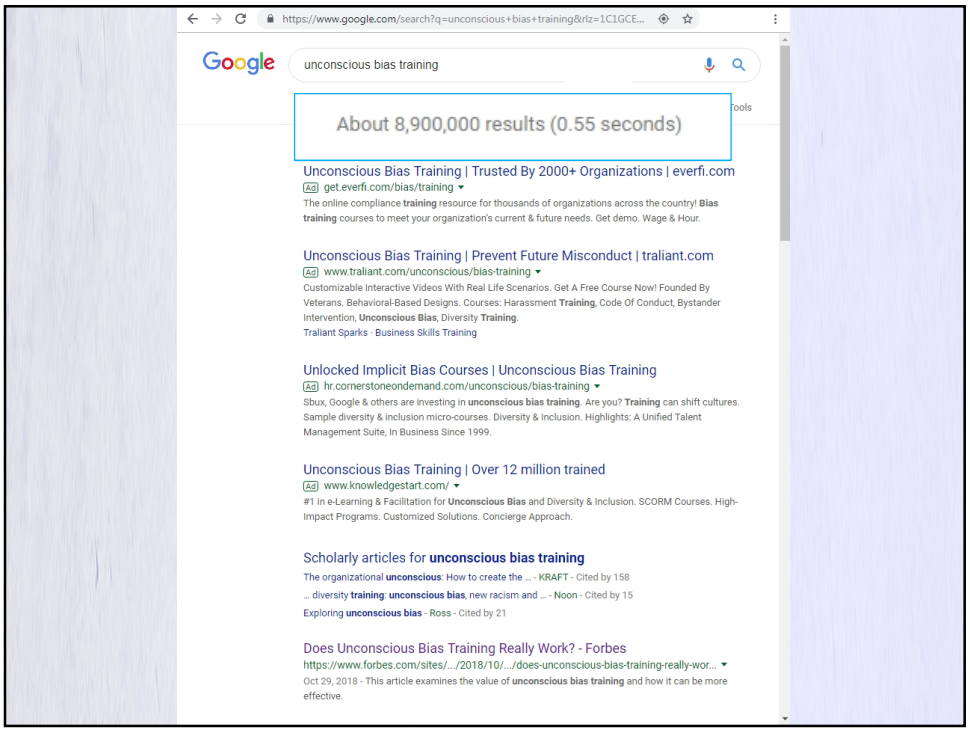
LOOK AT THE NAMES and pictures in almost any corporate annual report. Or consider the silence when a male executive is asked to name the women who hold



© 2019 Kaiser Leadership Solutions & LEAD enter next level.


Why Aren't More Women in Top Business Positions?
% saying each is a major reason that fewer women are in top executive positions in business
Men
Women
Women are held to higher standards than men
33
52
Many businesses aren't ready to hire women for top executive positions
35
50
Family responsibilities don't leave time for running a major corporation
20
26
Women don't have access to the same kinds of connections as men
17
23
Women are less likely to ask for promotions and raises
14
21
Women aren't tough enough for business
8
10
Women don't make as good managers as men
9
5
Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)
PEW RESEARCH CENTER


BUSINESS INSIDER
BI INTELLIGENCE
EVENTS
Tech
Finance
Politics
Strategy
Life
Sports
Video
STRATEGY
More: Google Cognitive Bias Racism Sexism
Here's What Google Teaches Employees In Its Course On Unconscious Bias
DRAKE BAER
SEP. 26, 2014, 12:26 PM
13,632
15
FACEBOOK
LINKEDIN
TWITTER
EMAIL
PRINT
Like almost every other tech company, Google has a diversity problem: 70% of its employees are guys, 61% are white, and only 21% of people in leadership roles are women.
With those unflattering statistics staring them in the face, Google


https://www.google.com/search?q=unconscious+bias+training&rlz=1C1GCE...
Google
unconscious bias training
About 8,900,000 results (0.55 seconds)
Unconscious Bias Training | Trusted By 2000+ Organizations | everfi.com
Ad get.everfi.com/bias/training
The online compliance training resource for thousands of organizations across the country! Bias training courses to meet your organization's current & future needs. Get demo. Wage & Hour.
Unconscious Bias Training | Prevent Future Misconduct | traliant.com
Ad www.traliant.com/unconscious/bias-training
Customizable Interactive Videos With Real Life Scenarios. Get A Free Course Now! Founded By Veterans. Behavioral-Based Designs. Courses: Harassment Training, Code Of Conduct, Bystander Intervention, Unconscious Bias, Diversity Training.
Traliant Sparks · Business Skills Training
Unlocked Implicit Bias Courses | Unconscious Bias Training
Ad hr.cornerstoneondemand.com/unconscious/bias-training
Sbux, Google & others are investing in unconscious bias training. Are you? Training can shift cultures. Sample diversity & inclusion micro-courses. Diversity & Inclusion. Highlights: A Unified Talent Management Suite, In Business Since 1999.
Unconscious Bias Training | Over 12 million trained
Ad www.knowledgestart.com/
#1 in e-Learning & Facilitation for Unconscious Bias and Diversity & Inclusion. SCORM Courses. High-Impact Programs. Customized Solutions. Concierge Approach.
Scholarly articles for unconscious bias training
The organizational unconscious: How to create the ... - KRAFT - Cited by 158
... diversity training: unconscious bias, new racism and ... - Noon - Cited by 15
Exploring unconscious bias - Ross - Cited by 21
Does Unconscious Bias Training Really Work? - Forbes
https://www.forbes.com/sites/.../2018/10/.../does-unconscious-bias-training-really-wor...
Oct 29, 2018 - This article examines the value of unconscious bias training and how it can be more effective.

D&I Training
$8B
Condoning stereotyping? How awareness of stereotyping prevalence impacts expression of stereotypes.
Purchase PDF
"… creates a norm for stereotyping, which paradoxically undermines desired effects."
The Economist
Schumpeter
Diversity fatigue
Making the most of workplace diversity requires hard work as well as good intentions
TIME
How Diversity Training Infuriates Men and Fails Women
JOANNE LIPMAN | JANUARY 25, 2018

Current Narrative | a paradox

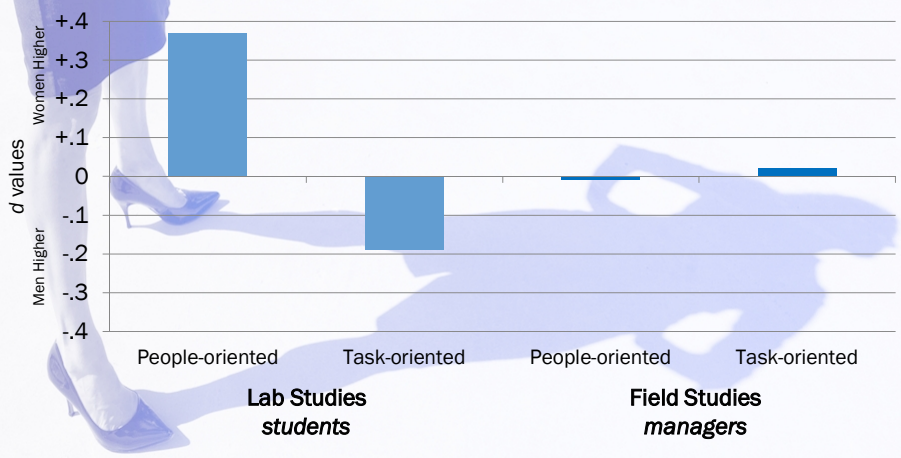
- The modern workplace is collaborative and the more relational style of women creates a female leadership advantage

But...

Uses common stereotypes to offer a tidy explanation for a messy problem

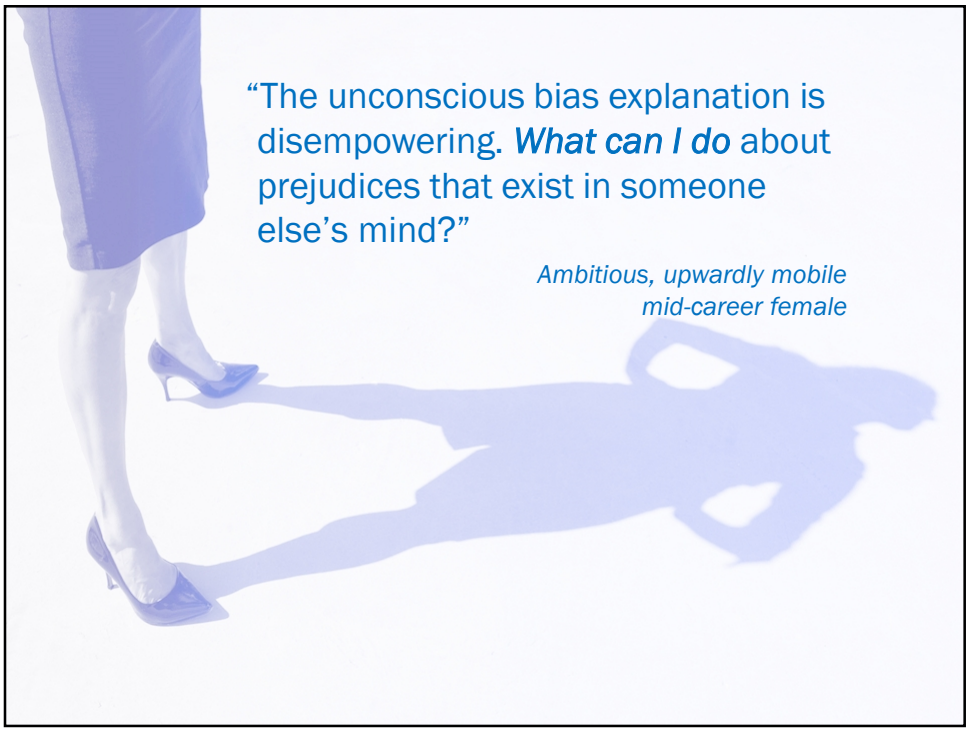
- An invisible barrier of bias prevents women from advancing into senior leadership

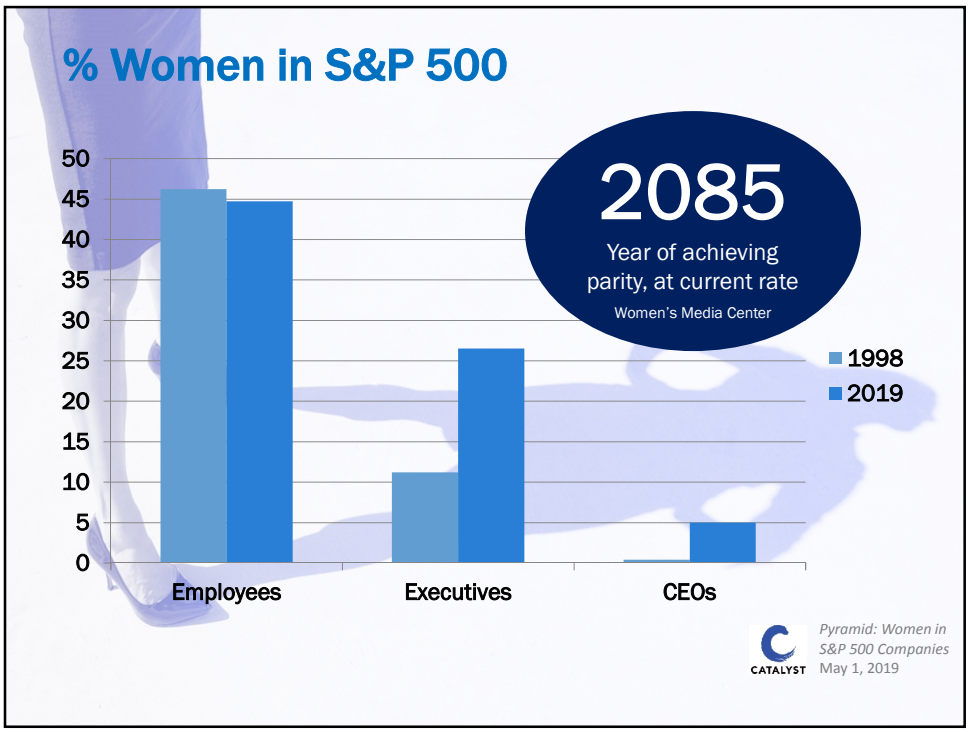
Gender differences in leadership style



Eagly & Johnson (1990) Gender and leadership style: A meta-analysis. *Psychological Bulletin*

© 2019 Kaiser Leadership Solutions & LEAD enter next level.





© 2019 Kaiser Leadership Solutions & LEAD enter next level.

GENDER BIAS AND REAL DIFFERENCES
IN RATINGS OF LEADERSHIP BEHAVIOR

findings from gender audits in six companies

KAISER
leadership solutions
kaiserleadership.com

Peer-reviewed research

Practical translations

An Assessment-driven Approach to Developing Leaders for Impact

IPS INTEGRATED PERSONALITY SUMMARY

LVI LEADERSHIP VERSATILITY INDEX

PULSE CHECK

PR PROGRESS REPORT

Assess — Plan — Follow-through — Measure Impact

DISTRIBUTED BY LEAD+

POWERED BY KAISER leadership solutions

© 2019 Kaiser Leadership Solutions & LEAD enter next level.

Strategic Talent Analytics

Study leadership cultures with assessment data

Descriptive
Shared strengths, complementary strengths
Strengths overused, shortcomings

Predictive
Which behaviors drive what KPIs?
Which behaviors distinguish derailers?

Comparative
Across BUs, Levels, Functions, Regions
Gender differences

Gender Audits

Better understand challenges facing women

- What can we learn from 360 data?

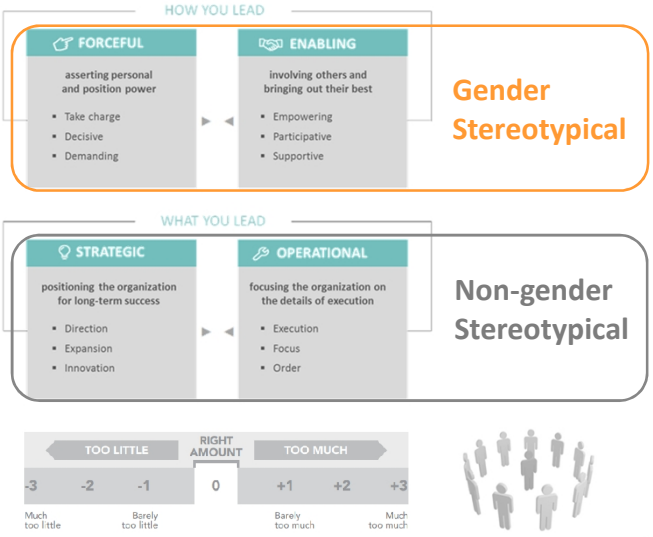
Evidence of bias?
From whom?
About what?

Differences in behaviors?
Which ones?
Unique dev needs?

© 2019 Kaiser Leadership Solutions & LEAD enter next level.

Measure

LVI

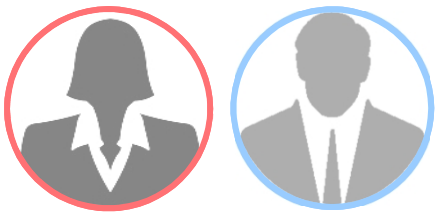


Methodology

Sample COMPANY

Matched Sample

- Level
- Function
- Region
- Age
- Experience
- Tenure



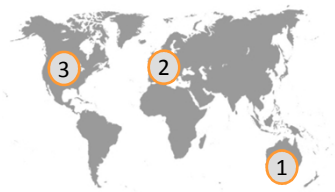
© 2019 Kaiser Leadership Solutions & LEAD enter next level.

Sample

6 companies

data collected 2010-2014

	Industry	HQ	# matched pairs
1	Technology	U.S.	92
2	Manufacturing	U.S.	192
3	Financial Services	U.S.	127
4	Financial Services	Australia	96
5	Pharmaceuticals	W. Europe	188
6	Energy	W. Europe	162



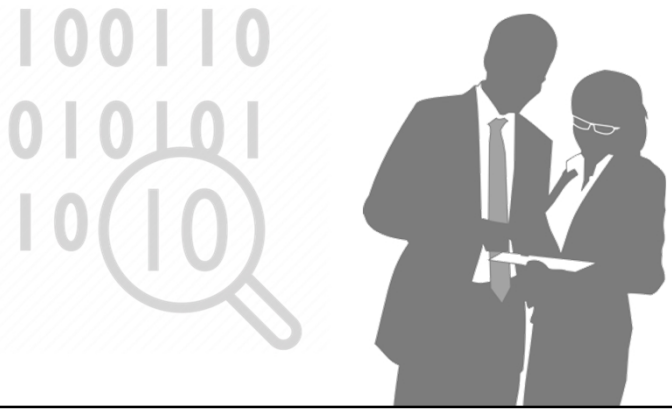
Sample

	Women Leaders			Men Leaders		
	N	*M*	*SD*	*N*	*M*	*SD*
Participants	857			857		
Age		42.28	7.51		42.34	6.76
Mgt Exp.		10.88	6.59		11.15	6.04
Tenure		2.79	2.73		2.86	2.46
Org. level						
Executive	382			382		
Director	268			268		
Manager	207			207		
Rated by	Male	Female		Male	Female	
Self		857		857		
Superiors	1,596	505		1,770	319	
Peers	2,719	1,576		3,389	995	
Subordinates	2,618	2,399		3,610	1,570	
Total	6,933	5,337		9,626	2,884	

© 2019 Kaiser Leadership Solutions & LEAD enter next level.

Analytic Strategy

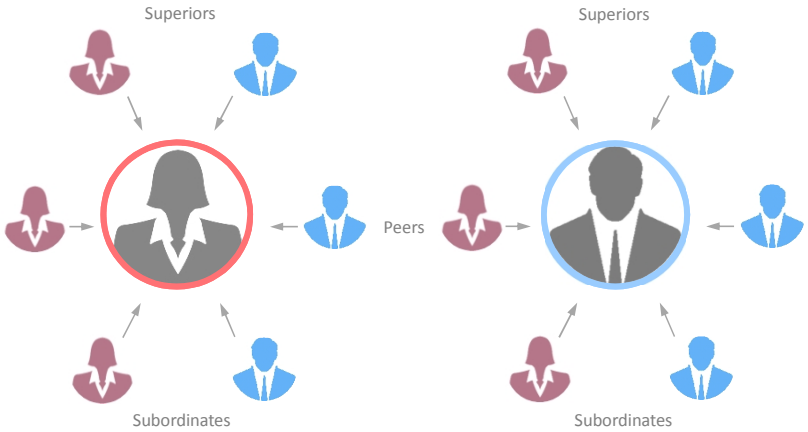
1. Test for bias in ratings
2. Test for differences in behavior



Gender Bias I

Evidence of bias if women rated worse:

- by male *vs* female coworkers
- by superiors *vs* peers *vs* subordinates



© 2019 Kaiser Leadership Solutions & LEAD enter next level.

Gender Bias I

Analysis

- 2 (Leader Gender) x 2 (Rater Gender) x 4 (Rating Source) MANOVA

16 Dependent Variables

- 4 Scales
- 12 sub-scales

48 possible interactions with Leader Gender

Gender Bias I

Results

No robust and sizeable evidence of bias

- 4 out of 48 (8%) "statistically significant" interactions

3 interactions were small, not "against" women

- Women rated higher on Operational
  (much higher by selves, bosses, and peers, less so by subordinates)
- Women rated higher by female raters on Participative
  (whereas men raters rated men and women similarly)
- Men rated higher on Direction by all except female peers
  (Female peers rated women slightly higher than men leaders)

1 interaction suggestive of bias "against" women

- Women rated higher on Focus by all raters except peers
  (Male and female peers actually rated women slightly lower than men)

© 2019 Kaiser Leadership Solutions & LEAD enter next level.

Gender Bias I

Upshot

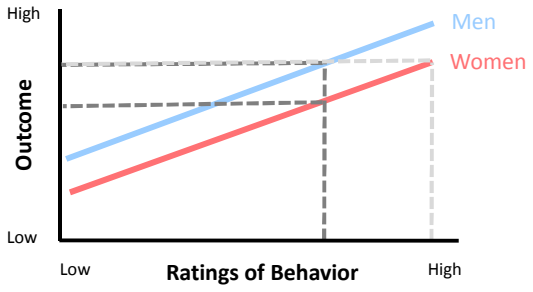
Far greater consistency than difference in how male and female raters from various coworker groups rated women leaders

- **No evidence that male coworkers rated women leaders worse**
  (than female coworkers do)
- **No evidence that superiors rated women leaders worse**
  (than peers or subordinates do)
- **Peers rated women worse than men on Focus**
  (but superiors and subordinates rated women better than men)

Gender Bias II

Differential validity

Under-prediction of leadership outcomes for women



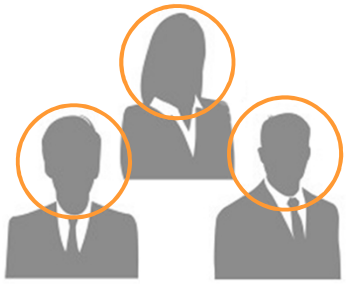
Cleary, T. A. (1968) Test bias: Prediction of grades of black and white students in integrated universities. *Journal of Educational Measurement*

SIOP (2003) *Principles for the validation and use of personnel selection procedures*

© 2019 Kaiser Leadership Solutions & LEAD enter next level.

Gender Bias II

Outcome measures



Perceived Effectiveness

Overall, how effective is this person as a leader on a 10-pt scale, where 5 is adequate and 10 is outstanding?
- 360 ratings

Team Performance

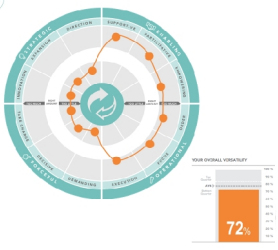
Productivity (quantity, quality, overall output)
- Boss ratings
Vitality (morale, engagement, cohesion)
- Subordinate ratings

Gender Bias II

Procedure

1. Aggregate coworker ratings of behavior

2. Combine Forceful, Enabling, Strategic, Operational dimensions into one overall summary variable, a *Versatility Score*
(0 to 100%, higher scores indicate more behaviors rated *the right amount*)



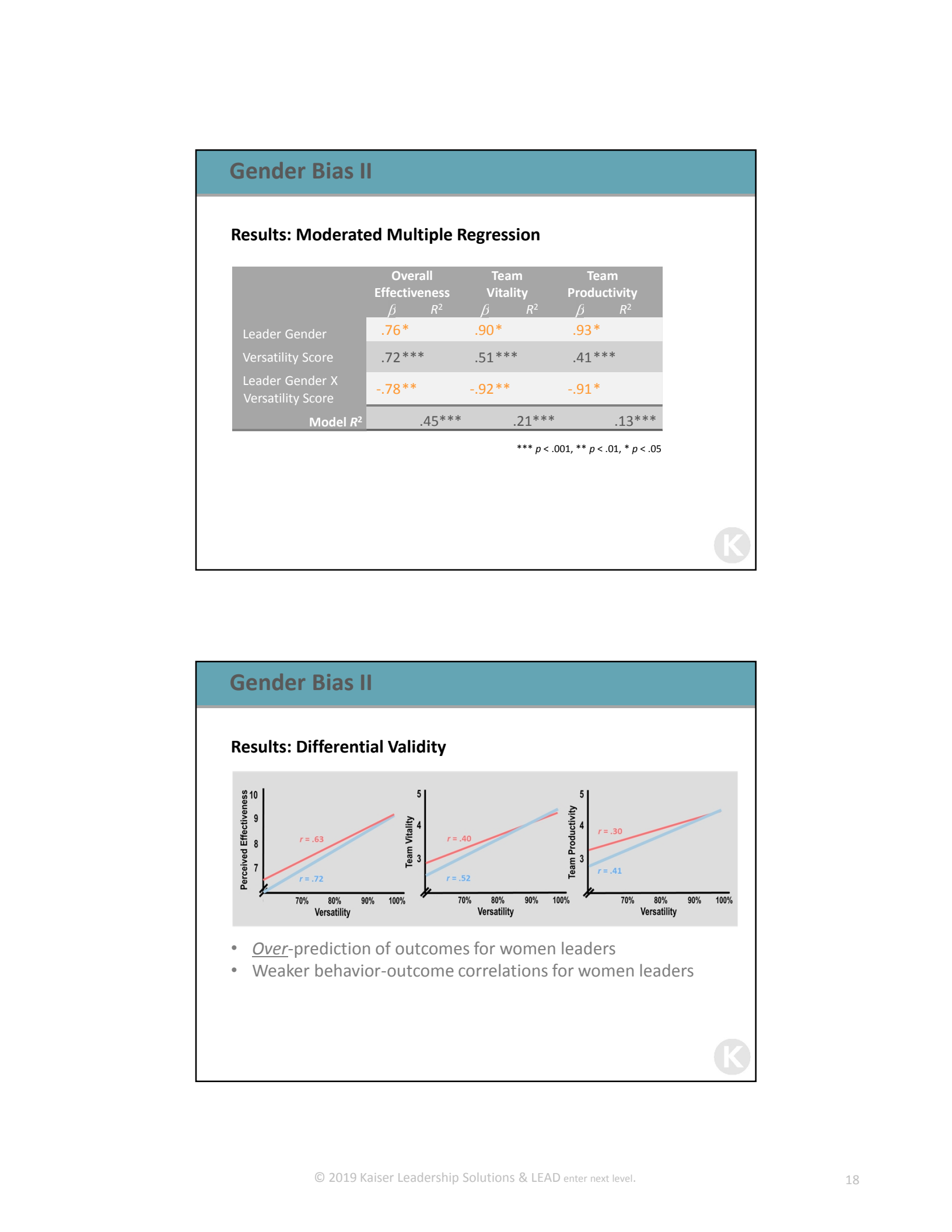
© 2019 Kaiser Leadership Solutions & LEAD enter next level.

Gender Bias II

Results: Moderated Multiple Regression

	Overall Effectiveness		Team Vitality		Team Productivity	
	β	R^2	β	R^2	β	R^2
Leader Gender	.76*		.90*		.93*	
Versatility Score	.72***		.51***		.41***	
Leader Gender X Versatility Score	-.78**		-.92**		-.91*	
Model R^2		.45***		.21***		.13***

*** $p < .001$, ** $p < .01$, * $p < .05$



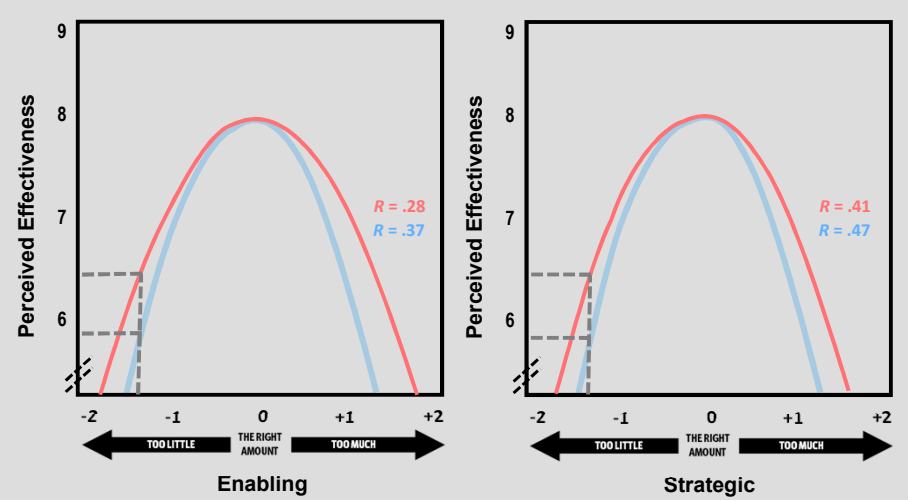
Gender Bias II

Results: Differential Validity

- *Over*-prediction of outcomes for women leaders
- Weaker behavior-outcome correlations for women leaders

© 2019 Kaiser Leadership Solutions & LEAD enter next level.

Gender Bias II



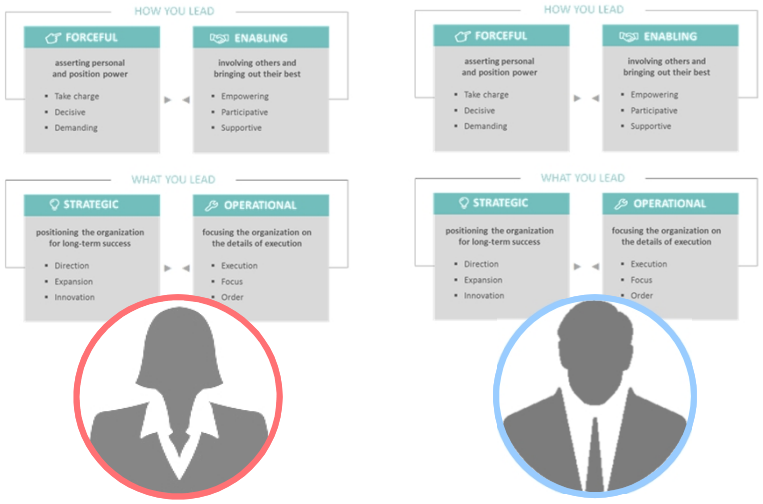
Gender Bias II

Upshot

- **No evidence of bias *against* women leaders**
- **Some bias *for* women leaders**
  appear to receive the benefit of the doubt at the less effective ranges of behavior—especially *Enabling* and *Strategic* behavior

© 2019 Kaiser Leadership Solutions & LEAD enter next level.

Real Gender Differences



Real Gender Differences

Results: Mean differences

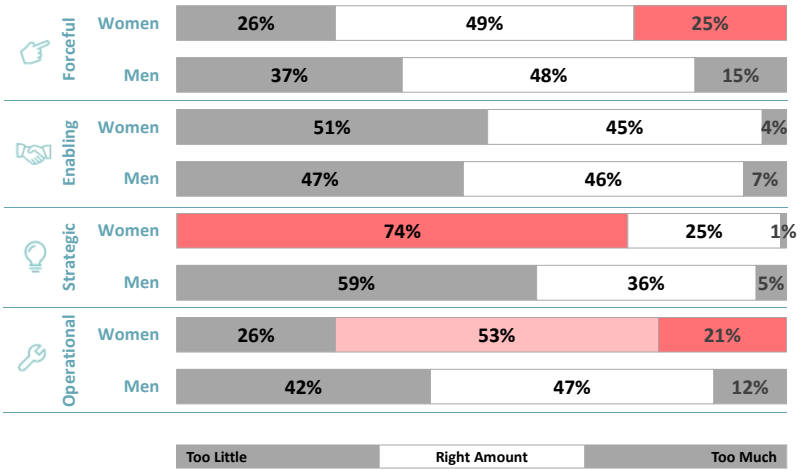
	Women		Men		Women – Men	
	M	*SD*	*M*	*SD*	*d*	
Forceful	-.01	.38	-.11	.35	+.28	***
Enabling	-.20	.26	-.17	.26	-.12	*
Strategic	-.32	.25	-.24	.25	-.32	***
Operational	-.05	.18	-.10	.19	+.27	***

*** p < .001, * p < .01

© 2019 Kaiser Leadership Solutions & LEAD enter next level.

Real Gender Differences

Results: Distribution differences



Major themes

- **No pervasive bias *against* women leaders**
  at least not in 360 ratings for their development
- **Some bias *in favor* of women**
  benefit of the doubt—especially for those at the *too little* ranges of Enabling and Strategic behaviors
- **Corporate women seem to behave different than men**
  more Forceful-Operational (tactical management of execution)
  less Strategic-Enabling (strategic leadership of the organization)

© 2019 Kaiser Leadership Solutions & LEAD enter next level.

Caveat

NOT saying there is no such thing as bias

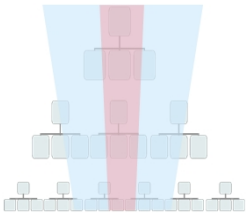
- Just didn't find it in 360 ratings for development
- Bias is real, but may be more subtle and insidious
- Stronger in high-stakes decisions: succession, promotion?
- Maybe more consequential in shaping career paths
- The "silent conspiracy"

© 2019 Kaiser Leadership Solutions & LEAD enter next level.

Career Paths

Broadening experiences

- Work in different functions (staff and line, esp commercial)
- Work in different business units
- Expatriate assignments
- Start up/Shut down/Reduction in Force
- New Business Development
- Wide scope, high-visibility projects
- P&L responsibility



The Hidden Trap

An ambitious woman carves out a niche…

- Boss sees her as the go-to person, a reliable #2
- She does whatever it takes to get the job done
- She's detail-oriented and on top of everything
- A good multitasker, she keeps the plates spinning
- Very capable, she finds it easier to do things herself
- Without formal authority, she may have to push hard
- But she's driven and dependable—and delivers

And she gets typecast in implementer roles—at an opportunity cost of commercial or strategic enterprise roles

© 2019 Kaiser Leadership Solutions & LEAD enter next level.

The new double-bind is getting rewarded for being a **"reliable doer"** – *at the expense of becoming a* **"strategic thinker."**

Ruth Bond
VP Global D&I
The Walt Disney Company

How to Get More Women to the Top?

Role models

The Seattle Times

New CEO Corie Barry moved upward for two decades at Best Buy

April 21, 2019 at 5:00 am | Updated April 22, 2019 at 9:48 am

Best Buy's chief financial and strategic transformation officer, Corie Barry, will become the company's CEO effective June 11. (Best Buy / AP)

BEST BUY

. . .

After two years as an auditor at Deloitte & Touche, Barry joined Best Buy as a financial analyst. Over the years, she moved up to lead finance teams. As she advanced in the company, she also took on operational roles, including interim president of the Geek Squad at Joly's invitation, before leading the strategic Expansion office. In 2016, she was named chief financial officer.

Barry said her wide range of jobs was not an accident. "One of my preconceived beliefs was that a breadth of experience was very important at a large company like this."

Barry said as you move up in an organization, the job becomes less specialized and the skills of critical thinking, problem-solving and communication start becoming more important than technical strengths.

What Women, Management, and HR Can Do

Women Own and Manage their Careers More Courageously

1. Take some risks, **move out of the comfort zone**, ask for opportunities, and raise your profile
2. Develop strategic leadership skills through **broadening experiences** (move across functions, BUs, cultures, into line jobs with P&L)
3. Learn to **speak the language of business strategy** – frame issues in terms of customers, competition, market dynamics, and value creation
4. Build a **supportive network** of other women who are going through the same experiences

Managers Learn to Support, Develop, and Advocate for Her Better

1. Truly **understand her and her experiences** – to better relate to and support her career
2. Give her **direct, candid feedback** and keep her on track with her development agenda
3. Help her **build her reputation**, brand and network – and defend her if needed
4. Encourage her to **broaden her skills** through stretch assignments – and even let her go to grow

HR/Talent Level the Playing Field and Remove Barriers for Her

1. Design talent identification and discussions to require **observations, facts, and data**; be based on explicit criteria; and include accountability and checks and balances
2. Make **opportunities (somewhat) transparent** so she has time to indicate interest before the decision is announced
3. Do an equality audit **to ensure women are being considered** for expat, cross-functional, commercial, P&L, and high-scope, high-visibility assignments
4. Be **careful about "playing to strengths"** with technical skills, functional expertise, and implementation track record

© 2019 Kaiser Leadership Solutions & LEAD enter next level.