Mending the gender gap
Advancing tomorrow's women leaders today

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Contents

Foreword

Rarely does a day pass that one doesn't hear something about the state of diversity in the business world. Whether within political news, our own personal situations, or most recently with the release of Facebook COO Sheryl Sandberg's book, "*Lean In: Women, Work, and the Will to Lead."* It's very exciting to hear the new conversations around cultural transformations that are changing businesses today.

To help understand the current state for women in leadership roles, PwC's Financial Services People & Change practice developed *Mending the Gender Gap: Advancing Tomorrow's Women Leaders in Financial Services* in May of this year. Due to the overwhelming interest in the issue, and the discussion the paper evokes around how companies can practically approach the challenge – we've leveraged the observations into this paper, which takes a look at the gender gap broadly across all industries.

We hope that our research and insight into these challenges provides value to executives across the industry spectrum and triggers conversations around setting a women's talent strategy. Setting a course of action impacts not only talent strategy, but the development of leadership roles, succession planning, diversity and inclusion strategies and cultural change. Organizations should take heed of this opportunity to address the challenges and set a framework to drive female talent upward within their organizations.

We hope that you find this study informative and useful and if needed, you will reach out to us for more information and discussion.

Sincerely,

Bhushan Sethi
Financial Services
People & Change Leader

Christine Ayers
Public Sector
People & Change Leader

Ed Boswell
Products & Services Industries
People & Change Leader

Marla Graeber
Health Industries
People & Change Leader

Introduction

The lack of women in leadership positions could take a significant financial and competitive toll on companies across all industries. *And time is about to run out.*

Despite making up over one-third of the workplace, women continue to to dramatically lag behind their male counterparts in leadership roles. Data across industries and around the globe shows that women, on average comprise 35% of employees, but only 17% progress through the leadership ranks to senior level roles.[1] Board and CEO representation is even more alarming: women hold only 12% of board seats and a mere 5% of CEO positions.[2]

The lack of women leaders is grabbing the global spotlight, from Sheryl Sandberg's book "*Lean In*" to a proposal for legislation in the EU to require more women on boards. That's because it's far more than a social issue — it's a problem with financial, legislative, risk management, and talent retention implications.

Consider the following:

- Studies suggest that companies with a gender-diverse board perform significantly better than their competition. This includes a 42% higher return in sales, 66% greater return on invested capital, and 53% higher return on equity.[3]

- In the United States alone, women control 50% of the private wealth. What's more, women head one-third of all US households.[4] Women leaders bring a unique vantage point for attracting and serving this powerful and profitable customer segment.

- Recognizing the need for greater diversity, some countries are considering or adopting initiatives that require companies to significantly raise the number of women serving on boards.

"Sandberg has brought renewed attention to the critical challenge of diversifying corporate leadership. While Sandberg focuses on inspiring women to embrace ambition, I believe business leaders have a responsibility to lean in as well."

Robert E. Moritz
US Chairman and Senior Partner, PwC

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[1] World Economic Forum, *The Corporate Gender Gap Report 2010*, 2010
[2] Ibid. Data reflects average across survey respondent pool
[3] European Commission, *Women in Economic Decision Making in the EU: Progress Report*, 2012
[4] Investment News, *Women and investing: How to attract a key demographic*, May 7, 2012

Studies suggest that companies with a gender-diverse board perform significantly better than their competition, including:

42% higher return on sales

66% greater return on invested capital

53% higher return on equity[5]

Lack of progress raises the level of urgency

Although gender diversity has come far when compared with past decades, the progress made in the last several years has been painfully slow.
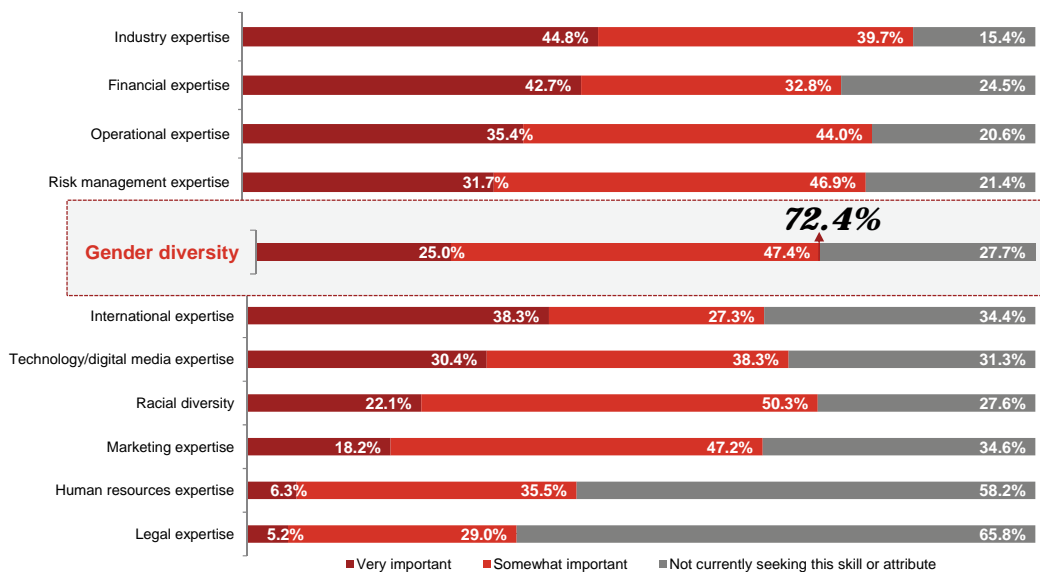
Among the European Union member states, the number of women board members has increased by an average of only 0.6% per year since 2003.[6] The pace of change in the United States is trailing as well. The following cross-industry statistics for Fortune 500 companies illustrate this point.[7] In 2012:

- 16.6% of board seats were held by women, **unchanged for seven consecutive years.**

- 14.3% of executive officer positions were held by women, **unchanged for three consecutive years.**

Yet some companies are taking action. In a 2012 survey that asked participants to rank the importance of gender diversity when adding directors to their boards, 25% answered "very important" (see Figure 1).[8] By moving quickly, these companies will see the benefits of gender-diverse leadership. However, if your organization is among the majority that haven't elevated the issue of women in leadership, the time for action is now.

Figure 1: Criteria for board member eligibility
How would you currently describe the importance of adding directors with the following to your board?

	Very important	Somewhat important	Not currently seeking this skill or attribute
Industry expertise	44.8%	39.7%	15.4%
Financial expertise	42.7%	32.8%	24.5%
Operational expertise	35.4%	44.0%	20.6%
Risk management expertise	31.7%	46.9%	21.4%
Gender diversity	25.0%	47.4% (72.4%)	27.7%
International expertise	38.3%	27.3%	34.4%
Technology/digital media expertise	30.4%	38.3%	31.3%
Racial diversity	22.1%	50.3%	27.6%
Marketing expertise	18.2%	47.2%	34.6%
Human resources expertise	6.3%	35.5%	58.2%
Legal expertise	5.2%	29.0%	65.8%

[5] European Commission, *Women in Economic Decision Making in the EU: Progress Report*, 2012
[6] European Commission, *Questions and Answers: Proposal on Increasing Gender Equality in the Boardrooms of Listed Companies,* 2012
[7] Catalyst, *Catalyst 2012 Census of Fortune 500: No Change for Women of Leadership*, 2012
[8] PwC, *Insights from the Boardroom 2012, Board evolution: Progress made, yet challenges persist*, 2012

In this paper, we take a closer look at the shortage of women in leadership and describe some strategies that companies across the industry spectrum can take to expand their pipeline of women leaders. This strategy can help close the gender gap and position companies for the many benefits that accompany a gender-diverse workforce.

The call for more women leaders is louder than ever

40%

The percentage of board seats that must be filled by women by 2020 under a proposal for legislation adopted by the European Commission.

Women in industry: By the numbers[12]

F1000 Boards with three or more women

Consumer	54
Industrial	22
Financial services	18
Energy/utilities	14
Life sciences	14
Technology, media & telecom	11

F1000 boards with no women directors

Consumer	29
Industrial	52
Financial services	9
Energy/utilities	25
Life sciences	4
Technology, media & telecom	20

Globally, women control
$12 trillion *of consumer discretionary spending.*

Without more women in leadership, companies could struggle to understand and win over this crucial customer demographic.

Raise female board representation or face sanctions?

The European Commission recently adopted a proposal for legislation requiring women to make up 40% of board director seats by 2020. To avoid sanctions, many companies will need to take urgent measures to comply.

Organizations in other markets may soon feel the ripple effect of the policy. And it could make the global talent race even more competitive. Organizations that don't actively develop and promote female talent could soon see well-qualified women leave to join companies that do.

Investor demands are mounting

The level of investor concern over board diversity is rising. Diverse groups tend to have a well-rounded view on business issues and risks. Studies have found that gender-balanced boards are more likely to focus on risk management throughout the organization.[9] Recently, institutional investors have filed shareholders' resolutions with 20 cross-industry US companies that lack female board members. The investors are asking the companies to adopt charter language that supports board diversity and to include women and minorities on their boards. These shareholder resolutions are a follow up to letters sent to 168 companies without female board members, co-signed by institutional investors with more than $1.2 trillion in assets under management.[10]

Beyond the board — gender diversity at all levels of leadership can have a tangible impact

While studies have suggested that companies with more women on their boards have a higher return on sales, invested capital, and equity, the benefits of gender diversity reach well beyond the board level.

Women control $12 trillion — or 65% — of the $18.4 trillion in consumer discretionary spending around the globe. Female clientele, and the potential value they represent, are too important to ignore. [11]

Without more women in leadership, myriad organizations could struggle to understand and win over this crucial customer demographic.

[9] European Commission, *Women in Economic Decision Making in the EU: Progress Report*, 2012
[10] Business Wire, *Institutional Investors File Shareholder Resolutions Encouraging Diversity in Company Charter Language and in the Corporate Boardroom,* February 28, 2013
[11] International Herald Tribune (The New York Times Company), *Rebalancing Child-care Equations: The Female Factor,* November 21, 2012
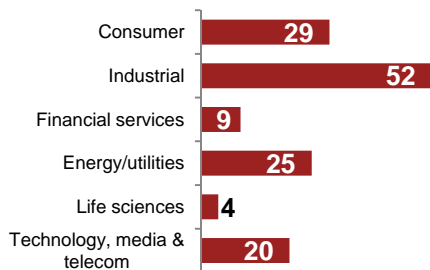[12] Source: The Conference Board: Women on Boards Review and Outlook by Julie C. Norris, 2012.
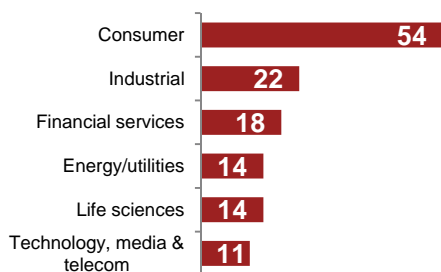
A closer look: the arc of women's careers

In many industries, there is a stark contrast between staff level and gender: as staff level rises, the percentage of female employees shrinks (Fig. 2).[13] And because women make up only 24% of middle management, companies have a limited pipeline to feed senior-level roles.

Figure 2: Average representation of women
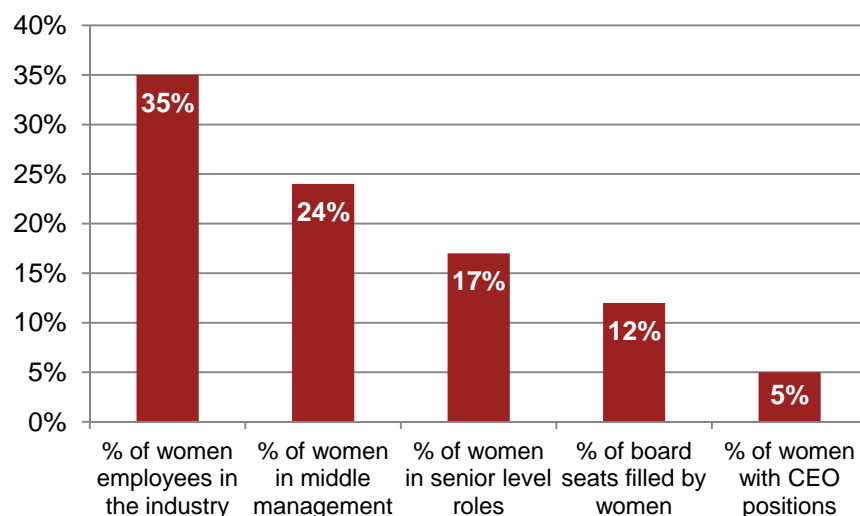
But an underlying question remains: why aren't women rising through the leadership ranks on par with their male counterparts?

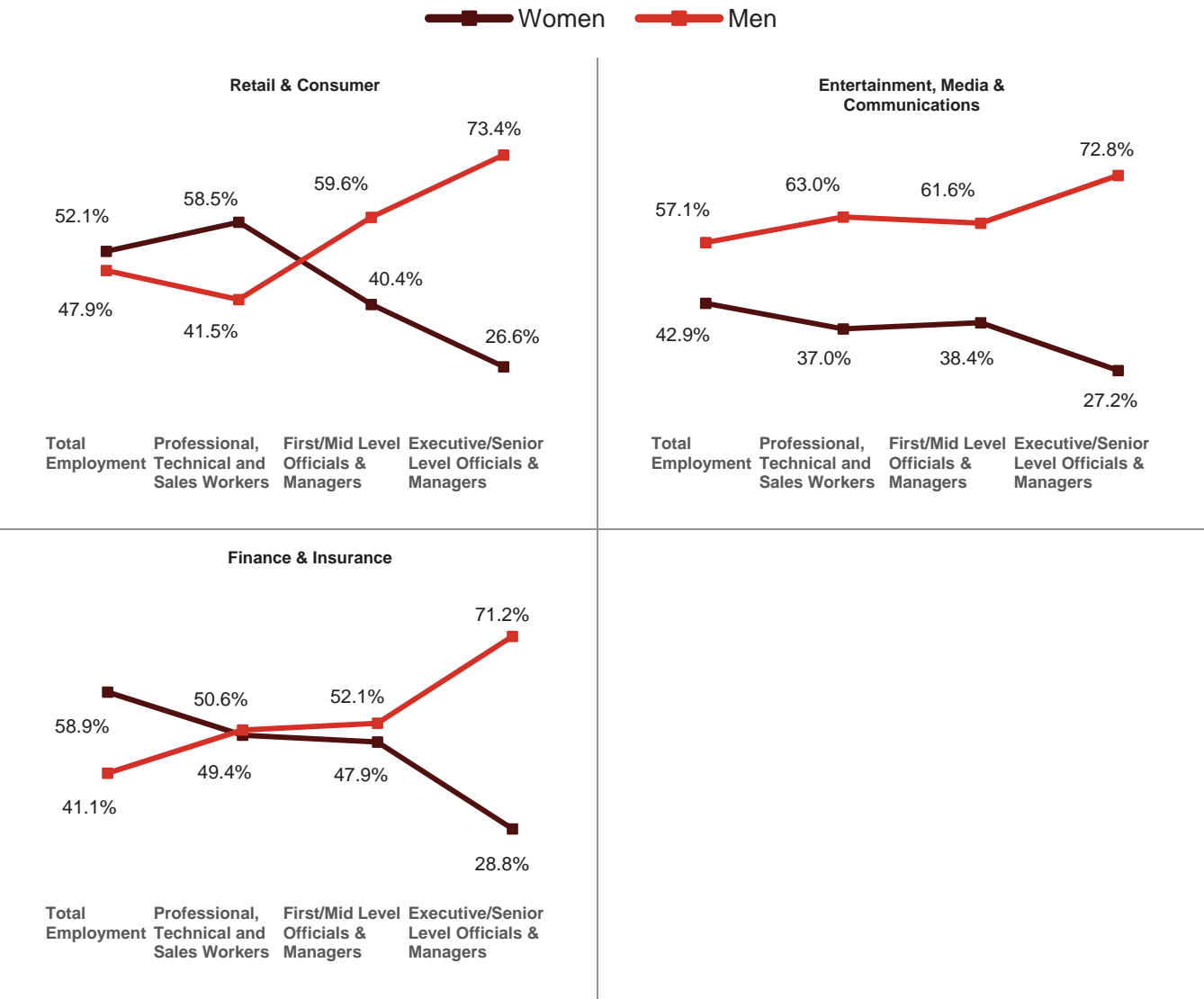[13] World Economic Forum, *The Corporate Gender Gap Report 2010*, 2010

When looking at the career progression of men versus women, a clear pattern emerges (see Figure 3). Regardless of where it starts, female representation falls dramatically between the mid-manager level and the executive ranks; men's representation takes the opposite trajectory and increases significantly when approaching the executive level.

Figure 3: Career progression in the US across several major industry groups [14]
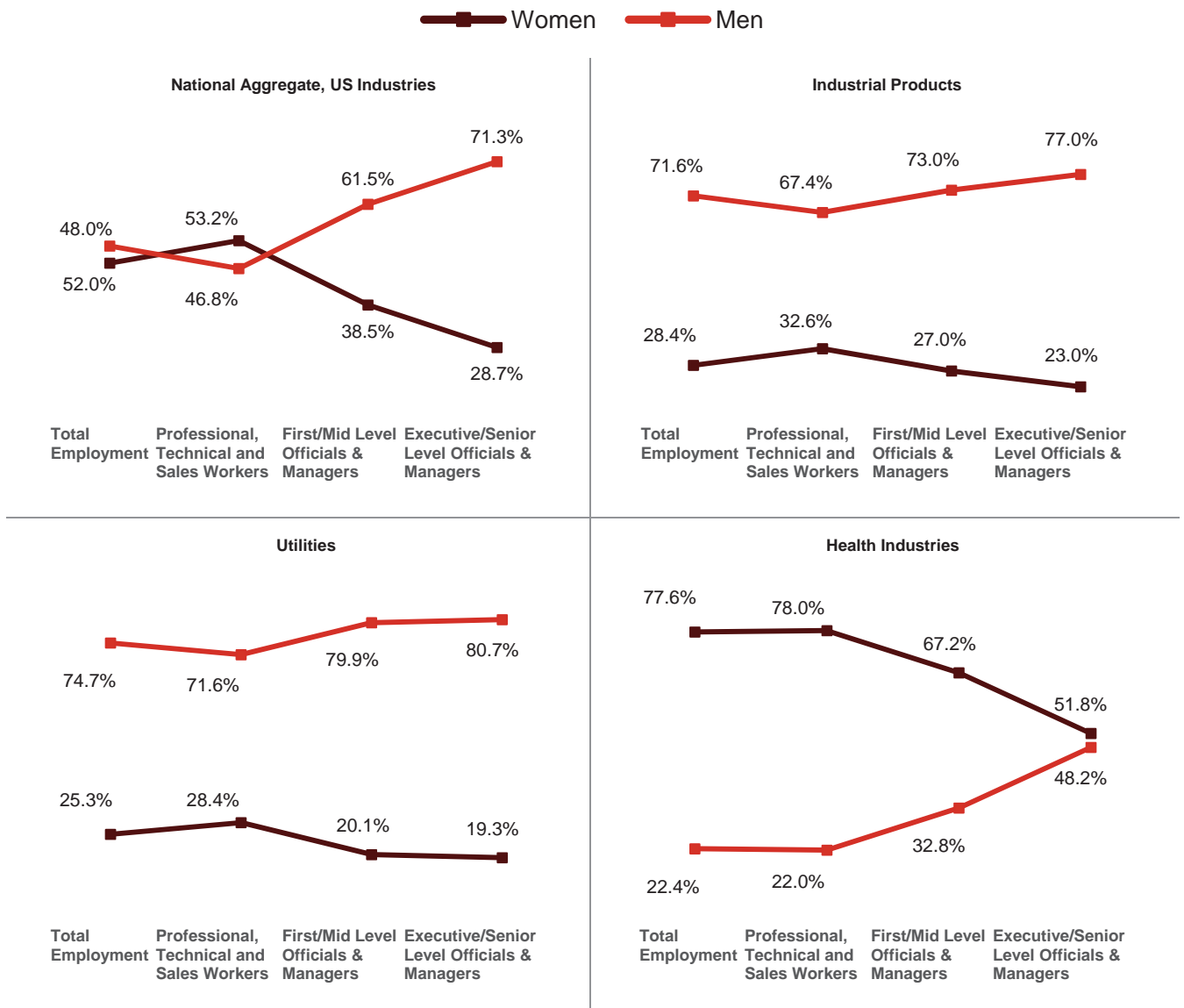
[14] US Equal Employment Opportunity Commission, *2011 Job Patterns For Minorities And Women In Private Industry*

Figure 3: Career progression in the US across several major industry groups, continued

Women ■ Men ■

Retail & Consumer

- Women: 52.1% → 58.5% → 40.4% → 26.6%
- Men: 47.9% → 41.5% → 59.6% → 73.4%

Categories: Total Employment | Professional, Technical and Sales Workers | First/Mid Level Officials & Managers | Executive/Senior Level Officials & Managers

Entertainment, Media & Communications

- Women: 42.9% → 37.0% → 38.4% → 27.2%
- Men: 57.1% → 63.0% → 61.6% → 72.8%

Categories: Total Employment | Professional, Technical and Sales Workers | First/Mid Level Officials & Managers | Executive/Senior Level Officials & Managers

Finance & Insurance

- Women: 58.9% → 50.6% → 47.9% → 28.8%
- Men: 41.1% → 49.4% → 52.1% → 71.2%

Categories: Total Employment | Professional, Technical and Sales Workers | First/Mid Level Officials & Managers | Executive/Senior Level Officials & Managers

What's blocking the pipeline of women leaders?

Not only are women currently underrepresented in leadership roles, but the lack of progression along the leadership continuum also means the pipeline for future female leaders in many industries is in danger of running dry. There are many contributing factors clogging the pipeline, including:

Promoting skilled senior women leaders

- **Unintentional discrimination**. Sometimes unintentional discrimination occurs, resulting in senior executives filling leadership positions with more men than women. Consider the following study on the role that gender plays in performance evaluations at the most senior levels. When asked to consider prospective successors, senior male executives associated strong leadership with widely held beliefs about male behavior. Additionally, not only was a woman's gender considered a relevant issue in performance assessment, it was seen as a factor that could interfere with her ability to fit in with other executives.[15] A recent broad-scale field study supports these findings: despite scoring higher on measures of job performance, women lagged behind men on ratings of promotability.[16]

- **Lack of clarity about the factors used to select future leaders**. This creates an atmosphere of discontent among capable women who are ready to advance.

Retaining high performing mid-level women

- **Fewer opportunities for advancement.** Organizational hierarchies continue to flatten, limiting the number of high-level roles available. As a result, flight risk among mid-level women is increasing. Because women are already underrepresented in leadership roles, attrition could have a compounding effect and leave an even greater gender gap.

- **Millenials' high turnover rate.** PwC's study on millennials (those born between 1980 and 2000) found that 54% expect to work for between two and five employers over the course of their careers. The bad news for employers is that only 18% of those questioned planned to stay in their current role in the long term, and only one in five (21%) said they'd like to stay in the same field and progress with one employer.[17] This staff churn could take promising female talent out of the leadership pipeline and negate investments that companies make to prepare internal candidates for leadership positions.

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[15]Human Resource Planning, *Gender's Unspoken Role in Leadership Evaluations*, September 2007, reprinted with permission from HRPS, Volume 30, No. 4, 2007. Published by HR People & Strategy, all rights reserved. www.hrps.org
[16] Journal of Management, *A Meta-Analysis of Gender Group Differences for Measures of Job Performance in Field Studies,* February, 2012
[17] PwC, *Millennials at Work: Reshaping the workplace*, 2012

Identifying and addressing occupation-related gender segregation

- **Women are less likely than men to stretch out of their comfort zones.** A recent field study found that female employees had fewer challenging experiences in their jobs than their male counterparts. The ramifications of this gender bias are significant because these challenging tasks are essential toward developing critical job experiences that prepare women for leadership roles. [18]

- **Women's networks lack broad support from men.** While many firms sponsor groups and networks to help women develop their careers, many women find that membership in these groups can threaten their credibility and perceived capability with some male colleagues. Involvement from both women and men is critical in advancing the issue of women in leadership.

Considered holistically, these dynamics prevent many companies from capitalizing on the talented women leaders they recruit. At the same time, high-performing women remain hindered by many factors, ranging from unstated criteria for promotion, to lack of clarity around leadership's ideas, to the remains of hidden bias from a bygone era. This signifies a critical need for organizations to fundamentally re-evaluate how they define leadership, and how they identify and nurture talent.

"Another thing we must be better at is mentoring and developing talent and ensuring that this talent then has places to go within organizations. People are more likely to want to work at companies in which they see a future for themselves."

Robert E. Moritz
US Chairman and Senior Partner, PwC[19]

Millennials mind the gap

In a recent PwC survey, 55% of Millennials stated that "organizations talk about diversity but I don't feel opportunities are really equal for all."

The perception of gender bias is a critical concern for these female employees: a mere 36% feel that employers are 'getting it right' in terms of equality when it comes to women. Their male counterparts? Forty-six percent believe employers are on the right track. When it comes to corporate advancement, 29% of female Millennials said they felt employers were too biased towards men when promoting internally (compared to 16% of men who felt that there was a female bias).

It's clear a change in mindset is needed: When questioned about the potential to rise to the top: 61% of men said they were optimistic they could rise to the most senior level of their organization, compared with 51% of women.[20]

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[18] Gender Differences in Job Challenge: A Matter of Task Allocation
Irene E. De Pater*, Annelies E. M. Van Vianen and Myriam N. Bechtoldt, 2009
Blackwell Publishing Limited
[19] America's Talent Gap, The Huffington Post, 11/5/2-12: http://www.huffingtonpost.com/bob-moritz/americas-talent-gap_b_2080162.html
[20] PwC, *Millennials at Work: Reshaping the workplace*, 2012

Developing a women's talent strategy

To resolve the shortage of women in leadership and overcome the critical challenges, companies need to define and develop a a strategy and framework to advance the women in leadership agenda, with the right structure and governance around it. Below, we describe a framework for a women's talent strategy.

Figure 4: Women's talent strategy: key considerations

Women's talent strategy: key considerations	
Implement prerequisites	• Build a business case • Develop a universal definition of leadership • Evaluate your leadership development infrastructure • Deploy a common talent assessment process
Plan workforce	• Identify top strategic imperatives and organizational competencies needed to drive business objectives • Evaluate competency gaps and develop talent strategies to address those gaps • Align leadership on vision, strategy, and measures of success • Implement steering committee of cross-functional leadership to implement measures and monitor successes and gaps • Develop program parameters and action plan for placing high-performing women in leadership roles • Develop women's succession plans • Ensure executive scorecards include specific metrics on women leaders

Women's talent strategy: key considerations	
Recruit and onboard	• Inventory specific mid-level and senior positions and categorize as critical, near-term, and long-term needs • Identify high-performing women already within the organization that can carry the business needs forward in these roles • Source high-performing women leaders from the marketplace to fill competency gaps • Provide high-touch onboarding for external women leader hires to facilitate integration to firm culture and role expectations
Develop and deploy	• Assign targeted women to level-appropriate talent pools • Align women candidates with leader mentors to support learning, networking • Assess the women candidates for strengths and gaps compared with critical competencies • Design career experience and learning roadmaps, including succession plans, based on assessment results • Assign high-potential women candidates to short-term assignments in visible roles for skill-building, networking • Develop high-performing women by involving them in strategic decision making • Align women to peer networking groups to support learning, sustain engagement
Measure and manage	• Monitor mid-level and senior-level role creation and role vacancy, and align talent to positions • Evaluate high performers and talent pool members on performance history, leader behaviors, career potential • Identify success stories — high-performing and high-potential women — based on multiple criteria and sources
Reward and recognize	• Proactively "market" the candidate slate to executive and mid-level business leaders to enable broad-based selection practices • Align talent to strategic roles, critical competencies • Compensate and promote upwardly capable women to positions according to customized career plans
Transition workforce	• Assess executive scorecards for fiscal year performance metrics on advancing women leaders in aggregate by function, business units • Identify win-loss ratios, scorecard performance, and gaps • Convene steering committee to evaluate results, key successes, and develop action plan for subsequent fiscal year

Implementing the four prerequisites: setting the foundation for an effective talent strategy

Before companies can develop a women's talent strategy, they should first focus on four prerequisites that serve as the foundation to establish a leadership competency framework. These prerequisites are not just applicable to gender diversity. They can be used as the basis for creating a universal leadership development framework, including one that promotes widespread diversity in the leadership ranks. Once the prerequisites are in place, companies can then tailor and implement the strategy.

1. Build a business case for organizational buy-in

Leadership diversity is a business issue that will need buy-in from a wide array of champions, sponsors, leaders, and participants from across the organization. Working with key stakeholders to co-develop and implement a leadership development program will be a key component in its success, acceptance across the organization, and long-term sustainability.

To build consensus and pave a smooth transition with broad support across the enterprise, companies should:

- Assess leadership attitudes and readiness for addressing the topic of diversity

- Build the business case and secure C-suite sponsorship

- Engage top leadership, stakeholders, and sponsors, and develop mutually agreed upon measures of success

- Embed the program into executive sponsors' goals and objectives; develop measures that reflect stretch goals and hold executive sponsors accountable for driving tangible results (e.g., women senior vice presidents, executive vice presidents, etc.)

- Communicate the program

- Align management to expectations

- Determine the role of the human resources function

- Build realistic tracking mechanisms and publish results

- Monitor and evolve the program on a continual basis

CEO insights

CEOs across the globe agree that talent is a top priority, with 77% expecting to change their talent management strategies and 45% planning to increase headcount in the coming year.

With a look to the leadership pipeline, global CEOs agree on top-level strategies:[21]

- **79%** say involving managers below board level in strategic decision making is an effective strategy
- **71%** cite active succession planning as an effective strategy
- **58%** deploy programs to encourage diversity amongst business leaders

These important components are included in the women's talent strategy and lifecycle. (see figure 4)

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[21] PwC 16th Annual Global CEO Survey

2. Develop a universal definition of leadership

By promoting a universal definition of leadership — one that specifies leadership performance requirements, valued capabilities, and needed behaviors to drive results by career level — companies can improve the way they select, develop, and recognize leadership strength in the ranks.

For example, a competency like "envisions" can potentially carry bias in some organizations. Due to pride in their practical approach for driving results, women are sometimes perceived as lacking in vision.[22] By contrast, "develops winning strategies" is a competency that is outcome-oriented, can be evaluated and measured, and requires a leader — regardless of gender or culture — to use their abilities to deliver results.

Implementing a set of universal leadership competencies clarifies performance expectations, provides the foundation for a firm-wide and global culture, reduces risk from rogue behavior, and opens the leadership pipeline to a full and diverse range of female talent.

Taking a closer look at the behaviors of key leaders — and the climate those behaviors create — is the first step toward assessing the need for a change.

Consider the following questions and how they apply to your organization:

- What critical leadership competencies provide the foundation for our organization's performance? Can we measure the behaviors in action? How do we evaluate their impact?

- What leadership competencies are needed to deliver on tomorrow's strategic imperatives? How do they compare with today's priorities?

- What leadership competencies do we value? Do these values vary by country? Does performance vary among businesses or regions? How do we address the variations?

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[22] Ibarra, Herminia and Obodaru, Otillia, Harvard Business Review, *Women and the Vision Thing*, 2009

Case study

Multinational bank develops a universal definition of leadership

Despite a range of initiatives, a persistent lack of diversity remained within the officer ranks of a multinational bank. Additionally, the bank was contending with recent headline-making leadership decisions and increasing pressure from regulators and customers. The CEO recognized that without a significant shift in leadership thinking and composition, efforts to expand operations in new markets could be impaired.

The approach
- The bank collected feedback from a range of leaders across the business to capture which leadership practices were working and which needed improvement.
- They found that select management functions within the bank resisted participating in organizational initiatives, and turnover among leaders at and above the officer level was at an all-time low.

The result

Based on the findings, the bank realized it needed to address gaps in its leadership culture. The company developed a new leadership competency framework, working with the COO and human resources, to raise the bar on performance expectations across the firm and set a new standard for leadership. Through select leadership mobility, the bank also enabled a renewal of its collective leadership capability and broadened the range of eligible talent reaching key decision-making roles.

3. Evaluate your leadership development infrastructure

Many firms have programs that target leadership and succession planning exclusively at the senior-most levels. But few have programs that identify talent in the mid-tier ranks. This can leave a large gap in the talent pipeline. It's especially important to have a leadership infrastructure in place at the middle management level, when people often need information and support the most. This approach can help shorten developmental milestones and expedite top performers' readiness for advancement.

By evaluating the infrastructure and investments used to identify, develop, and advance high-potential talent, organizations can identify and fill gaps within the system to better support mid-level managers' career momentum.

It's especially important to have a leadership infrastructure in place at the middle management level, when people often need information and support the most.

Consider the following questions when assessing your organization's leadership development infrastructure:

- Are we identifying people for the right roles over the medium term and long term? Do we have the right retention and acquisition strategies in place to close gaps and reduce turnover costs? Are we proactively managing our slate of high-performing, high-potential talent?

- How can we adjust the talent selection processes to increase the leadership pipeline at various levels? Are the current assessments accurately measuring potential?

- Do we assess high-performing and high-potential staff early enough in their careers? Are the talent management processes and tools currently in use capturing the full range of their performance?

- Do our development programs target the right set of needs or skills, based on current and potential career level? Are there gaps in some career path models? What combination of experiential, coaching, and classroom programs makes the most sense, based on career level?

- What adjustments should we make in the talent review process to see greater success in identifying and advancing high-potential and high-performing talent? How can these individuals become more visible?

- What's the right succession planning tool to use? Are we capturing the right data?

Figure 5 illustrates a model leadership development infrastructure.

Figure 5: Leadership development: identifying, developing, and advancing talent[23]

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[23] **PwC research and data**

Case study

Healthcare company uncovers key barriers to improved retention

Like many health care organizations, the company had significant concerns regarding its nurse and other employee turnover, as well as a persistent vacancy rate.

The approach	• The company deployed a team to review, audit and identify opportunities for improvement within recruiting and retention processes. Reviews encompassed the human capital board report, employee climate survey findings, and all recruiting and retention techniques – scholarships, employee survey action plans, benefits and retirement plans. • A gap analysis was conducted on recruiting and retention processes to determine if current practice and policies were incompliant and / or significantly different from best practices.
The result	Prior to the review, the company had not conducted an analysis to understand the cost of turnover, thus was unable to drive behavior change from a fact-based position of authority, After the audit and analyses, the organization possessed metrics to formally evaluate the efficiency and effectiveness of the recruiting function; as well as more control on requisition procedures and controls.

4. Deploy a common talent assessment process

Talent assessment is the most critical component of the leadership development system. By applying a standard leadership assessment process and approach, you can gain a sense of your in-house talent as a whole and, more specifically, the quantity and capabilities of potential leaders.

Develop evaluation systems that provide managers with objective measures of behavior and performance to reduce manager bias. One such measure is a behavior-based evaluation tool. Behavior-based evaluations gauge not only <u>what</u> people do, but <u>how</u> they do it, and improve evaluation results across the following performance dimensions:

- **Business performance** stemming from business results over a period of time

- **Strategic competencies** that are needed for the firm to fulfill near- and long-term business imperatives

- **Career potential** and the level of potential effectiveness in the management hierarchy

- **Person/environmental fit** for determining the right person for the right role at the right time

Once your talent assessment is complete, future leaders can take on a host of developmental assignments, which is especially important because it increases the readiness for senior executive roles.

Some key critical role assignments that contribute to the development of leadership abilities include:

- An early stretch assignment – Providing lessons in risk taking, building confidence, credibility, and visibility[24]

- Operational role experience – Owning profit and loss responsibility

- People management responsibility – Building strong teams and a sense of authority

- Working in a different environment – Seeking out new roles and new functions

- International assignments – Developing key skills such as resilience, flexibility, adaptability, and cultural awareness

- Creating something new – Cultivating an entrepreneurial spirit, especially when it leads to increased sales, competitive advantage, or cost reductions

- Organizational change – Refining stakeholder management skills and taking on organization-wide change

- Dealing with complex problems – Contributing key strengths to challenging organizational issues

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[24] Sundaytimes.co.uk, *Nine steps to win the crown; Women need time in different key roles rather than just specialising in one area if they want to make their way to the top: Key assignments*, October 22, 2011

Getting started

Successful organizations know that sustaining a distinctive and diverse leadership culture is critical to thriving in the marketplace. By implementing the prerequisites and a women's leadership strategy, organizations can create a compelling value proposition that serves to attract, retain, and advance the most promising women leaders. It's a strategy whose time has come, with benefits too significant to ignore.

To begin, consider the following questions as you assess your organization's women's leadership strategy:

To what extent do you agree or disagree with the following:	Fully agree	Partially agree	Disagree
The organization can articulate the business case for advancing more women into leadership roles.	☐	☐	☐
Executive leadership roles, responsibilities, and decision-making accountabilities around women's leadership succession are well defined.	☐	☐	☐
Leadership supports and enables the desired behavior to ensure that women's talent assessment and leadership development objectives are being met.	☐	☐	☐
The organization communicates key messages around development.	☐	☐	☐
The existing leadership competency model reflects the universal attributes and behaviors of all — regardless of gender or culture — to drive the organization's strategy forward.	☐	☐	☐
The existing talent assessment process effectively identifies gaps in women's leadership capability.	☐	☐	☐
The organization has an enterprise-wide view of high-potential women employees by business function and geography.	☐	☐	☐
The organization has well-defined succession plans and leadership development programs for women.	☐	☐	☐
There's an effective working relationship between human resources and business leaders.	☐	☐	☐
Human resources is delivering services that address leadership capacity or capability concerns.	☐	☐	☐

Creating and retaining a strong pipeline of female talent is a pursuit that will pay off with both short- and long-term benefits. And with the right strategy in place, organizations across all types, industries and sizes can begin to see the many rewards that come with their new leadership formula.

To have a deeper discussion around the themes discussed in this paper and other organizational challenges you may be facing, please contact:

Bhushan Sethi
Financial Services
People & Change Leader
646 471 2377
bhushan.sethi@us.pwc.com

Ed Boswell
Products & Services Industries
People & Change Leader
704 350 8125
edwin.h.boswell@us.pwc.com

Marla Graeber
Health Industries
People & Change Leader
267 330 2517
marla.a.graeber@us.pwc.com

Christine Ayers
Public Sector
People & Change Leader
703 918 1173
christine.ayers@us.pwc.com

Elaine Miller
Managing Director
646 471 8359
elaine.m.miller@us.pwc.com

Ruth Philpott
Manager
646 471 4456
ruth.g.philpott@us.pwc.com

www.pwc.com/us/peopleandchange