

WOMEN OF INFLUENCE

20 YEARS

White Paper

Solutions to Women's Advancement

IN PARTNERSHIP WITH THOMSON REUTERS



Foreword

Thomson Reuters is the world's leading source of intelligent information for businesses and professionals. A global company, we operate in over 100 countries, and our workforce spans a multitude of cultures, languages and customs.

As such, the diversity and inclusiveness of our employee population is not just important to us, it is a critical part of who we are and a valuable business asset. The success of our organization is built largely on the talents of our people, and a diverse workforce is strongly linked to our ability to innovate and our reputation as an employer of choice. Thus, our duty to our employees, our customers and our shareholders to be successful means that diversity and inclusion has become a business imperative.

While diversity in all its forms is something we champion, fostering gender inclusiveness, and making sure that women are equally championed and promoted as partners in the success, achievement and profitability of our business, is an integral part of our goal. In recent years, we have taken proactive steps to increase the number of women in leadership roles across the company. We have established a Women's Advisory Task Force, grown an Employee Resource Group to provide a mutual support network among female employees, and have created a Diversity & Inclusion structure which takes female leadership development as one of its top priorities. We've also partnered with Women of Influence as a presenting sponsor of their Senior Executive Dinners held in New York, Washington, DC, Calgary, and Toronto, and are partnering to co-host upcoming Senior Executive Dinners in the UK and Asia.

These efforts have paid dividends. Thomson Reuters recently won several awards, most notably a recognition at the **re:gender** (formerly the National Council for Research on Women) Fire Starter Awards Dinner, for our focus on fostering a more female-friendly workplace.

But we still need to do more to encourage and develop women leaders in our company. This is why we are excited to partner again with Women of Influence and their CEO Carolyn Lawrence, and Barbara Annis & Associates for this important study, and look forward to sharing and learning from the lessons it sets out.

Vera Vitels,

Senior Vice-President Talent and Development,
Thomson Reuters

Patsy Doerr,

Global Head of Diversity & Inclusion and Corporate
Responsibility, Thomson Reuters

CASE STUDY:

Women's Advisory Task Force at Thomson Reuters

In 2012, Thomson Reuters, the world's leading source of intelligent information for businesses and professionals, established our **Women's Advisory Task Force**. The Task Force was given the overarching brief to ensure female leadership development and the advancement of women to senior positions in our company.

The most senior leaders in the company are focused on this goal—the Task Force is co-chaired by our Chief Executive and Chief People Officer, with remaining members being other senior executives from across the organization.

Upon establishment, the Task Force identified three focus areas:

- Identifying our top female talent and creating a strong pipeline of women leaders
- Targeted leadership development programs and career sponsorship opportunities
- Positioning Thomson Reuters as a premier company for women

In the past two years, the Task Force has secured tangible gains in each of these areas:

Managed talent discussions on our female talent have created targeted career development opportunities. The Leadership Program for Women is now in its third year, and we have seen promising results: program participants have been either promoted or gained expanded responsibilities and scope in their roles. We've seen participants having increased agency around their careers, negotiating towards their leadership success and having a stronger presence in the workplace.

Among participants in the Career Sponsorship Program for Women, which includes executive assessments and coaching, a significant number have achieved promotion or expanded roles. Career Sponsorship Programs for mid-level women have been launched in our Legal and Financial & Risk businesses, and in our Technology function.

Our initiative to position ourselves as an employer of choice among female employees has led to new Life and Work Integration Policies across several of our geographies (including parental leave, flexible working and un-paid leave and increased domestic partner benefits), leading to Thomson Reuters being named a Top 100 Company for Remote Jobs by FlexJobs, as well as one of Indeed.com's Top 25 Best Companies for Work-Life Balance.

We strongly believe that the company of the future will seamlessly integrate diversity and inclusion into all of its business operations.

The work of the Task Force has also had an impact on our business. We are building broader relationships with our clients by sharing the leadership work of our women and our broader diversity and inclusion strategy.

In just two years, the Women's Advisory Task Force has made substantial achievements in fostering women in leadership roles across our company. To compliment their efforts our company launched a management training program for 7,000 of our people managers to ensure they are trained on how to create an inclusive work environment. As a company we are ensuring that every single manager is creating an environment in which women, and all employees, can reach their full potential.

We strongly believe that the company of the future will seamlessly integrate diversity and inclusion into all of its business operations. By fully realizing the potential of all of their talent, companies such as ours will experience the success and adaptability a diverse and inclusive workforce brings.

Women Leaders Breaking Through in Their Careers



Since the 1980s, women have received more advanced degrees than men and have held half of all middle management positions—and not just in the U.S. These amazing developments have been an unrecognized and often-undervalued statistic in countries across the globe since the turn of the century. Yet regardless of this endless flood of talented, experienced, and ambitious women, less than one in five today are advancing into senior roles and even less into positions of leadership.

Thomson Reuters and Women of Influence partnered with Barbara Annis & Associates to discover why, given this continuous flow of highly educated and skilled women into every industry, so many are not able to advance in their careers.

We didn't want this to be just another analysis of the state of women in leadership or an exercise in talking to ourselves and moaning the statistics. We set out to discover how successful women today are advancing—authentically, and on their own terms. To learn and share:

- **What's unique about their personal culture and outlook that enables them to achieve breakthroughs in their careers?**

- **What do they know that keeps them not only in the game, but on top of it, despite the challenges that often prevent or discourage many intelligent, experienced women from moving up the ladder?**

The results of our in-depth survey of some of the most successful women in North America, combined with twenty-seven years of best practices in Gender Intelligence®, yield a broader and deeper understanding of the attitudes and actions of women on the leading edge:

- **None of the women in our survey view themselves victims of the system.** Self-esteem and self-confidence are areas where women often find themselves challenged, especially in male-dominated and male-influenced environments, but not among this group. They're centered on achieving organizational goals and know the value of their style leadership.

regardless of this endless flood of talented, experienced, and ambitious women, less than one in five today are advancing into senior roles and even less into positions of leadership.

- **They dispel stereotypical assumptions about women in business,** for they are just as purposeful, driven, and strategic as men are, yet bring with them a different perspective for performance, people development, and business improvement.

- **Their characterization of leadership responsibility,** and what they regard as requisite leadership strengths and practices, is actually the new model for the future of leadership in business and governance.

Our intent through this study is to reinforce this positive change in attitude by sharing the perceptions, challenges, and solutions from the women who have made it with women at all levels of management and leadership today—women determined to achieve their goals and find success, harmony, and happiness in their careers and personal lives.

Let's take a deeper dive into the results of this revealing study, the common pitfalls that women often encounter during their careers, and the solutions to women's advancement.

Our Survey Approach

The Gender Intelligence Diagnostic, developed by Infotool, Inc., is a powerful, custom-designed survey instrument that we use at Barbara Annis & Associates to depict the candid attitudes of women and men at work. This predictive matrix analyzes open-ended responses to reveal not only how but also why each gender values and exercises their unique approach to business issues and opportunities. This allows us to delve deeper into the individual as well as the culture of organization, capturing gender-specific perceptions and experiences at each managerial and leadership level

In November 2013, we conducted an in-depth survey of **326 senior executive women across North America** to discover how they perceive and define their

strengths and weaknesses, their level of satisfaction in their careers, and what actions they are taking to break through to the next level.

Using a 100-point scale to establish a very precise sense of difference, the women in our survey were asked to rate the degree to which they agree or disagree with 84 statements along the five themes of Career Advancement, Self-Initiation, Leadership Maturity, Big Picture, and Leadership Responsibility.

We then asked **3 open-ended questions** to understand, in their own words, their perception of self and success, the challenges to their career, and the tools they feel they need to succeed:

3 OPEN-ENDED QUESTIONS

1. What are the greatest barriers to advancing in your career?

2. What tools, support, training, mentoring, or sponsorship do you need in order to advance to a c-level position in your company?

3. What do you feel are the key drivers to becoming successful?

The 5 Themes of Career Success



After **twenty-seven years** of conducting gender diagnostics with organizations across the globe, and in the process, amassing **over 240,000 survey responses** with men and women leaders, the results of this North American survey are some of the highest scores we've seen for women in their perceptions of self and career success.

Our first diagnostic visual shows the scores given by our senior women respondents in the order that each theme was presented to them: Career Advancement, Self-Initiation, Leadership Maturity, Big Picture, and Leadership Responsibilities.

This one graphic represents the overall findings of our study. As you can see in the center or bull's eye of our Diagnostic Wheel, the scores for each of the five themes cluster around a center—or core of positive outlook—with **Big Picture** receiving the highest self-score of 87%. **Leadership Responsibilities** received the second highest at 86% followed by **Leadership Maturity** (82%), **Self-Initiation** (77%), and **Career Advancement** (74%).

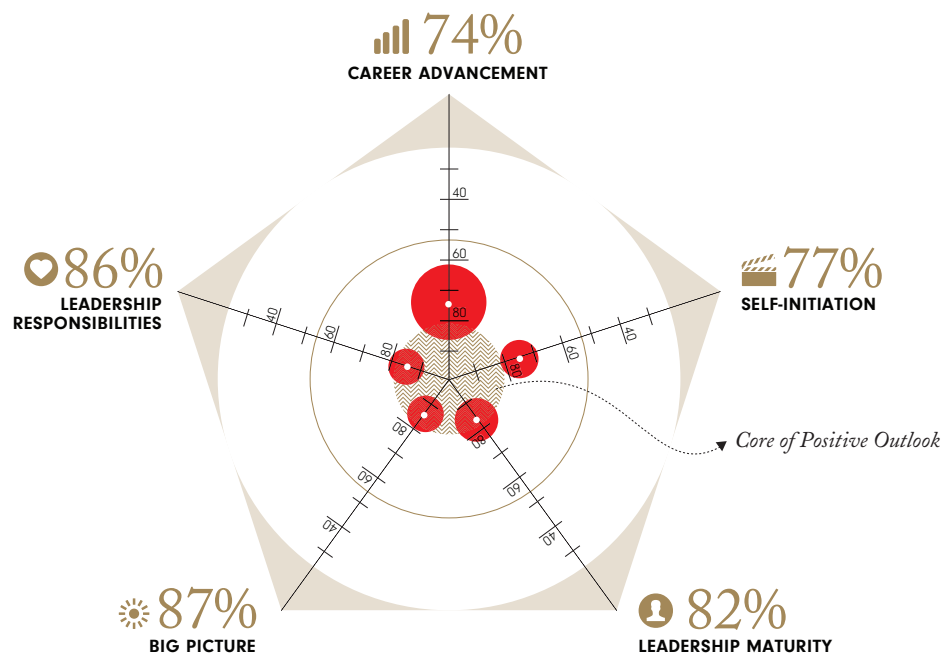
What is most interesting and valuable in this graphic is their strength and self-confidence in their thoughts and actions, looking for the win-win approach, and centering their attention on achieving their organization's strategic goals.

The circle around each score represents the standard deviation or indication of the level of agreement among the respondents. As this first illustration shows, Big Picture and Leadership Responsibilities have the highest scores and lowest deviations. What this says is that most all the women in our study are on the same page when it comes to their dedication to the success of the organization and self-confidence that their talents and skills are paving the right course. There is little self-doubt in their ability and readiness to lead.

Interestingly, the lowest scores and greatest deviations are in Career Advancement and Self-Initiation. It seems that the same challenges faced by many women in middle management still surface even among these successful women.

Let's look into each of these themes to see why the women in our survey rated each of the five areas they way they did beginning with their strongest suit—their grasp and approach to the Big Picture.

Graph 1 - THE 5 THEMES OF CAREER SUCCESS



1. Big Picture



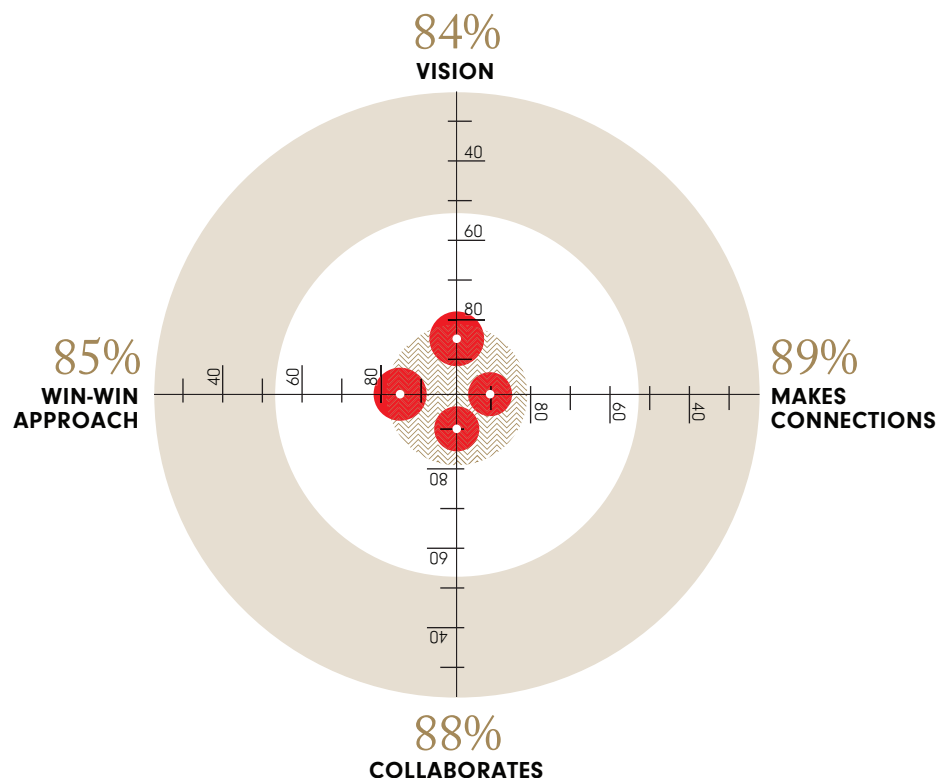
Of the five themes in our survey, women score themselves highest in getting the Big Picture, defined as understanding the objectives of the company and their best contribution to achieving those goals. They see themselves strongest in **making connections and collaborating for the best ideas** (89%), and **treating others with dignity and influencing without control** (88%).

Our panel of women takes a **win-win approach** to the Big Picture by cultivating trusting relationships, being aware of their impact on others, and understanding before concluding (85%). What also contributes to this top theme is their **determination to achieve their vision and having their actions guided by that vision** (84%).

These results really do speak to the differences in the way men and women view the big picture and their place in it. Our years of gender diagnostics show that while men and women leaders equally have and pursue a vision, women leaders who are comfortable and confident in their authenticity tend to take a different path that tends to be more inclusive and participative and are confident that their approach makes a difference.

A woman CEO recently put it this way: “Though I’m just as competitive and driven as the guys around me, I’ve made more and lasting connections than my male colleagues over the course of my career and I collaborate more often to develop my own ideas and that of others. I’m always looking for the bigger “We” and win-win outcomes for everyone involved.”

Graph 2 - BIG PICTURE



2. Leadership Responsibility

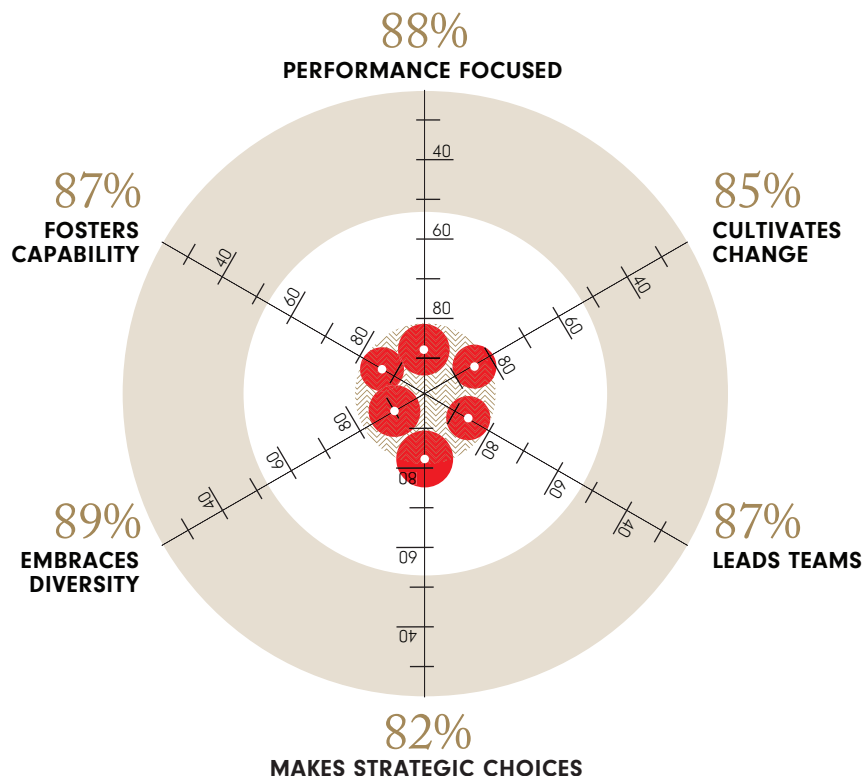
The women in our survey score **diversity** the most important factor in their responsibility as a leader (89%), which includes valuing diversity initiatives, hiring diverse people, and promoting on ability. They measure themselves as **performance focused** (88%) by setting high standards, holding people accountable, and motivating performance. There's virtually no deviation in what they believe is the responsibility of leadership.

They best define the style and strength of their leadership in how well they **lead their teams** (87%) by encouraging team support, promoting honest dialogue, and building team consensus. They see themselves as **fostering the capability in others** (87%) through positive feedback and encouraging stretching. Our women also score high on **cultivating change** (85%) by encouraging people to embrace change and by linking change to purpose. They measure themselves in their ability to **make strategic choices** (82%), guided by their vision.

There are often clear differences in the way men and women define leadership responsibility and act on it through their style of leadership. For instance, men see it as being transactional, hierarchal, and unilateral, while women tend toward greater interaction, collaboration, and participation. Both are natural and valuable styles of leadership. But men, predominant in number and influence, especially on executive teams and boards, often drown out women's voices. And many merit-based systems are fashioned after the male model of leadership.

Yet the women in our study and many others discovered in our practice are holding fast to their values and style of leadership. **They know that they can get to the same results, and often improve the outcomes, using a different path than men.** This refreshing attitude is expressed quite clearly in their view of their maturity and self-confidence as leaders.

Graph 3 - LEADERSHIP RESPONSIBILITY



3. Leadership Maturity



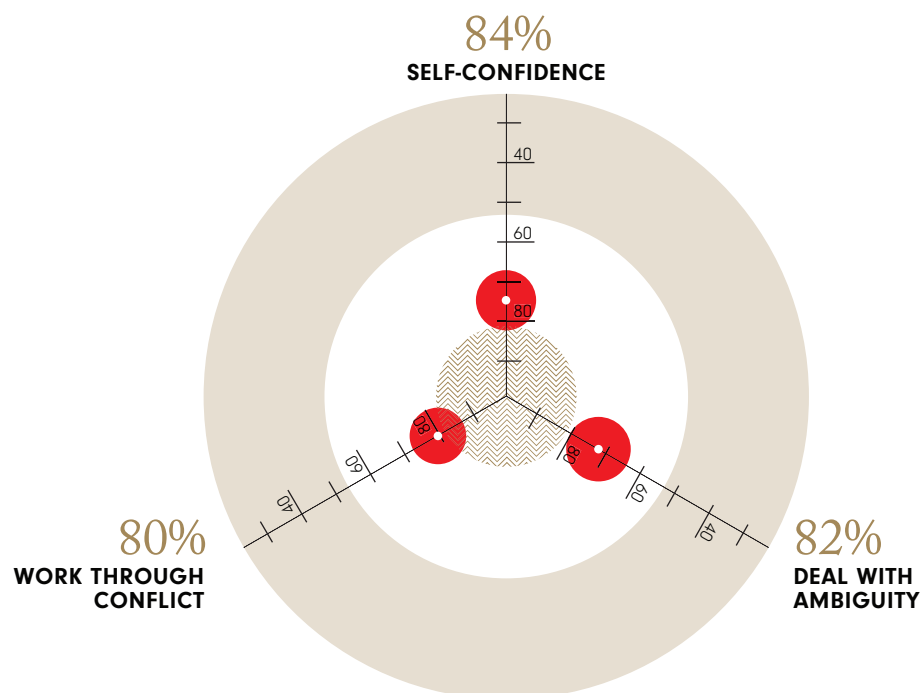
What makes Leadership Maturity the third highest scoring theme is this group's **self-confidence**, having high self-respect, and being self-assured in what they think and feel (84%).

This is quite a positive change we're seeing in the mindset of women in upper management. They're embracing their own authenticity and don't feel a need to revert to the behaviour we've seen in past research where women claim they have to behave more like men in order to succeed. The women in our study consider themselves highly capable in **dealing with ambiguity** and resolving complex dilemmas (82%).

While women tend to approach workplace challenges differently than men do, it's difficult to act on instinct when you're outnumbered by men who are acting on instinct as well. Deviations in the scores by some of the respondents reflect that significance of those challenges, especially in the area of conflict resolution.

Women, attempting to express their leadership maturity, can sometimes feel ineffective in a predominantly male environment. When conflict arises, women and men often approach the issue differently:

Graph 4 - LEADERSHIP MATURITY



3. Leadership Maturity

Continued

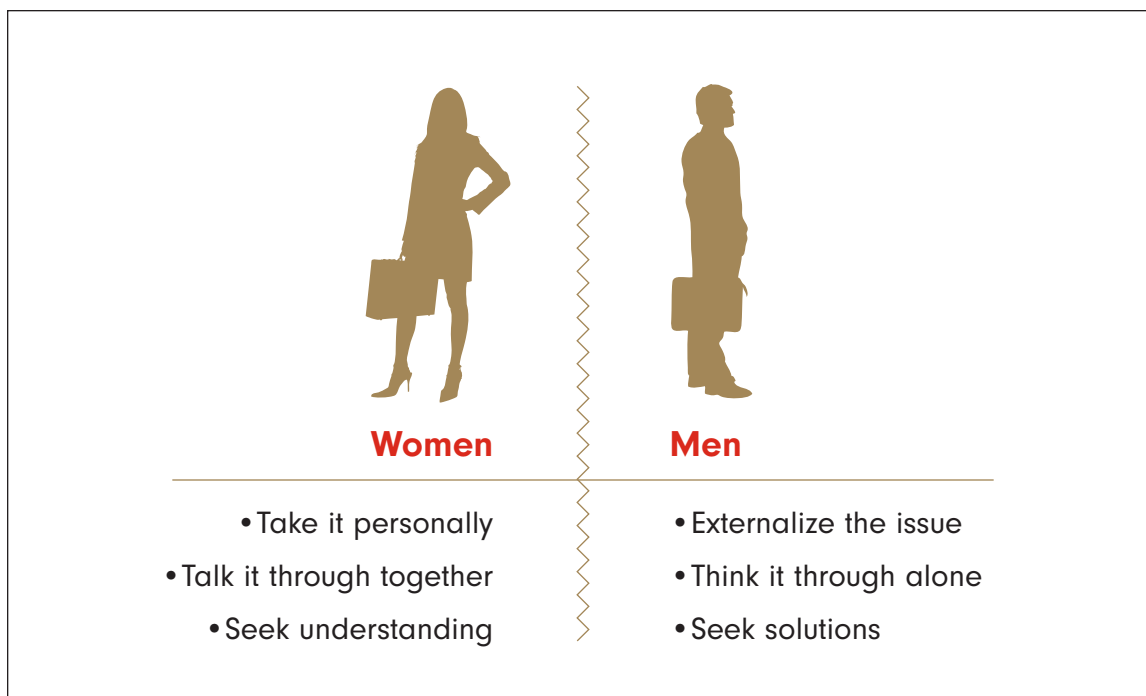
Women tend to see conflict as a breakdown that's destructive to relationships if not immediately addressed. They prefer to approach it openly, clear the air, and build greater rapport. Women are more inclined to talk issues through and search for mutual understanding before taking action.

Men tend to treat conflict in a more isolated and detached way. Separating themselves from the issue helps them view the situation objectively, and in doing so, find the fastest path to a quick solution. If the conflict is intense, emotional, or ambiguous, they'll tend to ignore or side step the problem and deal with it later when they can bring greater focus.

Women, attempting to express their leadership maturity, can sometimes feel ineffective in a predominantly male environment.

So while women may view themselves as quite competent, capable, and more willing to deal with the issue—in the moment—feeling one way and practicing what comes natural are often opposing forces in an environment that typically defaults to the male approach.

Graph 5 - HOW THE GENDERS TEND TO APPROACH CONFLICT RESOLUTION



4. Self-Initiation



Of the Five Themes of Career Success, our women gave themselves low scores in Self-Initiation. It appears that the same career advancement challenges faced by women in the middle of their careers are still present even among these women at the top.

This reveals itself most in both navigating the system and accessing informal networks. The challenge is in **self-promotion**, advocating for themselves, and expressing their talents (76%). And the high degree of deviation around this score suggests that a number of women find it a major obstacle.

Men, tend not to have difficulty speaking up for themselves and their potential to meet the requirements of a position, even without having experience in that role or function. Women, on the other, tend to be less vocal about their future abilities and speak more to their actual experiences.

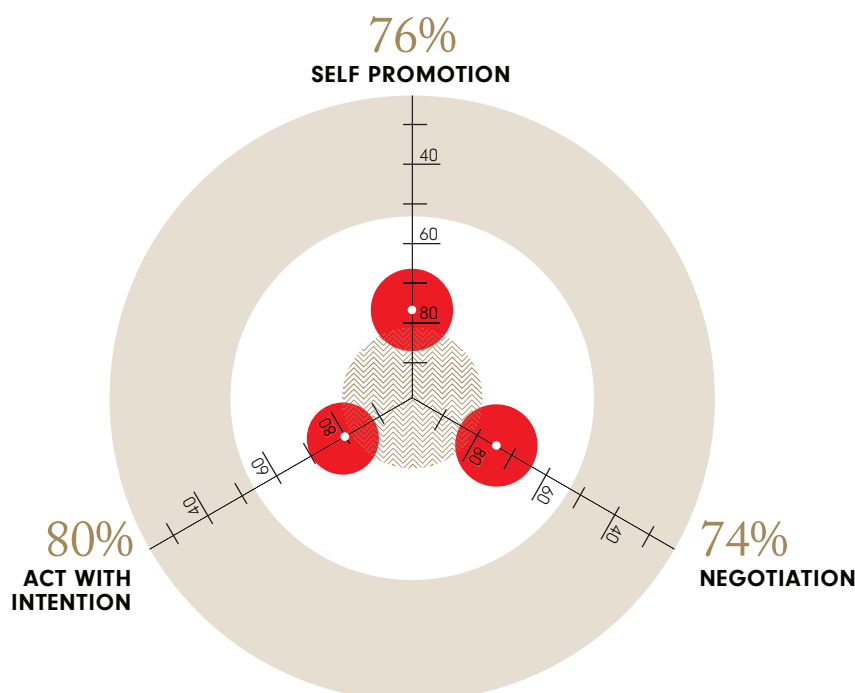
Recruiters and company leaders often interpret this reluctance not as a display of honesty and integrity, but as a lack of self-confidence and uncertainty. As a result, women are often compared negatively to men, who tend to approach interviews with an “offense” mindset, seeing themselves entitled to the position or worthy of a higher salary.

The women in our survey also score themselves low in **negotiation** (74%). This aligns with our experience that **women are very powerful when negotiating for their teams and departments but not so much for themselves for position and salary**. It's both a natural inclination and learned behavior for women to safeguard and develop their relationships, teams, and environment.

“I’ve learned by watching how men self-promote and behave in negotiations, and I grew to understand how my mindset was unconsciously influencing my own actions and being misinterpreted by my male colleagues and clients.”

Their overall reluctance to negotiate for self is a huge challenge in their career advancement. What may help them overcome this challenge is realizing that their general reluctance not only affects their personal compensation and advancement, but can also affect their budgets, employee headcount, and other operational resources gained through position power.

Graph 6 - SELF INITIATION





4. Self-Initiation

Continued

This particular study on “Negotiation and the Gender Divide,” by Linda Babcock and Sara Laschever, shows that men and women approach negotiation differently, primarily because they view the process and the relational aspects of negotiation differently.

Many women at the top still say they feel uncomfortable and apprehensive in promoting themselves. So how do successful women deal with self-promotion and negotiation and find their own personal breakthroughs?

One senior woman in banking and finance put it this way: “I’ve learned by watching how men self-promote and behave in negotiations, and I grew to understand how my mindset was unconsciously influencing my own actions and being misinterpreted by my male colleagues and clients.

“I had all the skills and experience but I was my own worst enemy. My self-confidence wasn’t coming through. I learned how to frame my requests and presentation of myself and my abilities in ways that my male colleagues and clients could better understand and act upon.”

Graph 7 - NEGOTIATION DIFFERENCES BETWEEN WOMEN AND MEN



Women’s Tendencies

- To over-value relationships and under-value themselves in the workplace
- To internalize the request and, as a result, often come across as complaining or angry
- To be defensive in their requests, have lower expectations, and present themselves modestly, which tends to undermine their perceived competence and value



Men’s Tendencies

- To over-value themselves and under-value relationships in the workplace
- Externalize the request and not worry about how the other person will feel or react
- To be offensive in their requests with a greater sense of pride and self-importance, and present themselves worthy, which tends to strengthen their perceived competence and value

5. Career Advancement



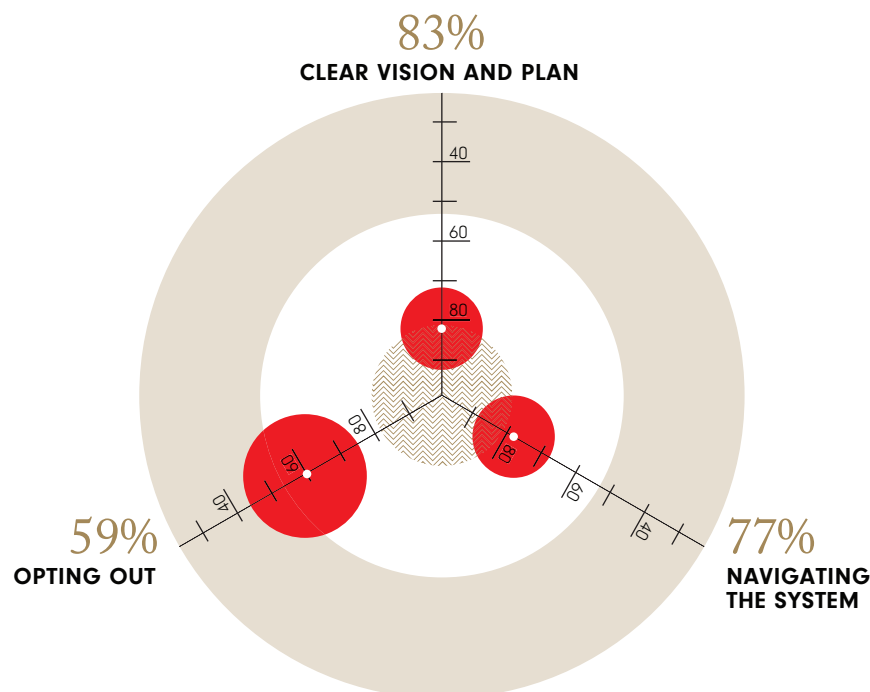
Across the Five Themes of Career Success, the women in our survey consider Career Advancement their weakest area. They still maintain a **clear vision, a career plan**, and being passionate about their work (83%), but their challenge is in **navigating the system** (77%) by finding new opportunities, effectively negotiating the chain of command, and creating work-life balance.

The **lowest score in Career Advancement is in opting out** (59%) and the greatest deviations in this study are in this category of quitting, or staying and disengaging. Many of the women in our study have—at one time or another—considered dropping out themselves. Regardless of their self-confidence, their ability to do the job, and lead others to achieving organizational goals, many women, particularly at the senior level, still find the business culture unwelcoming and an impediment to their career advancement.

It's obvious that women, even at the pinnacle of their careers, are still challenged in steering through the unwritten policies and procedures, yet they understand that the only way to achieve results is to learn the rules for navigating the system. A trend we see in this study though is that many of these women are doing it, but with their authenticity intact. They realize that their inclusive approach to leadership and their natural talents at building and maintaining key relationships can be just as powerful and even more valuable in achieving organizational goals.

Supporting the results of the survey are the open-ended responses by the women that clearly speak to this positive attitude and desire to succeed, regardless of the cultural challenges inherent in their organizations. They tell us, in their own words, how they find the support they need, contend with the barriers, and stay their course.

Graph 8 – CAREER ADVANCEMENT



In Their Own Words

At the end of our survey, the women leaders were asked to comment on the **support they needed to advance, the barriers they're facing, and the drivers to their success.** Space prevents us from showing all 326 responses to each question, but this sampling reflects the general attitudes and actions taken by the majority of the women in this study to secure their own success and happiness.



1. What are the greatest barriers to advancing your career?

Most all the women in our study acknowledge the challenges of working in male-dominated organizations and, at times, struggling to exercise their own authentic style of leadership and management. Many cite the male rules of business engagement, in one form or another, as their greatest barrier to career advancement, though the vast majority spoke of facing down that challenge by focusing on the Big Picture while learning to work within the existing system.

“There are NO barriers, if you have a positive attitude, a great skill set, and the ability to move ahead. If one finds a stumbling block, you may need to change companies or organizations in order to move ahead.”

“My greatest barrier was myself, not knowing how to sell myself or the confidence to interpret my skills as beneficial to a new position. It was also my not knowing along the way how to get onto boards and into higher-level positions.”

“For most women I think it is taking risks, learning from failure, showing perseverance in the face of adversity, having self-confidence, and gaining the recognition of your efforts and potential by senior men.”

Very few women cited work-life balance as their greatest barrier but rather present themselves as empowered and proactive in organizing their lives accordingly. They're self-initiating in finding ways to balance their career aspirations with their desire to build and maintain a personal life—from gaining the involvement of their spouses, to enlisting the support of others, to seeking out companies to work for that accommodate their needs.

“I want to prove what I can do from a work perspective along with the balance of young children. I don't want to be an absentee parent...and sometimes it feels that's what I would need to do in order to advance.”

“I have to balance my own ambitions and mobility with consideration for the family. My husband and I agreed early on that the one with the best career move is the one the family follows.”

“I've had two maternity leaves, but I wouldn't change that for the world. I've chosen to put my career advancement on hold to achieve a better work-life balance and I'm now expanding my education and network to advance again.”



2. What tools, support, training, mentoring do you need in order to advance to a c-level position in your company?

None of their open-ended responses to this question speaks of giving up. Rather, their responses centered on looking for ways to have their careers the way they want it and valuing mentoring and sponsorship above all forms of support. Many cited the need to expand their own leadership and visibility by seeking out and volunteering for board positions.

“Understand the rules of the game if you want to move through the system. It’s not always obvious what those rules are and a mentor at the level you’re seeking is key. Networking with other women who are at that level is also important to help navigate the system.”

“Relationships are critical with peers, subordinates, and senior members of teams. All of them need to believe and buy into you. There will be politics, but you have to earn the role and you’ll move forward. And you have to keep asking for what you want.”

“More than anything, it takes a positive attitude, confidence in your abilities, and the courage to take risks. You have to visualize yourself in a major position. Along the way, use volunteer positions to acquire greater leadership skills and to meet others that can help you.”

3. What do you feel are the key drivers to becoming successful?

The comments by virtually all the women in our survey reflect a sense of personal empowerment and determination. They are fully engaged, accept the responsibility of leadership, and are committed to personal development and growth.

“Being open to change. Willing to accept constructive criticism and having a supervisor who is willing to give it. Become more strategic in my thinking and developing my own personal brand.”

“Gaining more experience and exposure to women who have succeeded in this path, particularly women role models who have learned to balance work and life and not become total power ‘bitches’ in the process.”

“It’s all about believing in myself, finding the courage to keep my hand up, and gaining access to sponsors who will be advocates and will help me get my foot in the door.”

In Their Own Words

Continued

The women in our study truly present a transformational shift in the attitudes and actions of women leaders today. They epitomize what we believe is an attitude and model for success for women at all levels:

These and many women in business today, working with this model for success. They're finding their paths to success with authenticity. They admit though that **their greatest barriers at times are themselves**, and these pitfalls are oftentimes the most difficult to learn from and overcome.



KEY LEANINGS ABOUT THE SENIOR EXECUTIVE WOMEN SURVEYED IN THIS STUDY

- They have self-confidence and are self-assured in their thoughts and abilities and they remain focused on achieving the goals of their organization.

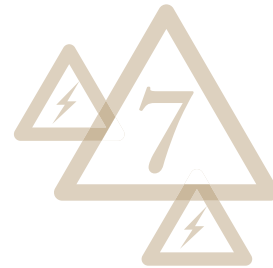
- They're becoming more proactive and self-initiating in building strategic networks, more assertive in promoting themselves and their capabilities, and acting from a position of strength and self-worth when negotiating for higher compensation and better positions.

- They're very aware that they're working with a male-oriented business model that will often be at odds with their leadership style and approach to business issues. yet, they know that barriers are often unintentional and unseen, even by the men. Knowing this helps them work within the system and frame their conversations and presentations to be better understood by their boards, bosses, colleagues, and direct reports.

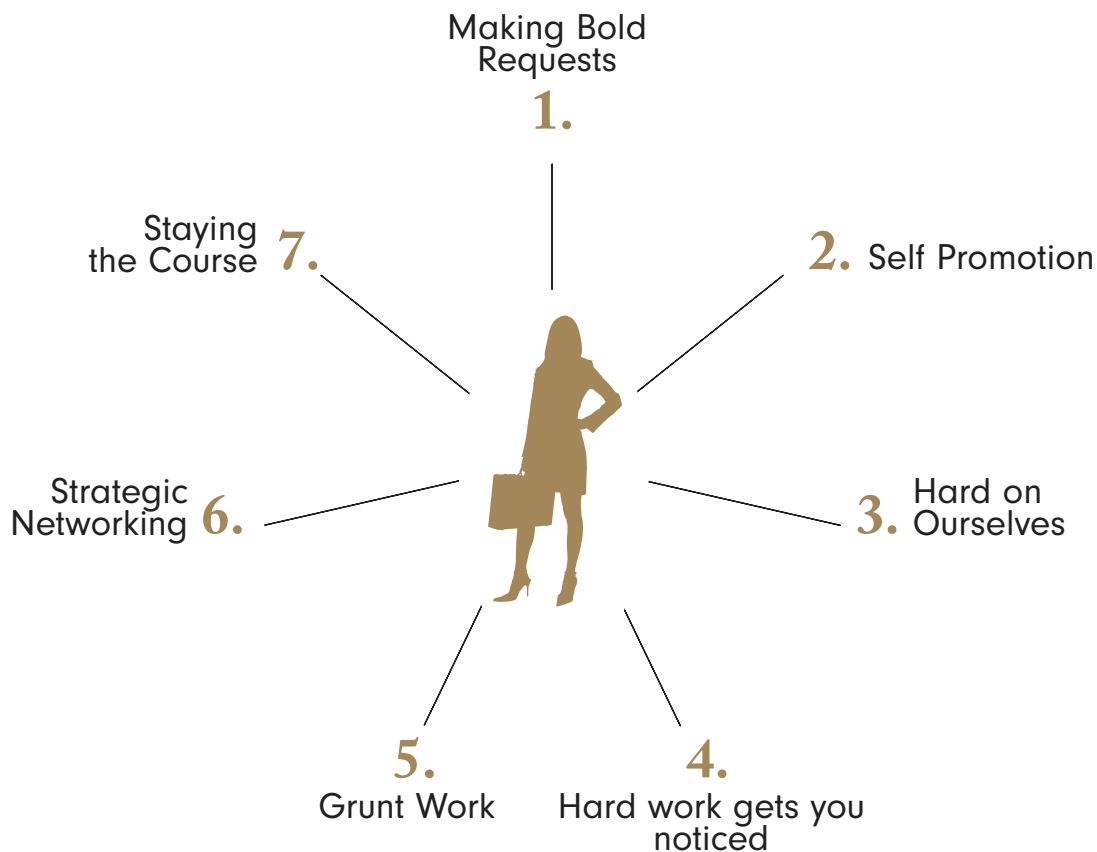
The 7 Pitfalls for Women in Business

We recently conducted in-depth interviews with 2,000 women senior executives across the globe asking them to identify the pitfalls—the self-initiated challenges they experienced as they advanced in their careers, inevitably fell into, and had to work hard on circumventing. What emerged were seven behaviours, all part of the female experience and endlessly repeated by women seeking advancement.

When comparing the seven themes that emerged from our previous research with the overall findings from this study, we notice that the women in this survey were able to **avoid or overcome many of the common pitfalls**. We also find that a few vex even these successful women who are aware of the presence but still fall into the trap.



THE 7 PITFALLS FOR WOMEN IN BUSINESS



The 7 Pitfalls for Women in Business

Continued

1. Making Bold Requests

Women tend not to make them. Men always do.

Oprah Winfrey nailed it when she recalled how she was always able to come up with great ideas, then would spend however long it took to talk herself out of them. Is it a reflex of the classic self-critical female rumination coined by psychologists? Whatever its origin, it holds women back precisely because the men in the organization respond so differently.

For men, bold requests are a no-brainer; they tend to shoot from the hip. And while they are boldly stating their position or capability, women are scrutinizing, examining, assessing their own abilities and readiness. It's said that men with thirty percent of a required skill set will claim expertise while women will hold back from making such claims if they lack even one of the skills on the list.



2. Self-Promotion

Women cling to an outmoded assumption that their achievements will speak for themselves. They might, but only if those achievements—whether individual or as part of a team—are published widely and loudly.

This pitfall reflects the dynamic where a man, more often than a woman, will create opportunities for himself by demonstrating what is considered leadership behaviour in many male dominant cultures. This includes engaging in greater self-promotion, taking credit for his successes, and making known his potential—all that often leads to his promotion.

Women, who tend not to be as self-promoting or even as boastful as men will, are often promoted for past and proven experience rather than the belief in their potential. **The net effect is that there are fewer opportunities for women in their career advancement if they are not outspoken and explicit about what they have achieved and can achieve.** Your accomplishments only speak for you if you make sure people hear about them.

3. Hard on Ourselves

Self-scrutiny is hard-wired into women's brains—a major differentiation from men. Men tend to externalize and depersonalize the situation while women will often internalize and personalize. Women tend to feel overly responsible and believe they can always do better. It's exhausting, and leads to ambivalence, and many women opt out of situations because of their internal line of reasoning.

Men are inclined to be singularly focused and their thoughts become a tunnel to their intention. Self-examination, self-doubt, and worry are often outside that tunnel, especially when the heat is on. Because of this, men have an easier time letting go and moving past a mistake or failure. By externalizing and focusing on the end of the tunnel, men tend to depersonalize the situation and feel less a sense of responsibility and worry than women do during the process.

4. Hard Work Gets You Noticed

Yes, and two things happen when you get noticed for how hard you work: **(1) you become indispensable**, and when you're indispensable, no one will ever want to move you away into a new, bigger opportunity so **(2) you become invisible**.

We call it the **loyalty trap**—the assumption that loyalty speaks to how much you're able to produce. In fact, being known for the volume of work you deliver or the amount of time you spend delivering it may be nice, but it is a trap that can dead-end your upward advancement.

Women can begin to rectify this situation by positioning themselves as being more strategic to the organization when in discussions with boards and bosses:

- **Set clear parameters up front** as to your capabilities and expectations for the role.
- **In meetings with superiors, speak to their objectives and frame your conversations** so that they always reflect a broader strategy that will help them meet their goals.
- **Get more face time with higher-level people** in other departments and companies by joining networks for strategic reasons, not just to build relationships.

Be more self-initiating by asking to participate in strategy sessions and prospect and client meetings with a clear description of what you will contribute and how it will align with and advance your boss's goals.



5. Grunt Work

This pitfall is best portrayed through example: a woman CFO is asked to present to the board and jumps in enthusiastically to do the background work. She spends the next two weeks laboring over the creation of a perfect and meaningful presentation to the board that would finally give her a seat at the table—and defeated her own purpose in doing so.

She failed to distinguish between a management project and a leadership project, and it ended with her managing the work and the CEO seizing the leadership role. **Women need to negotiate for their piece of the leadership pie in a win-win manner**, not to take anything away from anyone, but to take their rightful place at the leader's podium. What should the CFO have done?

- **Know the objectives of the organization** and her boss's role in it and focus her initial discussions on the strategic intent of the presentation, not the details.
- Men, especially when under pressure and singularly focused on the results, often become drained and frustrated with too many details. He may have let her present to the board if he was confident she wasn't going to consume valuable board with management details. **By addressing the results first, she could have better positioned herself as a focused and strategic thinker who could get to the point.**

6. Strategic Networking

Women are natural networkers, but they too often forget the strategic part of it. While men network for transactional reasons, women will network for relational reasons. That is, men network to obtain something, while women network for relationships and connections. At an investment bank's triennial event, a woman senior leader looked forward to re-connecting with colleagues from around the world; she was therefore stunned to see them looking past her or over her head during their conversations.

They all had their eyes on the door, waiting for the new CEO to enter so they could race over to introduce themselves. She felt deflated that her colleagues were more interested in positioning themselves than wanting to reconnect and left the reception. Only later did she realize her own foolishness in not seizing the strategic opportunity as her colleagues did.

Women have to realize that it is worth it. Whether the negotiation is for salary, for budget, for the conditions you need to do the job right, it's essential to stay the course, no matter how long it may drag on.

7. Staying the Course

When the going gets tedious, women tend to get tired or get turned off from the grind. Far too readily and far too often, women will lose passion for the challenge and decide it isn't worth it. When a law firm's client began to push back on the number of billed hours, a woman partner was ready to yield, but her male colleague reminded her that every minute spent even thinking about the client's problem was in the client's interest—and was billable. "That is the way this business works," he told her, "and it profits no one to cave in to a client's challenge."

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Role Models for Success

There is a new and positive mindset in women in business today and in their approach to their careers, steeped in authenticity and self-assuredness. **And they are showing that genuineness in their style of leadership and management.**

These women are a role model for women everywhere looking to advance. Their attitudes and actions offer a number of lessons and actions women at all levels of their career can begin practicing today:

- 1. Don't fall prey to viewing yourself as a victim** of the system. That automatically puts you in a one-down position and can keep you there throughout your career.
- 2. Recognize the business environment for what it is**—designed by men for men more than a century ago. Men are very comfortable with the rules, and are often unaware of how their thoughts and actions can cause women to feel excluded and dismissed. There's no gain for you in blaming them for what they don't recognize and comes natural to them.
- 3. Become more skilled at recognizing the unwritten rules** and proactively navigating the system. Network for position as men do. Enlist the support of a male colleague and friend to understand better the thought processes that underlie the male model and how to best navigate the politics and power plays.
- 4. Recognize that there are blind spots embedded throughout the recruiting and interviewing process.** The model of the perfect candidate for the position is also based on the male model of leadership behaviour. Speaking to the details of your experiences and the team effort and not your contribution can be interpreted as a sign of uncertainty and self-doubt. Speak to your potential, your strategic value, and your leadership abilities.

Dispel the notion that the only way to succeed is to act like men. Yes, learn from them and frame your conversations so the men you work for and with can better understand and act on your needs, but never relinquish your authenticity. **Women are just as purposeful, driven, and strategic as men are,** yet bring with them a powerfully different perspective for performance, people development, and business improvement.



It's heartening to see that the clear majority of the women in our survey **do not even entertain the notion of giving up.** Rather, their focus is on looking for ways to pursue their careers the way they want it. They acknowledge the challenges, yet are finding ways to work within male cultures, maintaining their focus on the objectives of the organization, and practicing their own sense of leadership.

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They do represent the leading edge of a transformation in women's attitudes and aspirations. They're displaying the natural leadership tendencies inherent in women, what is now emerging as the new model for the future of leadership in business and governance. Given their sense of self and purpose, we feel there will be no stopping the women who participated in this study or the multitude of women who will embrace them as role models for their own career success.

What Organizations Can Do to Advance Women

We've discovered over the years in practicing Gender Intelligence and working closely with companies across the globe that there are nine critical levers that leaders can immediately begin practicing to infuse Gender Intelligence into their leader style, into the culture of their teams, and into the functions, processes, and systems within their organizations.

1. Make Gender Intelligence a strategic imperative

Corporate value statements that speak to their intent to be gender diverse are often just words and not enough to ensure a balanced leadership of men and women at all levels. Make a compelling business case that speaks to the economic value of gender diversity to your organization and make that effort one of your company's top three strategic imperatives for growth.

2. Show conduct and character exemplary of a gender-intelligent leader

There are many ways that leaders can close the gap between their intention and behavior when it comes to gender diversity. The women in our survey cited one way that would be of tremendous help to them and all women aspiring to climb the corporate ladder. Create cross-gender mentoring and sponsorship opportunities between male leaders and women at entry, mid-management, and senior levels to identify future high potentials, encourage retention, and target development.

3. Embed Gender Intelligence in all hiring processes and practices

There are many gender blind spots in the recruiting process, especially when sourcing and interviewing candidates. Create gender-intelligent recruitment language and job postings with specific wording that speaks to the interests and expectations of women. Research shows that this will most often not dissuade men but will tend to attract women. Also understand the different ways men and women approach the interview process including their differences in preparation, self-presentation, and responses to questions.



4. Embed Gender Intelligence in all promoting practices including succession planning

There are also many gender blind spots in talent management. Provide training and insights on removing blind spots in promotion and job rotation. Don't automatically assume women will not be interested and therefore exclude them from consideration. Create mentoring, training, and sponsorship opportunities for women considering job rotation as a path to advancement.

5. Declare your intention to be a leading gender-intelligent organization

Another gap between intention and behavior is in how companies communicate their intentions for diversity to their employees and the world at large. Internally, portray the success stories of women leaders through intranet video stories and internal newsletters. Include reinforcing comments of male supervisors and peers. Externally: Create an ongoing communications program through articles, stories, blogs, keynotes, etc., that positions your company as one that values and attracts the best and brightest women.

6. Generate a strong female leadership pipeline

Develop an internship program for women entering college with degrees pertinent to your industry. This is especially critical in fields where there are few but highly talented and aspiring women. An example of such a program is IBM's EXITE (Exploring Interests in Technology and Engineering), inspiring and empowering middle-school girls to pursue college degrees in technology and engineering, then creating internships for them through their college years.

7. Provide support, guidance, and leadership training for women

Focus on training for women that identifies and removes any potential pitfalls for women, such as how to be more self-initiating in navigating their careers.

8. Generate gender-intelligent understanding and behaviors throughout the organization

Having the leadership team 'walk the talk' when it comes to gender diversity is often not enough. Many women, early in their careers, become discouraged by a manager who may not recognize their value and contribution. Promote gender awareness training for managers to deepen culture change.



9. Embed Gender Intelligence in all customer- and client-facing efforts

Recognize that your marketplace is increasingly becoming gender diverse while your product development, sales, and marketing departments are still male-oriented. Making the connection between gender diversity and economic value is the fastest way to changing the culture, creating gender-intelligent organizations, and creating greater opportunities for the advancement of women.

Authors



Barbara Annis

Barbara Annis, Founder and CEO of Barbara Annis & Associates, Inc., is a world renowned expert on Inclusive Leadership, and both Cultural and Gender Intelligence, advocating the value and practice of this new type of Leadership in Fortune 500 companies and numerous organizations worldwide. BAA's 51 associates have pioneered a transformational shift in cultural attitudes across the globe on the importance of gender unity to organizational success. Over the past 20 years, Barbara Annis & Associates has facilitated over 8,000 corporate workshops, keynotes, and executive coaching sessions and has introduced breakthrough research on the practice and benefits of gender diversity and inclusiveness leadership. Barbara Annis is Chair Emeritus and Member of the Executive Committee of the Women's Leadership Board at Harvard's Kennedy School of Government.



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Carolyn Lawrence

Carolyn is the President & CEO of Women of Influence, a company dedicated to women's advancement providing four key focus areas: events, media, corporate diversity consulting, and executive leadership coaching. Today, the powerful forums are shaping the information and best practices for women's advancement in multiple regions, including eight cities in Canada, New York, Washington, London and Hong Kong. Prior to joining Women of Influence, Carolyn worked in financial services in Marketing and Strategic Communications. Carolyn has received two Young Alumna Awards from the University of Western Ontario where she completed an Honours Bachelor of Arts, and from Branksome Hall School. She also holds a Certificate of Achievement from Queen's Finance Program. Carolyn blogs for Huffington Post and she sits on the Executive Committee of the International Women's Forum.



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