

# DEVELOPING FEMALE TALENT

## A Story of Positive Change— A Story of Creating Sustainable Change

### THREE OBSTACLES TO INCLUSIVENESS

#### 1 The Corporate Culture Itself

- Only 17% of C-suites occupied by women

#### 2 Fatigue and Frustration

- Corporations feel like they're spinning their wheels
- Women feel passed over for plum assignments

#### 3 Second-Generation Gender Bias

- Subtle and nuanced
- Often neither men nor women are aware of it
- Supports "exclusiveness" rather than "inclusiveness"



#### To Overcome the Obstacles: Key Players Need to Change

- CEOs need to create an inclusive culture
- **Managers, mentors and networks** must better support female talent
- **Women themselves** must be their own advocates for change

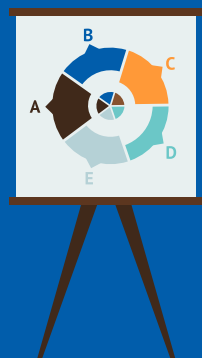
### WOMEN UNLIMITED RESEARCH KEY FINDINGS: ADDRESSING THE OBSTACLES

#### HR Leaders

- More than half surveyed agree challenges women face are unique
- Over 50% believe women are under-represented at the top
- 75% measure success of development programs by looking at retention, promotion and employee satisfaction
- Only 15% use financial metrics

#### Managers

- **Key challenges they face in supporting high-potential women:** making them accountable, providing honest feedback and gaining a better understanding of the female perspective
- **Key challenges they see women facing:** speaking up and stepping up, cultivating networks, demonstrating strategic thinking, making necessary behavior shifts, exhibiting leadership skills



#### Women Themselves—Alumnae Survey

- Over 11,000 alumnae across 200 leading corporations
- 70% of alumnae enjoy an expansion of their roles within one year of completing their WOMEN Unlimited program
- Overwhelming majority indicated that program participation: made them better business leaders, improved their networking and mentoring skills, helped them think more strategically and made them more focused on the ROI

### MENTORING DONE RIGHT: A MAJOR OBSTACLE-BUSTER



#### Original Research—Mentoring relationships are most successful when women intentionally:

- Prepare for the relationship
- Put their mentor's advice into action
- Use what they've learn to build key organizational relationships

#### WOMEN Unlimited Research Shows Major Advantages to Mentors

- Both men and women gain new insights
- They are more adept at advocating for diversity
- They are more willing and able to influence their management and their teams