

WHAT EVERY MANAGER  
SHOULD KNOW ABOUT

# FOSTERING FEMALE TALENT

A Playbook of Proven Strategies



**WOMEN**  
UNLIMITED, INC.

MENTORING  
EDUCATION  
NETWORKING

“The closer that America comes to fully employing the talents of all its citizens, the greater its output of goods and services will be.”

Warren Buffett

## A MESSAGE TO MANAGERS

From Dr. Rosina L. Racioppi  
President & CEO, WOMEN Unlimited, Inc.

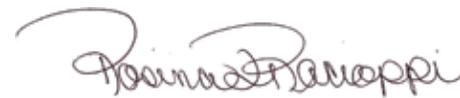
In my 30-year career of helping develop female talent, I have found that their managers are most often the key influencers of success for the women who work for them.

You are the perfect driving force for diversity. Yes, of course, you need support and motivation from top management. Yes, of course, you need a corporate culture that encourages and promotes diversity. But even when those situations aren't perfect, you can make a difference. You are the one in the trenches...able to spot the talent, regardless of race, creed or gender.

If you are committed to diversity, you can make it happen, grow and spread. That's why we at WOMEN Unlimited put this Playbook together for you. We know your talents. We know your power.

More and more the research and the results are showing that to shortchange female talent is to shortchange long term growth and profitability. The evidence continues to mount: in today's global economy, diversity is both the right thing to do and the smart thing to do.

We hope you'll find this Playbook helpful and that it, along with the additional resources we've provided, will help you keep the diversity momentum going.



## U.S. CORPORATE LANDSCAPE

This Catalyst research study is just one of many that points to the disparity between women in the workplace and women in leadership roles. Additionally, in various research, both quantitative and qualitative, CEOs of leading organizations have resoundingly indicated their desire to close the gap because “it’s fair, smart and good for business.” The disconnect often occurs in the filtering down of this perspective to managers at all levels.

For over 20 years, WOMEN Unlimited has been a forerunner in partnering with organizations to find and develop their talented women and to help managers at all levels understand their critical role in the process. In our years of experience, one message comes across loud and clear, over and over again: for diversity to work, there must be buy-in from **managers across the organization.**

That’s why we’ve pulled together this Playbook. It’s designed to help managers “hear it straight” from fellow managers who have successfully adopted a diversity mindset and made it work.

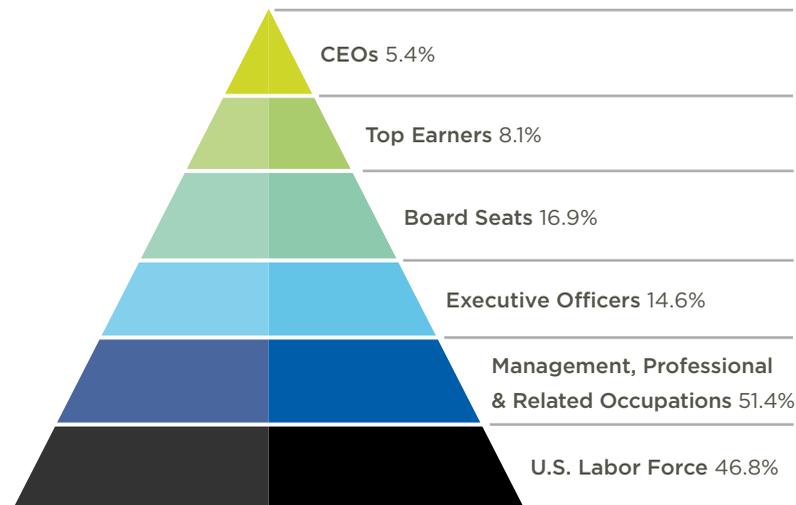
In interviewing them and compiling their experiences, we were impressed with their insights, their honesty and their passion. They’re in the trenches. They’re doing it right and there’s lots to be learned from them.

In many ways, these managers are a “microcosm” of what we have heard over the years from thousands of managers about the right ways and the wrong ways to foster their female talent and help them attain the leadership roles that will meet the needs of their 21st century corporations.

### U.S. WOMEN IN BUSINESS

This example reflects the existence of corporate bias with regards to hiring and promotion of female talent. Women comprise over 46.8% of the workplace and hold only 5.4% CEO positions.

*Source: Catalyst. Pyramid: Women in Business. New York: Catalyst, October 14, 2014.*



This Playbook is:

# A CALL TO ACTION FOR MANAGERS

Why should corporate structures adapt to make room for more women? Because the proof is in. Diversity improves **profitability, decision making** and **shareholder return.**

#### WHO

Who is being overlooked to the detriment of your company? Talented women — 51% of the workforce. Only 14.6% of top management, creating a gap that is negatively impacting thousands of companies.

#### WHAT

What can you do? Systematically nurture and advance the talented women who work for you.

#### WHEN

When should you do it? Now. Almost too late to reverse the talent pool dearth...but not quite.

#### WHERE

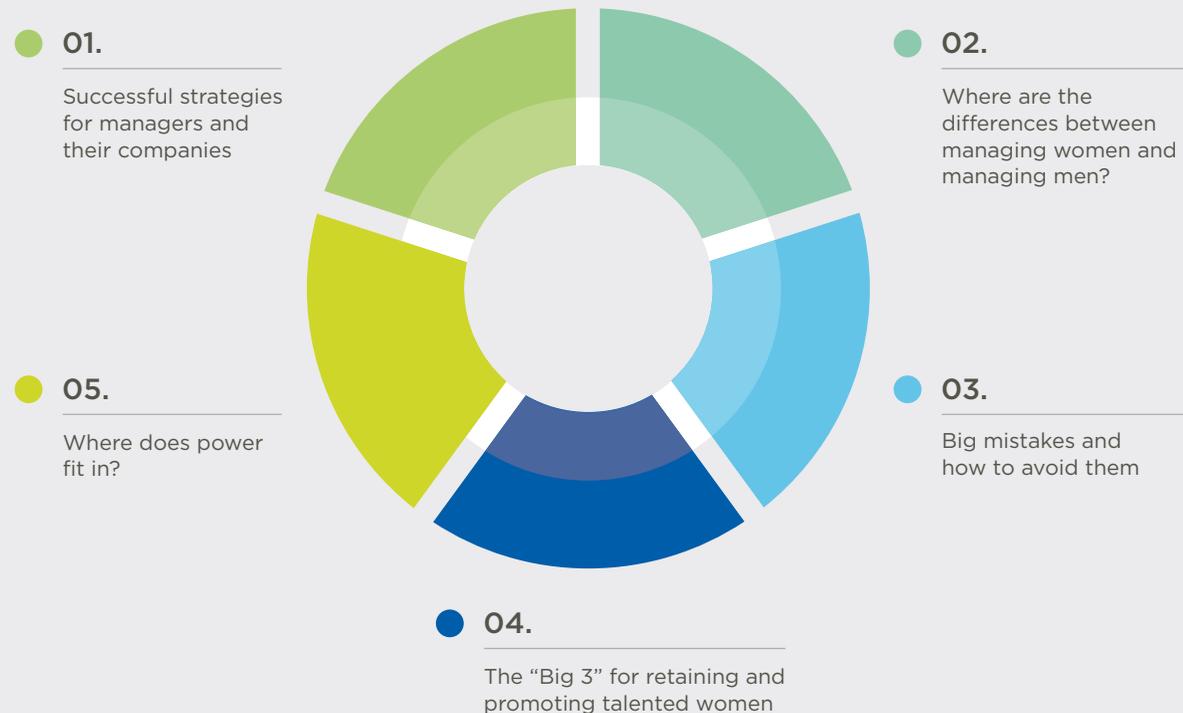
Where? Right in your own department. You have the power to make a difference, one woman at a time.

## How can you make it happen? IT STARTS RIGHT HERE.

## MEET 7 CHAMPIONS OF DIVERSITY— SUCCESSFUL MANAGERS WHO:

- Nurture and promote their talented women
- Share their successes and their stumbles with you
- Zero in on specific tools, tactics and strategies
- Pinpoint the corporate-wide benefits of nurturing female talent

### THEY'LL DISCUSS:



<b>Marc Buzzelli</b>	<b>Vice President &amp; Actuary</b> Prudential International Insurance
<b>Jeffrey B. Fischer</b>	<b>Vice President</b> Chubb Group of Insurance Companies
<b>James McClure</b>	<b>Vice President, Investment Accounting and Reporting</b> Prudential Financial
<b>Laura Mezey</b>	<b>Vice President</b> Bayer Corporation
<b>George Odegi</b>	<b>Finance Director</b> Colgate-Palmolive Company
<b>Palani Palaniappan</b>	<b>Vice President &amp; Head</b> Global Biologics CMC, CMC Center, The Takeda Oncology Company
<b>William F. Weber</b>	<b>Vice President—DuPont</b> (Recently retired) DuPont Protection Technologies

Even though it was completely unintentional, only one of the seven managers we interviewed was a woman, mirroring the fact that only 14% of women currently make it to higher corporate levels. One more proof that it's time to change the numbers!

**Note:** See Page 28 for complete profiles of our Diversity Champions.

# WHERE ARE THE BIG DIFFERENCES BETWEEN MANAGING WOMEN AND MANAGING MEN?

## Lessons from the Field

### Laura Mezey, Bayer Corporation:

“Biggest differences show up in career development conversations. Men get it more naturally. Women often don’t get that being good at what you do isn’t enough. It’s entry level. Women are also not all that great at self-promotion.”

#### Strategy

I encourage women to do a better job of self-promotion. I make sure they understand that being good isn’t good enough and push them to gain new experiences and insights.

### Jeffrey Fischer, Chubb:

“I’d say there are 3 big differences between men and women that you have to consider as a manager: women tend to be less confident...they tend to be more indecisive and they tend to be not as good at managing up.”

#### Strategy

When I sit down with a woman to have a career discussion, I encourage her to not be modest...to promote her track record. I help her focus on where she wants to go and where the opportunities lie.

### Palani Palaniappan, Global Biologics CMC, CMC Center, The Takeda Oncology Company:

“I see two major differences. First, women tend to be more black and white about issues. If there is uncertainty, they will be more reluctant to act. Second—women tend to be more risk averse.”

#### Strategy

I encourage the women on my team to understand that you can’t tie yourself to one approach. I suggest each of my employees take relevant courses on an ongoing basis to broaden their perspective and increase their visibility.



## Worldwide: The Numbers Overwhelmingly Support Diversity

- A study by Michael Ferrary of France’s Skema Business School tracked companies on the Parisian stock exchange. Overall the CAC40 lost 34.70% of its value from 2007-12. However, companies on the exchange with 35% or more women on their management team lost only 5.28% of their value.
- A McKinsey Report compared the top quartile of companies in terms of women on executive committees vs. no-women on executive committees. It found companies with women surpassed no-women committees by 41% in return on equity and by 56% in operating results.
- Over the past five years, nine Indian companies run by prominent women managers have outperformed in year-on-year growth the 30 leading firms listed on the Bombay Stock Exchange.
- According to a Catalyst Bottom Line Report, Fortune 500 companies with the greatest number of women on their boards “attained 53% higher return on equity, 42% higher return on sales and 66% higher return on invested capital.”

**Why do women make such a difference?** Research by Anita Woolley at Carnegie Mellon sums it up this way: “if a group includes more women, its collective intelligence rises.” That’s not to say women are smarter than men, but that a diverse group becomes a smarter group.

# How Talented Women See It

Four alumnae of a recent WOMEN Unlimited program developed this infographic to pinpoint what women need to do to reach their full potential as leaders. It's a trifecta win for women, their managers and their organizations when managers support their female talent in developing and practicing these strategies.

# The 10 EQ Rules For Success



1

**Know  
The Rules**

Know the written and unwritten rules to be a successful player.



2

**Assess  
Your Impact**

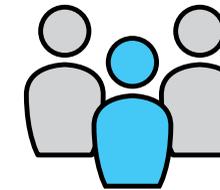
Use the skills you bring to the game to play and win.



3

**Don't Do  
It Alone**

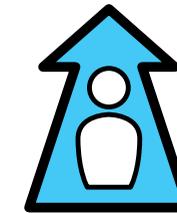
Build a network of the right people to mentor you and be your Board of Directors.



4

**Manage Work,  
Lead People**

Inspire, motivate and coach those around you. Lead.



5

**Look Like  
A Leader**

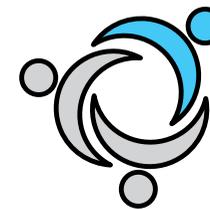
Manage your presence with how you look and how you sound.



6

**Think Excellence -  
Not Perfection**

The joy of the game is achieving excellence. Perfect is the evil of excellent.



7

**Play Well  
With Others**

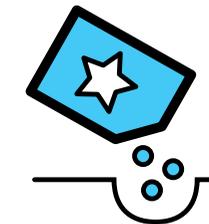
Influence to achieve the best outcomes through and with others.



8

**Take Risks -  
Make Decisions**

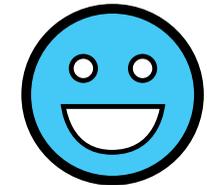
Make decisions with confidence. Know your Plan B. Learn and move on.



9

**Seed For  
The Future**

Be known for helping others learn and grow.



10

**Enjoy  
The Game**

Enjoy what you do. Be a role model and inspire others to enjoy what they do.

# THE CRITICAL THINGS FOR MANAGERS AND COMPANIES TO DO

## Lessons from the Field

**Marc Buzzelli, Prudential International Insurance:** “When top management supports the advancement of women, as it does at Prudential, it gets done. It makes the message loud and clear: diversity is a priority, not an option.”

For individual managers, it’s crucial to recognize that people are the company’s greatest asset”

**James McClure, Prudential Financial:** “Companies succeed when the culture is diverse and when the company emphasizes the importance of diverse groups working together. This builds trust which leads to collaboration between individuals regardless of their backgrounds.”

Managers can help women advance by providing opportunities for them to further develop their strengths and pinpoint their weaknesses...as well as the opportunities for them to both succeed and fail.”

**Bill Weber—DuPont (Recently retired):** “As managers, we have to make sure we give women meaty, impactful assignments early in their careers. We have to put them in direct line roles and we have to make sure we don’t unintentionally put them primarily in support roles.”

Companies have to proactively address their culture—good intentions are not enough. In particular, they have to look for areas of ‘unconscious bias’ where unintentional forms, barriers or challenges linger. This needs to be countered with a ‘conscious bias’ for including a woman’s voice on issues big and small.”

**George Odegi, Colgate-Palmolive Company:** “Companies succeed in helping women advance by creating policies that enhance a sense of equity. These policies recognize that different people have different burdens. They also make sure each organizational level fairly represents the company’s demographics. Otherwise we end up supporting the bias.”

“A good leader should be genuinely interested in people and strive to see the best in them.”

Sir Richard Branson



## Key Strategies at a Glance

### FOR MANAGERS:

- Recognize your people are your greatest asset
- Give women line responsibility early
- Allow women to take on risky assignments
- Be aware of your own unconscious biases
- Provide positive and negative feedback
- Don’t wait for reviews

### FOR CORPORATIONS:

- Challenge women to grow in other ways besides being promoted
- Make sure the culture is inclusive
- Promote fairness
- Make it clear diversity is a priority not an option
- Improve representation of women at the highest levels
- Foster an environment that values different ways of thinking
- Be flexible in attitudes and actions

# SECOND GENERATION GENDER BIAS— What You Need to Know and Why

The days of overt discrimination are pretty much gone. But still rampant, especially at the middle-level of organizations, is what's come to be called **SECOND GENERATION GENDER BIAS**.

Unlike blatant prejudices of previous eras, second generation bias is subtle and echoes deeply ingrained masculine values about leadership, alliances and mentoring. Seemingly, there is no deliberate intention to discriminate which makes it especially difficult to attack and change.

## A FEW EXAMPLES:

1

A male manager believes that a 30-something woman is not a candidate for promotion to a VP slot because her biological clock is ticking.

2

A senior executive is very impressed with a talented female middle manager. If she were a male, he would be her mentor in a heartbeat. However, he has concerns that if they develop a close professional relationship, "people will talk."

3

A talented woman, who is highly qualified for a C-suite position, pats herself on the back for achieving her recent promotion to middle management and aspires no further.

4

Three male managers who like, respect and enjoy working with a female colleague, rarely invite her to join them for drinks after work, fearful they will have to behave differently in the company of a woman.

## Second Generation Gender Bias: Context Is Important

*"A significant body of research shows that for women, the subtle gender bias that persists in organizations and in society disrupts the learning cycle at the heart of becoming a leader...It's not enough to identify and instill the 'right' skills and competencies as if in a social vacuum. The context must support a woman's motivation to lead and also increase the likelihood that others will recognize and encourage her efforts—even when she doesn't look or behave like the current generation of senior executives."*

Source: *Women Rising: The Unseen Barriers*. Herminia Lbarra, Robin Ely, and Deborah Kolb. *Harvard Business Review*, September 2013.



## How to Combat Second Generation Gender Bias

- Acknowledge it exists
- Identify the subtle ways it shows up in your organization
- Make sure the women who work for you aren't buying into it
- Eliminate name-biased descriptions that negatively differentiate women
- Pinpoint the specific types of bias prevalent in your organization
- Make sure your attitudes aren't supporting it
- Be willing to discuss with your peers and colleagues
- Be open to changing thinking and attitudes

# BIG MISTAKES AND HOW TO AVOID THEM

## Lessons from the Field

**Laura Mezey, Bayer Corporation:** “Managers and companies fail when they make decisions for people. I have had conversations like: ‘She’s got young children, it would be a hardship.’ When organizations or managers make decisions for women, it limits both their networking and their visibility.”

Companies also fail when there isn’t a talent management strategy in place. There needs to be a corporate wide emphasis on development plans.”

**Jeffrey Fischer, Chubb:** “Companies fail women when they do not provide avenues for them to share with one another. It robs them of the opportunity to feel comfortable. All of us need sounding boards.”

There is also often a failure to provide a formalized mentoring program.”

**Palani Palaniappan, Global Biologics CMC, CMC Center, The Takeda Oncology Company:** “My experience is that managers are very good in the beginning, but then life gets in the way. There fails to be an ongoing process of providing connections and interactions. You have to keep making the effort.”

Also, companies may fail to put women in the ‘same bucket’ as men and give them the same opportunities as men to succeed.”

**William Weber, DuPont:** “Technology companies have to remain especially cognizant of the need for gender balance. We fail when we don’t realize that there is power in diversity and inclusion. Technology companies must embrace diversity in all its shapes and sizes, especially in leadership roles. We have to believe it and we have to live it.”



“I want to do it because I want to do it. Women must try to do things as men have tried. When they fail, their failure must be but a challenge to others.”

**Amelia Earhart**

## Lessons Learned

In a guest blog for WOMEN Unlimited, Audrey Goodman, currently an Organization Effectiveness consultant and former Vice President Organization Development at Medco Health Solutions Inc., shared some lessons learned in her over 20 years involvement in fostering diversity.



### Find the New Voices

Corporations must actively seek out new voices and dig down deep to find people who might not be heard in a business-as-usual environment. At Medco, two approaches proved especially successful. We determined who might have potential for our talent pipeline, and put them in our “Medco Diversity Mentoring Program.” It taught participants, often women, how to be seen and heard. It included networking and coaching by executives, where participants learned how to grow a wide range of skills that would help them step up and speak out.



### Make Diversity Part of Talent Management

In order for diversity to become ingrained in an organization, it must be part of an overarching talent management strategy. Talent management ensures that the right candidate is available at the right time. Diversity opens up the possibilities to a broader talent pool. By linking talent management and diversity strategies, a company makes sure they are always looking at all the qualified people available.



### Include Metrics

Measurable results are an important aspect of maintaining and expanding an inclusive talent management strategy. There are different ways to measure. Metrics can be created around who got promoted... increased diversity, e.g., how many more women...or what the executive succession pool looks like 6, 12 or 18 months out.

## Key Suggestions at a Glance

- Honor the decisions and career choices women make, while fostering their growth and development
- Provide formal and informal channels for women to share with one another so they can develop mentors, networks and sponsors who understand the corporate landscape
- Be consistent—don’t let the momentum for diversity die down
- Remember that an environment inclusive of diverse talent has a powerfully positive business impact

# THE ROLE OF POWER IN CREATING BARRIERS TO WOMEN'S ADVANCEMENT

## **Marc Buzzelli, Prudential International**

**Insurance:** "In the 'old days' for women to get to positions of power, they could not be warm or approachable. Over the years, that's changed. Now the key to power is to speak with confidence and conviction, but still be flexible. You don't have to go to war to get respect as a woman. You can be genuine and have your natural personality guide your views."

## **Laura Mezey, Bayer Corporation:**

"The real start of power for women is when they ask questions like: How do I make a bigger impact in the seat in which I am now sitting? How do I influence? How do I interact? That's when their careers start taking off."

The job of managers is to help the women who work for them get there. Managers can stymie a woman's advancement by wanting to keep her where she is or by failing to give needed feedback."

## **James McClure, Prudential Financial:**

"I think real power is about the ability to collaborate and have a balance of power. It's about everyone working towards the same goal. No one has too much power or influence over the decision. When there is power, there should be equal opportunity to attain it."

## **Bill Weber—DuPont (Recently retired):**

"Power at its core comes from respect and influence. In general, a strong woman has an advantage over a strong man. Women are so much better at interpreting body language and context. If a person has the basic skills in a role, the difference for those who have real power is E-Q, not I-Q. In my experience, successful female leaders have been disproportionately gifted in this area that really enables power."

**Note from WOMEN Unlimited:** There are many ways to define and perceive power. We gave our interviewees free reign in discussing power as it impacts women, but we did ask them to take into consideration the three sides of power: power of the individual, power of the manager and power of the organization.



## The 10 Worst Stereotypes About Powerful Women

1. **Ice Queen**—Emotionless
2. **Single and Lonely**—Personal life sacrificed for career
3. **Tough**—Hard as nails and lacking empathy
4. **Weak**—Too often seeks collaboration and consensus
5. **Masculine**—Must act like a man to succeed
6. **Conniving**—Success is due mostly to plotting and manipulating
7. **Emotional**—Prone to being a loose cannon with emotional outbursts
8. **Angry**— OK in men. Bad in women
9. **A Token**—"Made it" because of her gender, not her ability
10. **A Cheerleader**—Charm and likeability are barriers to power and leadership

Which ones do you, your colleagues and/or your company need to dispel?

Source: Excerpted from a *Forbes* article by Jenna Goudreau

## PLAYBOOK HEAVY HITTERS FOR MIDDLE MANAGERS: THE “BIG 3” FOR RETAINING AND PROMOTING TALENTED WOMEN

### **Marc Buzzelli, Prudential International Insurance:**

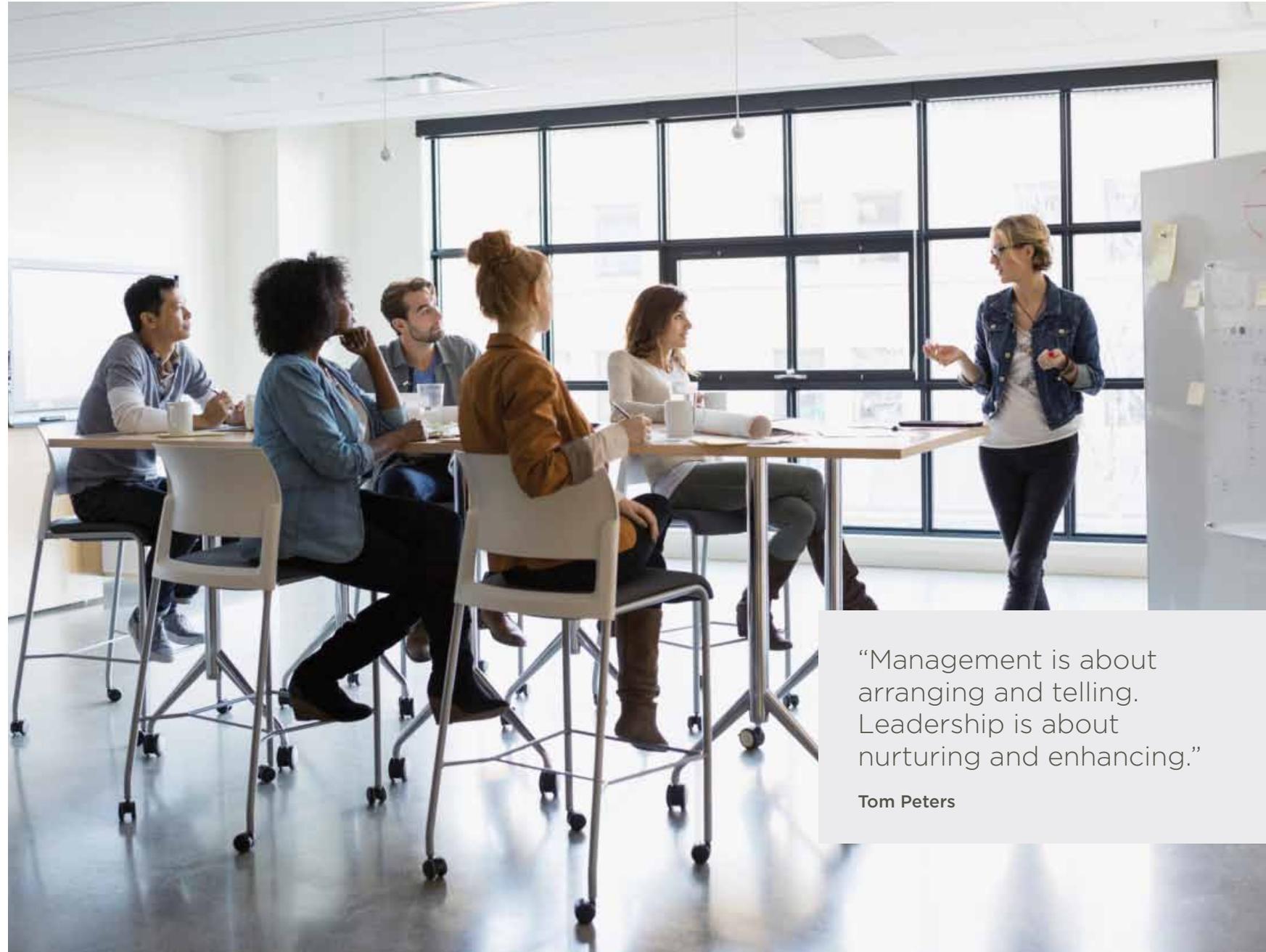
1. Give continuous, honest, constructive feedback about development.
2. Show genuine interest in a woman's career development. It's not just her responsibility. It's not just your responsibility. The best results will come from a collaborative effort.
3. Encourage women to challenge you. Make it comfortable for them to disagree with you.

### **Jeffrey Fischer, Chubb:**

1. Be an active listener. Encourage the women who work for you to approach you.
2. Be genuine. It's OK to show emotion. Let them see you sweat. If you are guarded and standoffish, people won't be comfortable with you.
3. Plot career roadmaps. Help people know their future opportunities. Take time to know their strengths and weaknesses. Help them hone their skills for advancement.

### **James McClure, Prudential Financial:**

1. Empower women to make decisions, to lead, to represent the organization.
2. Encourage them and be generous with positive feedback and compliments.
3. Be willing to give constructive criticism. Make that criticism a positive experience, which she can use to move forward.



“Management is about arranging and telling. Leadership is about nurturing and enhancing.”

**Tom Peters**

**Laura Mezey, Bayer Corporation:**

1. Make sure women understand that being good is not enough to get ahead.
2. Meet women where they are. You may have a woman you think is ready, but she doesn't. Don't write them off. Keep revisiting the question and keep pushing them to take on new challenges. It's a balancing act.
3. Have an open and honest relationship. I tell people I value them. I also say, when I stop giving you criticism, that's when you should worry.

**George Odegi, Colgate-Palmolive Company:**

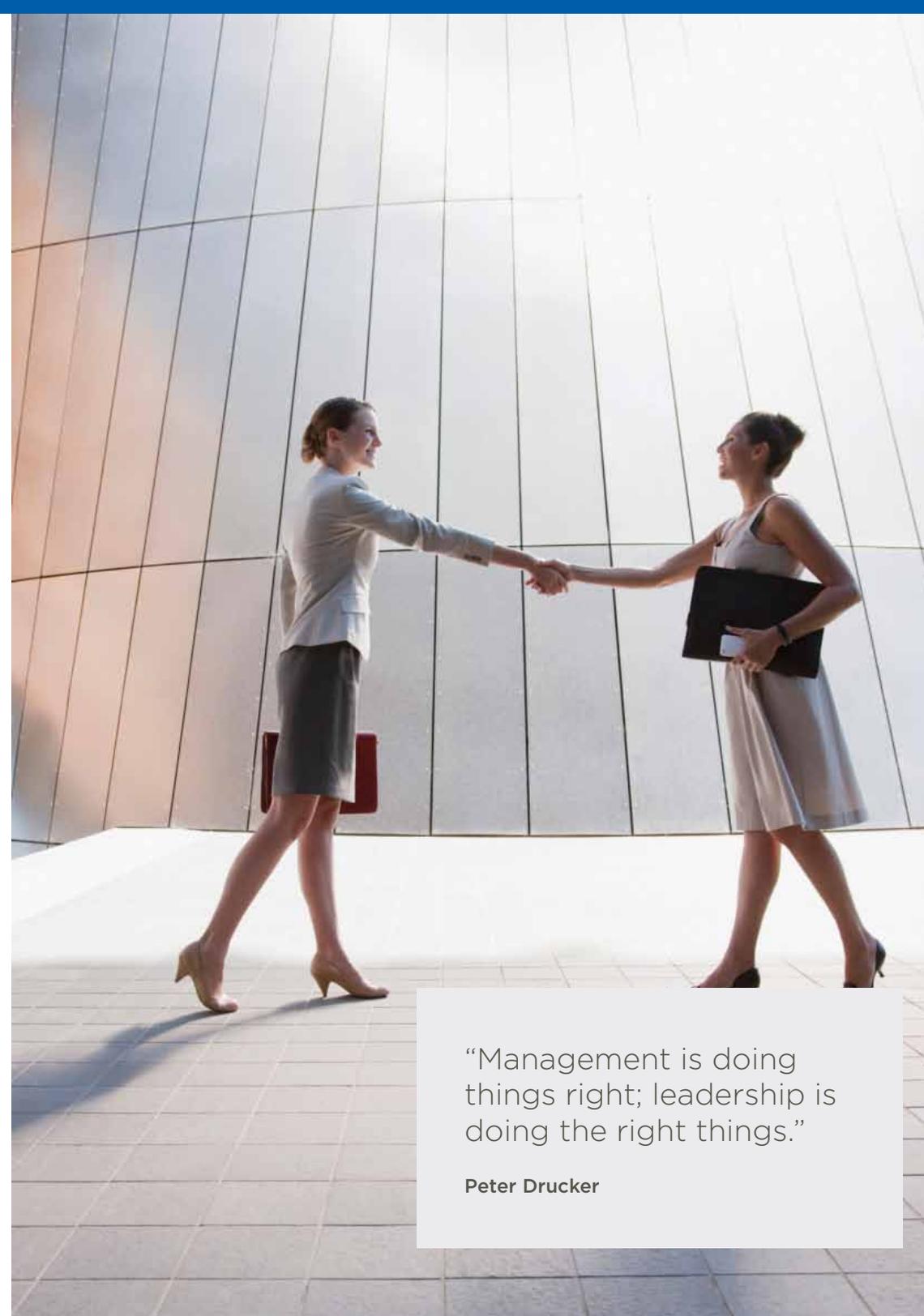
1. Create an environment where feedback is recognized as helpful. Make sure people understand it is in their best interest.
2. Understand that a woman's responsibilities both in and out of the job are relevant. There could be both possibilities and limits in play.
3. Step away from traditional mindsets.

**Palani Palaniappan, Global Biologics CMC, CMC Center, The Takeda Oncology Company:**

1. Empower women—make them feel good and also feel accountable. Give them what they need to own their job.
2. Enable them. Advocate for them—I encourage women on my team to make connections and build their professional reputations. If I get invitations to speak or write, I often have them answer or do it. Being invited to speak is a great opportunity for the women on my team to show they are confident and knowledgeable experts in their field and that their presence is important and influential.
3. Be moderate. Create balance—Not one extreme or another. See both male and female sides and bring them in synch.

**Bill Weber—DuPont (Recently retired):**

1. Recognize high potential, early-career women. Help them understand that Individual career management starts with "I" (i.e., them). Help women get a variety of experiences. The most important thing managers can do is get an individual in the right place at the right time.
2. Be aware of unconscious bias. Make others aware of it—both men and women.
3. Make women who work for you less risk-averse and more willing to try new things. Keep them from getting too comfortable in their current role.



**Dr. Rosina L. Racioppi of WOMEN Unlimited Weighs In**

In one of her bi-weekly blogs, Dr. Racioppi pinpointed these five strategies for “Holding on to your talented women”

1. Show your talented women that they are valued with words—and more importantly with actions
2. Be an active listener
3. Facilitate the visibility of the women on your team. Meet your talented women where they are, but show them where they can be
4. Custom tailor development to both the women and the organization
5. Start early

“Management is doing things right; leadership is doing the right things.”

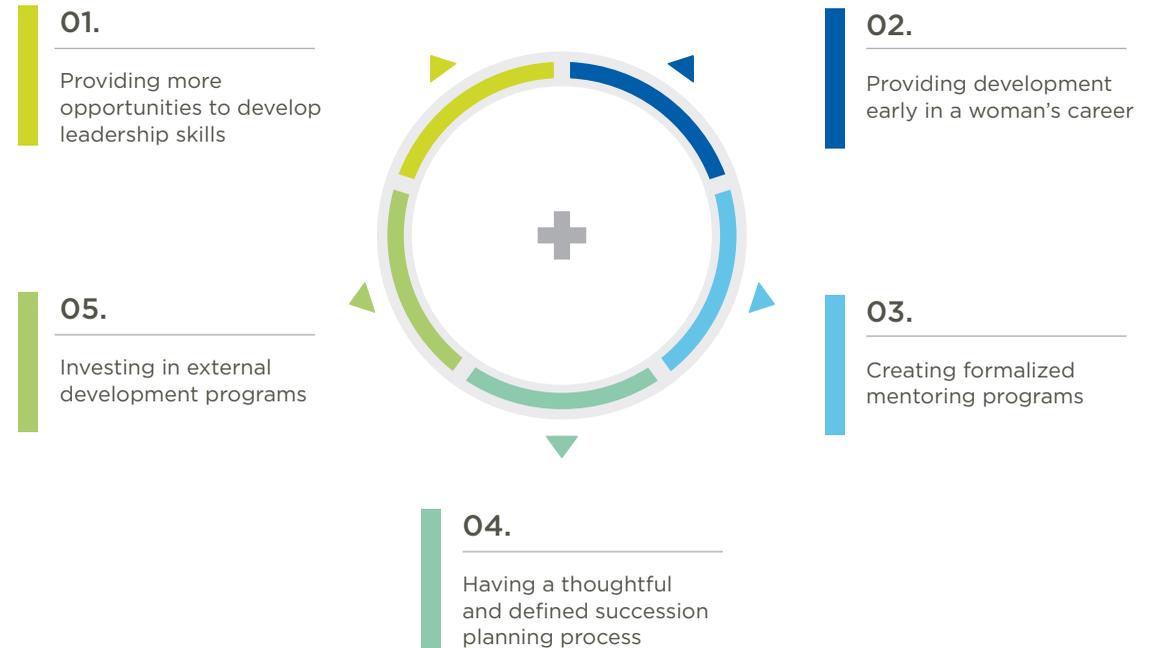
**Peter Drucker**

# THE BIGGEST 3 FOR RETAINING AND ADVANCING FEMALE TALENT

- 1. Feedback. Feedback. Feedback**—in all its shapes and sizes. Don't wait for reviews. Be honest and invite women who work for you to be honest about you. Don't be shy about giving compliments. Feedback is grist for the mill of advancing women...of understanding what makes the women who work for you tick. It's the foundation you need to nurture and advance your talented women in the right way at the right time.
- 2. Encourage the women who work for you**—and do it in a variety of ways. Encourage them to take on new challenges and responsibilities. Delegate opportunities that make them more visible, e.g., writing articles or speaking at seminars. Encourage them to let go of fears that are holding them back. Encourage them to honestly assess what they want professionally.
- 3. Enable their advancement:** Don't stand in their way when they are ready to advance. Provide opportunities for their development through formal programs. Make sure they understand that being good is not good enough to get ahead. Meet them where they are, but always make it clear that you view them as future leaders.

## Strategies for Retaining Women

More than 60% of managers and mentors surveyed in a 2014 WOMEN Unlimited poll of corporate partners echoed these sentiments and believe that high-potential women can be retained by:



Note: In an exclusive interview with WOMEN Unlimited in 2014, Michael Chamberlain, Vice President of Marketing for Catalyst, pinpointed three areas where the “actions of men” promote female leadership.

- **First**, when men act as mentors to women they help them strengthen their strengths and weaken their weaknesses. They teach them about the unwritten rules of the workplace.
- **Second**, Sponsors are also crucial, but in a different way. Sponsors talk about women—not to them. They advocate for them with leaders in a male-dominated environment.
- **Thirdly**, men can be pivotal in women's leadership development when they serve as examples for other men. We need to institutionalize men's natural instinct to be motivated by other men. If men see senior men acting as champions for women, they will be inclined to do the same.

## GETTING PERSONAL—ADVICE AND ANECDOTES

### Bill Weber—DuPont (Recently retired):

“I am in the 50+ generation. In my career, I have more than once been pleasantly surprised when I made a bet on a young woman with potential to ‘lean in’—especially a woman who might have had her own doubts about succeeding in her new role. It wasn’t always comfortable for them to transition to a larger role. But at the end of the day, I almost always made the decision to place them. It makes me want to do it again and again.”

#### Lessons Learned:

- Trust your instincts for talent
- Be willing to take a chance on an employee
- Realize that you won’t always be right. But don’t stop challenging folks to push past their comfort zone
- Remember that advancing someone’s career is good for both of you

### George Odegi, Colgate-Palmolive Company:

“When I was working in Thailand, I had four males and one female reporting to me. I was under a heavy deadline, had my game face on and hardly ever smiled. One day I was coming back to my office and noticed five heads pop up waiting for me there with food and snacks. They said they wanted me to be happy. My nonverbal communication was clearly impacting my team.”

#### Lessons Learned:

- Be continually aware of the impact you have on those who work for you
- Realize in a global world, different attitudes and behaviors mean different things
- Be aware of your body language. It often says more than your words
- Appreciate and acknowledge the loyalty and concern of your people

### Marc Buzzelli, Prudential International

**Insurance:** “About 11 years ago I was managing a small group, which included an Asian man and a less-senior Asian woman. Initially, they both reported to me. I decided it would be good to have her report directly to him since she could learn a lot from him. After about a month, her performance started to decline. I didn’t know why and I couldn’t draw it out of her. Finally, I spent a full morning with her making it clear that we were not leaving until she told me what was going on.

She eventually let me know that she felt her role had been diminished by the reporting change and she was not comfortable reporting to him. As a result I restored the original reporting structure. She became one of my biggest allies over the years. She went on to become the chief actuary of a life insurance joint venture company in China.”

#### Lessons Learned:

- Monitor the situation when you’ve initiated changes
- If you see a problem with a talented employee, address it
- Be persistent in getting the answers
- Don’t give up on a talented employee

### Laura Mezey, Bayer Corporation:

“When I worked at the law firm, you had to go to a partner about getting new matters. You had to pitch yourself. I had all three of my kids while I was at the firm. When I was pregnant the first two times and would approach younger partners, they would basically say ‘I don’t want to be responsible for the pregnant woman working late.’

When I was pregnant with my third child, I was working on a high profile case with a more senior partner. He was about my parents’ age and I thought he’d be even less understanding and that he’d throw me off the case. He didn’t. He told me he wanted me on the case as long as I felt I could be on it. He wanted me to tell him what my limits were, not the other way around.”

#### Lessons Learned:

- Allow people to make their own choices
- Believe they’ll let you know what they can and can’t do
- Don’t be ruled by stereotypes
- Foster and nurture female talent throughout life and career milestones



“Focus on what people’s natural strengths are and spend management time trying to find ways for them to use those strengths every day.”

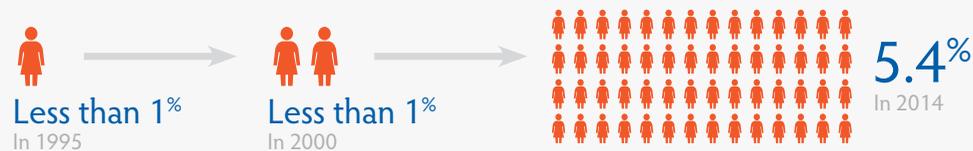
Sheryl Sandberg

# How to Avoid the "Groundhog Day" Effect

## Can we avoid the same gender-based conversations in 20 years?

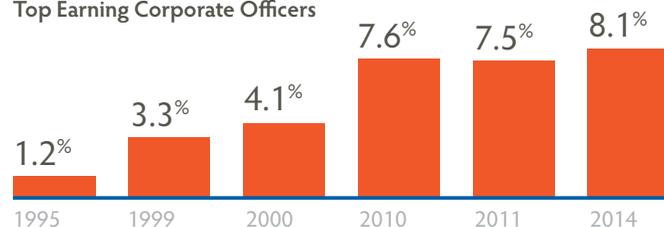
### THE NUMBERS BEHIND THIS 20 YEAR STORY

#### Growth of Women F1000 CEOs



#### How Long Will It Take Us To Get There?

##### Top Earning Corporate Officers



#### Current Situation:

##### # of Women CEOs



#### U.S. Women in Business

This example reflects the existence of corporate bias with regards to hiring and promotion of female talent. Women comprise over 50% of the workplace and hold only 5.4% CEO positions.



#### 3 Key Players Advancing Diversity

1. A Vocal CEO – must be committed to diversity and perceived as so
2. Managers, Mentors and Networks – all in play to support female top talent
3. Women Themselves – intentional about the change and growth needed to own and achieve their career goals

#### A Proven Winner:

##### 3 Key Pillars Advancing Diversity

Developed by WOMEN Unlimited, Inc. Successfully used by over 160 F1000 companies for over 20 years.



The graphic pretty much speaks for itself. Here are some quick highlights on how to get past Gender-Bias Groundhog Day:

## Three Key Players Working In Tandem:

1. CEOs are committed to diversity; understand their roles and responsibilities to impact change and their commitment is conveyed throughout the organization
2. Managers, mentors and networks all support female talent from the earliest stages of their careers
3. Women themselves are intentional about what they need to do and change to achieve their career goals

## Three Pillars to Advancing Diversity All In Play:

1. Mentoring: Pinpointing and utilizing the right mentors with the women themselves actively engaged in the process
2. Education: Women and their managers learning how talented females can impact corporate success
3. Networking: pinpointing and engaging corporate-savvy executives to help women achieve their full leadership potential

Sources: Catalyst, Pyramid: U.S. Women in Business, New York: Catalyst October 14, 2014, 2012, 2011, 2010, 2000  
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## ABOUT OUR DIVERSITY CHAMPIONS



**Marc Buzzelli**

**Vice President & Actuary**  
Prudential International Insurance

With Prudential since 1988, Marc currently heads up the group responsible for providing pricing and product development consulting services to Prudential International's operations in Asia, Europe and Latin America. Marc's team develops the quarterly new business profitability reports and profits tools the countries use to set their annual pricing targets.

Additionally, Marc is responsible for overseeing the underwriting operations for International Insurance.

A graduate of Stevens Institute of Technology, Marc is a Fellow of the Society of Actuaries and holds the Chartered Life Underwriter (CLU) and Fellow, Life Management Institute (FLMI) designations. Throughout his career, Marc has been an advocate of diversity and has actively fostered the advancement of women on his team.



**Jeffrey B. Fischer**

**Vice President**  
Chubb Group of Insurance Companies

Jeff began his career with Chubb in 1996 as a casualty underwriter and subsequently enjoyed a number of promotions including to casualty manager in Chicago in 1998. Shortly thereafter, he assumed management responsibility for the branch's property business. In 2008, he was promoted to a Vice President within Chubb Commercial Insurance.

Throughout his managerial career, Jeff has been active in the coaching and development of female talent in both technical underwriting and sales acumen. In his current role, he fosters an environment where idea sharing is encouraged...where mentoring and networking opportunities are readily available for women...and where female talent is empowered to succeed and advance.



**James (Jim) McClure**

**Vice President, Investment Accounting and Reporting**  
Prudential Financial

Jim is a Vice President in Prudential's Investment Accounting and Reporting department. Jim is responsible for overseeing the accounting and financial reporting for derivatives, the production of investment reports in support of Prudential's external financial reporting, investment compliance reporting, investment risk policy compliance reporting, and providing senior management with investment analytics.

Jim joined Prudential in 1994 and transferred to Prudential's Investment Accounting and Reporting department in 1998. Jim has held various assignments within Investment Accounting and Reporting, including VP of Financial Reporting, Director of Derivatives Accounting and Reporting, Business Analysts for the PAM system and Manager of Securities Regulatory Reporting. Jim holds a BA in Accounting and an MBA in Finance from Seton Hall University.



**Laura Mezey**

**Vice President**  
Bayer Corporation

Laura has an extensive background in leadership. She began her career in litigation at a Wall Street law firm and subsequently served as Legal Director at Schering-Plough. In her current capacity at Bayer, she is responsible for managing a complex divestiture of one of Bayer's businesses.

She holds a B.S. in Foreign Service from Georgetown University and a J.D. from New York University School of Law.

Laura puts a high priority on developing and coaching her team for their next career step. She is also committed to the advancement of women in the workplace and was an original member of the Steering Committee for the Bayer HealthCare Women's Leadership Initiative.



**George Odegi**

**Finance Director**  
Colgate-Palmolive Company

George joined Colgate-Palmolive in 1992 in Kenya as a Budget Accountant and has progressed through roles of increasing responsibilities in the US, Asia, Africa and Europe. Currently George is the Finance Director, Hill's Europe / Middle East with responsibility to support the long-term growth and profitability of the region.

Throughout his career, George has played a key role in developing and mentoring finance teams. He is currently a participant in the American Corporate Partners (ACP) Mentoring Program, an organization dedicated to assisting veterans – service men and women – transition from the armed services to private enterprise.



**Palani Palaniappan**

**Vice President & Head**, Global Biologics CMC, CMC Center,  
The Takeda Oncology Company

Palani is head of Biomanufacturing Technology Laboratories and is responsible for biologics CMC activities within CMC Center in Takeda. Palani has been part of drug development teams for over 20 years and has played roles in the development and commercialization of several new medicines.

Prior to Takeda and Millennium, Palani had been part of drug development teams at Biogen and Gilead Sciences. He has a PhD in chemistry from Indian Institute of Technology Kanpur and has presented and published widely. He also did post doctorate work at University California Riverside and Virginia Commonwealth University.



**William F. Weber**

**Vice President—DuPont** (Recently retired)  
DuPont Protection Technologies

William (Bill) began his career with DuPont after graduating with a B.S. degree in Chemical Engineering from the University of Notre Dame in 1981. He spent the first nine years of his career in a variety of marketing, technical service and operations positions in DuPont's membrane separations businesses. In the next 15 years, he worked in several of DuPont's chemicals and polymers businesses in leadership positions in global management and operations.

These later assignments gave him and his family the opportunity to call Delaware, West Virginia and Australia home. During the final ten years of his DuPont career, Bill had corporate roles as General Manager of Portfolios in global Parts, Polymers and Fibers businesses.

Bill calls Richmond, Virginia home and serves on the Board of Directors of the United Way of Greater Richmond & Petersburg, Boards of Communities in Schools-Richmond, as well as the Sacred Heart Center; he is also an advisor for New Richmond Ventures.

## MANAGERS ARE CRUCIAL— THROUGHOUT A WOMAN'S CAREER

### Early Career Challenges

- Work life balance
- Impact of gender perception
- Sense of double standard

### Mid Career Challenges

- Impact of global business environment (24/7)
- Getting everything done
- Effective communications with senior leaders
- Managing impact of “second generation” gender bias

## Characteristics Our Diversity Champions Have in Common—How Many Do You Share?

Note: Although career and talent have taken our diversity champions in a variety of directions across a variety of industries, we spotted certain characteristics they had in common.

Here are the major ones:

- **An underlying sense of fairness** that says: if you're good, you should get ahead
- **Understanding the need for change at every level:** in the women they manage, in themselves, in the overall corporate culture, at the highest levels
- **Commitment to foster and support their female talent** even when it's uncomfortable
- **An open managerial style:** approachable, encouraging, participative
- **Honesty:** straightforward with their people about both their accomplishments and their shortcomings
- **Willingness to give women opportunities** to demonstrate how their skills and expertise contribute to organizational success



**WOMEN Unlimited, Inc.** partners with Fortune 1000 companies to create a vibrant and diverse pipeline of leaders who are equipped to handle any business challenge.

Through over 20 years of working with major companies and 10,000 alumnae, WOMEN Unlimited has demonstrated that the three-pronged approach of **Mentoring, Education and Networking** can shift the corporate landscape in a way that keeps the most talented women engaged while enabling them to deliver critical business results.

Contact us at **(212) 572-6211** to discuss how WOMEN Unlimited can enable you to achieve your business goals by leveraging the high potential women in your organization.

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**Facebook:** [www.facebook.com/pages/WOMEN-Unlimited-Inc/89519844328](https://www.facebook.com/pages/WOMEN-Unlimited-Inc/89519844328)

**Twitter:** [@womenunlimited\\_](https://twitter.com/womenunlimited_)

**LinkedIn:** [www.linkedin.com/company/women-unlimited](https://www.linkedin.com/company/women-unlimited)

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### Additional Resources

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