

The Gender Bonus

By

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Objectives

- Articulate the business case for gender balance
- Identify perceptions still widely held that block gender equity
- Learn 3 tools for balancing business contribution

The Gender Bonus in Numbers

- Database of 360-degree assessments from 75,000 leaders around the world, we noticed that on average the women were bolder than the men, especially when the woman was a leader in a traditionally male occupation
 - Jack Zenger, HBR
- Female entrepreneurs predict growth in their workforce of 10.9% in the next year, compared to 8.3% among male entrepreneurs - EY
- Younger female entrepreneurs predict even higher workforce growth (16%) in the year ahead-EY
- Women entrepreneurs surveyed are 19% more likely to be running a US\$1b+ businesses than men-EY

The Gender Bonus in Numbers

- Having women in the highest corporate offices is correlated with increased profitability, according to a new study of nearly 22,000 publicly traded companies in 91 countries. An increase in the share of women from zero to 30 percent would be associated with a 15 percent rise in profitability.
 - Peterson Institute for International Economics and EY (formerly Ernst & Young)
 - This is a clear ROI for gender diversity
- The global economy would grow by \$28 trillion by 2025 if women participated in the labor force to the same degree as men—a 26% increase and almost equivalent to the combined GDPs of the U.S. and China.
 - McKinzie Global Institute

Current State



- Women currently earn “x” cents on the dollar?
 - .79
- The S&P 500 currently has how many women CEOs?
 - 24
- Women hold what % of board seats of Fortune 500 Companies?
 - 16.4%
- Women hold what % of partnerships in venture capital firms?
 - 6%

Case Study

- Individually, read the information provided and complete the requested assignment

External Barriers for Women

- Sheryl Sandberg *Lean In* p 10
 - *A 2011 McKinsey report noted that men are promoted based on potential, while women are promoted based on past accomplishments.*
 - Therefore, women do have to have a better track record (i.e. work harder)
- Women are given less credit in teamwork (HBR)
- Gender in Communication: Women's words are not heard as coming from women. They are attributed to men

Internal Barriers

- Multiple studies in multiple industries have shown that women often judge their own performance as worse than it actually is, while men judge their own performance as better than it actually is
- At Google, “...the men reached out for opportunities much more quickly than the women.” Sheryl Sandberg
- Women tend not to take credit for their contribution

Where is HR?

- In your huddle, identify 3 HR processes in which non-conscious bias may have an adverse impact on gender equity
- Choose 1 and identify at least 2 ways to reduce or eliminate the non-conscious bias

The Experiment

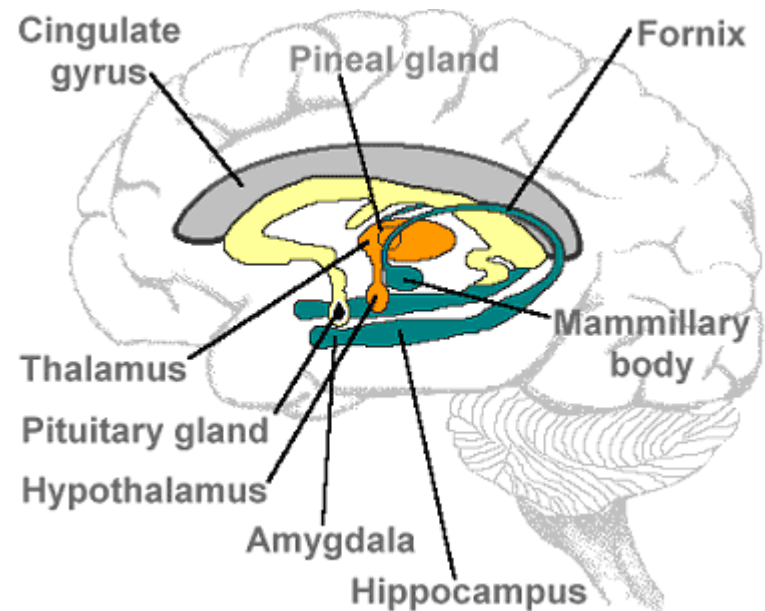
- Our Results
- Harvard's results

Program for Change

- Educate yourself and others to separate opinion about gender differences and scientifically verified differences
- Conduct observation and open dialogue sessions
- Focus on leveraging strengths by adapting styles appropriate to the audience
- Small adjustments can have large impact
 - Sanders notes that Google simply left positions open longer to give women the time they needed to think it through and apply

Neuroscience Verified Differences

- 3 Brains: Men's Brains, Women's Brains and Bridge Brains
- Fun and Mostly Accurate
- Gender is largely hard wired:
 - Neural blood flow patterns
 - Spatial-mechanical and Verbal-emotive
 - Differences in particular structure in the brain
 - Hippocampus and Amygdala
 - Differences in brain chemistry
 - Testosterone and vasopressin
 - Serotonin and oxytocin



Observation and Dialogue

- What did you observe of conversational dynamics during your huddle activity.
- Examples of dynamics could include:
 - Who spoke most and least?
 - Who's ideas most shaped the conversation?
 - How was non-verbal communication the same/different from participant to participant?

3 Techniques for Change

- Amplification
- Keep meetings on topic
- Get a mentor of a different gender

Observation and Dialogue

- Back at work: Observe the conversational dynamic in meetings.
 - Identify gender differences that may result in men and women judging each other rather than enlisting strengths.
 - Identify actions to gender balance meeting styles

Resources

- *“IBM Finds Profit in Diversity”* Harvard Business Review Sept. 27, 2004
- *Leadership and the Sexes*, Michael Gurian and Barbara Annis
- *Same, Different, Equal*, Salmone, R. 2005
- *Women and Men, Work and Power*, Anne Mouio

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