WOMEN IN LEADERSHIP

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What is the state of women's leadership today?

In the United States, women are 67% of college graduates, 51% of PhD's, and 70% of valedictorians. Additionally, 57% of all women in the U.S. have some college education or beyond, women earn the majority of advanced degrees nationally, and women are 49% of the workforce. However, women are still outnumbered by men in board rooms, politics, and upper level positions.[i]

- The top four leadership attributes that executives value most for success are more commonly found among female leaders. [ii]
- Companies with three or more women on executive committees or boards scored higher on nine metrics of organizational effectiveness than their peers, and companies in the top quartile of this index had superior financial performance.[iii]
- By the time women reach the SVP level, they hold just 20% of line roles, and line roles lead more directly to the C-suite: In 2015, 90% of new CEOs in the S&P 500 were promoted or hired from line roles, and 100% were men. Line roles are positions with profit-and-loss responsibility and/or a focus on core operations. Staff roles are positions in functions that support the organization like legal, human resources, and IT. [iv]
- Women make up half the U.S. workforce, but women's representation drops to 36.8% at the level of manager.[v]
- Asian, black, and Hispanic women make up 17% of workers in S&P 500 companies, but fewer than 4% of executive officials and managers and fewer than 3% of board directors at Fortune 500 companies.[vi]
- Men are roughly twice as likely to advance at each career transition stage.[vii]
- Only 10% of senior-level women report that four or more executives have helped them advance compared to 17% of senior-level men. And, only 40% of companies hold managers accountable for performance on gender-diversity metrics.[viii]

The Confidence Gap

- Compared with men, women do not consider themselves as ready for promotions, they predict they will do worse on tests, and they generally underestimate their abilities.[ix]
- Success correlates just as closely with confidence as it does with competence.[x]
- When women encounter a promotional opportunity, they only apply if they feel they met 100% of the job requirements. Conversely, men applied for those same opportunities if they only met 60 percent of the job requirements.[xi]
- Women are negotiating for promotions and raises as often as men however, on average, women are less likely to be promoted than men. [xii]
- Women who lobby for a promotion are 54% more likely to report getting one than women who don't. However, women who negotiate are more likely to receive negative feedback that they are "intimidating," "too aggressive," or "bossy." [xiii]

[i] Center for American Progress. "Fact Sheet: The Women's Leadership Gap." Center for American Progress. Center for American Progress, 7 Mar. 2014. Web. 12 Mar. 2015. <http://www.americanprogress.org/issues/women/report/2014/03/07/85457/fact-sheet-the-womens-leadership-gap/>.

[ii] Arora, Sarah, Anna Ayanova, Joanna Barsh, Susan Lund, Vikram Malhotra, James Manyika, Heather Sumner, and Lareina Yee. Women in the Economy: Selected Exhibits. N.p.: McKinsey & Company, Apr. 2011. PDF.

[iii] Arora, Sarah, Anna Ayanova, Joanna Barsh, Susan Lund, Vikram Malhotra, James Manyika, Heather Sumner, and Lareina Yee. Women in the Economy: Selected Exhibits. N.p.: McKinsey & Company, Apr. 2011. PDF.

[iv] Women in the Workplace 2016. Study by LeanIn and McKinsey available from https://womenintheworkplace.com/#key-findings

[v] Catalyst. Pyramid: Women in S&P 500 Companies. New York: Catalyst, January 13, 2015.

[vi] Hill, Catherine, Miller, Kevin, Benson, Kathleen, and Handley, Grace. "Barriers and Bias: the Status of Women in Leadership." AAUW. Mar.2016. Web. http://www.aauw.org/research/barriers-and-bias/.

[vii] Arora, Sarah, Ayanova, Anna, Barsh, Joanna, Lund, Susan, Malhotra, Vikram, Manyika, James, … Yee, Lareina. "Women in the Economy: Selected Exhibits." McKinsey & Company. April 2011. Web. 11 Feb. 2016. http://www.mckinsey.com/~/media/mckinsey/dotcom/client_service/organization/pdfs/womeneconomy_exhibits_v3_10282011.ashx

[viii] McKinsey & Company, and LeanIn.org. "Women in the Workplace." 2015.Web. 21 March 2016. http://womenintheworkplace.com/ui/pdfs/Women_in_the_Workplace_2015.pdf?v=5.

[ix] Kay, Kathy, and Shipman, Claire. "The Confidence Gap." 14 May 2014. Web. 20 March 2016. http://www.theatlantic.com/magazine/archive/2014/05/the-confidence-gap/359815/.

[x] Kay, Kathy, and Shipman, Claire. "The Confidence Gap." 14 May 2014. Web. 20 March 2016. http://www.theatlantic.com/magazine/archive/2014/05/the-confidence-gap/359815/.

[xi] Kay, Kathy, and Shipman, Claire. "The Confidence Gap." 14 May 2014. Web. 20 March 2016. http://www.theatlantic.com/magazine/archive/2014/05/the-confidence-gap/359815/.

[xii] Women in the Workplace 2016. Study by LeanIn and McKinsey available from https://womenintheworkplace.com/#key-findings

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