

Women & Leadership: Strategies For Success

Ciara Burnham '88, Senior Managing Director, Evercore

Liz Duffy '88, President, International Schools Services



Agenda

➤ The Good – and Bad – News

➤ The “Four Patterns”

➔ *Breakout Session*

➤ Our Best Advice

➤ Q&A



The Good News

➤Talent

- 54% College grads
- 70+% Honors grads!

➤Impact

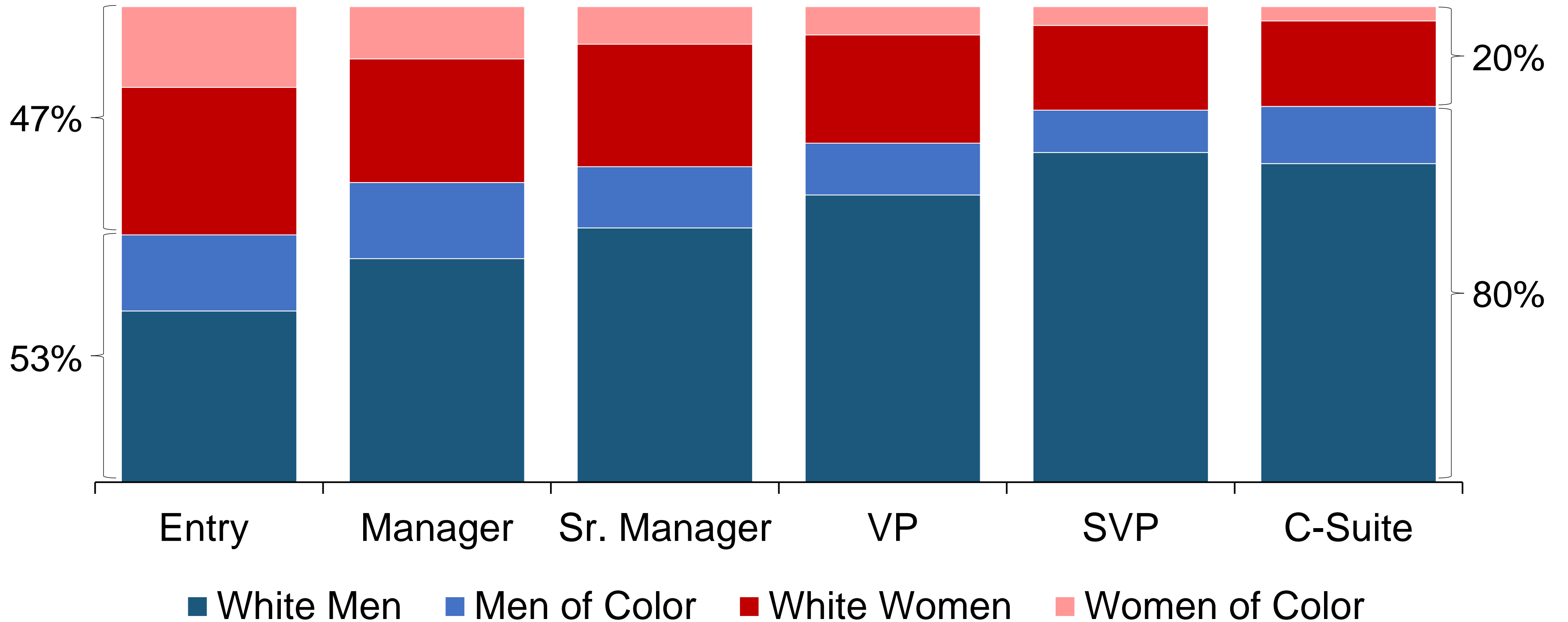
- Improved performance
- Better results

Women are a critical talent pool for the leadership pipeline



The Challenge

Corporate Leadership Pipeline

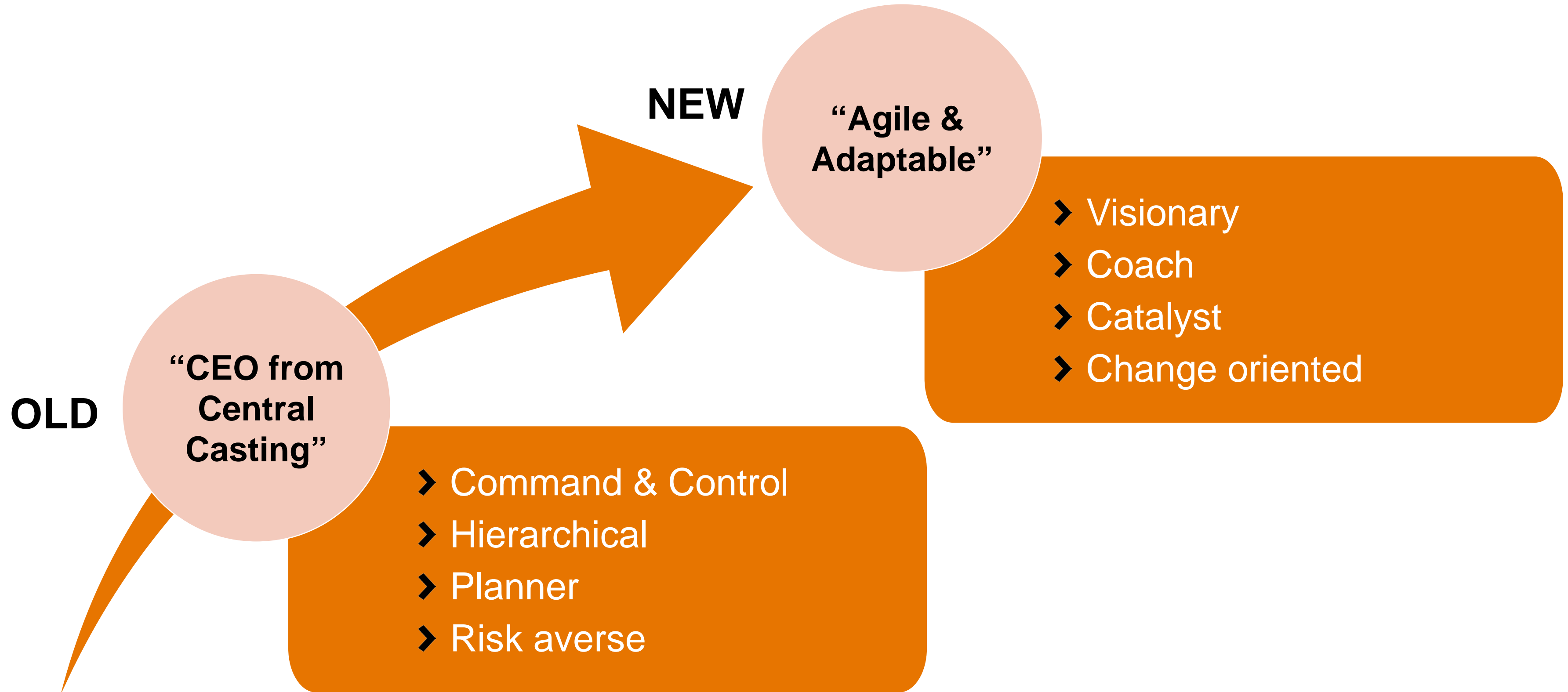


Source: McKinsey "Women in the Workplace" 2017



The Opportunity

Rapidly changing world demands new kinds of leaders





Four Patterns

Prove it Again Bias



The Tightrope



Maternal Wall



Tug of War



Source: Williams, Joan C. and Rachel Dempsey, *What Works for Women at Work: Four Patterns Working Women Need to Know* (2018.)





Prove It Again Bias



“It was her idea, but I tightened it into a concept.”



Prove It Again Bias



Patterns

Strategies

Potential vs. Performance

Don't hold yourself back

Mistakes are noticed more

Work outside comfort zone, dare to fail

Skill vs. Luck

Ask others to take a second look

Uneven Requirements

Keep real-time records

Polarized Evaluations

Form a posse to celebrate each others' successes

The Stolen Idea

Call out stolen ideas

Breakout Session: 10 minutes

**Which pattern resonates most with you?
What can you do to address the challenge?**

Liz's Best Advice

- Mentors
- Sponsors
- Personal Board of Directors

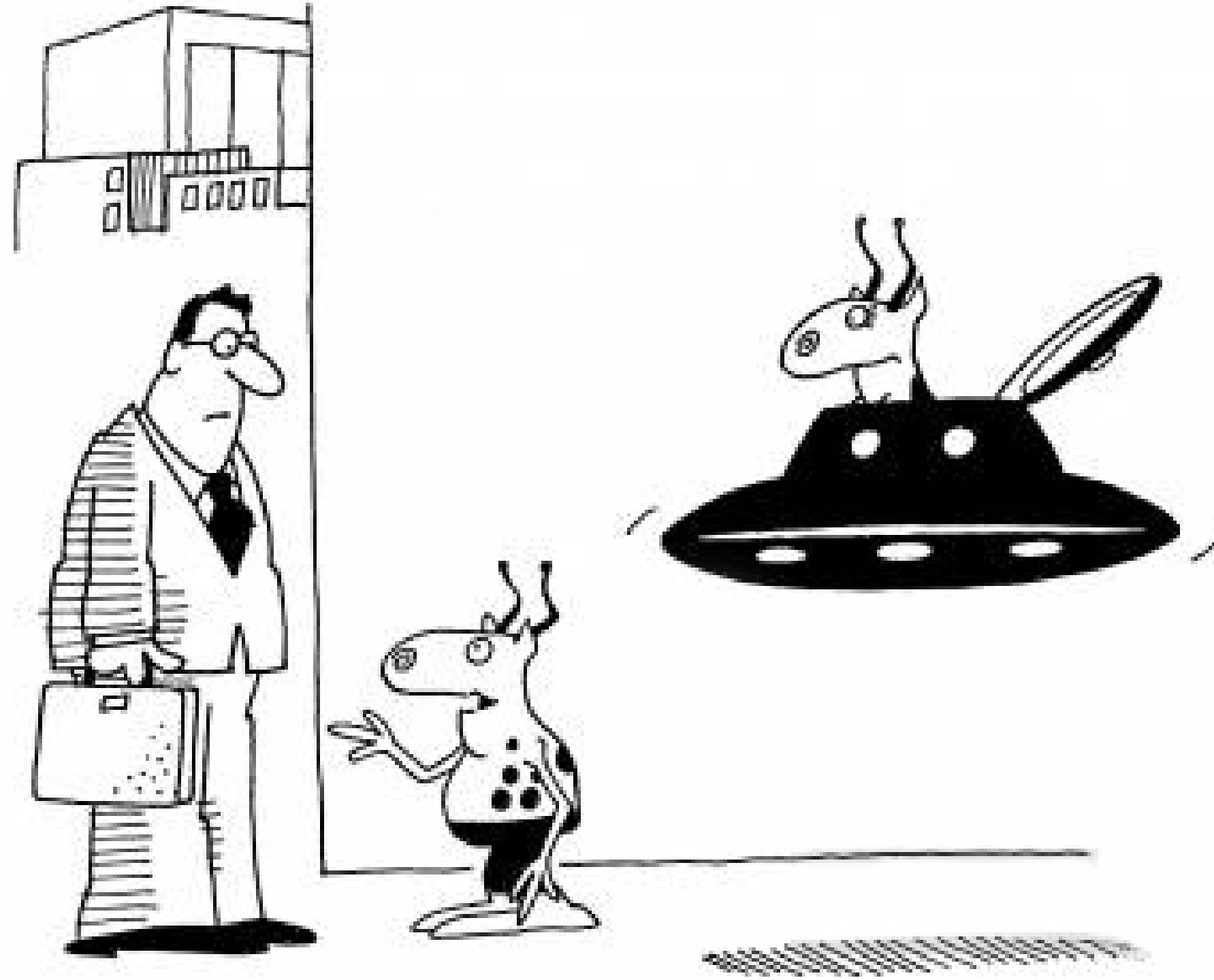
Ciara's Best Advice

- Think Like a Leader
 - Own the Solution
- Inspire “Followership”
- Aim High!





We Can See the Future



“You’re kidding! Your leader is a MALE!”





Additional Resources

› On-Line

- Lean In - “Build Your Skills” education resources. <https://leanin.org/education>
- Stanford University – Women’s Leadership Innovation Lab. <https://womensleadership.stanford.edu>
- Harvard Business Review – Podcast: Women at Work <https://hbr.org/2018/01/podcast-women-at-work>
- McKinsey – Women in the Workplace 2017 <https://www.mckinsey.com/featured-insights/gender.../women-in-the-workplace-2017>

› Books

- *What Works for Women at Work* (Joan C. Williams)
- *Centered Leadership* (Joanna Barsh and Johanne Lavoie)
- *Rise of the DEO: Leadership by Design* (Christopher Ireland and Maria Guidice)
- *The Difference: How the Power of Diversity Creates Better Groups, Firms, Schools and Societies* (Scott Page)
- *What Works: Gender Equality by Design* (Iris Bohnet)
- *Mindset, The New Psychology of Success* (Carol Dweck)
- *Radical Candor* (Kim Scott)

› Articles

- “How Diversity Makes Us Smarter” by Katherine Phillips, [Scientific American](#), October 1, 2014
- “Why Women Don’t Apply for Jobs Unless They’re 100% Qualified” by Tara Sophia Moar, [Harvard Business Review](#), August 25, 2014