

# Global Leadership Forecast

How Top Organizations are Growing Strong with Women in Leadership

March 2019



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# How Top Organizations are Growing Strong with Women in Leadership

Presented by:

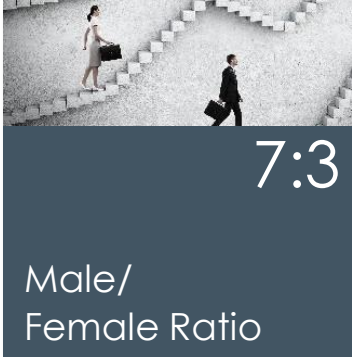
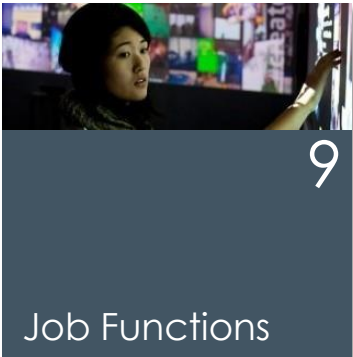


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# Global Leadership Forecast 2018 at a Glance



# Global + Diverse



# Key Themes Spanning the Research



**> Leaders at the Core**  
Foundational issues of leader roles, readiness, and strategy



**> Digital + Data**  
Leadership implications of the digital and data-rich business context.



**> Growth + Potential**  
Proven practices for aggressively growing leader talent and bench.



**> Leader Diversity**  
Understanding and advancing gender and generational diversity in leaders.



**> Cultural Drivers**  
The powerful forces that can propel—or cripple—rapid, disruptive change.



**> The HR Opportunity**  
How HR can elevate and extend its influence on business outcomes.



## > Leader Diversity

# ➤ Diversity Leaders: Where are we currently?

- Data gleaned from more than 2,400 organizations around the globe highlight the need to improve leadership diversity.



Over the next decade, women will have increased economic and financial impact, both as consumers and investors



Women currently hold less than one-third (29%) of all leadership roles, with a majority in first-level management positions



Companies with strong gender diversity at the senior-level outperform in key leadership and business outcomes



# > Navigating through Disruption

- > A new generation of leaders equipped with new digital competencies are needed for tomorrow's workforce



For the first time ever, we have four generations in the workforce co-existing together



The definition of employee has changed; we now have four: full-time, contingent, remote, robot



A focus on innovation, and a change in the preference working favors teams over individuals

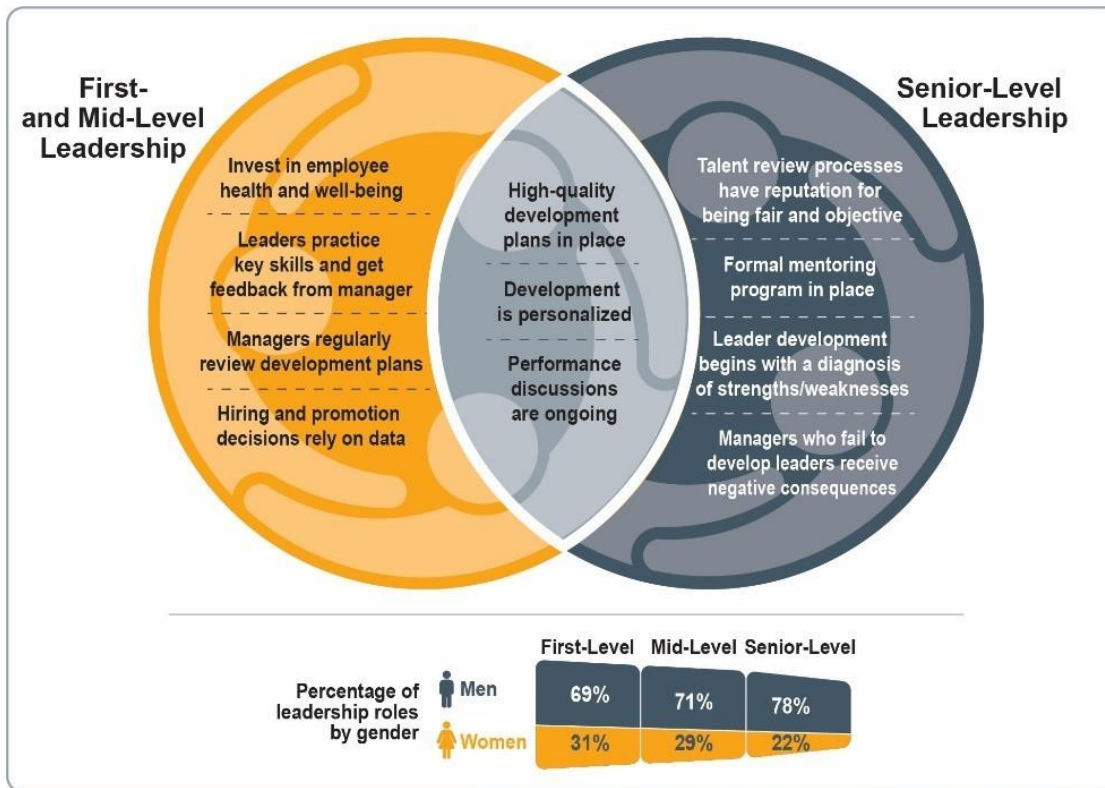


Purpose-driven, socially responsible organizations, have become magnets for young talent



Technology has invaded our lives; employees are focused on work-life integration over balance

# > Practices that Support Having a Stronger Representation of Women by Leadership Level



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> **No matter what level you are at, you can contribute to greater diversity within your organization.**

# > Practices that Support Having a Stronger Representation of Women by Leadership Level



## Sponsorship

Mentors advise you and sponsors **advocate** for you. Women and ethnic minorities are often over-mentored and under-sponsored.



## A sense of Belonging

When people feel like they **belong**, they are not only more engaged, productive and innovative, but their physical and mental health improves.



## Experiences and Assignments

Managers and senior leaders need to work towards a more **equitable** division of assignments to improve skills and broaden networks for all employees.

# Diversity Leaders



## Where to Start

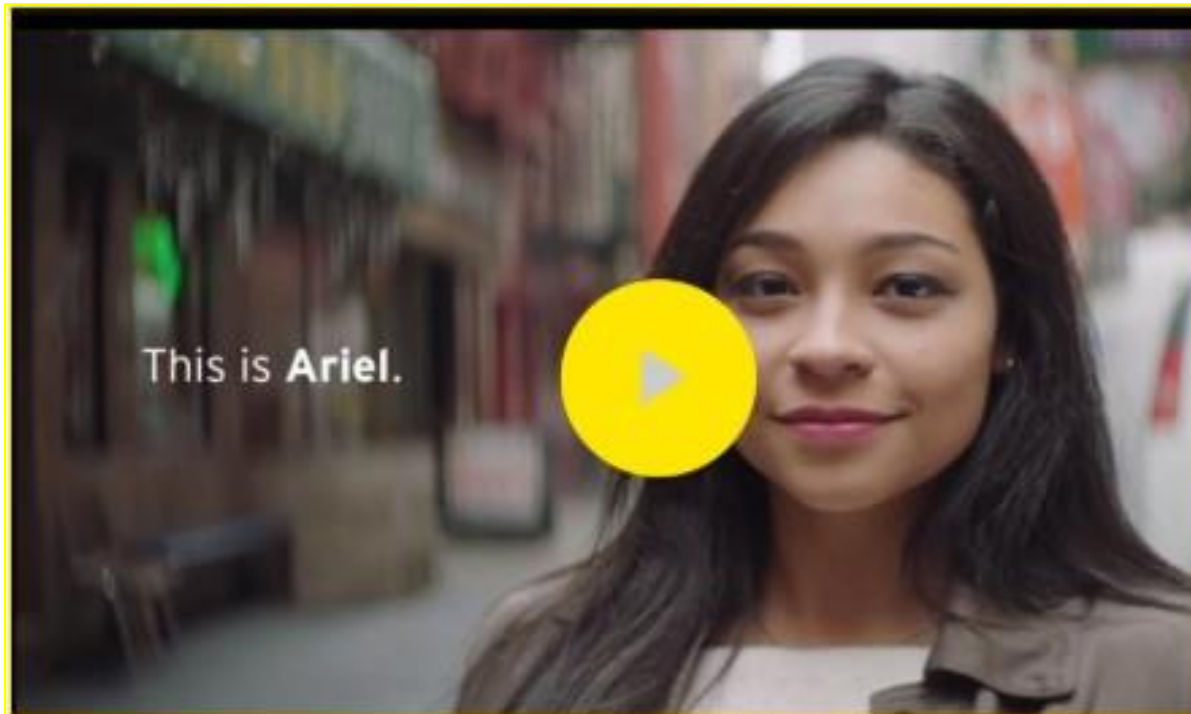
- Continuously evaluate your recruitment channels, and seek new ones to get diverse perspectives into the building
- Hire and promote for diversity by gathering valid, reliable data on leader skills and personalities
- Reward teams that harness multiple views to generate new ideas and solutions



## How to Excel + Differentiate

- Reframe diversity goals to consider and value the potential impact of different leader backgrounds and experiences
- Provide new and early leaders with mentors outside their functional areas to encourage exchanges of diverse ideas
- Provide high-performing women with stretch assignments to build their skills and cross-functional knowledge

# > Hear from our people about Belonging at EY



# Our Next Global Leadership Forecast webcast: Next-Generation Diversity: How Can Leaders Make the Most of a Multi-Generational Workplace?

April 9, 2019, 10AM EST

Click [here](#) to register for this webcast or [here](#) to register for the entire series.

Speaker



**Stephanie Neal**  
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Hosted By:



**Amanda Popiela**  
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