



Introduction

Since our inception in 1990, YSC has assessed and developed ca 40,000 senior leaders in 40% of the FTSE 100 companies. On average, we work with approximately 1 woman for every 4 men.

Contents

03	WHERE OUR DATA COMES FROM...
04 - 05	EARLY FINDINGS ON THE CAREER PATHWAY
06 - 07	EARLY FINDINGS ON GENDER DIFFERENCES
08 - 09	SO WHAT DOES THIS MEAN
10	HOW YSC CAN HELP...
11 - 12	YSC WORK

In 2012, we explored our database to help us identify any unconscious bias. The results really got us thinking. We could see a mid-career surge in leadership capability for women over the age of 40 – to the extent that they caught up and outstripped their male peers. We could also see a significant leadership capability deficit for young women (under 30).

We were delighted to be asked to explore this phenomenon further with the 30% Club in order to help crack the code in terms of behavioural differences between men and women. We have focused on leadership behaviour and career navigation. We are hoping that our early headlines will provide organisations with some thought-provoking points of view, that will build their gender intelligence and update their approaches to managing their talent pipelines.

This document captures some of our key findings to date. Our data-gathering and analysis is still underway. Some of our initial findings may shift as a result.

If you are interested in being part of this research, please turn to page 10.

Where the data comes from...

9 SECTORS

Financial Services, Telecoms, Retail,
FMCG, Oil & Gas, Construction,
Transport, Support Services, Gaming



36 organisations



10,016 online responses



75 deep dive interviews
with women at all levels



64%

of respondents
were women

Women managers are more interested in how they are perceived. At team management level over 50% of women cite feedback as helpful to their success, compared with just over 36% of men.

Women's ambition kicks in with team management. Women with team supervisory or management responsibilities are 6% more ambitious than women with no management responsibilities.

Men connect with a career path more quickly than women. Men are significantly more likely to initiate a career move in order to gain professional training.

Individual Contributor

Trainee

The career pathway...

At Executive Committee level women are more likely than men to seek out a new role or company due to their disenchantment with their prevailing corporate culture.

Senior women managers value and take up formal development opportunities. Senior women feel significantly more enabled than men by mentoring, coaching, sponsorship, development programmes and networking opportunities.

Executive Committee Member

Senior Manager

Team Manager

As women become more senior, autonomy becomes increasingly critical to their success. They describe autonomy as essential in enabling them to manage multiple commitments efficiently.

Men's and women's definition of success begins to diverge. More men than women include innovation in their definition of success: 62% of men vs 55% of women. On the other hand, more senior women than men include achieving organisational status and prestige: 63% of women vs 55% of men.

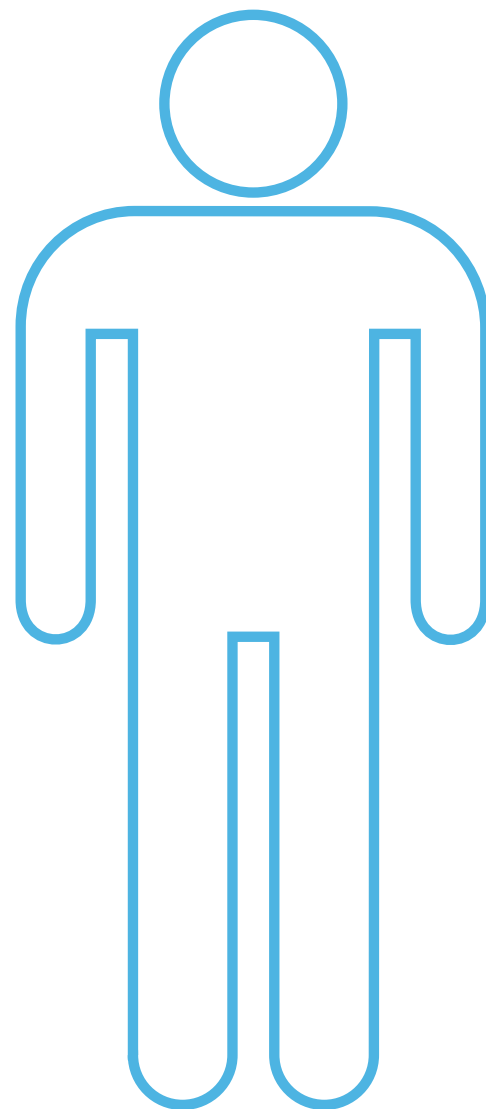
More women graduates enter the workplace with 1st and 2:1 degrees. But, men start out with more ambition. At the outset of their careers men rate themselves on average as being 14% more ambitious than women.

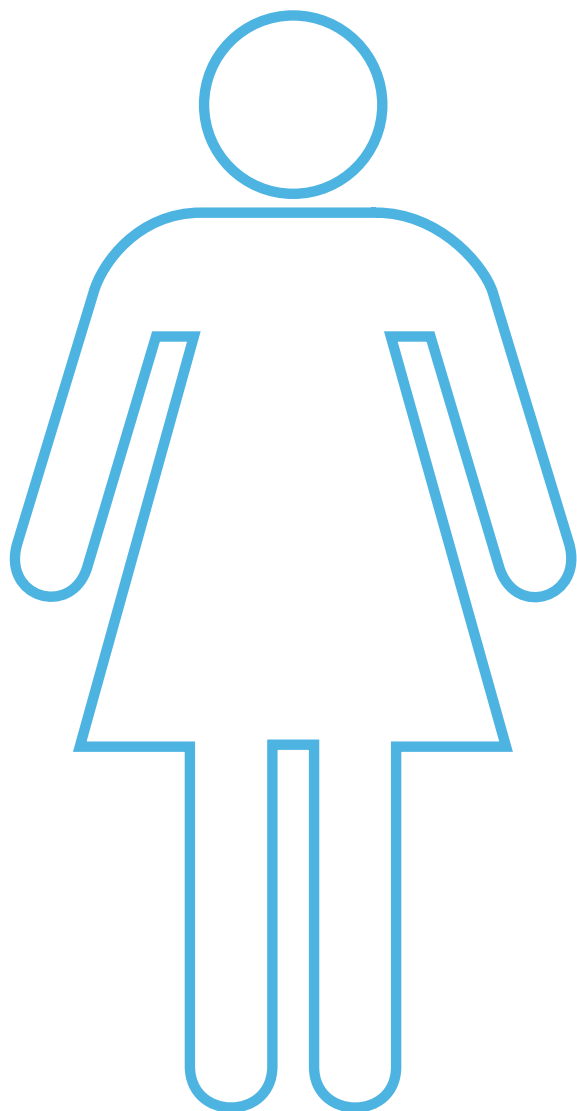
Our research revealed broad similarities between men and women in their leadership behaviour and reasons for career success. However, there were some marked differences between men's and women's underlying assumptions and beliefs. These influenced how women approached the management of their careers, lives and themselves.

Similarities:

BOTH MEN AND WOMEN...

- ...demonstrate broadly the same leadership strengths – the top three for both being: setting direction, working collaboratively and being approachable
- ...at all levels would like their organisations to be clearer and more transparent about pathways to promotion for them to be able to achieve success through merit
- ...overall, make career moves for the same reasons: stagnation in their current role, having limited opportunity for promotion or feeling disengaged with the prevailing organisational culture
- ...have overlapping definitions of success. Overall, men and women describe having a balanced lifestyle, positive working relationships and an intrinsically interesting challenge as their top criteria for success
- ...at senior management levels and beyond, include working on something meaningful in their top three criteria for success
- ...have been nudged to make a career move on average between 2 and 3 times over the course of their career





Differences:

WOMEN ARE SIGNIFICANTLY*

- ...less likely than men to be recognised for their commercial acumen and linear and logical thinking style
- ...less likely than men to achieve seniority by being influenced by financial incentives
- ...less likely to recognise their own confidence by a factor of 1:3 when compared with other people's perceptions
- ...more likely to initiate a career move at senior manager level to prioritise their wellbeing

Statistical significance is used to measure whether the research finding could be due to chance. * shows where we have quoted findings that are extremely unlikely to be due to chance (ie less than 0.05% probability).

So what does this mean



SETTING THE CONTEXT:

The big picture 'so what' is a systemic one. Women are highly sensitised to tokenism. They are over-compensating in order to assimilate to an organisational culture that rewards round the clock availability over efficiency, and self-promotion over performance. Fixing the culture for both women – and increasingly large numbers of men – is the big 'so what'.

Our headline findings suggest some targeted interventions that will improve gender diversity at each stage of the pipeline.

STARTING OUT: *Graduate Trainee / Individual Contributor*

1. Provide careers advice direct from employees for young women at school and at university that emphasises transferability of skills rather than linear career paths
2. Enable longitudinal mentorship and pro-active career advice for young female graduates
3. Socialise examples of successful agile working patterns, e.g. research/innovation sabbaticals and secondments

GETTING TO BASECAMP: *Junior Manager*

1. Invest in upgrading the quality of line management. Track individual line managers' effectiveness in providing 'career touch-points' as part of succession-planning for high potential women
2. Organise multiple networking opportunities before/during/after maternity leave with successful senior women to provide a 'whole career' perspective
3. Talk up the benefits of parental leave/career breaks – e.g. broadened perspective, new skills, connection with personal purpose, efficiency and time management

LEADING THE TEAM: *Senior Manager*

1. Recognise and reward values-based leadership – will require sophisticated metrics to gauge 'leadership tone'
2. Reinforce women leaders' commercial and strategic confidence and experience
3. Create a sharper 360 lens on leadership inputs and outcomes to overcome bias from skilful 'upwards management'

HIGH ALTITUDE CLIMBING: *Executive*

1. Involve women in leading business change initiatives to round out their profile
2. Encourage greater honesty from men and women at the top of the organisation about their techniques for maintaining their wellbeing
3. Focus on the inclusive behaviour of male executives to their female peers – e.g. ensure careful messaging when senior women leave

How YSC can help...

We are a global firm of business psychologists helping organisations achieve commercial success by releasing the power of their people...

We work with clients across their entire people agenda to build a strong, sustainable pipeline of talent. This involves helping clients get the right people into key roles, identifying and unleashing potential and helping to accelerate people's growth at all levels. We also help our clients develop high performing teams, implement business change and embed the values and culture necessary to achieve strategic business goals.

Core to our work is developing deep psychological and behavioural insights. We are distinctive in going below the surface and in creating interventions that drive real and profound transformational change whether at the individual, team or organisational level.

CONTACTS:

Cracking the Code

For further information about the Cracking the Code research, or to participate in this study, please contact Rachel Short:
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YSC Research

To find out about YSC's broader research and innovation, please contact Rob Morris:
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Organisational Culture Change

For details of our approach to organisational behaviour and design, please contact Gurnek Bains:
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Board Effectiveness

For more information about our experience in improving the effectiveness of Executive Committees and main Boards, please contact Jane Anderson:
jane.anderson@ysc.com

Coaching

For an explanation of our approach to coaching women leaders at all levels, from graduate trainee to main board level, please contact Paul Ballman:
paul.ballman@ysc.com

For further updates on YSC's work on gender diversity, please see www.ysc.com

YSC WORK

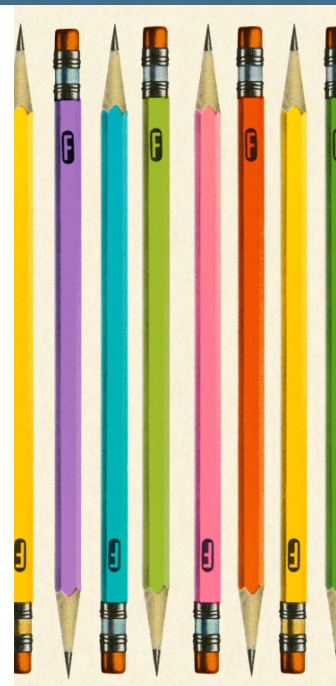
Diversify the Talent Pool – Global Bank

Following a strategic overhaul and globalisation of business lines, our client identified that their long term succession planning for key global roles was reliant on a small population of senior managers with very similar profiles and experience. They recognised the need to boost the presence of two relatively under-represented pools of talent: leaders in emerging markets and women.

The client's first steps were to identify potential participants on a medium term programme designed to accelerate career progression. There were 81 participants from 26 countries across Europe, US, Middle East and Asia Pacific.

The client wanted a focused, immersive experience that ensured 80% of participants were seen as ready for inclusion on their long term succession plans within two years. YSC helped individuals to build robust career plans, to engage internal stakeholders and to work through any immediate leadership development gaps.

15 months in, nearly half of the participants have made a career move and all are clear on their career goals. Early indications are that 60% of participants will be included in the next bout of succession planning. The client is recommissioning YSC to work with a second global cohort.



Female Leaders (India) – Global Bank

Our client identified a relatively low female representation within the most senior roles: therefore a significant boost was required in order to achieve their specific global targets.

YSC partnered with the client to design a programme with the objective of enabling women leaders to take an informed, objective look at their future growth aspirations (Discovery Phase). YSC supported these women leaders to compile a targeted development plan against a stated career aspiration (Development Journey Phase).

The Discovery Phase ended with both the women leaders and the client gaining key insights into common themes that were emerging as strengths and development opportunities. YSC was able to add value through our global leadership benchmarks that explained how the women leaders in India were different from women leaders in the rest of the world.

YSC WORK

Maternity Coaching

YSC has developed a new offering for working mothers returning from maternity leave. We draw on our deep experience in executive and transition coaching in order to coach females through this unique transition stage. In addition we draw on our interest and intellectual capital in the area of Women in Leadership in order to understand what is unique about our female leaders and their needs.

The Offering: *Pre-maternity leave* – A month prior to maternity leave the first coaching session is held. Key drivers and values are outlined in order that possible implications for transition back into the workplace can be identified. *During maternity leave* – A session to support the individual in preparing for a successful transition back into the workplace. *Return and re-integration* – Once the individual has returned to work the outstanding sessions will ensure they are re-engaged, performing effectively and set up for success through the transition period and beyond. A 90 day re-integration plan will be developed followed by a development plan focusing on the coming 12-18 months.

As with all of our executive coaching, packages are bespoke to each client.



Board Effectiveness

Our Boardroom Effectiveness Model has been designed to drive reflection, discussion and change in the Boardroom in order to enable the board to achieve its full potential. Setting the right 'tone from the top' is critical in determining the success of the business.

Our model has been designed having regard to the UK Corporate Governance Code and current thinking on Board Effectiveness. It draws on ideas from polarity management. It provides a thorough assessment of Boardroom performance and highlights areas for development. Even highly successful Boards can enhance their performance and are amongst those most likely to be keen to do so.

YSC's work with Boards -- Major Global Media Business

YSC is currently working with a FTSE 100 Board who have a strong belief in a development process for the Board as a whole, as well as helping individual Board members think about their wider contribution. This has led to the formation of individual and Board level development plans to enable the Board to evolve and enhance performance and potential.