Predicting

WOMEN'S LEADERSHIP ADVANCEMENT

BACKGROUND ON THE STUDY

The topic of leadership has long interested scholars, leaders, consultants, and coaches. Although a lot of research has been done over the years, we hear from many women leaders that they struggle to advance in organizations, even when they produce exceptional work.

In 2022, MG Leadership concluded a rigorous study involving more than a thousand leaders who were observed, interviewed, or surveyed. We set out to clarify which behaviors predicted their current level of organizational leadership. And we were curious about whether gender differences in advancement might relate to behaviors that were previously unrecognized.

Hundreds of leaders responded anonymously to our survey. Most of them were based in the U.S.A. Our respondents were 57% female and 43% male. They also reported their:

1. Salary

2. Size of revenue/budget for which they were responsible, and

3. Number of employees supervised.

These last three pieces of information served as "*outcomes* of leadership advancement" in our research. Salary, revenue, and number of employees supervised are a good indication of the level of organizational leadership attained.

After extensive data analysis, it was clear that nine competencies predicted at least one of these outcomes across all survey respondents. And eight of these nine competencies powerfully predicted at least two of the three outcomes.

In other words, those who have the right competencies are far more likely to advance in leadership. However:

We were surprised to find significant differences in what predicted organizational advancement for men vs. women.

BASIC RESULTS

Women need more and different competencies than men

to attain high levels of leadership.

We believe that this unexpected finding helps explain "the glass ceiling."   As we refined our results statistically, we carefully examined the "what" and "why" behind the data.

We now understand that:

- In some of our 9 competencies, both men and women vary widely in how they score, and their scores predict advancement regardless of gender.

- In other competencies, men's scores are rather consistent; because they vary little, they can't predict advancement. However, women's scores on these competencies vary widely and do affect advancement.

- In still other competencies, both men and women vary widely in how they score; however, this does not matter for men – but does matter for women. In other words, lower scores will limit advancement for women but not men.

OUR VALUES

These findings may not seem entirely 'fair' – but they are valid today.

Let us share our <u>values</u> on this:

- **We believe that efforts in Diversity, Equity, and Inclusion (DEI) in organizations are important.** Implicit bias in judgment and action needs to be addressed. DEI efforts can address employment policies and practices that impede the progress of women leaders.

- **We don't assume that all women *should* want to rise in organizational leadership or behave in specific ways.** Nothing in our work is intended to negatively judge a woman's personal choices. We support women choosing to balance work, family, and personal life, for example. And we do not judge women negatively if they'd rather disregard specific behaviors that are associated with advancement.

- **We recognize simply that many women <u>do</u> want to advance in leadership.** And some of them feel they are bumping into a glass ceiling. We have insights that can help women leaders help themselves. We believe that, when women understand what predicts leadership advancement, they make the right choices for themselves and have the best chance of achieving their goals.

OUR MISSION

Our <u>mission</u>

is to help women leaders who want to advance

understand and gain the competencies that predict success.

We validated the **Leadership Advancement Predictor** based on our original research. This confidential, online assessment is an excellent benchmark showing women where they stand on each of the competencies. It can clarify strengths and blind spots to highlight development opportunities for women leaders in organizations.

The **Women's Leadership Advancement Forum** provides access to the Predictor, along with a Group Debrief, a Self-Development Guide, leadership talks, and community. It also provides access to additional training and coaching many women need. The Forum is open to women of all levels of management and is ideal for women in mid- to senior leadership roles. More information on both can be found here:

http://bit.ly/3VsCaN1

And **please sign up** through the link below if you'd like to be informed about our ongoing research and related offerings.

https://bit.ly/3Z8k8mt