

YWomen 30-POINT READINESS ASSESSMENT

A comprehensive list of suggested measurements and metrics,
that you can track and hold people accountable for:

- 1 If you think about the biggest issues that your organization is facing -- those challenges that “keep you up at night” – how can you better leverage an Integrated Women’s Leadership Strategy as a potential solution?
- 2 As you look at the leadership team around you, if the majority is comprised of white males, does this mindset and experience base reflect the diversity of your employees and customers?
- 3 How is your organization moving from a conceptual conversation regarding women to strategies and programs that help to internalize and operationalize a women’s leadership strategy for employees at every level?
- 4 Does your organization have a framework targeted to women that is designed to grow revenue, improve operating profits and enhance company reputation?
- 5 Discuss the concept of Male Gender Blindness in your organization. As you look around the organization, what roles are women in and how did they get there? One out of two women believes gender bias is still present in companies. What are you doing to combat gender bias in your organization?
- 6 Male leaders are uncomfortable having conversations regarding gender as they may be perceived or labeled as insensitive, patronizing or sexist. What is your organization doing to improve the ability of men to do a better job in providing feedback to women?
- 7 Regarding revenue, can your organization at all levels articulate your baseline and incremental revenue and profit goals of its women’s strategy? What is the current total revenue pie available to you with a focus on women? What percentage are we capturing and what is the revenue/opportunity gap?
- 8 Regarding talent, what does your organization look like from top to bottom regarding gender, age and ethnicity? What will your organization look like in five years? How are you capturing the intellectual knowledge of the Boomers who will be retiring shortly?
- 9 Regarding engagement, does your organization currently have an engagement strategy in place? Are you measuring engagement by gender, race, tenure and ethnicity? How are you holding managers accountable for increasing engagement?
- 10 Does your organization, its marketing department, your creative agencies and your sales force, truly grasp and understand women at a deep level? Does your organization see women as the majority driver of your business or are they classified as a niche?
- 11 Examine your advertising agency. Do they truly understand and demonstrate expertise in the converging macro-trends of millennials, multicultural employees and women? What is the composition of your account team including the creative director?
- 12 Does your sales force know how to sell, prospect and acquire new customers who are women? Can your sales force clearly articulate the female benefits of your company’s products to women?

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- 13** What does your talent pipeline for women look like in the Field? What are the challenges and barriers that you can identify and do you have a plan to address them?
- 14** As you examine the leadership competency model for your company, how are you developing leaders to evaluate talent who doesn't think, look and act like they do?
- 15** Is your leadership prepared to tackle real life issues that impact all talent and are present in organizations today such as "the baby penalty" and new models of work/life responsibilities?
- 16** Regarding recruitment, are all of your HR programs and processes both fair and equitable? If you examine job descriptions, are the words used gender-neutral? Is your compensation strategy equitable to women?
- 17** Regarding retention, what are the processes in place to eliminate subjectivity in your performance management system? Are you conducting ongoing diagnostics to ensure equitable ratings by gender and race? What elements of diversity training are driving true culture change? Are you leveraging your Business Resource Groups to drive bottom-line results?
- 18** Is your women's development strategy focused on an approach of "fix the women" versus an approach of holding both men and women accountable? Is your leadership engaged in true succession planning and looking at least two levels down in the organization?
- 19** Does your organization have a sense of urgency regarding its women's leadership strategy and how is it being demonstrated? What elements are contained on your scorecard and at what level of the organization is the scorecard held accountable? How is it being pushed down to the middle management/operating units of your company?
- 20** Does your organization have hard metrics that it tracks regarding the recruitment, advancement and retention of women and minorities? Do you publish the numbers to ensure organizational transparency? Do the majority of your promotions still go to the largest majority employee population and is this being communicated to minimize backlash? Is compensation tied to a women's/diversity scorecard?
- 21** Do you and your leadership team understand the significant role that advocates and sponsors play in moving women into the most senior levels of the organization? What is your leadership doing to ensure they are offering connections and exposure to high potential women?
- 22** How prepared is your senior leadership team for a public relations nightmare? Do they understand the need for expertise and empathy? Does your website communication pass the connection test of your senior leadership team matching the representation of your diversity pages?
- 23** Women are using social media to talk about your company and its products and services. What are they saying and what actions are they taking? Are these positives or negatives? What are people saying on glassdoor.com about your company?
- 24** Chances are your company is already doing something in regard to supporting women and girls through its philanthropic and CSR endeavors. Have you ensured that all of your efforts are connected back to your broader Integrated Women's Leadership Strategy?

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- 25** Are you creating a culture that supports your Integrated Women's Leadership Strategy by talking about the business case daily, holding managers accountable, maniacally managing your talent, deepening your cultural competency and displaying your own commitment? What steps are you taking to ensure middle management ownership and engagement?
- 26** There are four male cultural norms that comprise the "Man Code:" avoid all things feminine, be a winner, always have each other's back and be a man's man. How do they play themselves out in your organization and how are they inhibiting the growth of women and male champions?
- 27** If you are a father of a daughter, have you made the connection that by not advocating for women today your daughter will inherit the workplace status quo? What actions are you prepared to take to become an advocate for women within your corporation?
- 28** Do women in your organization hold other women to higher standards? Have you engaged in a discussion around the challenges and sensitivities that may arise between white women and women of color?
- 29** Sexual harassment and bullying is a real concern for organizations yet it is rarely discussed. Is your organization conducting focus groups, feedback and training sessions to discuss the impact of sexual harassment and bullying and the impact it is having on your organization.
- 30** Can your organization and its leaders articulate, in financial terms, what the investment is in the company's Integrated Women's Leadership Strategy? If women are truly a priority, how are you staffing against opportunity? Is this a part-time responsibility or do you have full-time dedicated staff as you would with any other business imperative?

If your company is looking to refine its Women's Leadership Initiative, the YWomen website has downloadable [white papers](#) on Integrated Women's Leadership Strategy, Male Advocacy, along with Assessments and tools for planning and accountability.



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YWomen DIVERSITY MEASURES/METRICS

The Following Should Be Measured and Tracked for Every Functional Area of the Company

Talent: Current Baseline of Employees by Level, Sourcing Goals and Strategies; % of Diverse Slates/Interviews, % of Diverse Panels/Interviews, Advancement Rates/Goals, Regrettable Losses, Tracking and Development of Hi-Po Talent, Formal Succession Planning

Engagement: Participation Rates, Engagement Levels by Age/Function/Tenure/Organizational Level, 360 Feedback, Step Level Interviews, Focus Groups/Feedback/Actions Taken

Marketing

AREA	MEASURES/METRICS (Develop Gender Baseline, Set Target)
Brand	Brand Awareness, Brand Recognition, Brand Image, (Perceived Quality, Relevance, Credibility, Preference, Consideration, Purchase Intent), Customer Relations/Loyalty Drivers (Customer Inquiries, Customer Acquisitions, Purchase Frequency, Purchase Conversion, Retention, Lifetime Value)
Media/Digital Media	Total Rating Points/Frequency/Reach vs. Target, Total Visits, New vs. Repeat Visits, Traffic Sources (Organic, Direct, Referral), Leads, Impressions, Conversation by Traffic Source
Innovation	Research and Development Dollars Focused on New Female Targets/Demos, Number New Products in Pipeline/Test Market
Agency	Representation of Agency by Function, Dollar Spend with Women-Owned Business Agencies, Agency Procurement/Spend by Vendor

Sales/The Field

AREA	MEASURES/METRICS (Develop Gender Baseline, Set Target)
Market Share (Syndicated/External)	Share by Brand, by Market, by Customer, by Package, by Age/Demo, by Gender and Ethnicity
Baseline Business Performance (Internal)	Revenue by Segment/Channel, Opportunity Gap, Customer Analysis (Top 100), ROI, Profit Margin, Price/Package Mix, Share of Wallet
New Business	Opportunity Gap for New Customers, Verticals/Channels, Targeted New Product Sell-in, Test Markets Results
Customer Satisfaction	Formal Customer Satisfaction Surveys, Call Center or other Data Collection/Inquires/Resolution by Gender, Monitor On-line Product Review, Discussion Forums, Feedback from Social Media Sites

HR Programs and Processes

AREA	MEASURES/METRICS (Develop Gender Baseline, Set Target)
Performance Management	Ratings/Ranking Performance by Gender, Disparate Impact Analysis Organizational by Gender, Ratings Calibration Equity by Gender
Compensation	Compensation Equity New Hires, Wage Gap Analysis by Role/Function, Incentive Equity by Gender, Pay Equity by Industry
Learning and Development	Gender/Unconscious Bias Training, Men and Women Working Together for Team Effectiveness, Training for Sales People on Gender Differences, Gender Communications/Influencing Skills
Company Programs	Diversity Advisory Council, Employee Resource Groups, Formal Mentoring, Ombuds/Third Party Resolution
Company Benefits	Formal Flex Time Programs and Usage of (Telecommuting/Compressed Schedule, etc.), Paid Maternity/Adoption Programs (Indexed vs. Industry), Joint Spousal Maternity Leave, On-Site/Subsidized Day Care

Senior Leadership and Other Areas

AREA	MEASURES/METRICS (Develop Gender Baseline, Set Target)
Sr. Leadership	Divisional Level Plan Development and Reviews, ERG/BRG Sponsorship Engagement, Communication/Initiatives Deployed, Talent Review Process (Diverse Pools, Panels, etc.) adhered to
Board of Directors	Representation, Linkage to Company Mission, Execution/Commitment to Monitor
Procurement	Actual Spend by Women-Owned Business, Net New Vendors Engaged/Supported/Created
Staff Functions; Finance/IT, HR	Representation of Agency by Function, Dollar Spend with WOB Agencies, Agency Procurement Spend by Vendor

Corporate Reputation/Communications

AREA	MEASURES/METRICS (Develop Gender Baseline, Set Target)
Communication	Formal Communication Strategy and Plan, Reach/Frequency /Effectiveness of Internal and External Written Plan elements, Ranking/Lists, Formal Diversity Report

YWomen INTEGRATED WOMEN'S LEADERSHIP PLAN

Objective

Women's Business Initiative to generate incremental revenue growth of XX% resulting in an additional \$XX MM in Operating Profit (Year One Annual Business Plan as a part of a Five Year Operating Business Plan)

From Sales and Marketing Plan

GOAL	STRATEGY	INITIATIVE	METRIC
Grow Market Share of existing products by 10 points to "Fast Tracker" target audience	Implement Breadth and Depth targeted Social Media approach	<ul style="list-style-type: none"> Execute Women 365 (breadth marketing/ social media plan) to target daily messaging as "a key part of your everyday life" Execute Celebrate Now (depth programming) targeted to twice a month indulgence 	<ul style="list-style-type: none"> 25% increase in sales of non-discounted full margin product Increase of Favorite Brand rating by 6 points 35% increase in mix of targeted discounted products
Acquire 1.2 MM new users via new product line targeted to "Fulfilled Empty Nester"	Expand test market of "Project Ziva" nationally	<ul style="list-style-type: none"> Sell-in of top 9 items in Top 100 accounts Execute targeted awareness trial program in top 20 markets by April 	<ul style="list-style-type: none"> \$XX MM operating profit by year end 15% Targeted HH trail by June in top 20

From Talent Plan

GOAL	STRATEGY	INITIATIVE	METRIC
Double the number of Women in Sr. Leadership (Job Grades 15 and above) to 70 in Five Years. This years Goal is +10 new promotions	Develop Accelerated Female Management program	<ul style="list-style-type: none"> Conduct analysis of Promotions, Losses and Chokepoints. Review data and implement solutions Conduct talent review to determine hi-potential talent. Source externally as needed Source Off-Site Develop. Program 	<ul style="list-style-type: none"> Female Talent Movement Numbers, Promotions, Regrettable Losses Internal vs. External Hires 35 Program attendees
Increase Engagement level of female employees by 12 points.	Implement formal flex-time across Division	<ul style="list-style-type: none"> Create Flex-Time Policy & Guidelines & Implementation Plan Conduct Management Training on policy implementation 	<ul style="list-style-type: none"> Overall increase in engagement Usage by role/function 80% Completion rate

From Corporate Reputation Plan

GOAL	STRATEGY	INITIATIVE	METRIC
Become our Industry's Top Company for Women	Benchmark and exceed current industry competitors	<ul style="list-style-type: none"> Obtain independent third-party analysis of our current state vs competition Conduct internal gap analysis for quick win and longer term elements 	<ul style="list-style-type: none"> Project milestones per plan Change in external ranking

This does not represent a complete plan but merely a sampling of various elements