

# HOLDING LEADERS ACCOUNTABLE FOR DEVELOPING WOMEN



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## Metrics Every Company Should Be Tracking

According to the McKinsey 2018 Women in the Workplace study, 76 percent of companies have articulated the business case for gender diversity but only 13 percent hold people accountable for tangible results. Business leaders track EVERYTHING in business, however, very few **track** anything when it comes to advancing women. Two other pieces of critical information that were cited;



More than 90 percent of companies say they prioritize gender and racial diversity, but only 42 percent of employees think this is the case for gender diversity and only 22 percent think it's the case for racial diversity. Why? Because leaders are not held accountable for tangible results. Today I am still challenged by companies **asking**, “Can we really measure and track gender balance and hold our people accountable?”

The answer is yes.

Hard metrics aren't quotas. In order to be fiscally responsible, **businesses** track and measure everything from inventory to pending orders and turnaround times. As business leaders, we track. We measure. We ask questions. We hold people accountable. We make adjustments to strategy based on the numbers. It's legal. It reinforces the bottom line.

A common misconception is if we strive to promote women, we are somehow sacrificing ability. This is a bias many men and some women still carry. The need to advance women should never trump talent. However, when was the last time you questioned the quality of your materials? We have an entire quality function to ensure product integrity. You have the same element for advancing women. It's called leadership and HR. To quote a client, “we would never use bad grapes to make good wine.” The challenge is most leaders are not developing women because they are not held accountable to do so.

If you aren't ready to set hard gender balance targets for your company, consider this case study and 10 metrics that you can track and hold people accountable for today.

## Want to Know Your Company's Business Case for Women? Do Your Own Research.

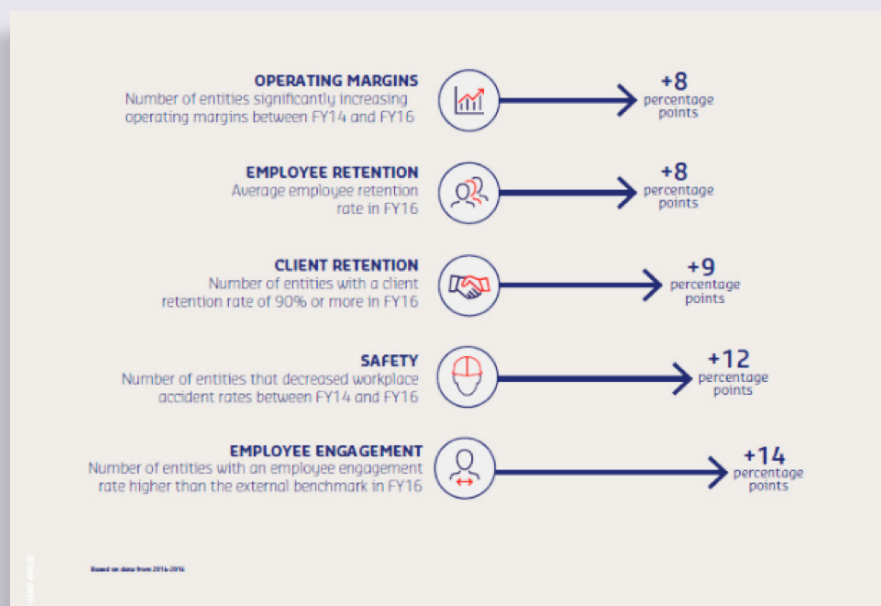
Beginning in 2015, Sodexo undertook a major study to leverage its large global workforce to determine how gender balance was impacting its financial and non-financial performance. They collected and analyzed data from more than 50,000 managers from 70 entities worldwide. Management teams from a diverse range of functions, ranging from top leadership to site management, were all included.

Rohini Anand, Ph.D., SVP, Corporate Responsibility and Global Chief Diversity Officer of Sodexo, [wrote](#) at the time, "The study is based on the premise that gender balance affects performance only when the optimal balance is reached. The results clearly confirm that this balance corresponds to a male-female ratio between 40 percent and 60 percent, reinforcing that no one gender is better than the other; rather, diversity is key to enhanced performance."

She continued, "Sodexo found that the management teams that fit within this gender balance 'zone' generate, on average, results that are more sustained and predictable than those of teams with less than 40 percent or more than 60 percent of either gender." The company noted that gender-balanced teams achieved, on average:

- A four-point higher global engagement rate compared to other management groups
- A five-point increase in brand image
- A 12 percent increase in client retention; positive organic growth, growth profit and operating profit over three consecutive years

Anand summarized that "Creating an inclusive culture free of biases allows everyone to reach their full potential. Based on the data from the study, it's clear that organizations can benefit significantly from ensuring all team members have that opportunity and fully contribute to the success of the enterprise. This can be supported through educational opportunities via tuition reimbursement as well as mentoring and sponsorship initiatives."



In 2018, Sodexo updated its [findings](#) to note that entities with gender-balanced management scored higher on five key performance indicators.

Sodexo has made workplace gender equality a top priority with a commitment to ensure 100 percent of employees work in gender-balanced teams, and the number of women holding senior leadership positions grows from the current 33 percent to 40 percent by 2025.

# 10 Metrics Every Leader Should Be Tracking

What are you tracking for your company? Here is a list of things you can track and hold people accountable for:

## Quantitative

### Customer-Facing Talent

- 1 The gender representation of your sales force and your customers (number of men vs. women) for your top 50 customer-facing customers/buying purchasing agents.



### Overall Talent

- 2 Current baseline of employees by level
- 3 Percentage of diverse applications for open positions
- 4 Percentage of diverse slates/interviews conducted (i.e. minimum of 1 of 3 is a woman or person of color)
- 5 Percentage of diverse panels conducting the interviews (i.e. minimum of 1 of 3 is a woman or person of color)
- 6 Percentage of hires/promotions
- 7 Regrettable losses of women
- 8 Percentage of “ready-now” promotable women along with a development plan if none are ready (i.e. when a leader says, “I don’t have any women ready,” ask, “Why not?” and “What are you doing to prepare and sponsor women in your organization?”)
- 9 Engagement: Participation rates, engagement levels by age/function/tenure/organizational level

## Qualitative

### Employee Feedback

- 10 Pulse surveys and formal interviews with women’s resource groups to identify trends, issues and opportunities.

If your company is ready to for a more comprehensive look at suggested measurements and metrics, download the YWomen [30-Point Assessment](#) with Leadership Measures/Metrics for accountability. If your organization is looking to enhance it’s Women’s Leadership Initiative download the YWomen “Is Your Women’s Leadership Strategy Sitting on a One-legged Stool?” [white paper](#) for tips on operationalizing the business case and creating male and organizational advocates.



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Jeffery is a two-time TEDx speaker and the author of two books, including [WHY WOMEN, The Leadership Imperative to Advancing Women and Engaging Men](#). His clients include IBM, Amazon, Bristol-Myers Squibb, Delta, Barclays and dozens of other Fortune 500 companies.