

WOMEN'S INSURANCE NETWORKING GROUP



November 18, 2014



Welcome!



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- Partner and Founder of Akina Corporation, a national consulting, training and coaching firm that helps professionals rethink relationship building.
- International speaker in business development, relationship building, culture and leadership.
- Graduated from the University of Texas at Austin with Senior Fellows Honors and a Bachelor of Science in Speech/Organizational Communication.



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- Senior Consultant in Aon Hewitt's Talent and Organizational Consulting Practice.
- Specializes in leadership and talent strategy, executive assessment and coaching, managing high potential/critical talent, leadership development, and succession planning.
- Currently a doctoral candidate with dual appointments in Psychology and Human Development at the University of Chicago. Holds masters degrees in Social Science Research and Psychology from the University of Chicago.



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Finding Authentic Boldness: Being an Effective Self Advocate

Disciplined Leadership: Lessons from the Global Top Companies for Leaders

WING | November 2014



Prepared by Consulting
Performance, Reward & Talent

AON Hewitt



**Finding Authentic Boldness:
Being an Effective Self Advocate**

WING – Chicago
November 18, 2014

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What We Will Cover Today

- Setting the Stage
- Top Companies for Leaders
- What You Can Do to Develop as Leaders

What the Data Show...

Women hold nearly 52% of all professional-level jobs, however American women lag substantially behind men when it comes to their representation in leadership positions:

- 26 women (5.2%) CEOs in Fortune 500
- Female CEO's made just 80% of what Male CEO's did in 2013
- Less than 15% of all Executive Officers at Fortune 500 companies are women
- 16.6% women on Fortune 500 Boards (increase from 9.6% in 1995)
- 51.4% women comprise management, professional and related positions
- Median wages of women are 73% of what their male counterparts earn

What the Data Show....

Women hold: 100 (18.7%) of the 535 seats in congress

20 (20%) of the 100 seats in the Senate

18.4% of the seat

5 female governors

3 female supreme court justices

America ranks 98th in the world for percentage of women in its national legislature; just behind Kenya and Indonesia, and barely ahead of the United Arab Emirates.

At the current rate of progress, it will take nearly 500 years for women to reach fair representation in government.

Women are Not Being Groomed for the Top Roles

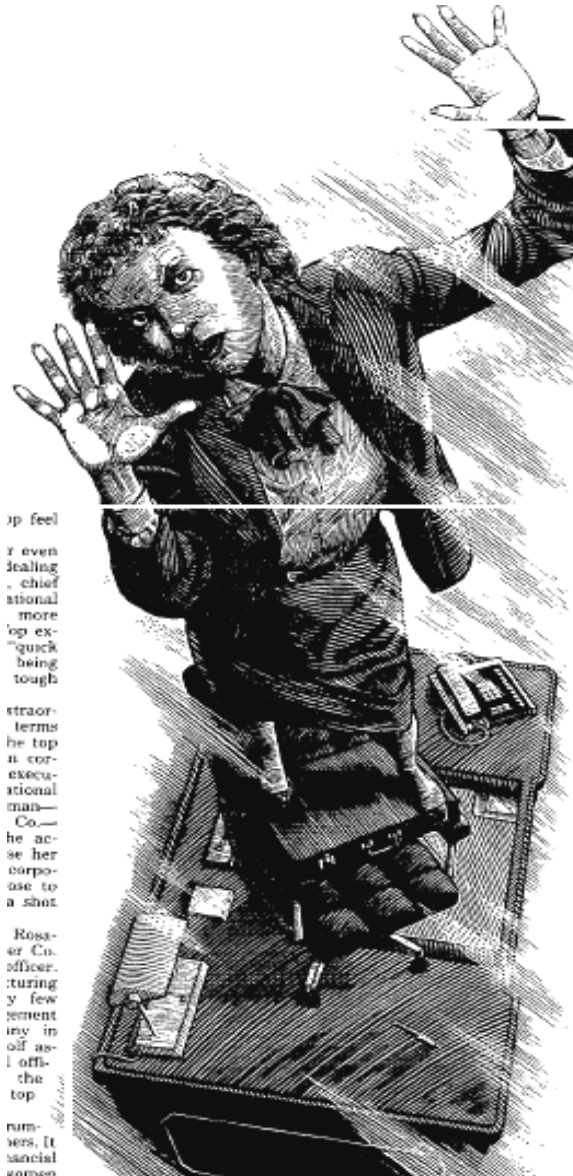
According to Catalyst's Research...

A majority of top ranking women who might vie for CEO are stuck in human resources, legal, and finance roles that don't usually lead to the C-suite.

2/3 of women on executive committees are in support positions

Only 16% of those who report directly to the CEO are women

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2012



2013



LEAN IN

WOMEN, WORK, AND
THE WILL TO LEAD

SHERYL SANDBERG

Sit at the table

Make your partner a real partner

Don't leave before you leave ("lean in")



2013



Mayer doesn't consider herself to be a feminist, and her association of the concept of feminism with having a "militant drive" or "a chip on the shoulder" and "negative energy."—PBS documentary *Makers*

2 weeks maternity leave, and builds a nursery next to her office...

Eliminates telecommuting and working from home....

Yahoo's shares have gained about 53 percent since the end of September 2012 – coinciding with Mayer's first quarter at the helm.

What has Marissa Mayer done to investors to earn their scorn? Well, as Reuters points out, since she took over as CEO, Yahoo's stock price has tripled.



Progress?



NEW YORK POST Page Six

THURSDAY, JANUARY 24, 2013 / Brisk, 21 / Weather: P. 28 ★★ **LATE CITY FINAL** www.nypost.com \$1.00

NO WONDER BILL'S AFRAID

**Hillary explodes
with rage at
Benghazi hearing**

The lady has some temper! Secretary of State Hillary Rodham Clinton came out breathing fire yesterday at a congressional hearing where pots ripped her handling of the Benghazi debacle.

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Aon Hewitt's Top Companies for Leaders® Research

Longest running, most comprehensive global research on leadership and talent in the market, examining **the link between leadership practices and financial results**

Aon Hewitt Top Companies for Leaders 2014

How organizations set strategies, assess, select, develop, and reward leaders

Execution of leadership practices, as well as the strategy that guides it

Methodology

Survey

Over 1,500 survey data points capturing organizational program and practice detail

Interview

Over 300 executive and C-suite interviews capturing the execution details surrounding their talent

Financial

Comprehensive analysis on 5 year financial performance against industry peers

Reputation

Review of all negative publicity and litigations for finalists

Selection

Independent panel of judges uses inputs to select and rank the Top Companies for Leaders

What is the DNA of Top Companies?

Assessment. Assess the *whole* leader early in their careers. This includes evaluating experiences, competencies, values, and organizational fit—to understand the unique needs of their talent pipeline and fuel the right development solutions to move people forward faster.

Engaging leaders: Focus on identifying and building engaging leaders who are stabilizers, versatile and are aware and connected to people and events both inside and outside their organization.

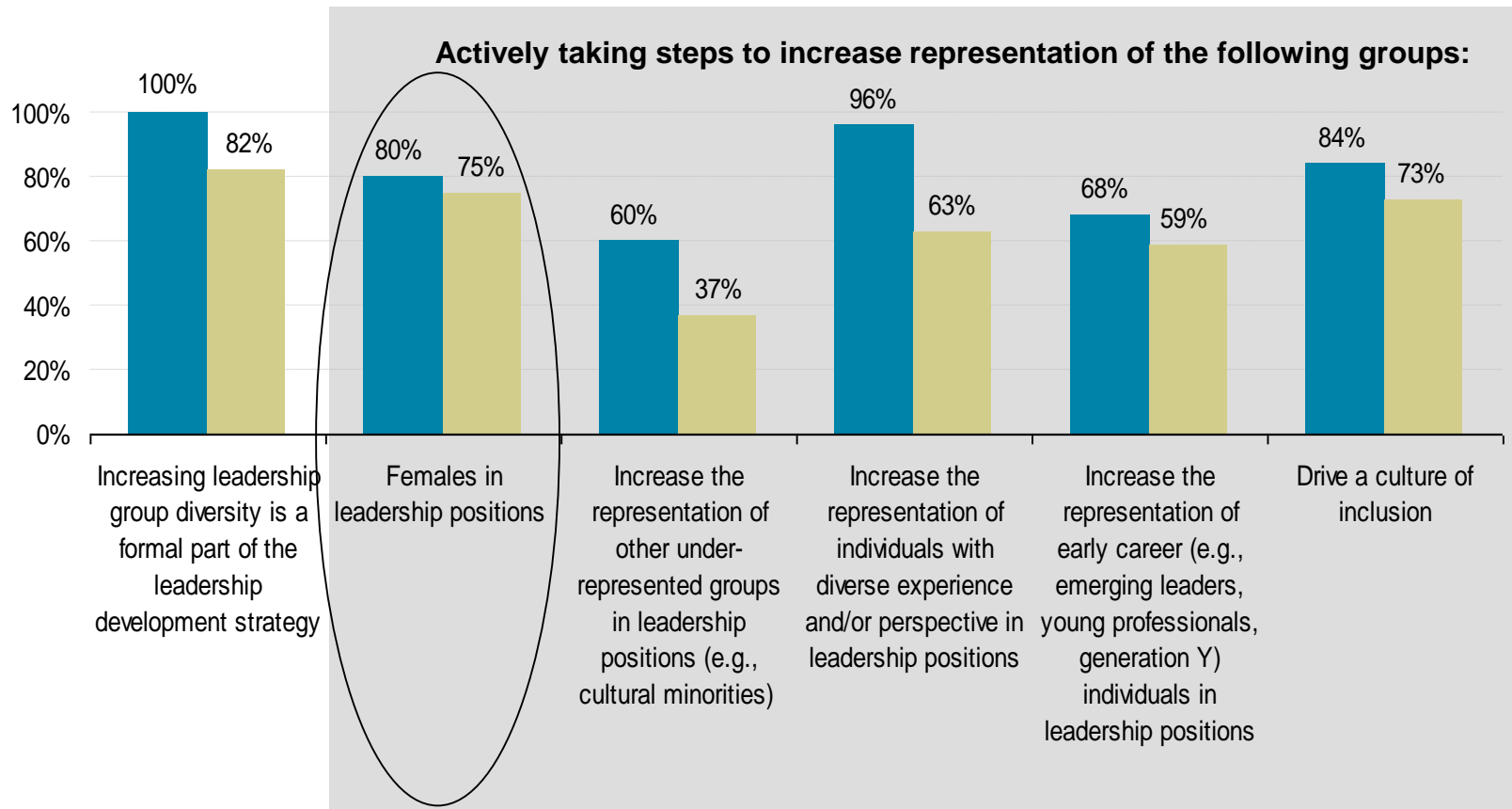
•**Awareness.** Have leaders who are highly self-aware and who exhibit tremendous understanding of their personal strengths and weaknesses and use this information to become more effective leaders.

•**Resilience.** In today's unpredictable and complex environment, top companies build resilience in their leaders by creating inclusive cultures where multiple perspectives and ideas are expected and fostered to help the organization meet continued business challenges.

Sustainability. Focus on building talent programs nimble enough to respond quickly to the market demands, yet sustainable enough to deliver reliable and consistent positive business outcomes.



Top Companies Actively Work to Build Diversity and Cultural Agility Into Their Development Strategies

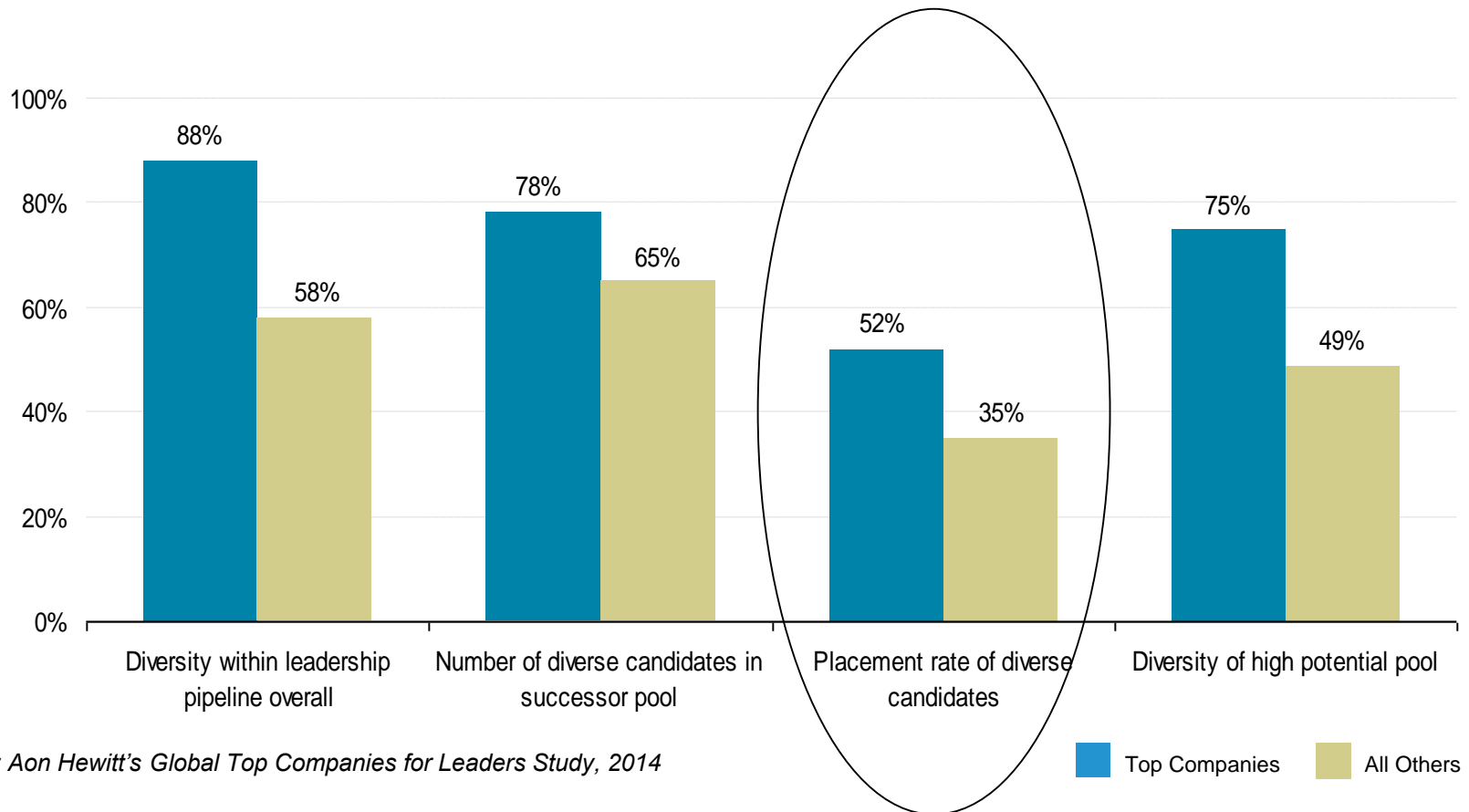


Source: Aon Hewitt's Global Top Companies for Leaders Study, 2014

■ Top Companies
 ■ All Others

Top Companies Measure their Effectiveness

Top Companies who take an active role in increasing the representation of women are also more likely to use diversity metrics as an indicator of leadership strategy effectiveness:



How Effective Are They?

While Top Companies outperform the others in diversity efforts, they too, have significant room for improvement when it comes to diversity at the top...

Composition of Senior Management Team

| | Male | Female |
|------------------------------|------|--------|
| Board of Directors | 80% | 20% |
| CEO | 88% | 12% |
| Senior management | 82% | 18% |
| Middle management | 78% | 23% |
| Front line management | 71% | 29% |

How Effective Are They?

...And in the pipeline

Composition of High Potential Pool

| | Top Companies | | All Others | |
|-----------------------|---------------|--------|------------|--------|
| | Male | Female | Male | Female |
| Senior Management | 80% | 20% | 80% | 20% |
| Middle Management | 75% | 25% | 68% | 32% |
| Front Line Management | 66% | 34% | 65% | 38% |



Four Things Women Can Do Now to Develop as a Leader and Why

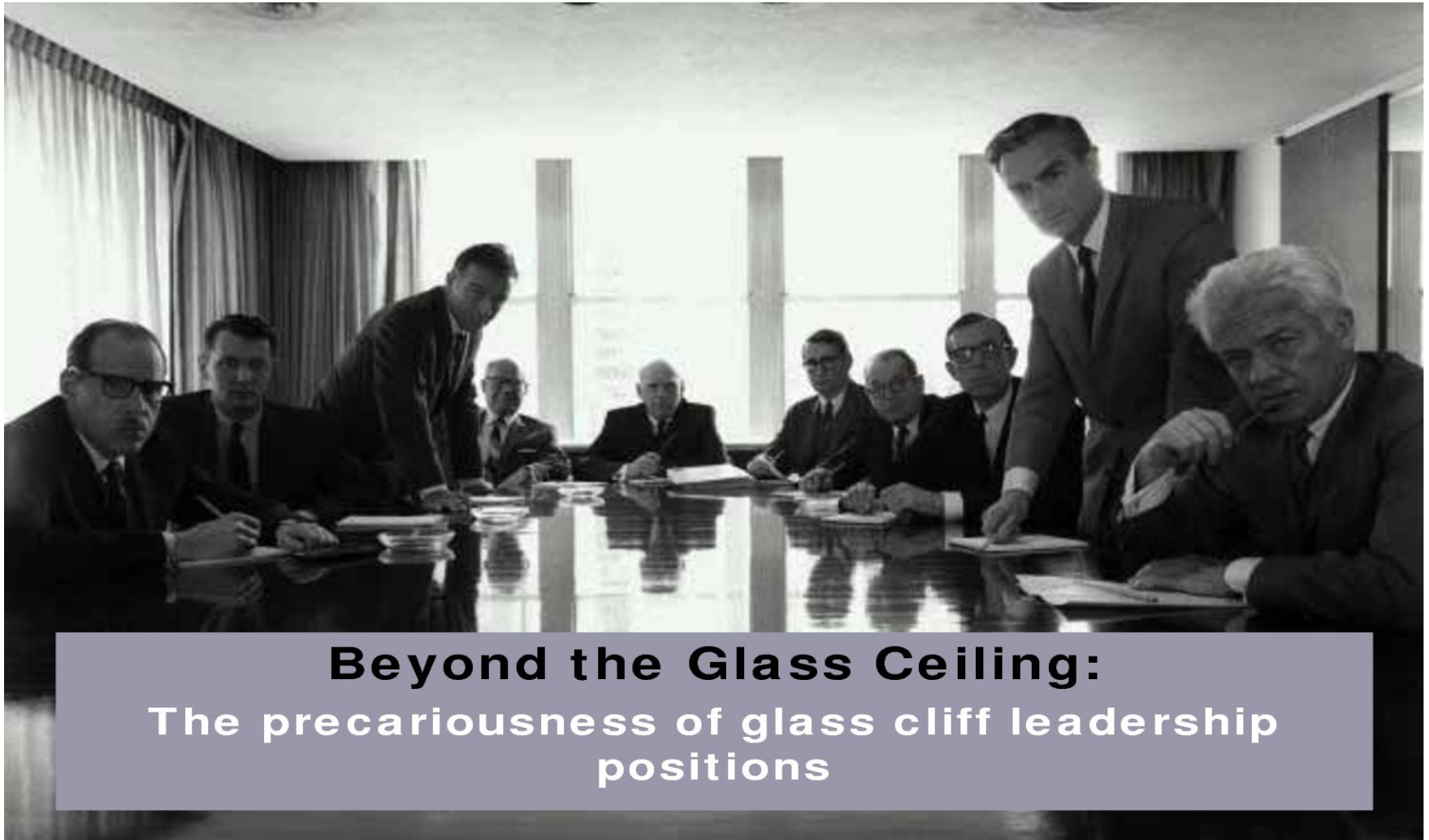
1. Get 360 feedback and coaching

- Women get less feedback than men
- Help identify gender stereotypes and double binds
- Share feedback to counter stereotypes

2. Strengthen network

- Uncover how gender is operating in the network
- Goal is strengthening and deepening not growing

Make The Right Choices- Get the Right Support



**Beyond the Glass Ceiling:
The precariousness of glass cliff leadership
positions**

Four Things Women Can Do Now to Develop as a Leader and Why

3. Learn how to lead through difficult, complex and risky change

- The “glass cliff” phenomenon



Four Things Women Can Do Now to Develop as a Leader and Why

4. Find Your Authentic Boldness: Be an Effective Self Advocate

- Know what you *really* want
- Develop your personal brand
- Project your best self

What Do You Really, Really Want?



- Feedback
- Work experience
- Career advancement
- Client interaction
- New client business
- More money
- More flexibility
- Other?

Your Personal Brand and Value Proposition



Quick Pitch

- 15 – 30 second message
- Answers the “What do you do?” question with a response to the “What problem do you solve for whom?” question
- I (verb) (target market) (problem solved)
- Why You? – statement of supporting evidence

What’s New? Message

- 15 – 30 second message
- Answers the “How are you?” or “What’s new?” question with a punchy, pithy, positive headline
- Professional News
- Personal News

Projecting Your Best Self



- Approach with authenticity
- Have message readiness through the Quick Pitch and What's New? Message
- Know the 3 V's of communication
- Lead with the "ta-da"
- Yes And...vs. No But...
- Emotive words (delightedness, honor, enthusiasm) as we promote "I" language
- Third party endorsement and credentialing
- Go-to status – claim your "real estate"
- Dreaming out loud/declaring desire and intent
- Interrupt MSU
- Prep, Practice and People in your Corner



Summary & Next Steps

3 x 3 Game Plan



What three actions will I take in the next three months to be a more effective self-advocate?

| Next Steps | Resources Required | By When |
|-------------------|---------------------------|----------------|
| | | |
| | | |
| | | |

Roundtable Discussion



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“Women are often evaluated for promotions primarily based on performance while men are often promoted on potential.”

- McKinsey & Company

What approaches can we employ to shift this paradigm?



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Research shows teachers giving more classroom attention to boys when they call out answers. Girls were told to “raise your hand if you want to speak.”

How has this affected your self-advocacy in the workplace?



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Redefining Impactful Communication:

**What differences occur with
empowered and impassioned
communication? Does a
subtle change help?**



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Thank you!

Special thanks to speakers, Deb Knupp and Shelli Greenslade.

Thank you to Aon and Joyce Webb
for hosting!

See you in the spring!

Be sure to join the Women's Insurance
Networking Group (WING) on LinkedIn



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