



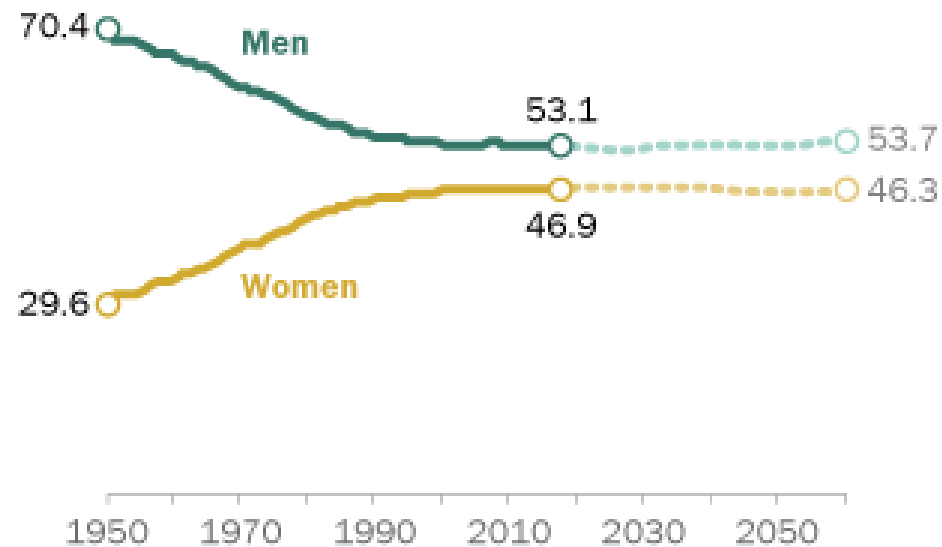
Women in Leadership

Rebecca Lin
Potrero Medical
October 15, 2019
San Francisco



Women make up nearly half of the labor force; share will remain steady in coming decades

Male and female share of the U.S. labor force (%)

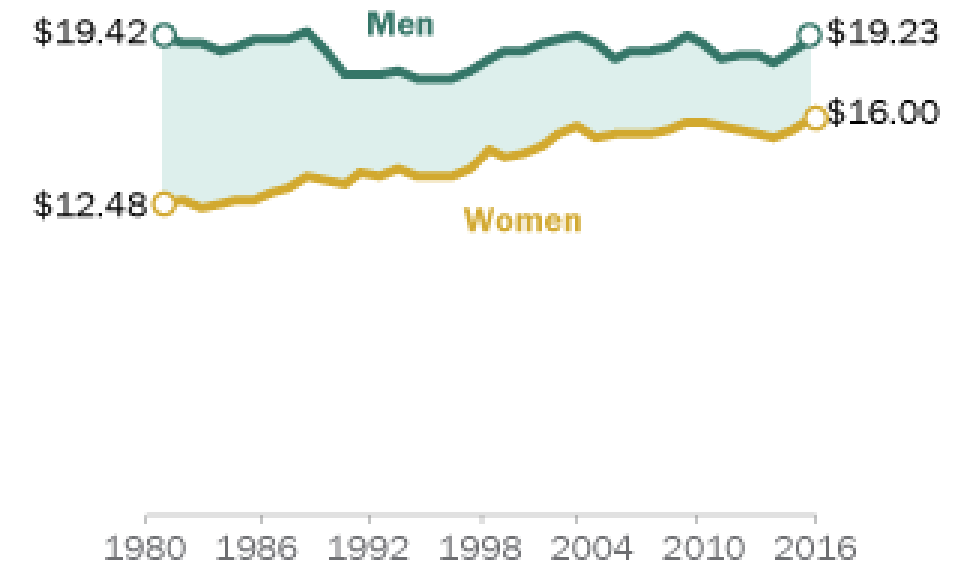


Note: 1950 to 2017 based on historical data, 2018 to 2060 projected. Data labels are for 1950, 2017 and 2060.

Source: Bureau of Labor Statistics historical data and labor force projections.

The gender pay gap has narrowed

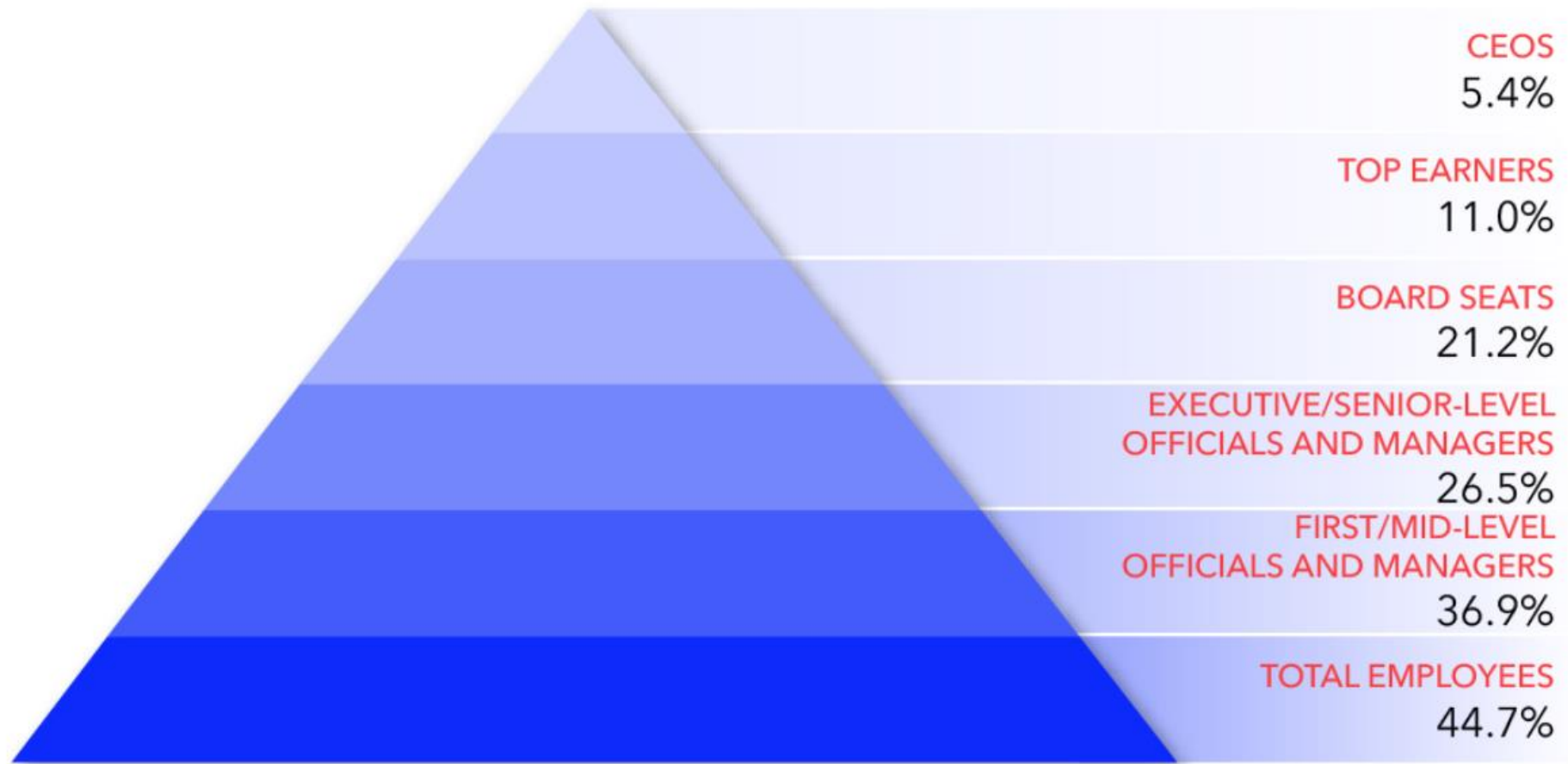
Median hourly wages among full- or part-time workers ages 16 and older in 2016 dollars



Note: Estimates are for full- or part-time workers with positive earnings. Self-employed workers are excluded.

Source: Pew Research Center analysis of 1980-2016 Current Population Survey data.

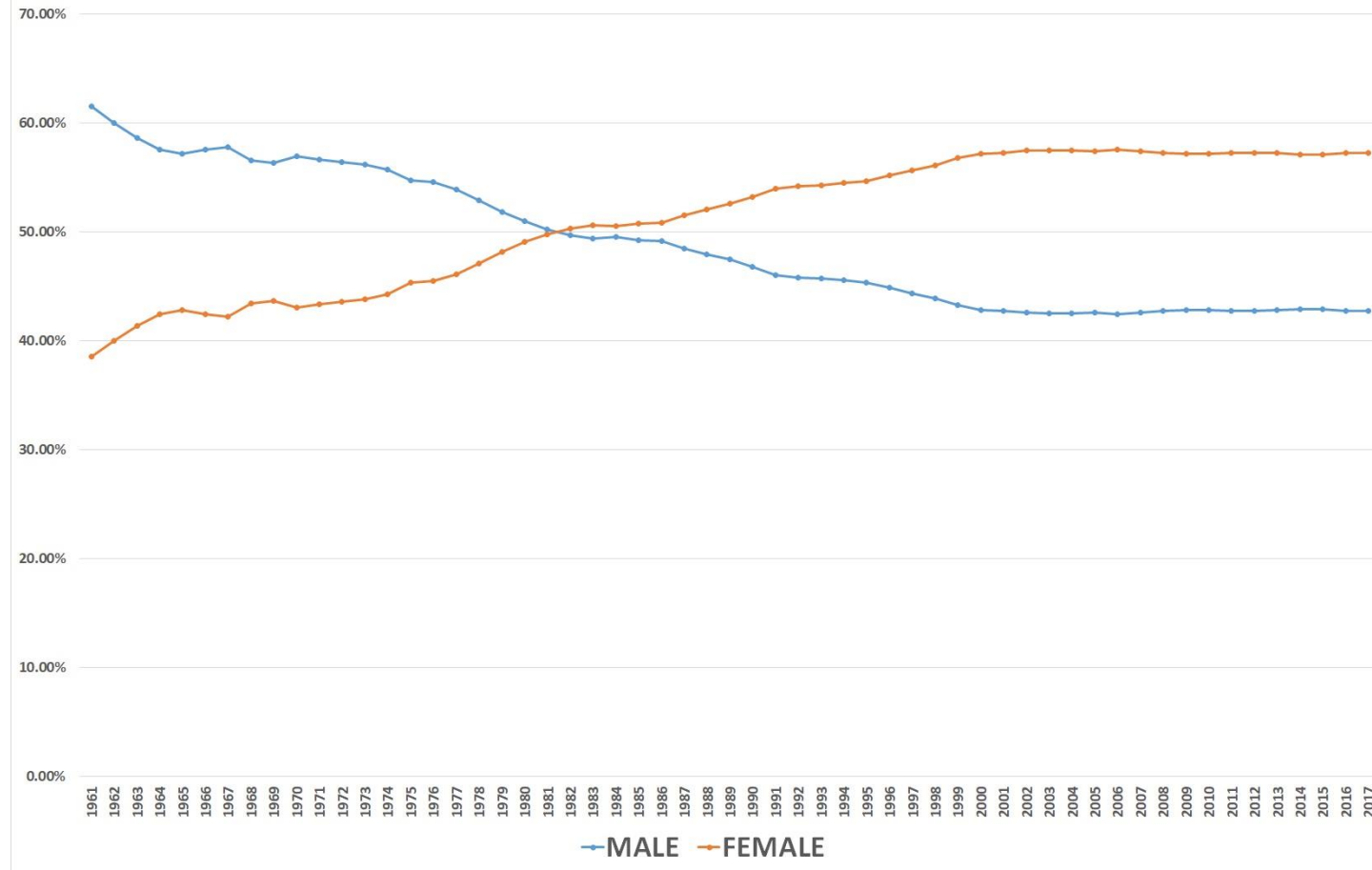
PEW RESEARCH CENTER



WOMEN IN S&P 500 COMPANIES

WOMEN EARNED 57% OF U.S. BACHELOR'S DEGREES FOR 18TH STRAIGHT YEAR

Bachelor's Degrees Earned by Men and Women at U.S. Institutions of Higher Education, Academic Years 1960-1961 to 2016-2017



Women have earned more bachelor's degrees than men since 1982, more master's degrees than men since 1987, and more doctorate degrees than men since 2006.

Women Are Rated Better Than Men on Key Leadership Capabilities

According to an analysis of thousands of 360-degree reviews, women outscored men on 17 of the 19 capabilities that differentiate excellent leaders from average or poor ones.

Capability	Women's percentile	Men's percentile			
Takes initiative	55.6	48.2	Collaboration and teamwork	52.6	50.2
Resilience	54.7	49.3	Connects to the outside world	51.6	50.3
Practices self-development	54.8	49.6	Communicates powerfully and prolifically	51.8	50.7
Drives for results	53.9	48.8	Solves problems and analyzes issues	51.5	50.4
Displays high integrity and honesty	54.0	49.1	Leadership speed	51.5	50.5
Develops others	54.1	49.8	Innovates	51.4	51
Inspires and motivates others	53.9	49.7	Technical or professional expertise	50.1	51.1
Bold leadership	53.2	49.8	Develops strategic perspective	50.1	51.4
Builds relationships	53.2	49.9	NOTE: THE T-VALUES OF ALL DATA ARE STATISTICALLY SIGNIFICANT. SOURCE: ZENGER FOLKMAN 2019		
Champions change	53.1	49.8			
Establishes stretch goals	52.6	49.7			

Fortune 500 number and percentage of board seats by gender and minority status



Minority women



Minority men



Caucasian/White women



Caucasian/White men

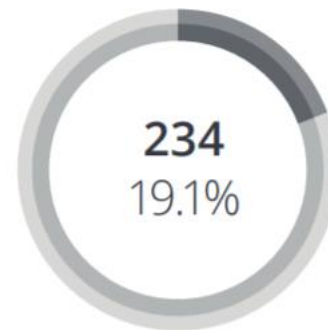
Fortune 100 number and percentage of board seats by gender and minority status



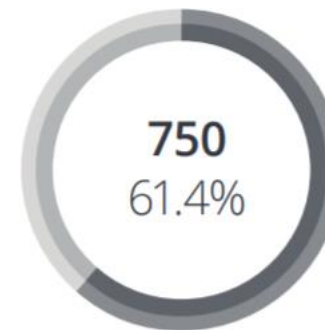
Minority women



Minority men



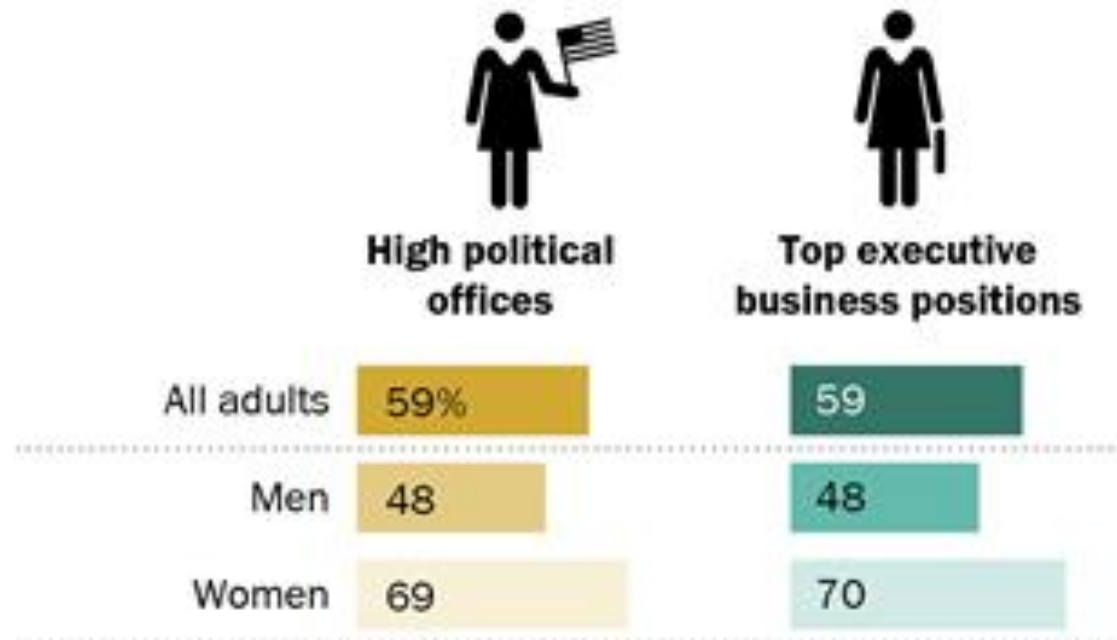
Caucasian/White women



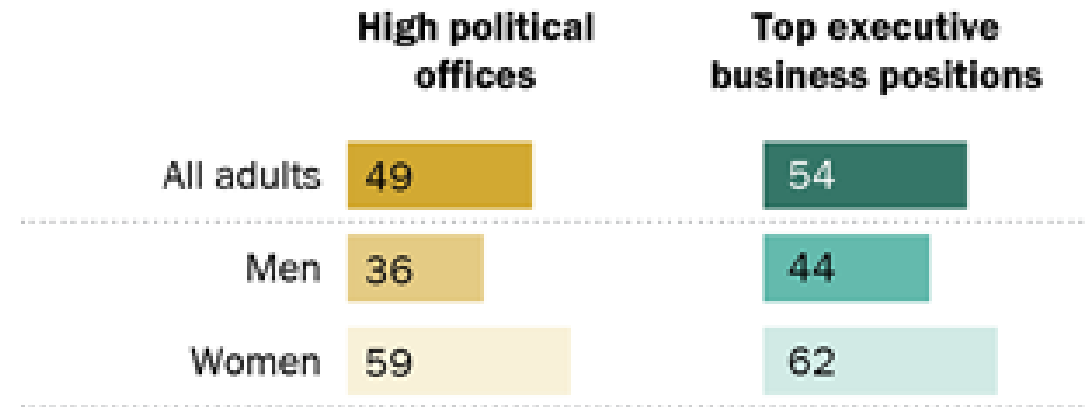
Caucasian/White men

Do We Have a Problem Here?

% saying there are too few women in ____ in the country today



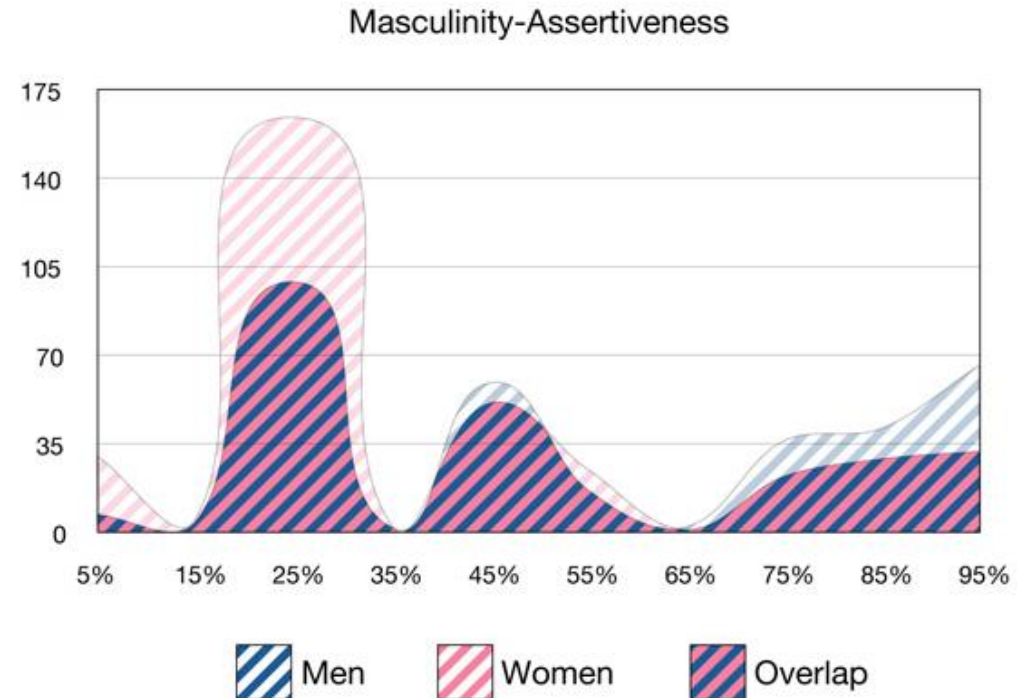
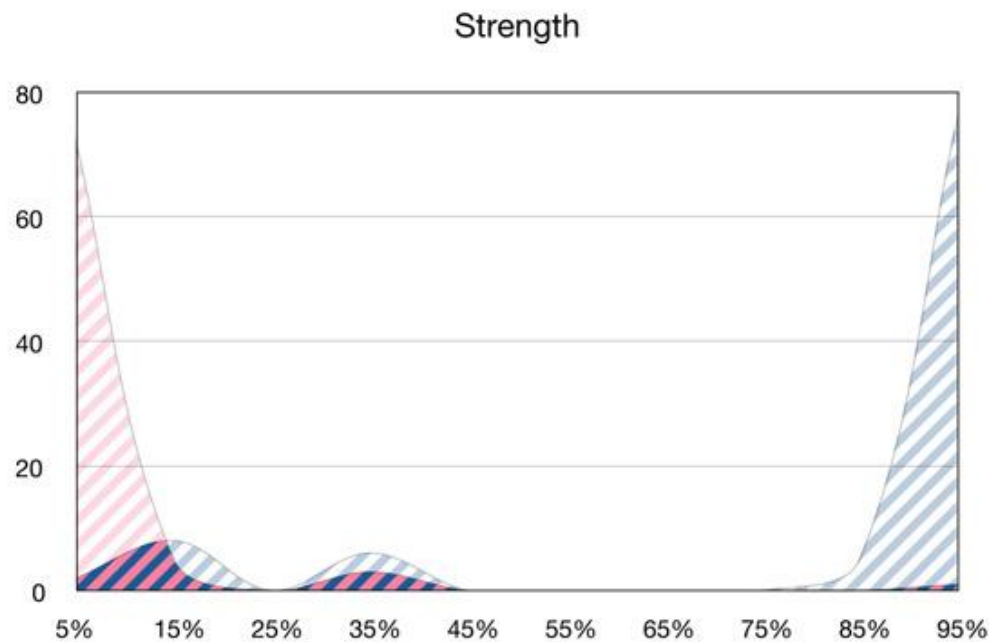
% saying gender discrimination is a major reason why there aren't more women in ...



Source: Survey of U.S. adults conducted June 19-July 2, 2018.
"Women and Leadership 2018"

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Men from Mars and Women from Venus?

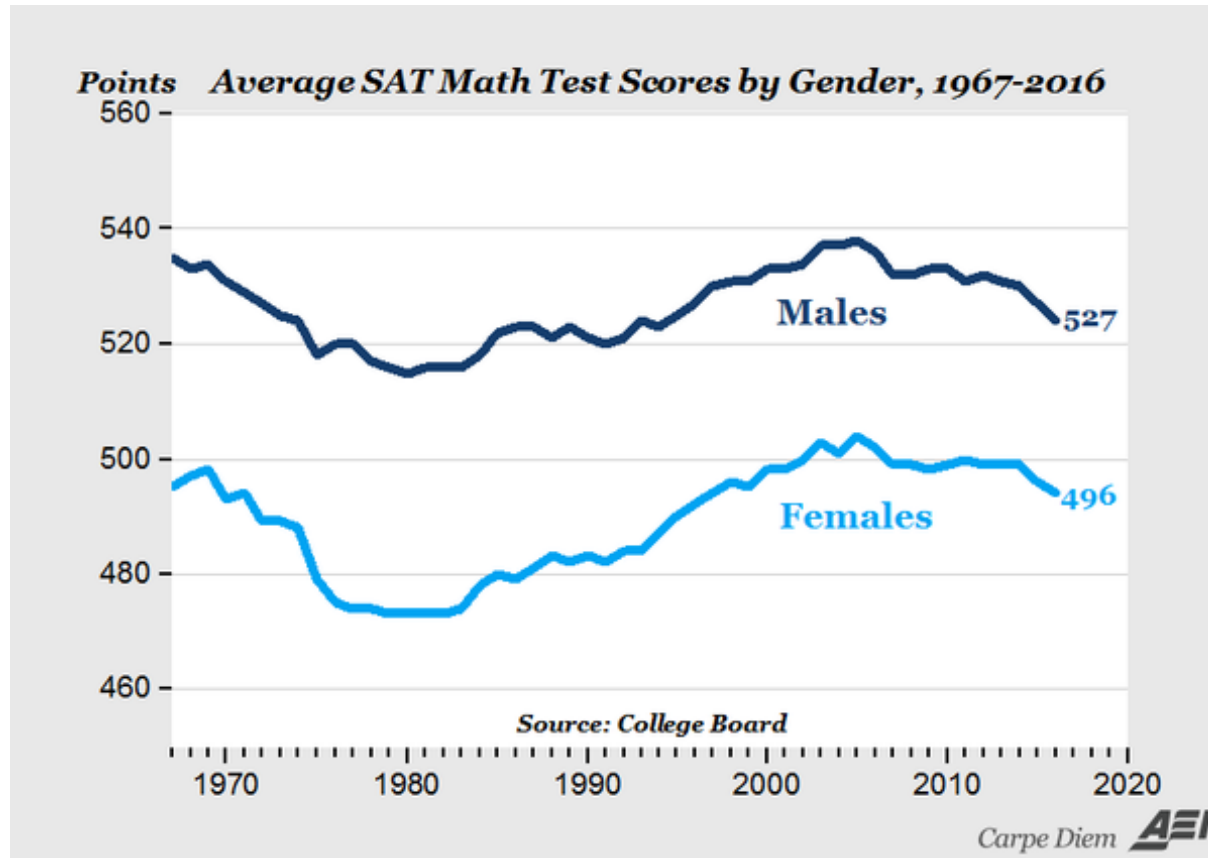


Different planets? Physically, yes. Psychologically, no.

On physical characteristics, like strength, men and women fall into distinct groups with very little overlap. But for most psychological attributes, including masculine attitudes, variability within each sex and overlap between the sexes is extensive.

The physical strength graph shows statistical analysis of the scores for the National Collegiate Athletic Association's long jump, high jump, and javelin throw competitions. The masculinity-assertiveness graph is based on self-reported measures of competitiveness, decisiveness, sense of superiority, persistence, confidence, and the ability to stand up under pressure.

Two Myths in Gender Difference



Countries with the highest and lowest gender gap

The Global Gender Gap Index examines the gap between men and women in four categories: Economic participation/opportunity, educational attainment, health/survival and political empowerment

Countries with the lowest gap

Iceland	0.86
Norway	0.84
Sweden	0.82
Finland	0.82
Nicaragua	0.81
Rwanda	0.80
New Zealand	0.80
Philippines	0.80
Ireland	0.80
Namibia	0.79
Slovenia	0.78
France	0.78
Denmark	0.78
Germany	0.78
UK	0.77
Canada	0.77
Latvia	0.76
Bulgaria	0.76
South Africa	0.76
Switzerland	0.76

Countries with the highest gap

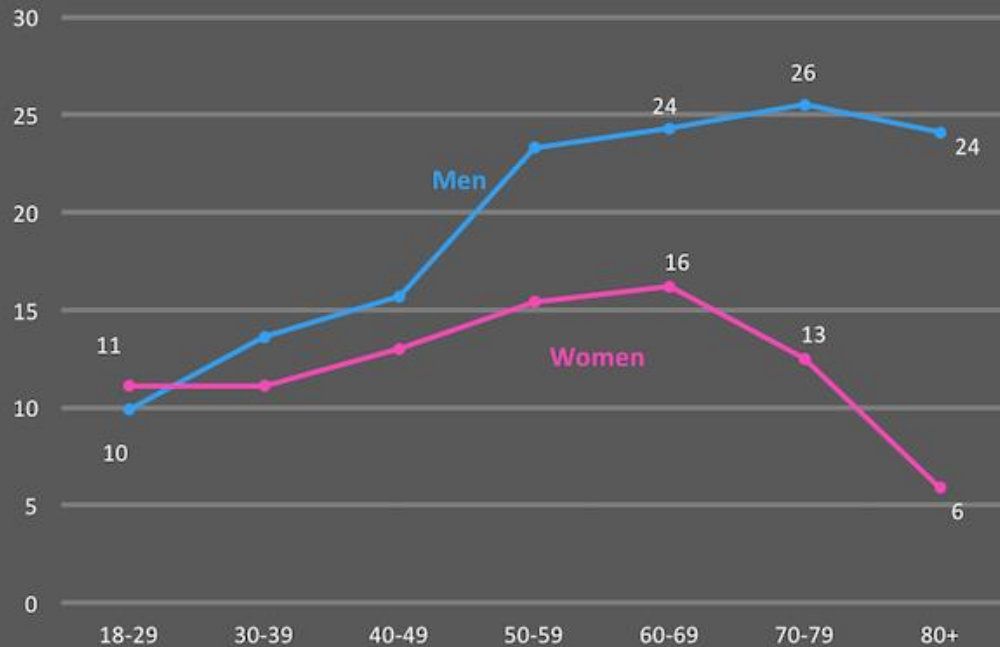
Turkey	0.63
Côte d'Ivoire	0.63
Bahrain	0.63
Nigeria	0.62
Togo	0.62
Egypt	0.61
Mauritania	0.61
Morocco	0.61
Jordan	0.61
Oman	0.61
Lebanon	0.60
Saudi Arabia	0.59
Iran	0.59
Mali	0.58
Congo, DR	0.58
Chad	0.58
Syria	0.57
Iraq	0.55
Pakistan	0.55
Yemen	0.50

Source: World Economic Forum 1 = parity 0 = disparity

Insider Inc.

Two Myths in Gender Difference

The Gender Cheating Gap is Wider Among Older Adults
% who reported having sex with someone other than spouse while married

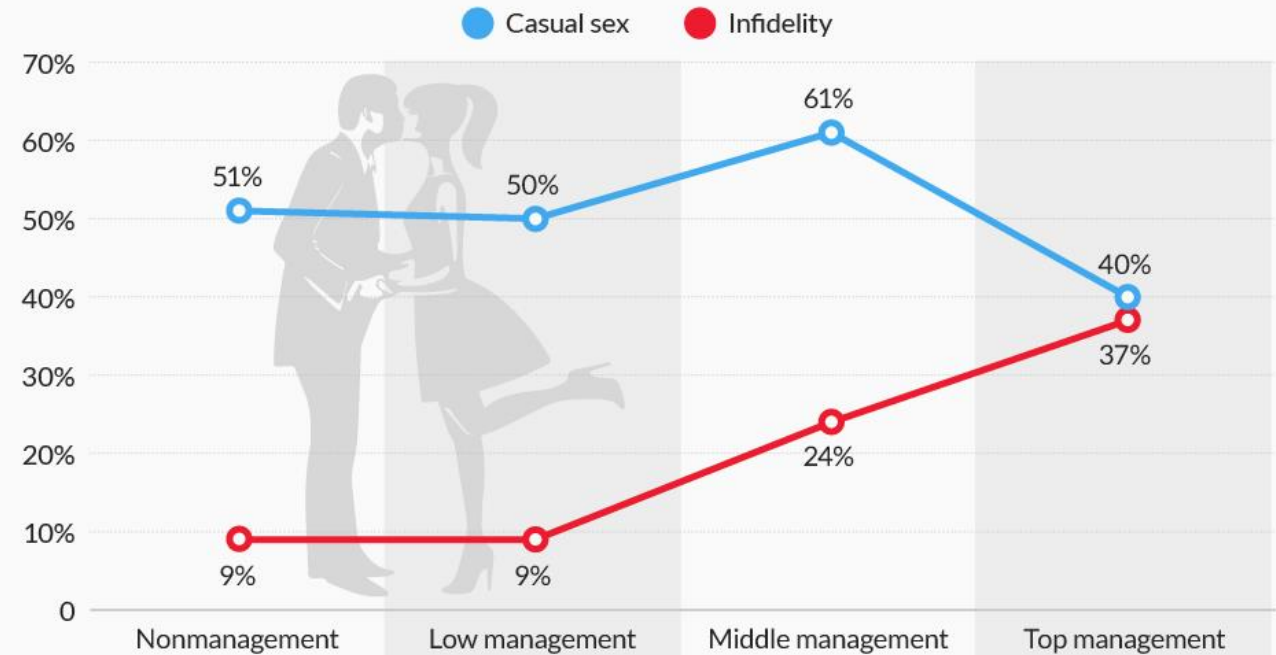


Note: Based on adults who are either currently married or have been married before.
Source: General Social Survey 2010-2016.

Institute for
FamilyStudies

Power increases infidelity

How people in positions of occupational power engage in infidelity



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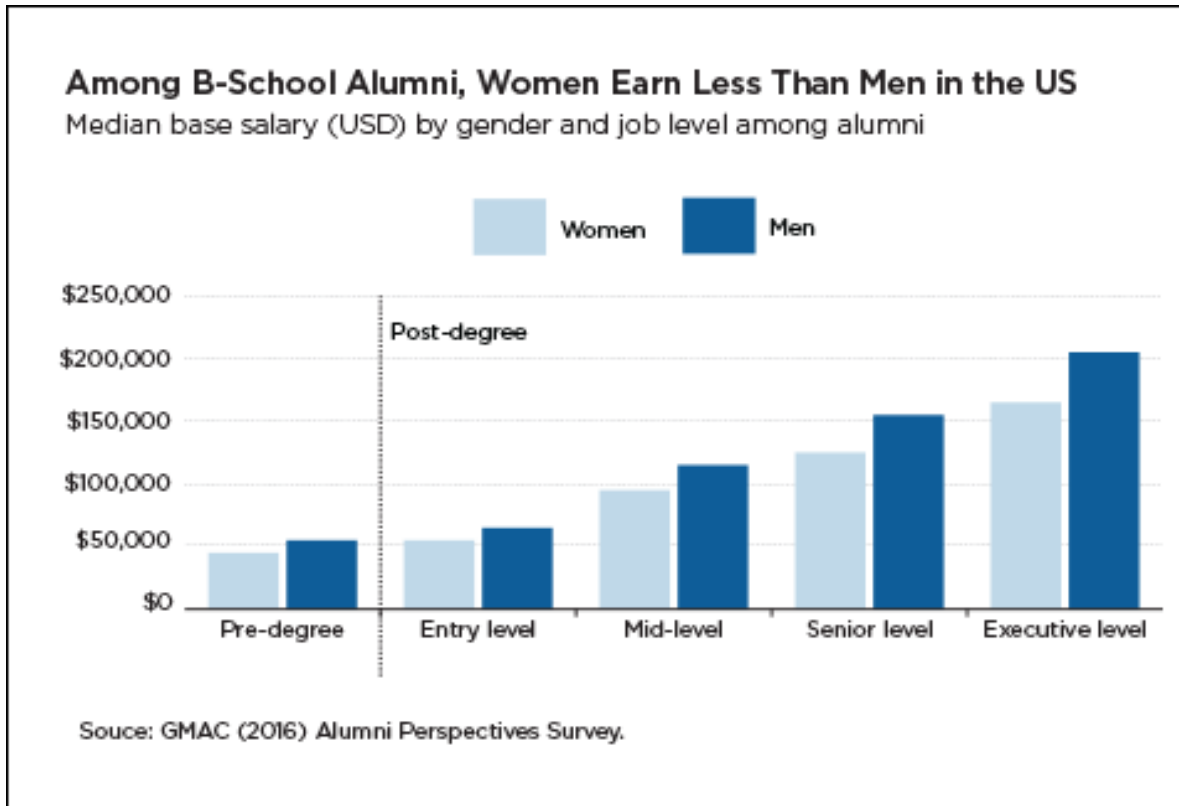
Source: The Journal Of
Sex Research

i100

from
The INDEPENDENT

statista

Gender Difference on the Willingness to Ask



\$3 - \$10

Men were 7 times more likely than women to ask for more money

52% of male MBA students negotiated for a better offer, while only 17% of female MBA negotiated.

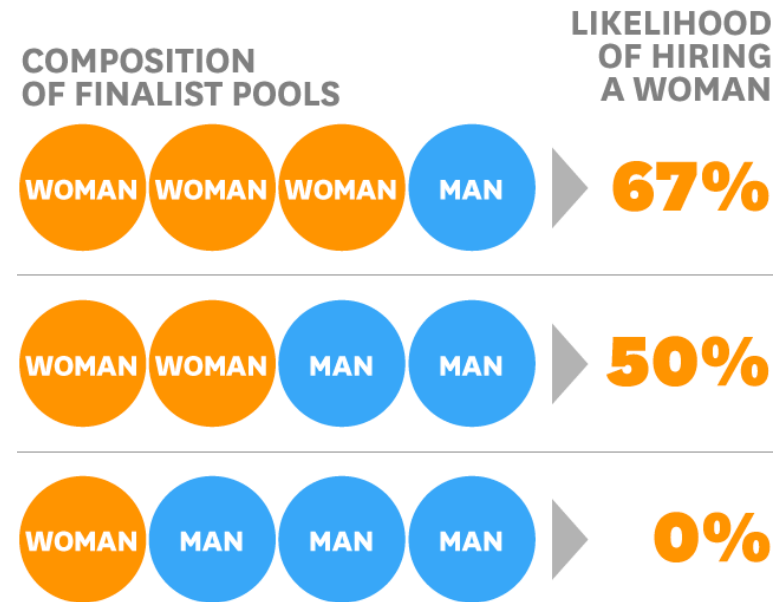
The Double Bind



Hiring and Promotion Are Crucial

The Relationship Between Finalist Pools and Actual Hiring Decisions

According to one study of 598 finalists for university teaching positions.



SOURCE STEFANIE K. JOHNSON ET AL

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Reduce Bias in Hiring

- **Create objective standards**
- Rewrite your job descriptions
- Widen your recruitment pool
- Standardize interviews
- Test your applicants
- Hire by committee
- ...



Why Women Don't Apply for Jobs Unless They're 100% Qualified

WHY DIDN'T YOU APPLY FOR THAT JOB?

Men and women give their reasons.



SOURCE TARA SOPHIA MOHR

HBR.ORG

Promotion Pathway and Process

Women Matter 2

Female leadership, a competitive edge for the future

McKinsey&Company

- The percentage of full-time permanent female management ranges from 16 per cent at McKinsey, 20 per cent at Bain and 25 per cent at the Boston Consulting Group (BCG) in 2016
- Management consultancy McKinsey & Company has set a target of 40% female consultants, including 30% female partners and 15% female senior partners by 2020.

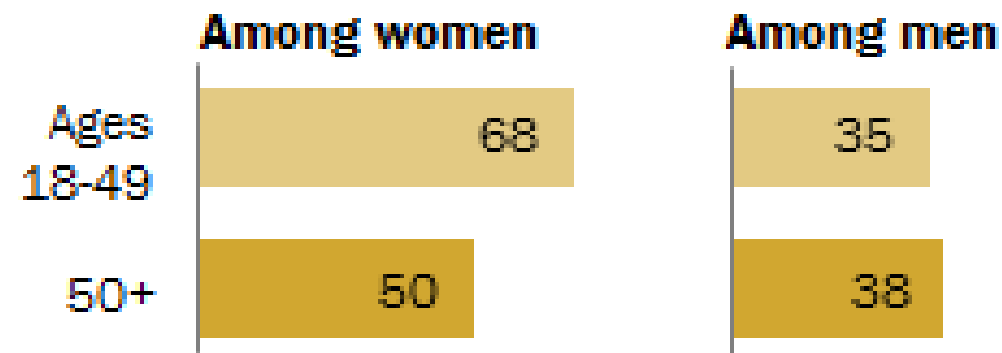
Queen Bee Phenomenon

- Alone or surrounded by very few women in a group
- Arise in high-status groups
- Target only highly qualified women who are rivals to their throne



Younger women more likely than older women to see gender discrimination as a barrier to leadership

% of women saying gender discrimination is a major reason why there are fewer women than men in high political offices

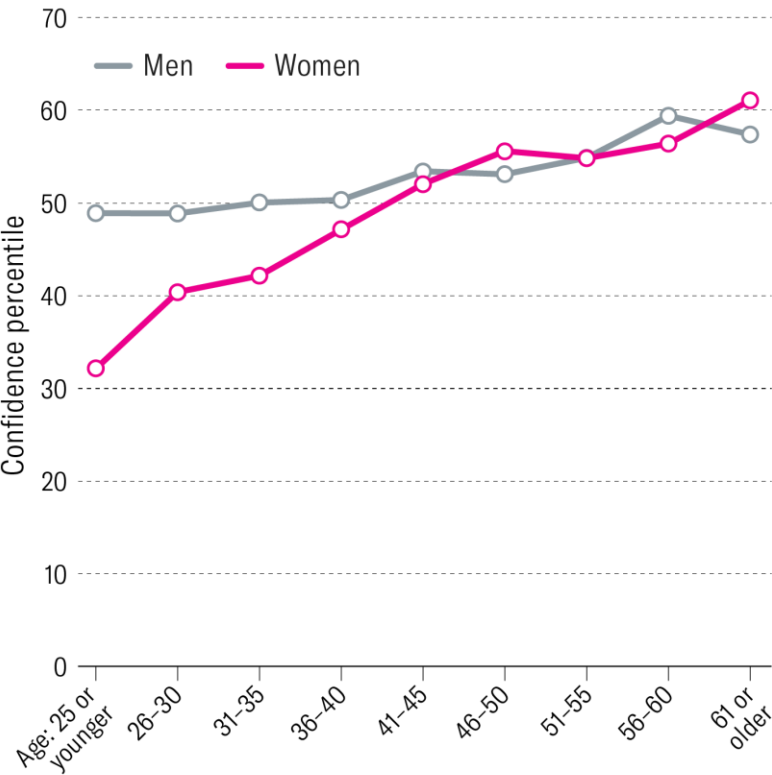


Source: Survey of U.S. adults conducted June 19-July 2, 2018.
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Women Rate Themselves as Less Confident Than Men Until Their Mid-40s

Data on 3,876 men and 4,779 women since 2016 shows that women’s gains in confidence are more than three times that of men — but only because of a massive gap at the beginning of their careers.

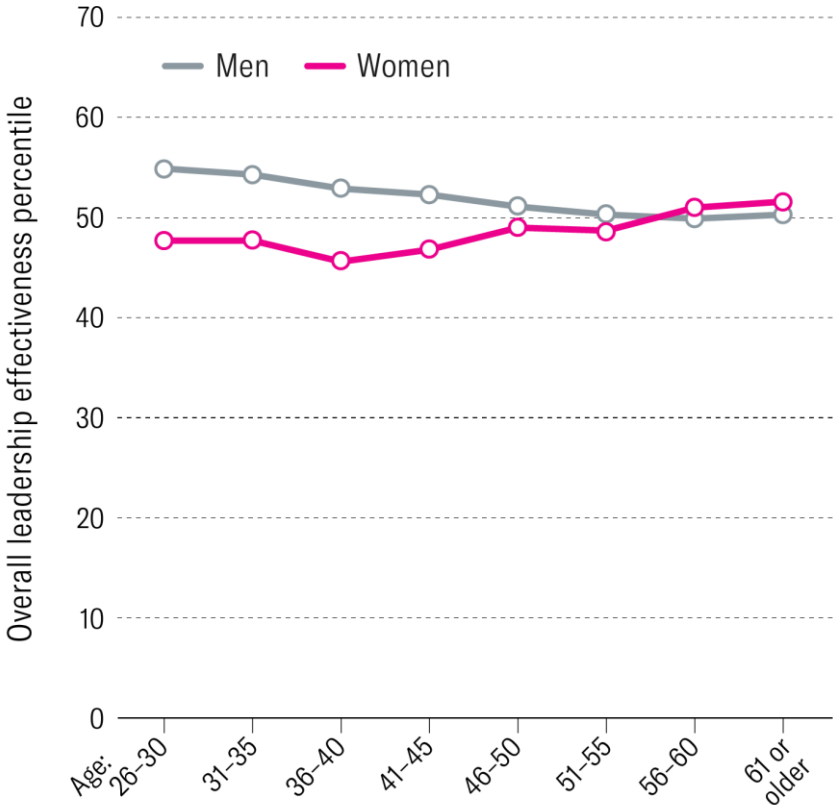


Source: Zenger Folkman 2019



Women Rate Themselves as More Effective Leaders Later in Their Careers

Men’s self-ratings decline over time.



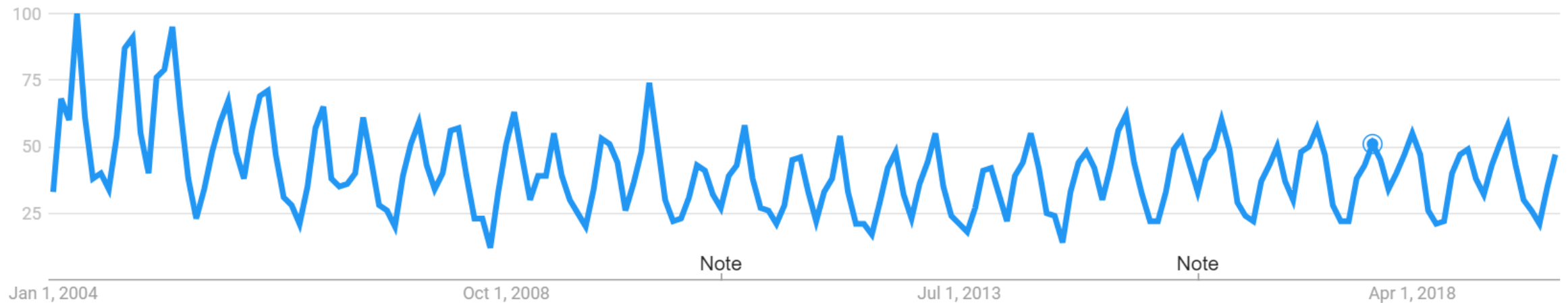
Note: Based on data from 40,184 men and 22,600 women.
Source: Zenger Folkman 2019





Google Trends – Gender Discrimination

Interest over time 



Peaks: November & April

Valleys: August and January

<https://www.linkedin.com/in/rebeccayuanlin/>

