

HBR'S 10 MUST READS
ON
WOMEN AND
LEADERSHIP

BY HARVARD BUSINESS REVIEW

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Comparing the Ratings of Male and Female Leaders

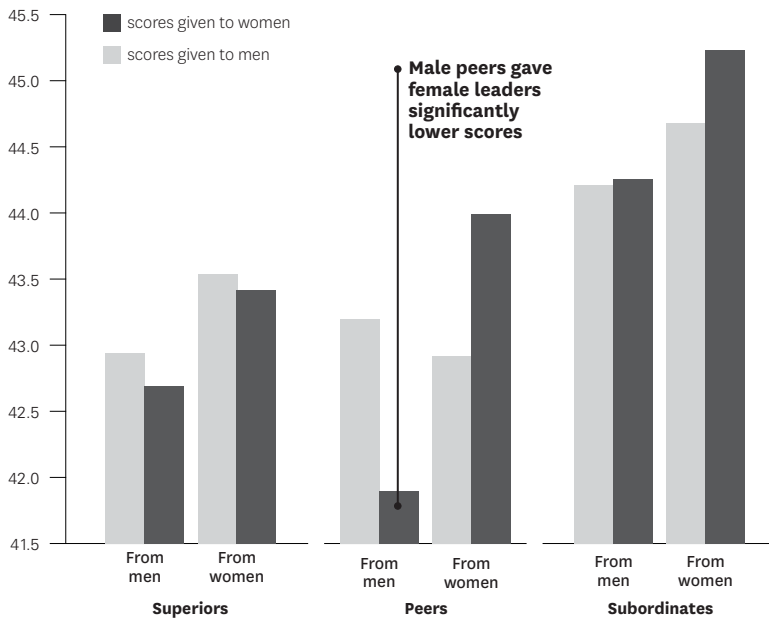
IN THE 360-DEGREE ASSESSMENTS of participants in Insead’s executive education program, female leaders received higher ratings than male leaders in most dimensions of leadership. But in one dimension—envisioning—women were rated lower than men.

	Which leaders rated themselves higher?	Which leaders did male observers rate higher?	Which leaders did females observers rate higher?
Envisioning	Neither	Men	Women
Empowering	Neither	Neither	Neither
Energizing	Women	Women	Women
Designing and aligning	Women	Women	Women
Rewarding and feedback	Neither	Women	Women
Team building	Neither	Women	Women
Outside orientation	Women	Women	Women
Global mindset	Neither	Neither	Neither
Tenacity	Neither	Women	Women
Emotional intelligence	Women	Women	Women

Who Says Women Aren't Visionary?

IN 360-DEGREE ASSESSMENTS, women scored relatively low on vision, primarily because of scores given by their male peers.

How men and women were rated on vision*



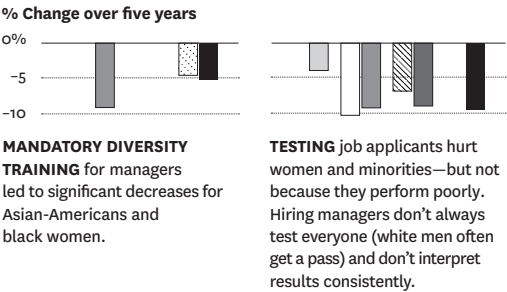
*Out of a total possible score of 56. Observers ranked the leader on a scale from 1 (lowest) to 7 (highest) for eight key behaviors.

Which Diversity Efforts Actually Succeed?

IN 829 MIDSIZE AND LARGE U.S. FIRMS, we analyzed how various diversity initiatives affected the proportion of women and minorities in management. Here you can see which ones helped different groups gain ground—and which

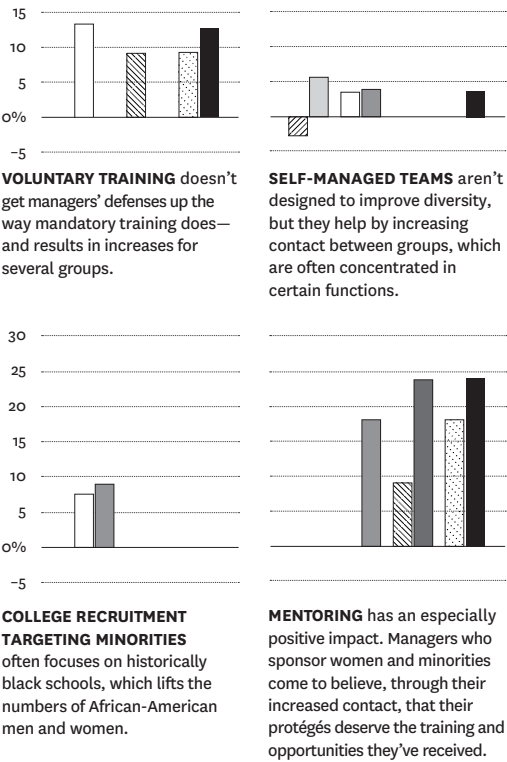
Poor Returns on the Usual Programs

The three most popular interventions made firms less diverse, not more, because managers resisted strong-arming.

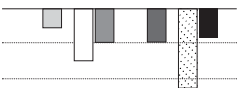


Programs That Get Results

Companies do a better job of increasing diversity when they forgo the control tactics and frame their efforts more positively. The most effective programs spark engagement, increase contact among different groups, or draw on people's strong desire to look good to others.

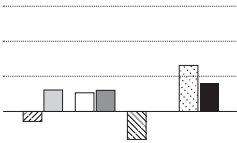


set them back, despite good intentions. (No bar means we can't say with statistical certainty if the program had any effect.)

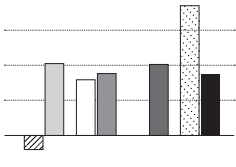


GRIEVANCE SYSTEMS
likewise reduced diversity pretty much across the board. Though they're meant to reform biased managers, they often lead to retaliation.

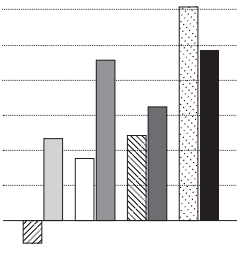
- White men
- White women
- Black men
- Black women
- Hispanic men
- Hispanic women
- Asian men
- Asian women



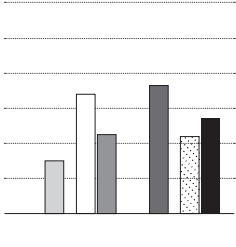
CROSS-TRAINING also increases managers' exposure to people from different groups. Gains for some groups appear to come at a cost to Hispanic men.



COLLEGE RECRUITMENT TARGETING WOMEN turns recruiting managers into diversity champions, so it also helps boost the numbers for black and Asian-American men.



DIVERSITY TASK FORCES promote social accountability because members bring solutions back to their departments—and notice whether their colleagues adopt them.



DIVERSITY MANAGERS sometimes put ineffective programs in place but have a positive impact overall—in part because managers know someone might ask them about their hiring and promotion decisions.

Note: In our analysis, we've isolated the effects of diversity programs from everything else going on in the companies and in the economy.

Model Workplace Climate Survey

Complete the following survey about your experience at XYZ Company, without referring to experiences at any prior organizations. The value of this survey depends directly on getting an accurate view of our workplace culture, so please answer all questions as honestly as possible.

1. Which of the following describes your gender?

- Male
- Female
- Prefer to self-describe (specify)
- Prefer not to say

Gender Bias

2. I feel valued by the organization.

- (1) Strongly disagree
- (2) Disagree
- (3) Slightly disagree
- (4) Neither agree nor disagree, or have no opinion
- (5) Slightly agree
- (6) Agree
- (7) Strongly agree

3. I believe my opportunities for career success are negatively affected by my gender.

- (1) Strongly disagree
- (2) Disagree
- (3) Slightly disagree
- (4) Neither agree nor disagree, or have no opinion
- (5) Slightly agree
- (6) Agree
- (7) Strongly agree

4. The people I work with treat me with respect and appreciation.

- (1) Strongly disagree
- (2) Disagree
- (3) Slightly disagree
- (4) Neither agree nor disagree, or have no opinion

- (5) Slightly agree

- (6) Agree

- (7) Strongly agree

5. My views are encouraged and welcomed by my supervisors and senior leaders without regard to my gender.

- (1) Strongly disagree

- (2) Disagree

- (3) Slightly disagree

- (4) Neither agree nor disagree, or have no opinion

- (5) Slightly agree

- (6) Agree

- (7) Strongly agree

6. Career-enhancing assignments and opportunities are disproportionately given to men.

- (1) Strongly disagree

- (2) Disagree

- (3) Slightly disagree

- (4) Neither agree nor disagree, or have no opinion

- (5) Slightly agree

- (6) Agree

- (7) Strongly agree

Civility

7. My coworkers are courteous and friendly.

- (1) Strongly disagree

- (2) Disagree

- (3) Slightly disagree

- (4) Neither agree nor disagree, or have no opinion

- (5) Slightly agree
 - (6) Agree
 - (7) Strongly agree
8. I'm aware of unpleasant and negative gossip in the workplace.
- (1) Strongly disagree
 - (2) Disagree
 - (3) Slightly disagree
 - (4) Neither agree nor disagree, or have no opinion
 - (5) Slightly agree
 - (6) Agree
 - (7) Strongly agree
9. I'm aware of abusive, disrespectful, or hostile treatment of employees.
- (1) Strongly disagree
 - (2) Disagree
 - (3) Slightly disagree
 - (4) Neither agree nor disagree, or have no opinion
 - (5) Slightly agree
 - (6) Agree
 - (7) Strongly agree
10. I'm aware of bullying behavior in the workplace.
- (1) Strongly disagree
 - (2) Disagree
 - (3) Slightly disagree
 - (4) Neither agree nor disagree, or have no opinion
 - (5) Slightly agree
 - (6) Agree
 - (7) Strongly agree
11. There are adverse consequences for senior leaders who are abusive, disrespectful, or hostile.
- (1) Strongly disagree
 - (2) Disagree
 - (3) Slightly disagree
 - (4) Neither agree nor disagree, or have no opinion
 - (5) Slightly agree
 - (6) Agree
 - (7) Strongly agree
12. I have been criticized for my personal communication style or appearance.
- (1) Very frequently
 - (2) Somewhat frequently
 - (3) Not at all frequently
 - (4) Never
13. All individuals are valued here.
- (1) Strongly disagree
 - (2) Disagree
 - (3) Slightly disagree
 - (4) Neither agree nor disagree, or have no opinion
 - (5) Slightly agree
 - (6) Agree
 - (7) Strongly agree
- Inappropriate Sexual Conduct**
14. I have experienced or witnessed unwanted physical conduct in the workplace or by coworkers away from the workplace.
- (1) Very frequently
 - (2) Somewhat frequently
 - (3) Not at all frequently
 - (4) Never
15. I have witnessed or heard of offensive or inappropriate sexual jokes, innuendoes, banter, or comments in our workplace.
- (1) Very frequently
 - (2) Somewhat frequently
 - (3) Not at all frequently
 - (4) Never
16. I have witnessed or heard of the electronic transmission of sexually explicit materials or comments by coworkers.
- (1) Very frequently
 - (2) Somewhat frequently
 - (3) Not at all frequently
 - (4) Never
17. I have received sexually inappropriate phone calls, text messages, or social media attention from a coworker.
- (1) Very frequently
 - (2) Somewhat frequently
 - (3) Not at all frequently
 - (4) Never
18. I have been asked or have witnessed inappropriate questions of a sexual nature.
- (1) Very frequently
 - (2) Somewhat frequently
 - (3) Not at all frequently
 - (4) Never
19. I have been the subject of conduct that I consider to be sexual harassment.
- (1) Very frequently
 - (2) Somewhat frequently

- (3) Not at all frequently
 - (4) Never
20. Managers here tolerate or turn a blind eye to inappropriate sexual conduct.
- (1) Strongly disagree
 - (2) Disagree
 - (3) Slightly disagree
 - (4) Neither agree nor disagree, or have no opinion
 - (5) Slightly agree
 - (6) Agree
 - (7) Strongly agree
21. I feel unsafe at work because of inappropriate sexual conduct by some individuals.
- (1) Strongly disagree
 - (2) Disagree
 - (3) Slightly disagree
 - (4) Neither agree nor disagree, or have no opinion
 - (5) Slightly agree
 - (6) Agree
 - (7) Strongly agree
22. I've seen career opportunities be favorably allocated on the basis of existing or expected sexual interactions.
- (1) Strongly disagree
 - (2) Disagree
 - (3) Slightly disagree
 - (4) Neither agree nor disagree, or have no opinion
 - (5) Slightly agree
 - (6) Agree
 - (7) Strongly agree
23. I would be comfortable reporting inappropriate sexual conduct by a coworker.
- (1) Strongly disagree
 - (2) Disagree
 - (3) Slightly disagree
 - (4) Neither agree nor disagree, or have no opinion
 - (5) Slightly agree
 - (6) Agree
 - (7) Strongly agree
24. I would be comfortable reporting inappropriate sexual conduct by a supervisor.
- (1) Strongly disagree
 - (2) Disagree
 - (3) Slightly disagree
- (4) Neither agree nor disagree, or have no opinion
 - (5) Slightly agree
 - (6) Agree
 - (7) Strongly agree
25. My productivity has been affected by inappropriate gender-related behavior in the workplace.
- (1) Strongly disagree
 - (2) Disagree
 - (3) Slightly disagree
 - (4) Neither agree nor disagree, or have no opinion
 - (5) Slightly agree
 - (6) Agree
 - (7) Strongly agree
26. I have considered leaving my job because of inappropriate gender-related behavior in the workplace.
- (1) Strongly disagree
 - (2) Disagree
 - (3) Slightly disagree
 - (4) Neither agree nor disagree, or have no opinion
 - (5) Slightly agree
 - (6) Agree
 - (7) Strongly agree
27. Star performers are held to the same standards as other employees with respect to inappropriate gender-related behavior.
- (1) Strongly disagree
 - (2) Disagree
 - (3) Slightly disagree
 - (4) Neither agree nor disagree, or have no opinion
 - (5) Slightly agree
 - (6) Agree
 - (7) Strongly agree
28. I have experienced or witnessed inappropriate gender-related behavior by third parties (such as customers, vendors, and suppliers) associated with our organization.
- (1) Very frequently
 - (2) Somewhat frequently
 - (3) Not at all frequently
 - (4) Never

Overall Workplace Climate

29. The organization's policies and processes with respect to prohibiting and reporting inappropriate gender-related behavior are easy to understand and follow.

- (1) Strongly disagree
- (2) Disagree

(3) Slightly disagree

(4) Neither agree nor disagree, or have no opinion

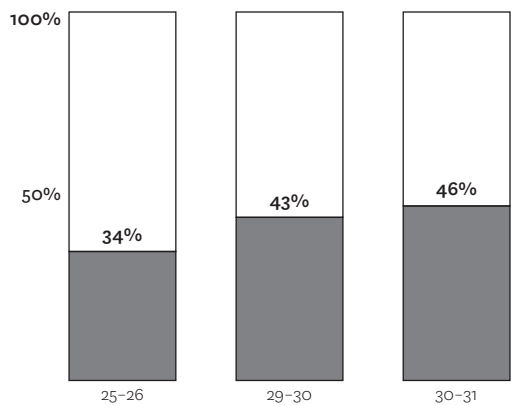
(5) Slightly agree

(6) Agree

(7) Strongly agree

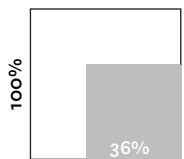
Percentage of women who have experienced sexual harassment

At three different ages

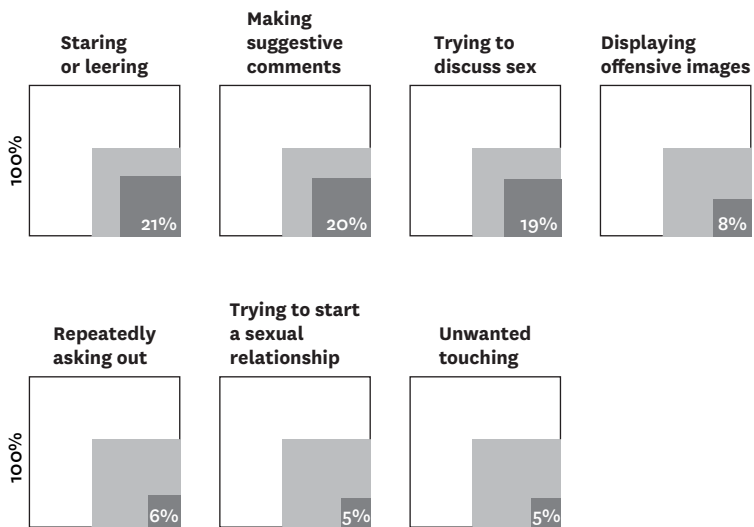


Note: Estimates include only women who responded to all three waves of data collection.

Percentage of women experiencing one or more harassing behaviors within a single year

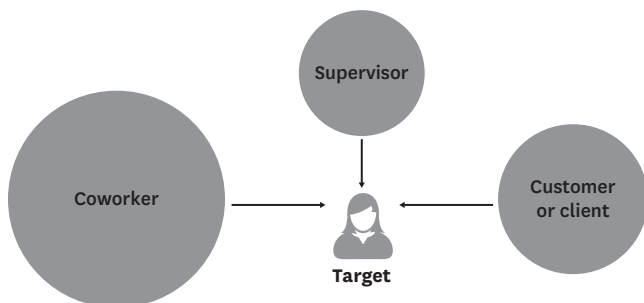


Percentage of women experiencing harassing behaviors



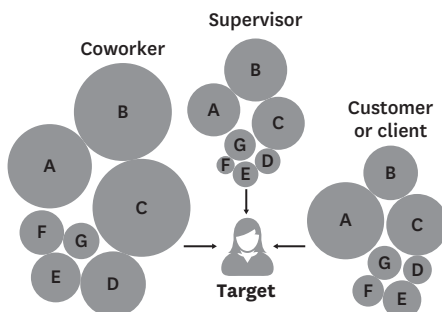
Harassers' work relationship to targets

Of the nearly 400 harassers reported by women in one analysis, coworkers were responsible for three times more reported incidents than supervisors.



Frequency of types of harassment

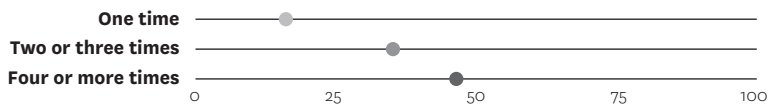
- Ⓐ Staring or leering
- Ⓑ Making suggestive comments
- Ⓒ Trying to discuss sex
- Ⓓ Displaying offensive images
- Ⓔ Repeatedly asking out
- Ⓕ Trying to start a sexual relationship
- Ⓖ Unwanted touching



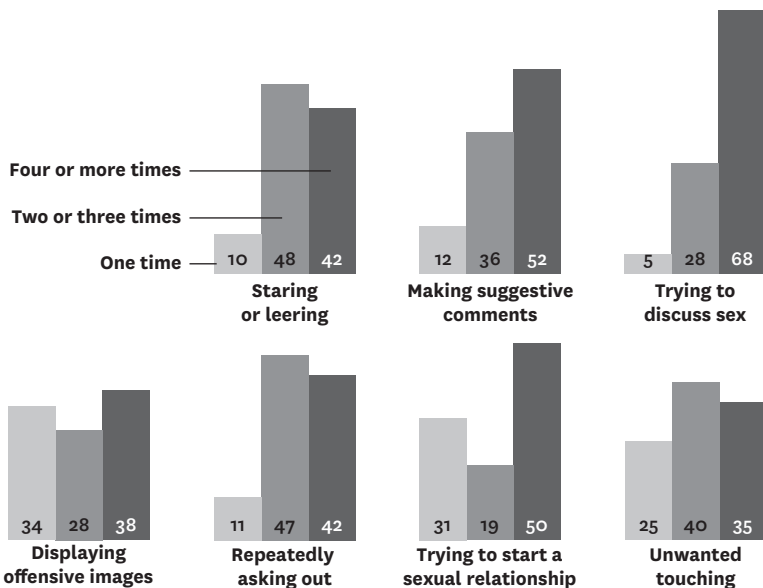
Note: Respondents could report more than one harasser.

Most harassing behaviors occur multiple times per year

Percentage of harassed women who said they experienced the behaviors:



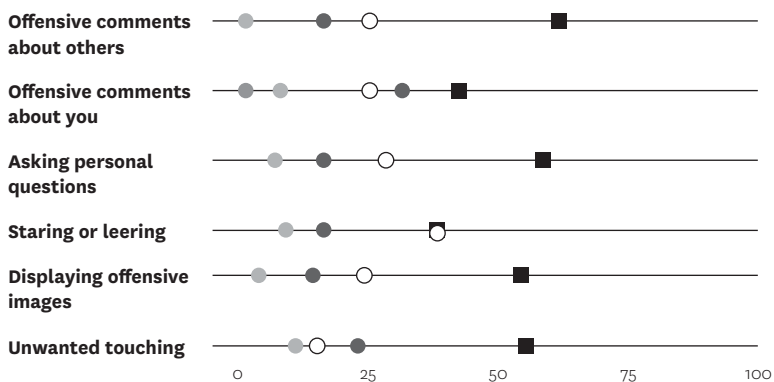
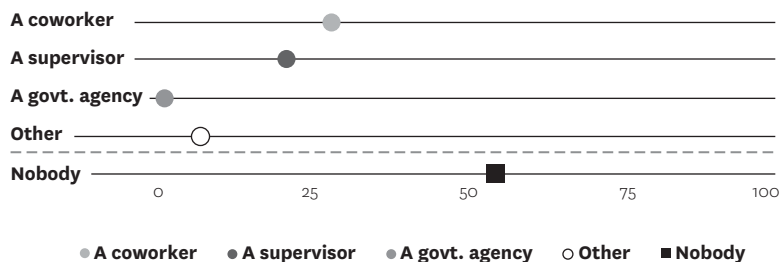
Percentage of harassed women experiencing behavior



Note: May not add up to 100% because of rounding.

Who is notified of harassment

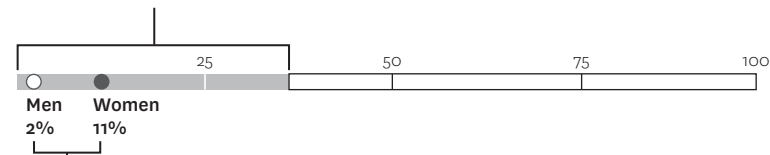
Percentage of harassed women who informed:



Note: Respondents could report harassment to more than one person/agency.

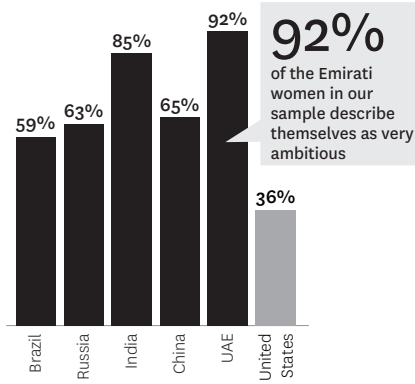
Gender differences in experiences of sexual harassment

Percentage of people who experienced one or more sexually harassing behaviors: 36%

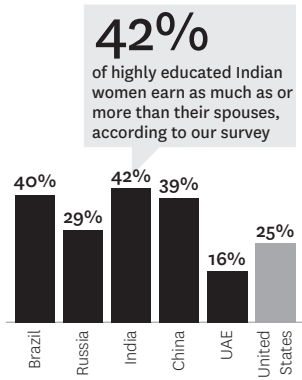


Considered the experience(s) to be sexual harassment

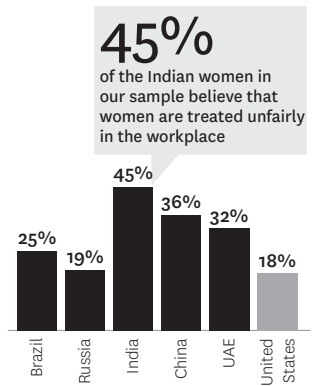
Women with ambition



Women's income

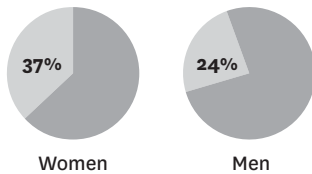


Perceived gender discrimination



How Many Opt Out?

IN OUR SURVEY OF HIGHLY QUALIFIED PROFESSIONALS, we asked the question, “Since you first began working, has there ever been a period where you took a voluntary time out from work?” Nearly four in ten women reported that they had—and that statistic rises to 43% among women who have children. By contrast, only 24% of highly qualified men have taken off-ramps (with no statistical difference between those who are fathers and those who are not).



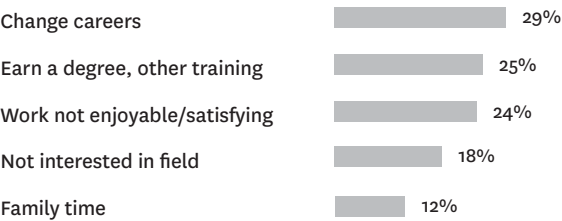
Why Do They Leave the Fast Lane?

OUR SURVEY DATA SHOW that women and men take off-ramps for dramatically different reasons. While men leave the workforce mainly to reposition themselves for a career change, the majority of women off-ramp to attend to responsibilities at home.

Top five reasons women leave the fast lane



Top five reasons men leave the fast lane



The High Cost of Time Out

THOUGH THE AVERAGE AMOUNT of time that women take off from their careers is surprisingly short (less than three years), the salary penalty for doing so is severe. Women who return to the workforce after time out earn significantly less than their peers who remained in their jobs.

