



THE POWER AND PROMISE OF FEMALE LEADERSHIP

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My path to leadership



Many women live like it's a dress rehearsal. Ladies, the curtain is up and you're on.

--Mikki Taylor

Today



ISACA International Board of Directors



Connecting Women Leaders in Technology

ENGAGE. EMPOWER. ELEVATE.



The empowerment of women within the global technology workforce is critical to advancing female leadership and to the sustainment of the profession.

Through its program — Connecting Women Leaders in Technology — ISACA will provide a robust platform to:

- Attract more women into the technology professions*
- Provide support tools to advance and sustain a woman's trajectory through her career lifecycle*
- Offer educational opportunities to develop skills and increase knowledge to further enhance women's leadership within the global technology workforce*

Attract, Advance, Support, Educate



The program will provide tools and resources to advance and support women through the ebb and flow of their career lifecycles. It will incorporate the following elements :

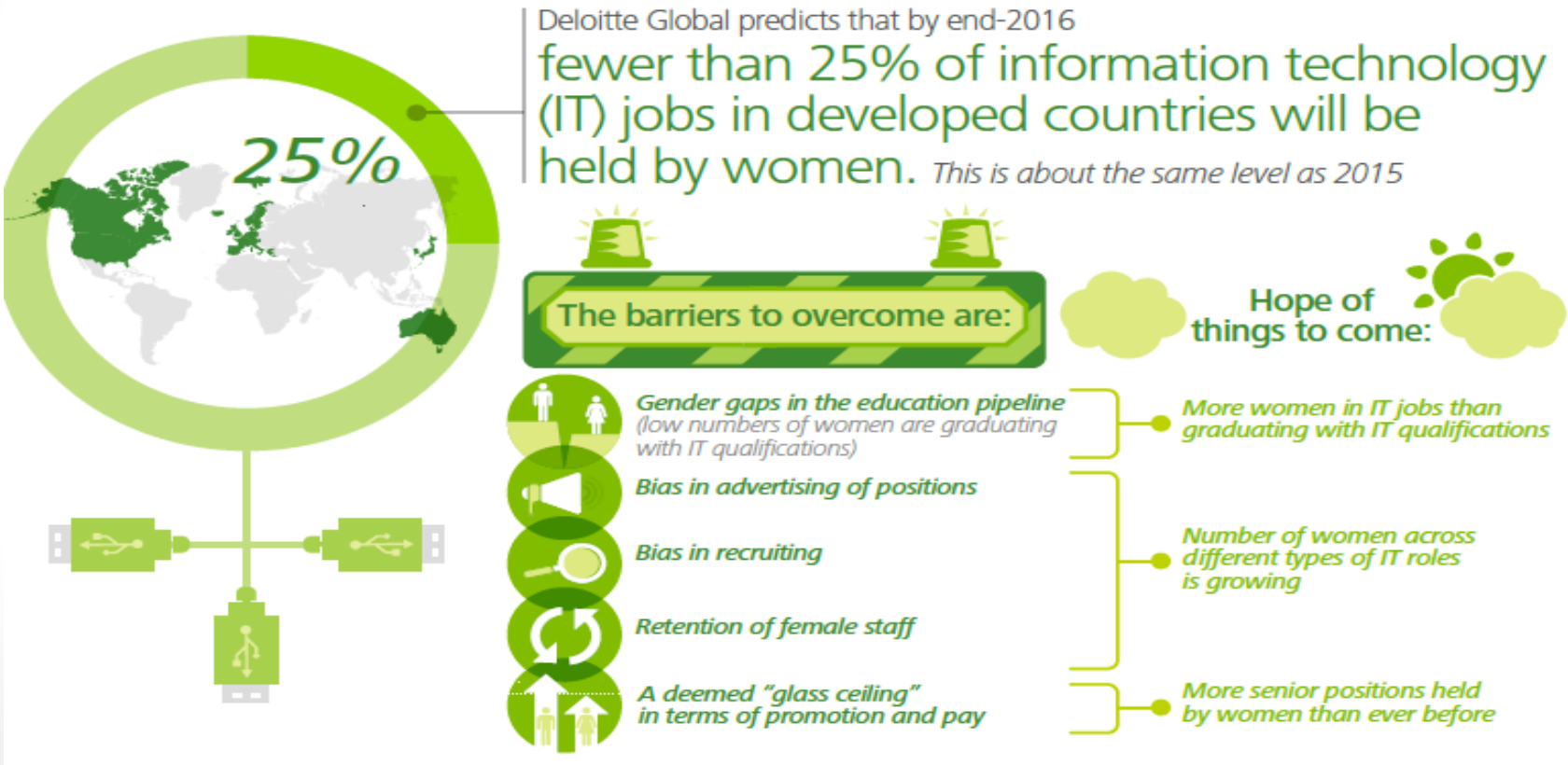
- Advocacy
- Communication
- Education
- Knowledge Assets
- Chapter Engagement



/ SOME FACTS

The Global Numbers

Women in IT jobs: it is about education, but also about more than just education



GENDER BIAS PERSISTS

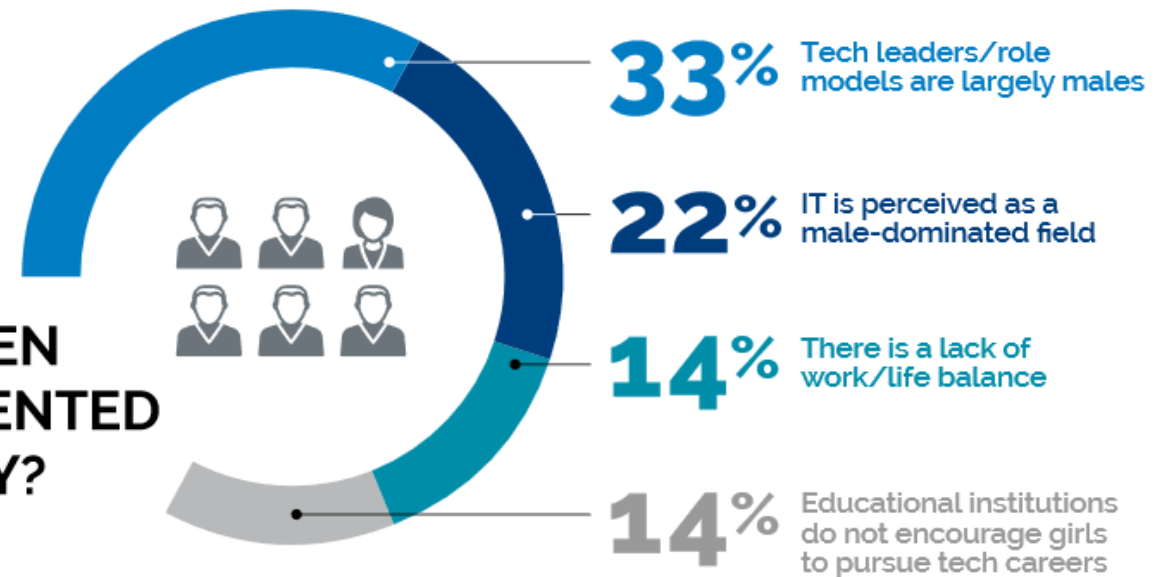


27% say they often or always experience gender bias

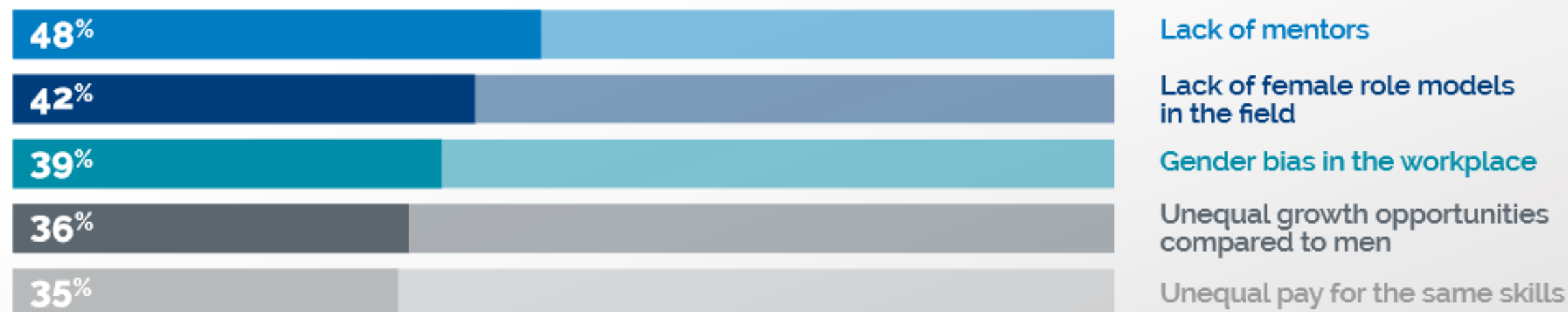
*From ISACA's 2017 Survey –
The Future Tech Workforce:
Breaking Gender Barriers*

WHY ARE WOMEN UNDERREPRESENTED IN TECHNOLOGY?

Top 4 answers



TOP 5 BARRIERS EXPERIENCED BY WOMEN IN TECHNOLOGY

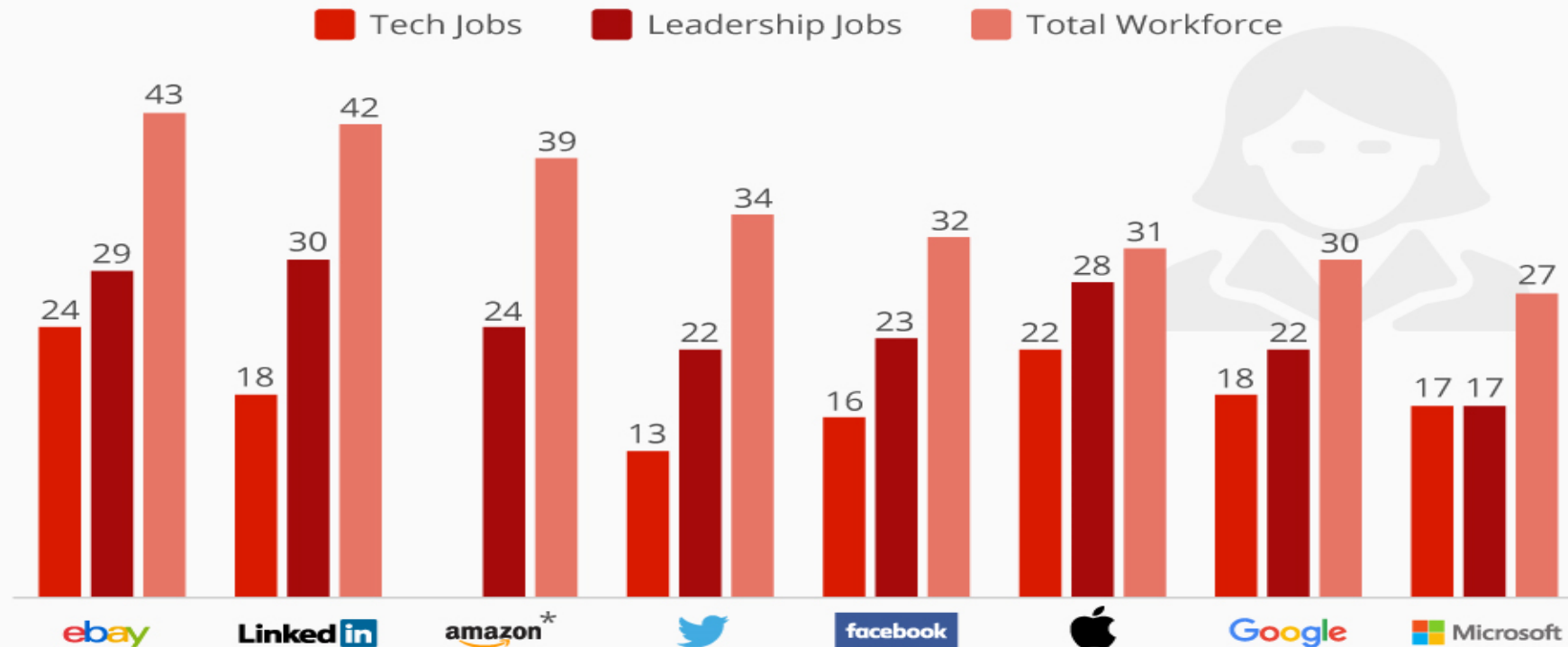


*From ISACA's 2017 Survey –
The Future Tech Workforce: Breaking Gender Barriers*

In the U.S.

The State of Women in Tech

Percentage of female employees in the workforce of major tech companies



CC BY ND
@StatistaCharts

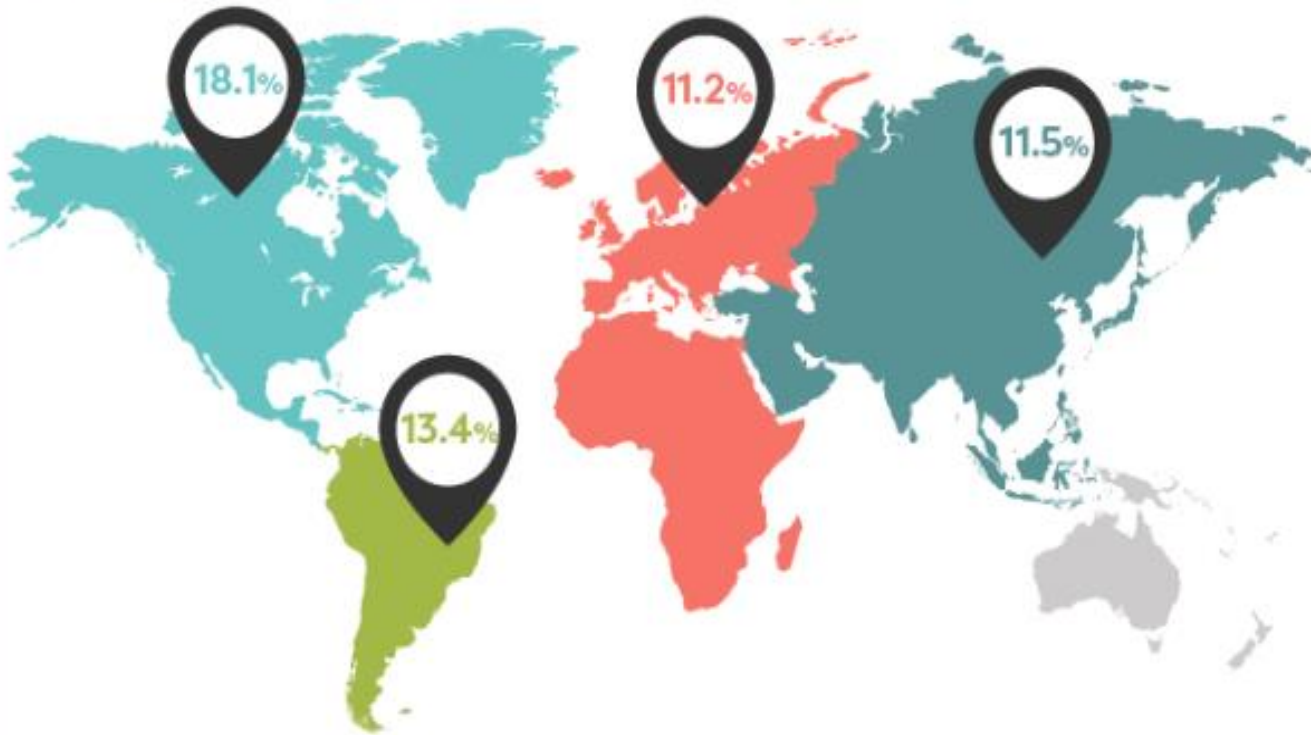
* Amazon does not break out tech jobs
Source: Company reports

statista

What about leadership?

Worldwide, women are a minority within tech leadership – accounting for less than 20% in their respective countries.

Tech leadership roles held by women



*But...the numbers don't match up
with the research*

Overall Leadership Effectiveness by Gender, by Function

Even in 'traditionally male dominated' fields such as IT, the leadership effectiveness of women was far more pronounced

Function	Male	Female
Sales	55.9	62.6
Marketing	45.7	52.4
Customer Service	52.4	50.6
Operations	50.4	53.8
HR, Training	48.7	50.6
General Management	49.6	55.0
Finance and Accounting	46.2	50.6
Product Development	42.0	49.0
Legal	54.7	59.4
Engineering	41.1	44.5
Information Technology	42.0	52.1
Research and Development	47.4	52.2
Facilities Management, Maintenance	49.8	37.8
Quality Management	48.5	49.5
Administrative, Clerical	48.8	43.2

Leadership Competencies: Women Lead Again

	Male	Female	t	Sig. (2-tailed)
Takes Initiative	48	56	-11.58	0.00
Practices Self-Development	48	55	-9.45	0.00
Displays High Integrity and Honesty	48	55	-9.28	0.00
Drives for Results	48	54	-8.84	0.00
Develops Others	48	54	-7.94	0.00
Inspires and Motivates Others	49	54	-7.53	0.00
Builds Relationships	49	54	-7.15	0.00
Collaboration and Teamwork	49	53	-6.14	0.00
Establishes Stretch Goals	49	53	-5.41	0.00
Champions Change	49	53	-4.48	0.00
Solves Problems and Analyzes Issues	50	52	-2.53	0.01
Communicates Powerfully and Prolifically	50	52	-2.47	0.01
Connects the Group to the Outside World	50	51	-0.78	0.43
Innovates	50	51	-0.76	0.45
Technical or Professional Expertise	50	51	-0.11	0.91
Develops Strategic Perspective	51	49	2.79	0.01

- *Males were rated more significantly positively on one competency (Develops Strategic Perspective).*

Profiting From Diverse Leadership (Part I)

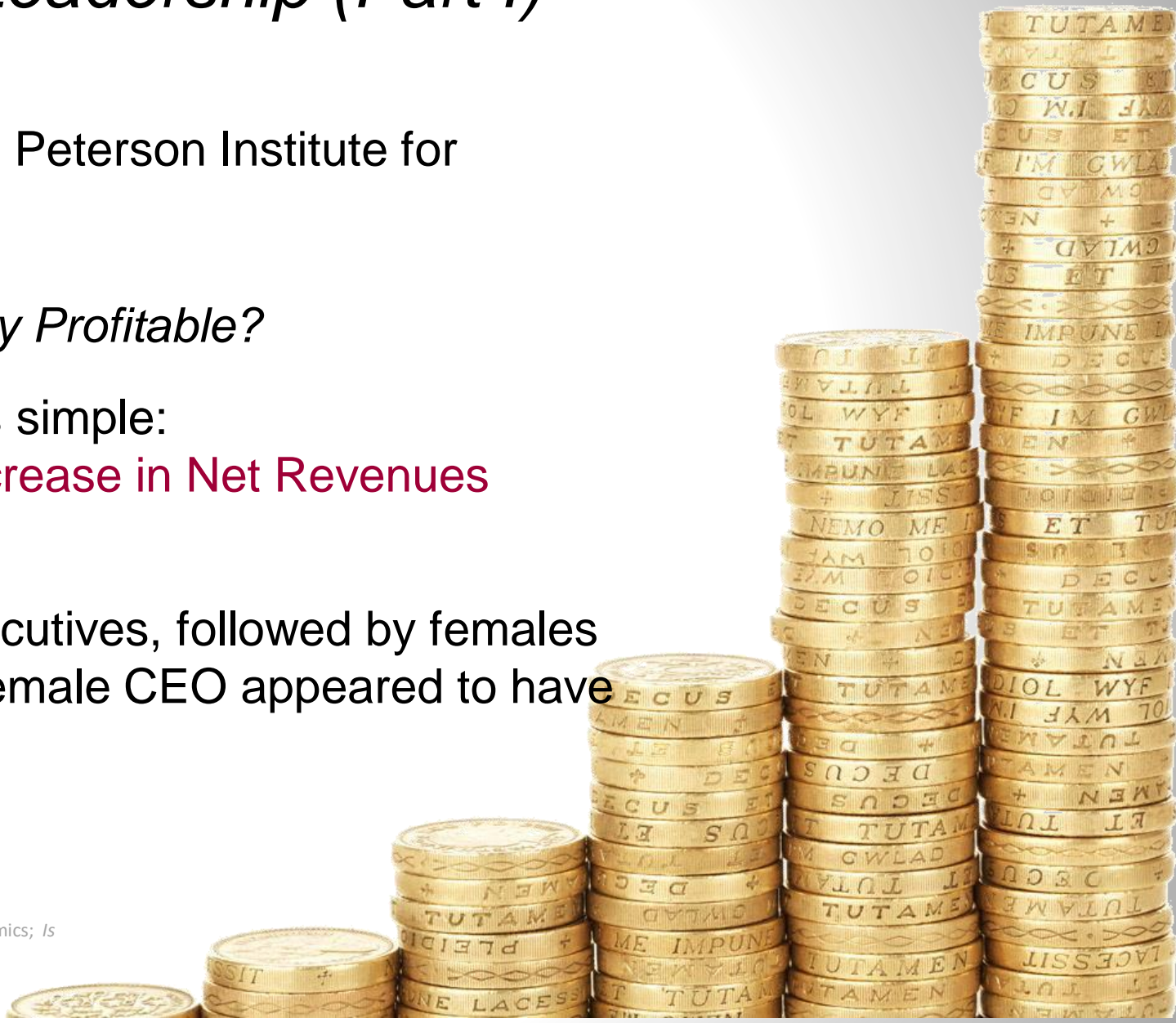
February 2016 paper written by the Peterson Institute for International Economics asked:

Is Gender Diversity Profitable?

The answer was yes; the math was simple:

30% Female Leadership = 15% Increase in Net Revenues

Impact was greatest for female executives, followed by females serving on boards; presence of a female CEO appeared to have no noticeable effect on profitability

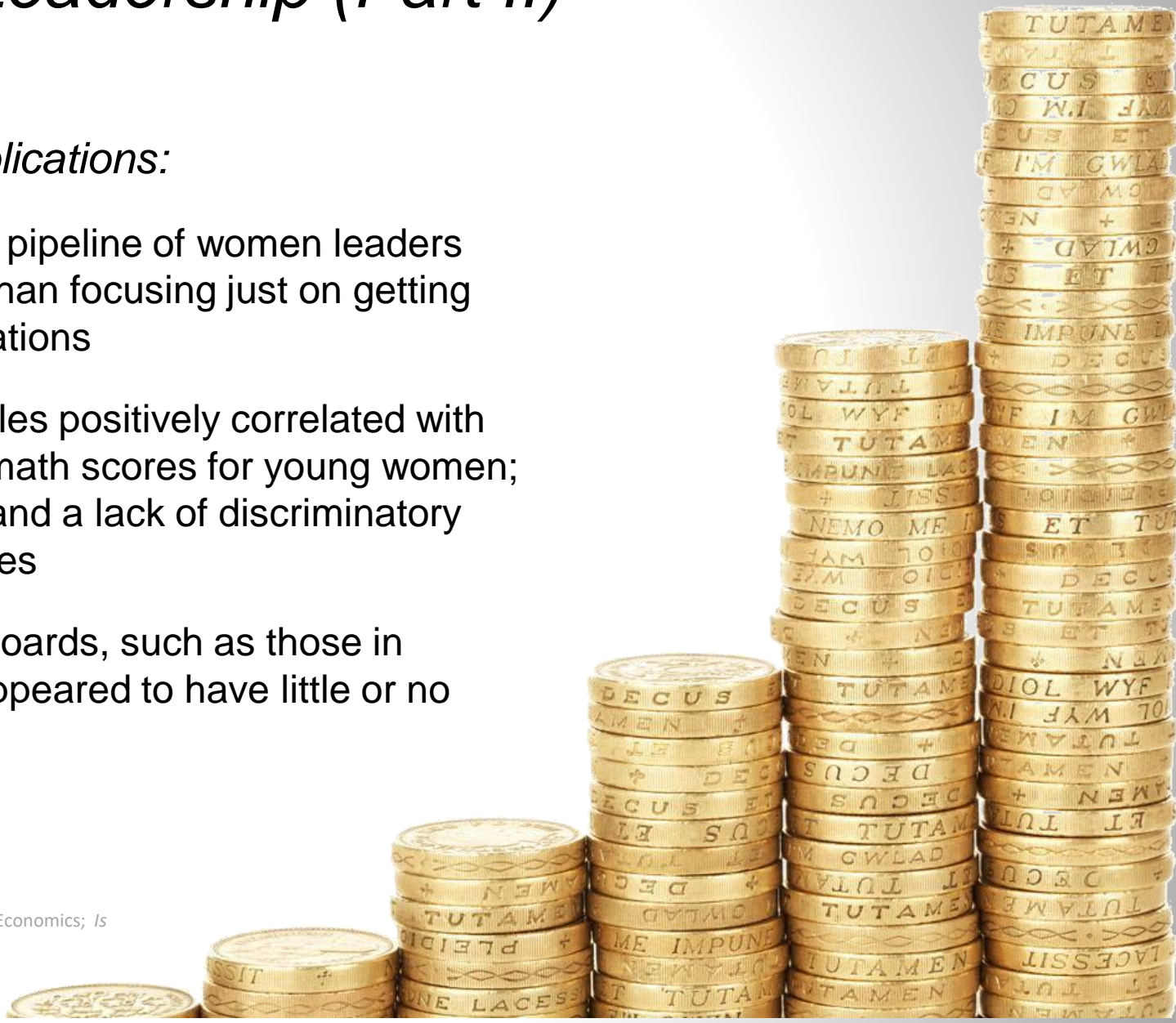


Profiting From Diverse Leadership (Part II)

Survey results pointed to far larger implications:

- Increasingly important to create a pipeline of women leaders throughout organizations, rather than focusing just on getting women to the very top of organizations
- Female presence in leadership roles positively correlated with national characteristics, such as math scores for young women; the availability of **paternal** leave, and a lack of discriminatory attitudes towards female executives
- Mandated quotas for women on boards, such as those in Norway, Denmark and Finland, appeared to have little or no effect on a company's profitability

Source: M. Noland, T. Moran, B. Kotschwar, Peterson Institute for International Economics; *Is Gender Diversity Profitable? Evidence from a Global Survey*; February 2016



Better At “Bold”

“Men take more risks” isn’t true anymore...and it probably never was

This 2016 survey suggests that, in ‘traditionally male dominated’ fields, you will be more likely to find bold women leaders

*Most importantly, you will find bold women leaders in **all** fields*





| MOVING FORWARD

The Importance of Parity

The Power of Parity: How Advancing Gender Equality Can Add \$12 trillion to Global Growth

McKinsey Global Institute (Sept 2015)



Focus On The Future

Will remain difficult, through 2020, to recruit quality women into ICT fields, particularly in computer, mathematical, architecture and engineering sectors

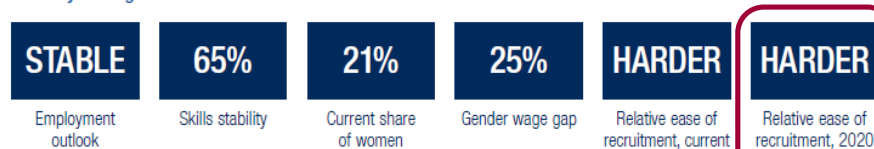
Increased presence in mid- and senior-level positions

Industry Gender Gap Profile

Information and Communication Technology

Workforce Disruption, 2015–2020

Industry Average



Main Job Families

Job families	Employment outlook	Skills stability	Current share of women	Gender wage gap	Relative ease of recruiting women, current	Relative ease of recruiting women, 2020
Computer and Mathematical Database and Network Professionals Software and Applications Developers and Analysts	growth 1.74%	63%	20%	33%	harder	harder
Sales and Related Telemarketers Sales Representatives, Wholesale and Technical	growth 2.14%	64%	44%	25%	harder	neutral
Installation and Maintenance Mechanics and Machinery Repairs Electronics and Telecommunications Installers and Repairs	decline -1.19%	54%	9%	30%	harder	neutral
Architecture and Engineering Electrotechnology Engineers Architects and Surveyors	growth 4.12%	77%	7%	8%	harder	harder

Job Family in Focus: Sales and Related

Job family with largest share of women

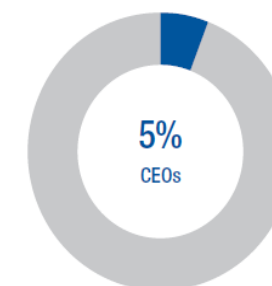
↑
Compensation

↑
Job security

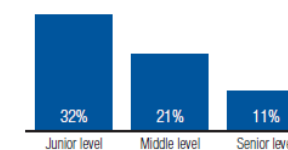
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Work-life balance

Composition by Role and Level

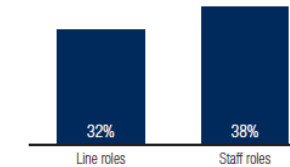
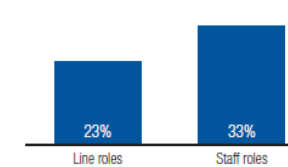
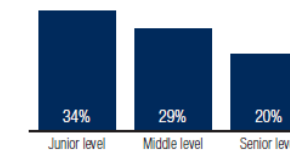
Percentage of Women



Current



Expected in 2020



Closing the (Gender) Gap

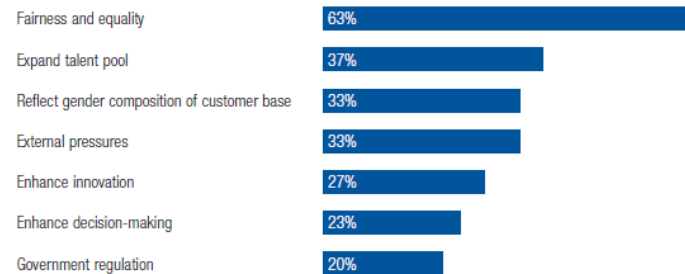
Gender parity remains a priority

Promoting work/life balance; assessments on progress metrics; transparent career paths are among the foremost strategies employed to leverage talents of female workers, leaders

Industry Gender Gap Profile

Information and Communication Technology

Companies' Rationales for Gender Parity



3%

Perceive women's economic power, aspirations as a driver of change

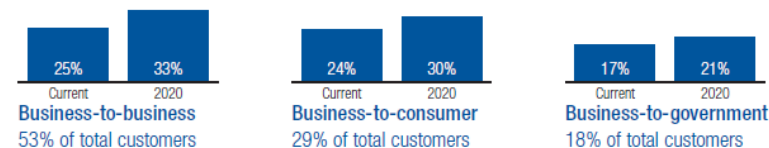
16%

Perceive attracting female talent as a key future workforce strategy

25%

Perceive a gender wage gap for equally qualified employees in the same role

Female Share of Customer Base



Companies' Approaches to Leveraging Female Talent

Barriers

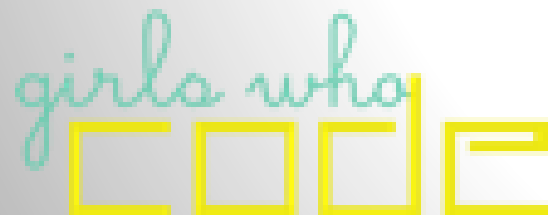


37%
believe that gender parity is a leadership priority

Strategies



47%
are confident strategies are suitable





CLOSING THOUGHTS

 *THANK YOU*

Questions and Comments