Linkage
Create lasting leadership impact

The Advancing Women Organizational Assessment™
Feedback Results

WILOA Test Aggregate

May 2017

Women in Leadership™
A LINKAGE INSTITUTE

assessment +

Introduction

It is a well-known reality that, across the working world, women continue to be underrepresented in all levels of leadership. While some organizations are female-dominated and others have achieved equality, a substantial number of organizations have, or are looking to add, corporate goals specifically focused on increasing the percentage of women leaders.

Research on the underrepresentation of women has uncovered a myriad of reasons for the gender imbalance in leadership ranks, ranging from division of labor and job demands, to systemic bias and organizational culture, to limiting behavior of the women themselves. But there is good news: individuals and organizations committed to this work have ample opportunity to make a measurable difference in advancing women.

The *Advancing Women Organizational Assessment* has been researched, developed and validated based on the *Linkage Strategic Framework for Advancing Women Leaders.* The assessment targets the critical dimensions of focus for an organization to actively increase the number of women in leadership ranks and provides key metrics for demonstrating impact.

We hope that you will use your assessment report as a helpful diagnostic to focus your organization's efforts in the areas that will be most impactful for advancing women.

This overview details the various elements that comprise the report in order to help you better understand your organization's assessment results.

The *Linkage Strategic Framework for Advancing Women Leaders*

The *Advancing Women Organizational Assessment* provides a current snapshot of where an organization is on the four elements of *The Linkage Strategic Framework for Advancing Women Leaders.*
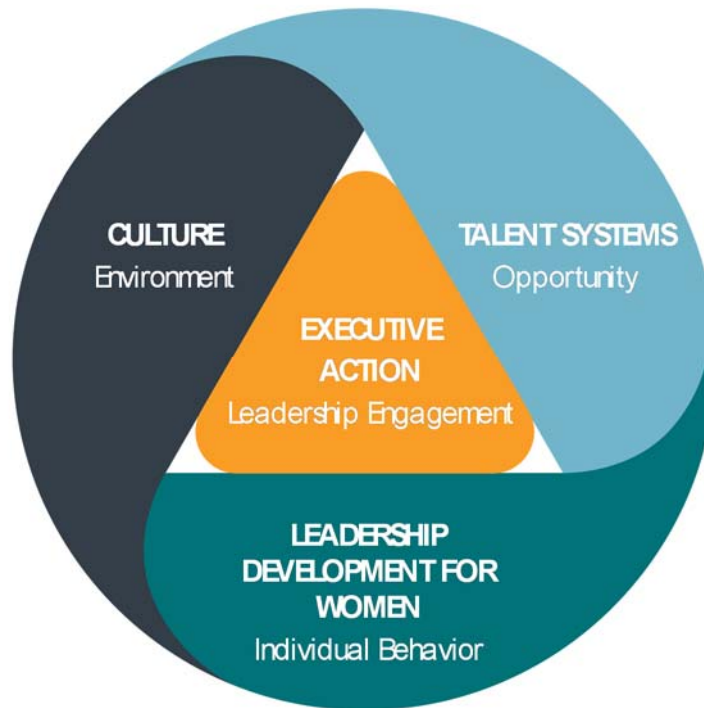
The Linkage Strategic Framework for Advancing Women Leaders includes four elements:

Culture: the extent to which an organization's values and culture support the advancement of women

Talent Systems: the extent to which an organization's people systems and policies enable the advancement of women

Focused Leadership Development for Women: the extent to which an organization is educating and providing development experiences to its best female talent

Executive Action: the extent to which key leaders in an organization are involved in visible, targeted efforts to support, develop, and advance women

<u>Leading Indicator Metrics</u>

Many organizations have goals and associated metrics for the purpose of tracking progress on women's advancement. Very often, the identified measures consist of demographic split (% female/male employees at all leadership levels) and retention (rates for female/male employees, usually in key talent positions). While accurately reflecting the overarching goal(s), these measures are "lagging indicators." They are based on the ultimate decision women make about whether or not to work for an organization. The measures cannot show progress on the factors that influence a woman's employment decision and, in many cases, cannot provide data soon enough for the organization to change course.

To better enable organizations to both capture the current state and measure meaningful progress, the assessment incorporates simple "leading indicator" metrics. Along with average ratings on the *Linkage Strategic Framework for Advancing Women Leaders*, any combination of these metrics can be used to create or add to your organization's advancing women scorecard.

Organizational Values Fit: Research has shown that an important factor in the engagement and effectiveness of women leaders is the extent to which they feel their values "fit" with those of the organization. By asking women to assess fit, the assessment enables an organization to evaluate the extent to which the stated or perceived company values are resonating with the target population.

Organizational Engagement: Organizations often launch extensive employee engagement surveys with multiple dimensions (which may or may not relate to the goal of advancing women). The assessment utilizes a simple one-item measure that focuses on the extent to which women feel they are able to contribute to the organization's success.

Organizational Commitment: Organizational commitment is one of the single best predictors of employee retention. The assessment asks women to rate the likelihood that they would take, if offered, the same or similar job at another organization. When reverse-scored, this item provides a simple and valid measure of the commitment of women leaders, in other words their likelihood of staying with the organization.

Net Promoter Score (NPS): NPS is the most widely accepted metric in customer service environments. Applying this measure in a new and unique way to employee sentiment, the assessment asks women how likely is it that they would recommend the organization to a friend or colleague as "a great place for women leaders to work." Scored differently from all other items, the assessment's NPS measure provides a "high-goal" competitive metric for organizations working to advance women.

Report Contents

(A) Participant Information

This section provides the number of people in the organization who complete assessments

(B) Strategic Framework

This section averages all item ratings within each of the four elements of the Linkage Strategic Framework for Advancing Women Leaders. The norm is the average rating for all participating organizations.

(C) Item Results

This section provides graphical and numerical data regarding the rating for each specific item. The results are presented by each element of the Strategic Framework

(D) Highest and Lowest Rated Items

The items with the highest and lowest average ratings are provided in this section. The number of items listed is determined as a percentage of the total number items in the assessment instrument. If the average is within the highest 20% of the scale, the item will not be displayed as a low rating. If the average is within the lowest 20% of the scale, the item will not be displayed as a high rating.

(E) Metrics

This section provides average ratings or scores on each of the four leading indicator metrics.

(F) Comments

This section lists responses from participants to the two open-ended questions.

Participant Information

The numbers below represent the number of completed surveys submitted by participants in the organization prior to the deadline.

Number of Participants	9

Strategic Framework

Symbol Key

○   Norm. Avg.

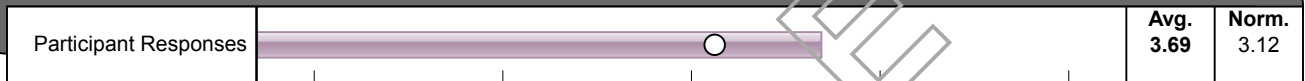|	Not At All	Occasionally	Somewhat Consistently	Moderately Consistently	Very Consistently
	①	②	③	④	⑤

Inclusive and Enabling Culture

		Avg.	Norm.
Participant Responses		**3.51**	3.54

Fair and Flexible Systems

		Avg.	Norm.
Participant Responses		**3.44**	3.34

Focused Leadership Development for Women

		Avg.	Norm.
Participant Responses		**3.69**	3.12

Executive Sponsorship

		Avg.	Norm.
Participant Responses		**3.31**	3.10
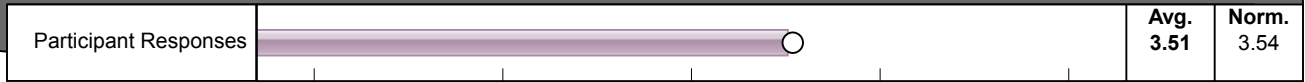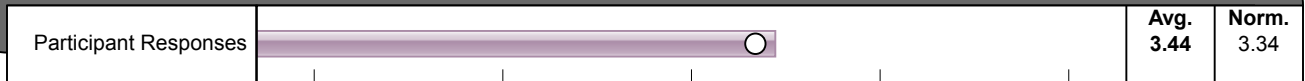
Inclusive and Enabling Culture

Symbol Key

○ Norm. Avg.
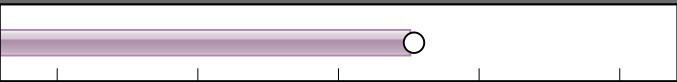
	Not At All (1)	Occasionally (2)	Somewhat Consistently (3)	Moderately Consistently (4)	Very Consistently (5)
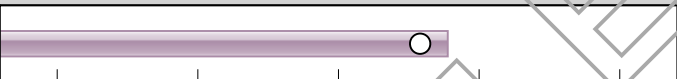
Inclusive and Enabling Culture

	Avg.	N1	N2	N3	N4	N5	Norm.
Participant Responses	**3.51**	0	6	17	15	7	3.54

2 There are women in important and visible positions of leadership in this organization.

	Avg.	N1	N2	N3	N4	N5	Norm.
Participant Responses	**3.44**	0	1	4	3	1	3.46

6 Executives in this organization signal confidence in the effectiveness of women leaders, legitimizing their authority.

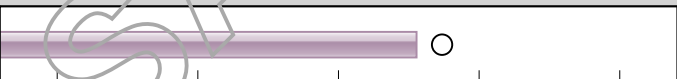|	Avg.	N1	N2	N3	N4	N5	Norm.
Participant Responses	**3.78**	0	1	3	2	3	3.58

10 Leaders in this organization value uniqueness/individuality and diversity of ideas.

	Avg.	N1	N2	N3	N4	N5	Norm.
Participant Responses	**3.00**	0	3	4	1	1	3.37

14 This organization values the quality of an employee's work more than the number of hours worked.

	Avg.	N1	N2	N3	N4	N5	Norm.
Participant Responses	**3.78**	0	1	2	4	2	3.54

18 Women feel welcome and respected in this organization.

	Avg.	N1	N2	N3	N4	N5	Norm.
Participant Responses	**3.56**	0	0	4	5	0	3.74

Fair and Flexible Systems

Symbol Key

○   Norm. Avg.

Not At All	Occasionally	Somewhat Consistently	Moderately Consistently	Very Consistently
①	②	③	④	⑤

Fair and Flexible Systems

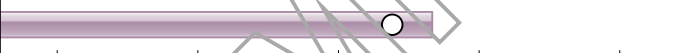|	Avg.	N1	N2	N3	N4	N5	Norm.
Participant Responses	3.44	0	10	14	12	9	3.34

3 The people systems in this organization (e.g., hiring, performance management, and promotion) provide equal opportunities to women.

	Avg.	N1	N2	N3	N4	N5	Norm.
Participant Responses	3.33	0	3	2	2	2	3.70

7 The organization's benefits (e.g., child care, family medical leave, etc.) are helpful in attracting and retaining high-caliber women leaders.

	Avg.	N1	N2	N3	N4	N5	Norm.
Participant Responses	3.11	0	3	3	2	1	3.22

11 This organization has family-friendly human resource practices (e.g., part-time/flexible work schedules and locations).

	Avg.	N1	N2	N3	N4	N5	Norm.
Participant Responses	3.67	0	1	3	3	2	3.38

15 People-related decision making processes (e.g., hiring, performance management, promotion, and compensation) in this organization are transparent and fair.

	Avg.	N1	N2	N3	N4	N5	Norm.
Participant Responses	3.56	0	1	4	2	2	3.20

19 In this organization, women are as likely to be promoted as men.

	Avg.	N1	N2	N3	N4	N5	Norm.
Participant Responses	3.56	0	2	2	3	2	3.19

Focused Leadership Development for Women

Symbol Key

○　Norm. Avg.

Not At All	Occasionally	Somewhat Consistently	Moderately Consistently	Very Consistently
①	②	③	④	⑤

Focused Leadership Development for Women

	Avg.	N1	N2	N3	N4	N5	Norm.
Participant Responses	**3.69**	0	5	13	18	9	3.12

4 This organization recognizes that women face bias and other hurdles in the workplace and provides enabling experiences (e.g., training) to help overcome them.

	Avg.	N1	N2	N3	N4	N5	Norm.
Participant Responses	**3.22**	0	2	4	2	1	3.09

8 Women leaders in this organization consistently receive feedback and coaching to help build self-awareness and increase their impact.

	Avg.	N1	N2	N3	N4	N5	Norm.
Participant Responses	**3.67**	0	1	4	1	3	2.98

12 The organization provides internal leadership development programs/experiences that are specifically tailored to both the needs of the business and the needs of women leaders.

	Avg.	N1	N2	N3	N4	N5	Norm.
Participant Responses	**3.67**	0	1	3	3	2	3.00

16 The organization supports and encourages women to take on growth opportunities at key points in their careers.

	Avg.	N1	N2	N3	N4	N5	Norm.
Participant Responses	**3.78**	0	1	2	4	2	3.34

20 Women leaders are actively encouraged to take advantage of opportunities outside of the organization to develop, network, and broaden their perspectives.

	Avg.	N1	N2	N3	N4	N5	Norm.
Participant Responses	**4.11**	0	0	0	8	1	3.20

Executive Sponsorship

Symbol Key

○ Norm. Avg.

Not At All — 1
Occasionally — 2
Somewhat Consistently — 3
Moderately Consistently — 4
Very Consistently — 5

Executive Sponsorship

	Avg.	N1	N2	N3	N4	N5	Norm.
Participant Responses	3.31	0	14	10	14	7	3.10

1 Executives in this organization lead purposeful action (e.g., through recruitment and/or development efforts) to fill the pipeline with women leaders.

	Avg.	N1	N2	N3	N4	N5	Norm.
Participant Responses	3.22	0	3	1	5	0	3.22

5 Executives in this organization are engaged in efforts to support, strengthen, and develop women leaders.

	Avg.	N1	N2	N3	N4	N5	Norm.
Participant Responses	3.33	0	3	3	0	3	3.42

9 Women leaders in this organization are formally sponsored or mentored to accelerate career advancement.

	Avg.	N1	N2	N3	N4	N5	Norm.
Participant Responses	3.33	0	2	3	3	1	2.71

13 Executives in this organization are creatively working to retain key female talent.

	Avg.	N1	N2	N3	N4	N5	Norm.
Participant Responses	3.33	0	3	2	2	2	2.96

17 Executives in this organization understand the negative impact of underrepresentation of women in leadership roles and are committed, where there is imbalance, to increasing the number of women leaders.

	Avg.	N1	N2	N3	N4	N5	Norm.
Participant Responses	3.33	0	3	1	4	1	3.20

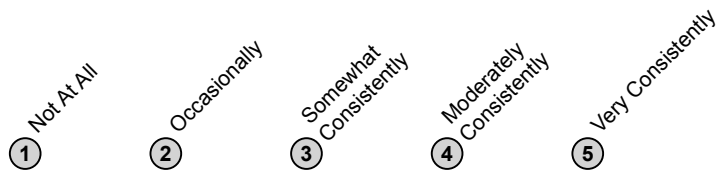|	Not At All (1)	Occasionally (2)	Somewhat Consistently (3)	Moderately Consistently (4)	Very Consistently (5)	Avg.

20 Women leaders are actively encouraged to take advantage of opportunities outside of the organization to develop, network, and broaden their perspectives. [Focused Leadership Development for Women] — **4.11**

14 This organization values the quality of an employee's work more than the number of hours worked. [Inclusive and Enabling Culture] — **3.78**

16 The organization supports and encourages women to take on growth opportunities at key points in their careers. [Focused Leadership Development for Women] — **3.78**

Lowest Items: Participant Responses

		Not At All (1)	Occasionally (2)	Somewhat Consistently (3)	Moderately Consistently (4)	Very Consistently (5)	Avg.
10	Leaders in this organization value uniqueness/individuality and diversity of ideas. [Inclusive and Enabling Culture]						3.00
7	The organization's benefits (e.g., child care, family medical leave, etc.) are helpful in attracting and retaining high-caliber women leaders. [Fair and Flexible Systems]						3.11

Metrics: Values Fit and Engagement

Symbol Key

○ Norm. Avg.

		Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Unfavorable	Neutral	Favorable
		1	2	3	4	5	%	%	%

Organizational Values Fit

	Avg.									Norm.
Participant Responses	3.44	33%	11%	33%	22%		33	11	56	4.14

21. The values of this organization are a good fit with my own.

Organizational Engagement

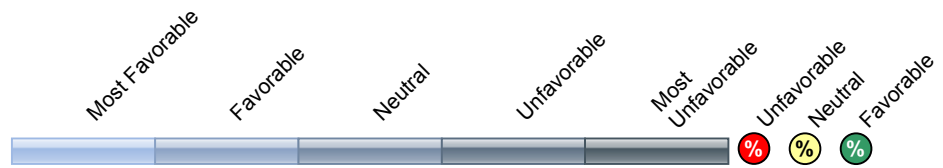|	Avg.									Norm.
Participant Responses	3.56	22%	22%	33%	22%		22	22	56	4.19

22. This organization makes it possible for me to directly contribute to its success.

Metrics: Organizational Commitment

Symbol Key

○ Norm. Avg.

Most Favorable | Favorable | Neutral | Unfavorable | Most Unfavorable | Unfavorable % | Neutral % | Favorable %

Organizational Commitment

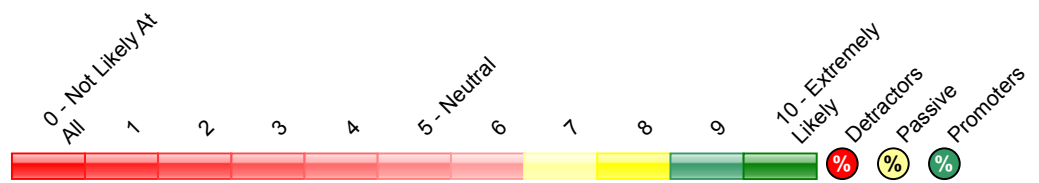|	Avg. 2.67	33%	11%	44%	11%	56	11	33	Norm. 3.55
Participant Responses									

The Organizational Commitment measure is based on an item that asked participants to indicate the extent to which they agreed with the following statement: "If in the next two years I am offered the same or similar job at another organization, I would likely make the move." The participants' ratings are reverse-scored and averaged. So, the higher the presented score is (on a 1-5 scale), the more committed to the organization the women are.

Metrics: NPS Score

Symbol Key

⟺ Positive Gap

⟸ Negative Gap

		0 - Not Likely At All	1	2	3	4	5 - Neutral	6	7	8	9	10 - Extremely Likely	Detractors	Passive	Promoters
													%	%	%

Net Promoter Score

	NPS	0-6 Detractors	Passive/Promoters							Detractors	Passive	Promoters
Participant Responses	-11.11	11%	22%	11%	22%	22%	11%			44	22	33
NPS Norm	0.00	10%	10%	18%	22%	11%	19%			30	39	30

NPS is calculated based on responses to the question: How likely is it that you would recommend this organization to a friend or colleague as a great place for women leaders to work? Participants rate the statement on an 11-point scale from 0 – "Not at all likely" to 10 – "Extremely likely". Ratings of 9 or 10 are considered "Promoters"; ratings of 7 or 8 are considered "Passive"; and ratings of 0-6 are considered "Detractors." The formula for calculating net promoter is the % of Promoters (9's and 10's) minus the % of Detractors (0's -6's). (Ratings of 7 and 8 don't count but are included in the overall count of responses in order to figure out the % of Promoters and % of Detractors.) The Net Promoter Score can range from -100 (if every rating is 6 or below) to +100 (if every rating is a 9 or 10).

Comments

1 What is the one feature of your organization that most attracts women leaders and/or enables them to be successful?

Participant Responses

- ○ No comments submitted.

2 If you could provide your organization with one piece of advice to more effectively attract, develop, advance, and retain women leaders, what would it be?

Participant Responses

- ○ No comments submitted.

Assessment Report Index