



WOMEN LEADING THE CHARGE CHALLENGING THE STATUS QUO

Host : Jennifer Smith, FCMC

March 13, 2024 | 12:30 p.m. ET



A HIGHER LEVEL of
management consulting
ONTARIO



Un NIVEAU SUPÉRIEUR
de conseil en management
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WHAT'S UP NEXT

The 2nd Wednesday of the month 12:30pm eastern

Visit CMC-Canada for a list of all Canada events

<https://www.cmc-canada.ca/Events>



ONTARIO

What's Up Wednesday

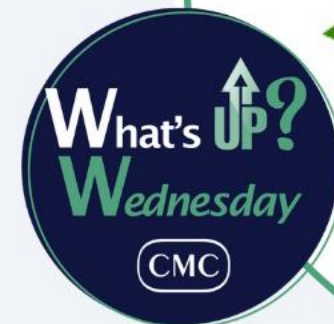
THREE HORIZONS THINKING:
A POWERFUL TOOL

Speaker :

Lyn McDonell MA, FCMC, C. Dir.

April 10, 2024 | 12:30-1:30pm

Registration
Open

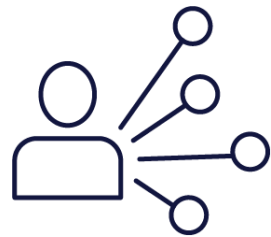


WHY JOIN?

MEMBERSHIP CONNECTS YOU



CONSULTANTS



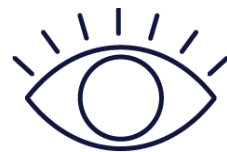
NETWORK



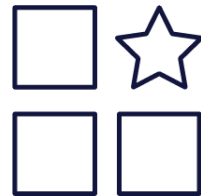
RESOURCES



CERTIFICATION



VISIBILITY



DIFFERENTIATE



How to Participate

- You will be muted for this call
- To ask a question – Type the question into the chat tool.
- We kindly ask that you turn your Video on if you are able to. We want to see your smiling faces!
- This session will be recorded
- A copy of the presentation will be available after the event.



Meet our Panel



Jennifer Smith, FCMC, MBA, Prosci

Jennifer is President of Intergage Consulting and brings to her work over 20 years of consulting experience. She has extensive experience engaging key stakeholders, employees and unions to inform decision-making.



Alison M. Konrad, Ph.D.

Alison Konrad joined the Ivey Business School in 2003 as the inaugural holder of the Corus Entertainment Chair in Women in Management. She has held numerous offices in her professional associations, has published over 100 articles and chapters.



Dominique Dennerly, FCMC

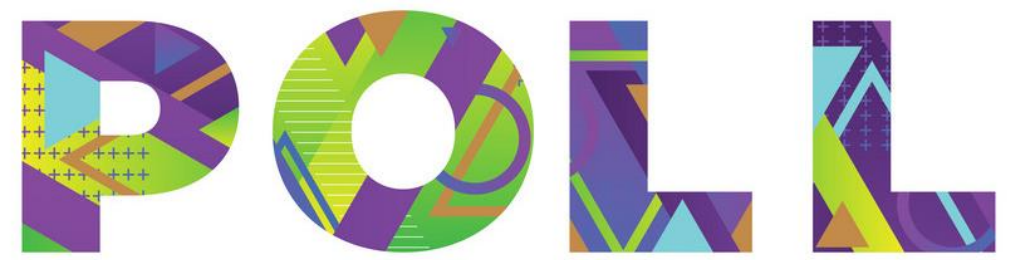
Dominique Dennerly is an award-winning facilitator, certified management consultant, and coach with over 30 years of experience in maximizing individual and collective potential.



Leigh Harris, FCMC

Leigh is a Management Consulting Strategy and Operations Transformation Partner and leads the firm's federal government practice at KPMG in Ottawa.

How would you describe your current role/position?



- Student
- Entry level
- Independent entrepreneur
- Mid level
- Senior level
- Board member
- Academic
- Other





Status of Women in Business

Alison M. Konrad, Ph.D.



Catalyst Research

Women in Management Quick Take

- Globally, 31% of Senior Managers are women; 33% in North America
- *Fortune* Global 500:
 - 23 Female CEOs (4.6%)
 - 6 are Women of Color (1.2%)



Photo by [LinkedIn Sales Solutions](#) on [Unsplash](#)

<https://www.catalyst.org/research/women-in-management/>



WXN (Women's Executive Network)

Moving Beyond Progress to Create Bold Change 2023

Women are ...

- ❑ 34% of FP 500 Board Directors
- ❑ 10.6% of FP 500 CEOs
- ❑ 25% of C-Suite & Exec Leaders

<https://www.newswire.ca/news-releases/new-wxn-report-reveals-gender-parity-on-canadian-corporate-boards-a-decade-away-882671638.html>

POLL

How much progress do you think women have made in Canadian business leadership?

- Great strides, quicker than I expected
- Good progress is being made
- Acceptable progress, though not "good"
- Somewhat acceptable progress, slower than I would like
- Unacceptable progress, very slow



Broken Rungs

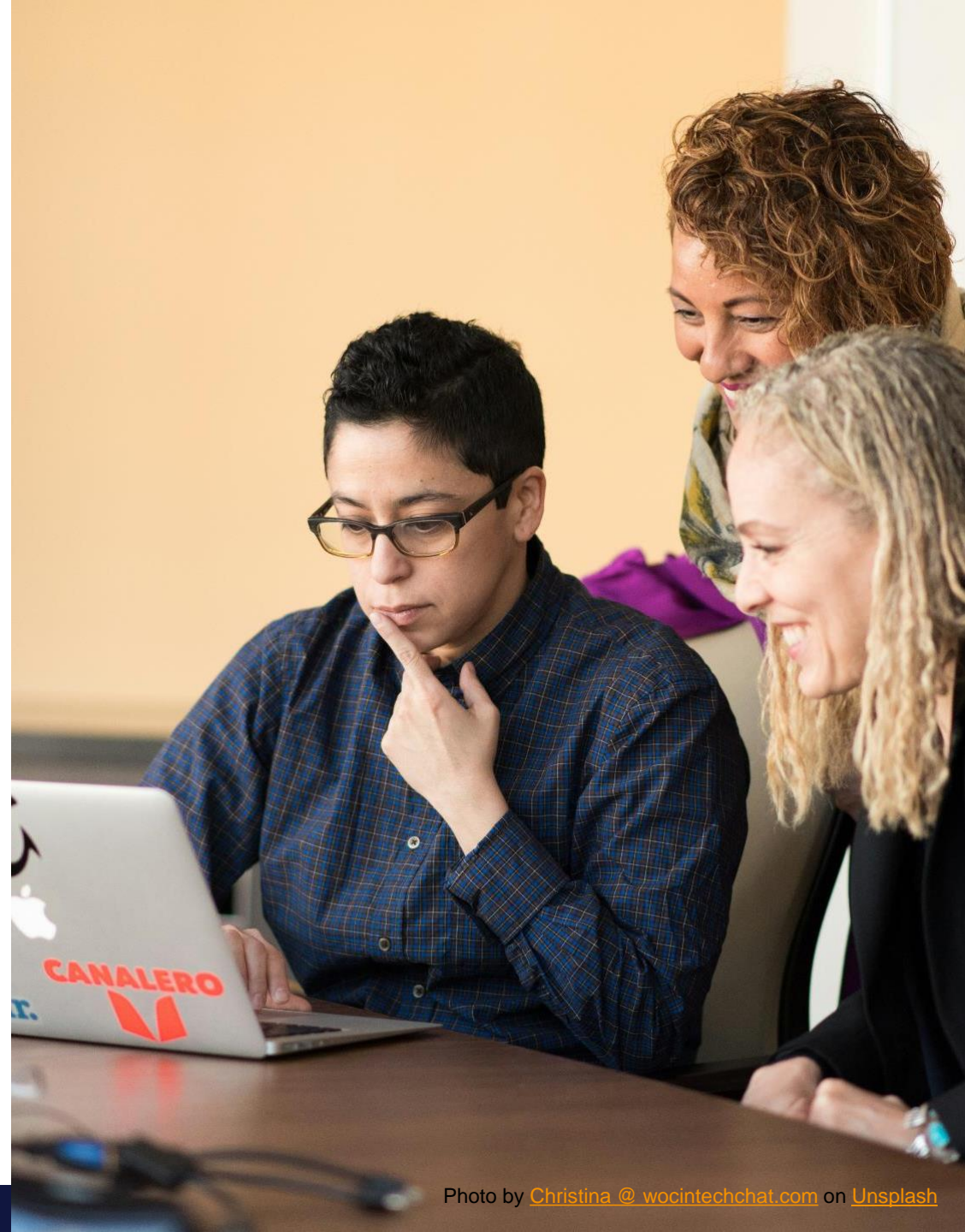
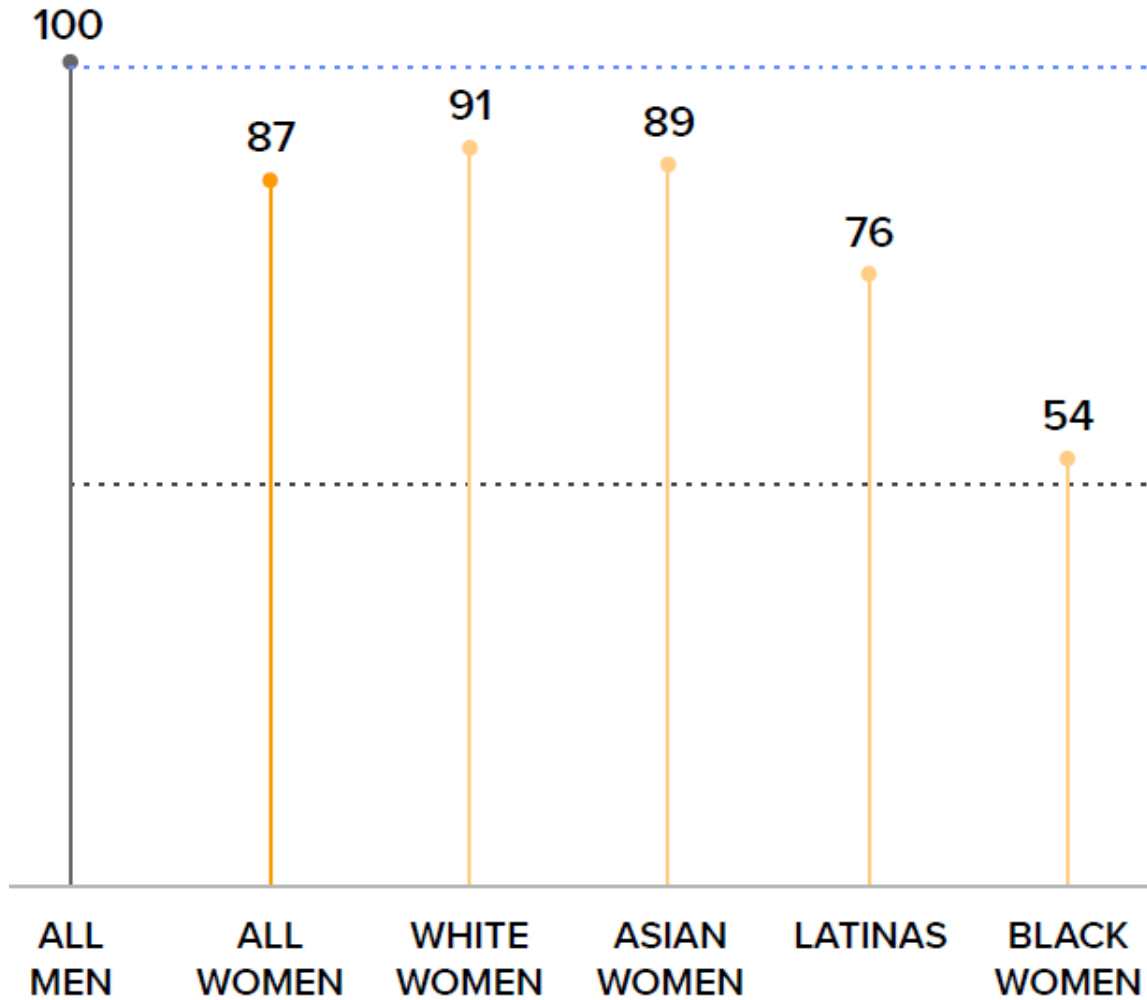
Women in the Workplace
McKinsey & Lean In, 2023

**Biggest Hurdle: promotion
from the entry level
into management**

<https://www.mckinsey.com/featured-insights/diversity-and-inclusion/women-in-the-workplace>



For every 100 men promoted to manager, far fewer women are promoted



Another Broken Rung: From Middle Management To Executive



- ❑ In male-predominated industries (2+men for each woman)
- ❑ Adding more women to senior leadership does not pull more women into middle management
- ❑ Adding more women to middle management does not push more women into the executive
- ❑ The rung is intact only in female-predominated industries (2+women for each man)

Photo by [Christina @ wocintechchat.com](#) on [Unsplash](#)

Panel Study of 7,128 Australian firms from 2010-2019

Ali, M., Grabarski, M., & Konrad, A. M. (2021, July/August). "Trickle-down and bottom-up effects of women's representation in the context of industry gender composition: A panel data investigation." *Human Resource Management*, 60(4), 559-580.

Broken Rungs in Canada

Entry to Manager

- -11% White Women
- -28% BIPOC Women

Middle Manager to Executive

- -6% White Women
- -10% BIPOC Men
- -17% BIPOC Women

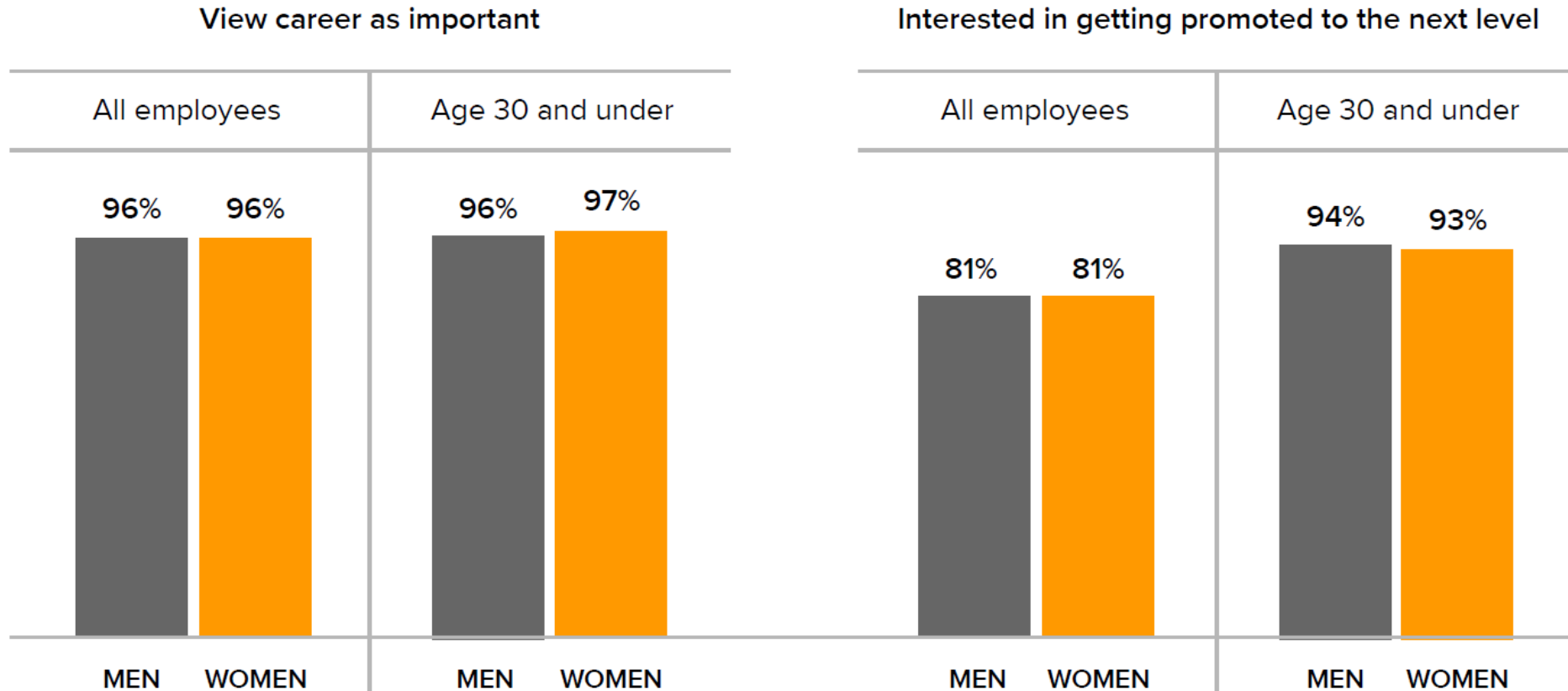
Comparing people with the same education & performance scores!

Yap, M. & Konrad, A. M. (2009). Industrial Relations (Canada), Vol. 64, No. 4, p. 606



McKinsey & Lean In's Mythbuster

- *Women are equally ambitious as men (report, p. 10)*



Broken Rung Causes

McKinsey & Lean-In argue that *bias is a strong driver*

Aparna Joshi: while gender differences in performance are non-significant, 65% of the time, women receive poorer rewards than men

Joshi, A., Son, J., & Roh, H. (2015). When can women close the gap? A meta-analytic test of sex differences in performance and rewards. *Academy of Management Journal*, 58(5), 1516-1545.

Victoria Brescoll: people don't want to listen to women, rating them as less powerful if they talk more than others (voluble men are rated as more powerful)

Brescoll, V. L. (2011). Who takes the floor and why: Gender, power, and volubility in organizations. *Administrative Science Quarterly*, 56(4), 622-641.

Barnini Bhattacharyya: BIPOC women frequently experience invisibility at work, don't notice you, don't speak to you, don't remember you

Bhattacharyya, B., & Berdahl, J. L. (2023). Do you see me? An inductive examination of differences between women of color's experiences of and responses to invisibility at work. *Journal of Applied Psychology*, 108(7), 1073-1095.



Questions

Please type in the chat



THANK YOU



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