

Excerpts from

McKinsey & Company “Women Matter 2, Female Leadership, a Competitive Edge for the Future”, 2008

McKinsey used a performance diagnostic tool that measures a company’s organizational excellence against nine key criteria, and leadership behaviors:

Organizational Performance

- Leadership Team
- Direction
- Work environment and values
- Accountability
- Coordination and control
- Capabilities
- Motivation
- Innovation
- External orientation

Leadership behaviors

- (role model/people development)
- (effective communication/inspiration)
- (people dev/participative decision making)
- (expectations/rewards)
- (control/corrective action)
- (people development)
- (inspiration)
- (intellectual stimulation)
- (individualistic decision making)

On average, women use five of the nine leadership behaviors that improve organizational performance more often than men, particularly People Development, Expectations/Rewards, Role Model, Inspiration and Participative Decision Making.

- Building on these findings, study confirms that it is more important than ever for companies to promote diversity of leadership behaviors. Increasing the participation of women should help to achieve this goal.

McKinsey also established a correlation between the presence of a “critical mass” of at least three women in a corporation’s management team and its organizational and financial performance.

From Gender Diversity to Leadership Variety

- Implementing gender diversity indicators
 - Establish a diagnosis—identify gaps/bottlenecks
 - May include pay levels/gaps, attrition rates
- Redefining human resource management processes and policies
 - Ensuring that there is at least one female candidate on every promotion and recruitment shortlist for senior positions
 - Measures to facilitate work-life balance
- Helping women to master the dominant codes and nurture their ambition
 - Coaching and mentoring programs
 - Women need to be made more aware of the critical importance of networking