

Women Leaders @ AmCham 2013 Annual Event

A Transatlantic View on Successes and Remaining Challenges for Developing
Executive Committee Talent in France

Perspectives from the field

Objectives of our survey and sample

Objectives

- The survey is aimed at presenting perspectives of senior executives of global firms in relation to management of their company's talent pipeline.
- Respondents come from several countries (France, other Europe, USA, rest of the world) but the sample is not sufficiently representative for a comparison between Europe and the USA.

Basis of preparation

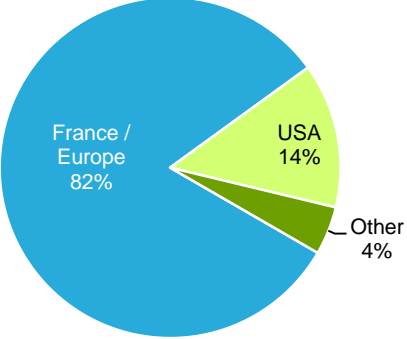
- Our survey was conducted within six very well-known global firms over a three month period between July 2013 and September 2013.
- 131 respondents have contributed to our survey.

Response rate	
Surveyed	303
Respondents	131
Response rate	43%

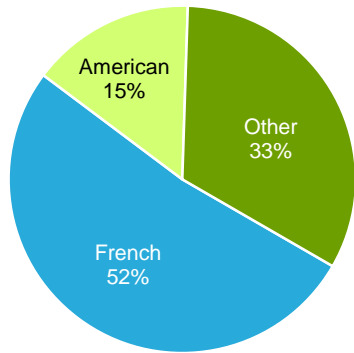
Profile of the respondents

PROFILE OF THE RESPONDENTS

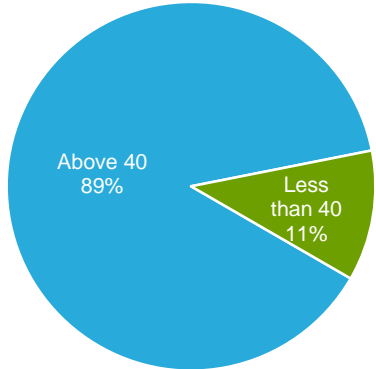
Respondents by country



Respondents by nationality



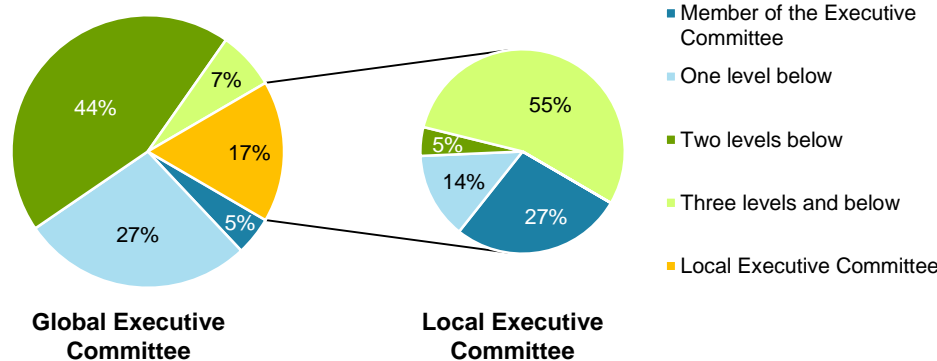
Respondents by age



- Respondents are senior leaders, mainly more than 40 years old.

Relation between position and seniority

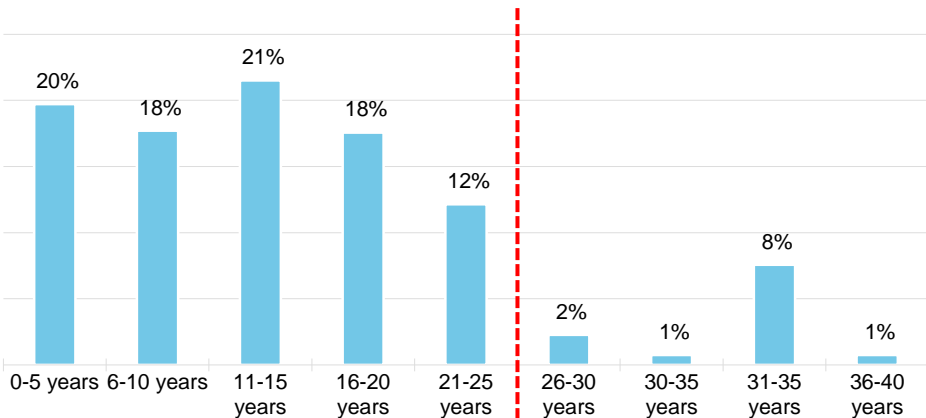
Position below the Company Executive Committee and the local Executive Committee



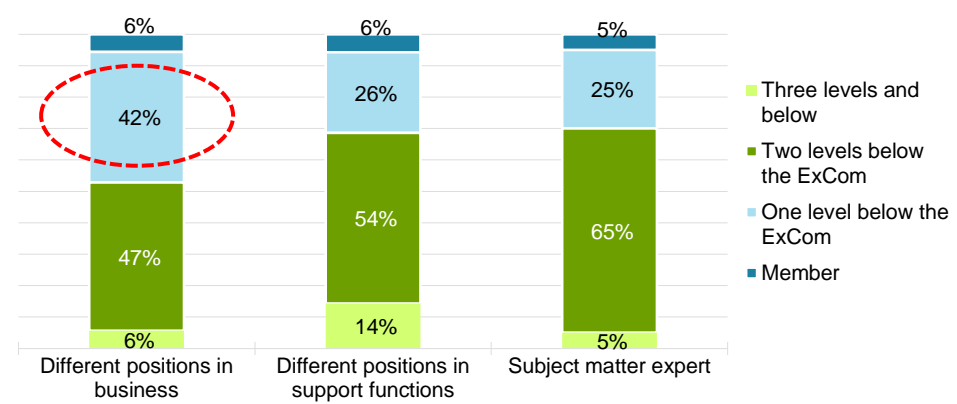
Analysis

- There is a larger opportunity to access the Executive Committee before 25 years of seniority within the same firm. After 25 years, the likelihood to access the ExCom is significantly decreasing.
- Business is the best way to access the Executive Committee compared to support functions or a specific expertise.

Seniority in the firm



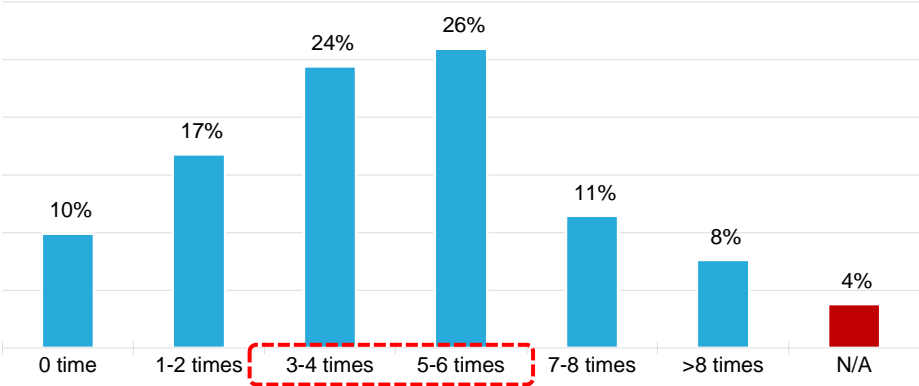
Proximity to the ExCom by profile of career growth



Note: based on 109 applicable answers (excluding respondents reporting to Local Executive Committees)

Your career within the organization (1/2)

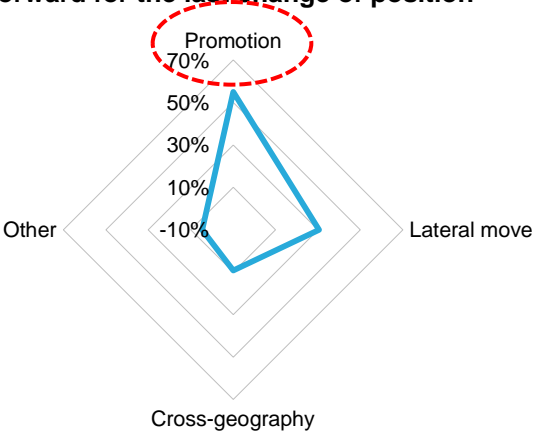
Frequency of position changes within the firm



Analysis

- Change of position is key to access the Executive Committee: most respondents change their position between 3 and 6 times. Those respondents have predominantly less than 20 years seniority.

Reasons brought forward for the last change of position

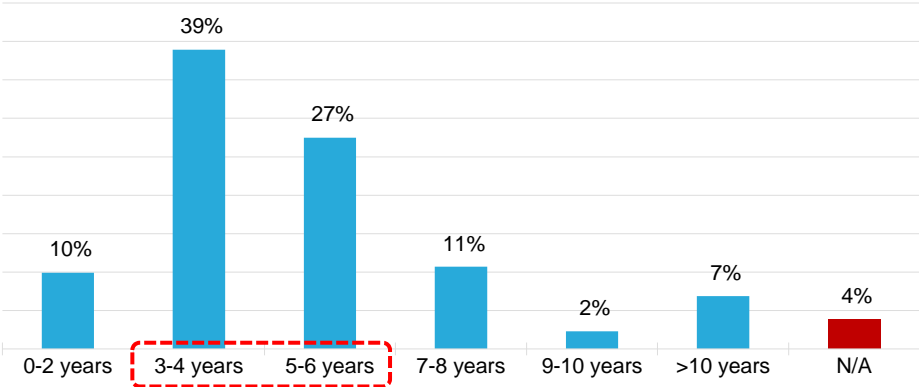


Analysis

- The main driver for a change of position is a promotion and to a lesser extent a lateral move.
- Surprisingly, very few changes of position are cross-border.

Your career within the organization (2/2)

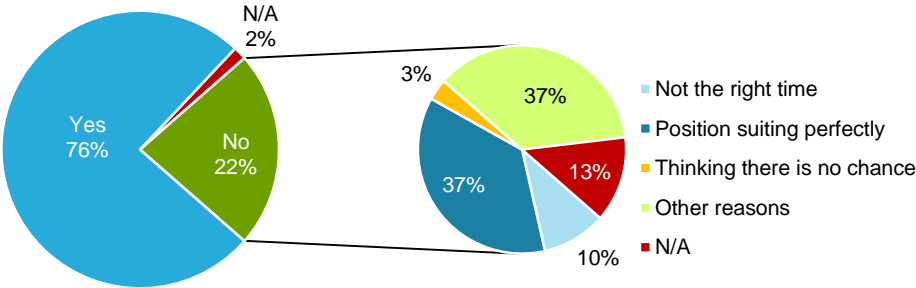
Longest assignment within the firm



Analysis

- Most respondents have had short assignments within their career, especially those with less than 20 years seniority. Their longest assignment has been shorter than 4 years for most of them.

Initiative taken to apply for a new position over the past 5 years

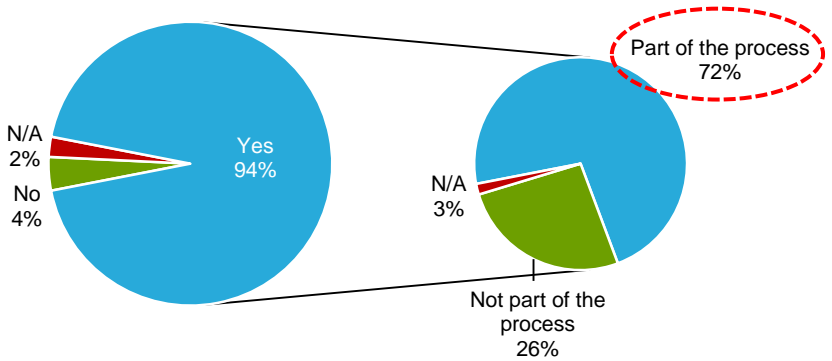


Analysis

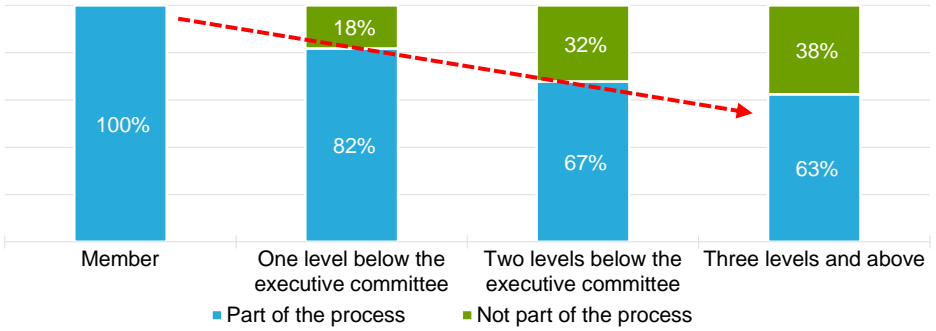
- Accessing the Executive Committee requires women to be proactive and to take initiatives: 76% of the respondents took the initiative to apply for a new position. Half of those who did not take the initiative were already satisfied by their current position or thought it was not the right time.

Pipeline management of your career (1/2)

Is there a formal process to manage the pool of emerging talents or high potential? If so, is the respondent part of it?



Are you part of the formal process to manage the pool of emerging talents or high potentials?

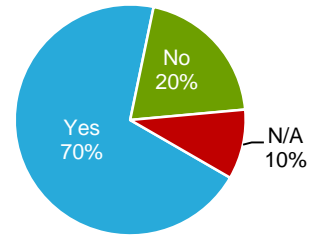


Note: based on 103 applicable answers (respondents who acknowledge the existence of a process and excluding respondents reporting to Local ExCom)

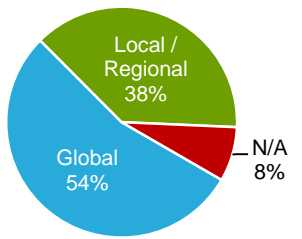
Analysis

- 100% of Executive Committee members are part of the pipeline process for emerging talents or high potentials. The participation to the process decreases according to the distance from the Executive Committee.
- However, there is a lack of transparency and the pipeline management is not clearly perceived by respondents. Within the same company, there is no consensus whether the pipeline is gender managed, the pipeline distinguish middle and top management or whether the strategy is global or local.

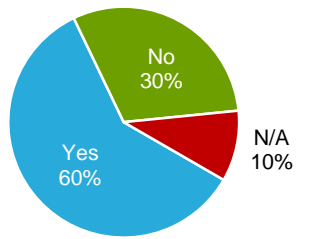
Does the pipeline formally distinguish middle and top management?



Is the pipeline management strategy local or global?

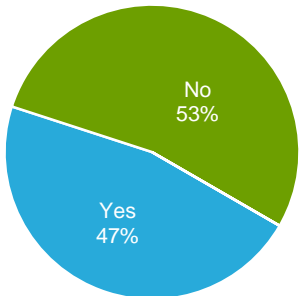


Is the pipeline formally gender managed?



Pipeline management of your career (2/2)

Does the respondent have an effective dedicated career manager?

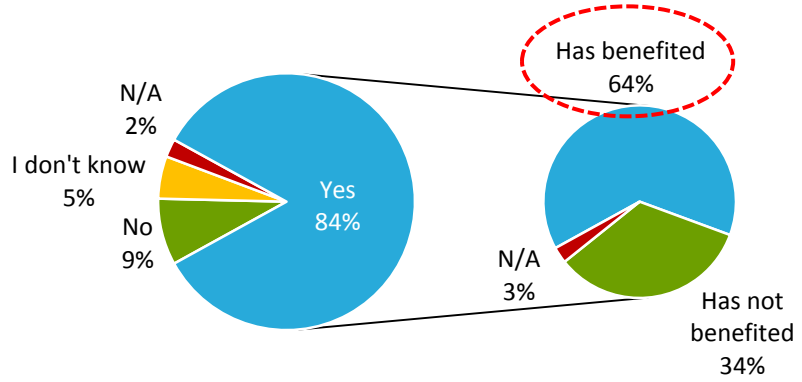


Note: based on 90 applicable answers (respondents part of the formal process)

Analysis

- Being part of the pipeline management process is a necessary condition to access the Executive Committee but not sufficient. It requires a proactive approach and a personal differentiation.
- Even if respondents are part of the process, they do not have the feeling of benefiting from a personal career management. More than a half of the respondents do not have a dedicated career manager.

Does the company offer a formal leadership development training/coaching for hi-potentials? If yes, has the respondent benefited from it?

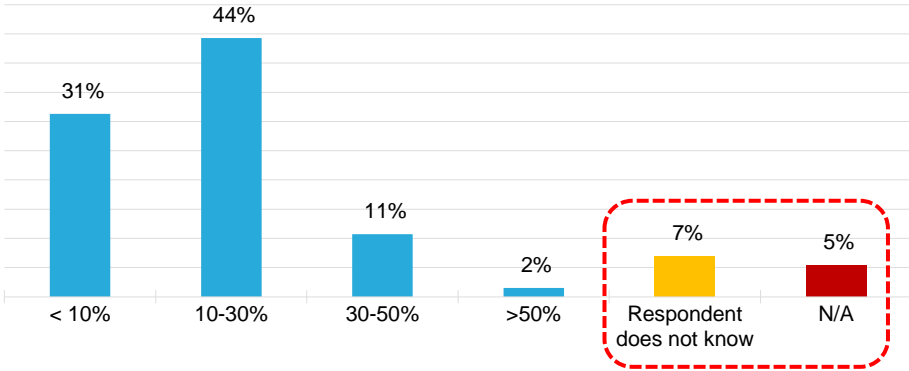


Analysis

- More than two thirds of the respondents have benefited from a leadership development training/coaching.

Diversity management policy (1/2)

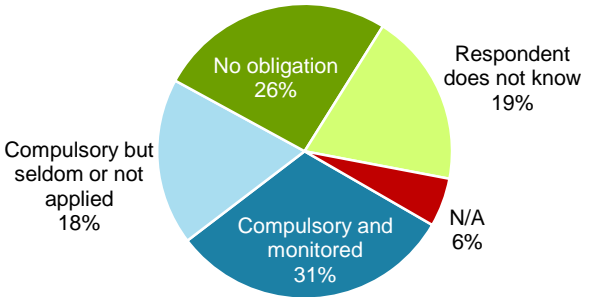
What is the proportion of women in the Executive Committee of respondent's organization?



Analysis

- More than 10% of respondents do not know the proportion of women in the Executive Committee.

In respondent's ExCom, is diversity, gender balance a consideration for succession planning?

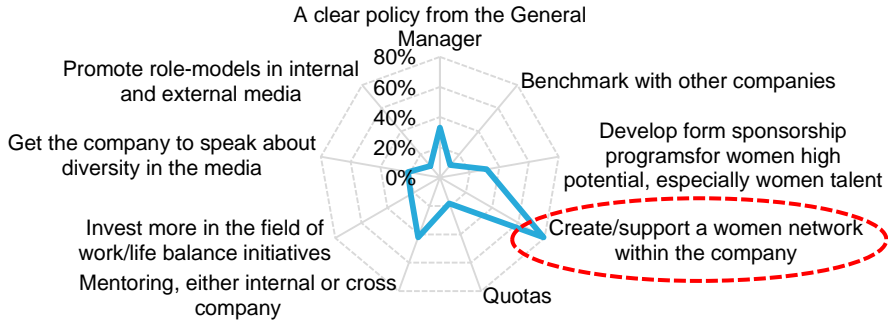


Analysis

- Despite a 94% acknowledgment of a formal process for the pipeline management and the presence of a training/coaching program in 83% of the cases, gender balance is perceived as not clearly managed by the Executive Committee.
- The perception is slightly higher within 2 companies, where more than 50% of the respondents consider that gender balance is a consideration of the Executive Committee succession planning.

Diversity management policy (2/2)

In case of a clear program to measure gender balance, what are the policies used to improve the number of women in the executive pipeline or positions?

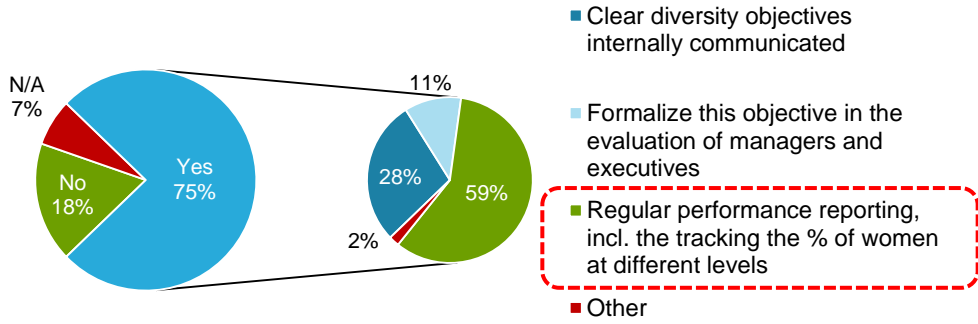


Note: percentages represent the number of respondents who mentioned the policy to improve the number of women in the executive pipeline; based on 121 applicable answers

Analysis

- Diversity management is still at an early stage:
 - Women rely on traditional levers : respondents perceive as the most important policies the creation or support of a women network and to a lesser extent mentoring.
 - Only one company uses quotas.
 - According to 70% of the respondents, a clear policy from the General Manager is not used to improve the number of women in the executive pipeline. Promoting role-models and getting the company to speak in the media are tools not used at all.
- Efficient and personalized actions still need to be implemented.

Has the respondent's organization a clear program to improve the number of women in the executive pipeline or positions? If so, how is its effectiveness measured?



Analysis

- In most cases, policies consist of only assessments : most respondents recognize that their companies have an organization to improve gender balance, but mainly in the form of regular performance reporting.

As a summary

Three clear takeaways come out of our study, which are shared by the 6 surveyed companies :

1- A management pipeline for high potentials is already in place. However, being part of this process is not sufficient and reaching the Executive Committee level requires that women take the lead in their career.

- Respondents acknowledge the existence of a formal pipeline process , of which all Executive Committee members are part.
- More than two thirds of the respondents have benefited from a leadership development training/coaching.
- However, respondents do not have the feeling of benefiting from a personal career management and more than half of them do not have a dedicated career manager.
- As a result, in most cases promotion is the result of the respondent's own initiative.

2- Women close to the Executive Committee are typically working in the company core business, have less than 25 years seniority within the firm and have changed position frequently.

- Most respondents have changed position between 3 and 6 times, the main driver for a change of position being a promotion. A typical assignment lasts less than 4 years.
- Chances to be part of the Executive Committee are significantly higher before reaching 25 years of seniority and decrease afterwards.
- Business is the best way to access the Executive Committee compared to support functions or a specific expertise.

3- Diversity management policy making are still at an early stage. Efficient and personalized actions can be further implemented.

- Respondents consider that gender balance is not clearly managed for the Executive Committee. There is a lack of transparency in the pipeline management strategy and/or the proportion of women on the Executive Committee.
- Current policies consist mainly of assessments and reporting. To compensate, women rely on traditional levers like women networks.
- Quotas are seldomly used as a tool.

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