

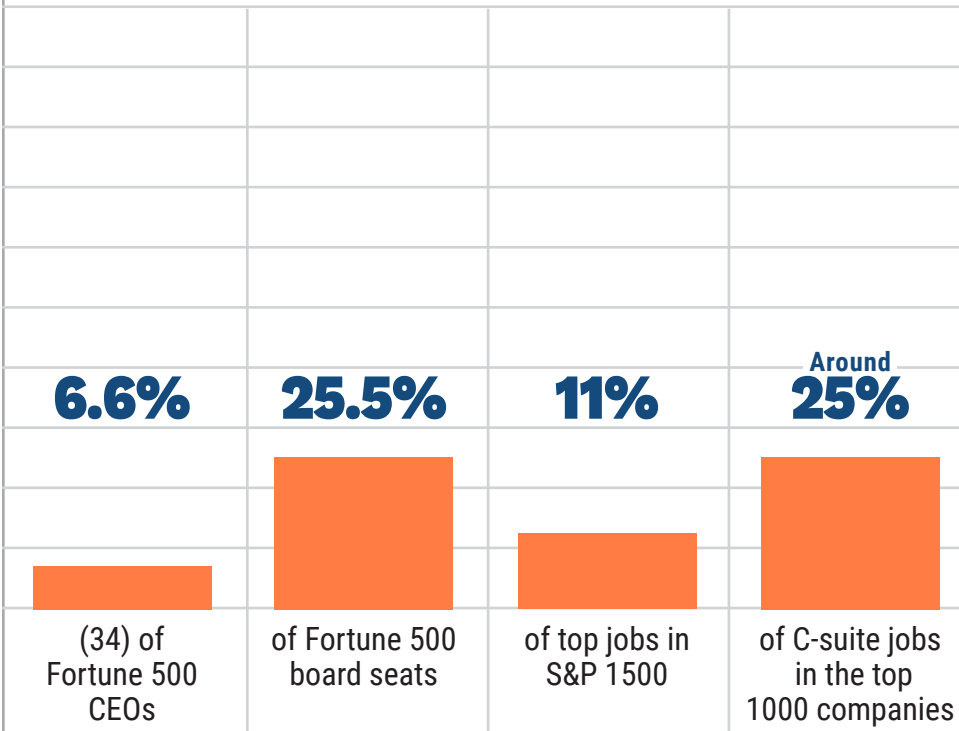
Barriers and Bias

THE STATUS OF WOMEN IN LEADERSHIP

There is no shortage of qualified women to fill leadership roles: Women make up almost half of the U.S. labor force. They outnumber men in earning bachelor's and master's degrees and are nearly on par in getting medical and legal degrees. Yet from the corporate boardroom to Congress, from health-care companies to the courts, from non-profit organizations to universities, men are far more likely than women to rise to the highest paying and most prestigious leadership roles.



Women in Corporate Leadership



DESPITE
DECADES OF
INVESTMENT
IN WOMEN'S
LEADERSHIP
PROGRAMS,
PROGRESS IN
ADVANCING
WOMEN HAS
STALLED.

Sources: Fortune Magazine, Pew Research, Korn Ferry





Women in Political Leadership

33%
of U.S.
Supreme Court

26%
of U.S.
Senate

23%
of U.S.
House of
Representatives

18%
of State
Governors

29%
of State
Legislators

Source: Rutgers Center for Women in Politics, 2019



Women in Academic Leadership

32%
of full
professors

30%
of college
presidents

5%
of presidents are
women of color

16%
of medical
school deans

Source: American Council on Education



Women in Nonprofit Leadership

22%
of chief executives of
nonprofits with annual budgets of
at least \$50 million

56%
of chief executives of
nonprofits with annual budgets
less than \$1 million

Source: Guidestar



Women in Leadership in Hollywood

18%
of top jobs on
the top 250
domestic movies
of 2017

27%
of behind-the-
scenes roles
in broadcast tv
and streaming
programs

32.9%
of lead roles
for films
(2016)

12.6%
of directors
for films
(2016)

12.6%
of writers
for films
(2016)

Source: Center for the Study of Women in Television and Film, San Diego State University, CA

Barriers to Women’s Leadership

The “qualities” of a leader—as well as the path to achieve leadership roles—are still largely based on an outdated model that shuts women out.

Old Stereotypes

Traditionally, power structures value traits thought of as masculine and do not view them as favorably when they are exhibited by women.

Fewer Connections

Men still surpass women in having the networks to learn about opportunities and find mentors and sponsors to champion their advancement.

Bias and Discrimination

Sexual harassment, hostile work environments and subtle biases are still obstacles. Outright discrimination persists, data from the Equal Employment Opportunity Commission show.

Lack of Flexibility

Balancing work and family can be a challenge that keeps women from attaining leadership roles. Workplaces are still designed around a decades-old notion of gendered domestic roles.

STEREOTYPES & DOUBLE STANDARDS IN THE WORKPLACE



A Man Is...	A Woman Is...
Assertive	Aggressive
Direct	Shrill
Commanding	Pushy
Strong, Powerful	Domineering

WOMEN OF
COLOR FACE
EVEN FURTHER
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The Benefits of Gender-Inclusive Leadership

- Just as the status quo is holding women back from leadership positions, it is holding men back from embracing caretaking and support roles. All genders benefit when individuals are free to make their own choices.
- Families are more secure when women move into higher-paying leadership roles, particularly families where the woman is the sole or primary breadwinner.
- With more women in top jobs, businesses benefit from the creativity of a wider range of talented leaders. It enables them to recruit and retain a more talented workforce.

Closing the Leadership Gap

Individuals

- Examine your own biases – and be an ally, mentor and sponsor for women.
- If you're a woman, seek out skill building opportunities and leadership training. Learn to negotiate for salary and benefits at salary.aauw.org

Employers

- Prioritize an equitable workplace. Widen recruitment networks and candidate pools. Do blind resume screening.
- Support internal growth opportunities, continued professional development and skill training, and equitable retention and promotion policies.
- Promote workplace flexibility policies that will enable all employees to find an appropriate work/life balance.

Policymakers

- Support state pay equity laws and the federal Paycheck Fairness Act. Ban salary-history questions for job applicants and prohibit punishment for workers who share salary information.
- Pass state and local initiatives that promote parental leave and flex-time policies. Support the federal Family and Medical Insurance Leave (FAMILY) Act.
- Support continued EEOC salary collection and reporting requirements to root out pay disparity.