

CRACKING

THE

CASE



Why you need  
women leaders.  
How to get them  
and keep them.



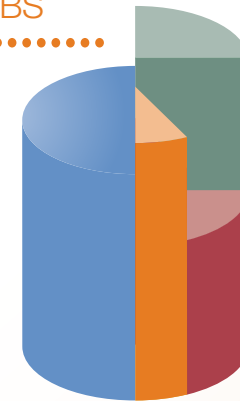
ManpowerGroup™

# THE GREAT TALENT SHORTAGE DISCONNECT



## THE TALENT SHORTAGE EMPLOYERS WHO CAN'T FILL AVAILABLE JOBS

- Global: 35%
- Japan: 86%
- Brazil: 68%
- India: 61%



7% of employers say they are hiring people without the necessary skills as a strategy to fill the talent gap.

## EMPLOYERS ACTIVELY SEEKING FEMALE TALENT\*

Global: 2%

Japan: 12%

Brazil: 0% — [This is not a typo]

India: 6%

# “WHEN WOMEN DO BETTER, ECONOMIES DO BETTER”

The research is indisputable: At the country level, equal opportunity equals economic advantage.

*“The evidence is clear, as is the message: when women do better, economies do better.”*

— Christine Lagarde,  
managing director,  
International Monetary Fund

- Reduced gender inequality enhances productivity and economic growth
- Economies gain when women develop their full labor market potential
- Developing economies grow when women have better opportunities to earn and control income
- Country competitiveness goes up when women have same rights and opportunities as men



## WOMEN....

*OECD — in 59 out of 65 countries girls outperformed boys on reading, math and science tests.*

*OECD — 41% of millennial women have at least upper secondary degree (33% of men).*

*US — women earn 56.7% of bachelor degrees, 59.9% of masters, 51.6% of doctorates.*

*UK — 50.5% of working women (25-29) have a post-secondary education (40.2% of men).*

# WHEN WOMEN LEAD, BUSINESSES DO BETTER

## WHAT DO WOMEN IN LEADERSHIP BRING TO THE TABLE?

- More diverse perspectives
- A maximized talent pool
- Fewer high-risk financial transactions
- Better returns

**FACT**

Women make companies more competitive. Companies with the most female officers have better returns.

*Way better.*

**34%** 

We've heard **all the excuses** for not having more women in top leadership.



Here's a new idea: **Stop talking and start acting.**

# THE TRUTH IS, YOU DON'T OFFER WHAT WOMEN WANT.

**65%** of women say flexible work options are important to them and **only 28%** of employers provide them.



**THERE'S A DISCONNECT BETWEEN  
WHAT WOMEN WANT AND WHAT  
YOU OFFER THEM:**

**51%**  
of women say  
they have no clear  
career path.

**30%**  
[Employers say]

**47%**  
[Women say]

Women's  
advancement  
is hindered by  
a lack of  
professional  
development  
opportunities.

# A VICIOUS CYCLE

YOU WANT TO KNOW WHY **YOU HAVE NO WOMEN IN LEADERSHIP?**

SHE'S NOT ON  
YOUR BOARD

1/3

U.S. companies  
with NO women on  
their boards

SHE'S NOT  
YOUR BOSS'  
BOSS

<5%

Fortune 500s  
with women CEOs

SHE'S NOT  
YOUR BOSS

7%

Women executive  
directors in the  
FTSE 100

**NEWSFLASH**



You have no women  
in leadership,  
because you have  
no women in  
leadership.

# A DANGEROUS ASSUMPTION:

**FALSE**

**“WOMEN USUALLY LEAVE EXECUTIVE RANKS BECAUSE OF FAMILY COMMITMENTS”**



**TRUE**

Women leave executive positions at twice the rate of men.

**2X**

**TRUE**

When women leave, they start their own businesses at twice the rate of men.

**2X**

**TRUE**

By 2018 women-owned, small businesses will create 1/3 of all new jobs.

**1/3**

**TRUE**

Women-owned businesses exceed average profits in 8 of 13 industries and match them in 2 others.

**10/13**

What really happens when women leave



They take their human potential with them



# ATTRACTING MORE WOMEN ONLY MATTERS IF YOU WANT TO WIN

**Women Outperform Men on Virtually Every Business Measure**  
[not that we're keeping score].

FACTORS	WOMEN	MEN
Motivating others	♀	
Fostering communication	♀	
Producing high-quality work	♀	
Strategic planning	♀	♂
Listening	♀	♂
Analyzing issues	♀	

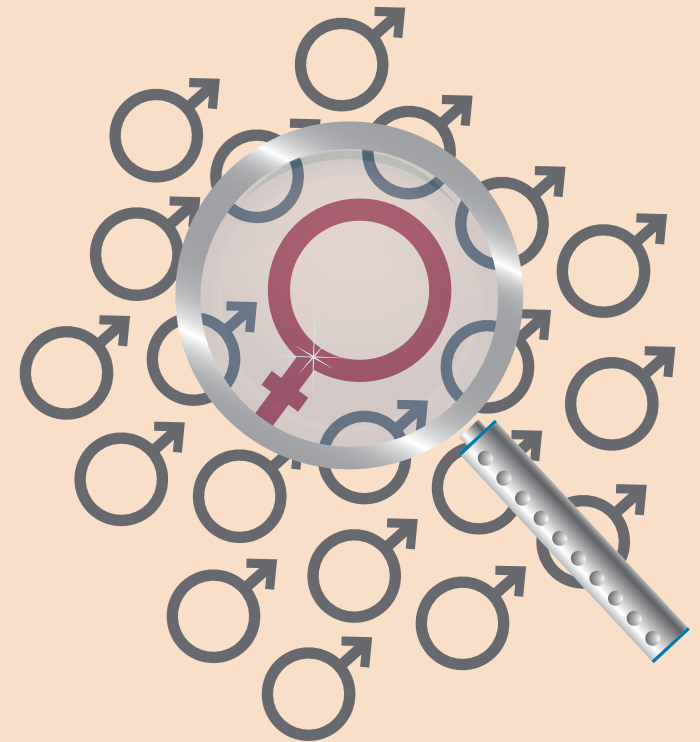
***"When you get diversity right, you get diversity of thought and better results."* – Jeff Joerres**

In 2000, Businessweek pulled together a set of management studies of performance reviews. The original sources included: Hagberg Consulting Group, Management Research Group, Lawrence A. Pfaff, Personnel Decisions International Inc., Advanced Teamware Inc. The 2012 Zenger & Folkman and PDI studies supported many of these findings.

# PROGRAMS ARE NOT ENOUGH

*“Programs alone have not driven the results companies are looking for. If organizations are serious about getting more women into leadership roles, they must go beyond programs and perform a **systematic, in-depth analysis of their culture and flow metrics**. Only then will they be able to craft a one-size-fits-one approach that identifies organizational and individual solutions that will increase the number of women in leadership and in the pipeline. These **solutions must be as unique as a corporate culture and the individuals** that are a part of it.”*

—Mara Swan, Executive Vice President,  
Global Strategy and Talent, ManpowerGroup



# KNOW YOUR SOCIAL METRICS

Same Qualities, Different Descriptions.  
Words used about men and women in the workplace.

## MEN

Assertive  
Leader  
Networker  
Fair  
Innovative  
Boss  
Tough  
Conceptual  
Strategic  
Ducks in a Row  
Thoughtful  
Empathetic  
Authoritative  
Persuasive

## WOMEN

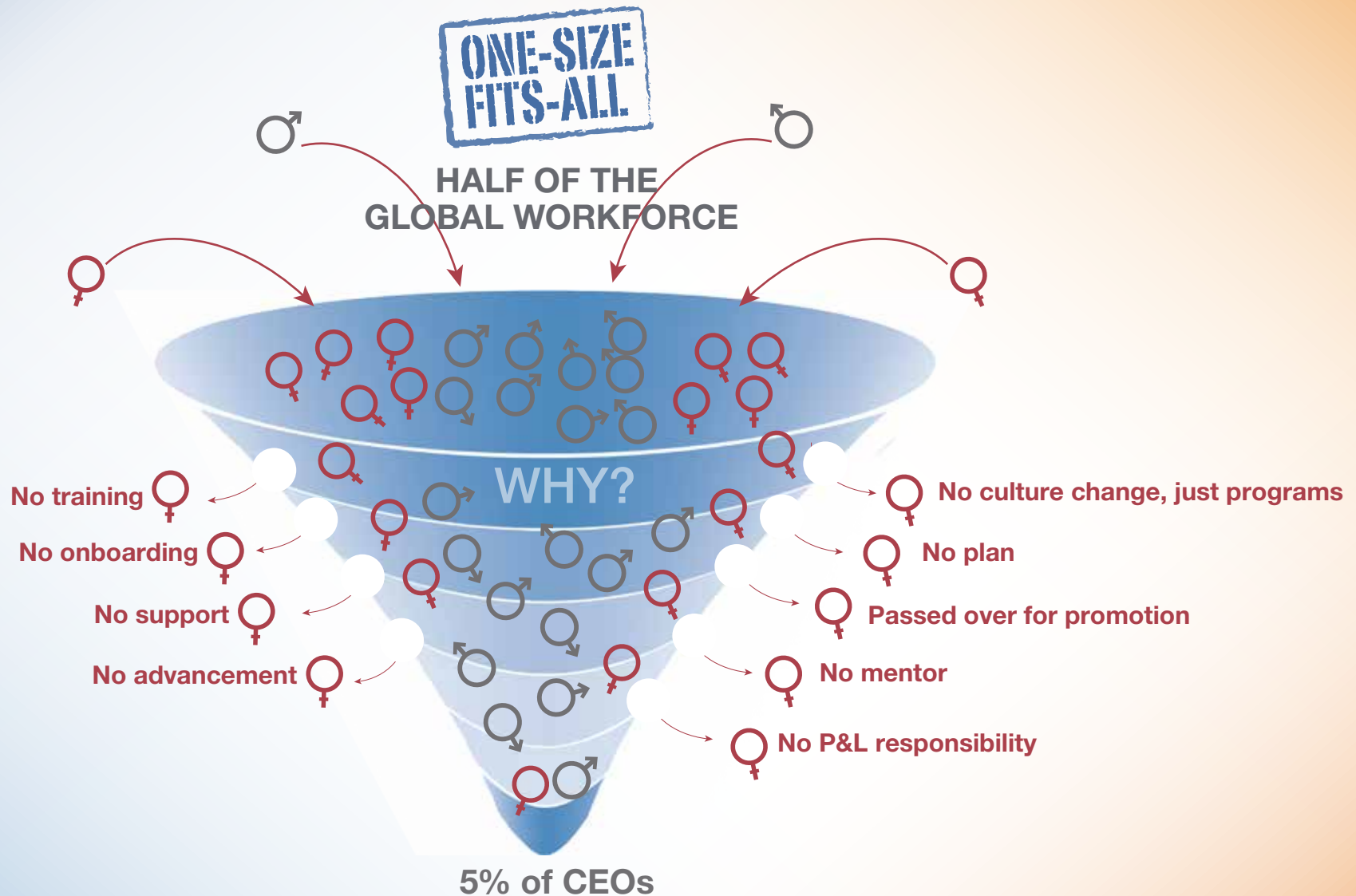
Aggressive  
Manager  
Gossipy  
Pushover  
Idealistic  
Bossy  
Pushy  
Dreamer  
Unrealistic  
Micro-Manager  
Indecisive  
Emotional  
Overbearing  
Argumentative



at how people are perceived in your organization. Be hyper-conscious about how people's skill sets and contributions are valued. You just might be surprised that you find organizational gender bias.

It's critical to know what to watch and listen for.

# Women in the LEADERSHIP PIPELINE are being FUNNELED OUT

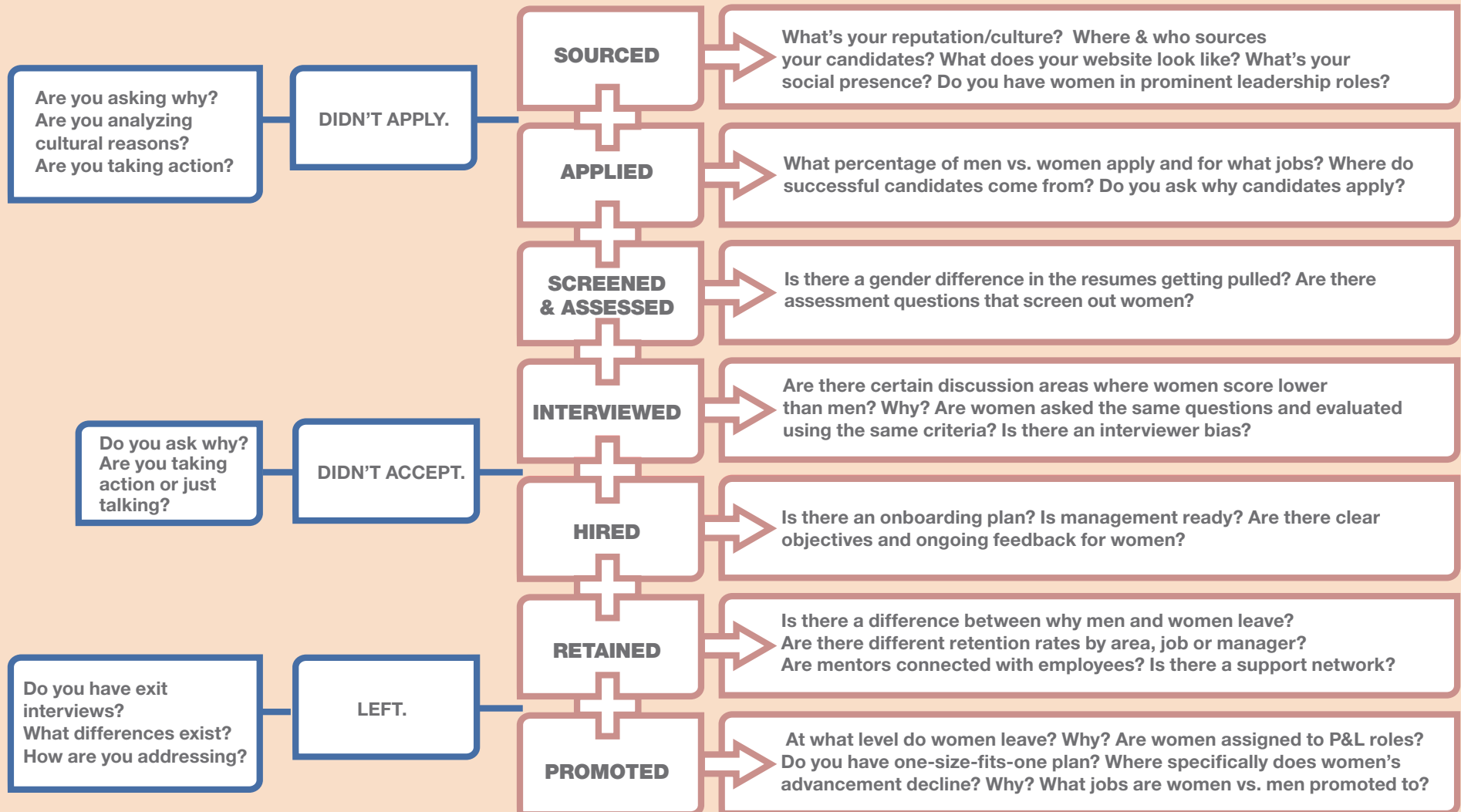


**THAT'S WHY YOU NEED ONE-SIZE-FITS-ONE APPROACH**

**ONE-SIZE  
FITS-ONE**

# To understand why women are funneled out you need to **KNOW YOUR FLOW METRICS**

## Questions to Ask



# IT ALL STARTS WITH THE LEADERSHIP AND YOUR CORPORATE CULTURE

*“Organizations have distinct cultural blueprints. One-size-fits-all approaches to developing talent diversity simply don't work. Leaders who value diversity analyze their organization's people policies and practices from their organization's unique perspective.*

***At ManpowerGroup, we apply a one-size-fits-one approach to develop our people. It's part of our culture.*** We believe that self-awareness is the key to development. That's why we purposefully tailor exposure, experience and education to fit the specific needs of each individual employee.”

**—Jeff Joerres, Chairman & CEO, ManpowerGroup**



# YOU CAN CRACK THIS

2008

PINK magazine names Manpower one of its "Top Companies for Women"

2010

Libby Sartain joins the Board



2010

InterOrganization names Jeff one of 11 "Guys Who Get It"

2011

Patricia Hemmingway Hall joins the Board



[just like we did]



ManpowerGroup is run by a Board and executive team full of white guys

1999

Jeff Joerres takes the helm

1999



Rozanne L. Ridgeway joins the Board (since then retired)

2001



Mara Swan joins the executive team

2005



Gina Boswell and Cari Dominguez join the Board

2007

## BOARD OF DIRECTORS

1999: 0% ♀

2013: 31% ♀

## TOP EXECUTIVES

1/3 ♀

## GLOBAL LEADERS

34% ♀

## EXECUTIVE VICE PRESIDENTS

20% ♀

# ONE-SIZE-FITS-ONE APPROACH



These 3 global leaders are responsible for

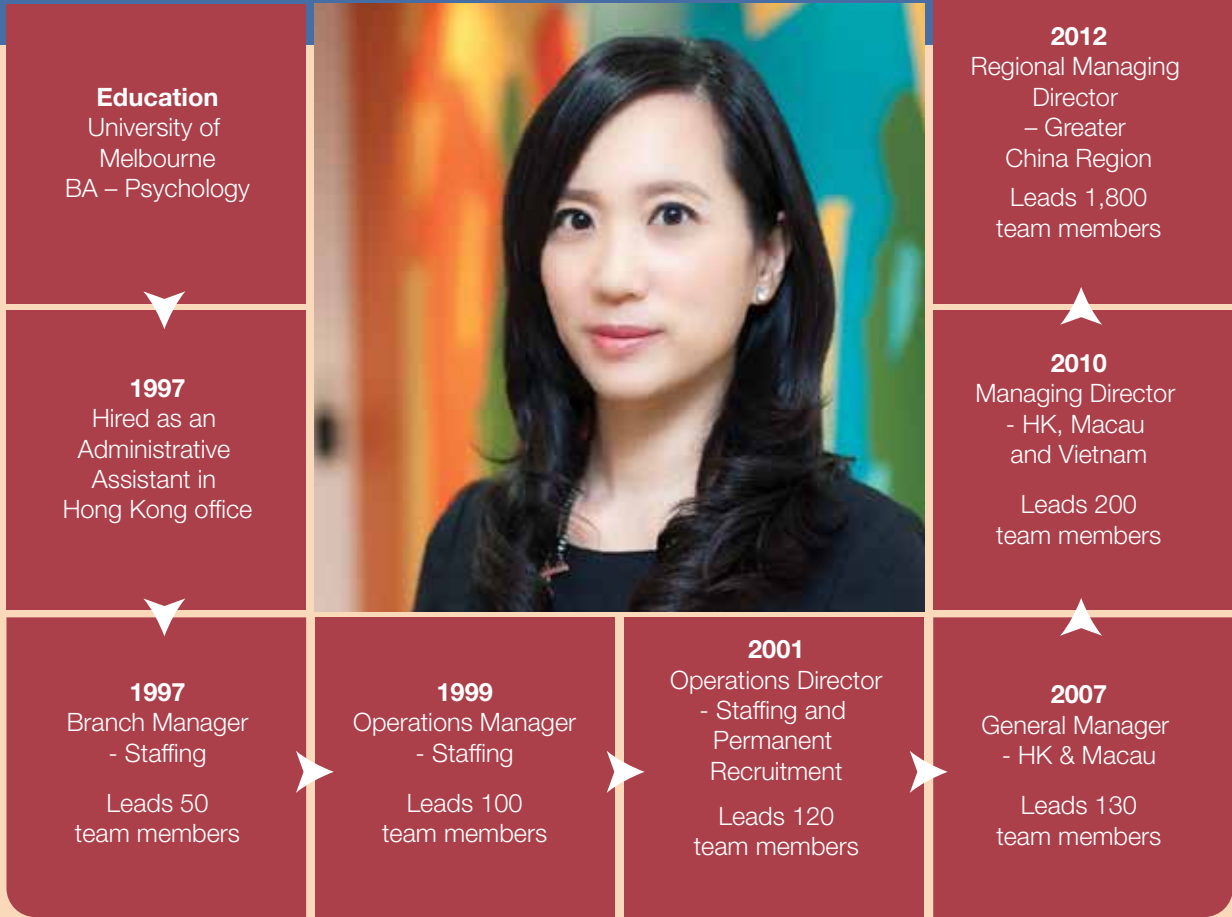
USD 2 BILLION

of Manpower Group's total revenue.



# LANCY CHUI

From Administrative Assistant to leading Greater China Region which grew 30% in 2012



## IN LANCY'S WORDS

*“Only in an organization that is **genuinely supportive of women’s professional development**, could I advance from an administrative assistant to a top leadership position with the overall accountability for the business growth of the entire region.”*

*“Darryl Green, President of ManpowerGroup, my boss and mentor, recognized my work in driving revenue growth. He **offered me opportunities to develop in the areas of P&L accountability and people management – the two most important experiences to be an effective leader in any company.**”*

## IN LEADERS' WORDS

*“We recognized Lancy’s leadership qualities and we acted swiftly to capitalize on them. When it comes to talent, there is not time to waste.”*

— Jeff Joerres, Chairman & CEO, ManpowerGroup

*“Lancy’s first P&L position was as a Branch Manager. This step was critical in her career path because you don’t lead at Manpower-Group without a strong P&L background.”*

— Darryl Green, President, ManpowerGroup

## AWARDS

- Excellent Brand of Human Resources Consultancy
- Caring Company (9 consecutive years)
- Most Influential Brand
- Best Talent Staffing Organization of China
- Best Recruitment Firm of The Year
- Best Integrated Service of China
- Award for Outstanding Society Contribution

# MONICA FLORES BARRAGAN

Former Branch Manager leads operations in 18 countries



**Education**  
BS, Actuarial Studies  
MA, Philosophy  
MBA from IPADE

**1992**  
Branch Manager  
10 direct reports

**1994**  
Operations and Sales Manager  
Responsible for Mexico City and Guadalajara

**1995**  
Delivery Service Manager  
Responsible for Mexico City, Guadalajara and Monterrey

**1996**  
Outsourcing Assistant Director  
Responsible for Mexico

**1998**  
Managing and Operations Support Assistant Director  
Responsible for Mexico

**2003**  
Commercial Director, Mexico and Central America  
Responsible for Mexico and the Caribbean

**2007**  
Regional Director, Mexico and Central America  
Responsible for 8 countries

**2013**  
Regional Director Latin America  
Responsible for 18 countries

## IN MONICA'S WORDS

*“One of the most exciting aspects of my job at ManpowerGroup and what made it different from my previous jobs was that 90% of employees were women. In fact, it was the first and only time I had a female boss.”*

*“Throughout my career, I have seen women underestimate their capabilities. I made it my personal goal to do what’s humanly possible to **break down gender stereotypes, empower women, and help them recognize their talents and realize their potential**—just as my mentor, Jonas Prising, did for me.”*

## ACCOMPLISHMENTS

- Leads more than 3,700 employees in 18 countries
- Leads Mexico Operations, Staffing, Experis, ManpowerGroup Solutions, Commercial, Finance, Human Resources, IT, Business Unit Support, Right Management and Manpower Foundation
- In South America, leads General Direction of Andean Region, Brasil, Peru, Southern Cone Region, Financial Cono Sur y Finance Direction
- Responsible for 30% of ManpowerGroup’s total sales in the Americas
- 2011 Distinguished Woman “Mujer Destacada” award by Mexico’s National Senate
- Named one of Mexico’s 500 most important companies
- 2012 Top Companies - Super Companies to Work With in MeCA & the Caribbean

## IN LEADERS' WORDS

*“Monica left us in 1999 to work at a bank. The moment she left, we starting doing all we possibly could to get her back. Our efforts paid off, when she returned to ManpowerGroup in 2003.”*

—Jeff Joerres, Chairman & CEO, ManpowerGroup

*“In Mexico, only 5% of the top management positions are held by women. As far as I’m concerned, that means 95% of companies are missing out.”*

—Jonas Prising, President, ManpowerGroup

# MAALFRID BRATH, Managing Director, ManpowerGroup Norway

## Bringing P&L experience to Norway's #1 staffing company



### Education

Master in Finance,  
Norwegian Business  
School  
State Authorized  
Auditor, Norwegian  
School of Economics

**2009**  
Managing Director,  
Norway

**1989-1995**  
Manager,  
Accounting Firm

**1995-2008**  
Executive Vice  
President,  
Financial Services  
Firm

### IT'S A FACT

Even in Norway, considered one of the most gender equal countries in the world, only 16% of top management positions in companies listed on the Oslo Stock Exchange are held by women.

### ACCOMPLISHMENTS

- Leads 525 employees
- Oversees 30 branches and 4 brands
- Connects 7,000 people with meaningful work everyday
- ManpowerGroup Norway maintains #1 position in the Norwegian market
- Chair of the Board for Young Enterprise Norway
- Member of the Board of the Norwegian Business School
- Member of the Board for The Government Pension Fund Norway

### IN MAALFRID'S WORDS

*"I knew I had made the right decision joining ManpowerGroup when my boss and mentor, Hans Leentjes, told me to be bold and brave. He encouraged me to 'wear a shirt that's a little bit too big' and take on **stretch assignments** that would force me outside of my comfort zone. He made it clear that he and the company were there to **support** me on my professional journey."*

*"Women who want to assume business leadership positions should **take on P&L responsibilities** early on in their careers. **P&L responsibilities are essential for charting a professional career path and developing leadership skills.**"*

### IN LEADERS' WORDS

*"We have hit a grand slam hiring Maalfrid. A very successful leader prior to joining ManpowerGroup, she brought to us that invaluable experience and a fresh perspective."*

— Hans Leentjes, President of Northern Europe, ManpowerGroup

*"For us, it was a matter of recruiting a leader with serious P&L pedigree who's also dialed into the Norwegian market and fully committed to ManpowerGroup's growth."*

— Jeff Joerres, Chairman & CEO, ManpowerGroup

## JUST THE FACTS

Note: The order of citations corresponds to the order of data in each section.

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