

## Women in Leadership: Overcoming the Odds

### Women in CEO positions

- According to the American Hospital Association database, as of 2014, there are 1,508 female CEOs over a base of 5,767 registered hospitals and systems. This equates to approximately 26% of hospitals and systems led by females. (*AHA database*)
- In a 2012 ACHE gender comparison survey of healthcare executives, about 11% of women compared to 22% of men achieved CEO positions. That is, women achieved CEO positions about 50% of the rate at which males achieved them. (*American College of Healthcare Executives: "A Comparison of the Career Attainments of Men and Women Healthcare Executives", December 2012*)

### Growth from within

- The same 2012 ACHE gender comparison study found that about 28% of men and 22% of women who began as AA/VPs/COOs achieved CEO positions in the same organization. (*American College of Healthcare Executives: "A Comparison of the Career Attainments of Men and Women Healthcare Executives", December 2012*)
- A study conducted by PriceWaterhouse Coopers showed that men are more likely to be promoted internally, with 35% of female CEOs hired from outside the company, compared with just over a fifth of men. (*Ellie Clayton, "Women CEOs more likely to lose their jobs" *Economia*, 2014, <http://economia.icaew.com/news/april2014/women-ceos-more-likely-to-lose-their-jobs>*)
- A 2011 McKinsey report noted that men are promoted based on potential, while women are promoted based on past accomplishments. (*Joanna Barsh and Lareina Yee, *Special Report: Unlocking the Full Potential of Women in the U.S. Economy*, McKinsey & Company (April 2011), 6, [http://www.mckinsey.com/Client\\_Service/Organization/Latest\\_thinking/Unlocking\\_the\\_full\\_potential](http://www.mckinsey.com/Client_Service/Organization/Latest_thinking/Unlocking_the_full_potential)*)

### Stereotypes

- Research shows that over 90% of your credibility comes from how you look and sound and this can hold women back from potential leadership growth opportunities. For example, we as females tend to couch our statements as questions and undermine our message without even realizing it through our body language such as putting our hands under the table on our laps rather than on the table. (*Lois Frankel, "Nice girls don't get the corner office: 101 Unconscious mistakes women make that sabotage their careers", 2010*)

## Unique contributions of a female leader

- Females tend to bring a unique skill set in multitasking and building relationships. Diversity in the c-suite brings different and important perspectives to management. (*Sally Helgesen, "The Female Advantage: Women's Ways of Leadership", 1990*)
- On the same note, not every female does a good job in promoting their strengths to the corporate level. (*Harvard Business Review on Women in Business, Harvard Business School Press, 2005*)

## Importance of mentoring

- Research shows that mentors are an important and valuable asset for career planning. People who have mentors in their lives advance quicker than their peers who do not have strong mentors. ([www.womenonbusiness.com](http://www.womenonbusiness.com))
- In a five year study of 1000 participants in a mentoring program through women in business, 40% of mentees and 50% of mentors were more likely to be promoted. So this justifies the well-known fact that when you give back and mentor, you are more likely to be promoted! (*Women as mentors: Does She or Doesn't She? A Global Study of Businesswomen and Mentoring conducted by researchers, Stephanie Neal, Jazmine Boatman, Ph.D., and Linda Miller, 2013*)

## Pay inequalities

- According to the 2012 ACHE study, with having attained equal levels of education and experience, in 2011, women on average earned \$33,000 less or 20 percent less than men did overall. (*American College of Healthcare Executives Report: A Comparison of the Career Attainments of Men and Women Healthcare Executives December, 2012*)
- On average, full-time year-round female workers earn 77 cents for every dollar earned by their male counterparts. (*Current Population Survey, Annual Social and Economic Supplement, 2010-2013. Excerpt From: Sandberg, Sheryl. "Lean In." Alfred A. Knopf, 2013*)
- A study that looked at the starting salaries of students graduating with a master's degree from Carnegie Mellon University found that 57 percent of the male students, but only 7 percent of the female students, tried to negotiate for a higher offer. (*Babcock and Laschever, Women Don't Ask, 1-2. Excerpt From: Sandberg, Sheryl. "Lean In." Alfred A. Knopf, 2013*)
- Men and women with professional degrees have similar earnings in their 20s. The earnings gap widens over time, so that by their late 30s, men earn more than 50% more than women. (*Current Population Survey, Annual Social and Economic Supplement, 2010-2013. Excerpt From: Sandberg, Sheryl. "Lean In." Alfred A. Knopf, 2013*)

## Female minorities in senior leadership

- According to the ACHE race/ethnic survey of healthcare executives (including CEOs, CNOs, COOs, CFOs, CQOs, etc), 10% identified themselves as black, 13% white, 12% Hispanic and 10% Asian. (*American College of Healthcare Executives Study: A Race/Ethnic Comparison of Career Attainments in Healthcare Management: 2008*)
- Although minorities represent a reported 30% of patients nationally, they comprise only 14% of hospital board members and 14% of executive leadership positions. According to the report, "diversity & disparities: a benchmark study of US hospitals", minorities represent the following: 9 percent of chief executive officers, 7 percent of chief financial officers, 10 percent of chief nursing officers, 14 percent of chief operating officers, 14 percent of chief human resources officers, 16 percent of chief medical officers. On boards, 6 percent were black or African American, 3 percent Latino and 2 percent Asian. (*American College of Healthcare Executives Study: A Race/Ethnic Comparison of Career Attainments in Healthcare Management: 2008*)
- Barriers to advancement, according to women of color were 47% lack of influential mentor or sponsor, 40% lack of networking with influential colleagues, 29% lack of company role models who are members of the same racial/ethnic group, 28% lack of high-visibility assignments (*"Catalyst, Women of Color Executives: Their Voices, Their Journeys (June 2001), <http://www.catalyst.org/publication/54/women-of-color-executives-their-voices-their-journeys>."*)

## Work life balance

- According to ACHE's poll results, women who have children typically serve as the primary caregiver when their child is sick (29% of women vs 4% of men) and 44 % of women compared to 13% of men feel that family/home obligations fall disproportionately on them. Note, for men, this has doubled from prior years. (*American College of Healthcare Executives Report: A Comparison of the Career Attainments of Men and Women Healthcare Executives December, 2012*)
- According to a 2012 population reference data brief, between 1973 and 2006, the proportion of families headed by a single mother grew from one in ten to one in five. These numbers are dramatically higher in Hispanic and African-American families. Twenty-seven percent of Latino children and 52 percent of African-American children are being raised by a single mother. (*"Mark Mather, U.S. Children in Single-Mother Families, Population Reference Bureau, Data Brief (May 2012. Excerpt From: Sandberg, Sheryl. "Lean In." Alfred A. Knopf, 2013)*)
- Technology, while liberating us at times from the physical office, has also extended the workday. A 2012 survey of employed adults showed that 80 percent of the respondents continued to work after leaving the office, 38 percent checked e-mail at the dinner table, and 69 percent can't go to bed without checking their in-box. (*"Sarah Perez, "80% of Americans Work 'After Hours,' Equaling an Extra Day of Work Per Week," Techcrunch,*

July 2, 2012, <http://techcrunch.com/2012/07/02/80-of-americans-work-after-hours-equaling-an-extra-day-of-work-per-week/>)