



## GOOD INTENTIONS, IMPERFECT EXECUTION? WOMEN GET FEWER OF THE "HOT JOBS" NEEDED TO ADVANCE

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Nancy M. Carter  
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## About Catalyst

Founded in 1962, Catalyst is the leading nonprofit membership organization expanding opportunities for women and business. With offices in the United States, Canada, Europe, and India, and more than 500 preeminent corporations as members, Catalyst is the trusted resource for research, information, and advice about women at work. Catalyst annually honors exemplary organizational initiatives that promote women's advancement with the Catalyst Award.

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**HOW DOES YOUR ORGANIZATION DETERMINE  
WHO GETS THE "HOT JOBS" THAT COULD  
CHANGE THE COURSE OF SOMEONE'S CAREER?**

# "HOT JOBS" GET HIGH POTENTIALS AHEAD

Highly visible projects, mission-critical roles, and international experiences are hallmarks of "hot jobs." They predict advancement, yet our findings show that women get fewer of these hot jobs than men.

Given the strategic importance of shaping tomorrow's leaders, most global companies have embraced the business case for gender diversity,<sup>1</sup> and virtually all have established formal leadership development courses, high-potential programs, succession-planning practices, formal mentoring, multi-rater feedback mechanisms, and skills training.<sup>2</sup> Despite these efforts, women remain underrepresented at senior levels,<sup>3</sup> indicating that **these programs may not be paying off equally for women and men.** And past Catalyst research shows there is typically little accountability in place to ensure women's equal access to development opportunities.<sup>4</sup>

## Is imperfect execution of leadership development experiences behind the persistent gender gap<sup>5</sup> in leadership?

In this report we turn our attention to the development opportunities that launch careers ahead. For companies striving to close persistent gender gaps, allocating critical assignments—those highly visible projects, mission-critical roles, and international experiences—to high-potential women in more intentional and strategic ways can make a dramatic difference.

## Series Findings on High Potentials

Previous findings from this series, *The Promise of Future Leadership: A Research Program on Highly Talented Employees in the Pipeline*, have demonstrated that there is a gender gap in level and pay that starts early in high potentials' careers and grows over time.<sup>6</sup> We found that the gender gap can't be explained away by women's lack of ambition or women taking time out to have kids.<sup>7</sup> And despite women and men using the same career advancement strategies, doing "all the right things" to get ahead paid off more for men than it did for women.<sup>8</sup> We also found that women have had more mentors during their careers than men, but that men's mentors are more senior and in a better position to provide sponsorship, which is critical for advancement.<sup>9</sup>



# THE 70/20/10 MODEL: LEADERSHIP DEVELOPMENT OCCURS PRIMARILY ON THE JOB, NOT IN THE CLASSROOM

Not all leadership development happens in a classroom. Many leadership development experts suggest that only 10% of an employee's development happens in formal programs, with 20% coming through networking, mentoring, coaching, and other influential relationships, and as much as 70% from on-the-job experiences—the “hot jobs” that provide challenging opportunities to develop and practice leadership skills.<sup>10</sup>

## ACTION ON THE GROUND: “HOT JOBS, HOT PEOPLE”

*Something we are instituting every quarter is a discussion on “Hot Jobs, Hot People.” What are the hot jobs coming up across the organization that will serve as a critical development opportunity for someone? And which high-potential folks are ready for the next development opportunity?*

—Gerri Elliott  
Executive Vice President, Chief Sales Officer  
Juniper Networks, Inc.



## High Potentials Identified the Importance of On-the-Job Experiences to Their Advancement

To provide a sense of what high potentials believe got them ahead, we asked respondents to describe in their own words the leadership development opportunities they felt had the biggest impact on their careers. Our qualitative analyses revealed that their experiences approximately reflected the 70/20/10 model:

- **62%** of high potentials described obtaining stretch and high-profile assignments, as well as increased leadership and promotional opportunities, as having the greatest impact to their careers.

*Leading a new global product launch gave me exposure to senior leadership...I had no manager at the time, so I stepped into the role.*

—High-Potential Woman, Asia

*I was selected to lead a cross-functional new product launch for the company I joined immediately after receiving my MBA. It was a multi-million dollar project and had more than 20 people dedicated to it. The name recognition from this project has helped open doors for me for new opportunities since moving on from that company.*

—High-Potential Man, United States

- 44% of high potentials described forming critical relationships with influential others as most impactful to their advancement, particularly when it comes to gaining access to key roles.

*Mentoring by senior leaders in the organization [was most impactful for my advancement]. I personally made an effort to ask for mentoring by selected people, increased visibility, and to be considered for a number of sideways and upwards moves.*

—High-Potential Woman, Europe

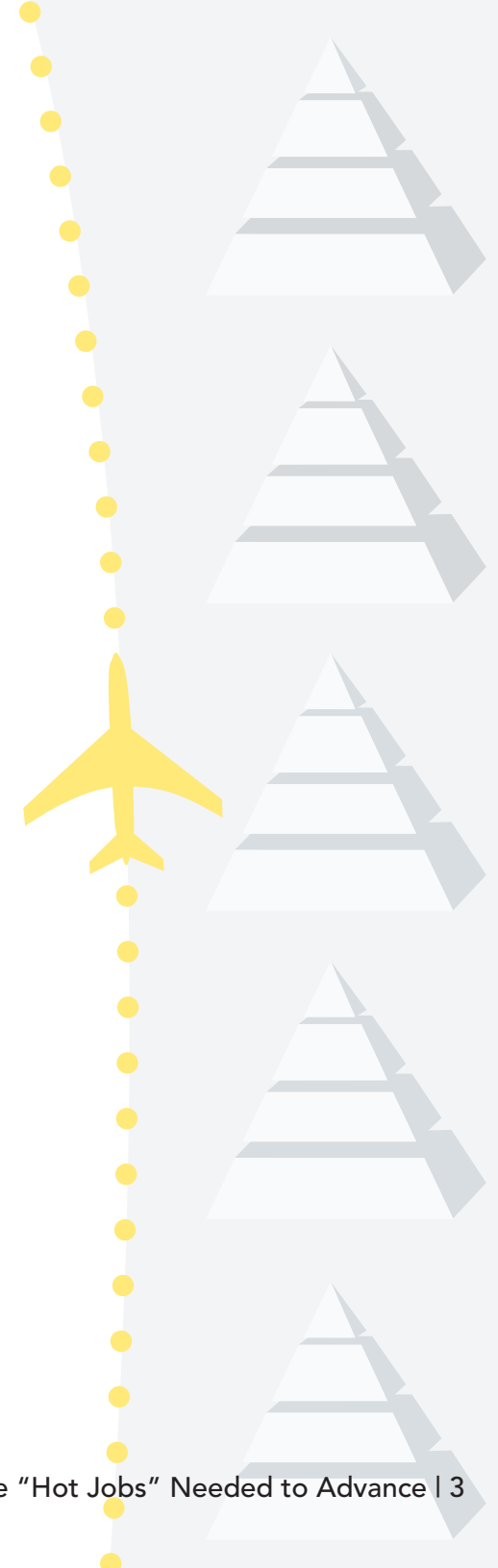
- Only **10%** pointed to training and other formal learning opportunities as having had the greatest impact on their advancement. Some high potentials explicitly indicated a link between formal programs and access to on-the-job learning experiences.

*[A leadership development program] opened up the doors to a profit and loss management role for me at a Fortune 500 company. [This] occurred during the third rotation of my leadership development program.*

—High-Potential Man, United States

But do high potentials' perceptions of what they thought got them ahead match up with the development opportunities they received in their career and their overall advancement trajectories? These qualitative findings, alongside the well-established 70/20/10 model, make a strong case for delving further into the on-the-job experiences that form the largest component of high potentials' development.

Throughout the remainder of this report, we take a closer look at the myriad ways high potentials are being developed—on the job as well as through formal programs—to determine whether high-potential women and men have equal access to these opportunities, as well as to understand how these experiences may work in concert to advance high potentials through the pipeline into leadership roles.





## Women and Men Alike Have Had Experience Working on Projects

Among high potentials who have had project-based work experience, women and men have led projects at equal rates and began leading projects at the same point in their careers.

- Among high potentials, more women than men had experience with project-based work (83% of women and 77% of men).<sup>11</sup>
- Of just the high potentials who have had experience with project-based work, almost all have had the chance to lead projects (94% of both women and men).
- Women and men first led a project at the same point in their careers, about 18 months post-MBA.<sup>12</sup>

**But it is not enough to know that women are leading projects. Organizations must determine whether women are leading the right projects.**

## Not All Jobs Are Created Equal

What *actually* predicts advancement? Paralleling the 70/20/10 model, we found that **what mattered most** is experience:

1. **On highly visible projects**
2. **Holding mission-critical roles**
3. **Gaining international experience**<sup>13</sup>

This pattern largely held for both women and men—most of the same “hot jobs” advance women’s and men’s careers further and faster.<sup>14</sup>

We found that leading projects alone doesn’t predict advancement, but working on *highly visible* projects does.<sup>15</sup> With evidence that not all jobs are created equal, and that “hot jobs” are the ones that matter most for advancement, **are organizations being vigilant to ensure that those critical experiences are allocated to men and women alike?**



## Women Worked on Fewer of the Largest, Most Visible “Hot Jobs”

### INSIGHT FROM THE TOP: FOCUS ON CRITICAL ASSIGNMENTS

*When companies give consideration to developing diverse leaders, programs often focus on leadership development or mentoring programs but rarely on how you channel women into those critical assignments that make up 70% of their development....Even though two people might have a VP title, there may be something different about the role itself that sets them on a different trajectory. It's critical to determine which roles are mission critical and whether women have equal access to those positions.*

—Herminia Ibarra  
Professor of Organizational Behavior  
INSEAD

Working on the right projects matters for advancement, and we found that men reported working on larger and more visible projects that they perceived to carry more risk to their companies.

- The budgets of the projects men reported working on were **more than twice** the budgets of women's projects.<sup>16</sup>
- Men's project teams had **more than three times** as many employees staffed to them as women's.<sup>17</sup>
- Significantly more men than women reported getting C-Suite visibility to a very great extent while working on projects (35% of men, 26% of women).<sup>18</sup>
- Significantly more men than women reported that their projects involved a high level of risk to their company (30% of men, 22% of women).<sup>19</sup>

## 💡 CONSIDER THIS: HIGHLY VISIBLE PROJECTS

### STRATEGY

- What could be done to make the allocation of projects more strategic?

### ANALYSIS & METRICS

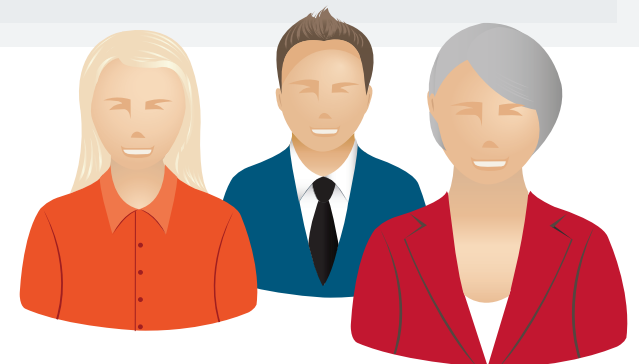
- How are projects allocated in your organization?
- Are there metrics in place to track the size and scope of projects allocated to high potentials as development opportunities?

### ACCOUNTABILITY

- Who is accountable for ensuring that diverse high potentials have equal access to large projects of significant importance to the organization?

### YOUR CAREER

- Are you aware of the size and scope of your projects relative to those of others?
- How are you strategically working toward getting assigned to the large and visible projects?





## Women Received Less Experience in Mission-Critical Roles

Men also had greater access to roles that are more likely to be mission-critical over the course of their careers than women did. Post-MBA, more men than women have held positions involving:

- Profit and loss responsibility (56% of men, 46% of women).<sup>20</sup>
- Managing direct reports (77% of men, 70% of women).<sup>21</sup>
- Having a budget responsibility of greater than \$10 million (30% of men, 22% of women).<sup>22</sup>

### CONSIDER THIS: MISSION-CRITICAL ROLES

#### STRATEGY

- Are mission-critical roles formally identified in your organization for the purposes of succession planning and talent development?
- Do you deliberately assign these roles with development in mind?

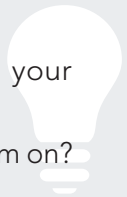
#### ANALYSIS & METRICS

- In addition to tracking the representation of women at each level, do you also track their representation in mission-critical roles?
- Are metrics available to determine women's representation in mission-critical roles **within** the same level at your organization, addressing the notion that not all VP roles are created equal?

#### ACCOUNTABILITY

- Who is accountable for ensuring women get equal access to mission-critical roles?

#### YOUR CAREER

- What experience have you had in mission-critical roles? Are those roles on your development plan?
  - Given the importance of these roles, do you step forward and volunteer to take them on?
- 

## Women Got Fewer International Experiences

Almost all high potentials—93% of men and 90% of women—who had worked in at least one multi-national firm during their career reported having worked on global teams, even if only virtually without requiring international travel or relocation.<sup>23</sup>

Despite equal exposure to global teams, more men than women reported getting opportunities to work in other parts of the world whether via extensive travel or relocation. This unequal access to international experiences may contribute to the gender gap in leadership, as we found that international assignments predict advancement.

- Significantly more men than women have worked on global teams requiring extensive travel but no relocation (88% of men, 77% of women).<sup>24</sup>
- Significantly more men than women have been relocated internationally (28% of men, 17% of women).<sup>25</sup>

### Reluctance to Relocate Doesn't Explain Why Women Got Fewer International Assignments

On the surface, the reason more men are asked to relocate might be chalked up to the finding that more men (56%) than women (39%) are willing to move.<sup>26</sup>

But **even among those who are willing to relocate, men are more likely than women to get an international assignment.** Among those who are willing or very willing to relocate:

- More men (35%) than women (26%) had an employer-initiated international assignment.<sup>27</sup>
- More women (64%) than men (55%) were never offered opportunities for international relocation.<sup>28</sup>

### Nor Can the Gender Gap in International Experience Be Explained by Women Declining Opportunities Offered to Them

Women were no more likely than men to turn down an opportunity for international assignment when it was offered.

- 11% of men and 10% of women declined international assignments.<sup>29</sup>



## CONSIDER THIS: INTERNATIONAL ASSIGNMENTS

### STRATEGY

- How are international assignments currently being made available to high potentials?
- Could this be done more strategically?

### ANALYSIS & METRICS

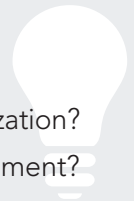
- What metrics are in place to track the allocation of international assignments?

### ACCOUNTABILITY

- Is anyone accountable for ensuring equal access to these assignments?
- How do you avoid assumptions made about high potentials' willingness to relocate?

### YOUR CAREER

- Are you willing to relocate for your career?
- If so, what have you done to signal this to your organization?
- Have you explicitly asked for an international assignment?



# SPONSORSHIP FROM SENIOR LEADERS SUPPORTS ADVANCEMENT WHEN IT OPENS DOORS TO “HOT JOBS”

Sponsorship—a key part of the 20% of development that results from forming critical relationships with influential others—significantly contributes to advancement. After “hot jobs” and formal programs were taken into account, satisfaction with sponsorship received from senior leaders significantly predicted high potentials’ advancement.<sup>30</sup>

But, as the Catalyst report *Mentoring: Necessary But Insufficient for Advancement*<sup>31</sup> demonstrated, it’s not just having mentors that mattered. Rather, it’s the level of one’s mentor that best predicted advancement. While the advice and guidance that mentors provide are important for personal and professional development, a sponsor has and uses clout to support advancement by actively advocating on a high potential’s behalf when it comes to promotions or major assignments—the “hot jobs” that matter most for advancement.<sup>32</sup>

Supporting that, we found that high potentials who were somewhat or very satisfied with the sponsorship they had received from senior leaders during their careers were more likely than those who were less satisfied to have:

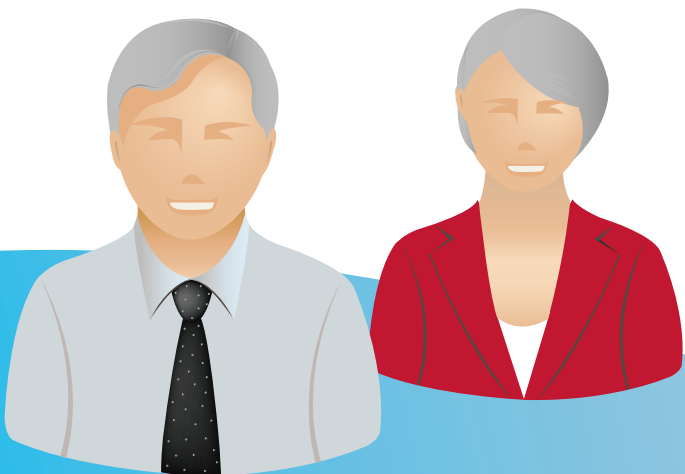
- Had direct reports during their career (70% vs. 57%).<sup>33</sup>
- Worked on a project with a budget of \$10 million or more (38% vs. 30%).<sup>34</sup>
- Worked on projects leading to turn-around outcomes (69% vs. 57%).<sup>35</sup>

Sponsorship might then initiate a virtuous cycle—a sponsor may open doors to a “hot job,” and succeeding in that role may then help high potentials establish relationships with other potential sponsors.

**But while sponsorship plays an important role in advancement, it likely isn’t a silver bullet when it comes to closing the gender gap.**

Among the high potentials who were more satisfied with the sponsorship they had received, *still*, more men than women had access to some crucial “hot jobs:”

- 73% of men vs. 64% of women had direct reports during their career.<sup>36</sup>
- 42% of men vs. 30% of women worked on projects with a budget of \$10 million or more.<sup>37</sup>



# FORMAL DEVELOPMENT PROGRAMS CAN PROMOTE ADVANCEMENT FOR WOMEN IF THEY PROVIDE EQUAL ACCESS TO “HOT JOBS”

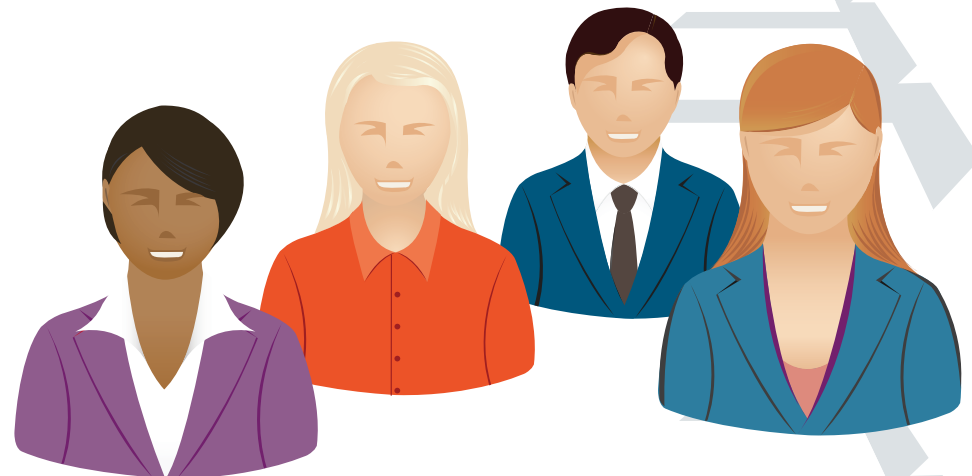
When we measured the impact of formal leadership development programs—part of the 10% of development—on high potentials’ careers, they initially seemed important predictors of advancement.<sup>38</sup> But when we started factoring in other career experiences such as sponsorship, international experience, leading projects, working on highly visible projects, and holding mission-critical roles, we found that leadership development programs no longer significantly predicted advancement.<sup>39</sup> This suggests that formal training isn’t likely to be a panacea—**training programs alone won’t fully develop the next generation of leaders, nor are such programs likely to close the gender gap.**

This doesn’t mean leadership programs don’t have an important role in development. Rather than serving as a stand-alone solution, experts contend that the true value of formal development programs is their “amplifier effect,” providing a solid foundation upon which other forms of career learning can be built.<sup>40</sup> Employers should be strategic in offering high-potential women and men access to “hot jobs” following training programs, when advancement is the ultimate goal.

## Women and Men Had Equal Access to *Some* Opportunities Following Development Programs

High potentials—women and men in equal numbers—reported the following significant changes to their role within 18 months of participating in leadership development programs:

- 43% were given a cross-functional assignment.
- 39% received a high-visibility assignment.
- 30% received a stretch assignment.
- 30% saw their number of direct reports increase.



## But More Men Than Women Got Access to Other Important “Hot Jobs” Following Development Programs

In the 18 months following participation in a leadership development program, **women were less likely than men to:**

- Get an international assignment (14% of women vs. 23% of men).<sup>41</sup>
- Receive profit and loss responsibility for the first time (7% of women vs. 13% of men).<sup>42</sup>
- Have their budget oversight increase by 20% or more (15% of women vs. 22% of men).<sup>43</sup>

And among those who participated in a leadership development program, 51% of men vs. 37% of women received a promotion within a year of completing the program.<sup>44</sup>

We found that participation in leadership development programs alone does not predict advancement. However, access to hot jobs, sponsorship, and participation in leadership development programs—when leveraged to access the hot jobs—*can* work in concert to facilitate advancement.

## CONSIDER THIS: LEADERSHIP DEVELOPMENT PROGRAMS

### STRATEGY

- What is the goal of your leadership development programs for high potentials: skill development, access to future on-the-job learning opportunities, advancement?
- How does the program design reflect these goals?

### ANALYSIS & METRICS

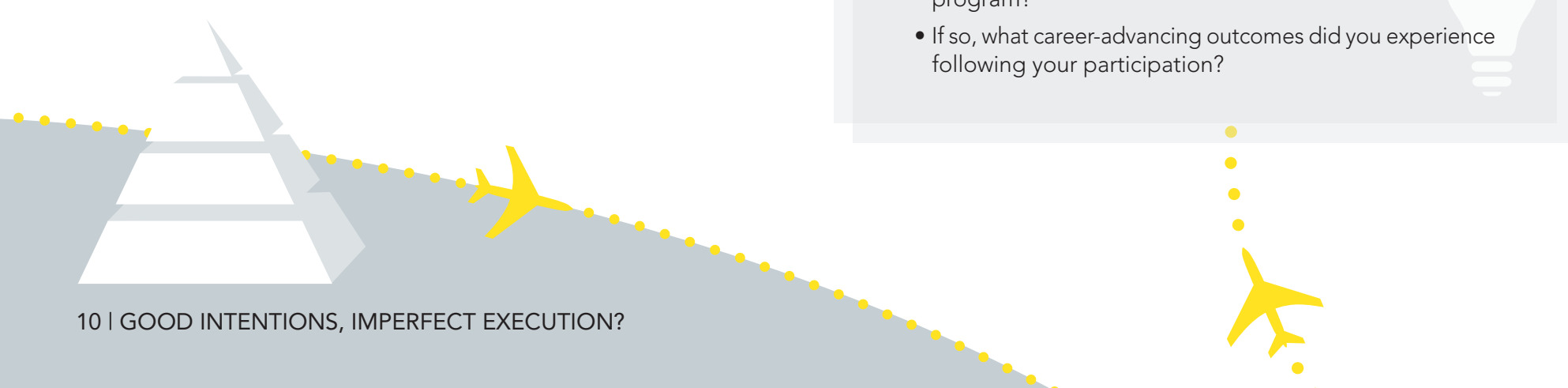
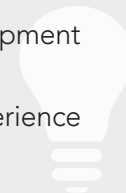
- Which “hot jobs” do high potentials get access to following participation in formal development programs?
- How is this tracked?

### ACCOUNTABILITY

- What accountability measures ensure that diverse high potentials have equal access to opportunities following participation in formal development programs?

### YOUR CAREER

- Have you participated in a formal leadership development program?
- If so, what career-advancing outcomes did you experience following your participation?



# IMPERFECT EXECUTION: ARE WOMEN BEING OVER-DEVELOPED WITHOUT SUBSEQUENT ADVANCEMENT OPPORTUNITIES?

The one outcome that women received more than men was that they were assigned mentors at a greater rate following a leadership program.

- 47% of women vs. 39% of men were assigned a mentor within 18 months of completing a leadership development program.<sup>45</sup>

The *Harvard Business Review* article “Why Men Still Get More Promotions than Women” suggested women felt “mentored to death,” that they were being over-mentored without any resulting advancement.<sup>46</sup> Is the same thing happening with both leadership development occurring through formal development programs and on-the-job experiences? Are women being “developed to death” while men more quickly secure the next big role after an opportunity to develop new skills?

## Differences in Timing of Programs May Drive Differences in Career Outcomes

We found that women entered leadership development programs earlier in their careers and remained in them longer.

- More women than men had a formal leadership development program opportunity by the end of their first year post-MBA (44% of women, 30% of men).<sup>47</sup>
- More men than women got opportunities to participate in leadership development programs two to four years post-MBA (30% of men, 20% of women)<sup>48</sup>
- More women than men attended programs lasting one year or longer (60% of women, 51% of men),<sup>49</sup> while more men than women were in programs lasting less than six months (30% of men, 22% of women).<sup>50</sup>
- And women were more likely than men to start a leadership development program before leading their first project (30% of women, 19% of men).<sup>51</sup>



## CONSIDER THIS: TIMING OF FORMAL PROGRAMS

### STRATEGY

- How do you determine when a high-potential employee is ready for a leadership development program?
- Are different factors considered for men and women?
- Are women placed in programs earlier in an effort to compensate for barriers they face without as much consideration for the outcomes following the program?
- Is there a sense that women need more development, while men are more likely to be seen as ready sooner to secure the next big role?

### ANALYSIS & METRICS

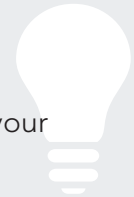
- Do you collect metrics regarding timing of programs—when women and men enter the programs and how long programs last?

### ACCOUNTABILITY

- Who is accountable for ensuring both that the content and timing of formal programs are strategic?

### YOUR CAREER

- If you have participated in a leadership development program, do you feel your participation was strategically timed to support your advancement?



So while women and men both had experience on projects, men's projects were larger and more visible, and men were also more likely to hold mission-critical roles and were more likely to have had international assignments—even after willingness to relocate was taken into account. And even though women entered development programs earlier in their careers and remained in them longer, men were more likely to get a number of “hot jobs” following participation in programs.

**Channeling women into development opportunities without a specific advancement goal in mind suggests imperfect execution.**





## CONSIDER THIS: IMPERFECT EXECUTION

### STRATEGY

- Which development opportunities—formal programs, projects, mission-critical roles, or international assignments—are intended primarily to develop skills, and which are designed to lead to advancement?
- How do high potentials' career development plans incorporate varied experiences and reflect these different development and advancement outcomes?

### ANALYSIS & METRICS

- Are women sometimes seen as “risky” candidates, requiring more development than men before being ready for the next level?
  - If so, what processes are in place to mitigate this assumption?
- What metrics are being implemented to track the equal allocation of development opportunities?


### ACCOUNTABILITY

- If managers or employees felt that leadership development was being executed imperfectly, to whom could they turn to raise that concern?

### YOUR CAREER

- In addition to seeking out development opportunities to support your own career, how do you signal that you recognize the need to identify and develop future talent?
- When you recommend others for key assignments, do you consider the diversity of the pipeline?





# TACKLING IMPERFECT EXECUTION: CLOSE THE GENDER GAP BY BEING INTENTIONAL AND STRATEGIC IN THE DESIGN AND ALLOCATION OF “HOT JOBS” AND FORMAL PROGRAMS

## INSIGHT FROM THE TOP: DIG DEEPER INTO THE NUMBERS

*Increasing the number of women leaders requires more than looking at snapshots in time...you may find that men are moving up through the pipeline into key roles while women are staying in the pipeline without advancing. Digging deeper—going beyond the superficial numbers—can help you uncover where and why progress has stalled.*

—Robert Pease  
President & CEO  
Motiva Enterprises LLC

If talent management metrics don't dig beneath the surface—for example going beyond a simple count of projects to consider the *size* and *scope* of projects or considering the timing and duration of participation in formal development programs—organizations risk missing a crucial piece of the puzzle when trying to determine why women continue to be underrepresented in leadership roles.

Organizations need to be strategic in their planning and vigilant to ensure that development activities are being effectively leveraged if the ultimate goal is *advancement* following an employee's development. To do that, **opportunities afforded to high-potential women must be comparable in size, scope, and relative importance to the organization as those afforded men.**



## Leading Organizations Allocate “Hot Jobs” in Intentional and Strategic Ways

The insights below demonstrate how leading organizations are implementing processes to ensure individual talent management decisions are aligned with broader strategies, and how development opportunities are being allocated in very intentional, strategic ways to support the advancement of *both* high-potential women and men.

### **ACTION ON THE GROUND: ENSURE ACCOUNTABILITY TO AVOID COMPOUNDING SMALL DECISIONS**

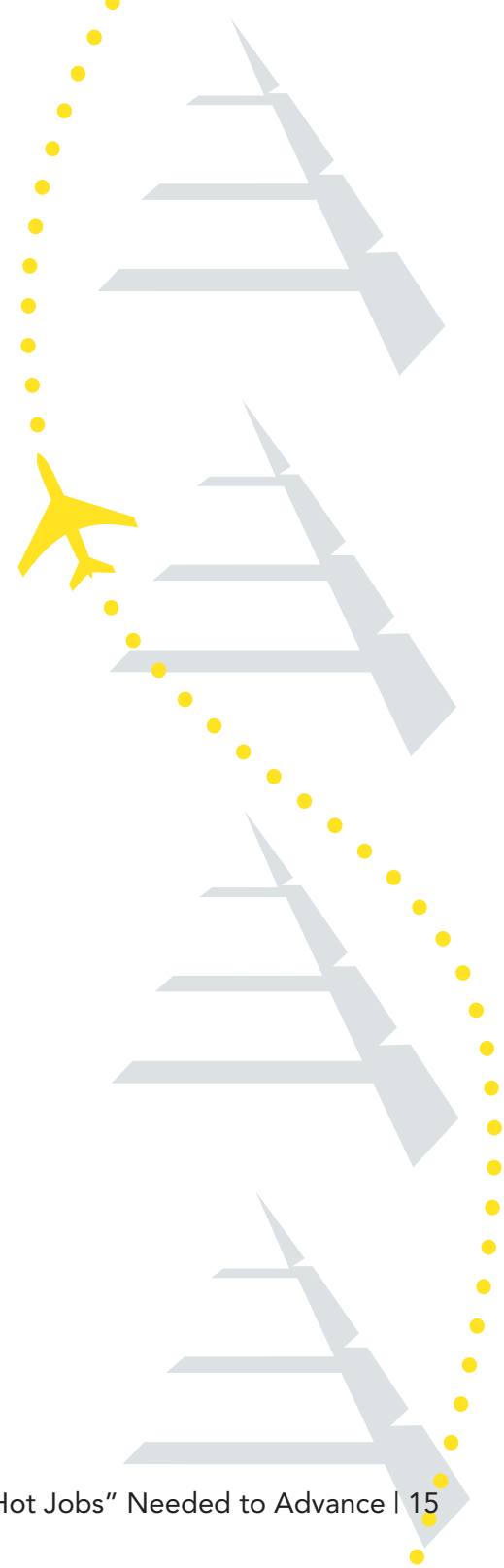
*Part of the problem is that companies may allow people-management decisions to be made at lower levels than is advisable if you want to ensure consistency and fairness. In the locations where we see very few women promoted to supervisory roles, we need to determine whether decisions are made at a very local level. While you don't want to disempower the local managers, coordination is needed at a higher level, where someone can see the bigger picture. This will then help the company meet organization-wide goals. Many small decisions build up, so you need someone at a higher level—with accountability—to step in and make some of those decisions.*

—Benito Cachinero-Sanchez  
Senior Vice President, Human Resources  
DuPont

### **ACTION ON THE GROUND: PROMOTE COHORT CONSISTENCY**

*We talk about “cohort consistency” so much that it has become part of the lexicon at Deutsche Bank now. When looking down the pipeline and considering the gender balance, if you're not promoting up in proportion to what's below, it is flagged. We had been bringing in a robust pipeline, but found the numbers were consistently deteriorating over time. Now, we have a lot of transparency, and people understand they need to promote cohort consistency plus a certain amount to meet our goals for a greater representation of women leaders... We are trying to force managers to look at the pipeline and ask, “If 20% of the pipeline is women and 20% of promotions aren't going to women, why not?” We need to uncover where things are breaking down.*

—Eileen Taylor  
Global Head of Diversity  
Deutsche Bank





## **ACTION ON THE GROUND: MANAGE TALENT SYSTEMS ACROSS REGIONS AND DIVISIONS**

*Moving to a globally managed talent system has helped us increase the representation of women in leadership roles in areas where we'd historically had less success. Everyone from across the company puts their people in a shared pool, and when employees are in this pool, they can be considered for all available roles. This helps ensure everyone gets to know our high-potentials from around the world and has gotten people focused on promoting a diverse pipeline.*

—Jan Fields  
President  
McDonald's USA, LLC

### **CONSIDER THIS: NEXT STEPS**

#### **STRATEGY**

- To what extent could your organization offer on-the-job projects, roles, international experiences, or formal programs in more deliberate, strategic, and intentional ways to prepare high potentials for the next level?


#### **ANALYSIS & METRICS**

- Which career experiences have the greatest impact on advancement in your workplace?
- Is the list the same for women and men?

#### **ACCOUNTABILITY**

- Whose responsibility is it to ensure the critical experiences are communicated to high-potential employees?
- What would you recommend your organization do differently regarding leadership development to improve the careers of diverse emerging leaders in your organization?

#### **YOUR CAREER**

- Which development opportunities might you seek out in the future for your own career advancement?
- 

## APPENDIX 1: METHODOLOGY

The quantitative findings in this report are based on the 1,660 respondents who answered one or both of the Catalyst surveys fielded in 2010 and 2011 (1,479 MBA alumni completed the 2010 survey; 914 completed the 2011 survey). Questions regarding leadership development programs, mission-critical roles, and international experiences were asked in both surveys; questions about project work and the open-ended question that provided our qualitative data were only asked in the 2011 survey. Additional questions about post-MBA career experiences were asked in the initial survey in 2008; responses from the initial survey were included for the high potentials who continued to participate in our longitudinal study.

In this report, we include all MBA alumni who have participated in our global, longitudinal study, without restriction based on organization type or traditional career paths. For more information, see *The Promise of Future Leadership: A Research Program on Highly Talented Employees in the Pipeline Methodology*.

# ENDNOTES

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9. Nancy M. Carter and Christine Silva, *Mentoring: Necessary But Insufficient for Advancement* (Catalyst, 2010).
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11. Gender difference is statistically significant,  $p < .05$ .
12. Gender difference is not statistically significant,  $p > .1$  (1.7 years post-MBA for women; 1.6 years post-MBA for men).
13. In a hierarchical regression measuring respondents' job level at the time of the last survey (2011), and controlling for gender, time since MBA (proxy for post-MBA work experience), age at MBA (proxy for pre-MBA work experience), first post-MBA starting level, and participation in a formal leadership development program, we tested the impact on advancement of satisfaction with sponsorship from senior management, leading projects, international experience post-MBA, working on projects with visibility to the C-suite, and profit and loss responsibility. We found that international experience, working on high-visibility projects, and profit and loss responsibility are all statistically significant predictors of advancement at  $p < .05$ , and satisfaction with sponsorship is a significant predictor of advancement at  $p < .1$ .
14. When running the same hierarchical regression separately for women and men, the only difference in the patterns of significance in predictors of advancement is that international experience significantly predicted advancement for women,  $p < .05$ , but not men,  $p > .1$ .
15. In the hierarchical regression measuring respondents' job level at the time of the last survey (2011), and controlling for gender, time since MBA, age at MBA, and first post-MBA starting level, leading projects is not a statistically significant predictor of advancement,  $p > .1$ , when also taking into account participation in a formal leadership development program, satisfaction with sponsorship, international experience, working on high-visibility projects, and profit and loss responsibility.
16. Gender difference is statistically significant,  $p < .1$ .
17. Gender difference is statistically significant,  $p < .05$ . On average, women work on projects with 21 team members, men work on projects with 71 team members.
18. Gender difference is statistically significant,  $p < .05$ . In addition, significantly more women than men reported never getting C-suite visibility while working on projects (11% of men, 17% of women;  $p < .05$ ).
19. Gender difference is statistically significant,  $p < .1$ .
20. Gender difference is statistically significant,  $p < .05$ .
21. Gender difference is statistically significant,  $p < .05$ .
22. Gender difference is statistically significant,  $p < .05$ .
23. Gender difference is not statistically significant,  $p > .1$ .
24. Gender difference is statistically significant,  $p < .05$ .
25. Gender difference is statistically significant,  $p < .05$ .
26. Gender difference is statistically significant,  $p < .05$ .
27. Gender difference is statistically significant,  $p < .05$ .
28. Gender difference is statistically significant,  $p < .05$ .
29. Gender difference is not statistically significant,  $p > .1$ .
30. In the hierarchical regression measuring respondents' job level at the time of the last survey (2011), controlling for gender, time since MBA, age at MBA, first post-MBA starting level, and participation in a formal leadership development program, we tested the impact on advancement of satisfaction with sponsorship from senior management, leading projects, international experience post-MBA, working on projects with visibility to the C-suite, and profit and loss responsibility. We found that international experience, working on high-visibility projects, and profit and loss responsibility are all statistically significant predictors of advancement at  $p < .05$ , and satisfaction with sponsorship is a significant predictor of advancement at  $p < .1$ .

31. Nancy M. Carter and Christine Silva, *Mentoring: Necessary But Insufficient for Advancement* (Catalyst, 2010).
32. Nancy M. Carter and Christine Silva, *Mentoring: Necessary But Insufficient for Advancement* (Catalyst, 2010); Heather Foust-Cummings, Sarah Dinolfo, and Jennifer Kohler, *Sponsoring Women to Success*, (Catalyst, 2011).
33. Respondents who reported being satisfied or very satisfied with sponsorship received from senior leaders were compared with those who reported being very dissatisfied, dissatisfied, or neutral. Comparison is statistically significant,  $p < .05$ .
34. Comparison is statistically significant,  $p < .05$ .
35. Comparison is statistically significant,  $p < .05$ .
36. Comparison is statistically significant,  $p < .1$ .
37. Comparison is statistically significant,  $p < .1$ .
38. In a hierarchical regression measuring respondents' job level at the time of the last survey (2011), controlling for gender, time since MBA, age at MBA, and first post-MBA starting level, participation in a formal leadership development programs is a statistically significant predictor of advancement,  $p < .05$ .
39. In a hierarchical regression measuring respondents' job level at the time of the last survey (2011), controlling for gender, time since MBA, age at MBA, first post-MBA starting level, satisfaction with sponsorship from senior management, international experience post-MBA, leading projects, working on projects with visibility to the C-suite, and profit and loss responsibility, participation in a formal leadership development programs is no longer a statistically significant predictor of advancement,  $p > .1$ . That is, after taking into account "hot jobs," leadership development no longer predicts advancement.
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41. Gender difference is statistically significant,  $p < .05$ .
42. Gender difference is statistically significant,  $p < .05$ .
43. Gender difference is statistically significant,  $p < .1$ .
44. Gender difference is statistically significant,  $p < .05$ .
45. Gender difference is statistically significant,  $p < .1$ .
46. Herminia Ibarra, Nancy M. Carter, and Christine Silva, "Why Men Still Get More Promotions than Women," *Harvard Business Review* (September, 2010).
47. Gender difference is statistically significant,  $p < .05$ .
48. Gender difference is statistically significant,  $p < .05$ .
49. Gender difference is statistically significant,  $p < .05$ .
50. Gender difference is statistically significant,  $p < .05$ .
51. Gender difference is statistically significant,  $p < .05$ .



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