

The Leadership Equation

Researching Success Factors for Women Scientists in Leadership Roles



Process

Participants	Women leaders (PhDs or MDs), as well as their managers, HR Partners & Diversity/Inclusion leaders
Qualitative Data	Conduct brief interviews by phone or in person focused on success factors
Quantitative Data	Online survey regarding key areas impacting women's opportunities for promotion
Feedback	Present all participating organizations with research results & recommendations

Research Objectives

Although women are graduating with advanced degrees in STEM fields and entering the workforce in ever-greater numbers, their representation in senior roles continues to lag behind their male counterparts. Not only is this a concern for women in scientific fields but it is also an increasing concern for companies that compete based on having the best talent available to drive innovation. Many organizations strive for gender balance, but the problem persists. Why?

This research aims to accomplish the following:

- Clarify the desired **leadership profile** organizations are seeking for senior roles and determine whether '**gender blind spots**' exist
- Uncover the **strengths** women scientists are seen as bringing to these roles and what common **development areas** arise
- Determine whether **gaps** exist between the desired profile and women's leadership capabilities
- Develop recommendations for creating '**gender neutral**' leadership **profiles** and **development experiences**

To Participate in This Research Study

Companies of all sizes in biotech, pharma, and medical devices (or related industries) that employ Ph.D./MD level scientists in people leadership roles are invited to participate in this groundbreaking research.

Research will take place from July through October 2014



How to Participate in this Research

Different Levels of Sponsorship are Available to Meet Your Organization's Interests and Needs

Bronze Level

- Participate in interviews & surveys
- All participants receive summary of research results and recommendations
- Researchers present findings and recommendations in a one hour, small group meeting with up to 5 participants
- No Financial contribution

Silver Level

- Participate in interviews & surveys
- All participants receive summary of research results and recommendations
- Researchers present findings and recommendations in up to 3 hours of meetings for up to 15 participants
- Sponsorship Acknowledgement in Research Report
- \$5,000 Contribution

Gold Level

- Participate in interviews & surveys
- All participants receive summary of research results and recommendations
- Researchers present findings and recommendations during 2 hr meeting with senior leaders/HR
- Researchers meet with Women's ERG leaders, Diversity Council or Diversity Officer
- Researchers conduct 2 half day working sessions to create an Implementation Roadmap for key recommendations
- Sponsorship Acknowledgement in Research Report
- \$10,000 Contribution

Please contact Jeni Harnden-Koehler (Jeni@TalentAccelerationGroup.com)
or
Kalpana Shanmugham (Kalpana@KalcuatedLL.com) to participate

Jeni Harnden-Koehler, Ph.D.

Experience

As an executive coach and talent management consultant with 15 years of experience, Jeni works with clients to enhance the leadership capabilities of their senior talent in support of business objectives.

Approach

Combining business experience with psychological training, she brings a deep understanding of the dynamics of change and expertise in leadership development to help develop leaders to better support strategic objectives.

Talent Management Consulting

- Create Leadership Profiles
- Design Coaching Processes
- Integration/On-Boarding Processes
- Leadership Development Programs
- Architect Action Learning Teams
- Enhance Talent Review & Succession Planning

Executive Coaching

- Assessment for Selection
- Developmental Coaching
- High Potential Acceleration
- Women's Development
- 360° Feedback
- Action Planning
- Team Coaching
- Group Coaching



Jeni is the founder and president of the Talent Acceleration Group, which exists to enhance the strength of leaders, the growth of organizations, and the efficacy of teams to deliver business results.

Jeni's experience covers a wide range of industries including: financial services, pharmaceutical, healthcare, consumer products, retail, technology, manufacturing, and energy markets as well as not-for-profit organizations. Success is achieved through working together with senior executives and their HR partners to frame and execute talent strategies that support business goals. Having the opportunity to support leadership development from both internal and external roles, she knows how to work within existing systems and with multiple stakeholders in order to achieve the desired goals.

Formerly vice president of Talent Management at Fidelity Investments, she focused on the development of high potentials and senior executives across the enterprise. She was instrumental in designing Fidelity's high potential program and in the creation of a Leadership Success Profile, as well as an accompanying 360° feedback tool, which served as a framework for selection, development, and talent management throughout the company. During the latter part of her tenure, she supported all areas of talent management including: talent review and succession planning, performance management, leadership development, executive coaching and management training as well as HR Development.

Prior to joining Fidelity, Jeni was an executive coach with RHR International where she focused on enhancing the effectiveness of individuals and teams. At an individual level, she assessed and coached senior

executives to develop stronger leadership skills in order to help them hit critical business objectives. She also assessed candidates for executive level positions to determine fit. Following selection, she worked with the chosen leader to assist with integrating them into their new role to shorten their time to operational effectiveness. At a team level, she specialized in improving team functioning using real-time work as well as action-learning interventions that build team skills while accomplishing strategic business imperatives for their organization.

An area of particular expertise is in helping organizations to identify and develop high potential employees to build bench strength. Jeni also has a special interest in developing women leaders, which is expressed in her research and in her involvement in the Healthcare Businesswomen's Association as well as in past work with Fidelity's Women's Network Group, her engagement with the Women's Network Advisory Board of the Greater Boston Chamber of Commerce and the Simmons' Women's Initiative.

Jeni lives in Acton Massachusetts with her husband, two sons, and schnauzer. During her down time she enjoys travel, scuba diving, horseback riding and taking long hikes with her boys.

CONTACT

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Kalpana Shanmugham, Ph.D.

Experience

As a talent management and diversity and inclusion consultant with 12 years of experience, Kalpana works with clients to develop leadership capabilities for leaders at all levels to support global business outcomes.

Approach

Integrating business experience with the psychology of individuals, teams, and systems, she delivers solutions that enable leaders to successfully drive organizational and strategic business outcomes.

Talent Management Consulting

- Diversity & Inclusion Strategy and Aligned Initiatives
- Diversity Council & ERG Launch / Facilitation
- Create Leadership Profiles
- Design Coaching Processes
- Leadership Development Programs
- Enhance Talent and Performance Review Processes
- Developing eLearning Programs

Leadership Coaching

- Assessment for Selection
- Developmental Coaching
- High Potential Programs
- 360° Feedback
- Team Coaching
- Group Coaching



Kalpana is the founder and president of Kalculated Leadership and Learning, whose focus is enhancing the ability of leaders, teams, and organizations to create a culture of inclusion so everyone can impact desired change and key business metrics.

Kalpana collaborates with senior business leaders and their HR partners to identify talent needs for achieving business goals. Kalpana's experience spans a wide range of industries such as pharmaceutical, technology, consumer products, retail, financial services, energy, and not-for-profit organizations. Having successfully worked within a variety of industries providing talent solutions, she successfully balances the needs of multiple stakeholders in achieving desired goals.

Working with Capital H Group and other consulting firms as a Senior Consultant, she gained extensive experience in developing Diversity & Inclusion strategies and aligned outcome-based initiatives. She has been instrumental in collaborating with clients to create their unique business case for diversity and inclusion in the context of their workforce (talent), workplace (culture), and marketplace (customers) and then aligning the business case with other internal processes for organizational change. Examples of these aligned activities include: launching and coaching Diversity Councils and Employee Resource Groups, creating training programs for development of global and inclusive leadership skills, improving equal access to development resources, and enhancing recruitment and retention processes.

Prior to joining Capital H Group, Kalpana was a strategic talent consultant and executive coach with RHR International where she focused on enhancing the

effectiveness of individuals, teams, and organizations. At an individual level, she assessed and coached high-potential leaders to increase their leadership efficacy and accelerate time to promotion. Using a combination of leadership assessments and behavioral interviewing, she also assessed executive-level candidates to determine capabilities and cultural fit for the organization. At a team level, she specialized in improving team collaboration, decision-making, and fostering joint-ownership of business successes and challenges. Within organizations or large departments, she utilized a combination of objective and subjective assessment methods to uncover key organizational challenges and root cause for resolution.

An additional area of particular interest and expertise is creating scalable eLearning programs for knowledge acquisition and capability development. Kalpana is a core team member of Braudio, a collaborative cloud-based learning company.

Kalpana lives in Atlanta Georgia with her significant other and their cat. During her down time she enjoys travel, training for and doing triathalons, hiking by the river, and cooking for family and friends.

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