**Speech: “Why we have too few women leaders” (TED, 2010)**

So for any of us in this room today, let's start out by admitting we're lucky. We don't live in the world our grandmothers lived in, where career choices for women were so limited. But we still have a problem, which is women are not making it to the top of any profession anywhere in the world.

The numbers tell the story quite clearly. 190 heads of state – nine are women. Of all the people in parliament in the world, 13 percent are women. The numbers have not moved since 2002 and are going in the wrong direction. So how are we going to fix this?

Today I want to focus on what we can do as individuals. What are the messages we need to tell ourselves if you do want to stay in the workforce? I think there are three.

Firstly, own your own success. The data shows that women systematically underestimate their own abilities. Women are more unlikely to negotiate for themselves in the workforce. And most importantly, men attribute their success to themselves, and women attribute it to other external factors. So "Believe in yourself and negotiate for yourself. Own your own success."

Secondly, make your partner a real partner. The data shows that if a woman and a man work full-time and have a child, the woman does twice the amount of housework the man does, and the woman does three times the amount of childcare the man does. However, studies show that households with equal earning and equal responsibility also have half the divorce rate.

Thirdly, don't leave before you leave. When a woman starts thinking about having a child, she starts leaning back. The problem is that women start thinking about this way earlier, which can take a long time. So don’t make decisions too far in advance, particularly ones you're not even conscious you're making.

I think a world that was run where half of our countries and half of our companies were run by women, would be a better world.