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# Women Into Nontraditional Careers

*“The closer that America comes to fully employing the talents of all its citizens, the greater the output of goods and services will be.”*

*Warren Buffett*



# Why do we want more women leaders?



- There is a correlation between high level female executives and business success. Roy Adler, Pepperdine University
- Firms with the best records for promoting women outperform industry medians with overall profits 34 percent higher. Harvard Business Review
- Companies with the highest representation of women leaders financially outperform, on average, companies with the lowest. Catalyst Research
- Women in “nontraditional” careers often earn as much as 30 percent more than those in “traditional” careers. US Dept. of Labor



# Why do we want more women leaders?

- The Organization for Economic Co-operation and Development has found that if we close the global gap in workforce participation between men and women, the Gross Domestic Product\* worldwide would grow by nearly 12 percent by 2030.

GDP is a monetary measure of the value of all final goods and services produced in a period.



# Are women a minority?

- Women make up a majority of university graduates.
- Women make up to 80% of consumer purchases.
- Women entrepreneurs account for 70% of new business startups.

“Why Women Mean Business” Wittenberg-Cox & Maitland



# Women as a minority?



- Diversity is too often about making minorities comfortable with a dominant norm.
- Women don't need "fixing."

"Why Women Mean Business" Wittenberg-Cox & Maitland

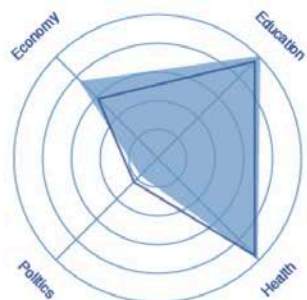




# How are we doing?



## SCORE AT A GLANCE



## KEY INDICATORS

GDP (US\$ billions)	17,947.00
GDP per capita (constant '11 intl. \$, PPP)	52,549
Total population (thousands)	321,773.63
Population growth rate (%)	0.72
Population sex ratio (female/male)	1.02
Human capital optimization (%)	78.86

<b>Global Gender Gap Index</b>
Economic participation and opportunity
Educational attainment
Health and survival
Political empowerment
rank out of

2016		2006	
rank	score	rank	score
45	0.722	23	0.704
26	0.752	3	0.759
1	1.000	66	0.982
62	0.975	1	0.980
73	0.162	66	0.097
144		115	

*Global Gender Gap  
USA Ranks 45th*

Notable Ratios:  
Wage Equality .66  
College 1.37  
Life Expectancy 1.01





Country	Survey data <sup>1</sup>	Normalized score	Rank
Rwanda	6.14	0.88	1
Burundi	5.86	0.84	2
Albania	5.78	0.83	3
Singapore	5.67	0.81	4
Norway	5.64	0.81	5
Finland	5.59	0.80	6
Philippines	5.58	0.80	7
United Arab Emirates	5.58	0.80	8
Qatar	5.56	0.79	9
Malaysia	5.54	0.79	10
Iceland	5.53	0.79	11
Bahrain	5.51	0.79	12
Brunei Darussalam	5.51	0.79	13
Bhutan	5.44	0.78	14
Gambia, The	5.41	0.77	15
Thailand	5.39	0.77	16
Uganda	5.39	0.77	17
Lao PDR	5.37	0.77	18
Egypt	5.35	0.76	19
Cambodia	5.33	0.76	20
Tajikistan	5.31	0.76	21
Algeria	5.29	0.76	22
New Zealand	5.28	0.75	23
Oman	5.27	0.75	24
Nigeria	5.26	0.75	25
Ghana	5.25	0.75	26
Azerbaijan	5.22	0.75	27
Mongolia	5.19	0.74	28
Denmark	5.14	0.73	29
Benin	5.11	0.73	30
Kazakhstan	5.07	0.72	31
Macedonia, FYR	5.06	0.72	32
Botswana	5.06	0.72	33
Georgia	5.05	0.72	34
Sweden	5.00	0.71	35
Zimbabwe	5.00	0.71	36
Belgium	4.99	0.71	37
Barbados	4.98	0.71	38
Luxembourg	4.97	0.71	39
Kyrgyz Republic	4.97	0.71	40
Ireland	4.94	0.71	41
Senegal	4.93	0.70	42
Switzerland	4.90	0.70	43
Slovenia	4.88	0.70	44
Malawi	4.86	0.69	45
Moldova	4.84	0.69	46
Sri Lanka	4.80	0.69	47
Netherlands	4.78	0.68	48
Malta	4.78	0.68	49
Armenia	4.77	0.68	50
Indonesia	4.77	0.68	51
United Kingdom	4.72	0.67	52
Cameroon	4.72	0.67	53
Cape Verde	4.70	0.67	54
Mali	4.70	0.67	55
Latvia	4.67	0.67	56
Burkina Faso	4.64	0.66	57
Japan	4.64	0.66	58
Ukraine	4.62	0.66	59
Australia	4.60	0.66	60
Romania	4.59	0.66	61
Tanzania	4.59	0.66	62
Swaziland	4.57	0.65	63
Namibia	4.57	0.65	64
Russian Federation	4.57	0.65	65
United States	4.57	0.65	66
Kenya	4.56	0.65	67
Canada	4.55	0.65	68



# How are we doing?

## Wage Equality Ranking the World Economic Forum 2016

The United States ranks 66<sup>th</sup>.



Table C12: Women in parliament

Country	Female	Male	Female-to-male ratio	F/M ratio (truncated) <sup>1</sup>	Rank
Rwanda	64	36	1.76	1.00	1
Bolivia	53	47	1.13	1.00	1
Cuba	49	51	0.96	0.96	3
Sweden	44	56	0.77	0.77	4
Senegal	43	57	0.74	0.74	5
Mexico	42	58	0.74	0.74	6
South Africa	42	58	0.73	0.73	7
Ecuador	42	58	0.71	0.71	8
Finland	42	59	0.71	0.71	9
Namibia	41	59	0.70	0.70	10
Nicaragua	41	59	0.70	0.70	11
Iceland	41	59	0.70	0.70	12
Spain	40	60	0.67	0.67	13
Norway	40	60	0.66	0.66	14
Mozambique	40	60	0.66	0.66	15
Belgium	39	61	0.65	0.65	16
Ethiopia	39	61	0.63	0.63	17
Timor-Leste*	38	62	0.63	0.63	18
Denmark	37	63	0.60	0.60	19
Netherlands	37	63	0.60	0.60	20
Angola	37	63	0.58	0.58	21
Slovenia	37	63	0.58	0.58	22
Tanzania	37	63	0.58	0.58	23
Germany	36	64	0.57	0.57	24
Burundi	36	64	0.57	0.57	25
Argentina	36	64	0.56	0.56	26
Portugal	35	65	0.53	0.53	27
Serbia	34	66	0.52	0.52	28
Uganda	33	67	0.50	0.50	29
Macedonia, FYR	33	67	0.50	0.50	30
Costa Rica	33	67	0.50	0.50	30
El Salvador	32	68	0.47	0.47	32
Switzerland	32	68	0.47	0.47	33
Algeria	32	68	0.46	0.46	34
Zimbabwe	31	69	0.46	0.46	35
New Zealand	31	69	0.46	0.46	36
Tunisia	31	69	0.46	0.46	37
Cameroon	31	69	0.45	0.45	38
Trinidad and Tobago	31	69	0.45	0.45	39
Italy	31	69	0.45	0.45	39
Austria	31	69	0.44	0.44	41
Nepal	30	70	0.42	0.42	42
United Kingdom	29	71	0.42	0.42	43
Luxembourg	28	72	0.40	0.40	44
Lao PDR	28	72	0.38	0.38	45
Poland	27	73	0.38	0.38	46
Belarus	27	73	0.38	0.38	47
Kazakhstan	27	73	0.37	0.37	48
Vietnam	27	73	0.37	0.37	49
Israel	27	73	0.36	0.36	50
Australia	27	73	0.36	0.36	50
France	26	74	0.35	0.35	52
Peru	26	74	0.35	0.35	53
Canada	26	74	0.35	0.35	54
Honduras	26	74	0.35	0.35	55
Suriname	25	75	0.34	0.34	56
Mauritania	25	75	0.34	0.34	57
Lesotho	25	75	0.33	0.33	58
Estonia	24	76	0.31	0.31	59
Singapore	24	76	0.31	0.31	59
China	24	76	0.31	0.31	61
Cape Verde	24	76	0.31	0.31	62
Lithuania	23	77	0.31	0.31	63
United Arab Emirates	23	78	0.29	0.29	64
Ireland	22	78	0.28	0.28	65

Country	Female	Male	Female-to-male ratio	F/M ratio (truncated) <sup>1</sup>	Rank
Czech Republic	20	80	0.25	0.25	74
Bangladesh	20	80	0.25	0.25	74
Colombia	20	80	0.25	0.25	77
Saudi Arabia	20	80	0.25	0.25	78
Kenya	20	80	0.25	0.25	79
Greece	20	80	0.24	0.24	80
Cyprus	20	80	0.24	0.24	81
United States	19	81	0.24	0.24	82
Kyrgyz Republic	19	81	0.24	0.24	83
Tajikistan	19	81	0.24	0.24	84
Panama	18	82	0.22	0.22	85
Latvia	18	82	0.22	0.22	86
Jamaica	17	83	0.21	0.21	87
Montenegro	17	83	0.21	0.21	88
Indonesia	17	83	0.21	0.21	89
Korea, Rep.	17	83	0.20	0.20	90
Morocco	17	83	0.20	0.20	91
Azerbaijan	17	83	0.20	0.20	92
Barbados	17	83	0.20	0.20	93
Malawi	17	83	0.20	0.20	93
Uruguay	16	84	0.19	0.19	95
Chile	16	84	0.19	0.19	96
Croatia	15	85	0.18	0.18	97
Paraguay	15	85	0.18	0.18	98
Egypt	15	85	0.18	0.18	99
Turkey	15	85	0.18	0.18	100
Chad	15	85	0.18	0.18	101
Mongolia	14	86	0.17	0.17	102
Venezuela	14	86	0.17	0.17	103
Guatemala	14	86	0.16	0.16	104
Romania	14	86	0.16	0.16	105
Russian Federation	14	86	0.16	0.16	106
Syria	13	87	0.15	0.15	107
Bahamas	13	87	0.15	0.15	108
Malta	13	87	0.15	0.15	109
Ukraine	12	88	0.14	0.14	110
Jordan	12	88	0.14	0.14	111
India	12	88	0.14	0.14	112
Mauritius	12	88	0.13	0.13	113
Georgia	11	89	0.13	0.13	114
Liberia	11	89	0.12	0.12	115
Ghana	11	89	0.12	0.12	116
Armenia	11	89	0.12	0.12	117
Malaysia	10	90	0.12	0.12	118
Hungary	10	90	0.11	0.11	119
Brazil	10	90	0.11	0.11	120
Botswana	10	90	0.11	0.11	121
Japan	9	91	0.10	0.10	122
Burkina Faso	9	91	0.10	0.10	123
Gambia, The	9	91	0.10	0.10	124
Côte d'Ivoire	9	91	0.10	0.10	125
Mali	9	91	0.10	0.10	126
Bhutan	9	91	0.09	0.09	127
Bahrain	8	93	0.08	0.08	128
Benin	7	93	0.08	0.08	129
Brunei Darussalam	6	94	0.07	0.07	130
Swaziland	6	94	0.07	0.07	131
Thailand	6	94	0.06	0.06	132
Iran, Islamic Rep.	6	94	0.06	0.06	133
Maldives	6	94	0.06	0.06	133
Sri Lanka	6	94	0.06	0.06	135
Nigeria	6	94	0.06	0.06	136
Belize	3	97	0.03	0.03	137
Lebanon	3	97	0.03	0.03	137
Kuwait	2	98	0.02	0.02	139

# How are we doing?

**Women In Politics**  
*World Economic Forum 2016*

**The United States ranks 82<sup>nd</sup>**

**19 % of women holding national seats in upper house.**



**“Women’s engagement in public life has a positive impact on inequality across society at large.”**



# How are we doing?

Women represent 4.0 percent of executives on Fortune 500 list.

Total: 21 female executives  
A drop of three in the past year.

Women comprise 19 percent of board seats  
Publicly Traded Companies in US.

Ten percent in the trucking industry.

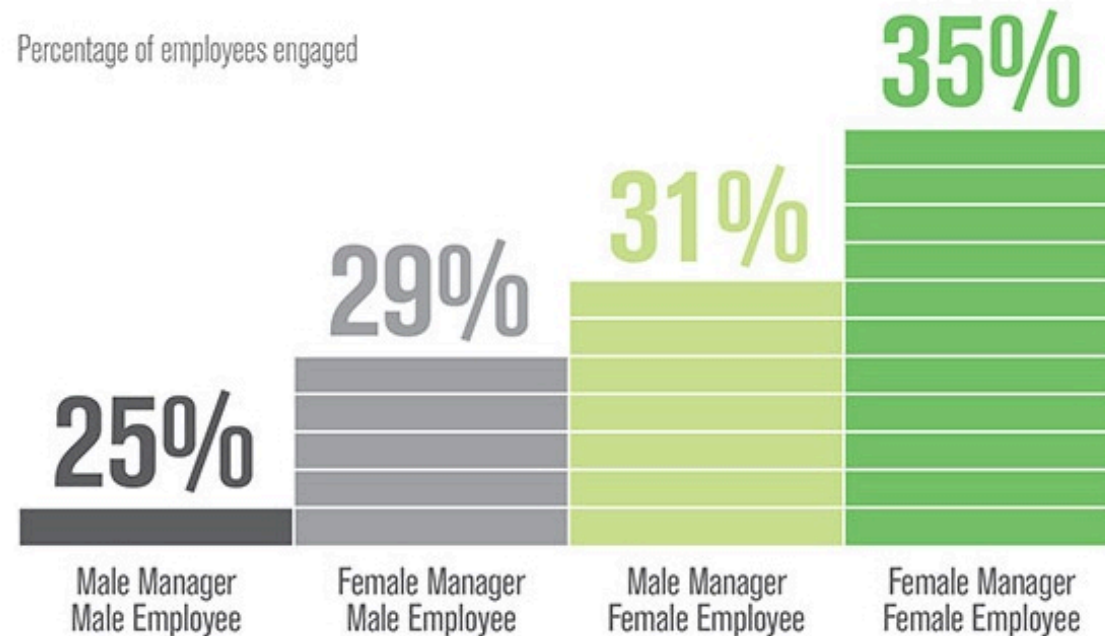


# Benefits in hiring female leaders

## FEMALE MANAGERS ARE BETTER AT ENGAGING THEIR EMPLOYEES THAN MALE MANAGERS

Employees who work for a female manager are more engaged, on average, than those who work for a male manager, according to a Gallup study of U.S. employees. Women who report to female managers have the highest engagement, while men who report to male managers have the lowest engagement.

Percentage of employees engaged





# Benefits in hiring female leaders

Managers are responsible for 70 percent of their employees engagement.

41 percent of female managers are engaged at work.  
35 percent of male managers are engaged at work.

Higher engagement levels result in higher performing work groups.

Gallup Business Journal, October 16, 2014



# What are some of the challenges?

## Why are women often “power reluctant?”

- **Push VS Pull: Men who want power push for it.**
- **Women often need to be coaxed.**  
“Why Women Mean Business,” Wittenberg-Cox & Maintland
- **Women do not negotiate salary or benefits as often as men.**  
Babcock and Laschever, 2003, Princeton University Press
- **Men typically oversell their abilities, while women undersell theirs.**  
Alex Tosolini, Proctor & Gamble.
- **Women avoid power structures and hierarchy.**
- **Women do not enjoy self promotion.**  
Deborah Tannen, “Talking at 9 to 5: Women and Men at Work”





# What are some of the challenges?

## *Must women act like men?*

- Hanging out with the men often prompts sexual innuendoes.
- Leadership selection is subjective and often leans toward hiring someone who “looks like you.”

Susan Vinnicombe, Crainfield University International Center for Women Business Leaders



- Twenty five percent of women believe they need to dress like men (pant suits versus skirts) to be treated seriously.
- Half of women are afraid to show their true emotions.
- Twenty percent of women believe they need to be ruthless to get respect.

Survey of 2,000 women by British telecommunications firm 02



# What are some of the challenges?

Women with job authority have more education, higher incomes, more prestigious occupations and higher levels of job satisfaction....*and worse mental health than lower status women.*

Why?

When women display assertiveness and confidence they are judged negatively for being unfeminine. This contributes to chronic stress.

*"Gender, Job Authority, and Depression," Journal of Health and Social Behavior, December 2014.*



WOMEN IN TRUCKING  
riding the road

# Are there Biological reasons?

- Yes!
- Women activate the amygdalae (the brain's fear center) more easily than men.
- Women are driven by estrogen (men by testosterone) and estrogen encourages bonding and connection and discourages conflict and risk taking.
- Testosterone encourages a focus on winning and demonstrating power. Women who were given testosterone were less able to collaborate.
- "Closing the Confidence Gap" Kay & Shipman, The Atlantic.



# What are some of the challenges?

## *Is motherhood a deterrent?*

**Childless women are six times more likely to be recommended for hire and offered \$10,000 more in salary than their peers with children.**

Cornell University, 2007

**49 percent of women earning over \$100,000 are childless.** Center for Work Life Policy, New York

**Single women without children between the ages of 22 and 30 earn more than their male counterparts of the same age.** Women In Leadership, US Chamber of

Commerce Foundation.



**The US is the only developed country that does not offer paid maternity leave.**



# Did you know?

Speaking while female....

**Male executives who spoke more often than their peers were rated 10 percent higher in competence.**

**When female executives spoke more than their peers, both men and women gave them a 14 percent lower rating in competence.**

Yale Psychologist, Victoria L. Brescoll research,  
Quoted by Sheryl Sandberg and Adam Grant, Op-Ed Piece in New York Times.



# What are some of the challenges?

## Like-ability: The Heidi-Howard Experiment

In 2003, Harvard Business School ran an experiment to test perceptions of men and women in the workplace.

- They chose the case study of Heidi Roizen, a real-life entrepreneur.
- The case described how Heidi was successful thanks to her outgoing personality and networking abilities.
- The same story was read by two groups of students with one difference: one group was working on Heidi, for the other, her name was changed to Howard.

Both groups found Heidi & Howard equally competent (their accomplishments were identical).

Howard came across as the more appealing colleague, Heidi was seen as "selfish" and "not the person you would like to work for."

The same data with a single difference - gender - created very different impressions.





# Should we use different terms to attract women?



*“White male values are about risk-taking, short-term gain and a focus on the individual, female values tend toward risk-awareness, the long term and team goals.”*

Halla Tomasdottir, Icelandic Fund Manager



## Did you know?

Women apply for open job positions if they believe they can respond to 100% of the criteria.

Men respond as soon as they feel they meet 60% of the requirements.

Hewlett Packard research



# Did you know?

Male CEOs who have a daughter are found to be more generous and caring in the workplace...

....and increase female employee wages.

Female's salaries increased 1.1 percent when the boss and his wife had a baby daughter compared to .6 percent for male employees.



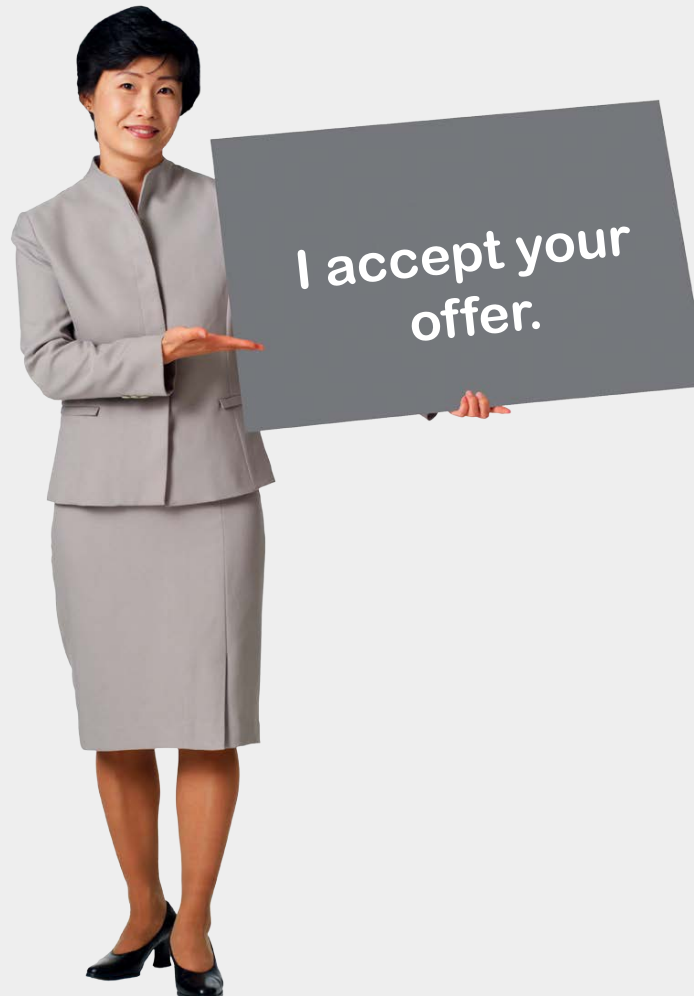
Research, Aalborg University Economics Professor Michael Dahl



# Are there barriers?

Women do not negotiate their salaries....

Babcock and Laschever, 2003



# Are there barriers?

Men are promoted based on potential....

.... Women are promoted based on accomplishments.

2011 McKinsey report



# Do Quotas work?

Example: Norway requires boards listed on the stock market to include 40 percent women.

## Results:

- Boards of listed companies have 40 percent female directors.
- Only six percent of Norwegian companies had female CEOs.

Consequence: Companies left the stock market, listed firms fell from 563 in 2003 to 179 in 2008.

\*Nina Smith, Economist at Aarhus University, Denmark

“We conclude that it (quotas) had very little discernible impact on women in business beyond its direct effect on the women who made it into boardrooms.”

Breaking the Glass Ceiling? The Effect of Board Quotas on Female Labor Market Outcomes in Norway





# What do women want?

**To make a difference.**

**To be challenged.**

**To believe in the company's mission.**

**A sense of satisfaction in their team.**

**Recognition.**

516 Women surveyed by Aspire, a UK Coaching & Leadership firm



# What do women want?



**Women WANT leadership roles.**

**Women DON'T like promoting themselves.**

**Women feel that good leaders should be able to spot talent.**

Professor Susan Vinnicombe, Cranfield University International Center for Women Business Leaders

**Are we really  
recruiting women?**



How attractive is the company image to women?

An advertisement for Green Wing truck skirts. The top half features a woman's legs in a green skirt and high heels, with the text "TAKE A PEEK UNDER OUR SKIRT" in large, bold letters. The bottom left shows a close-up of the truck skirt's hem with the text "Green Wing is the only truck skirt to feature a heavy-duty hem." The bottom right contains a detailed description of the product's benefits, the company logo, and contact information.

**TAKE A PEEK  
UNDER OUR  
SKIRT**

The **Green Wing** truck skirt features our exclusive heavy-duty hem, which improves impact protection and reduces the tailing's weight by 15%. Plus, it's easy to install, requiring less downtime. **Don't settle for an old-fashioned skirt – get the hottest technology and increase your ROI.**

614.421.7434 • [ridgecorp.com](http://ridgecorp.com)

**Green Wing**  
AERODYNAMIC SIDE SKIRTS

**WOMEN IN TRUCKING**  
redefining the road

# Be aware of gender bias!

Track your company's progress. Numbers don't lie.



# What are some of the solutions?

## *What can women do?*

- Positive affirmation: I can do it!
- Learn to handle criticism.
- Savor positive moments.
- Speak up!
- Take credit and accept praise.
- Learn to say “no” to unnecessary requests.
- Ask for raises and promotions.
- Don’t expect perfection.
- Be confident.
- Take risks.



# Did you know?

- When companies use measurable results to determine advancement, women benefit.
  - Empirical standards
  - Clear Goals
  - Frequent reviews
  - Fortune Magazine, October 2006





# What are some of the solutions?

## *What can my company do?*

- Workplace flexibility.
  - Job sharing
  - Flexible work arrangements
  - Telecommuting
- Benefits (onsite childcare, maternity leave)
- Mentoring opportunities.
- Networking opportunities (Lean In Circles)
- Gender-neutral work environment.
- Value women's contributions.
- More women as visible leaders.
- Create targets for women in leadership roles.
- Make managers accountable for promoting women.





[www.womenintrucking.org](http://www.womenintrucking.org)