

TRAILBLAZERS

Women Boldly Leading IT in a Disruptive World

Limited Opportunity: September 2016

IT Departments are **Kryptonite** for Women

Diverse teams outperform non-diverse teams by up to 80% — especially teams with women because of their high level of social sensitivity.

THE DECLINING STATE OF WOMEN IN IT

35%

IT jobs held by women in 1990

THE TROUBLING STORY IN IT LEADERSHIP

75%

CIOs agree that there is a lack of qualified female candidates for IT leadership roles

THE DISCOURAGING FUTURE OF FEMALE TALENT IN IT

37%

Computer science majors completed by women in the mid-1980s

26%

IT jobs held by women by 2013

8%

CIOs who are women

18%

Computer science majors completed by women in 2012



Current Leadership Development Programs Fall Short

Current State

Informal and formal working groups, internal recognition, and external conferences

Future State

Multi-year, cross-company leadership development program that provides on-demand access to work resources and subject matter expertise

Current Practice

- Limited scope of impact on female IT employees
- Classroom-style education sessions; hypothetical learning activities
- Focused generally on empowerment and leadership
- Brief interactions with female leaders at events
- Leadership skills taught from '80s and '90s thinking

Negative Impact

- Minimal change in performance/retention
- Lessons learned don't stick; behaviors revert to the status quo
- Typical project failures continue; may fuel resentment
- Little external network development; high poaching risk
- 50-70% of leaders fail within two years of new role

More Effective Approach

- Address all four aspects of the talent lifecycle: attract, develop, manage, and retain
- Integrate learning activities into existing work to reinforce lessons learned
- Ensure success in current job
- Foster a high-performing, cross-company network of emerging leaders
- Build leadership skills required for a volatile, uncertain, complex, and ambiguous (VUCA) world

Trailblazers Program in Brief

With input from cross-functional leaders, Info-Tech's faculty designed the Trailblazers program to reverse the decline in the role women play today in IT departments. Based on experiments in leadership development since 2005, Trailblazers has the following key features:

Multi-year collaboration by approximately 20 participants in live and virtual sessions that creates a permanent network they can leverage long after the formal end of the program.

Immersive learning experiences in three, two-day sessions in a unique physical environment designed to foster creativity.

On-demand access to thousands of research resources as well as IT and HR subject matter experts who will provide support on the participant's critical work projects to ensure their day-to-day success.

Learning re-enforcement modules and counseling between formal sessions to help participants build muscle memory around what they are learning in the program by applying the lessons in their actual work.

Activities designed to build the next-generation leadership skills needed in a VUCA world, based on empirical findings and the latest in neuroscience.



