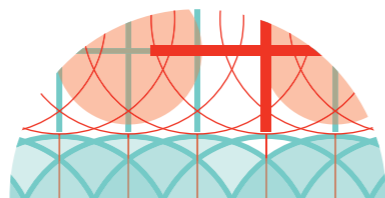


5 CHALLENGES

HOW TO ENHANCE WOMEN'S
LEADERSHIP IN CREDIT UNIONS



1

PIPELINE PROBLEM

Women often start working for
the credit union with less education
and in departments that don't lead
directly to the executive suite.



Only **28%** of individuals with an associate's degree or less report being high-level managers in their credit union

50% of those with a graduate degree report being high-level managers.



MEN

Almost **half** of women who enter a credit union begin as tellers, versus only 28% of men. Of the available careers, tellers are the second lowest generator of managerial-level positions.

WOMEN

TELLER/MEMBER SERVICES

28%

OPERATIONS

14%

MARKETING/COMMUNICATIONS

16%

LENDING/COLLECTIONS

14%

LEGAL/COMPLIANCE

2%

IT/IS

8%

HUMAN RESOURCES

3%

FINANCE/ACCOUNTING

14%

SENIOR LEADERSHIP

FINANCE/ACCOUNTING

College **MAJORS** most likely to lead to senior leadership.

BUSINESS/GENERAL MANAGEMENT

MARKETING/COMMUNICATIONS

LIBERAL ARTS/HUMANITIES

SOCIAL SCIENCES

OTHER

COMPUTER SCIENCE/IT

OTHER SCIENCES

TELLER/MEMBER SERVICES

47%

OPERATIONS

10%

MARKETING/COMMUNICATIONS

13%

LENDING/COLLECTIONS

11%

LEGAL/COMPLIANCE

1%

IT/IS

1%

HUMAN RESOURCES

4%

FINANCE/ACCOUNTING

10%

For women, human resources, IT/IS, and finance/accounting have a better chance of advancing their careers. The thicker the line, the more likely to achieve senior management.

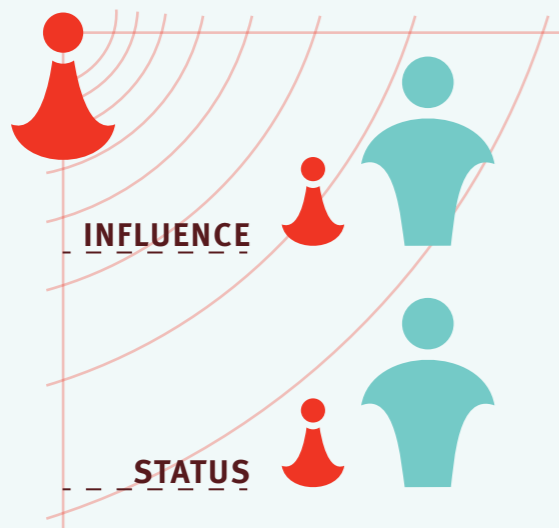
2

LEADERSHIP BEHAVIOR AND PERCEPTION

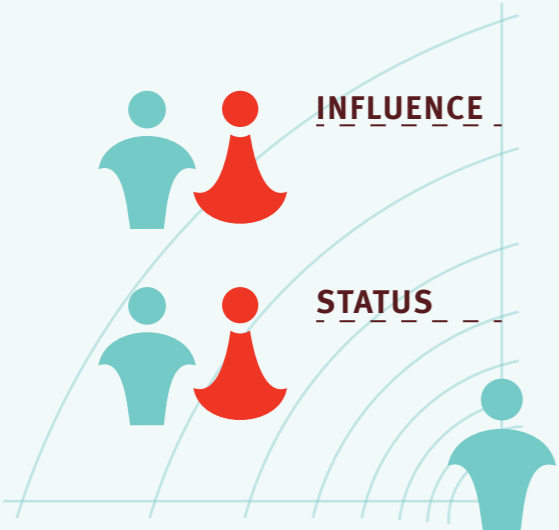
Women seem slightly more likely to use authoritarian styles, but they also perceive themselves as having less power and influence than men.

For the most part, women and men display similar behaviors in the workplace.

EXCEPTIONS



Women feel they have significantly less status and fewer resources and exert less influence than men



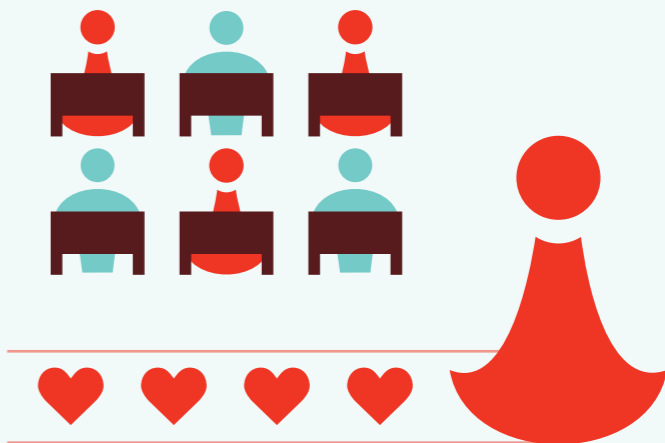
PERCEPTION



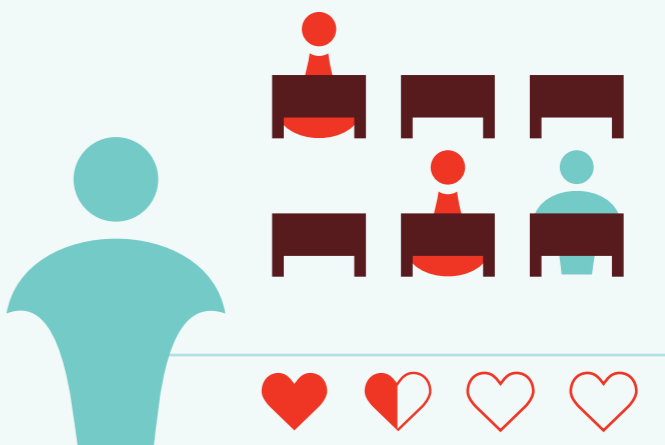
Women are a bit more likely to set objectives in isolation and less likely to seek input from subordinates



STYLE



Women report feeling more able to motivate others than men



MOTIVATION

3

LEADERSHIP CLIMATE

Employees at credit unions with
female CEOs perceive themselves
differently and act differently
than those at credit unions
where a man is in charge.

In almost every way, women feel more empowered under female CEOs, while men's responses are more mixed.

How CEO gender affects male ● and female ● employees' perceptions about their credit union's climate

LEVEL OF
COLLABORATION

The presence of a female CEO is a huge signal to women of their importance within the credit union.

CREDIT UNION'S
MISSION FULFILLMENT

VALUE OF
INDIVIDUAL SKILLS

Both men and women are significantly more likely to report that their credit union has women in important roles when there is a female CEO.

PERCEPTION ON
VALUE OF WOMEN

Men feel their skills are significantly more valued when there is a male CEO.

FEELINGS ON
INDIVIDUAL EFFICACY

Women's sense of efficacy is not affected by CEO gender.

MALE CEO

FEMALE CEO



4

AMBITION & MOTIVATION

Male and female credit union employees are equally ambitious. However, mentors and sponsors often sort along gender lines, making it harder for women to find a hand up.



MENTORSHIP **vs** SPONSORSHIP★



Mentors counsel and advise on professional and life decisions of less experienced individuals.

Sponsors are better. Sponsors advocate for individuals, increasing their visibility and actively creating career opportunities.

FEMALE CEO

MALE CEO

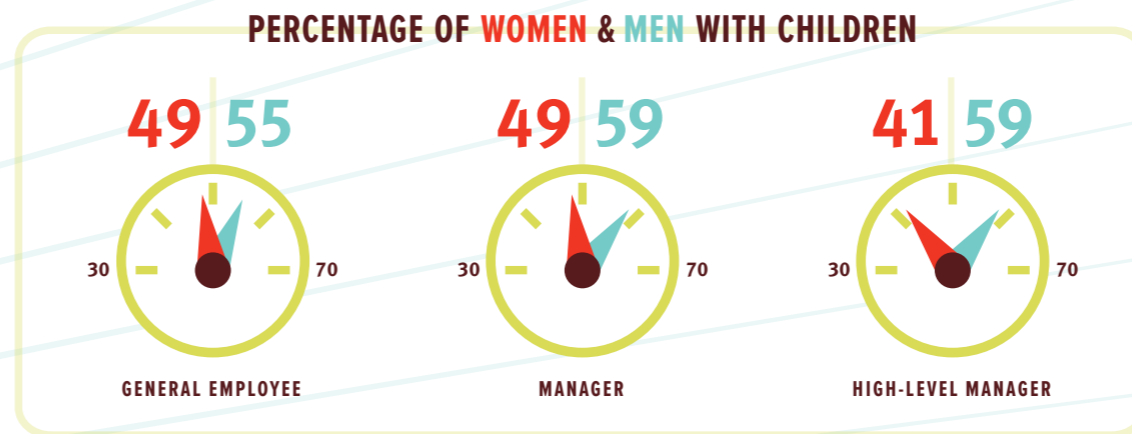


5

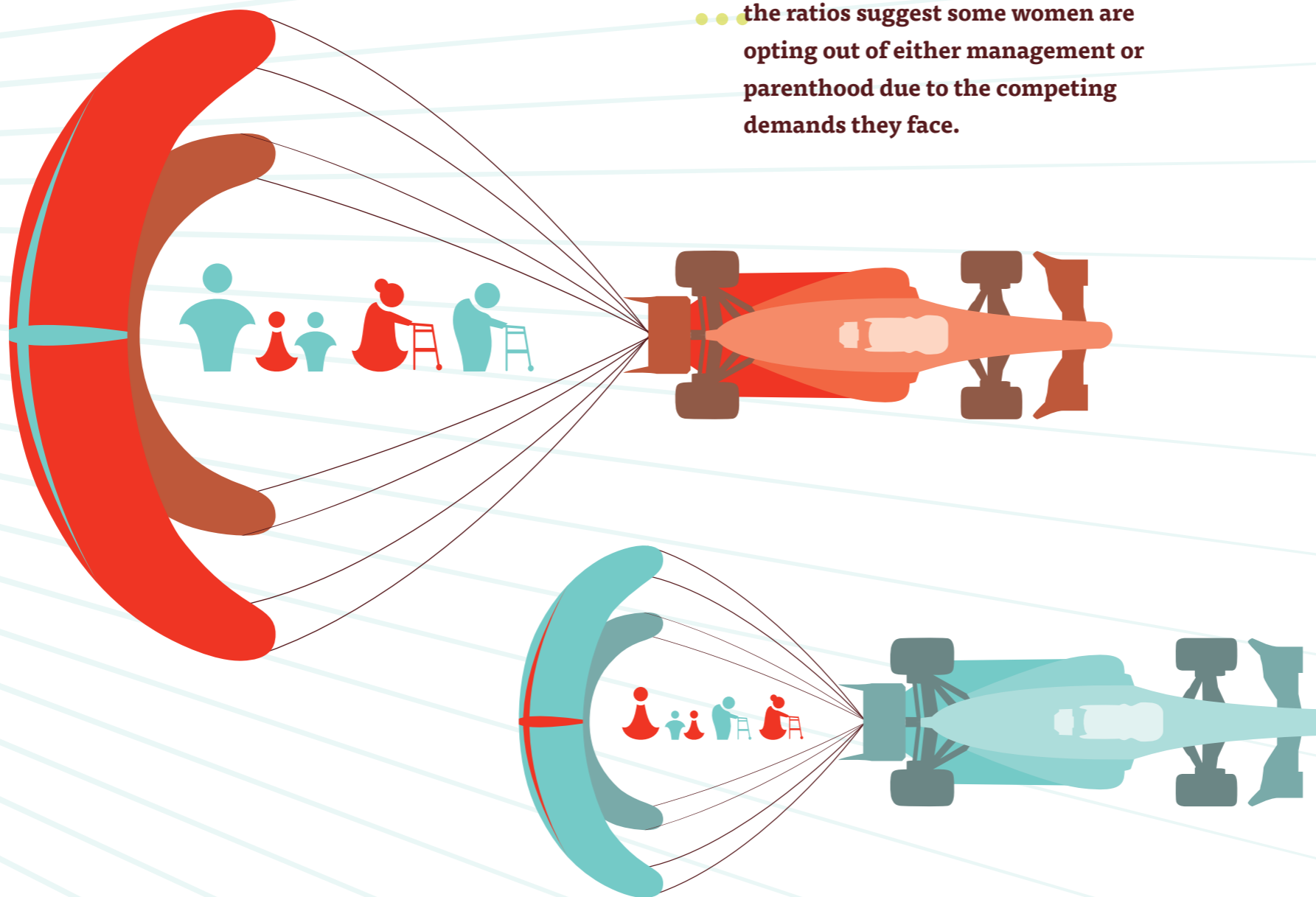
FAMILY CONCERNS

Neither men nor women report family as a career inhibitor. But at the senior level, men are much more likely than women to have children, implying an implicit trade-off between career and family.

Neither men nor women report elder and child care as career limitations, but...



...the ratios suggest some women are opting out of either management or parenthood due to the competing demands they face.



 = **753**
RESPONDENTS

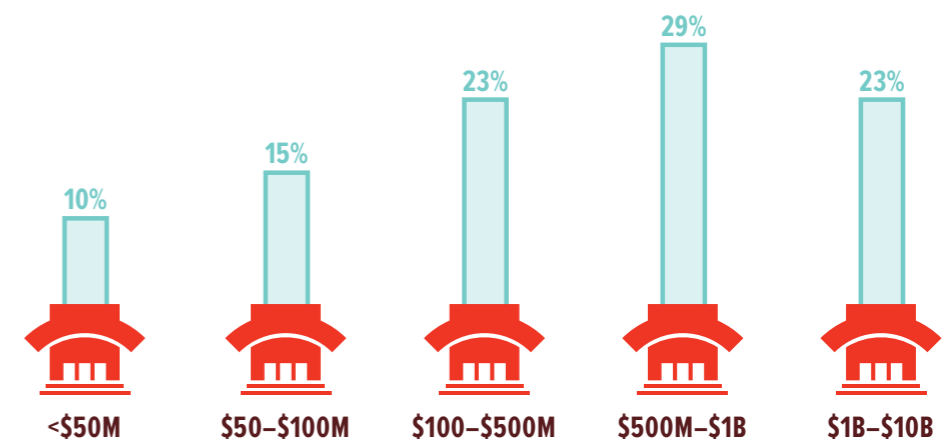
67%caucasian
70%women

320 
from targeted
credit unions

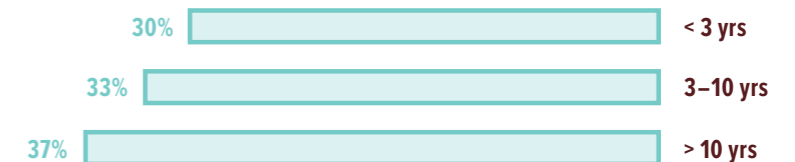
 **41**
different
countries of
national origin

53 have some
managerial
responsibility

WHERE RESPONDENTS WORK, BY CREDIT UNION ASSET SIZE

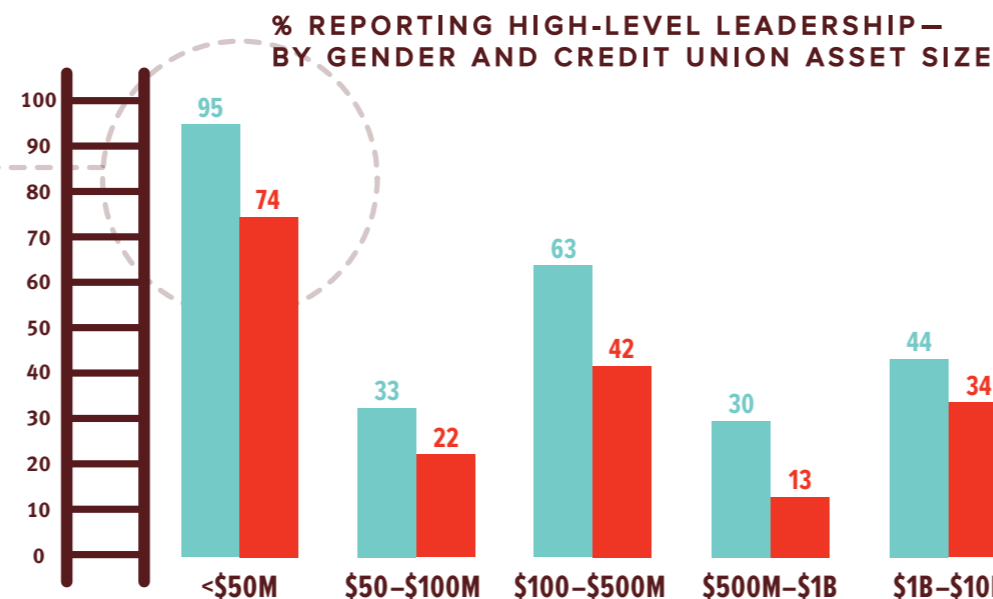


EMPLOYMENT TENURE



<\$50M

there is a **21%** gap between  who report being high-level managers, despite **66%** of CEOs overall being female.



OVERALL % REPORTING HIGH-LEVEL MANAGEMENT

55  **37** 



5 QUESTIONS

- 1 - Are we hiring women and men with different levels of leadership potential?
- 2 - When we consider outside talent, do we use the same criteria for male and female candidates?
- 3 - What are the work-life balance needs of my employees? Do they differ by gender, parental status, or age?
- 4 - Do we hold different leadership expectations for men and women?
- 5 - Are we offering male and female employees the same exposure to the critical experiences necessary for promotion?