WHY DIDN’T ANYONE TELL ME THIS 20 YEARS AGO?
AICPA WOMEN’S INITIATIVES EXECUTIVE COMMITTEE (WIEC) – USA STATISTICS

- Female First-Level Managers: 54%
  - USA*: 50%
- Female Partners: 17%
  - USA**: 19%
SKY IS...

A firmwide sustainable growth strategy to emphasize and strengthen diversity by identifying and removing cultural barriers and biases preventing BKDers from maximizing their potential.
SKY EXISTS TO...

RECRUIT, RETAIN & DEVELOP WOMEN

PROVIDE EQUITABLE ACCESS TO CAREER OPPORTUNITIES

FACILITATE UNDERSTANDING OF INHERENT BIASES & EXPERIENCES

STRENGTHEN CULTURE TO MAXIMIZE THE POTENTIAL FOR ALL
LEADERSHIP AND THE SEXES

By Michael Gurian and Barbara Annis
BRAIN DIFFERENCES (FROM LEADERSHIP AND THE SEXES)

Women
- Verbal
- 15 – 20% more blood flow even in rest state
- More neural pathways between brain that impact processing of data
- Amygdala activates higher brain into language
- Stress chemicals drive calm impulses, influence bonding

Men
- Mechanical
- Brain is in rest more often
- Memory centers smaller
- Amygdala activates lower brain into physical activity
- Stress chemicals drive more aggression & territorialism
BEHAVIORAL IMPLICATIONS

Men
- less relationship building or more physical or aggressive such as competitive displays of behavior
- fact focus
- differences in anger & emotional responses—quicker & more physical
- Physical presence, take up space
- linear thinking/one task/fact focus
- may appear to “zone out”, physical movement required to keep this from happening

Women
- more consensus building, eye contact, bonding through conversation
- context focus/memory of expressions/reading “faces”/unspoken messages
- anger activates verbal centers
- bond/cohesion/words
- integrating/assimilating info/multitask/context focus
- maintaining eye contact & nodding, less physical movement is needed to stay focused
EFFECT ON WOMEN IN BUSINESS

- Career/life integration
- Personal Brand
- Sponsorship
- Business Acumen
- Networking & Business Development
- Unconscious bias
- Confidence
CAREER / LIFE INTEGRATION - THEN
CAREER / LIFE INTEGRATION – AND NOW
TRAVEL & FAMILY PICTURES
PERSONAL BRAND
THE VALUE OF A SPONSOR

- Helps you think about the future and works with you to gain the experience necessary to meet LT goals
- Uses their own network and credibility to open doors for you
- Speaks on your behalf because they have a leadership seat that you do not have
- Gives you their credibility
THE VALUE OF MENTORS

- Provide a support system and outlet to talk in a safe environment
- Provided encouragement to take on challenges that I didn’t feel ready for
- Cared enough to tell me when I was on the wrong track
BUSINESS ACUMEN
BOSSES PERCEPTIONS OF LEADERSHIP ABILITIES

Of Men

Achieve Outcomes

Use the Greatness in You

Engage the Greatness in Others

Of Women

Achieve Outcomes

Use the Greatness in You

Engage the Greatness in Others
MY SPONSOR ALSO TAUGHT ME THE CPA BUSINESS

- Building a practice was important to my success
- Understanding of the financial implications of decisions
  - Hiring
  - Utilization of staff
  - Driving profitability in my client base
- Strategic external relationships
- Become famous in my industry
NETWORKING AND BUSINESS DEVELOPMENT
WE NETWORK DIFFERENTLY

• Collaboration
• Education
• Networking and meeting others
• Making connections
UNCONSCIOUS BIAS
UNCONSCIOUS BIAS
I am not ready, I am not qualified, I don’t want to go
Lean In

- What would you do if you were not afraid
- Sit at the table
- It’s a Jungle Gym, Not a Ladder
- The Myth of Doing it All
- Imposter syndrome
Women tend to lack confidence
Confidence is more important than competence in the workplace
Women hesitate to negotiate for better salaries and when they do, they ask for less
Society encourages boys to take risks and encourages girls to be quiet and well behaved
Women are prone to ruminate
CONFIDENCE

Research from The Confidence Code shows:

• Men overestimate abilities & performance; women under estimate both
• Women spoke 75% less than men in a mixed gender work setting
• Men applied for a job when they thought they could meet 60% of the qualifications, women 100%
• Men negotiate for raises 4X more than women
• Confidence is specific to domain
• Confidence is linked to experience and mastery
• You can teach yourself to be more confident
LESSONS LEARNED

- Follow my gut – it normally doesn’t let me down
- Speak my mind – but do it in a professional and compassionate way
- Challenge my understanding – do I exhibit unconscious bias against another
- Build my network my way – don’t try to act like a man
- Help other women to be successful
OTHER THINGS I’VE LEARNED

- If I don’t ask for what I want, how would anyone know I want it
- Be willing to speak up, even when it seems challenging
- Take my place at the table. I belong here and I’m going to participate at this level
10 RULES FOR WOMEN WHO WANT TO LEAD

1. Speak First!
2. Stop Apologizing
3. Get a Mentor
4. Communicate Face to Face
5. Stay in Control
6. Give up the guilt
7. Ask for What you Want
8. Play to Win
9. Make Emotional Bank Deposits
10. Keep Your Female Talent

From “10 Rules For Women Who Want to Lead” by Melissa Greenwell
FOR MORE INFORMATION // For a complete list of our offices and subsidiaries, visit bkd.com or contact:

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