

## **An update on how HBS is accelerating the advancement of women leaders who make a difference in the world**

In 2013, Harvard Business School celebrated 50 years of women in the full-time MBA Program. Following is a sampling of School-wide efforts since this anniversary to promote inclusion and accelerate the advancement of women leaders who make a difference in the world, focusing on areas where alumni urged and where HBS felt it could have the greatest impact—in areas such as increasing the number of women case protagonists and strengthening the curriculum, in enhancing alumnae connectedness, and in effecting positive change in business and society.

### **Senior Associate Dean for Culture & Community**

In a new role created by Dean Nohria, the faculty Senior Associate Dean oversees efforts to advance inclusion and ensure that HBS is a place where everyone can thrive and do their best work. Such support of the School's mission is consistent with the priority of *inclusion*, one of the School's "5-I" strategy priorities. Professor Amy Edmondson is the current Senior Associate Dean.

### **HBS Community Statistics: Representation of Women**

- MBA Program: 42% in Class of 2017 (compared to 35% in Class of 2008)
- Executive Education programs: 24% in 2015 (compared to 19% in 2006)
- HBX programs: ranges from 25% to 36%, depending on the program
- HBS alumni population: 16.6% (78,069 MBA and Executive Education alumni, in total)
- Faculty: More than 35 women have been hired over the past five years, representing 30% of overall new recruits to the School.

### **Gender Initiative**

In 2015, HBS launched the Gender Initiative (GI). The GI supports research, education, and knowledge dissemination as well as the advancement of women leaders and promotion of gender equity in business and society. Professor Robin Ely serves as faculty chair, and Colleen Ammerman is director. In all, 20 HBS faculty, representing seven academic units, are affiliated with the Gender Initiative, and attend seminars, organize conferences, address the alumni, share research with the media, and more.

#### *Activities and Outcomes*

The Gender Initiative convenes learning communities of industry leaders, hosts an annual symposium, and pursues other opportunities to connect faculty with companies that wish to advance diversity and inclusion. It also focuses on broadly disseminating research through the media and the GI website.

In 2015, the Gender Initiative began a comprehensive and ongoing analysis of case protagonist gender. These results were and continue to be shared with HBS faculty and with staff who support case development and distribution. (See the section Intellectual Capital/Faculty Research, below.)

The Gender Initiative is committed to supporting the *Life & Leadership After HBS* survey, which was launched during the W50 anniversary in 2013 and continues today as a longitudinal study. This research explores the experiences of alumni over time—from their career paths to their family lives, and their perspectives on both.

- The first survey, in 2014, received wide coverage, with findings published in *Harvard Business Review* and covered by the *New York Times*, *Washington Post*, CBS, PBS, and other media. Early results from the second survey were shared at the fall 2016 alumni reunion.
- Throughout the 2017–2018 academic year, the research team will focus on data pertaining to African American alumni, as the School commemorates the 50th anniversary of the African American Student Union.

#### Annual Gender & Work Symposium

- 100+ attendees who are engaged in research and work in companies on equity, diversity, and inclusion
- Primarily a scholarly conference, but included 25% to 30% practitioners, with the goal of fostering researcher-practitioner connections
- [Video content available](#) to the public

#### Other events

- Seminar series showcasing new work by HBS faculty and faculty from other institutions
- [Get Paid What You're Worth](#) panel at Harvard Club of New York City (2015)
- Making Work Work panel cosponsored with Harvard Kennedy School Women & Public Policy Program (2015)
- Screening of the documentary *CODE: Debugging the Gender Gap*, cosponsored with the HBS Digital Initiative (2016)
- International Women's Day panel and reception, cosponsored with the Women's Student Association and MBA Program (2017)
- Alumni programming for women via clubs, reunions, webinars, and HBX

#### Intellectual Capital/Faculty Research

Between April 2013 and March 2017, HBS faculty wrote 216 new cases featuring female protagonists. These represent 19% of cases with a protagonist produced by HBS faculty. ([See list of cases.](#))

### Recent publications:

- [Gender stereotypes across cultures](#) (Amy Cuddy, *Journal of Personality and Social Psychology*)
- [Consequences of “always-available” work culture](#) (Lakshmi Ramarajan, *Harvard Business Review*)
- [Gender and negotiation strategies](#) (Christine Exley, *Harvard Business Review*)
- [Carla Ann Harris at Morgan Stanley](#) (Lakshmi Ramarajan, Cold Call podcast)
- [“Linda Rabbitt at rand\\* Construction”](#) (Boris Groysberg, HBS case)
- [“Marie Trellu-kane at Unis-Cité”](#) (Julia Battilana, HBS case)
- Looking up and looking out: career mobility effects (Kathleen McGinn, *Organization Science*)
- Unpacking team diversity (Amy Edmondson, working paper)

### Curriculum and Program Offerings

- HBS MBA EC Course: How Star Women Succeed (integrating leadership development for women, who teach both male and female students, what it means to lead an inclusive organization and how to do so effectively)
  - Course created by Professor Boris Groysberg, who comments that “only about 15% of top U.S. business schools offer courses on gender and leadership for MBA students...”
- HBS Executive Education Programs
  - The Women’s Leadership Forum: Innovation Strategies for a Changing World
  - Faculty chair: Janice Hammond
  - Women on Boards: Succeeding as a Corporate Director. The inaugural session attracted more than 65 senior businesswomen from around the world. This program will be offered again in November 2017. Professors Boris Groysberg, Lynn Paine, and Frances Frei
  - International Women’s Foundation; faculty chair, Janice Hammond
- HBX Live: programming with Gender Initiative faculty in 2016–2017 and beyond. Upcoming session with Frances Frei: Developing Women Leaders (May 2017)

### Women’s Student Association (WSA) – Founded at HBS in 1971

*“One of the most prominent student groups on campus, advocating for women students, providing social and academic support, and creating innovative programs.”*

—Professor Boris Groysberg

- Annual Dynamic Women in Business Conference
- Endowed MBA Student Fellowship in 2013, “to support a second-year student with a demonstrated commitment to women at HBS”
- Manbassadors
  - A program launched in fall 2013 to offer “men on the HBS campus an opportunity to be more engaged in gender equality and gender dynamics.” Another goal is to “make it more approachable by providing peers for people who don’t necessarily know about the topic of gender issues or feel that they can approach it”

- Between 20 and 30 men have formed a leadership committee that helps plan and execute WSA-sponsored activities, such as the WSA conference; networking and social events designed to foster meaningful connections; and some recent curricular changes to classroom discussions about the expected “cultural norms” for first-year MBA students
- Series W
  - In 2015, the WSA launched the entrepreneurship initiative Series W, a group dedicated to empowering women entrepreneurs and early-stage investors at HBS; Series W will connect those women who are pursuing bold ideas, be a resource for women with an idea who need help getting it off the ground, and bring together women interested in angel & VC investing
  - The goal of Series W is to create a network of talented individuals in support of one another, no matter the stage, or series, of their big ideas. Events throughout the year will feature current students, alumni, and leading women in the entrepreneurial world

## **HBS ER Alumni Programming**

### HBS Reunions

- Since 2013, alumni reunions have featured a variety of alumnae-focused programming, including:
  - Presentation with Robin Ely and Colleen Ammerman: Accelerating the Advancement of Women Leaders
  - Presentation on HBS Alumnae Circles: Jill Ratish Fink (MBA 2005) and Laurie Matthews (MBA 1983)
  - Presentation with Professor Paul Gompers: Gender & Diversity in Silicon Valley
  - Alumnae breakfasts
  - Alumnae panel discussions
  - Overview of how the research/work of the W50 Summit will influence and support the work of Alumni Career & Professional Development

### Alumni Programming In-Person/On-Campus

- Women’s Breakfast programs at industry conferences
  - Asset Management (October 2015)
  - Venture Capital (April 2016)
  - Rock Summit for Entrepreneurs (April 2016)
- HBS Women in Investing reception (Boston), with Professor Kristin Mugford (October 15, 2015)
- A Gathering of HBS Women in Korea (June 14, 2016)
- HBS Women in Investing Reception (Boston), with Professor Kristin Mugford (September 29, 2016)
  - HBS Women in Investing (NYC) with Professor Kristin Mugford (November 17, 2016)

### Alumni Programming – Virtual (relevant content or featuring HBS women faculty)

- 50 Years of Women at HBS with Professor Robin Ely (April 16, 2013)
- How to Reinvent Yourself, with Dorie Clark (October 1, 2013)

- Changing World, Changing Workplace: How to Manage Your Non-Linear Career as an Independent Executive, with Jill Miller Perrin (MBA 1985), Chris Panagakos (MBA 1991), and Laura J. Klein (MBA 1996) (October 22, 2013)
- The ROI of Flexibility, with Allison O’Kelly (MBA 1999), founder & CEO, Mom Corps (November 6, 2013)
- Getting on Boards: 2014 and Beyond, with Julie Norris (JD/MBA 1993) (February 4, 2014)
- Aging Parents: Navigating the Journey Successfully, with Janet Simpson Benvenuti (MBA 1985), founder and CEO, Circle of Life Partners (May 6, 2014)
- Returning to Work After a Break, with Carol Fishman Cohen (MBA 1985), cofounder, iRelaunch; coauthor of *Back on the Career Track* (September 16, 2014)
- Collective Genius: Art and Practice of Leading Innovation, with Professor Linda Hill (November 12, 2014)
- Leadership Lessons from the 2010 Chilean Mine Rescue, with Professor Amy Edmondson (December 11, 2014)
- High-Impact Women Entrepreneurs: Insights from Pioneers Who Are Changing the Game, with Professor Lynda Applegate (January 15, 2015)
- How Do HBS Careers Progress? 2014 Alumni Survey Results, with Lauren Murphy, director, Career & Professional Development, Harvard Business School and Christine Van Dae, assistant director, Market Intelligence, Harvard Business School (January 21, 2015)
- The Art of Negotiation: How to Improvise Agreement in a Chaotic World, with Professor Michael Wheeler (February 3, 2015)
- The Art of Savvy Self-Promotion, with Bonnie Marcus, M.Ed., certified executive coach, *Forbes* contributing writer; founder, Women’s Success Coaching; and author, *The Politics of Promotion: How High Achieving Women Get Ahead and Stay Ahead* (April 1, 2015)
- Facing a Job Transition When You Are of a Certain Vintage, with Laurie Matthews (MBA 1983), corporate relations director, Career & Professional Development, Harvard Business School; and Warren Radtke, professional career advisor; principal, Warren R. Radtke & Co. (April 22, 2015)
- HBX Live program with Professor Amy Edmondson (May 6, 2015)
- Two HBX Live programs with Professor Frances Frei (May 14, 2015)
- HBX Live program with Professor Francesca Gino (May 15, 2015)
- New Results from the HBS Alumni Survey: Life and Leadership after HBS, with Professor Robin Ely (June 4, 2015)
- Is Entrepreneurship Right for You? with Timothy Butler, senior fellow; senior advisor, Career & Professional Development, Harvard Business School (November 17, 2015)
- How to Snag—and Keep—Your Dream Job, with Laura Klein (MBA 1996), principal, Client Development, and head of Specialist Program, Business Talent Group; and Jill Miller Perrin (MBA 1985), SVP, Client Service & Talent Development, Business Talent Group (January 21, 2016)
- Sustainable Capitalism: An Oxymoron? with Professor Rebecca M. Henderson (MBA 1985) (February 2016)
- Everything I Needed to Know About Parenting I Learned at HBS, with Denise Dampierre (MBA 1988) (January 2016)
- How to Make Your Boss (& Teams) Love You, with Jodi Glickman, president and founder, Great on the Job; author, *Great on the Job: What to Say, How to Say It. The Secrets of Getting Ahead* (February 2016)
- Interviewing Matters, with Brit Dewey (MBA 1996), managing director, Special Projects, HBS Dean’s Office (March 2016)

- Adding Resilience to Your Career Toolkit, with Professor Joshua D. Margolis (May 2016)
- Become an Entrepreneur Without Leaving Your Day Job, with Patrick McGinnis (MBA 2004); author, *The 10% Entrepreneur: Live Your Startup Dream Without Quitting Your Day Job* (September 2016)
- 5 Happiness Hacks That Drive Productivity, Sales, and Creativity, with Neil Pasricha (MBA 2007), author; TED Talk speaker; former director of leadership at Walmart (September 2016)
- Negotiating the Impossible: Break Deadlocks and Resolve Ugly Conflicts (without Money or Muscle), with Professor Deepak Malhotra (October 2016)
- HBX Live Program with Professor Amy Edmondson (October 2016)
- 3 Keys to Authentic Success as a Parent and Professional, with Marcilie Boyle (MBA 1996), CPCC, CPDT, Certified Life, Career and Parenting Coach (October 2016)
- Developing and Delivering Strong Pitches, with Professor Lynda Applegate (October 2016)
- Avoid the Mid-Career Slump, with May Busch (MBA 1985), MBA Executive Coach, speaker, advisor; author, *ACCELERATE: 9 Capabilities to Achieve Success at Any Career Stage*; former COO, Morgan Stanley Europe (October 2016)
- Leadership in the Digital Era, with Charlene Li (MBA 1993), author and principal analyst, Altimeter Group (November 2016)
- Global Family Offices: Trends & Opportunities, with Monica Mandelli (MBA 1998), managing director, KKR & Co. L.P. (November 2016)
- Build a Stand-Out Resume, with Jill Huggett; founder, Bridgepath Career Advisors; HBS Career Coach (December 2016)
- Your Move: Making the Most of Your Next Transition (Professional or Personal), with Linda Rossetti (MBA 1991), author; managing director, Golden Seeds LLC (January 2017)
- Leading Diversity: What Top Managers Need to Know, with Peter Linkow, managing director, Lead Diversity; senior fellow, Human Capital; the Conference Board (February 2017)
- Grown and Flown: Parenting Through the High School Years, with Mary Dell Harrington (MBA 1982), cofounder and coauthor, *Grown and Flown* (February 2017)
- Blended: Using Disruptive Innovation to Improve Schools, with Michael B. Horn (MBA 2006), chief strategy officer, Entangled Ventures; cofounder, distinguished fellow, Clayton Christensen Institute; and Heather Staker (MBA 2001), CEO and founder, Ready to Blend, LLC (March 16 2017)
- Finding Your Fit: The 6 Essential Elements You Need to Thrive at Work, with Cammie Dunaway (MBA 1990), global chief marketing officer, strategy consultant, board member, and author (May 2, 2017)
- HBX Live Program, with Professor Frances Frei (May 10, 2017)
- FinTech Innovation: Winners and Losers in Online Lending to Small Business, with Karen Mills (MBA 1977), senior fellow, Harvard Business School (May 17, 2017)

HBS Alumni Clubs – Events both with and without HBS faculty participation, and other programming focused on women

- Harvard Club of Hong Kong
  - Program with Professor Linda Hill (December 10, 2016)
- HBS Association of Boston

- Our Aging Market: Why Businesses Need to Respond, with Professor Linda Hill (March 5, 2015)
  - She's Got Game, alumnae entrepreneurial panel with Professor Lynda Applegate (January 20, 2016)
- HBS Association of Germany
  - Biannual Alumni Event with Professor Anita Elberse (March 21, 2015)
- HBS Association of Northern California
  - HBS Women of Northern California Fellowship Fund
  - Events
    - Women in Tech Networking Lunches
    - Accelerating the Advancement of Women Leaders, with Professor Robin Ely (February 5, 2013)
    - W50 Cocktail Hour at the Four Seasons, Palo Alto (February 25, 2013)
    - Sephora Case Study Discussion, with Professor Uma Karmarkar (April 18, 2013)
    - W50 event: K-12 Education: Impact and Opportunity (September 18, 2013)
    - HBSA/NC W50 Gala (January 27, 2014)
    - W50 Panel & Networking Reception at Zynga (September 22, 2014)
    - Professor Robin Ely Presentation (September 21, 2015)
    - Professor Rebecca Henderson Dinner (December 15, 2016)
- HBS Association of Orange County, program with Professor Lynda Applegate (October 4, 2016)
- HBS Club of Charlotte
  - Program with Professor Cynthia Montgomery (May 6, 2013)
- HBS Club of Chicago
  - Program with Professor Lynda Applegate (May 4, 2015)
- HBS Club of France
  - Program with Professor Robin Ely (June 18, 2013)
  - The Human Costs of Layoffs: Workforce Reductions and Their Alternatives, with Professor Sandra Sucher (January 28, 2015)
- HBS Club of Houston
  - Program with senior lecturer Christina Wing (December 8, 2016)
- HBS Club of Japan
  - Panel Program with Professor Linda Hill (August 27, 2015)
- HBS Club of London
  - Program with Professor Francesca Gino (September 3, 2015)
  - Program with Professor Amy Cuddy (February 10, 2016)
- HBS Club of New York
  - Program with Professor Anita Elberse, featuring Sir Alex Ferguson (April 29, 2015)
  - Move: Putting America's Infrastructure Back in the Lead, with Professor Rosabeth Moss Kanter (May 15, 2015)
  - Program with Professor Amy Cuddy (January 22, 2016), in partnership with HBS Women's Association of Greater New York
- HBS Club of Philadelphia
  - Program with Professor Kristin Mugford (September 18, 2015)
- HBS Club of San Antonio
  - Program with Professor Kathleen McGinn (March 16, 2015)
- HBS Club of Singapore

- Program with Professor Meg Rithmire (September 15, 2016)
- HBS Club of St. Louis
  - Fall Kick-off Event with Professor Lynda Applegate (October 15, 2015)
- HBS Club of the Philippines
  - Program with Professor Meg Rithmire (November 7, 2016)
- HBS Club of Toronto
  - Program with Professor Amy Cuddy (March 4, 2016)
- HBS Club of Washington, DC
  - HBS W50+: Women in Leadership in Business and Civic Life (March 8, 2016), featuring a fireside chat with US Secretary of Commerce, Barbara H. Franklin (one of first women to graduate from HBS, in 1963/64) and a panel discussion, The Gender Revolution: the march of women to legal, political, and economic equality with men; panelists: Marla Beck (Bluemercury), Colleen Ammerman (HBS), and Jackie Vanderburg (US Trust/BofA)
- HBS Women's Association of New England
  - Program with Professor Kathleen McGinn (May 7, 2015)
- HBS Women's Association of NY
  - Program with Professor Amy Cuddy (January 22, 2016), in partnership with HBSCNY
  - Program with Robin Ely and Colleen Ammerman (March 13, 2017)
- Other HBS Club Activity:
  - HBS Association of Northern California created a coffee-table book
  - HBS African-American Alumni Association created a W50 profile book and website
  - HBS Club of France = Harvard Women France (<http://www.harvardwomenfrance.fr/>)
  - HBS Women's Association of New England has hosted many events targeting women (<http://harvardbusinessschool.imodules.com/s/1738/cc/index3.aspx?sid=1738&gid=28>)
  - HBS Women's Association of New York has hosted many events targeting women
  - HBS Club of Chicago has partnered with HLS Women's Alliance of Chicago and Kellogg's Executive Women's Network to deliver programming targeting women

#### Alumni-Owned/HBS-Enabled Program

- Alumnae Circles – HBS Alumnae Circles are small groups of HBS alumnae who gather monthly to discuss myriad issues. Circles are designed to foster genuine relationships among alumnae, and give women the opportunity to learn from, support, and inspire one another, personally and professionally. Circles is currently being piloted in Boston, New York City, Washington, DC, and San Francisco.

#### **HBS Communications**

- Two post-W50 Summit articles in the *HBS Alumni Bulletin*
  - [“Notes from W50”](#) (June 2013)
  - [“W50 Next Steps”](#) (March 2014)



- The *HBS Alumni Bulletin* has subsequently covered topics related to women's issues, e.g.,
  - ["Ask the Expert: How to Build a More Diverse Board"](#) (September 2016)
  - ["Women in Tech"](#) cover story (March 2015)
- 228 women are profiled in the [Making A Difference](#) collection (approx. 40% of total)
- HBS Alumni Website Stories
  - ["Personalizing Women's Path to Success"](#) (January 2017)
  - ["Leading the Way for Women Entrepreneurs"](#) (October 2016)
  - ["Women of Wall Street Tell Their Story"](#) (June 2016)
  - ["W50 in the Windy City"](#) (September 2013)
- *The New York Times*
  - *NYT* articles in which the School placed HBS research as part of its public launch of the Gender Initiative, in 2015:
    - <http://www.nytimes.com/2015/05/17/upshot/mounting-evidence-of-some-advantages-for-children-of-working-mothers.html>
    - <http://www.nytimes.com/2015/05/31/upshot/the-24-7-work-cultures-toll-on-families-and-gender-equality.html>
    - <http://www.nytimes.com/2015/07/23/upshot/more-than-their-mothers-young-women-plan-career-pauses.html>