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CATALYST

THE PROMISE OF FUTURE LEADERSHIP: HIGHLY TALENTED EMPLOYEES IN THE PIPELINE

Not all leadership opportunities are created equal. Women get fewer of the high visibility, mission-critical roles and international experiences—the so-called “hot jobs”—that are key to getting ahead at global companies. According to Catalyst’s report, *Good Intentions, Imperfect Execution? Women Get Fewer of the Hot Jobs Needed to Advance*, unequal access to those roles may be an underlying cause of the persistent gender gap at senior levels.

“Hot Jobs” Get High Potentials Ahead

Training programs alone won’t fully develop the next generation of leaders, nor are such programs likely to close the gender gap. Catalyst research shows that on-the-job experience leads to advancement more quickly than training—and even among those who have completed training programs, men are still more likely than women to get access to “hot jobs.”

“Offering critical assignments to high-potential women as part of an intentional strategy can help break through the logjam that blocks advancement for talented women...Access to the “hot jobs” and to senior-level sponsors with clout to create that access can make a dramatic difference in closing the persistent gender gap.”

—Ilene H. Lang, President & CEO, Catalyst

When companies give consideration to developing diverse leaders, programs often focus on leadership development or mentoring programs but rarely on how you channel women into those [crucial] assignments...It’s [vital] to determine which roles are mission critical and whether women have equal access to those positions.

—Herminia Ibarra, Professor of Organizational Behavior, INSEAD

For companies striving to close persistent gender gaps, allocating critical assignments to high-potential women in more intentional and strategic ways can make a dramatic difference in diversifying the pipeline and moving more women into leadership roles.

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