

# The Ruby Report: How Companies Can Profit By Promoting Women Leaders

Dawn Frail

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The Ruby Report: How Companies Can Profit By Promoting Women Leaders Dawn Frail While much research has been done to try to figure out why women lag so far behind men in positions of

senior leadership, the resulting knowledge shows that by the time women reach the top of organizations, their numbers are sparse, even though they entered the leadership pipeline in equal numbers compared to men.

The issues of time in leadership, education and leadership capability have all been studied, as has salary inequity. Flexible work arrangements and leadership development practices have also been studied. While this is all-important information, it seems that we have not yet seen an explanation that addresses the root cause of this issue.

The Conference Board of Canada claims that if "organizations are to achieve relative gender balance, significant change in talent management and leadership management practices will be required," which points to proactive practices.

This book analyzes the knowing vs. doing gap by looking at the actual behaviours and (cultural factors) practices of organizations that are actually filling their senior leadership roles with more women than other corporations in Canada.

Having policies in place doesn't seem to be driving promotion rates for women. What are the associated behaviours of those organizations that are walking the talk, and what lessons can we learn from their efforts?

This book should be required reading for all leaders who care about getting more women into their leadership pipeline. Learn where to spend your gender diversity dollars to ensure you get the greatest return on your investment. What do your current gender diversity activities look like, and are you missing any of the critical ones? Learn the key aspects required to support women in their leadership careers and maximize the key talent you already have in house.

This book is also essential reading for any woman who desires a successful career in leadership. What do women say who've been there and done that when it comes to actually getting the promotions they deserve? What are the key elements you must look for when choosing a company to pursue your leadership dreams? What obstacles and roadblocks must you know about so you can navigate them?

With a straight forward and no-nonsense writing style, Frail takes you on a journey that explores the problem as it exists today. Filled with quotes from women leaders who participated in the study, much insight is provided from the front lines. The broader goal of this book is to keep the gender intelligence conversation going. The more focused goal is to help companies be more profitable by executing gender intelligence goals.

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