

Re-Imagining Jewish Leadership Education Conference

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Key Question: What can we do to increase gender parity in the Jewish sector?

Sheryl Sandberg said, "If NASA launched a person into space today, she could soar past Mars, travel all the way to Pluto, and return to Earth 10 times before women occupy half of C-suite offices."

The issue of women in leadership (or lack thereof) has been simmering in the business and non-profit sectors - including the Jewish sector - for years. It reached a boil-over point in the defeat of Hillary Clinton; many believe gender was a contributing factor. It is time for a paradigm shift toward gender parity in Jewish organizations. We have a unique opportunity to change this dynamic in the Jewish sector and position our community as a model for how to address gender parity more broadly.

According to a [report by LeanIn.org and McKinsey](#), women account for only 20% of staff at the senior vice president level and 20% of line roles that lead to the C-suite (based on the survey of 132 companies employing more than 4.6 million people). Likewise, in the [non-profit sector](#), 66% of female non-profit leaders surveyed said their organization's staff was comprised predominantly of women while 71% of respondents from large non-profits (annual revenue of \$25 million or more) said their CEO is male.

The Jewish community is not faring better. While 75% of the people who work in Jewish nonprofits are women, only 12-14% of them are the leaders ([Forward Salary Survey](#)). Of the largest North American Federations, only three have hired female CEOs in recent years (and one of the women resigned). And only 10% of the 50 highest paid Jewish professionals are women ([Leadership Pipelines Initiative](#)).

Achieving gender parity is not only the right thing to do, but it is also critical to solving the complex problems facing our community and our country. [Study after study](#)^j proves the business case for working toward an equal balance of women and men in senior leadership roles - organizations perform better.

In the secular space, [Paradigm for Parity](#), a coalition of CEOs, board chairs and academics are working together toward a vision of achieving full gender parity in all businesses across all levels for corporate leadership by 2030. Paradigm for Parity has created a 5-Point Roadmap, an action plan based upon extensive research and best practices, to help companies accelerate the pace of achieving gender parity. The Roadmap action steps are:

- 1) Minimize or Eliminate Unconscious Bias
- 2) Significantly Increase the Number of Women in Senior Operating Roles
- 3) Measure Targets at Every Level and Communicate Progress and Results Regularly
- 4) Base Career Progress on Business Results and Performance, Not on Presence
- 5) Identify Women of Potential and Give them Sponsors, as well as Mentors

The Schusterman Fellowship is Schusterman's flagship leadership development program for high-potential leaders who are well-poised to assume C-suite roles in the coming years. Launched in 2015, and now in its third cohort, the Fellowship selects through a nomination and application process an international group of leaders for an 18-month long cohort-based and individualized leadership development experience. Key components include:

- A personalized 360-degree feedback-based leadership assessment to help leaders understand their strengths and growth edges
- A Customized Leadership Development Plan supported by a significant stipend to enable leaders to pursue leadership development opportunities that are aligned with their specific goals and needs (e.g. Executive Education programs, one-on-one deep Jewish learning, etc.)
- Leadership coaching with an executive coach over 18 sessions to help Fellows maximize their effectiveness
- A series of in-person gatherings and ongoing virtual learning opportunities
- Writing and speaking opportunities
- An Organizational Change Initiative which serves as a "stretch project" for Fellows to apply what they've learned while simultaneously addressing an organizational need

The first cohort included 24 Fellows; the second cohort includes 29, and the third cohort will include up to 30. Thus far, about 50% have been women. Our first formal evaluation of the program is underway.

Some of the key questions we are currently asking ourselves:

- 1) How is the Fellowship preparing Jewish women, in particular, for leadership in the sector?
- 2) What are other ways we can effectively prepare women for leadership in the Jewish sector?
- 3) What can we learn from Paradigm for Parity and other analogs in the for-profit and non-profit sectors?
- 4) How can we affect culture change in the sector so organizations attract, develop and retain women?
- 5) What can we do to increase gender parity in the Jewish sector?**

Some key questions for you to consider:

- 1) What are you doing to successfully engage/prepare women for leadership?
- 2) In what ways could you sharpen your focus toward women's leadership?
- 3) What is one step you could take to increase gender parity in the Jewish sector?**

ⁱ <http://fortune.com/2015/03/03/women-led-companies-perform-three-times-better-than-the-sp-500/>
<https://www.bloomberg.com/news/articles/2015-09-11/women-focused-funds-are-making-money-and-creating-controversy>
<https://www.linkedin.com/pulse/business-case-women-leadership-kate-lee>
<https://hbr.org/2012/03/a-study-in-leadership-women-do>