



# ADVANCING WOMEN LEADERS ORGANIZATIONAL ASSESSMENT (AWOA)

Validating Linkage's Strategic Framework for Supporting Women in Leadership



Many organizations have set goals to increase the number of women leaders in their ranks, but they continue to rely on lagging indicators such as retention or promotion rates or on outdated business assessments to inform their strategy. By the time they access this data, the damage is done: women have left the organization—or never joined it in the first place.

THAT IS WHERE LINKAGE'S **STRATEGIC FRAMEWORK TO ADVANCE WOMEN LEADERS** COMES IN. IT IS FRAMED AROUND FOUR DIMENSIONS CRITICAL TO SUPPORTING WOMEN IN LEADERSHIP AND ACHIEVING AND MAINTAINING GENDER PARITY:

- **Culture:** Do women feel valued and respected in the organization? Do women feel that their uniqueness is honored and that they belong?
- **People Systems & Processes:** Do women have equal opportunities in people systems, including the hiring process, access to stretch assignments, or promotions and sponsorship?
- **Executive Action:** Are executives truly committed to inclusivity and taking action to support and sponsor women?
- **Leadership Development:** Do women have access to and take advantage of effective development opportunities tailored to issues women leaders face?





LINKAGE'S ADVANCING WOMEN ORGANIZATIONAL ASSESSMENT (AWOA) IS A RESEARCH-BACKED DIAGNOSTIC ASSESSMENT THAT MEASURES THESE FOUR DIMENSIONS. **IN ADDITION, IT ASSESSES FOUR KEY INDICATORS OF HOW WOMEN FEEL ABOUT THEIR ORGANIZATION:**

**1. Organizational Values Fit:**

Are the organization's values in line with my own?

**3. Organizational Commitment:**

If the same or a similar job opened at another organization, would I leave?

**2. Organizational Engagement:**

Am I able to contribute to the success of my organization?

**4. Net Promotor Score (NPS) for Women:**

Would I recommend my organization as a great place for women to work?

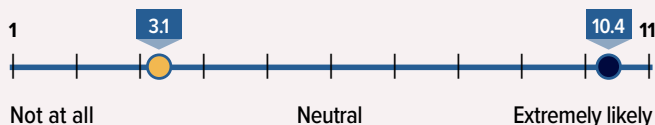
Response data from more than 8,000 women across six-plus years provides support for the Strategic Framework and its dimensions. Key SHRM research findings show that AWOA results equip organizations with important information to guide the advancement of women into leadership roles. The following two findings demonstrate the associations between the Strategic Dimensions and the leading indicators of how women perceive their organization.

1

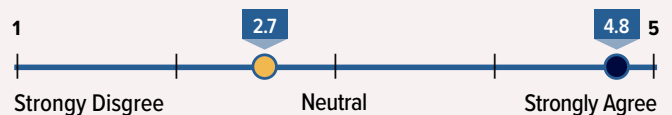
# THE STRATEGIC DIMENSIONS PREDICT THE LEADING INDICATORS

When women rank their organization highly on all four Strategic Dimensions — **Culture, People Systems & Processes, Executive Action and Leadership Development**—they also tend to be more committed, engaged, likely to recommend their employer and aligned with organizational values.

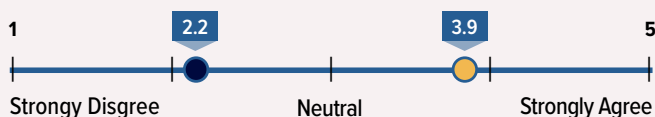
Women who rate their organization highly on all four dimensions are **over 3 times more likely** than women who rate their organization low on all dimensions to **recommend their organization as a great place for women to work.**



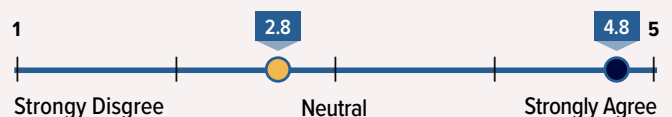
Women who rate their organization highly on all four dimensions are **nearly 2 times as likely** than women who rate their organization low on all dimensions to agree that their **organization's values are a good fit with their own.**



Women who rate their organization highly on all four dimensions are **nearly 2 times as likely** than women who rate their organization low on all dimensions to agree that they **would not leave their job if offered a similar job at another organization.**



Women who rate their organization highly on all four dimensions are **more than 1.5 times more likely** than women who rate their organization low on all dimensions to agree that their **organization makes it possible for them to directly contribute to success.**



● = High on all AWOA dimensions  
● = Low on all AWOA dimensions

# CULTURE HAS THE GREATEST INFLUENCE ON THE LEADING INDICATORS

Among the four Strategic Dimensions, the extent to which women feel the organization values, respects and honors their contributions is the strongest contributor to the four leading indicators: **NPS for Women, Organizational Value Fit, Engagement and Organizational Commitment.**<sup>1</sup>

Women who rate their employer highly on having a culture supportive of women's advancement are **15+ times more likely to recommend their organization to friends or colleagues:** 61 of 100 women are very likely to recommend their employer; only 4 in 100 are very likely to warn against it.

Organizational Culture Rating		Likelihood to Recommend Organization as Great Place for Women Leaders (based on a 0-10 likelihood scale)	
		Somewhat likely (7-8)	Very Likely (9-10)
	Not very likely (0-6)		
Low	93%	7%	0%
Moderate	41%	45%	14%
High	4%	34%	61%

<sup>1</sup> Results based on a relative weights analysis.



# DISCOVER HOW LINKAGE CAN HELP YOUR ORGANIZATION ADVANCE WOMEN LEADERS

Contact Linkage to learn about their Advancing Women Leaders™ Signature Solution and find out how your organization can promote a more inclusive work culture.

LEARN MORE: [www.shrm.org/awoa-2024](http://www.shrm.org/awoa-2024)

## **METHODOLOGY**

A total of 8,152 respondents completed the AWOA between 2016 and 2022. In this assessment, participants responded to questions and agreement statements on various topics related to their organization and how supportive and beneficial it was as a place for women to work.

Of respondents to the AWOA, 99.8% identified as a woman, 68.4% self-identified as white and 93.3% indicated they were heterosexual. The majority of respondents were in the Generation X age group (58.3%) and nearly all respondents held a bachelor's degree or an advanced degree (95.7%).

