

## Women Moving Forward© Graduates Newsletter September 2006

I know I have already told you about a great article from the March 2005 issue of the Harvard Business Review called: Off-Ramps and On-Ramps; Keeping Talented Women on the Road to Success by Hewlett & Luce

It makes the point that women make choices regarding work and life all along their career paths and that companies need to know that and build careers around it if they want to meet the needs of women. I want to focus this month on their description of the factors; push and pull. They say in the article that these are the two categories which women site most as the reason to stay or leave their company.

### PUSH FACTORS / PULL FACTORS

Push Factors are the company issues women face that convinces them not to stay.

Pull Factors are personal and family issues that women face that convince them to leave their jobs.

For Example:

<b><u>Push Factors</u></b>	<b><u>Pull Factors</u></b>
<ul style="list-style-type: none"> <li>• under utilization of woman in her job</li> <li>• a bad boss</li> <li>• no praise or recognition for a job well done</li> <li>• negative or hostile work environment</li> <li>• increased responsibility with no commensurate title or raise and/or no acknowledgement of same</li> <li>• sexual harassment towards the woman herself or women she knows</li> <li>• constant demands and no acknowledgement</li> <li>• forced moves and re-location with no support</li> </ul>	<ul style="list-style-type: none"> <li>• a sick child</li> <li>• a sick family member or elderly family member</li> <li>• divorce</li> <li>• death in the family</li> <li>• family guilt</li> <li>• internal guilt, ie. wifely &amp; family or parental role</li> <li>• church , school or parental &amp; grandparent guilt in parenting role</li> <li>• child doing poorly in school</li> <li>• marriage</li> <li>• being the first person in the family to have a profession not just a job</li> </ul>

Given all the Pull Factors women face daily, companies always ask me what can we do to impact the attrition of women, is it a loosing battle?

and

If family issues / cultural issues are the Pull Factors we don't as a company have much control over that, do we?

What I tell companies when they ask me these questions is the following:

Given the enormous influence of the Pull Factors in every woman's life, you can impact the attrition of women at your company and control the impact of their personal lives by making sure their experience at your company is a very positive one.

No woman leaves a company she loves and that has proven to her she is valuable or a career or job she loves no matter what the pull factors are.

So for companies wanting to keep their attrition rates for women low or who want to attract quality women candidates, here are some do's and don'ts:

#1 – Don't exacerbate or create "push issues" for women at your company. Especially given all the "pull factors" they deal with daily.

#2 – Make sure women at your company are utilized fully. Underutilization is the #1 issue women use when they leave your company.

#3 – Get rid of dysfunctional bosses, wherever they are in your company and at every level. They become very big push factors and create attrition all the time.

How do you find dysfunctional bosses at your company? Simply review attrition rates of managers regularly. If they are losing people regularly or they are losing all of their women employees they are dysfunctional and will keep your attrition numbers up.

#4 – When you promote a woman, promote her. Don't play around with the promotion. By that I mean, don't give her the increased responsibility without the commensurate title and pay. That is a push factor for women who deserve better.

#5 – Make sure you are attending to or have a staff at your company that can attend to the needs of the whole woman. If she needs support with her family, listen and refer her for help. If she is having trouble with her child's health, listen and refer her for help. Just because you are her employer does not mean you are exempt from listening to her needs.

Sometimes a quick referral to someone who can help makes a female employee feel the company is not making her personal situation worse. The company is actually supporting her to get it fixed.

I will say it again, women don't leave companies and jobs they find satisfying, they only leave companies and jobs they find totally unsatisfying.

If you have any comments, questions, ideas on this topic let us know. I look forward to hearing from you.

**Women Moving Forward®** **January 17-19 and June 5-7, 2007**

These workshops have enrollment available. Let us know if you plan to refer someone or you plan to observe or review.

**Women's Leadership Retreat** **May 8-10, 2007**

We are at 9 out of 12 spaces filled. If you want one of the last three spaces, contact Susan as soon as possible.

**TWO OPPORTUNITIES**

Susan and John will be hosting two events for WMF Graduates:

Cincinnati, Monday, September 18<sup>th</sup> – Dinner

If you plan to attend but have not RSVP'd, please e-mail us soon.

Scottsdale Conference Center, Sunday Brunch, November 5, 12:30 p.m.

If you want to join Susan & John for Brunch at the Scottsdale Conference Center, please let them know by e-mail.

Susan and John look forward to seeing you there.

**Leading Projects Through Relationship, Commitment and Purpose**

This new and successful course is being offered in Colorado, January 8-12 for those that have not taken Productive Relationships and January 10-12 if you have.

We recommend you register early if you want a space.

**Men, Relationships and Work** **April 17-19, 2006**

For those of you looking for the male version of WMF®, this is it!

It has a successful track record in the U.S. and South America.

If you have men to refer, please do so ASAP as it tends to fill up quickly. We want to make sure WMF® grads have the first option to place men in the course.

**NOTE: If you don't see a course listed on the Public Workshop Schedule you want or can attend, let us know. We can add to our schedule. To bring any of our courses to your company give us a call. We'd love to talk with you about it.**

**Thank You Update on Fund for Andres Lobo Ocando**

A big **THANK YOU** to all of you who contributed to Andres' fund at Cincinnati Children's Hospital. Thanks also for the thoughts and prayers for Andres. He is doing well and the tests show he can, with help, grow up and be a healthy child. We are halfway to the goal of \$6,000 so if you wanted to send something but haven't yet, you can still do so:

Cincinnati Children's Hospital  
660 Lincoln Ave, 2<sup>nd</sup> floor  
Cincinnati OH 45206  
Attn: Bob Pfriem, Manager