A Women in Leadership Nexus® Publication

Use Case: Career Advancement for Women

Finding New KPIs for Future of Work

MARCH 2023

Intro: A Shifting Work Paradigm

Future of Work is here.

A paradigm in which employees expect and need their
organizations to lean into and drive the rise of...

Whole-self, authentic approaches to leadership

Cultures of inclusion and empathy

Non-linear, emergent career pathways

Incubation, curiosity, and invention

More flexible, digital-first work constructs

Cross-functional, multipotentiality work

... among other workplace transformations

Early Adopter companies and leaders get it. They are already
revolutionizing their workplaces. Rethinking approaches to leadership,
culture, innovation, and modernization. Igniting a fire for other businesses
to transform and evolve to not only survive — but thrive — in this era.

Because the risk of not keeping up has never been greater.

The talent war battle rages on, with it equally as challenging to recruit top talent as it is to retain. Customers are increasingly making decisions based on a brand's commitment to purpose and accountability. Market research and analyst reports continue to underscore the importance of companies leaning into innovation, digitization, and modernization to compete.

As leaders examine their companies through a new lens, **data is emerging as one of the single biggest catalysts** fueling this new era. Greater access to data illuminates what is working, what needs continual improvement, and what needs seismic, systemic revolution.

For decades upon decades, organizations have relied on data to answer questions like:

- ✓ *Are we growing? Are we healthy?*
- ✓ *How do customers feel about our experience?*
- ✓ *Where are we losing efficiency and speed?*
- ✓ *How is my team performing?*
- ✓ *Would our employees recommend us?*
- ✓ *How do our products resonate?*
- ✓ *Is our go-to-market strategy working?*

From these questions, KPIs have been born that have long dominated corporate dashboards — e.g. YoY growth, website traffic, employee retention, NPS, customer acquisition cost, churn rate, etc.

But an ever-evolving business landscape means leaders need to start to ask different questions.

In a Future of Work era, the questions look different …

✓ *Is our leadership team the right team to fuel our next chapter?*

✓ *Are we actively dismantling and eradicating archaic, exclusionary constructs?*

✓ *Is our brand perceived as human, authentic, and trustworthy?*

✓ *Are we innovating at a pace that is fast enough to grow and compete?*

✓ *Do our employees feel safe working here? Do they feel they belong?*

The more the questions change, the more the workplace of today needs new KPIs.

To build truly **futures-oriented, equitable, and human workplaces**, companies need to peer into their environment like they never have before. Willing to measure what feels immeasurable and dive below the surface. They need to intentionally incorporate new, multi-dimensioned KPIs to gain a more holistic view into their teams and business in order to pinpoint where to drive next.

So how can organizations unearth new KPIs?

Perhaps most importantly, what positive impact can new KPIs have on day-to-day team actions and behaviors?

Let's dive in…

Convene ➜ Question ➜ Identify KPIs

Career Advancement for Women: A Use Case

The **Women in Leadership Nexus®** — equipping women across the globe with access to trainings, professional development, and community to drive their career velocity — launched a month-long convening and data initiative to unearth new KPIs that can be used to measure a core business area.

Over the course of March of 2023, Nexus brought together hundreds of women across the nation around a guiding question...

How can we measure career advancement for women in a Future of Work era?

To answer this question, Nexus invited women to participate in a series of focus groups, design thinking workshops, and surveys. However, instead of talking about new KPIs that should be created, Nexus asked participants to take data off the table. Instead, they were invited to ideate and discuss the topic of "career advancement for women," diving into prompts such as...

What words come to mind when you hear "career advancement for women?"	How do you think the definition of advancement has shifted?	What do you believe blocks career progression for women?	What would drive more equitable, impactful advancement?	What tactics, actions, or behaviors would best support advancement?

From these convening sessions, a stream of descriptors flowed in terms of where participants believe workplaces need to head to better drive greater career advancement for women. Workplaces that are characterized by, among other attributes…

Cultures of Equity. Multiple Growth Paths. Custom Flex Design. Shared Accountability. Strengthened Relationships. Time to Self-Invest. Space to Incubate. Eradicated 9-to-5. Curiosity Celebrated. Normalized On- and Off-Ramping. Impact Redefined.

Against these desired attributes, Nexus tapped data and analytics firm **SQA Group**, who leveraged its **Metrics Finder** methodology, to create brand new KPIs. The following pages share KPIs that organizations can integrate into their dashboards right alongside what they currently use to measure career advancement for women.

Some KPIs can be adopted immediately. Others might be aspirational as they require greater cultural shifts. Each KPI includes a description, why it matters, how to get started, sample goals, and mock visualizations for what it could look like to report on these KPIs.

Dive into each KPI →

New KPIs for the Dashboard

Metrics at a Glance

KPIs found via SQA Group's Metrics Finder

Click the KPIs to jump straight to each section.

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Communication Flow Rate

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Division of Labor Equity

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Career Pathway Optionality

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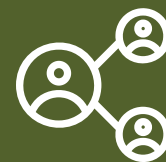**X-RAI: X-Factor, Reach, Align, Impact**

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Flight Risk Predictor Score

Assesses most "at risk" roles — e.g. roles most likely to cause employees to quit. Reveals, weighs, and aggregates variables that may contribute to high flight risk for a particular career pathway. The Flight Risk Predictor Score is on a scale of 1-10, where 1 is minimal risk and 10 is maximum risk of attrition.

Why It Matters

We're in the midst of the "**Great Breakup**," with women leaving their companies in unprecedented numbers and at higher rates than men in leadership. With women already significantly underrepresented in leadership, these departures have steep implications within organizations.

The Flight Risk Predictor score allows organizations to pinpoint roles and career pathways that most cause burnout and immediately improve the environment, culture, and responsibilities associated with the role to stop the mass exodus of women.

Get Started

Define, measure, weigh, and aggregate company-specific variables that impact flight risk, e.g. communication outside of business hours, vacation utilization, career progression rate, performance metrics, etc.

- Calculate Flight Risk Predictor Scores bi-annually
- Evaluate variables that lead to any scores that rise above 6, indicating high flight risk
- Apply the Flight Risk Predictor Score to roles and/or career pathways
- Leverage scores to revise job descriptions and responsibilities to lower flight risk
- Weigh variables based on their perceived importance by employees

Sample Goals

Percentage of high flight risk career pathways:
- Each year, 15% of high flight risk career pathways (above 6) are revised

Flight Risk Predictor Score Average:
- Average Flight Risk Predictor Score of 2 or lower for all roles/pathways

Employees evaluate Flight Risk Predictor Score variables annually:
- Variables updated annually, with at least 30% of variables changed based on employee feedback

Number of variables associated with high flight risk:
- Year Over Year, the number of variables associated with flight risk decreases by 20%

Data at Work

Example Flight Risk Predictor Score leveraging 4 variables across 5 job titles. The score is calculated by summing the weighted, normalized variable value contribution to the flight risk. Values highlighted in red contribute most to the flight risk predictor score observed.

Variable	Negotiation Power	Lateral Mobility	% of Communication Outside Business Hours	Time-Off Penalty	
Weight	4	2	1	3	Total = 10

Flight Risk Predictor Score	Job Title	Negotiation Power	Lateral Mobility	% of Communication Outside Business Hours	Time-Off Penalty
6.8	Project Manager	5	7	10	8
2.2	Lead Designer	2	1	3	3
4.8	Technical Lead	10	2	1	1
5.9	Program Manager	10	9	1	0
4.4	Office Manager	5	5	8	2

Communication Flow Rate

Map how information and communication flows throughout the organization. Ensure women are equitably positioned as core communication hubs. Find high potentials and high performers who may be on the periphery in terms of communication so that you can take steps to better loop them in.

Why It Matters

Workplaces that are characterized by "old boys clubs," workplace cliques, and favoritism create severe and steep impacts for those who are not part of the "inner circle," particularly for women.

Bringing women closer to the center of communication ensures women gain equal access to corporate vision and direction, knowledge flow, and relationship building. The Communication Flow Rate highlights disparities that might otherwise go unnoticed.

Get Started

Conduct an Organizational Network Analysis (ONA) to map how communication flows and pinpoint:

- Hubs, those with the highest amounts of close relationships and critical to the flow of communication
- Knowledge Brokers, those who sit close to Hubs
- Peripherals, those who do not have many regular communication connections
- Ties, the relationships between individuals

Pay attention to any disparities along gender, race, and age lines as pertains to the above to ensure more equitable flows of communication, which can help break traditional gatekeeper models of information flow.

Sample Goals

Reduce peripheral nodes, particularly among women and people of color
- Org-wide peripherals are around 5% of the total number of full-time employees
- 1% or less of women and people of color identified as peripherals

**Organizational map shows a healthy shape with many ties of communication**
- 85% of employees at fewer than 2 points removed from either a Hub or Knowledge Broker
- All employees fewer than 3 ties removed from any Knowledge Broker critical to their role

Organizational map is updated at regular intervals
- Semi-annually or annually as a best practice

Data at Work

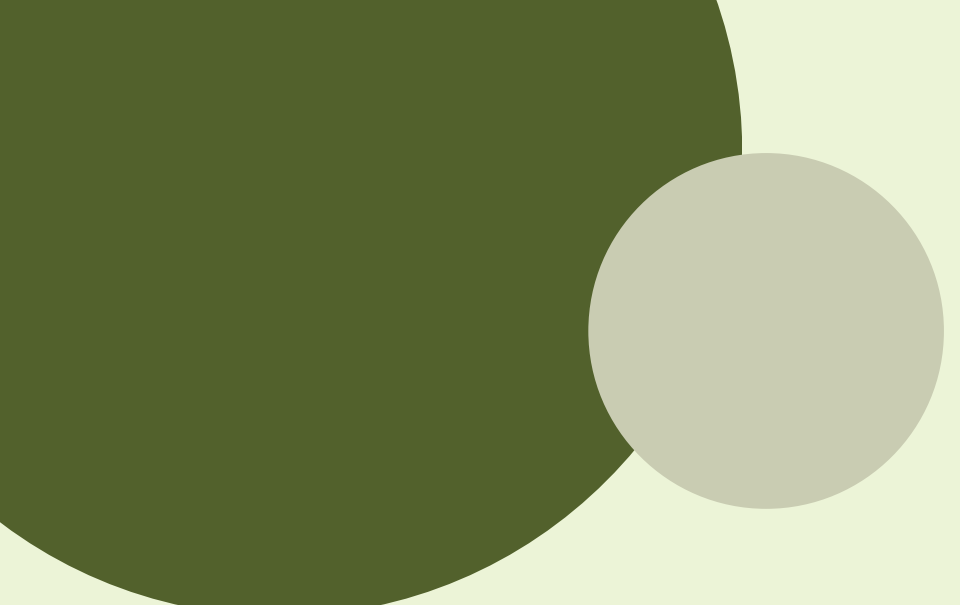## Communication Network Analysis
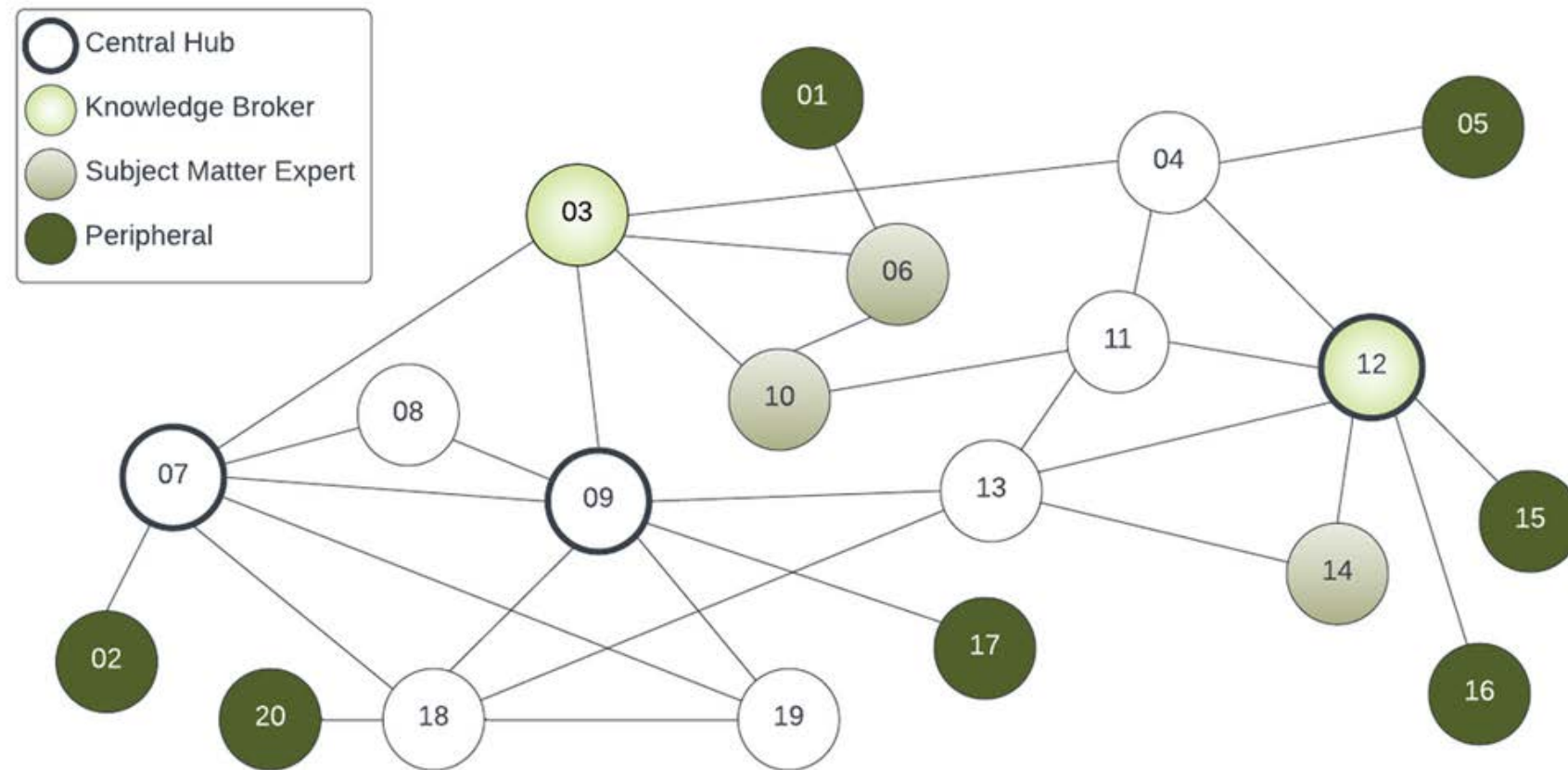
Communication flow depicted as Organizational Network Analysis Map.
Numbers would correspond to individual employees in a separate legend.
Peripherals (e.g. 02, 17, 20, etc.) may be flight risks, and hubs can be bottlenecks
if knowledge brokers aren't also well-connected.

Periphery Analysis
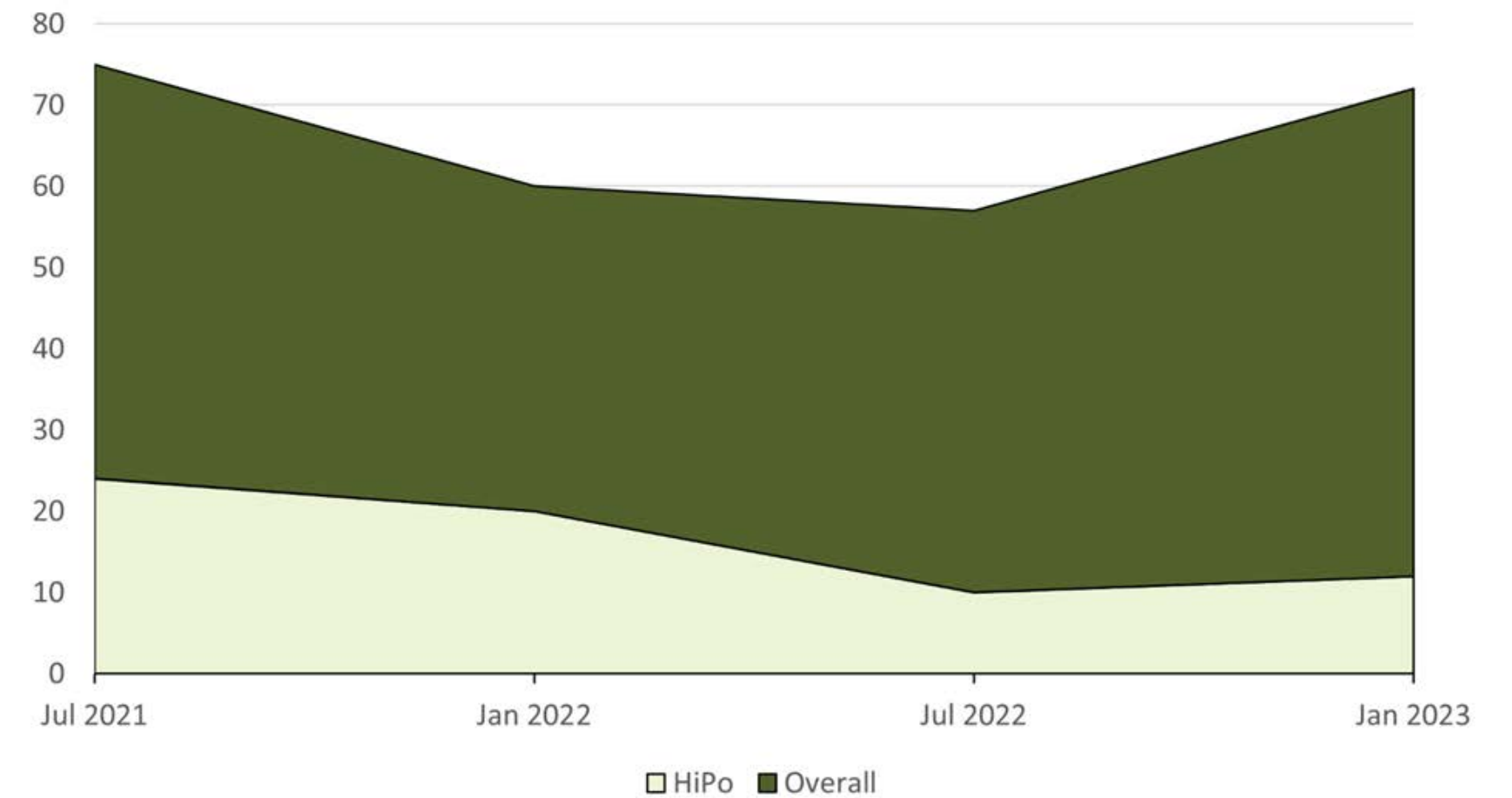
Total count of employees sitting on the periphery of a larger organization,
with high potentials (HiPo) called out.

Division of Labor Equity (DOLE)

Examines how non-promotable tasks (NPTs) — e.g. taking meeting notes, ordering food, organizing office parties, etc. — are DOLEd out. Inventory non-promotable work, reallocate it so that the share is more equitable, and track individual time spend on NPTs.

Why It Matters

Research indicates that on average, women perform **200 more hours** of non-promotable work every year compared to their male counterparts.

In mixed-gender groups, women also tend to volunteer for NPTs **50% more** than men do. There is often a gap in how labor is divided in many companies, and it stretches across the lines of gender, race, and age. DOLE focuses on ensuring that non-promotable work is not only called out but measured so as to ensure shared and balanced load of NPT work.

Get Started

Identify organizational NPTs, reassign work so that participation is more evenly distributed, and ensure work isn't disproportionately affecting certain populations within an organization.

1. Conduct a current and robust job analysis if one does not already exist
2. Calculate overall share of non-promotable work — e.g. percentage of total hours spent on NPTs
3. Regularly gauge employee perception of their own time spent performing NPTs. This can be done by snap survey or during 1:1s.
4. Monitor for disparities, particularly along the lines of race, gender, age, etc.

Sample Goals

Keep job analysis current with all non-promotable work
- Confirm quarterly that employee NPT assignments are current and 90% accurate

Regularly recalculate non-promotable work share
- 25% baseline, but may vary significantly by industry and company

Non-promotable work shows no disparity across pre-defined cohorts
- Aim for a deviation less than 2% from the baseline for all cohorts. With a baseline of 25%, this means the non-promotable work share for all groups should fall between 23-27%

Data at Work

DOLE – Women
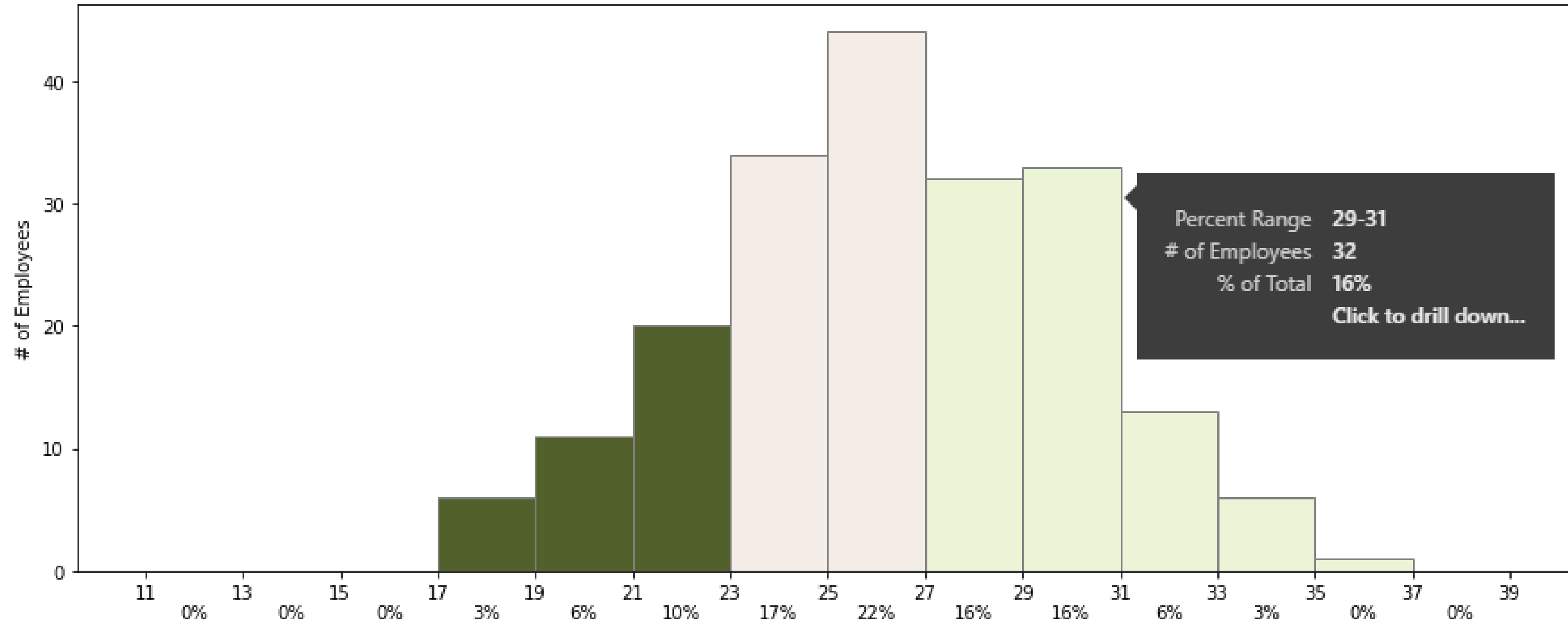
In this scenario, DOLE is presented as a histogram. Each bar represents a "bin" of employees falling within the respective percent range. The middle pale pink color bars are the target of 25% +/- 2%. Percentages at the bottom show the percent total of each bin. In this case, 39% of women fall between the ideal range, however a greater share (41%) are doing more non-promotable work, while only 19% are doing less.

Click to return to all KPIs

Pay Equity Ratio

Increase communication and transparency and level the negotiation power imbalance by sharing how salaries for roles and individuals in the company compare to market rates. Drive career advancement for women by arming them with the information needed to close the pay equity gap.

Why It Matters

More and more, employees — especially those within the Millennial and Gen Z generations – are engaging in **more open conversation** about salaries. However, the subject remains taboo for many employers, even as pay transparency laws increasingly become the norm.

The Pay Equity Ratio introduces a compromise that enables companies to share compensation relative to market rates without disclosing a dollar figure for each individual employee.

Get Started

Compare compensation to industry averages on a role and individual level, and share these with employees.

1. Obtain market salary information for all roles. Seek out a reputable source.
2. Calculate a ratio of role average salary to market salary, transparent on a role level
3. Calculate ratio for individuals — obscuring ratios for other individuals in the company
4. Consider adding an uplift that aligns to corporate philosophy around compensation relative to market rates
5. If adopting multiple growth pathways (see Career Pathway Optionality), Pay Equity can be aggregated by those instead of roles. The Pay Equity Ratio is also a potential component of the Flight Risk Predictor Score.

Sample Goals

All salaries are aligned with market rates
- The Pay Equity Ratio, or the ratio of company salary to market rate, should be close to 1:1

Salaries do not exacerbate market inequities
- Consider revising Pay Equity Ratio goals to align with organizational values. For example, if the organization commits to paying 20% higher than market rate, the target ratio is 1.2
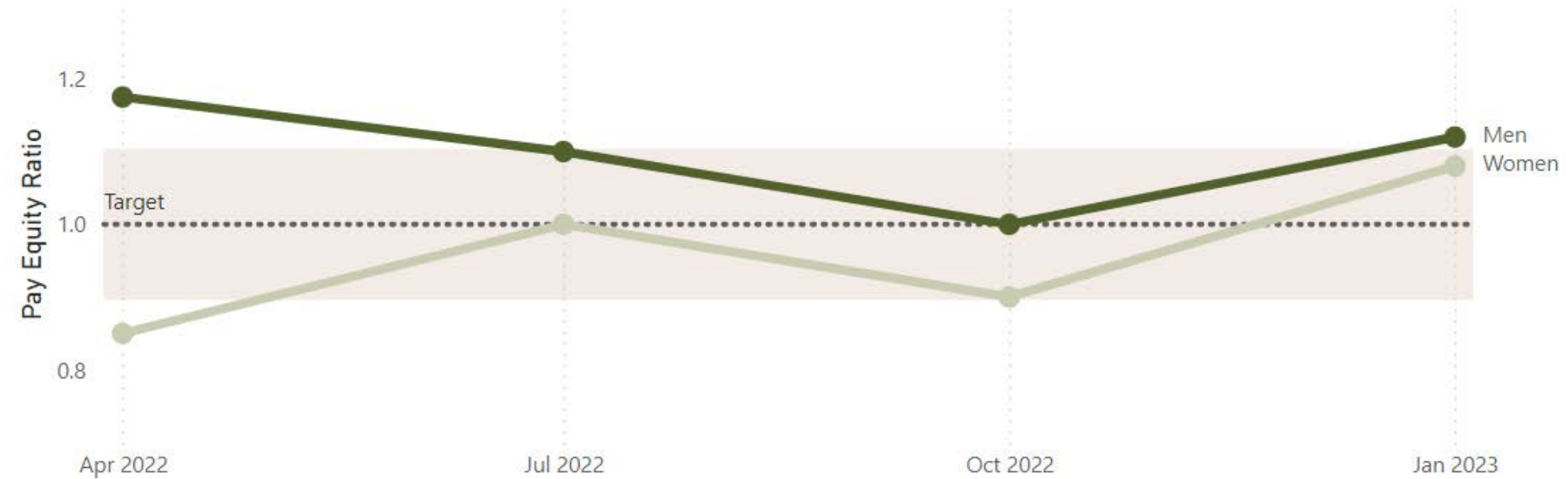
Ratio shows minimal disparity across company specific cohorts
- Ratios should be within 10% of the baseline for all cohorts – if the baseline is 1:1, each cohort should fall between 0.9 and 1.1
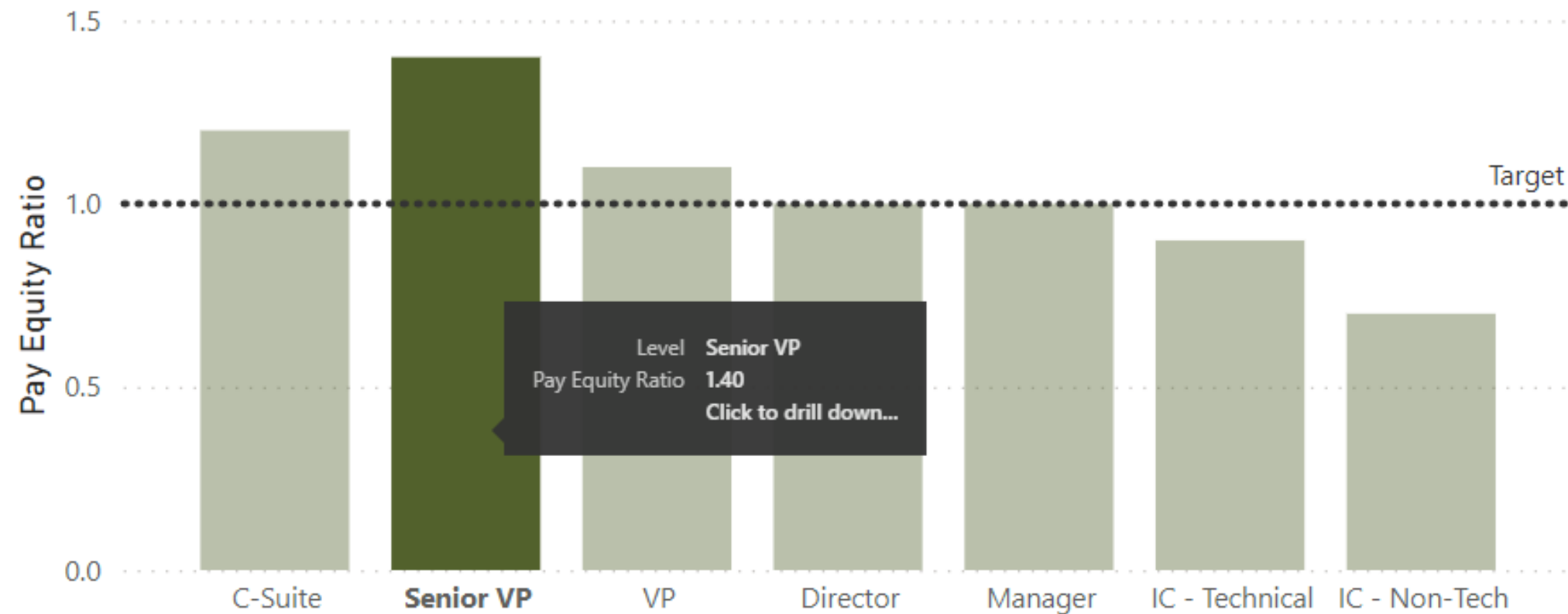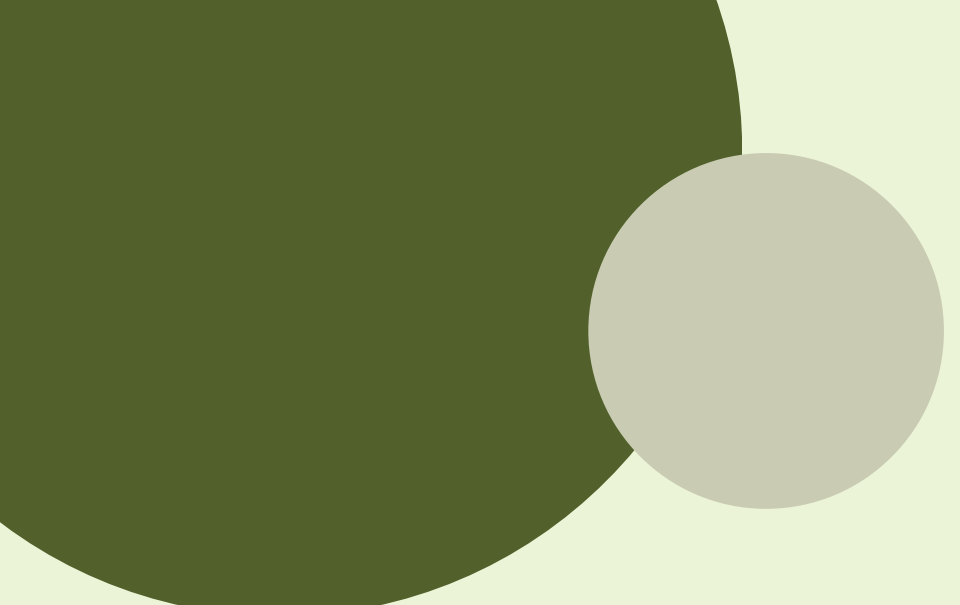
Data at Work

Pay Equity Ratio Over Time

Pay Equity Ratio comparing men and women across four quarters for a company targeting a 1:1 ratio of salaries to market rate. Shaded area indicates +/- 10% of target.

Pay Equity Ratio By Role

Level	Senior VP
Pay Equity Ratio	1.40
	Click to drill down...

Shows Pay Equity Ratio for different levels within the company. This can also be dissected by age, race, and other attributes, or can be instead aggregated by roles or pathways.

Career Pathway Optionality

Measure a company's ability to establish and support multiple pathways for career advancement — e.g. leadership, individual contributor, multipotentialite tracks, etc. Create pathways that allow flexibility to redefine growth for different concepts of balance and desire.

Why It Matters

Instead of creating one table that holds the greatest power and influence — the executive table — organizations would focus on creating multiple advancement tables that have an infinite number of chairs. In so doing, companies will create several ways for women to increase their earning potential, organizational influence, and growth.

Against this methodology, singular ascension pathways become de-prioritized. Career optionality and multiple advancement pathways become the norm.

Get Started

Create "career pathway personas" by analyzing career data, employee surveys, and focus groups. Examine employee performance, participation, and interests to uncover new options. Tap market research to stay ahead of global trends. Survey employees at various career stages to uncover attributes of career pathways.

Additional Tips
- Use surveys, focus groups, and cluster analysis to identify new data-driven career pathways
- Select target pathways that comfortably fit current employees (number may vary by org size, culture, etc.)
- Encourage employees to select paths, while normalizing that they can later be changed
- Identify motivators that drive employees to be top performers within each advancement path
- Create support structures for each path, e.g. training, cross-functional relationships, workshops, etc.

Sample Goals

Expansion of pathways:
- 50% of target pathways are fully implemented within six months; 100% within 12 months

Percentage of employees advancing:
- At least 50% of roles for a given quarter filled by promotion from within, rather than hiring outside talent

Promotability of career path:
- Each year 20% of paths with "glass ceilings" have a promotion plan added for the next 2 years

Data at Work

Expansion of Pathways

In this example, additional career pathways are created through survey analysis and advanced analytical models that allow employees to tap into multiple passions.

While a traditional leadership track still exists (Figure 1), data revealed a need for two additional pathways:

- Interest-based, non-functional paths, such as a path for those interested in revenue (Figure 2)
- Multi-potentialite, where someone can take on several roles based on many interests (Figure 3)

The paths are abstract, meaning that anyone from across the organization can participate in any path.

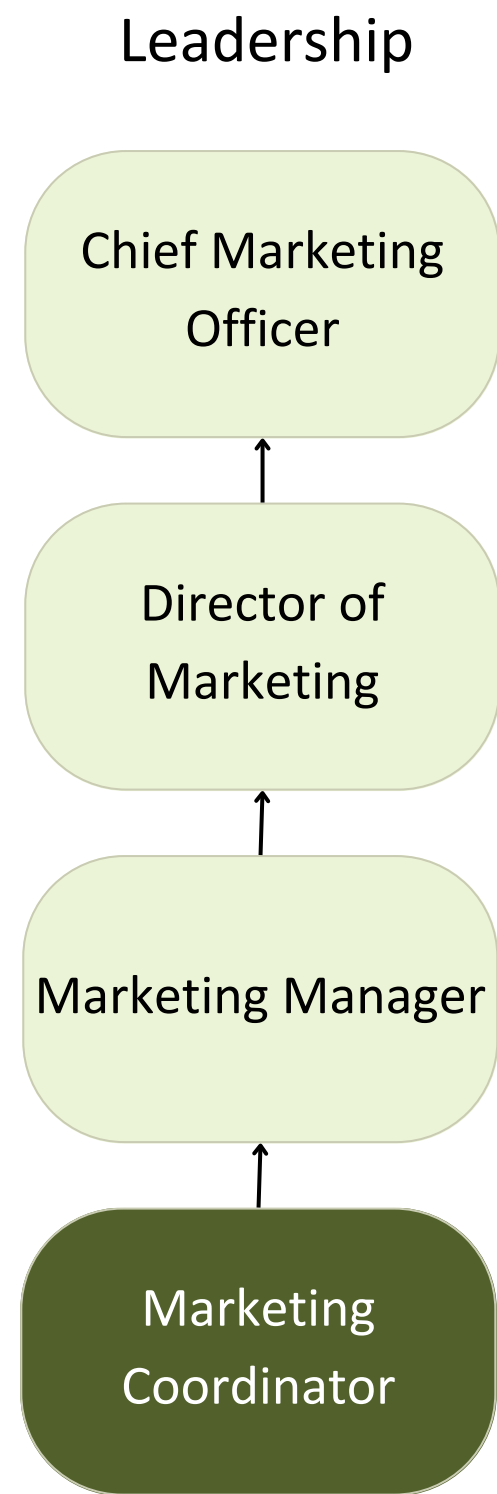### Leadership

Chief Marketing Officer

↑

Director of Marketing

↑

Marketing Manager

↑

Marketing Coordinator

Figure 1

Interest Focus

Sales Executive

↑

Business Development Rep

↑

Marketing Coordinator

Figure 2

Multi-Potentialite

Customer Success Specialist   HR Generalist

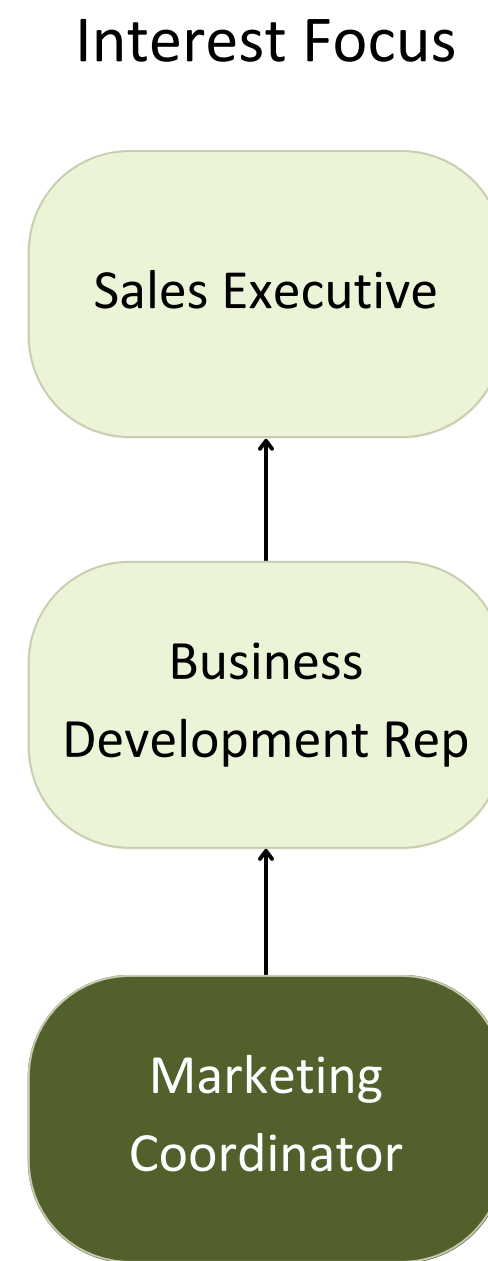Marketing Coordinator

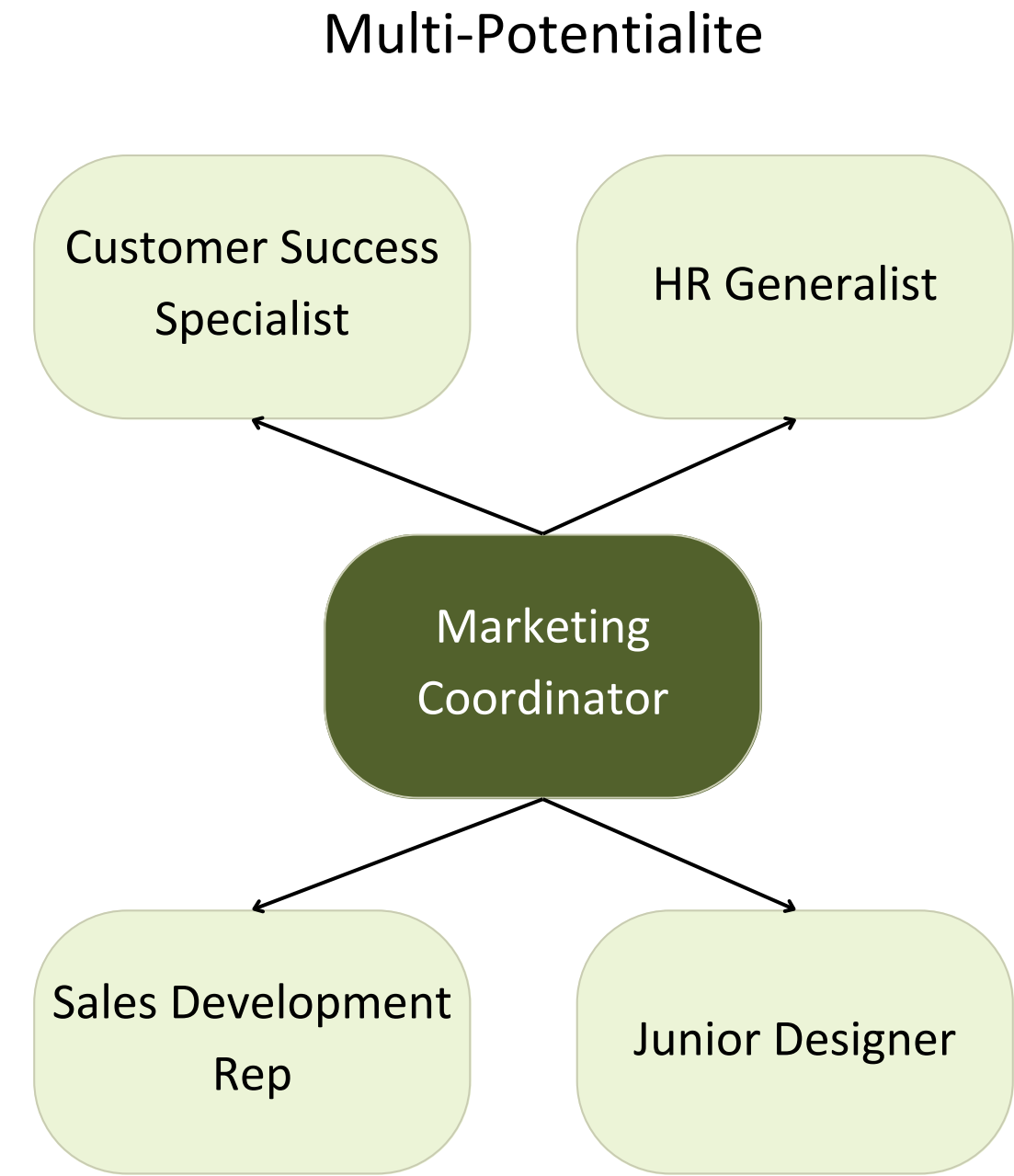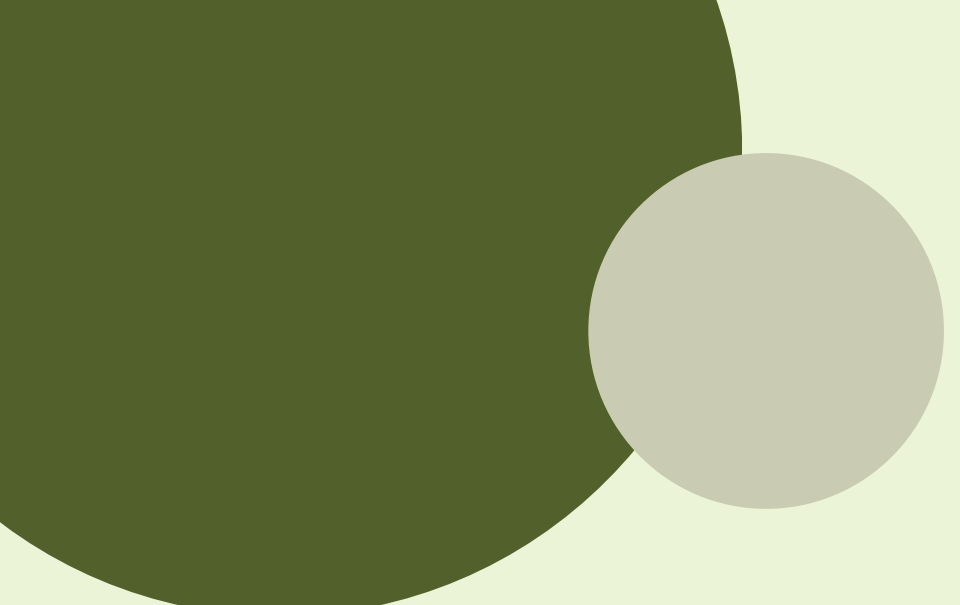Sales Development Rep   Junior Designer

Figure 3

X-RAI: X-Factor, Reach, Align, Impact

Measures practices that enable an employee to be recognized as their whole self through implementation of the X-RAI *(pronounced: x-ray)* holistic evaluation standard. Ensure employees and candidates are evaluated in their aptitude to align with indicators of long-term success at the company.

Why It Matters

Evaluating candidates/employees — from hiring to performance reviews to promotion discussions — based on years of experience, pedigree, academia, etc. further entrenches systemic disparities for women and people of color. Incorporating "opportunity potential" as a larger evaluation component can promote greater, more whole-self career advancement. X-RAI looks at:

- **X-Factor:** Unique and diverse attributes the individual brings to the table
- **Reach:** What achieving full potential looks like
- **Align:** How an individual's personal goals and beliefs dovetail with those of the organization
- **Impact:** Difference the individual hopes to make

Get Started

Create a questionnaire for candidates/employees that leverages X-RAI evaluation approaches, e.g.:

- X-Factor: What are you involved in outside of work that lights you up?
- Reach: Describe a career milestone you're dreaming of achieving next.
- Align: How do your personal values align to those at our organization?
- Impact: When you think about your life, how do you want to be remembered?

Additional Tips

- Weave X-RAI criteria into employee performance reviews, one-on-ones, team meetings, etc.
- Coach hiring managers and recruiters to incorporate X-RAI into interview processes
- Leverage the X-RAI to develop career pathways that do not exist

Sample Goals

Candidate interview questions:

- 40% of interview/evaluation questions asked are X-RAI based questions

X-RAIs for existing employees:

- For 90-day, annual reviews, etc., X-RAI implemented equally. Standard deviation less than +/- 5%

X-RAIs are validated and accounted for:

- For new hires evaluated 90 days post-hire, 75% of X-RAI responses are validated based on desired impacts on new hire opportunity potential
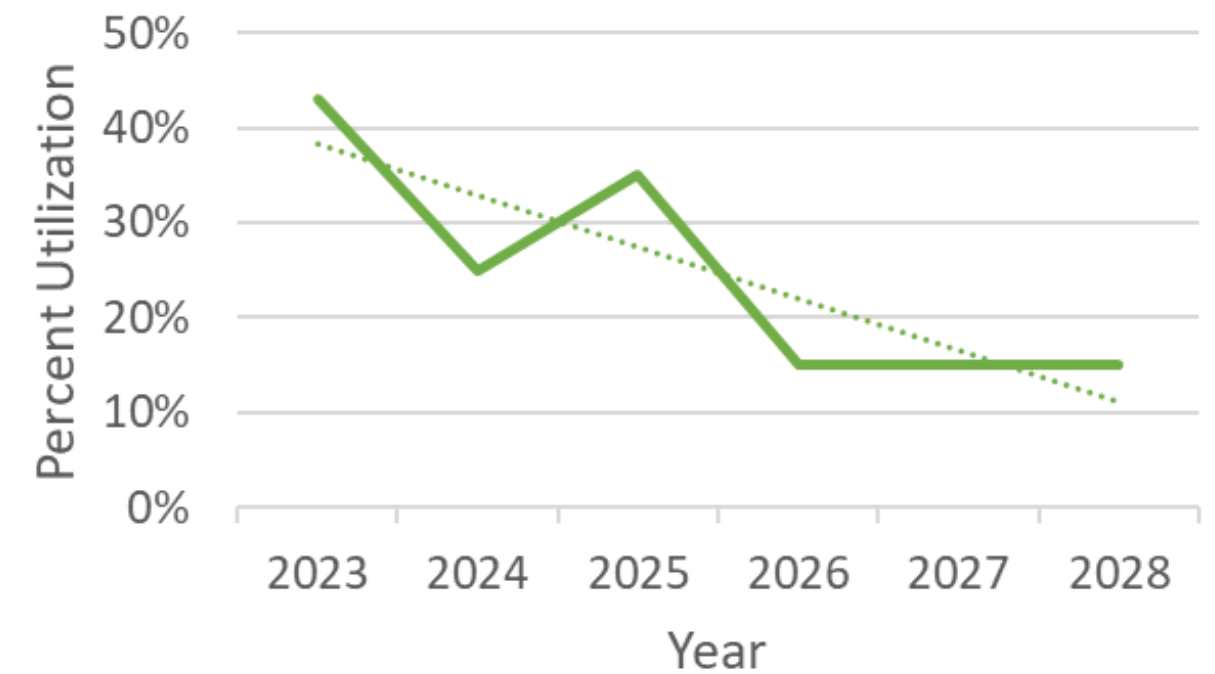
Data at Work

X-RAI Usage
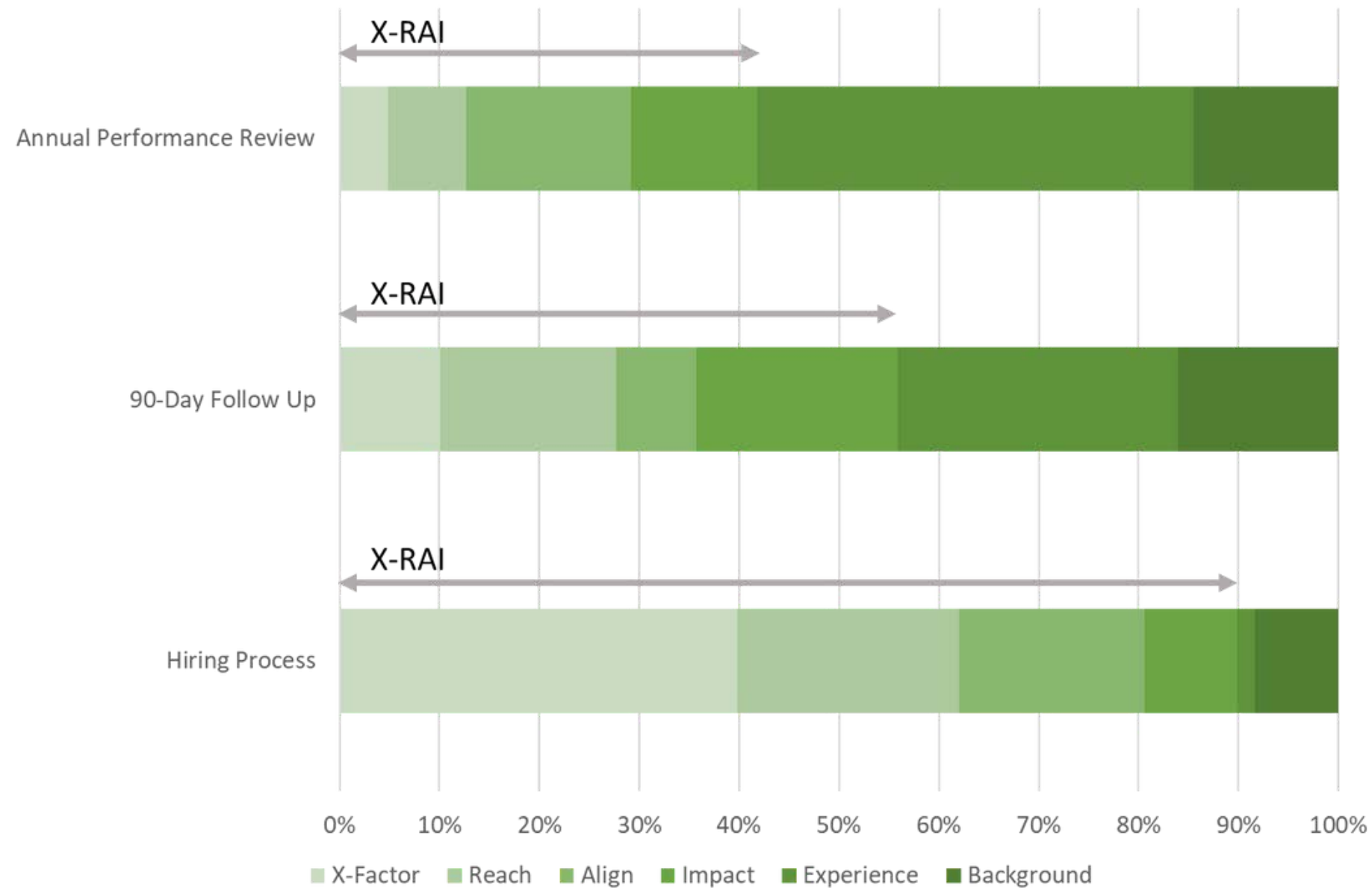
In this company, X-RAI is prevalent during the hiring process, but continually diminishes as employees stay with the company. However, during the annual performance review, employees are not limited by their background as much.
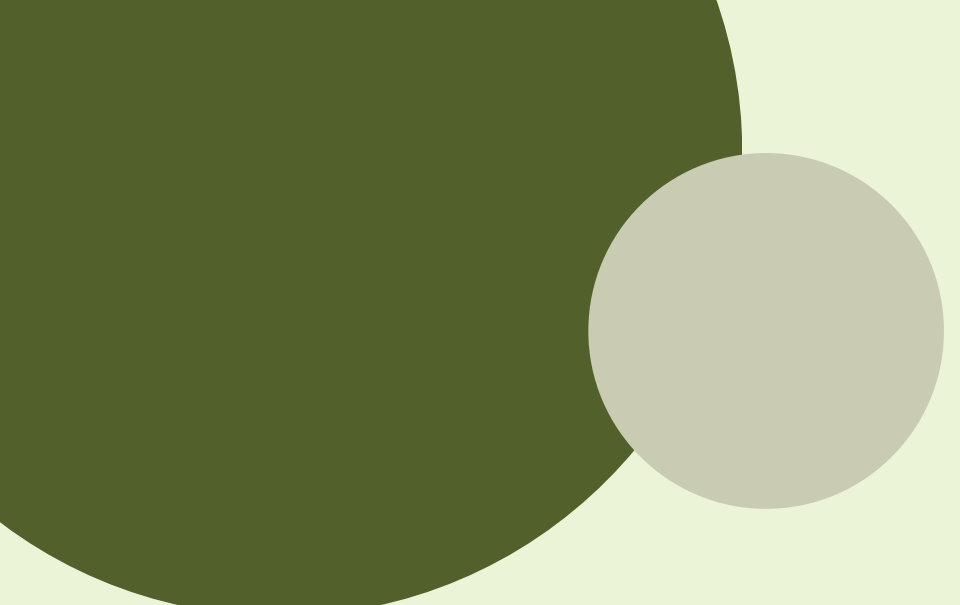
X-RAI Adoption

Over time, percentage of usage in each category should get closer to the desired company outcome that most aligns with their values and mission.

After implementing training, and integrating X-RAI into company culture, hiring and evaluation practices will transform and adapt to support whole self at work.

Self Investment Score (SIS)

Create ample opportunity and normalization for employees to enjoy "invest in me" time while at work — versus after hours. Measures the ability for employees across all titles, departments, and seniority levels to use self-investment time, and to choose the ways they wish to invest rather than corporate-mandated, one-size-fits-all training.

Why It Matters

Self investment looks different for everyone. Some people want to attend trainings/seminars. Others prefer grabbing a cup of coffee to network with someone new. Some wish to listen to podcasts, and so on.

SIS focuses on expanding the definition around "investment," encourages companies to support investment taking place during "office hours," and focuses on crafting cultures that promote time taken to learn, get curious, and invest in self-development.

Get Started

Organizations can adopt monthly or weekly time to invest and ensure all employees are taking advantage, while monitoring for cohorts/teams in which time is underutilized or de-prioritized.

1. Create a culture that not only supports self-investment time but requires it
2. Ensure managers prioritize their team's ability to self invest and lead by example
3. Encourage "whole self" investment time, e.g. self-investment defined by the individual, not according to corporate needs
4. Track how frequently employees are using self-investment time
5. Put in place mechanisms for people to track and recognize peers for using self-investment

Sample Goals
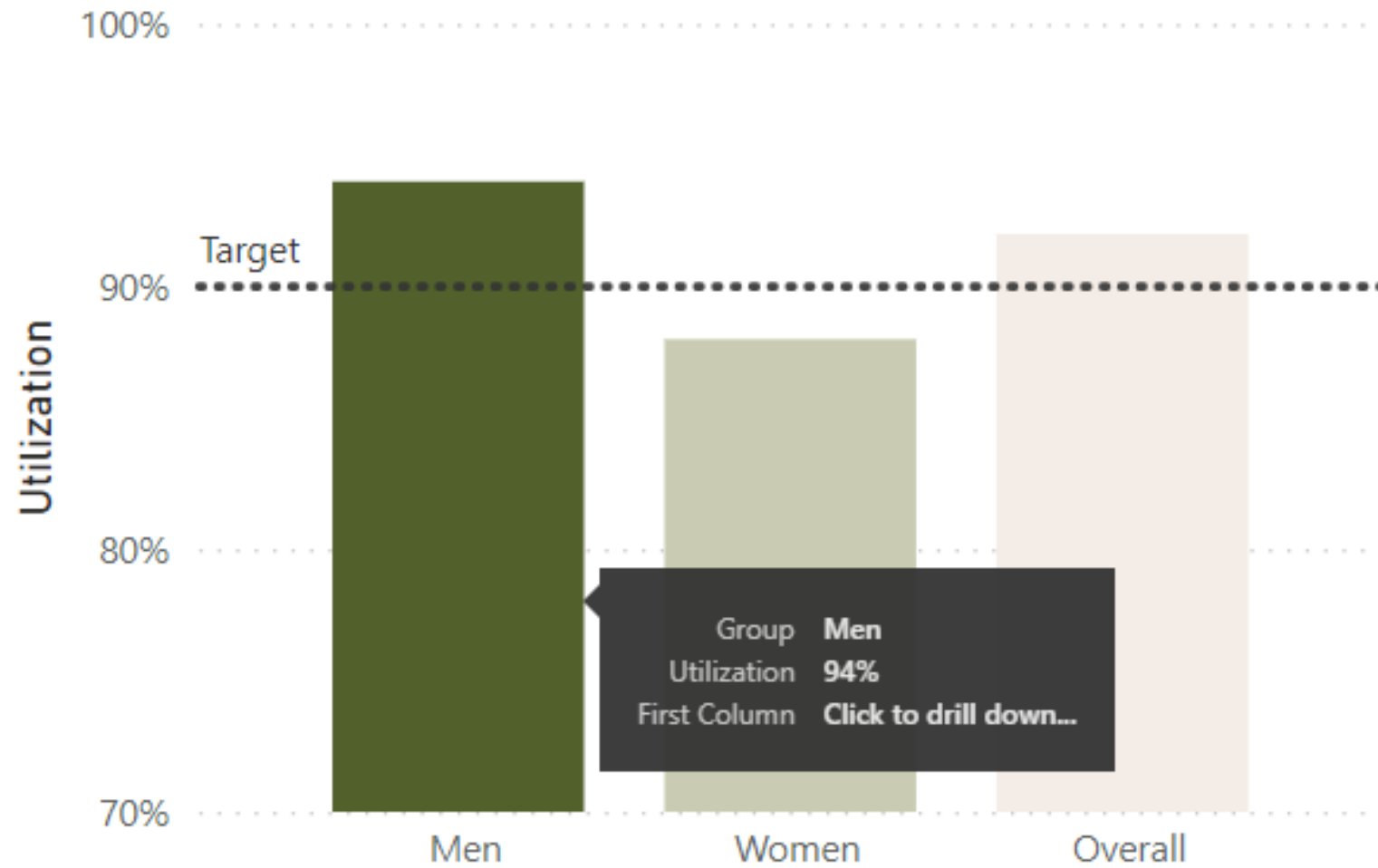
Self-investment utilization is high

- Set baseline of 90% org-wide; employees use more than 80% of their self investment time

Recognition programs to celebreate and call out investment

- # of weekly recognitions divided by the number of people in a cohort is that cohort's Recognition Rate
- No cohort should be more than 5% from the overall average Recognition Rate

Data at Work

Self Investment Utilization

Visual compares self-investment utilization for men, women, and overall.
In this case, women lag men in self-investment utilization by 6%.

Weekly Recognition Rate
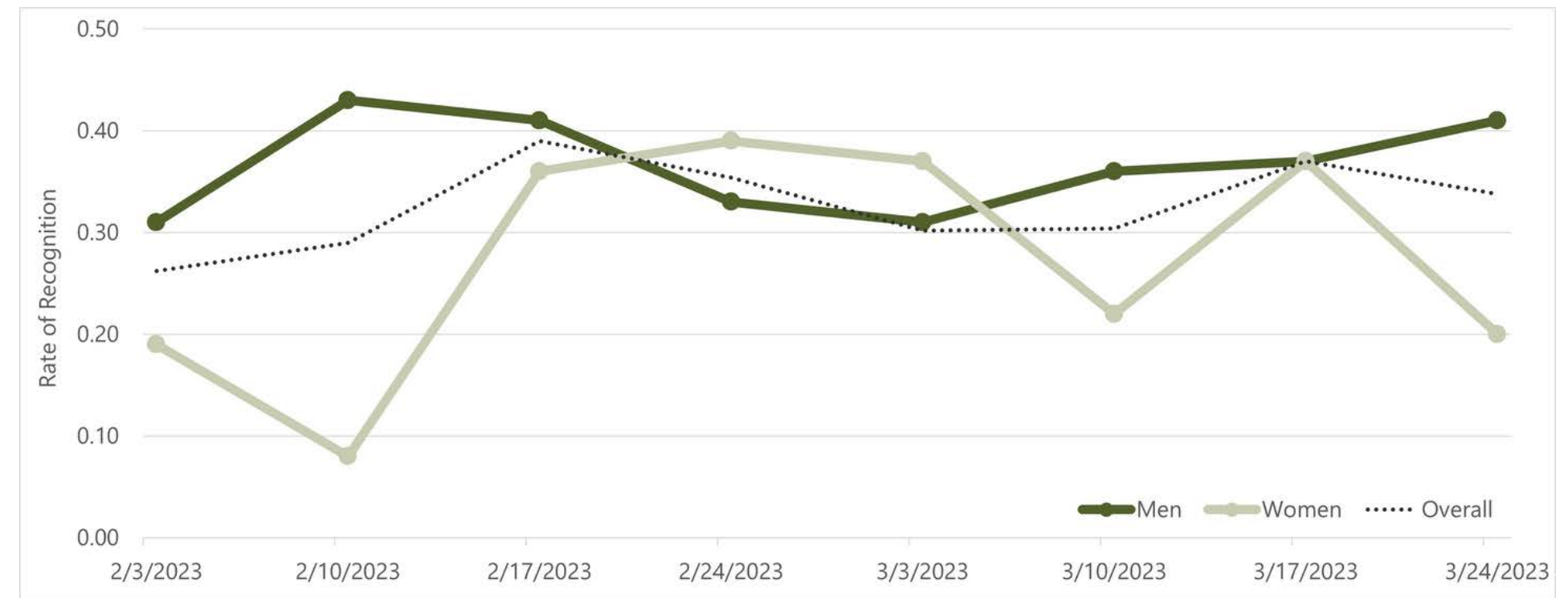
Line graph compares relative recognition by gender as well as the overall recognition rate. This is the number of recognitions received per employee.

Understudy Awareness Rate

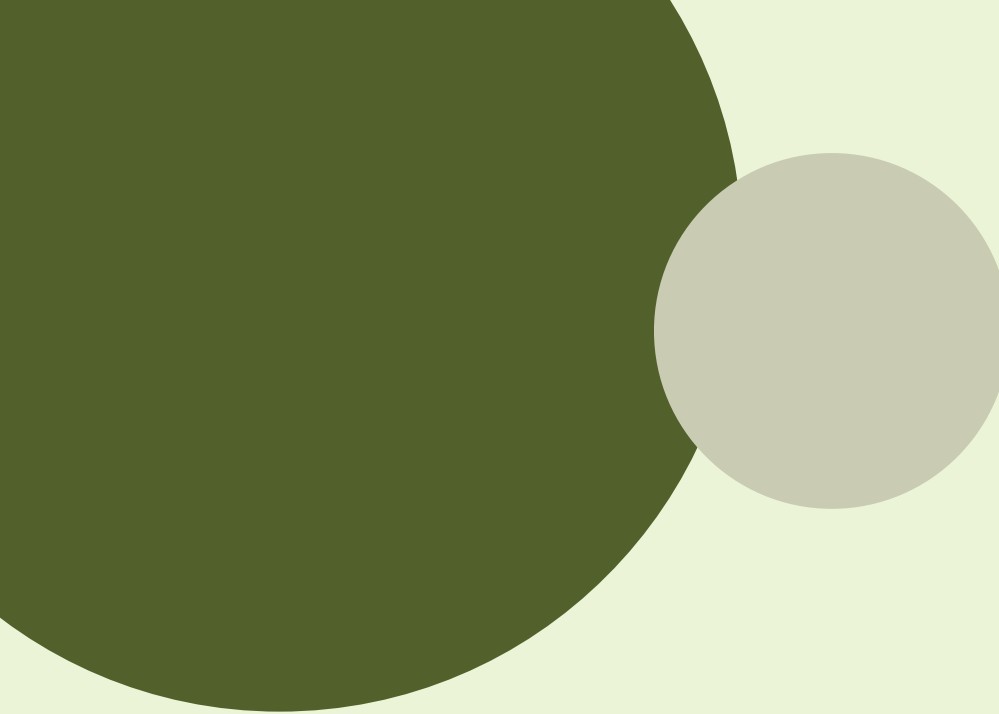Measure an employee's confidence in on- and off-ramping from work, from taking family leave to paid time off to sick days. Leverage an Understudy Talent Matrix to create comfort and awareness as to how an individual's work will be picked up by their team during their absence and/or extended leave.

Why It Matters

Companies can craft cultures of acceptance, support and normalization for coming and going from the workplace, whether due to maternity and family leave, paid time off, emergencies, sabbaticals, etc.

With all employees encouraged to take time off, prioritize work-life-balance, toggle between full time and part time, and come and go, there is a greater chance women can on- and off-ramp in the workplace free of guilt and with heightened comfort that their jobs are secure.

Get Started

Develop a network of "understudies," "alternates," and "swings" that can cover an absence. For leadership and contributor roles, understudies are employees who also have another, less demanding role in the organization. Alternates fill in 2-3x per week — used for very demanding roles. For supporting roles, swings may cover less demanding roles or a part of a more demanding role.

- Understudy Awareness Rate calculated 6 months after employees review their Understudy Talent Matrix at their performance review, training, or manager meeting
- Use understudies to foster multipotentiality / diversity across departments
- Use alternates to grow successors for leadership positions

Sample Goals

Understudy Talent Matrix reviewed annually
- Each year, role coverage increases by 20% across organization
- Role coverage within teams is > 50%

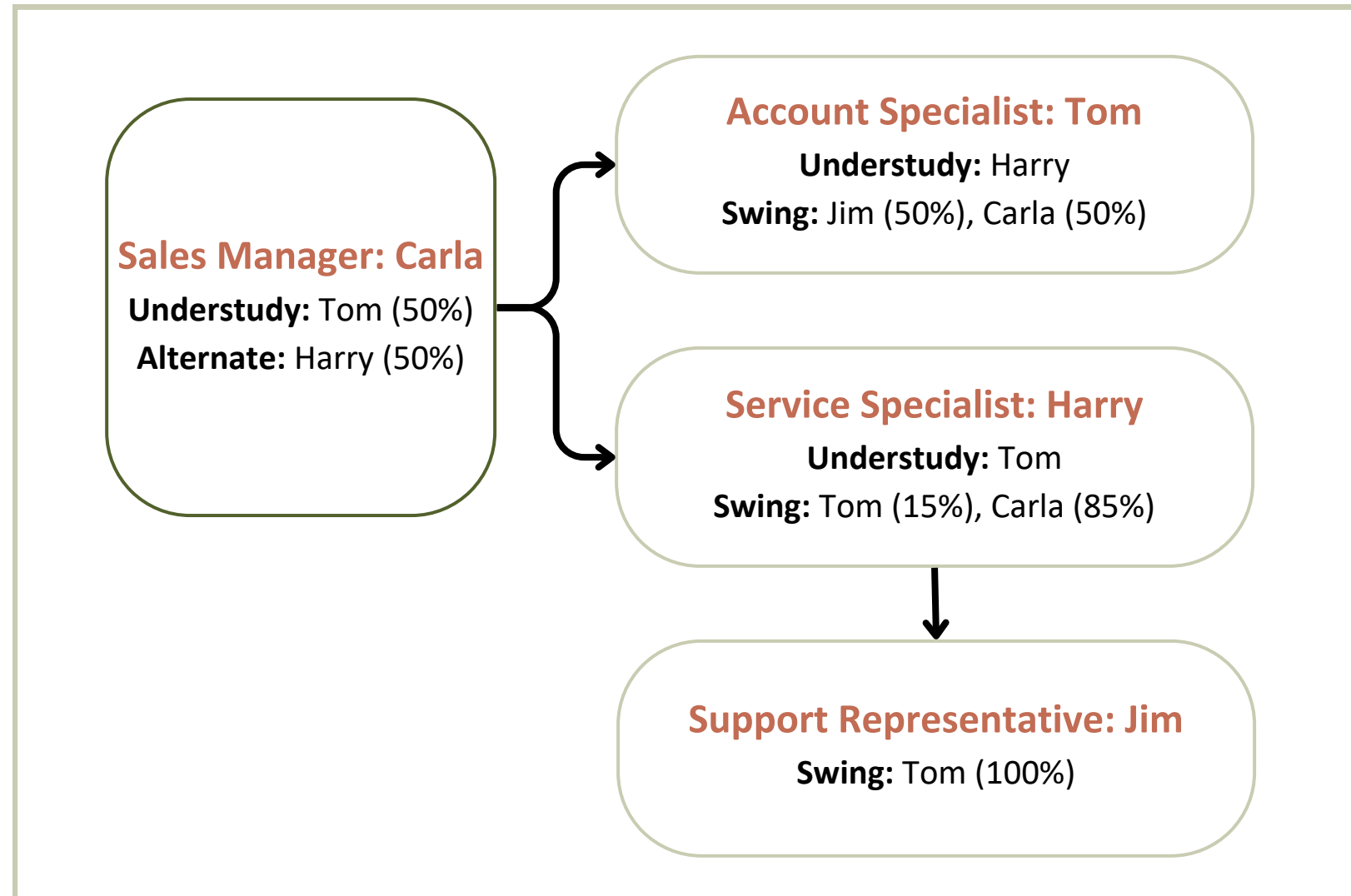**Employees know their "understudies," "alternates," and "swings"**
- 80% Understudy Awareness Rate 6 months into rollout; target 100% by end of year 1

Employees use the Understudy Talent Matrix
- PTO/PTO Allocated improves (e.g. 15 : 30 transforms to 27: 30)

Data at Work

Understudy Talent Matrix

Sales Manager: Carla
Understudy: Tom (50%)
Alternate: Harry (50%)

Account Specialist: Tom
Understudy: Harry
Swing: Jim (50%), Carla (50%)

Service Specialist: Harry
Understudy: Tom
Swing: Tom (15%), Carla (85%)

Support Representative: Jim
Swing: Tom (100%)

Example of a 4-person team with one manager, two mid-level employees, and one support staff. Notice how the manager is supporting subordinates, just as much as the other way around. This removes hierarchy and promotes teamwork instead – while supporting work-life balance.

Understudy Awareness Rate

Sample Mid-Year 'Understudy' Awareness Rate Questions:

1. Who are your "understudies," "alternates," and "swings?"
2. How do you work as an "understudy," "alternate," or "swing?"
3. How many PTO days did you take in the past 6 months?

Mid-Year UAR	
Name	**Awareness**
Carla	100%
Tom	70%
Harry	40%
Jim	90%
Average Awareness Rate	**75%**

Personal Opportunities to Learn and Lead (POLL)

Measures expansiveness and growth of subject matter experts within an organization by tracking personal opportunities to learn and lead (POLLs), or specific responsibilities given to people regardless of seniority or role.

Why It Matters

Company subject matter experts are traditionally identified by seniority and title, rather than potential. This can often generate hierarchical mentorship constructs, the gatekeeping effect, limited knowledge transfer, and disadvantages for newer employees and re-entry workers to cultivate skill sets and lean into interests.

POLL focuses on expanding traditional definitions of leadership by creating more opportunities for employees to lead, learn, inspire, connect, and reach potential — regardless of one's title, seniority, tenure, etc.

Get Started

Develop a node map of POLL opportunities and subject matter experts to identify underutilized talent. POLLs could include tasks/initiatives like: lead projects, receive leadership development, present to executive management, manage and prioritize workflows, budget/schedule management, etc.

- Normalize POLL subject matter experts by their hire date to remove seniority bias
- Use POLL to foster a respectful, assumption-free work environment
- Break hierarchical mentorship constructs by promoting regular team-wide leadership
- Allow continued education opportunities for subject matter experts interested in advancement

Sample Goals

Number of presentations provided:
- Teams institute rotational presentation schedule to stakeholders, reviewed quarterly to address attrition or lateral movement
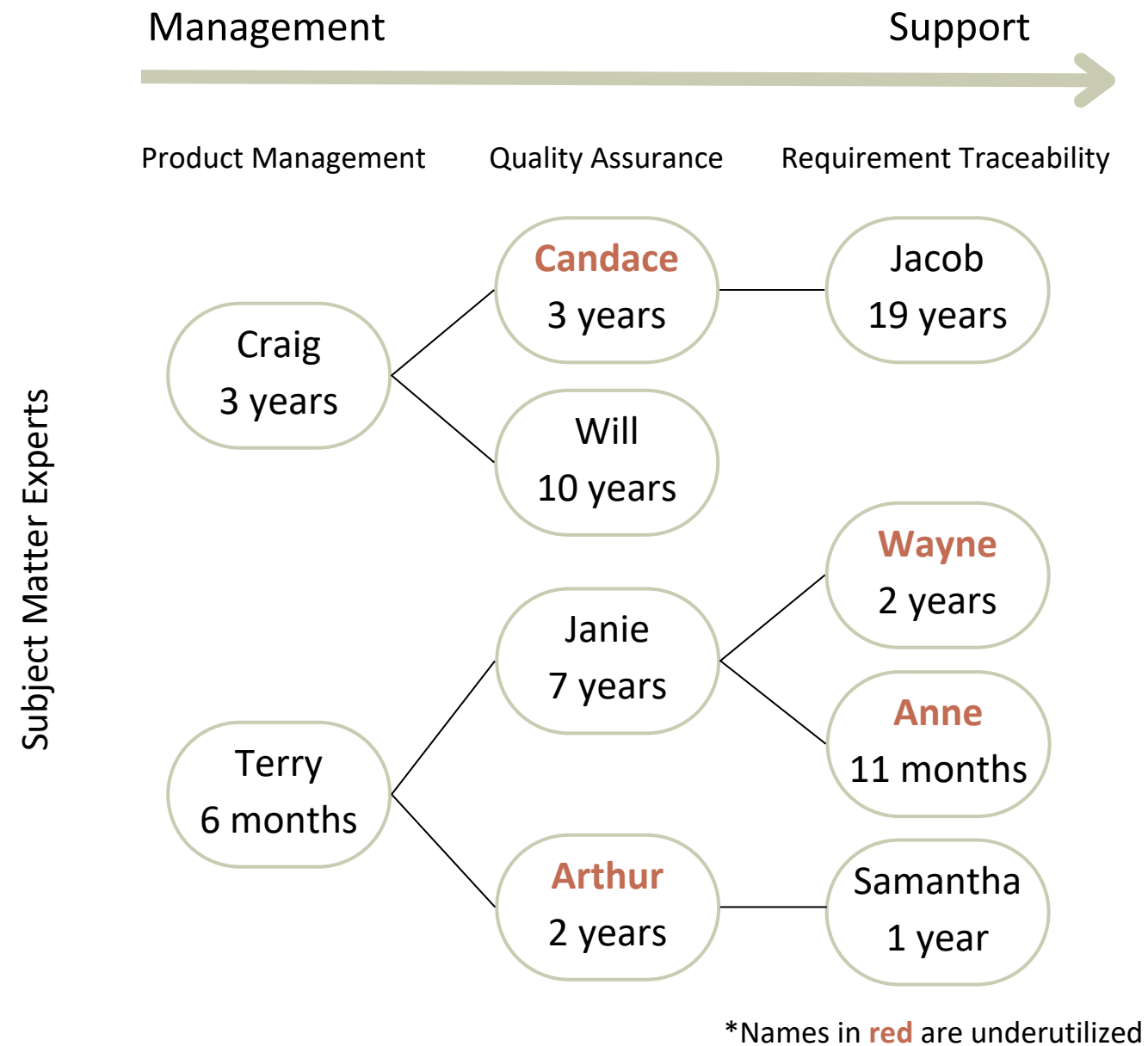
Development opportunities attended:
- Personnel and Process management POLLs are equally distributed across interested team members

POLL Variation:
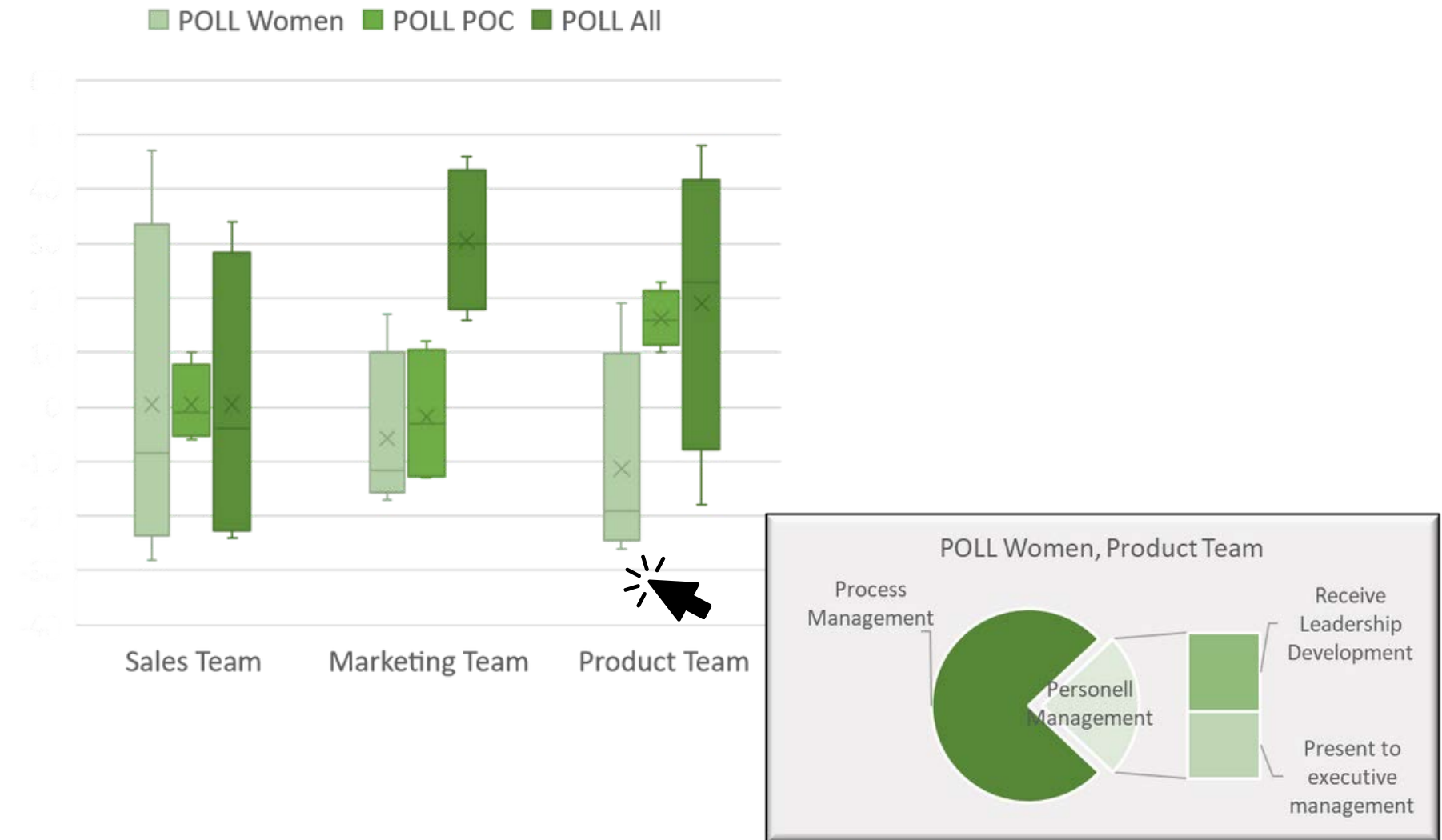- Within a team, all members are within +/- 2 POLLs completed

Data at Work

Product Team Expertise Map

Management   Support

Product Management   Quality Assurance   Requirement Traceability

Subject Matter Experts

Craig 3 years

Candace 3 years

Will 10 years

Jacob 19 years

Terry 6 months

Janie 7 years

Wayne 2 years

Anne 11 months

Arthur 2 years

Samantha 1 year

*Names in red are underutilized

A node map shows the distribution of Subject Matter Experts within the product team's areas of expertise. Discrepancies in POLLs are summarized here with the names in red.

POLL Adoption

■ POLL Women   ■ POLL POC   ■ POLL All

Sales Team   Marketing Team   Product Team

POLL Women, Product Team

Process Management

Personell Management

Receive Leadership Development

Present to executive management

A box-whisker chart shows distribution of POLLs to women, people of color (POC), and all individuals. In this example, Marketing has more POLLs on average than Sales and Product, which presents an opportunity for the other teams to create more POLLs. Sales has the most equal distribution of POLLs within their team.

The pie chart shows the drill down into the POLLs for women on the Product team. In this example, the few POLL opportunities women receive are "process" related, meaning women are not being given enough opportunities to lead others.

Click to return to all KPIs

Long-Distance Relationship Score

Examines the occurrence of collaboration between departments, teams, and project lanes, with the goal of creating greater opportunity for employees to build relationships both within their immediate team and the greater organization.

Why It Matters

Feelings of **loneliness** continue to dominate the workplace, with 82% of employees feeling lonely and 49% experiencing more loneliness now than before the pandemic.

By focusing on building cross-functional relationships and cultures of collaboration, organizations can foster meaningful connectedness and partnership. What's more, they can particularly focus on ensuring that women — who report **higher levels** of loneliness than men — are set up to find champions and allies they would not have otherwise.

Get Started

Map the collaboration occurring between departments, teams, and project lanes. During that time together focus on fostering forums that create space to: discuss accomplishments, ask questions, share goals, learn together, kick-off new initiatives, brainstorm and ideate, celebrate team milestones, etc.

Additional Tips
- Collaboration can be defined as meetings, work produced, communication via email, etc.
- Use rotational programs to improve collaboration
- Leverage communication networks to identify isolated groups
- Use collaboration tools to build community within in-person, and remote work environments

Sample Goals

Individual collaboration rate of change:
- Year Over Year, the number of collaborations for an individual increases by 20%

Percent Attendance:
- 75% attendance to start, increase 5% attendance per quarter to collaboration meetings
- 20% of employees present participate in collaboration meetings

Average collaboration:
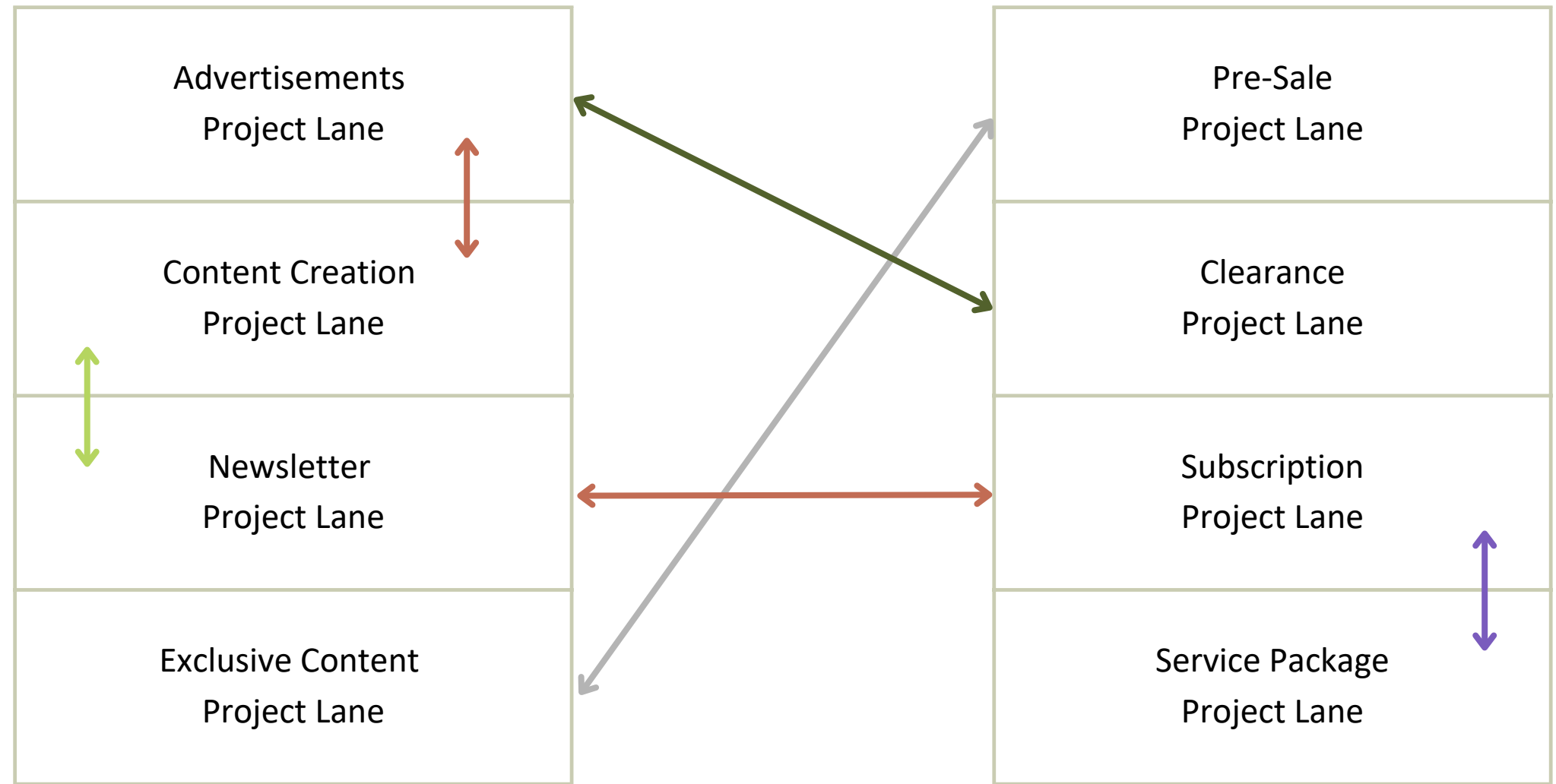- Individuals have an average of 20% cross-collaboration with other teams

Data at Work

Total Collaborations = 7
Average Collaboration = 13%
Attendance = 53%

Collaboration Frequency

0-19%
20-49%
50-74%
75-90%
91% +

Marketing Department

Sales Department

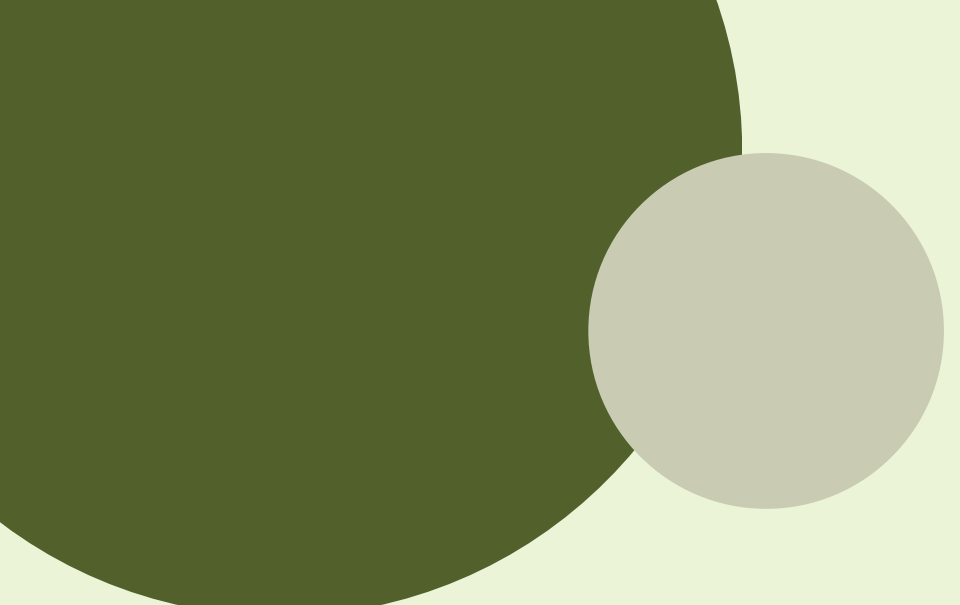Advertisements
Project Lane

Content Creation
Project Lane

Newsletter
Project Lane

Exclusive Content
Project Lane

Pre-Sale
Project Lane

Clearance
Project Lane

Subscription
Project Lane

Service Package
Project Lane

Social Media
Marketing
Team

Email
Marketing
Team

Product
Sales Team

Service
Sales Team

Sandy 10%
Casey 45%
Jim 31%
Logan 22%

Relationships at the department, team, and project level are shown. Drill downs on the connectors show the data between entities. Drill downs on the entity shows individual information.

Intrapreneurship Rate

Foster a workplace environment where it is safe to incubate and ideate, without pressure to succeed. Build a "fail-safe" culture. Support innovation and self-organization of teams, and allow people to work on projects they are passionate about.

Why It Matters

Intrapreneurship encourages entrepreneurial behaviors and thinking that enable employees to spark their creative genius, experiment, and lean into passions beyond standard job descriptions.

Environments that encourage innovation, regardless of results, are especially beneficial to women who are often disproportionately disadvantaged by perceptions of failure. The Intrapreneurship Rate honors attempts – not just successes – with the understanding that even failures contribute to development for the individual and lessons learned for the organization.

Get Started

Encourage time for intrapreneurial projects. Track and set a goal for regular rates of intrapreneurial attempts.

1. Ensure culture is primed for intrapreneurial activity. Set aside time and shift workload if necessary so that all can participate.
2. Consider connecting this metric to as part of the Self-Investment Score initiative, as intrapreneurship is a form of self-investment.
3. Allow teams to self-organize. This will encourage new teams to work together and enable employees — particularly women — to build champion relationships beyond their immediate team.
4. On a quarterly basis, track a simple count of the number of projects each individual works on

Sample Goals

Individuals are regularly participating in intrapreneurial activity

- Each employee to work with a team on 1 project per quarter

There is high organization-wide participation

- At least 90% of all employees complete their 1 quarterly project
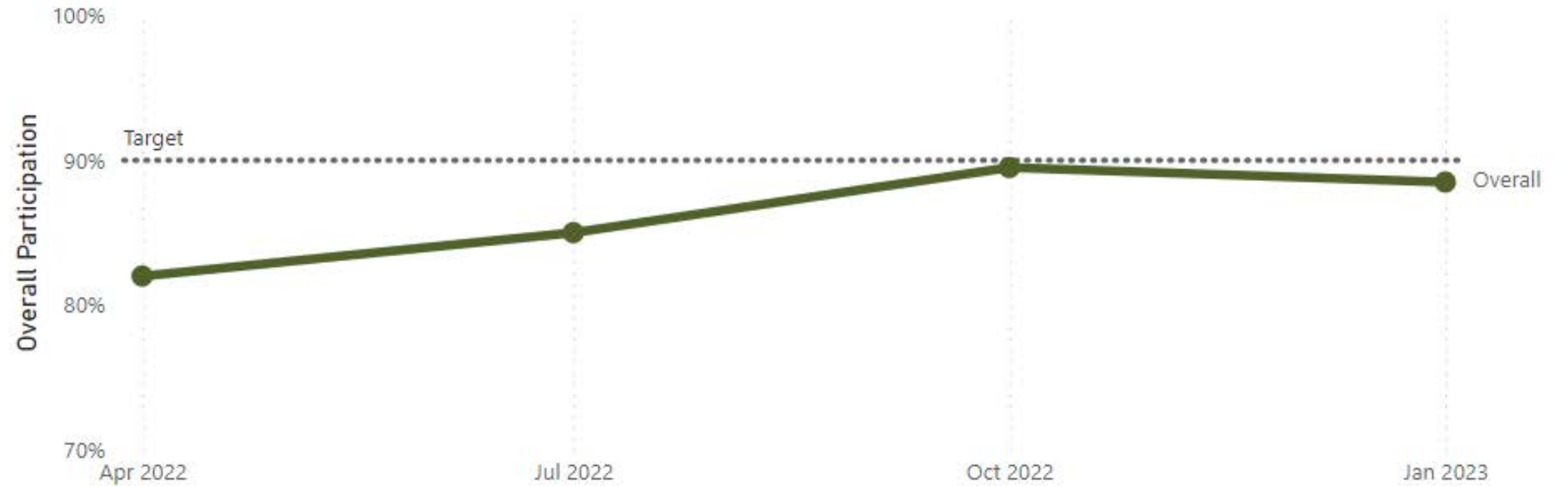
Participation shows minimal disparity across gender / race / age cohorts

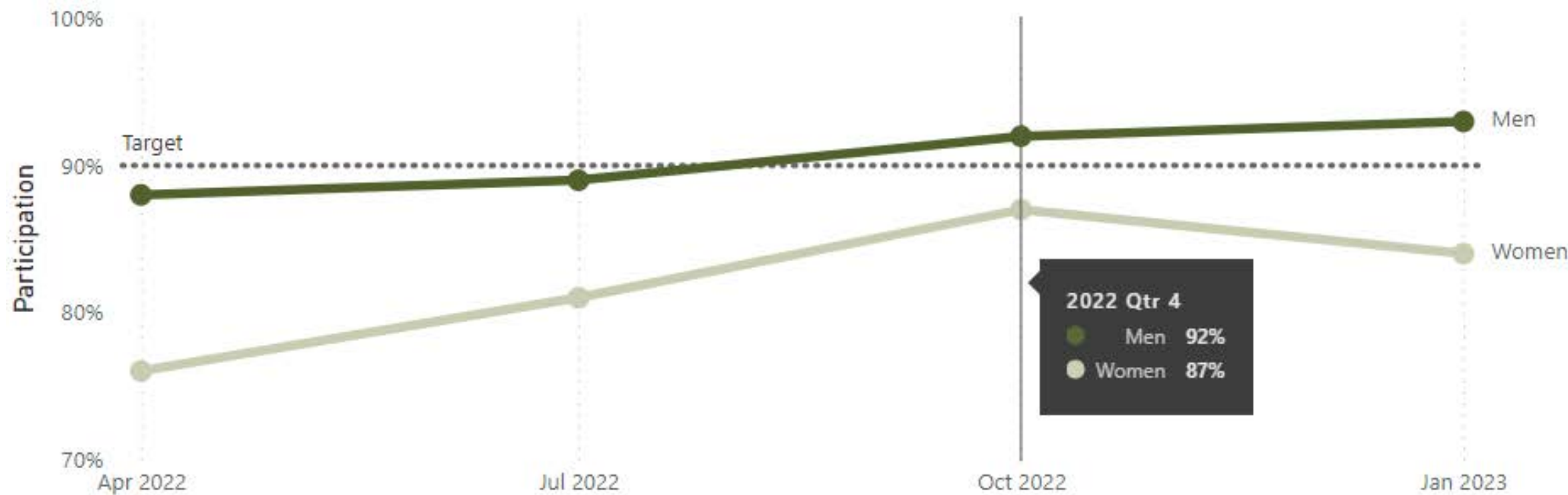- Counts can be aggregated by each cohort to ensure relative parity

Data at Work

Intrapreneurship Rate over Time

Intrapreneurship Rate across four quarters, defined as the percentage of employees participating in at least one intrapreneurial project during the time period.

Intrapreneurship Rate by Gender

In this hypothetical example, the company's steadily rising intrapreneurship rate is driven more by increases in men participating, signifying the need for greater deep dive into the gender disparity.

Conveners Weigh in On Some of The KPIs …

"Many tech companies have created career paths for individual contributors. It's a way to retain technical talent by providing another way to advance and climb up the pay scale, without forcing valuable people away from core skill sets into management. So why not map and create more paths for advancement elsewhere? We know it can be done!"

– Angela Shen-Hsieh

"Companies need to create flexibility and adaptability by adjusting the needs of the company to the skillsets of the employees. Career pathway optionality CAN be the bridge between the old way of working to the new way of working, but it can also minimize risk impact to the organization as well as the futures of their employees."

– Elena Barbulescu

"Some of the greatest work we can do is centered around what keeps us inspired, feeling needed, creative, and accomplished. If we allow people to go beyond the four corners of their title, you'll have activity that drives empowerment when recognized and rewarded. You will also get strategic thinking that leads to much higher bottom-line results."

– Kelly Lichtenberger

"Supporting intrapreneurship diversifies what can be packaged and sold as solutions for current and potential clients. With the right support, this can shift how women are seen and how valuable our talents outside of our job descriptions can be. It can open doors for the next generation of leaders, or reactivate the leadership before us."

– Patrice Jean-Philippe

"Many companies and people say they want new, but are afraid to take the 'risk' on someone who doesn't fit the mold — age, race, gender — that they created in their head for positions and opportunities. This mindset MUST be changed to be a valued and culturally sound employer for today and for the future."

-Akilah Laster

Conveners Weigh in On Some of The KPIs ...

"If we're truly looking to empower women to advance their careers, that means investing in their growth and desires even when there isn't a one-for-one, immediately tangible benefit to the organization. Employees should be able to carve out (paid) company time to learn and grow. It's a win-win for development, engagement, leadership, and retention."

– **Lis Best**

"Cross-functional relationships provide a portal to increased exposure for women where they can gain a deeper understanding of business needs. These matrixed personal relationships foster a sense of belonging. Increased belonging has been linked to increased job performance, higher eNPS, and reduced turnover risk."

– **Nadine Mullings**

"Requiring all employees to invest in themselves is an investment in the company and its culture. This practice will help women acquire additional skills and perhaps move into new career pathways, while also making work more fulfilling and uplifting and, therefore, increasing employee retention."

– **Lauri Lee**

"Today's hierarchical career architecture is full of ceilings. We have been programmed to reach the ceiling in one role before advancing to the next. Blowing up these ceilings to enable more runway for growth within roles would offer more development opportunity and likely increase employee engagement and retention."

– **Kim Freeman**

"Measuring the communication flow rate across organizations will ensure that women have equal access to knowledge and information as men which will be key in affording women with greater access to the insight needed to advance their careers meaningfully and effectively."

– **Carmen Sudhausen**

Set Your KPIs➞
Take Action

Now, it's your turn. Career advancement for women was chosen as a focus to demonstrate how to find new KPIs. Which part of your business is most in need of KPI redefining and updating?

✓ *Equity & Inclusion*   ✓ *Client Vitality*

✓ *Go-to-Market Efficacy*   ✓ *Product/ Service Resonance*

✓ *Employee Belonging*   ✓ *Alignment to Mission*

To find new KPIs, consider leveraging the following methodology:

1. **Convene:** Assemble a cross-functional, non-hierarchical task force to dive into the focus area. Take data off the table.
2. **New Definition:** Land on a new definition and attributes for what it would look like to achieve success in that area.
3. **KPI Finding:** Tap your internal data team and/or a data partner to invent new KPIs, based on your newly identified success definition and attributes.
4. **Focus on Behaviors:** Identify day-to-day activities and behaviors that you need to shift or add to measure against your new KPIs.
5. **Visibility:** Measure, track, and report on your regularly, visibly and transparently.

So... what KPIs do you want to find next?

Belfast
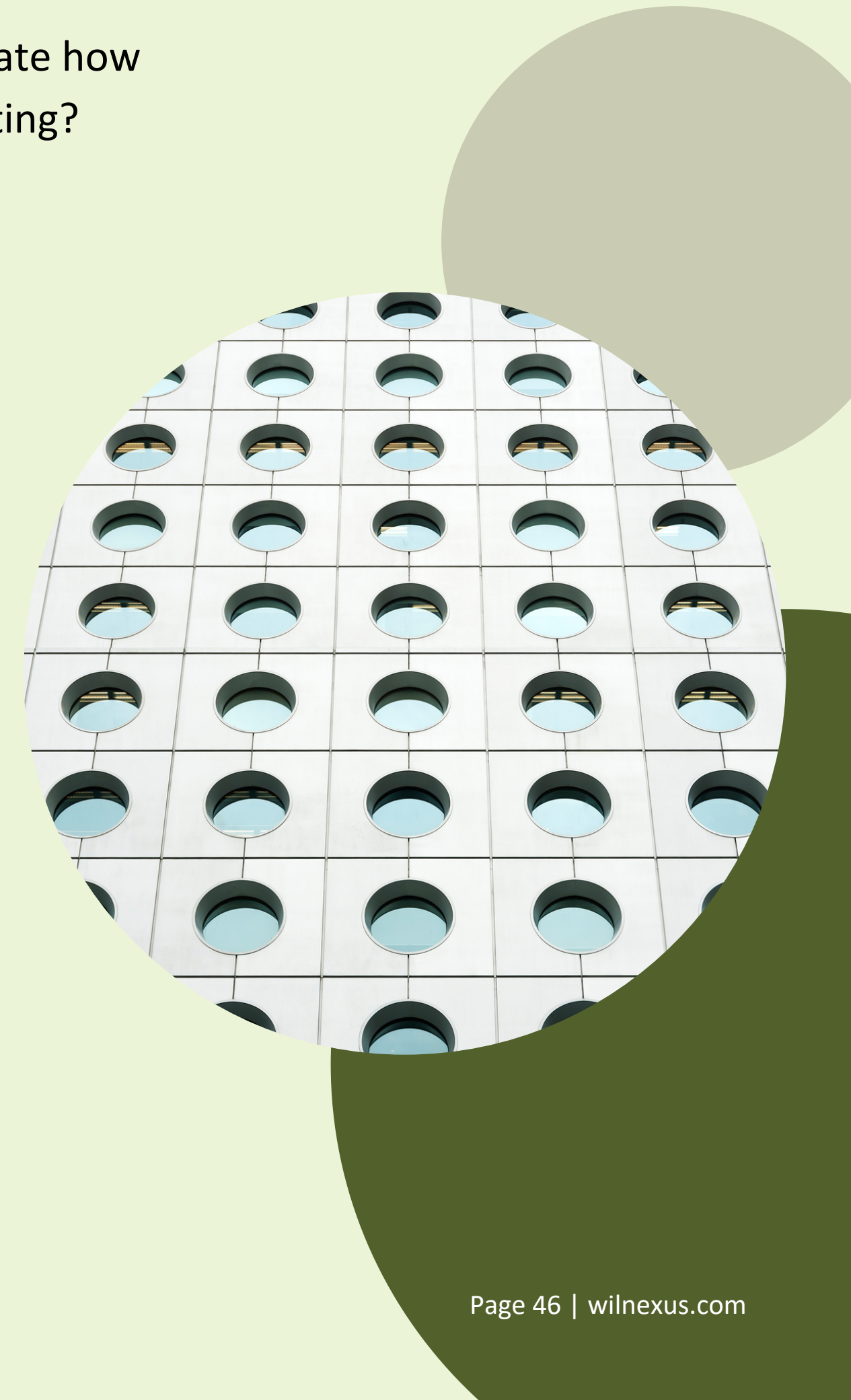
Fujitsu
Microsoft
Citi
Insider
Aflac
Baker McKenzie
Allstate
Cowen

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