



# Aviation Leadership for Women

Wednesday, October 17, 2018 | 1300-1400

Hillary O'Connor Mueri  
"Toro"





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US Navy Photo



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US Navy Photo

The New York Times

*Qatar Airways C.E.O. Says Women Can't Do His Job. Cue Groans and Backpedaling.*

**Skift.**

**Absence of Women in Aviation Leadership Roles on Full Display at Industry Gathering**

NBAA | BACE.

**'It's pervasive, it's every day' – How a history of sexism in the airline industry echoes today**

The Telegraph

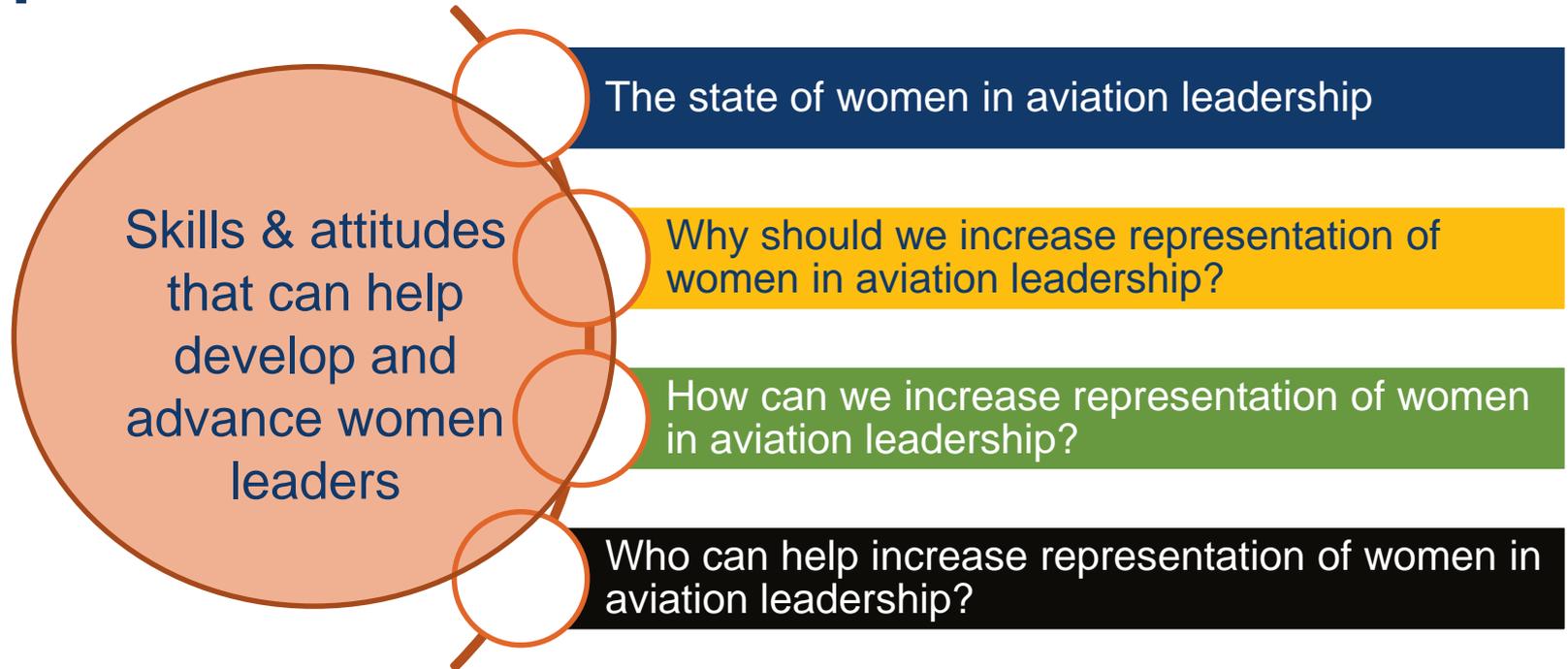
'Where's the captain?' – and other things passengers say to female pilots

**PBS**  
**NEWS**  
**HOUR**

International edition  
**The Guardian**

Flight behaviour: sexism still lies at the heart of the airline industry

# Aviation Leadership for Women Topics



Please have your apps ready for polling questions

What is the problem?

# Women in Aviation Business Leadership

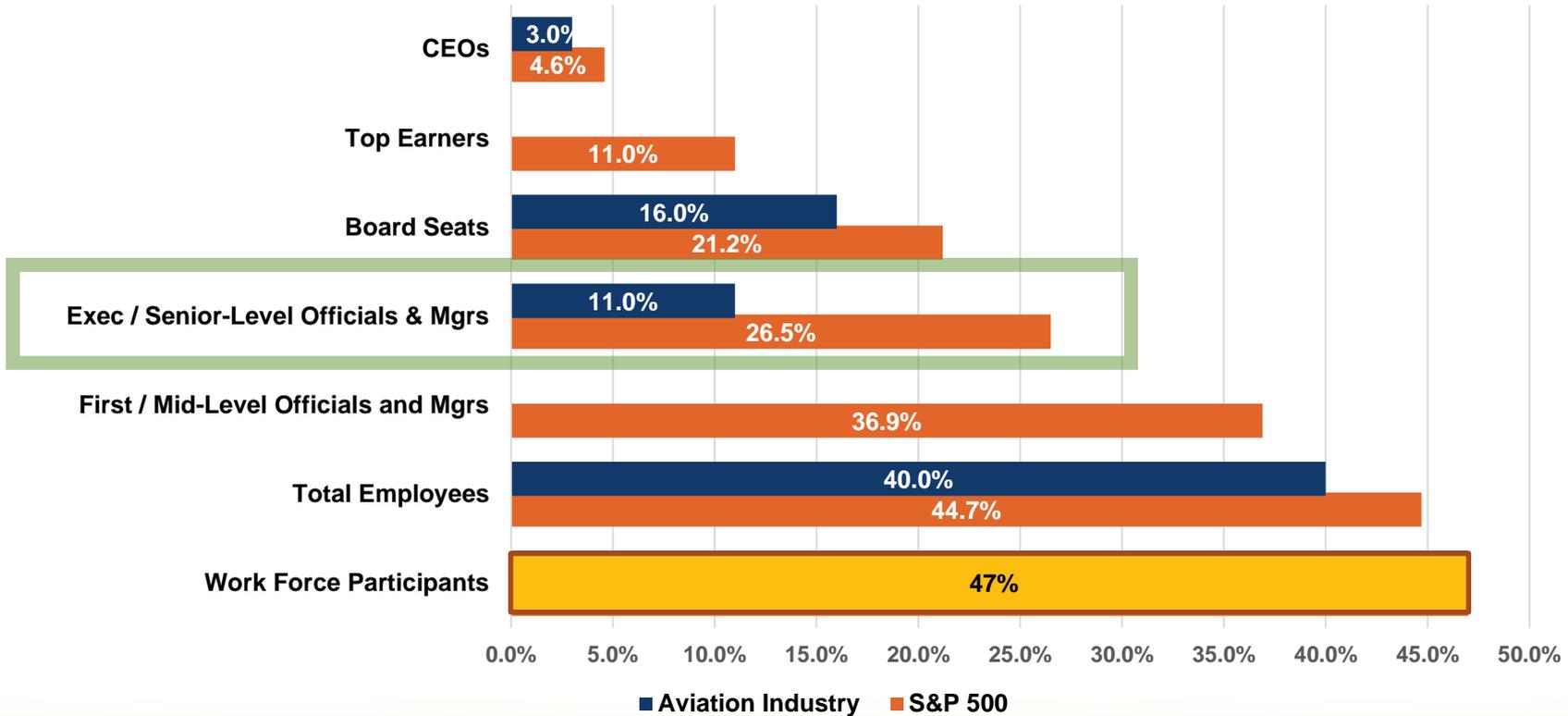
## Poll:

# Are there enough women in aviation senior management?

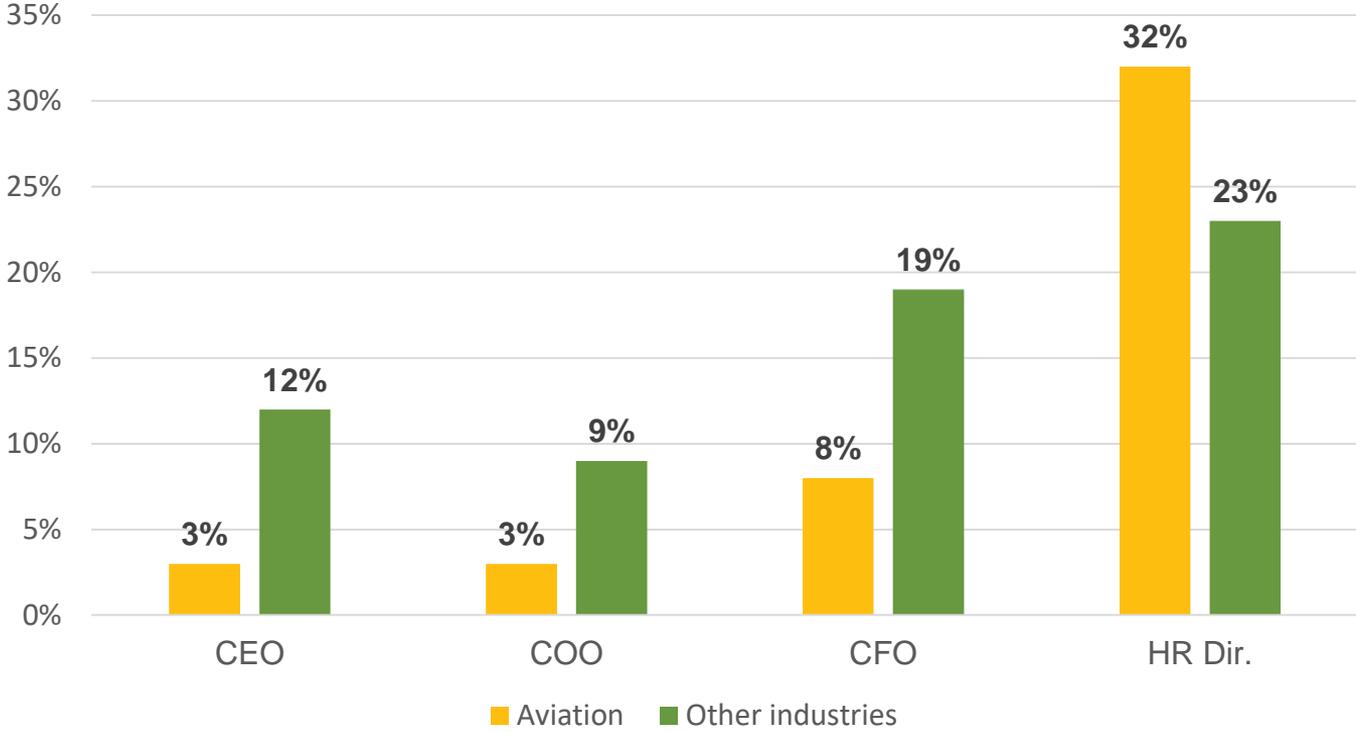
- a. I think there are too many women in aviation senior management.
- b. Things are fine the way they are. If it ain't broke, don't fix it.
- c. Sure, more women in aviation leadership would be good, but it's not worth a lot of money or effort.
- d. I want to see more women in leadership and think that aviation companies ought to be doing more.
- e. We need to be elevating women to senior leadership, and aviation companies should make it a top priority.

# The Funnel Effect

## Scarcity of Women in Top Leadership



# Women in Senior Executive Roles



Why does it matter?

# The Case for Women in Aviation Business Leadership

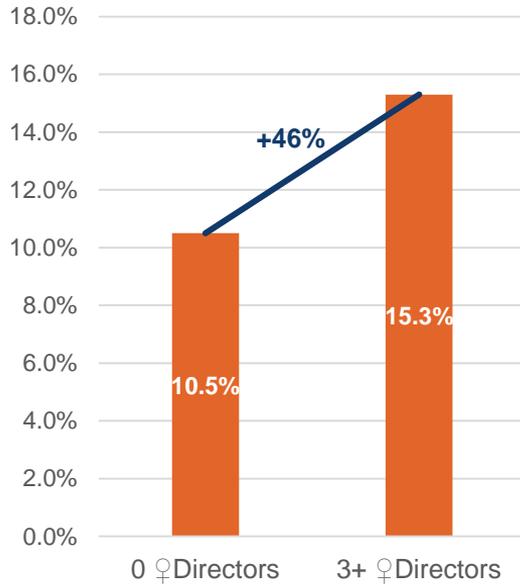
## Poll:

# Does having women leaders positively affect a company's financial success?

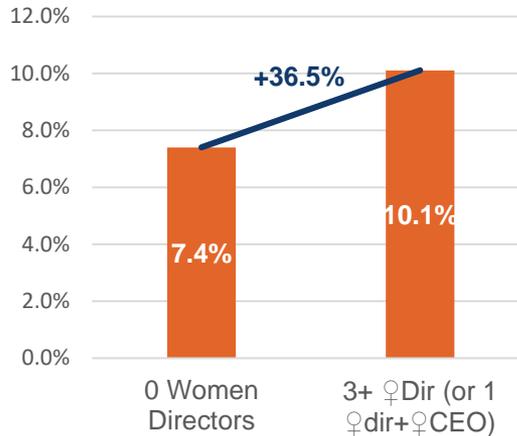
- a. Women's initiatives are a waste of money.
- b. They may break even, but are more trouble than they're worth.
- c. I really don't care. This looked like a quiet place to sit for a while.
- d. More women in leadership is a net positive...at least some times.
- e. Women make it rain.

# Companies With Women Leaders Perform Better

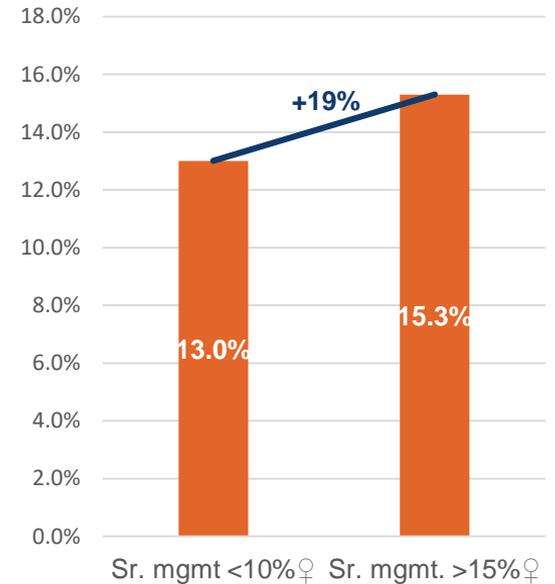
Catalyst  
(S&P 500)



MSCI  
(1.6k+ globally)



Credit Suisse  
(3k+ firms globally)

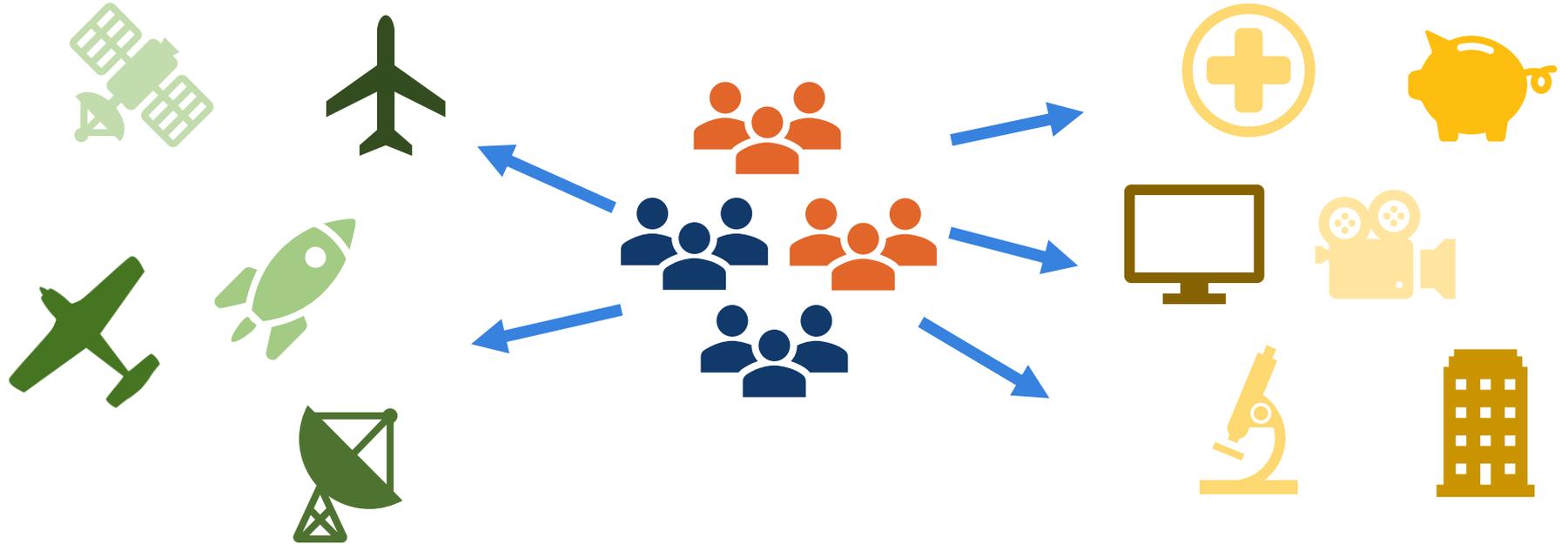


— ROE — Premium

# Balanced Teams Perform Better



# Women Help Solve Personnel Shortages



## Poll:

# Do we need to take additional action to increase the number of women in leadership positions?

- a. We need to decrease the number of women in leadership.
- b. I'm still not interested in increased numbers of women aviation leaders.
- c. It'll work itself out over time. We're doing as much as we need to do.
- d. Speeding things up would be nice...but at least I can expect my grandchildren to live in an equal world.
- e. It really feels like we're going backwards. We need to prioritize women in aviation leadership.

# Action is required to achieve parity

## Women's economic rights nearly nonexistent

could not own property, keep own wages, sign contracts, or vote

1802



1941-1943



% of women aviation employees in the US explodes from 1% to 65%

## Women are de facto excluded from leadership

Composing nearly half the work force but less than one twentieth of it's uppermost management

2018



2185



Predicted Economic Parity in North America

## Predicted Global Economic Parity

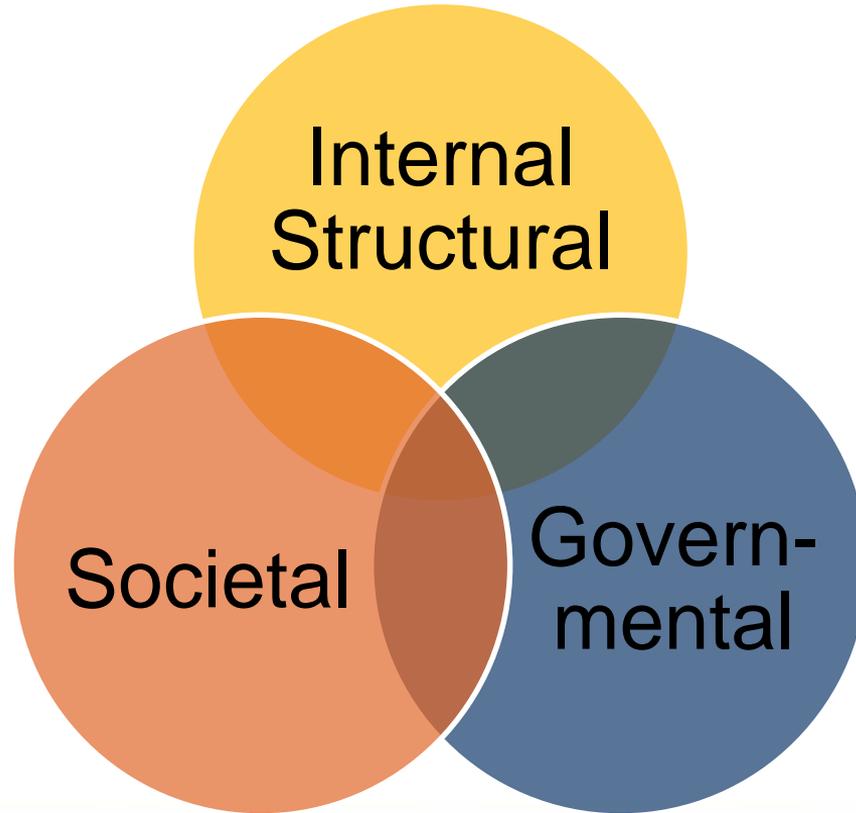
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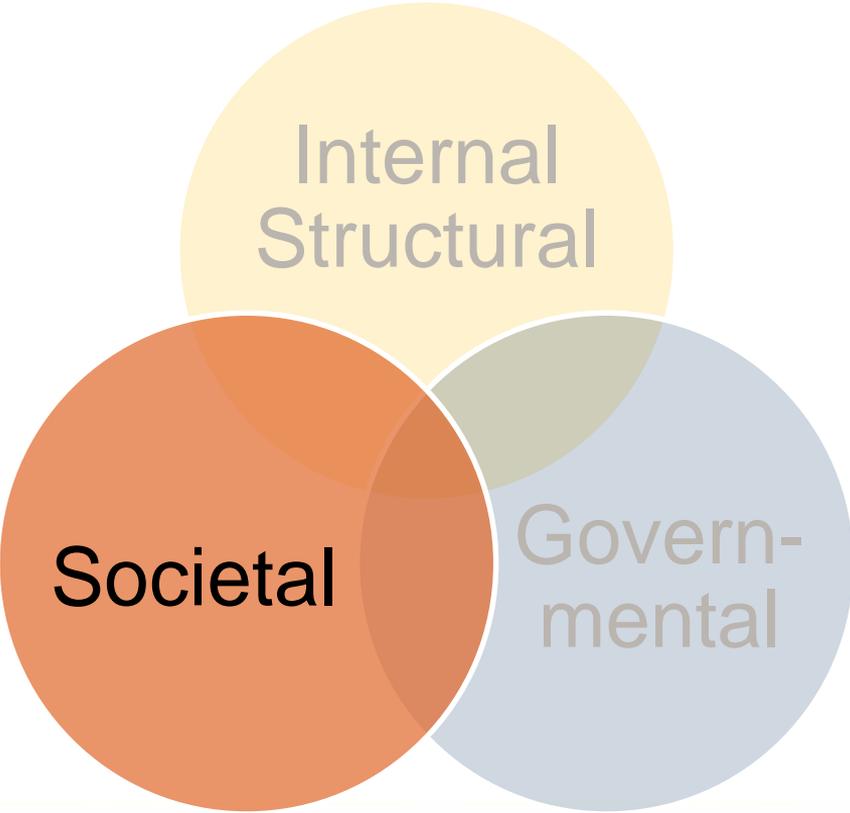
How do we get there?

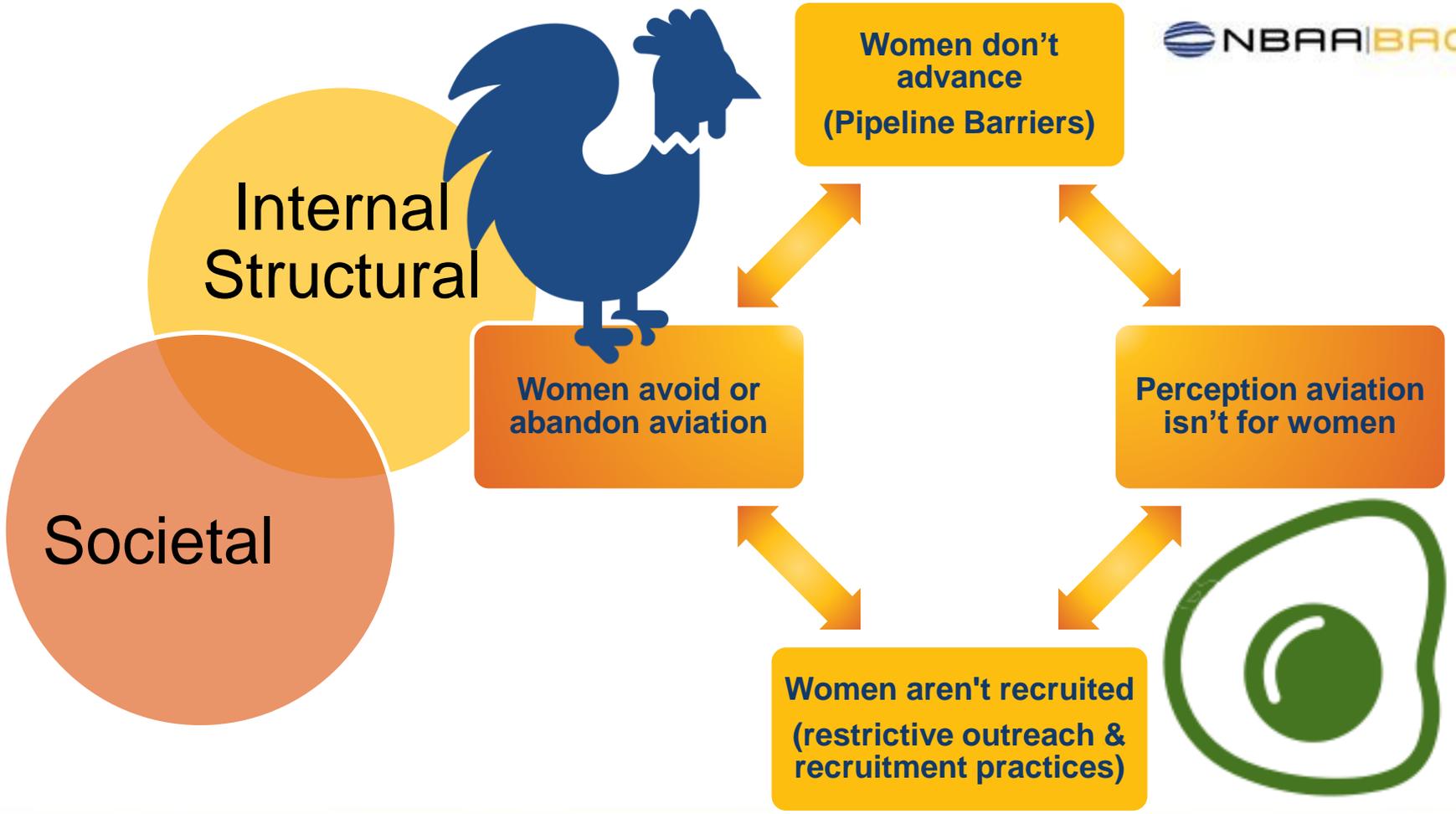
# Eliminating Barriers to Women in Aviation Business Leadership

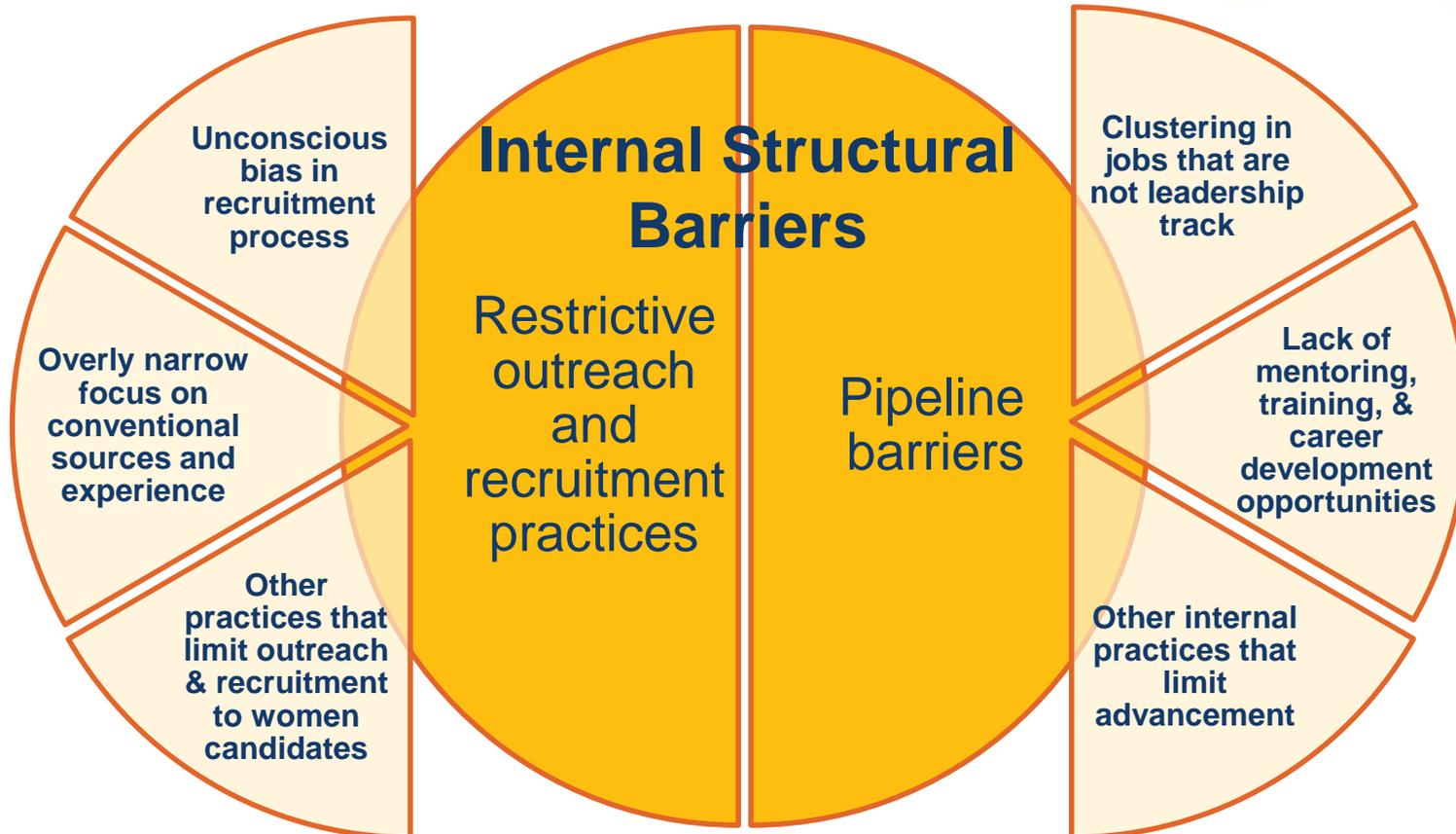
# Barriers to the Advancement of Women Leaders



# Barriers to the Advancement of Women Leaders







# Roadmap for Eliminating Internal Structural Barriers

## Expand outreach & recruitment practices

Seek candidates from noncustomary backgrounds

Set objective policies for candidate evaluation

Cultivate long-term relationships with candidates

## Reduce pipeline barriers

Expand women's access to core areas of business

Adopt life- and family-friendly policies

Establish mentoring programs

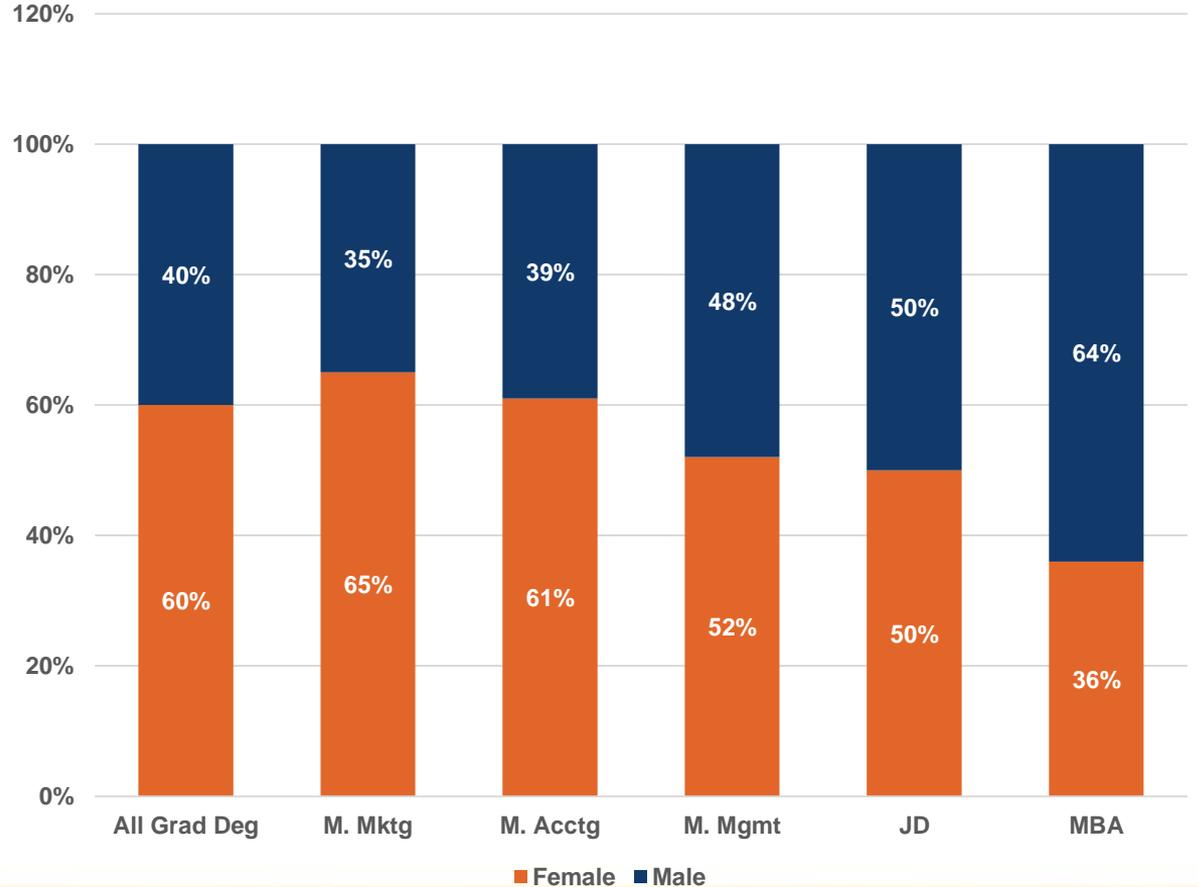
## Exhibit visible commitment to change

Set company-wide policies that actively promote diversity

Include diversity in all strategic business plans

Hold managers at all levels accountable for progress

## Masters Degrees by Sex

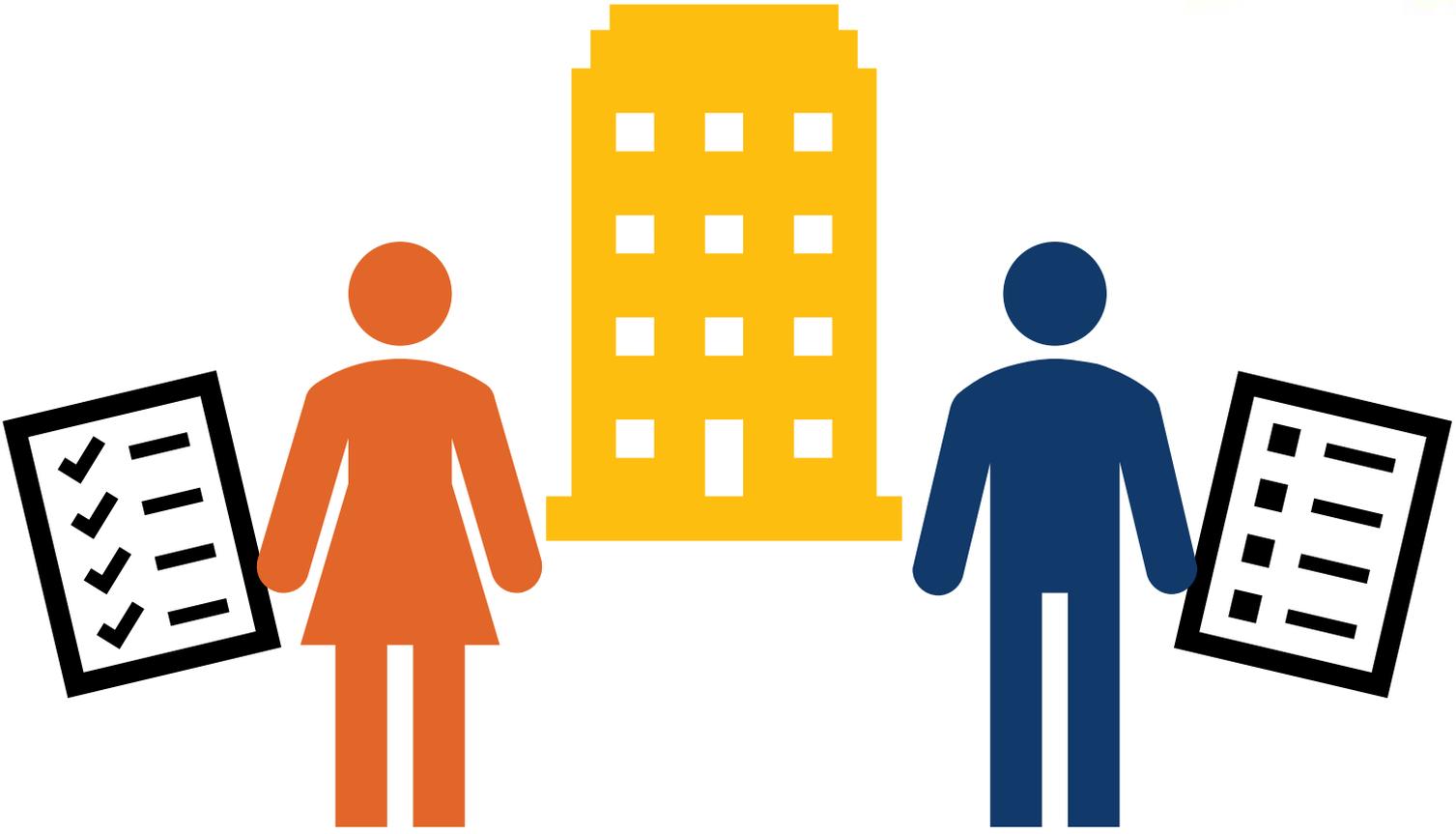


Expand outreach & recruitment practices

Seek candidates from noncustomary backgrounds

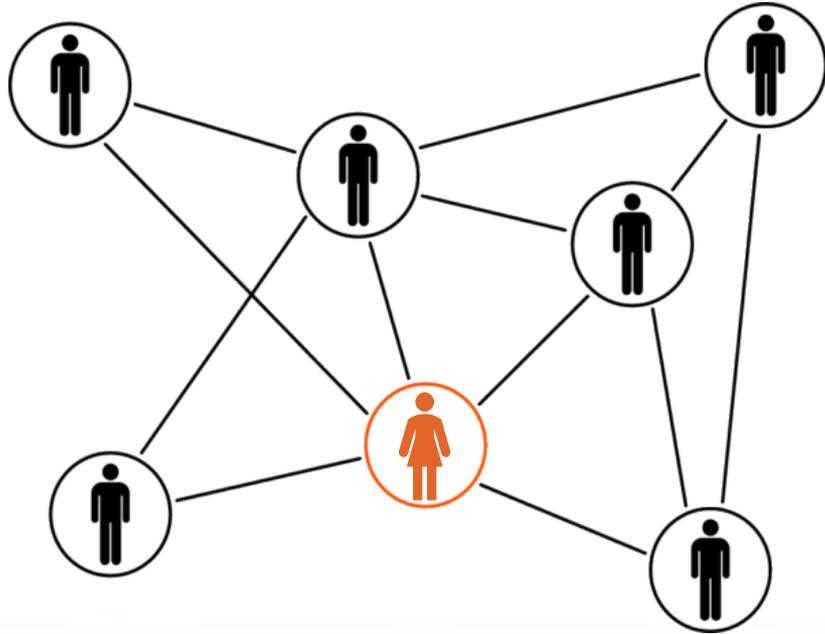
Set objective policies for candidate evaluation

Cultivate long-term relationships with candidates



Who can help us get there?

## Networks for Women in Aviation Leadership



## Poll:

# “I enjoy professional networking.”

- a. Bah, humbug.
- b. I know I’m supposed to, but I’ll do my best to have other plans.
- c. Why not?
- d. It can be fun and educational. I’m down.
- e. Networking! Let’s do it! The more the better! Hey, can I give you my card?

“A key reason why women lag behind in leadership is that they are less likely to have extensive networks to support and promote them as potential leaders....Networking with more senior representatives has its benefits. Having access to a powerful spokesperson and building your connections is one way of working toward extending your network.”

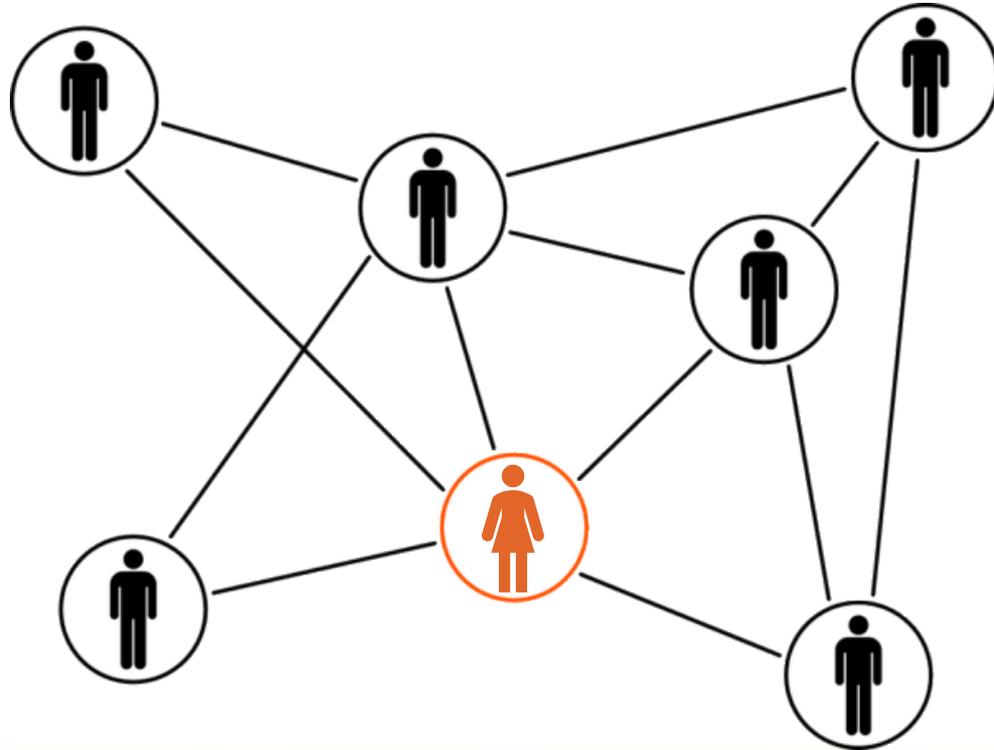
# Business Networks



# Business Networks

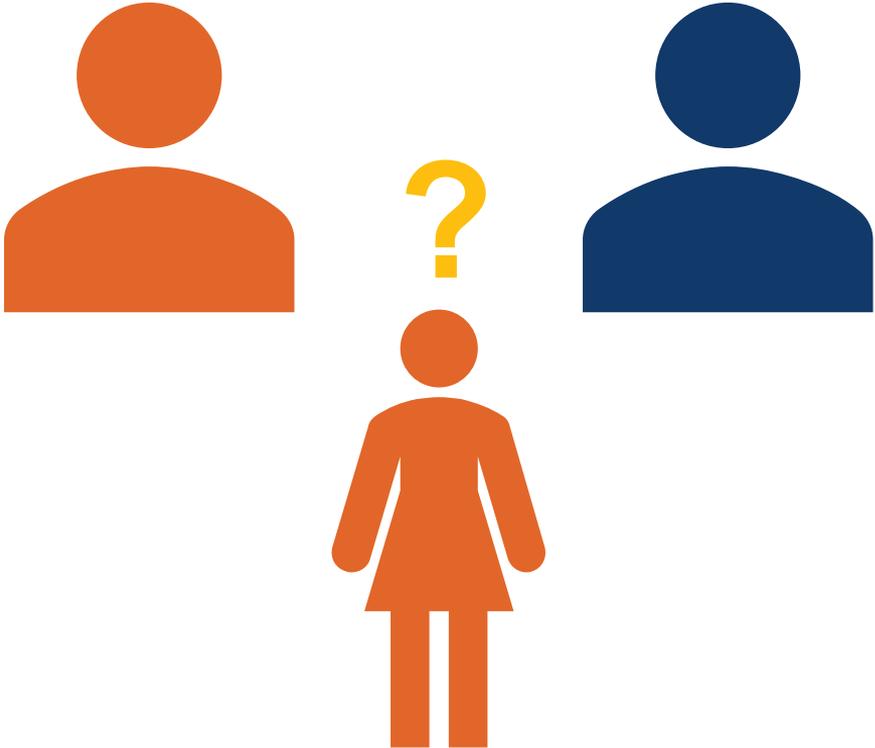


# How can businesses help women network?



# Mentoring





# Takeaways

## For Business

- Aviation businesses have fewer women in leadership than other sectors despite correlation between women leaders and increased financial success
- Treat diversity as a business strategy
- Expand outreach & recruitment, reduce pipeline barriers, and exhibit visible commitment to change in order to increase women in leadership

## For Women

- Dream big • take risks • learn to love rejection
- Create & execute a networking plan to develop and nurture broad operational, personal, and strategic networks
- Engage in official mentorship programs when available and seek out unofficial mentors; use them for feedback, promotion, and access



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OCTOBER 16-18, 2018 · ORLANDO, FL

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