



American Planning Association  
**Women and Planning Division**

*Making Great Communities Happen*



# WOMEN IN PLANNING: LEADERSHIP & EMPOWERMENT

PRESENTED BY:

CORRIN HOEGEN WENDELL, AICP, KIMBERLY ALBANO, AND MONICA TIBBITS-NUTT, AICP, LEED AP BD+C

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KIMBERLY ALBANO



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“When you’ve worked hard, and done well, and walked through that doorway of opportunity, you do not slam it shut behind you. You reach back, and you give folks the same chances that helped you succeed. Women are force multipliers, who spread opportunity.” ~ Michelle Obama

## INTRODUCTION: KIM ALBANO

- Leadership & Development Consultant for Women
- Over a decade of experience in learning and leadership & development on Wall Street
- Women In Leadership
- Storytelling
- Women Empowerment



## INTRODUCTION: MONICA TIBBITS-NUTT

- Executive Director of the 128 Business Council
- Regional Planning, Transportation Planning, Urban Design, and Sustainability
- MBTA Advisory Board
- Executive Director of TransitWorks
- Board of Directors – Massachusetts Department of Transportation (MassDOT)
- Fiscal Management and Control Board that oversees MBTA
- Executive Committee and Legislative Committee – Metropolitan Area Planning Council (MAPC)



# WOMEN IN PLANNING: LEADERSHIP & EMPOWERMENT

Kim  
Albano

- Women In Leadership: The Facts
- Women In The Workplace
- Empowering Women to Achieve & Succeed
- Women Development
- Humanizing the workplace
- connecting through stories
- empowering women through confidence

Monica  
Tibbits-  
Nutt

- Background
- Intersectionality
- Massachusetts Department of Transportation Statistical Examples
- Massachusetts Bay Transportation Authority Statistical Examples
- Next Steps

# WOMEN IN LEADERSHIP: THE FACTS

- Approximately 4% of women hold C-Suite & Board Level positions
- In 2015, 90% of CEOs were promoted or hired from line roles, and 100% of them were men.
- For every 100 women promoted, 130 men are promoted.
- Women of color are the most underrepresented group in the corporate pipeline - behind white men, men of color and white women.



Line roles are positions with profit-and-loss responsibility and/or a focus on core operations. Staff roles are positions in functions that support the organization like legal, human resources, and IT

# WOMEN IN THE WORKPLACE: 2016 STUDY



- 132 companies employing more than 4.6 million people shared their pipeline data and completed a survey of HR practices.
- In addition, 34,000 employees completed a survey designed to uncover their attitudes on gender, job satisfaction, ambition, and work-life issues.

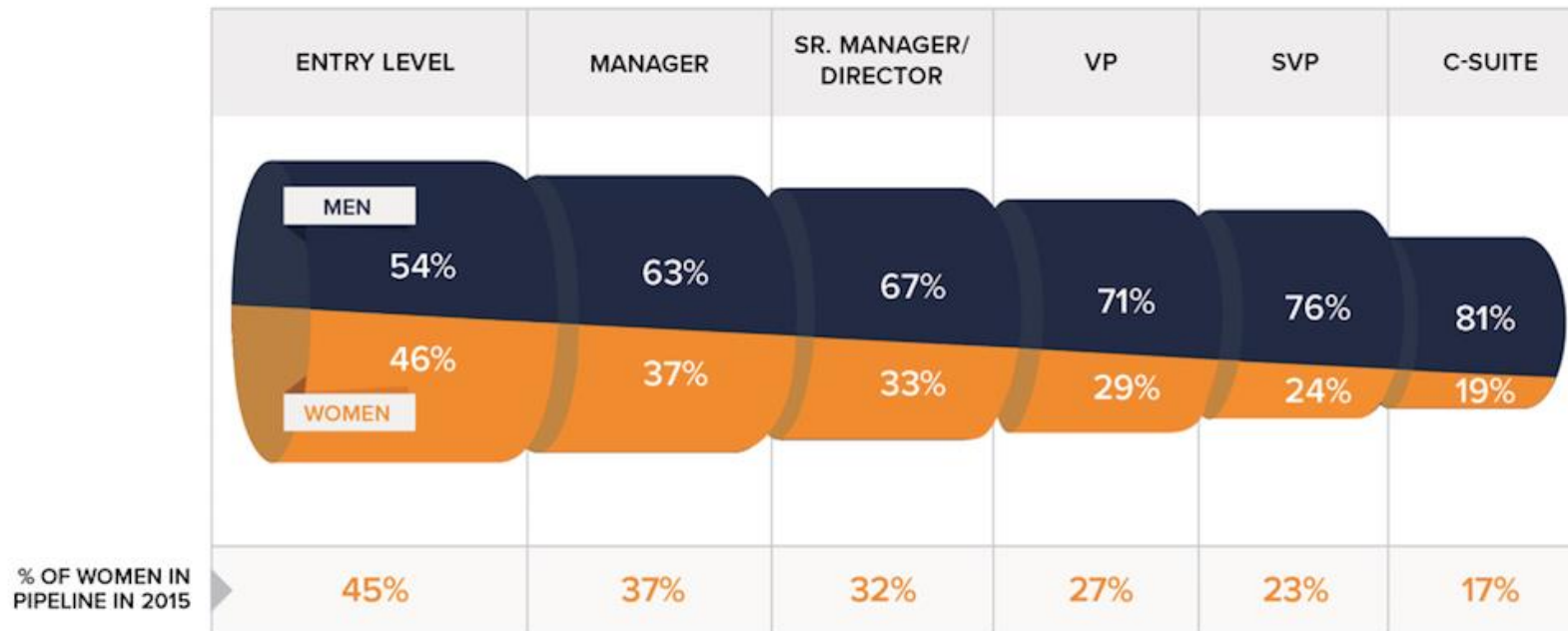


# WOMEN IN THE WORKPLACE

## GENDER REPRESENTATION IN THE CORPORATE PIPELINE IN 2016

WOMEN ■ MEN ■

% OF EMPLOYEES BY LEVEL

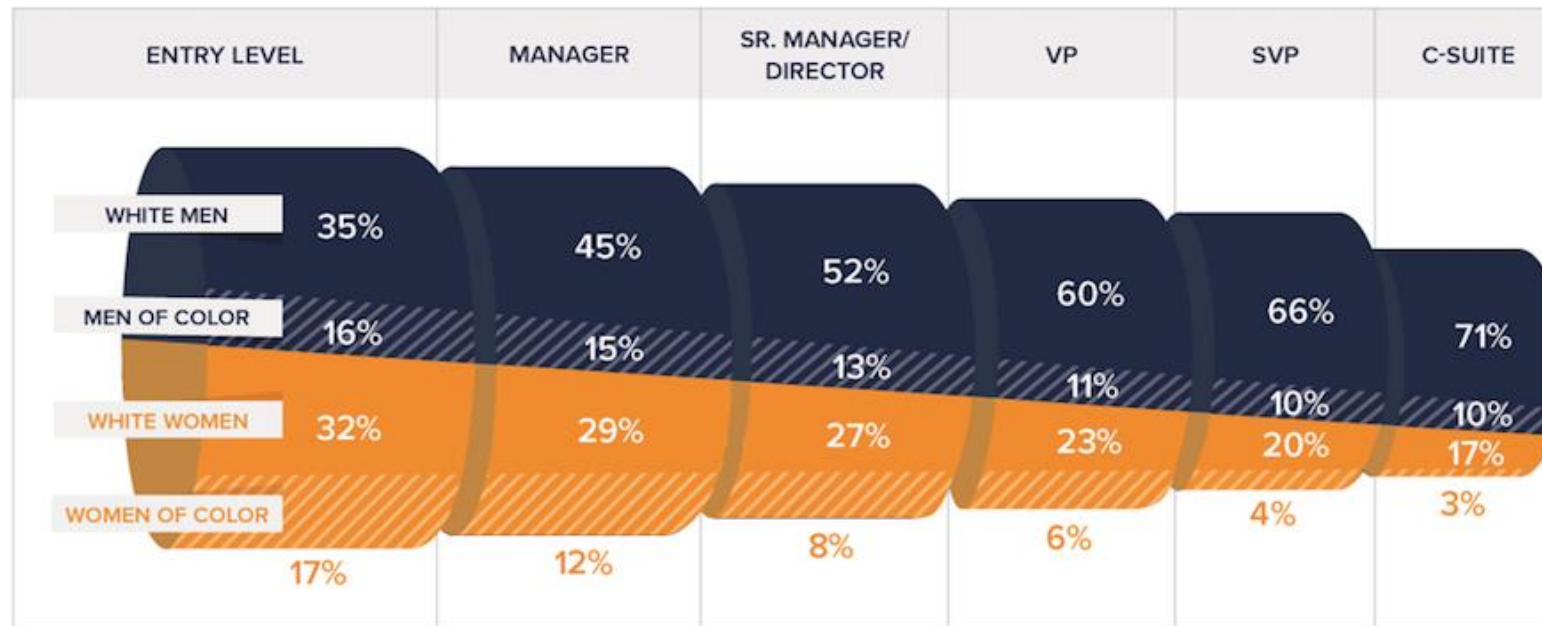


# WOMEN IN THE WORKPLACE

## RACE AND GENDER REPRESENTATION IN THE CORPORATE PIPELINE IN 2016<sup>1</sup>

WOMEN ■ MEN ■

### % OF EMPLOYEES BY LEVEL



<sup>1</sup> Total percent of women and men per level in race and gender pipeline may not sum to overall corporate pipeline totals, as the race pipeline only includes companies that were able to supply race data.

# EMPOWERING WOMEN TO ACHIEVE & SUCCEED

- 67% of women say they learned their most important leadership lessons from other women
- 82% of professional working women feel that access to and networking with female leaders will help them advance in their career



The top training and development skills women indicate they need to move into leadership roles:

- Leadership Training
- Confidence Building
- Decision-Making
- Networking
- Critical Thinking

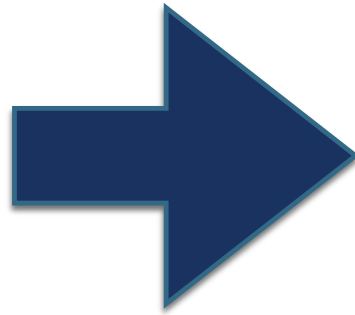
Don't be ashamed of  
your story.

It will inspire others.

Unknown

# CONNECTING THROUGH STORIES

Stories create transparency and foster the human factor in peer and colleague interactions.



## **There are many types of stories:**

- Comedy
- Tragedy
- Rags to riches
- Rebirth
- Overcoming the monster
- The quest
- Voyage and return

# CONNECTING THROUGH STORIES

## Stories should:

- Connect
- Challenge
- Involve emotion
- Paint a picture
- Create feeling
- Use descriptive words
- Be raw

*\*More than eight in 10 women reported that having positive leadership role models helped them feel confident about what they could accomplish in life.*

## CRAFTING YOUR STORY TO CONNECT

- Backstory:** where were you before this event/experience/etc. impacted you?
- Inciting Incident:** the event/experience/etc. that changed everything was
- Aspiration/Goal:** the resulting goal/aspiration as a result of this experience is...(overcome, defeat, etc.)
- Conflict:** the challenges that this incident created and the resulting decision/choice I made was...
- Resolution:** I learned that/I decided to/etc.



# EMPOWERING WOMEN THROUGH CONFIDENCE

- Find an empowerment partner: complimentary strengths & skills
- Identify stretch assignments
- Share your story to inspire other women
- Amplification
- Shine theory



Mark Lenihan, AP



# MY ORGANIZATION

# Meet the guys charged with fixing the T



FMCB & MASSDOT

## Top 10 Trending A

Most Viewed

Most Comm

Massachusetts wants to  
alcohol laws. Not every

Nine thoughts from ma  
Red Sox-White Sox gar

Covfefe: What is it? Wh  
tweet about it?

Thornton Law's Garret  
helped his business and  
the Legislature

Jurors hear of short life  
'Baby Doe' murder trial

Source: Boston Globe, Oct 21, 2015

Hate interrupted: more

A black utility trailer is positioned on a dirt road, viewed from the rear. The trailer features a prominent red triangular hazard warning sign in the center of its back panel. Above the triangle are two small, rectangular white lights. Below the triangle, a white license plate with the number '4072' is visible. The trailer is supported by a metal frame with four large, dark wheels. The road is unpaved and shows tire tracks. The background consists of a line of trees with sparse, brownish leaves, suggesting an autumn setting. The overall lighting is soft and somewhat hazy, creating a sense of depth and atmosphere.

HOW I GOT HERE

A large industrial factory setting with a white bus chassis on an assembly line. Two workers wearing yellow hard hats and dark clothing are visible. One worker is in the foreground, facing away from the camera, looking at the bus. Another worker is in the background, to the right, also looking at the bus. The bus is mounted on a red metal frame. The factory has a high ceiling with a complex network of steel beams and pipes. There are various pieces of equipment and materials scattered around the floor. The overall atmosphere is one of a busy manufacturing environment.

# INTERSECTIONALITY

Source: Eicher Motors, [https://youtu.be/sSV5YH4dl\\_c](https://youtu.be/sSV5YH4dl_c)

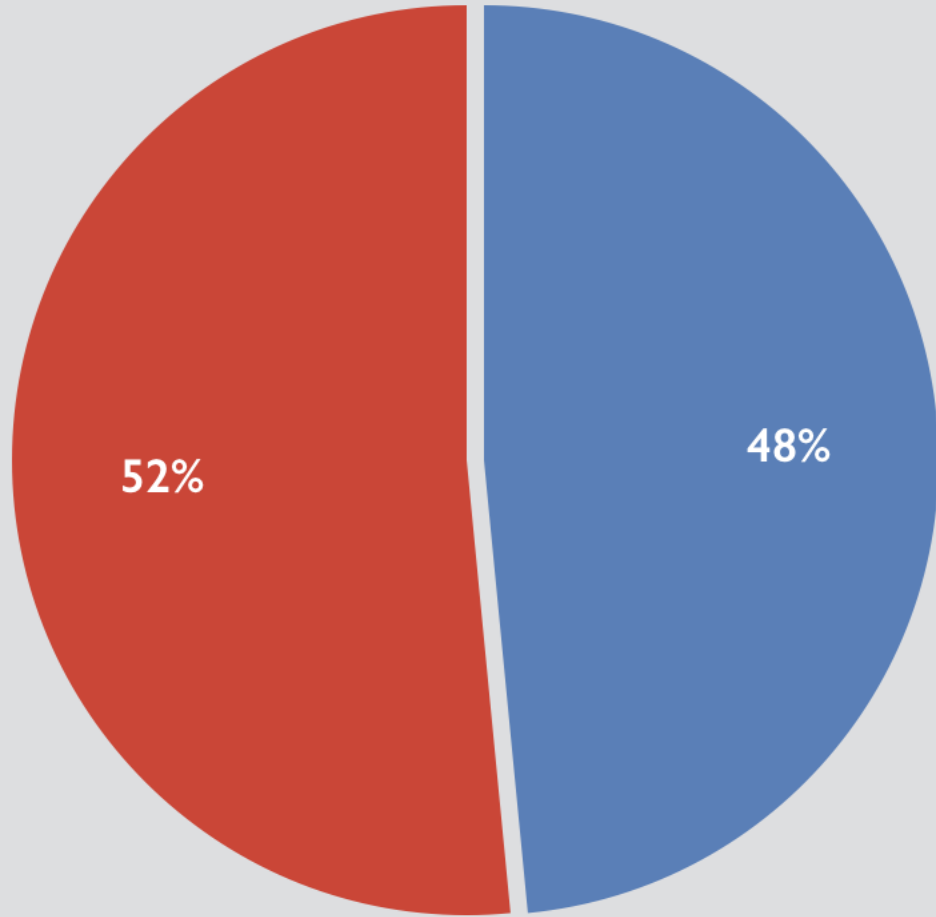
in(t)ərsɛkʃHə'nælədē

*noun*

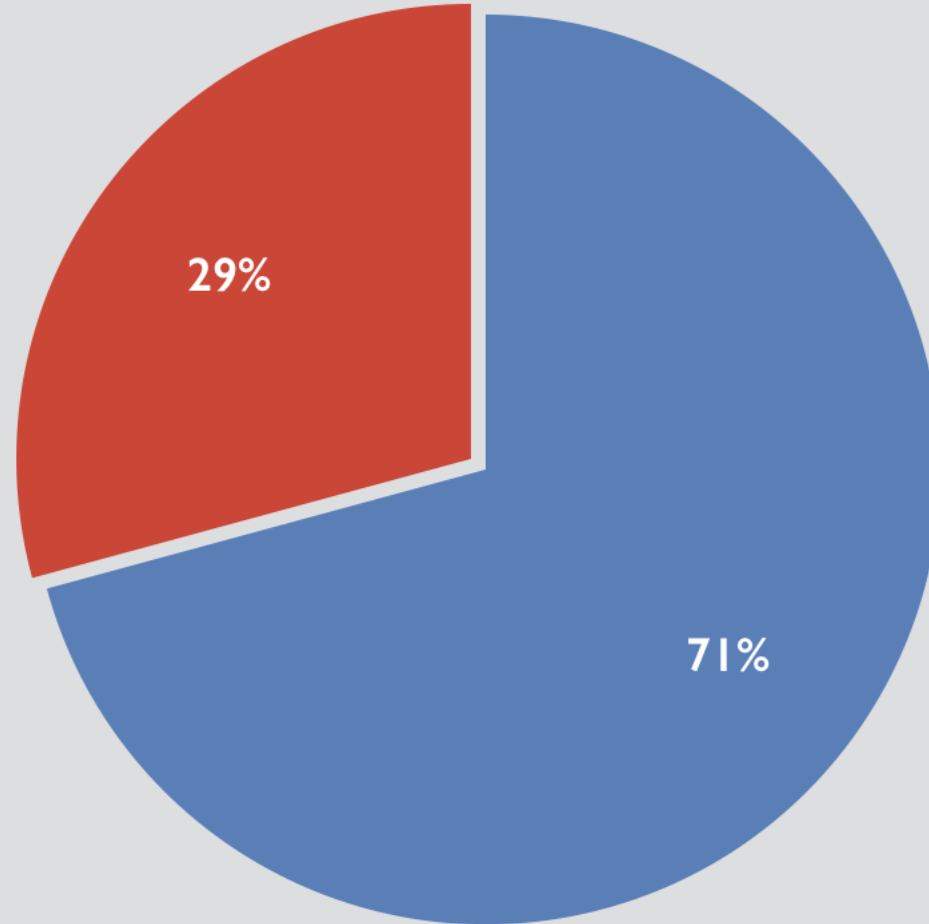
the interconnected nature of social categorizations such as **race**, **class**, and **gender** as they apply to a given individual or group, regarded as creating overlapping and interdependent systems of discrimination or disadvantage.

# INTERSECTIONALITY

**MA State (6,705,586)**



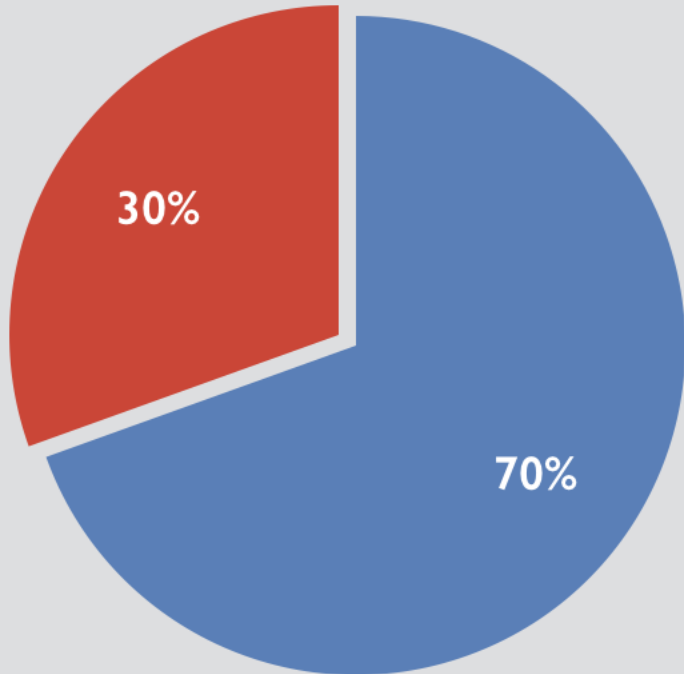
**MassDOT (3570)**



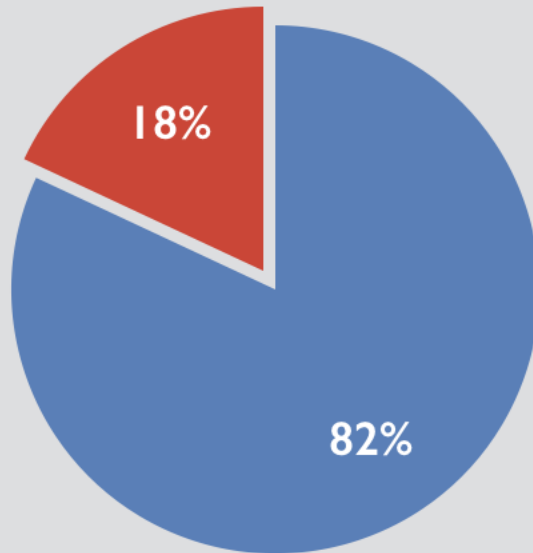
● Men  
● Women

Statewide numbers from 2015 U.S. Census  
Internal MassDOT numbers accurate as of 5/27/17

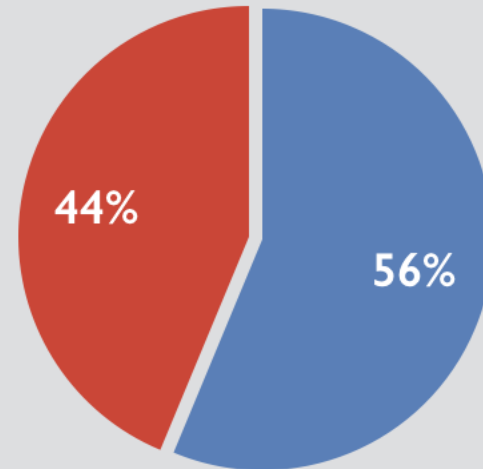
**MassDOT  
Non-Supervisory (2735)**



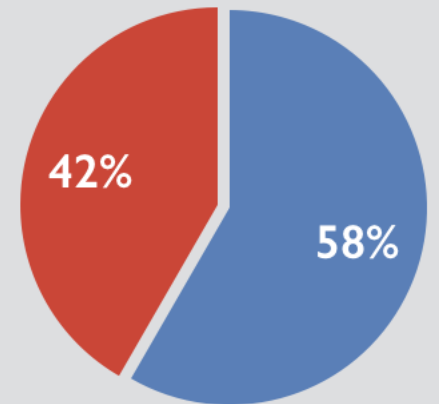
**MassDOT  
Supervisory (604)**



**MassDOT  
Management (183)**



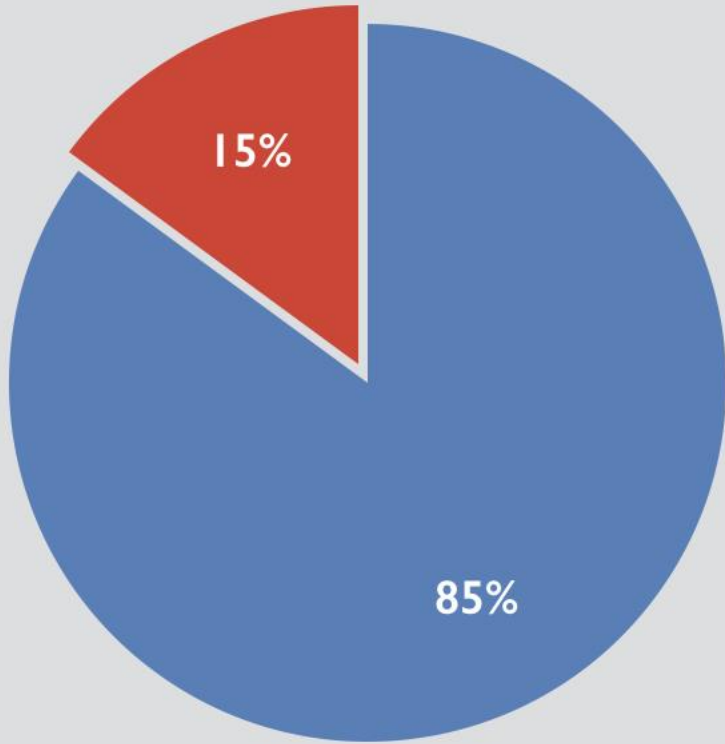
**MassDOT Senior  
Management (48)**



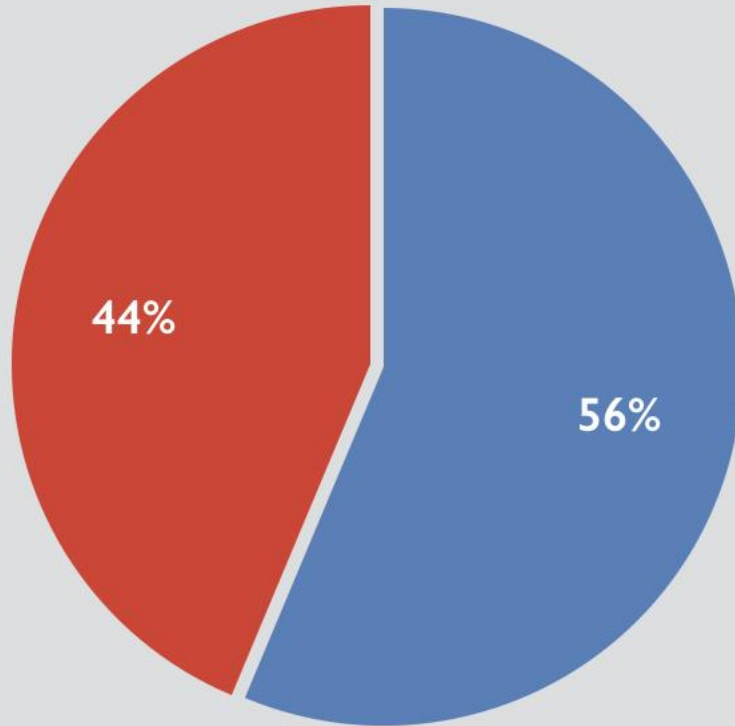
● Men  
● Women



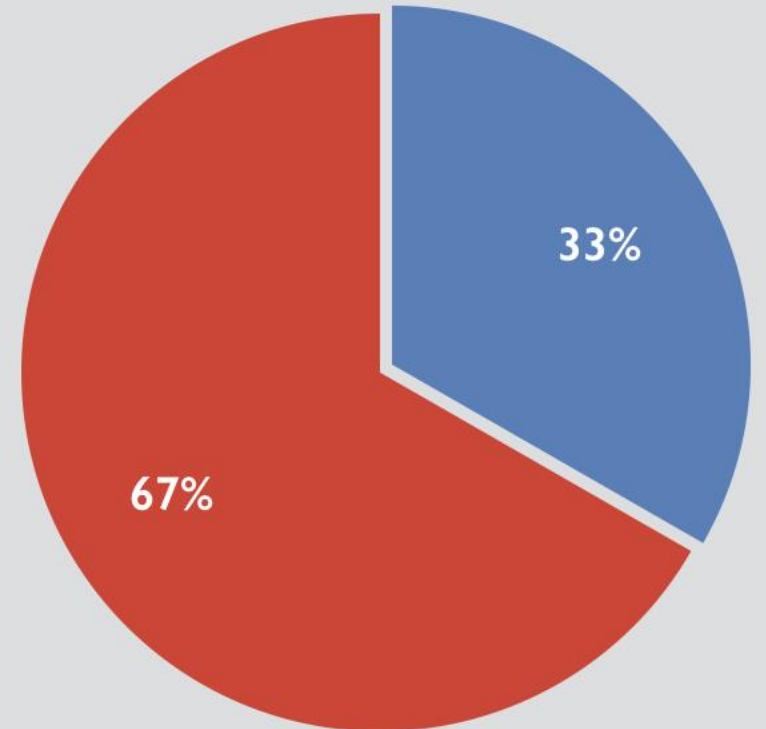
**Highway (2377)**



**Planning (435)**

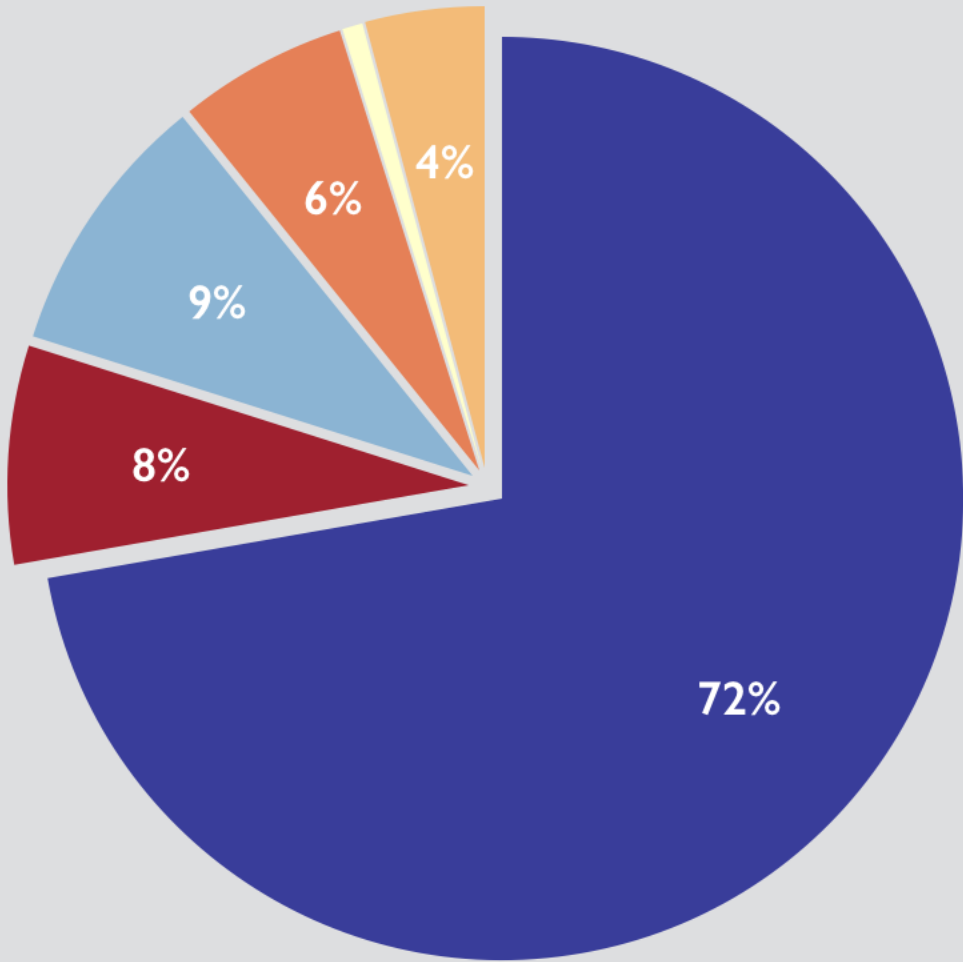


**Registry of Motor Vehicles (733)**

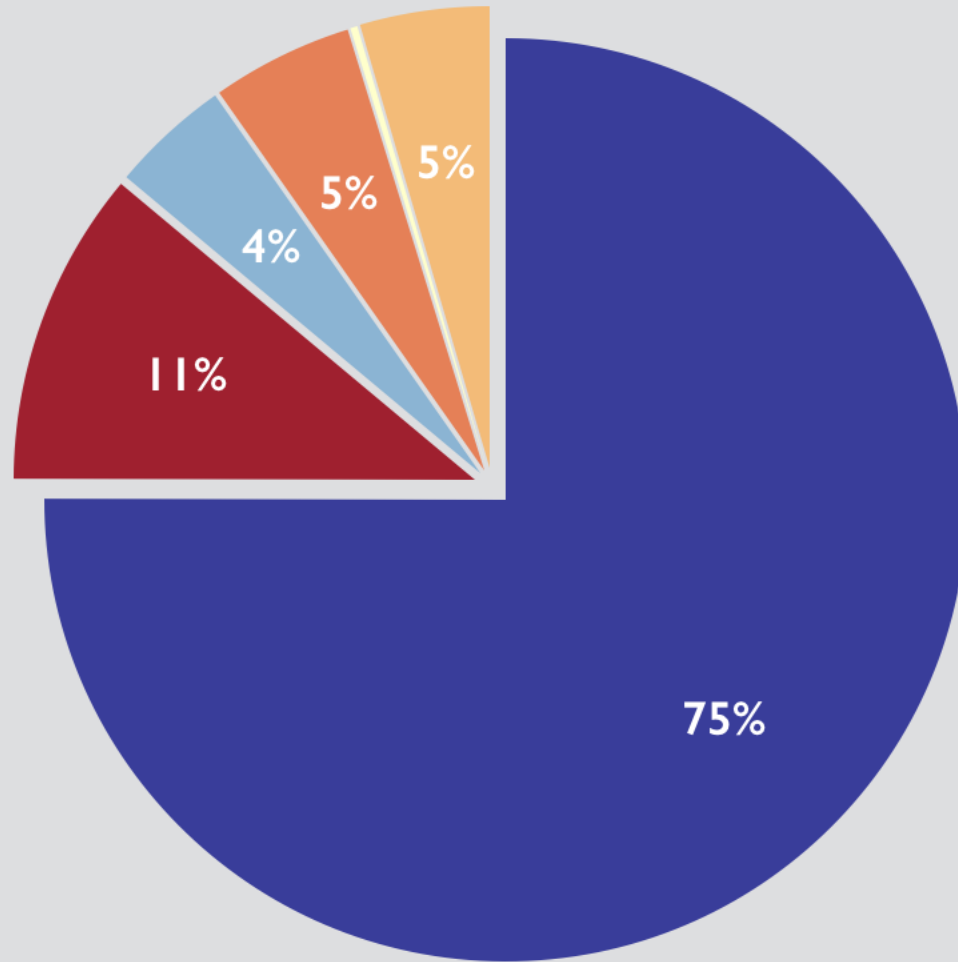


● Men  
● Women

**MA State (6,705,586)**



**MassDOT (3570)**

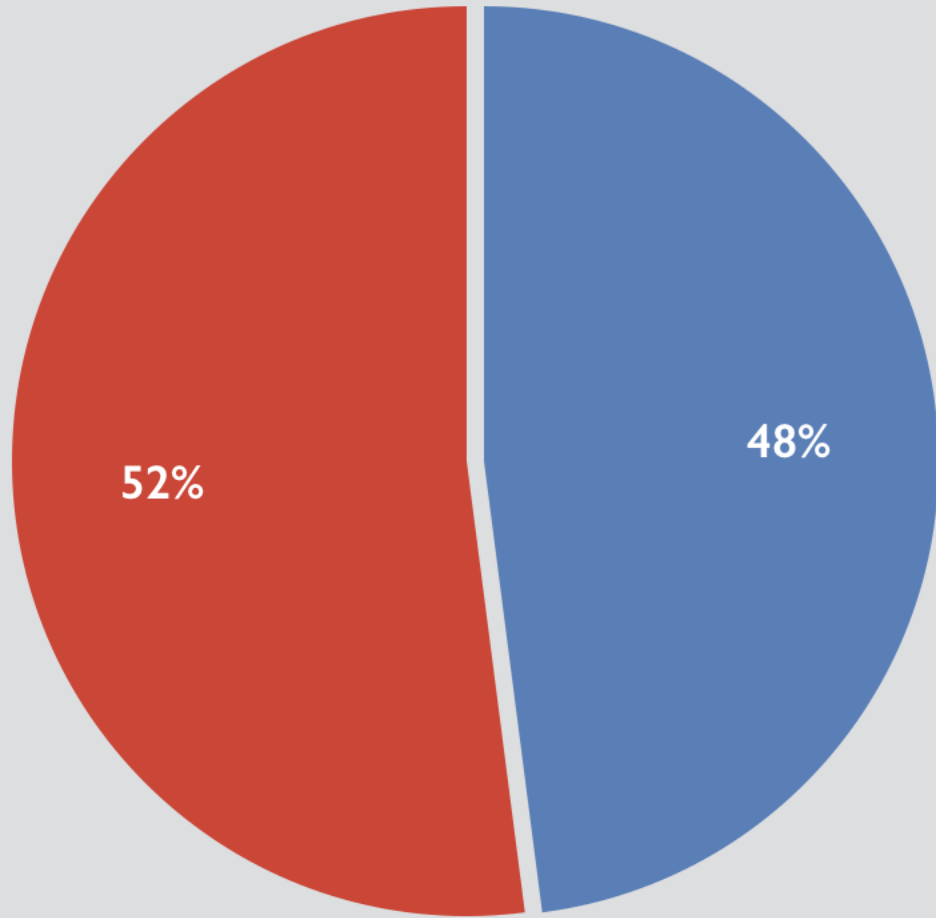


- White
- African-American\*
- Hispanic/Latino
- Asian
- Other†
- Not Specified

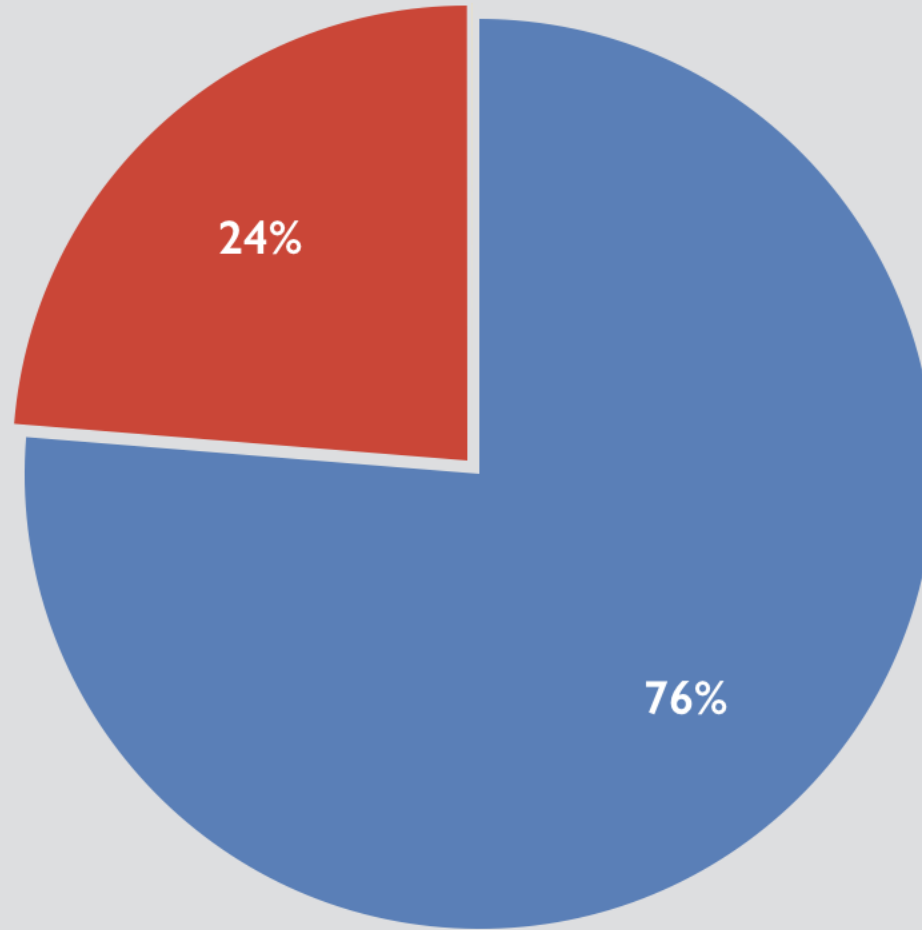
\*Census lists  
“Black or African-  
American.”

†American Indian,  
Alaska Native,  
Native Hawaiian,  
Pacific Islander.

**Boston (650,281)**



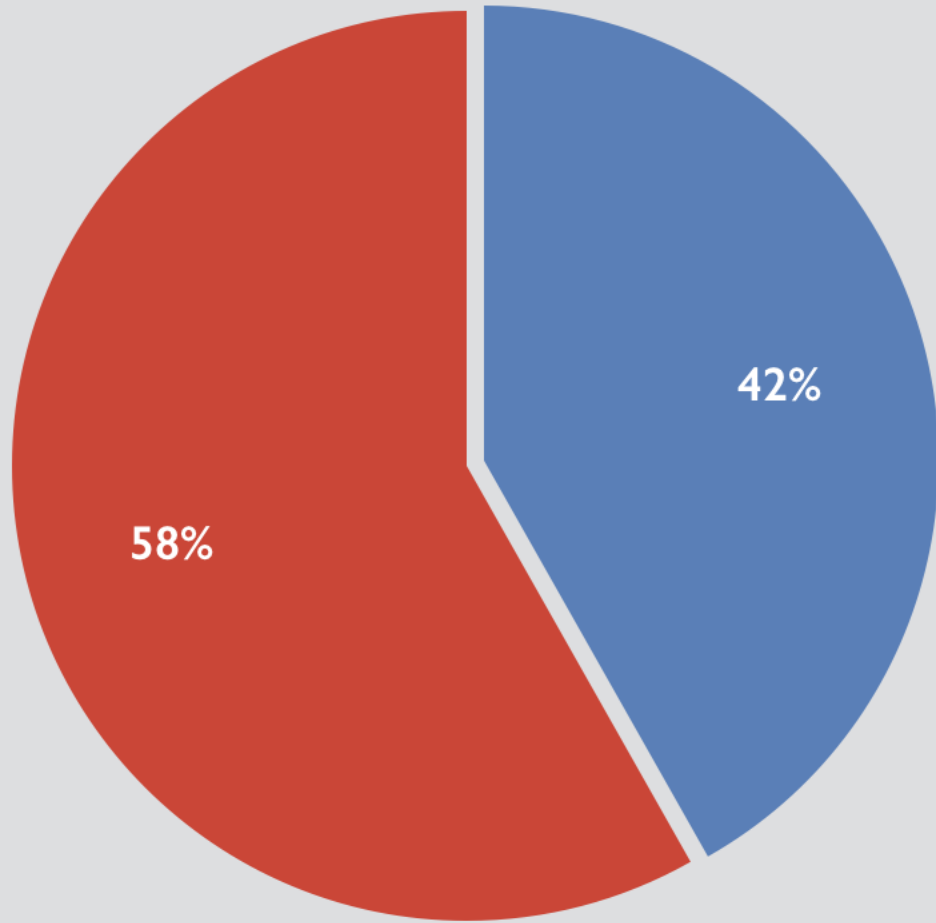
**MBTA (6166)**



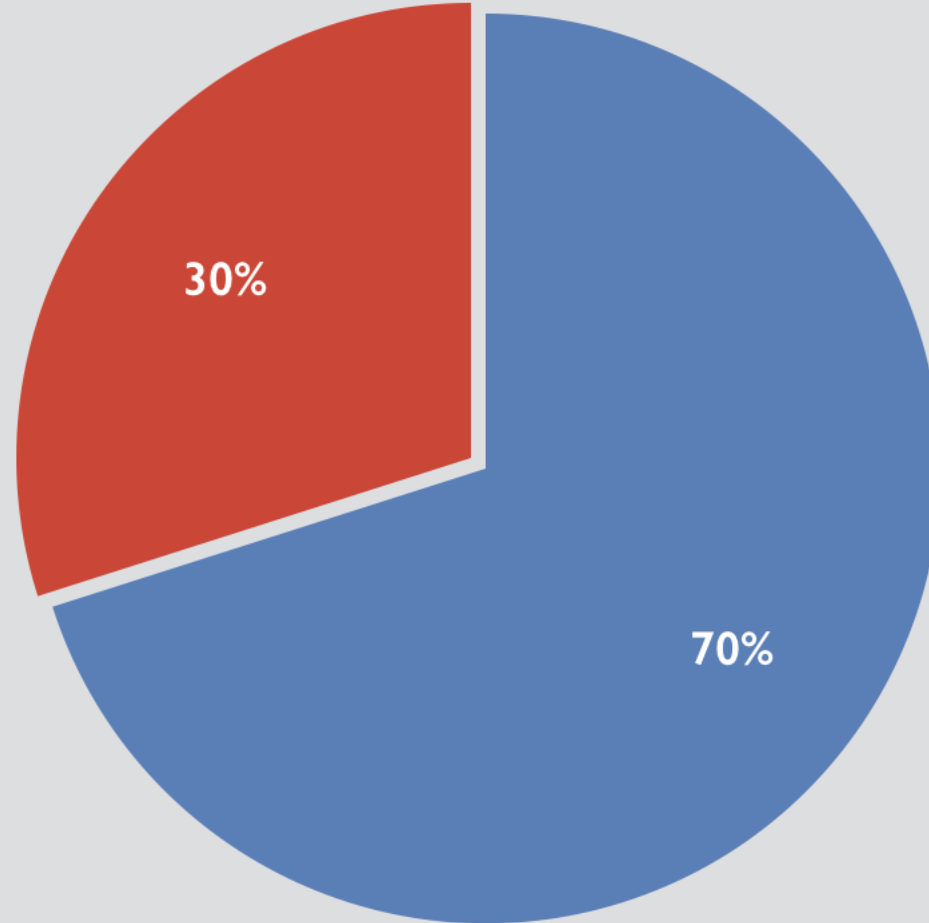
- Men
- Women
- Not Specified

Citywide numbers from 2015 U.S. Census  
Internal MBTA numbers accurate as of 5/30/17

**MBTA  
Management (121)**

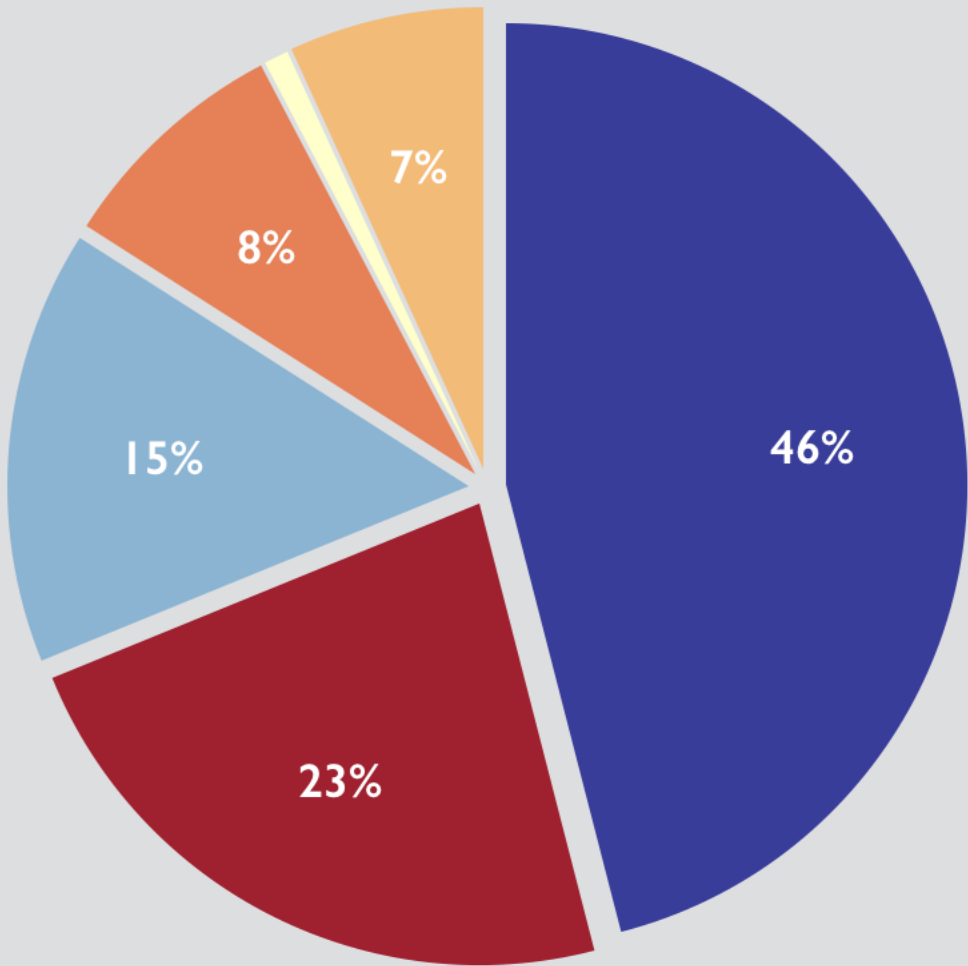


**MBTA  
Senior Management (117)**

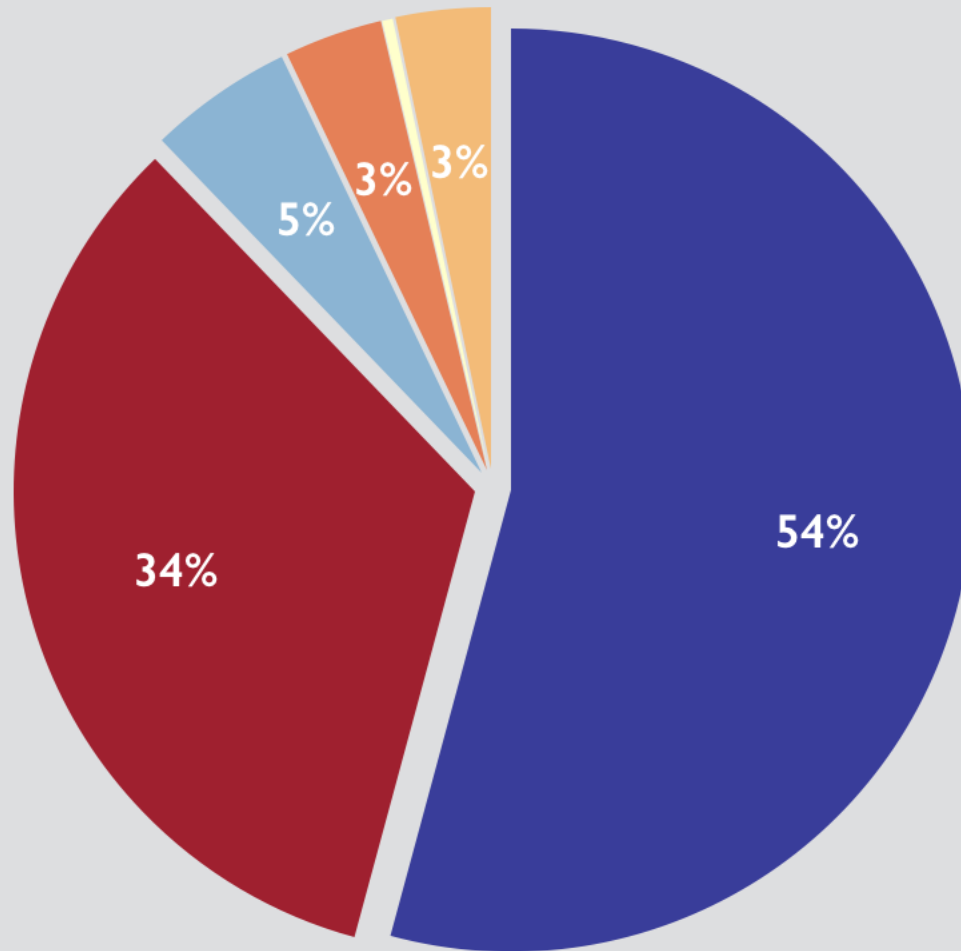


● Men  
● Women

**Boston (650,281)**



**MBTA (6166)**

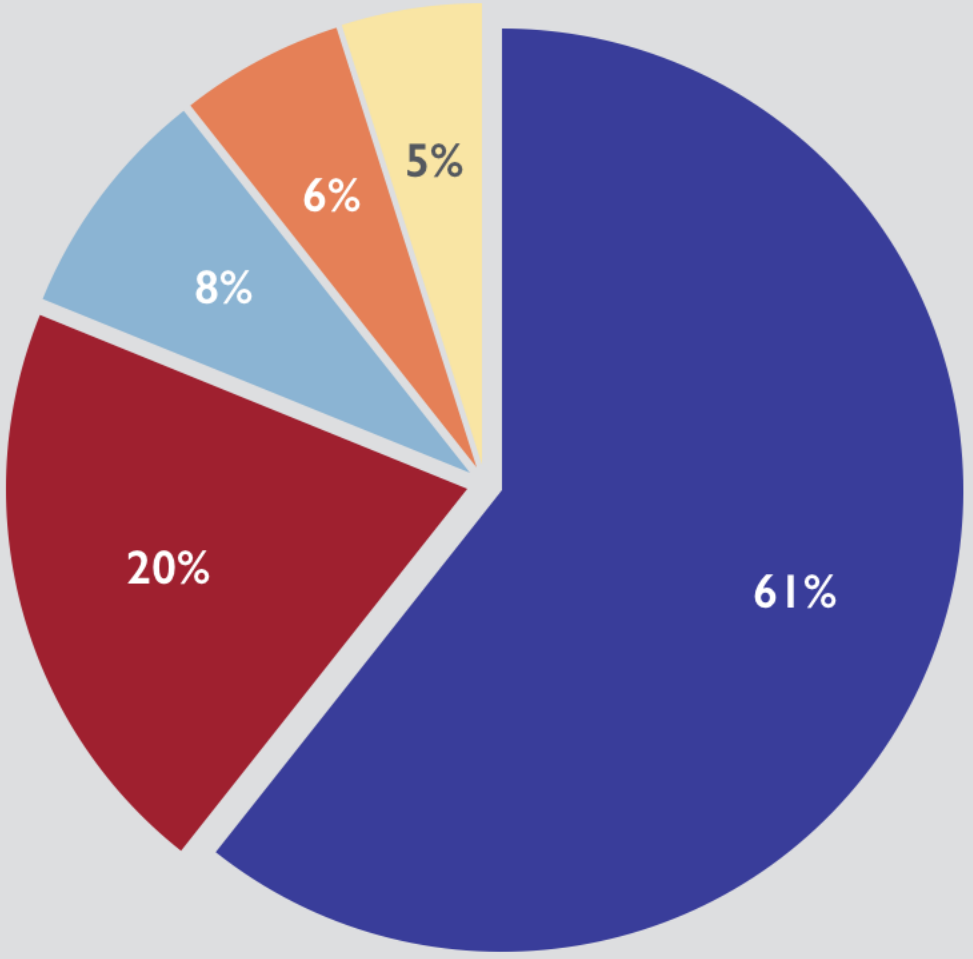


- White
- Black\*
- Hispanic/Latino
- Asian
- Other†
- Not Specified

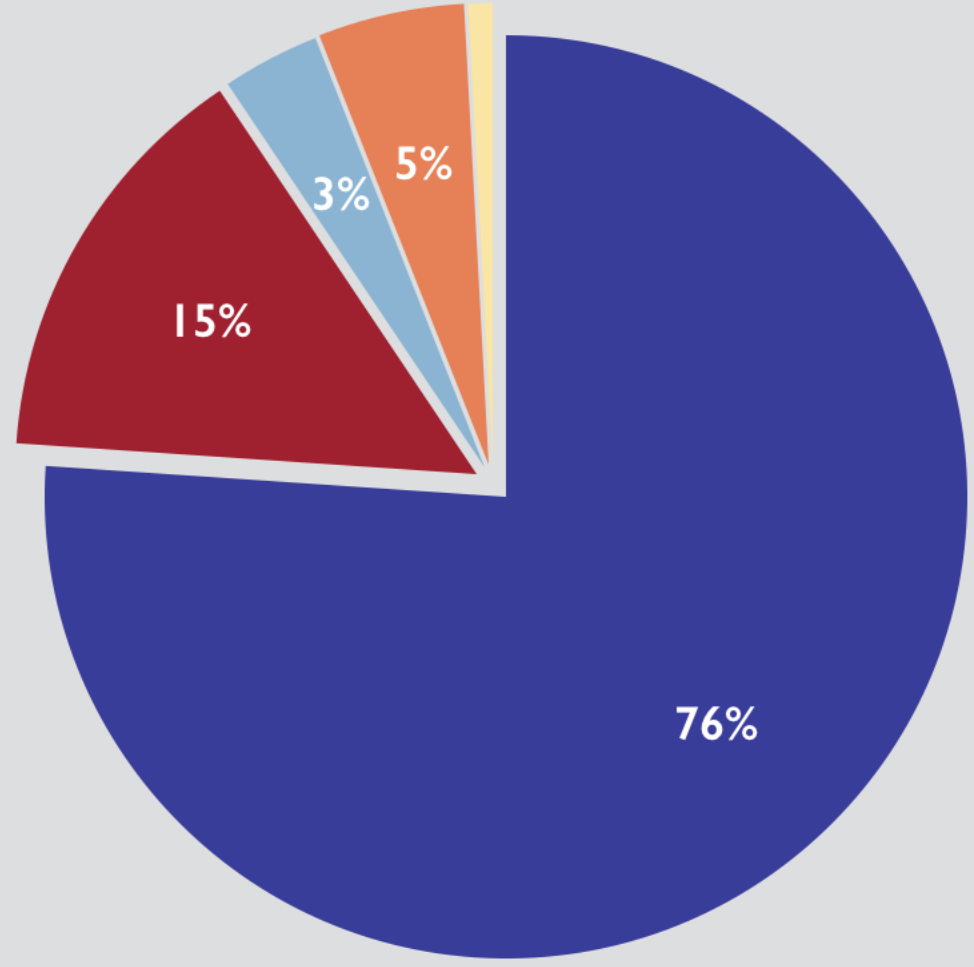
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Alaska Native,  
Native Hawaiian,  
Pacific Islander.

**MBTA  
Management (121)**



**MBTA  
Senior Management (117)**



- White
- Black
- Hispanic/Latino
- Asian
- Not Specified

# WHAT NOW?

Know the demographics of the population you're serving.

Go beyond organization-wide totals.

Make this a constant conversation.

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## Connect with us!

[www.planning.org/divisions/women](http://www.planning.org/divisions/women)

[www.facebook.com/APAPWD](http://www.facebook.com/APAPWD)

[www.twitter.com/APApwd](http://www.twitter.com/APApwd)

[www.linkedin.com/groups/5103501](http://www.linkedin.com/groups/5103501)



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# QUESTIONS?

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