



# Beyond the Title

Executive Career Progression Through an  
Intersectional Inclusion Lens

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 **FUTURE  
FORWARD**  
INSTITUTE

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## EXECUTIVE CAREER PROGRESSION THROUGH AN INTERSECTIONAL INCLUSION LENS

### INTRODUCTION

The **Intersectional Inclusion Strategies** pillar of the Win-Win Workplace™ framework recognizes a core reality of today's workplaces: employees do not experience organizational systems uniformly. Career progression, access to opportunity, and leadership credibility are shaped by the interaction of multiple identities—such as race, gender, marital socio-economic status, ability status and role—and by how organizations design, implement, and sustain their advancement systems.

This report examines what happens when those systems fail to account for intersectional realities at the executive level. When this misalignment persists, organizations face elevated risk to leadership continuity, decision quality, and long-term performance.

Drawing on data from the **2024–2025 Win-Win Workplace™ Sentiment Study**, we analyze how senior leaders experience career progression today, with a particular focus on Black women executives. While representation efforts have increased the presence of diverse leaders in senior roles, the findings reveal a widening gap between inclusion in title and inclusion in opportunity.

The data are striking. In the 2024–2025 study, only 8 percent of Black women executives reported feeling optimistic about their career progression, down from **28 percent just two years earlier**. This decline is significantly larger than that observed for

other leadership groups and signals a breakdown in how advancement systems are functioning for leaders who sit at the intersection of multiple marginalized identities.

From an intersectional inclusion perspective, this decline is not a reflection of individual capability or

*Only 8% of Black women executives report feeling optimistic about their career progression, down from 28% just two years earlier.*

For ambition. Black women executives in the study continue to report high performance, significant responsibility, and strong commitment to their organizations. Instead, the findings point to structural and cultural conditions that disproportionately shape their experiences at the top.

Across quantitative responses and open-ended feedback, Black women executives describe:

- Advancement criteria that are unclear or inconsistently applied
- Limited access to powerful sponsors who influence promotion decisions
- Increased reliance on informal networks that exclude them
- Heightened scrutiny and risk associated with leadership visibility

These dynamics are not new, but they appear to be intensifying during a period of organizational uncertainty marked by restructuring, cost pressure, and the rapid adoption of AI and other forms of automation. When organizations default to informal decision-making under pressure, existing inequities are often reinforced—undermining inclusion for those already navigating constrained pathways.

## Why does this matter?

Intersectional inclusion is not an equity add-on; it is a business imperative. When organizations fail to design advancement systems that work for leaders with intersecting identities, they lose access to critical perspectives, institutional trust erodes, and leadership pipelines weaken. Moreover, these failures often surface first in executive sentiment—well before attrition or disengagement becomes visible.

This report shifts the focus from representation alone to **how inclusion is operationalized in advancement systems**. By centering the experiences of Black women executives, the findings illuminate where ostensibly neutral leadership practices produce unequal outcomes—and where intentional, intersectional strategies are required to restore balance.

The sections that follow describe the study methodology, present key findings, and outline what it takes to build advancement systems that are inclusive by design, not by exception.



## HOW INTERSECTIONAL INCLUSION BREAKS DOWN AT THE TOP

### THE CURRENT LANDSCAPE

Over the past decade, organizations have invested heavily in diversity, equity, and inclusion initiatives aimed at improving representation in leadership. Many companies have set public targets, expanded leadership pipelines, and increased the visibility of women and leaders of color in senior roles. These efforts have produced progress in **who is present** at the leadership table. However, the conditions under which leaders advance once they arrive have changed—and not always in ways that support intersectional inclusion.

### Representation Without Redesign

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While more Black women have entered executive roles, advancement systems themselves have largely remained unchanged. Promotion, succession, and power allocation at senior levels continue to rely on:

- Informal networks and trust-based sponsorship
- Subjective assessments of “readiness” and “fit”
- Discretionary decision-making during moments of uncertainty

These mechanisms tend to advantage leaders whose identities, communication styles, and career paths align with historically dominant norms—creating uneven outcomes for leaders with intersecting marginalized identities.

## Retrenchment in a Period of Uncertainty

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The current organizational context is defined by volatility. Economic pressure, restructuring, and accelerated adoption of AI and automation have prompted many organizations to shift into risk-mitigation mode. In these moments, leaders report:

- Narrowing tolerance for dissent or difference
- Increased reliance on known relationships
- Reduced transparency in talent decisions

From an intersectional inclusion perspective, these shifts disproportionately affect Black women executives, who are more likely to be evaluated through heightened scrutiny and less likely to benefit from informal power networks.

## The Invisible Load of Executive Leadership

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Black women executives often carry a disproportionate share of organizational labor that is high impact but low visibility—and critical to organizational stability and change execution. This includes:

- Leading complex change initiatives
- Managing cultural or stakeholder tensions
- Serving as informal mentors or culture carriers

Yet these contributions are not always recognized as advancement-relevant capital. As a result, responsibility expands without a corresponding increase in authority or influence—undermining confidence in progression.

## Retrenchment in a Period of Uncertainty

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The sharp decline in career optimism among Black women executives is best understood as an **early warning signal**. It reflects how leaders are reading the system—not how they are performing within it. When confidence in advancement erodes at the top, organizations face increased risk of disengagement, constrained leadership behavior, and eventual pipeline loss.

From a Win-Win Workplace standpoint, the current landscape reveals a critical insight: **intersectional inclusion cannot be sustained through representation alone**. It requires intentional redesign of advancement systems to ensure that opportunity, influence, and progression are distributed equitably—especially during periods of change.



## CENTERING INTERSECTIONAL INCLUSION IN MEASUREMENT

### DATA AND METHODS

The findings in this report draw on the **2024–2025 Win-Win Workplace™** Sentiment Study, a mixed-methods research effort designed to examine how employees and leaders experience career progression, opportunity, and trust inside organizations. Consistent with the **Intersectional Inclusion Strategies** pillar, the study was intentionally designed to surface differentiated experiences across race, gender, and role, rather than relying on aggregate averages that can obscure inequities.

#### Data Source

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The Win-Win Workplace™ Sentiment Study is a nationally distributed survey of U.S.-based workers, conducted between **October 2024 and March 2025**. The study builds on a prior wave fielded in **2022–2023**, enabling comparison over time and identification of shifts in sentiment across leadership groups. The study uses a **repeated cross-sectional design**; respondents were not tracked individually across waves.

## Sample

Total respondents	3,200+
Geography	United States
Sectors represented	<ul style="list-style-type: none"><li>• For-profit (corporate)</li><li>• Nonprofit</li><li>• Public sector</li></ul>
Industries represented	Technology, finance, healthcare, education, retail, manufacturing, professional services, and social impact organizations.
Roles represented:	<ul style="list-style-type: none"><li>• Executives and senior leaders</li><li>• Middle managers</li><li>• Frontline leaders</li><li>• Individual contributors</li></ul>

To enable meaningful intersectional analysis, the study intentionally oversampled underrepresented leadership groups, including Black women executives. Subgroup findings are reported only where sample sizes support directional interpretation.

# Intersectional Approach

Rather than treating race, gender, or role as independent variables, the study examines how overlapping identities shape access to opportunity and perceptions of advancement. Results are reported in aggregate form and by subgroup where relevant to highlight differentiated experiences at the executive level.

## Measures

The survey assessed sentiment across six domains central to inclusive advancement systems:

- 1 Career Progression and Advancement**
  - Optimism about future advancement
  - Clarity and transparency of promotion and succession processes
- 2 Organizational Trust**
  - Confidence in leadership decision-making
  - Perceived fairness and consistency in talent decisions
- 3 Sponsorship and Support**
  - Access to mentors versus active sponsors
  - Inclusion in advancement-relevant conversations
- 4 Psychological Safety and Risk**
  - Comfort expressing dissent or challenge
  - Perceived change in risk and consequences associated with visibility at senior levels
- 5 Belonging and Identity Safety**
  - Ability to lead authentically without assimilation pressure
  - Inclusion in informal networks
- 6 Future Outlook**
  - Confidence in long-term career sustainability
  - Intentions related to staying, advancing, or reassessing pathways

Responses were captured using Likert-scale items, forced-choice questions, and open-ended prompts.

## Longitudinal Comparison

Where possible, identical or substantively equivalent questions from the 2022–2023 study were included in the 2024–2025 survey. This enables **directional trend analysis of group-level** sentiment over time, including the documented decline in career optimism among Black women executives.

## Qualitative Analysis

Open-ended responses were analyzed using thematic review to identify recurring patterns related to:

- Structural barriers to advancement
- Informal power dynamics and sponsorship
- Experiences of scrutiny, risk, and exclusion
- Shifts in organizational climate

Qualitative insights are used to contextualize quantitative findings and to illuminate how advancement systems are experienced by leaders navigating intersecting identities.

## Limitations

As with all self-reported sentiment research:

- Findings reflect perceptions rather than verified promotion outcomes
- Results indicate correlation, not causation
- The sample is not intended to be statistically representative of the entire U.S. workforce

However, the consistency of patterns across survey waves and between quantitative and qualitative data strengthens confidence in the conclusions.

## Why This Approach Matters

From an **Intersectional Inclusion Strategies** perspective, traditional workforce metrics often fail to capture how advancement systems operate for leaders at the margins of power. By centering intersectional experiences and tracking changes over time, this study provides an **early indicator of where inclusion is breaking down—and where redesign is required.**



## INTERSECTIONAL INCLUSION AT THE EXECUTIVE LEVEL

### KEY TAKEAWAYS

#### 1. Career optimism among Black women executives has declined sharply

Only **8 percent** of Black women executives reported optimism about their career progression in **2024–2025**, down from **28 percent** in the prior study wave. This represents the **largest observed decline in career optimism** among executive-level respondents across study waves and signals a marked shift in how advancement systems are perceived at the top.

#### 2. Representation alone has not translated into advancement confidence

Despite increased representation in executive roles, **fewer than one in ten** Black women executives report confidence in continued advancement.

*fewer than 1 in 10 Black women executives report confidence in continued advancement*

By contrast, substantially, larger shares of other executive groups report at least moderate optimism, underscoring a widening gap between **presence in leadership roles** and **confidence in future opportunity**.

### 3. Declining optimism reflects structural conditions, not disengagement

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The majority of Black women executives report:

- **High levels of responsibility and scope**
- **Strong self-rated performance**
- **Near-term intent to remain** with their current organizations

*52% report declining confidence in advancement fairness.*

At the same time, **over half** report reduced confidence in the fairness or transparency of advancement processes. Together, these findings indicate that declining optimism is driven by **system-level constraints**, not diminished ambition or commitment.

### 4. Sponsorship gaps persist at the intersection of race and gender

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While a majority of Black women executives report having mentors, **fewer than one-third** report having an active sponsor who advocates for their advancement or includes them in succession-relevant conversations. This gap is particularly consequential at senior levels, where advancement decisions are discretionary and heavily influenced by sponsorship.

*31% have an active sponsor.*

### 5. Psychological safety narrows as seniority increases

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As Black women advance into senior leadership, **a majority** report becoming more cautious about:

- Expressing dissent
- Advocating for themselves
- Maintaining high visibility

*47% are holding back due to career risk.*

Nearly **half report** avoiding certain leadership behaviors due to perceived reputational or career risk, indicating that psychological safety is experienced as **more constrained — not expanded — at the executive level.**

## 6. Psychological safety narrows as seniority increases

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During periods of restructuring, cost pressure, or rapid adoption of AI and automation, **over half** of executives report increased reliance on informal networks and discretionary decision-making. Black women executives are significantly more likely to report that these conditions reduce transparency and limit confidence in advancement fairness.

*54% report more informal decision-making during change.*

## 7. Retention without progression is a leading indicator of pipeline risk

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*28% are reassessing whether advancement is attainable.*

Although **most Black women executives do not report immediate intent to exit**, almost **one-third** report actively reassessing whether advancement is attainable within their current organization. This pattern of retention without progression represents an early signal of long-term leadership pipeline risk.

## 8. Intersectional inclusion must be intentionally designed into advancement systems

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Executives who report:

- Clear promotion criteria
- Access to sponsorship
- Consistent and transparent decision-making

*Executives with clear criteria and sponsorship are more than twice as likely to report optimism about advancement.*

are **more than twice as likely** to report optimism about advancement than those who do not. These findings reinforce that inclusive outcomes are driven by **system design**, not individual resilience.

## 9. Executive sentiment provides an early warning signal

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Shifts in executive sentiment—particularly among leaders with intersecting marginalized identities—appear **well before changes** in retention or performance metrics. Monitoring sentiment at the executive level offers organizations a **leading indicator** of where advancement systems may be breaking down.



## DESIGNING ADVANCEMENT SYSTEMS FOR THE WHOLE EMPLOYEE

### IMPLICATIONS FOR PRACTICE

The findings of this report make clear that executive advancement systems cannot be effective—or equitable—if they are designed for a narrow set of identities or leadership archetypes. Organizations that seek to unlock executive potential must move beyond representation targets and focus on how advancement systems function for the whole employee, particularly for leaders navigating intersecting identities.

Designing advancement systems through an intersectional inclusion lens requires intentional shifts in structure, governance, and accountability. The implications below outline where organizations can act to translate insight into practice.

## **1 Make Advancement Criteria Explicit and Auditable**

At senior levels, advancement decisions are often governed by informal judgments of readiness, fit, or trust. These criteria tend to disadvantage leaders whose leadership styles or career paths do not align with historically dominant norms.

### **Implication for practice:**

Organizations should codify advancement criteria for executive roles, clarify how decisions are made, and regularly audit outcomes across demographic and role-based groups. Transparency reduces reliance on informal gatekeeping and increases confidence in the system for all leaders.

## **2 Formalize Sponsorship as Core Leadership Infrastructure**

The findings underscore that mentorship alone is insufficient for advancement at the executive level. Access to sponsorship—defined as active advocacy, visibility, and influence—is a decisive factor in who advances.

### **Implication for practice:**

Organizations should treat sponsorship as an intentional, measurable leadership responsibility. This includes defining what effective sponsorship looks like, tracking who receives it, and holding senior leaders accountable for sponsoring diverse talent.

## **3 Reduce Over-Reliance on Informal Networks in Times of Uncertainty**

Periods of organizational change often increase dependence on informal networks and discretionary decision-making. These dynamics disproportionately disadvantage leaders with intersecting marginalized identities.

### **Implication for practice:**

During restructuring, succession planning, or strategic shifts, organizations should increase—not decrease—process discipline. Clear decision rights, documented rationales, and inclusive governance structures help prevent inequities from being amplified under pressure.

## 4 **Protect Psychological Safety at Senior Levels**

Contrary to common assumptions, psychological safety does not automatically increase with seniority. For many intersectional leaders, visibility at the top brings heightened scrutiny and risk.

### **Implication for practice:**

Organizations should explicitly assess psychological safety at the executive level, including leaders' comfort with dissent and self-advocacy. Leaders who experience safety are more likely to challenge assumptions, surface risks, and lead authentically.

## 5 **Recognize and Reward High-Impact, Low-Visibility Work**

Black women executives frequently carry organizational labor that is essential to stability, culture, and change execution but is not always recognized as advancement-relevant capital.

### **Implication for practice:**

Organizations should broaden definitions of leadership impact to include change leadership, stakeholder management, and culture stewardship—and ensure these contributions are valued in advancement decisions.

## 6 **Measure Inclusion as a System Outcome, Not an Individual Trait**

Traditional DEI metrics often focus on representation or participation rather than how systems function for different groups once they reach senior roles.

### **Implication for practice:**

Organizations should track executive sentiment, sponsorship access, advancement transparency, and perceived risk by intersectional identity. These measures provide early indicators of whether advancement systems are functioning as intended.

## 7 Treat Executive Sentiment as a Strategic Signal

Shifts in how leaders perceive opportunity often emerge before changes in performance or retention metrics. Ignoring these signals delays intervention and increases organizational risk.

### **Implication for practice:**

Regularly monitoring executive sentiment—particularly among leaders with intersecting identities—enables organizations to identify system breakdowns early and respond proactively.

## Designing for Mutual Gain

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From a Win-Win Workplace perspective, designing advancement systems for the whole employee is not only an equity imperative—it is a strategic advantage. Organizations that align advancement systems with how leaders actually experience opportunity unlock deeper engagement, stronger leadership capacity, and greater resilience in the face of change.

Intersectional inclusion, when embedded into advancement infrastructure, creates conditions where leaders can fully contribute, organizations can fully benefit, and progress is sustained rather than episodic.



## CONCLUSION

### Unlocking Executive Potential Through Intersectional Inclusion

The findings in this report point to a clear and consequential insight: executive potential is not constrained by talent or ambition, but by how advancement systems are designed and experienced. When leaders reach senior levels yet lose confidence in their ability to progress, the issue is not individual readiness—it is systemic alignment.

Through an intersectional inclusion lens, the sharp decline in career optimism among Black women executives serves as an early warning signal. It reveals how ostensibly neutral advancement practices can produce unequal outcomes when they rely on informal networks, opaque criteria, and discretionary decision-making—especially during periods of organizational uncertainty. These dynamics narrow psychological safety, limit access to sponsorship, and increase the perceived risk of leadership visibility for those navigating intersecting identities.

Importantly, the data do not suggest disengagement. Black women executives continue to carry significant responsibility, deliver strong performance, and express near-term intent to remain in their organizations. What has eroded is confidence that advancement systems will operate fairly and predictably at the top. This distinction matters. Organizations often misinterpret declining optimism as a retention issue, when it is more accurately a signal of constrained opportunity.

From a Win-Win Workplace perspective is core leadership infrastructure. Advancement systems that are transparent, accountable, and inclusive by design do more than support equity; they unlock discretionary effort, expand leadership capacity, and strengthen organizational resilience. When leaders can bring their full identities to the work without heightened risk, they are better positioned to innovate, challenge assumptions, and steward change.

The implications are clear. Sustaining diverse leadership pipelines requires moving beyond representation toward intentional redesign of how advancement decisions are made, communicated, and governed. This includes clarifying criteria, formalizing sponsorship, reducing reliance on informal power dynamics, and measuring inclusion as a system outcome rather than an individual attribute.

Ultimately, intersectional inclusion at the executive level is about realizing the full potential of leadership talent. Organizations that heed these signals and act with intention will be better equipped to navigate complexity, retain trust, and build workplaces where both people and performance can thrive.



## APPENDIX A: METHODOLOGY

Much of the existing literature on workforce strategy, diversity, equity, and inclusion focuses on recruitment, representation, or individual-level interventions, particularly at the point of entry into organizations or at the senior leadership level. Far less attention has been given to how internal organizational systems shape advancement, credibility, and access to opportunity over time, especially for employees navigating intersecting identities. Addressing this gap requires examining not only who organizations hire, but how advancement systems function in practice, including how policies, norms, governance structures, and informal decision-making processes influence employee trajectories.

This report focuses on advancement systems as a critical mechanism through which organizations either enable or constrain long-term employee success. Advancement is treated broadly to encompass promotion, access to developmental opportunities, sponsorship, leadership credibility, and participation in high-visibility work. Consistent with the Win-Win Workplace framework, the analysis emphasizes how these systems operate differently across employee groups and how design choices can either mitigate or reinforce structural inequities. The report seeks to answer two core questions: How do organizational advancement systems differentially shape outcomes for employees across intersecting identities? And what evidence-based strategies can organizations adopt to design advancement systems that are both more equitable and more effective?

## Research Design

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The research for this report employed a mixed-methods approach, combining qualitative and quantitative analysis to examine advancement systems across organizational contexts. The intent was not to generate a single prescriptive model, but to identify patterns, mechanisms, and design principles that consistently shape employee outcomes.

## Qualitative Research

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The qualitative component of the research included a structured review of peer-reviewed academic literature, practitioner reports, and policy analyses related to advancement, leadership development, employee engagement, and intersectionality in organizational settings. This review was supplemented by semi-structured interviews with employers, workforce practitioners, and subject-matter experts across sectors, as well as in-depth interviews with employees at different organizational levels.

These interviews were designed to surface how advancement systems function in practice, including how employees experience evaluation, sponsorship, credibility, and opportunity allocation. The qualitative sample was not intended to be statistically representative; rather, it was designed to capture illustrative experiences that reveal common barriers, design failures, and effective practices. Qualitative findings were used to inform the framing of the framework, interpret quantitative results, and identify practices not captured in available datasets.

## Integration of Findings

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Qualitative and quantitative findings were analyzed iteratively and in parallel. Quantitative results informed the identification of practices associated with improved outcomes, while qualitative insights provided context for how and why those practices operate within organizational systems. In cases where quantitative data were unavailable or insufficient to assess a specific practice, conclusions were drawn from qualitative evidence and clearly identified as such.

Together, these methods support the report's central argument: that advancement outcomes are not solely a function of individual performance or aspiration, but are significantly shaped by how organizations design, implement, and sustain their advancement systems.



## APPENDIX B: DEFINITIONS OF KEY TERMS

A shared vocabulary is essential for clarity and consistency across readers. The definitions below reflect how key terms are used within the analytic approach applied in this report.

### **Advancement**

The processes through which employees gain increased responsibility, influence, compensation, and leadership scope over time. In this report, advancement encompasses promotion as well as access to development, sponsorship, high-visibility work, and decision-making authority.

### **Advancement Systems**

The formal and informal policies, practices, norms, and decision-making processes that shape how employees are evaluated, promoted, sponsored, and developed within an organization.

## **Employee Engagement**

The extent to which employees are psychologically invested in their work and organization, reflected in levels of motivation, commitment, discretionary effort, and intention to remain. In this report, engagement is treated as a measurable organizational outcome rather than an attitudinal aspiration.

## **Equality and Equity**

Equality refers to treating all employees the same, regardless of differing circumstances or starting points. Equity refers to allocating resources, opportunities, and support based on differing needs and structural barriers in order to achieve fair and comparable outcomes. The Win-Win Workplace framework adopts an equity-first orientation.

## **Human Capital**

The collective skills, knowledge, capabilities, and experiences of an organization's workforce that contribute to organizational performance and long-term value creation. In this report, human capital is treated as a strategic asset shaped by organizational design choices.

## **Intersection**

The simultaneous and overlapping operation of multiple aspects of identity that together shape individuals' access to opportunity, credibility, and advancement within organizational systems. These aspects do not function independently or additively; their overlap can produce distinct patterns of advantage or constraint depending on how systems are designed and governed.

## **Intersectional Inclusion Strategies (Pillar 3)**

An approach to organizational design that accounts for how intersecting identities shape employees' access to opportunity, credibility, and advancement. Within the Win-Win Workplace framework, this pillar functions as both a conceptual lens and an implementation strategy for designing and evaluating advancement systems.

## **Leadership Archetype**

The implicit norms, behaviors, and identity-linked expectations an organization associates with leadership potential and credibility, often influencing who is recognized, sponsored, and advanced.

## **Leadership Credibility**

The extent to which an individual is perceived as legitimate, capable, and authoritative in a leadership role, as shaped by organizational norms, evaluation criteria, and identity-based expectations.

## **STARs (Skilled Through Alternative Routes)**

An acronym coined by Opportunity@Work referring to individuals who possess relevant skills for higher-wage work but do not hold a four-year college degree. STARs may have acquired skills through associate degrees, non-degree credentials, military service, or work experience and are often constrained by credential-based screening practices rather than capability.

## **Whole Employee**

A perspective that recognizes employees as multidimensional individuals whose identities, experiences, and external conditions influence how they engage with work, opportunity, and advancement systems.

## **Win-Win Workplace Framework**

A set of nine worker-centered, equity-first pillars identified by the Future Forward Institute through field research and tested using real-world data in this report. Within this framework, the terms pillars and strategies are used interchangeably to describe the same core concepts.

## **Worker Voice**

The extent to which employees are able to express concerns, contribute ideas, influence policies and practices, and be heard and valued as contributors to organizational success.



## APPENDIX C: VARIABLE DESCRIPTIONS

Variable	Description
<b>Career Optimism</b>	Percentage of respondents who report feeling optimistic about their future career progression within their current organization.
<b>Advancement Transparency</b>	Perceived clarity and consistency of promotion, succession, and advancement criteria at senior levels.
<b>Organizational Trust</b>	Degree of confidence respondents have in leadership decision-making and the fairness of talent and advancement processes.
<b>Sponsorship Access</b>	Extent to which respondents report having senior leaders who actively advocate for their advancement and inclusion in promotion-relevant conversations.

Variable	Description
<b>Psychological Safety and Risk</b>	Degree to which respondents feel able to express dissent, self-advocate, and maintain visibility without perceived reputational or career risk.
<b>Belonging and Identity Safety</b>	Extent to which respondents feel included, able to lead authentically, and free from pressure to assimilate or minimize aspects of their identity.
<b>Future Outlook</b>	Respondents' expectations regarding long-term career sustainability, advancement, and continued opportunity within their organization.
<b>Role Level</b>	Respondents' organizational position at the time of the survey (executive/senior leader, middle manager, frontline leader, or individual contributor).
<b>Intersectional Identity Group</b>	Combined race and gender self-identification used to analyze how overlapping identities shape experiences of advancement and inclusion (e.g., Black women executives).

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**Dr. Angela Jackson** is the founder of Future Forward Strategies, a labor market intelligence, design thinking, and strategy firm that assists leaders with transforming organizations and human capital infrastructure necessary for public, private, and non-profit organizations to maintain competitiveness while creating positive impact. Dr. Jackson is also a lecturer at the Harvard Graduate School of Education where she teaches the next generation of students about entrepreneurship in the education Marketplace.

Dr. Angela Jackson is an expert in impact investing and Environmental, Social, and Corporate Governance (ESG). As a leading voice on the future of work, Dr. Jackson has deep knowledge of the technology trends that are transforming organizations, and the human capital infrastructure necessary to ensure long-term profitability and Sustainability.

As a Managing Partner at New Profit, a Boston-based venture philanthropy, she was the architect of the Future of Work Grand Challenge, an initiative that reskilled 25,000 workers impacted by COVID-19 and placed them in living wage jobs, and resulted in the development of an innovation ecosystem of over 60 employers, foundations and education operating partners. She is an advisor to Guild Education, Freedom Learning Group and Education Design Lab, and serves on the boards of Beyond 12 and Summer Search.

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