

What can organisations do to help women achieve their potential?

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- Why does supporting women to develop & progress matter?
- Challenges women face
- Practical interventions



Why should organisations support & develop women to achieve their potential?



Economic case

- Innovation & creativity
- Stakeholder understanding
- Client relationships
- Risk management



Social case

- Fairness, Equality of opportunity
- Societal benefits
- Reputation
- Organisational values

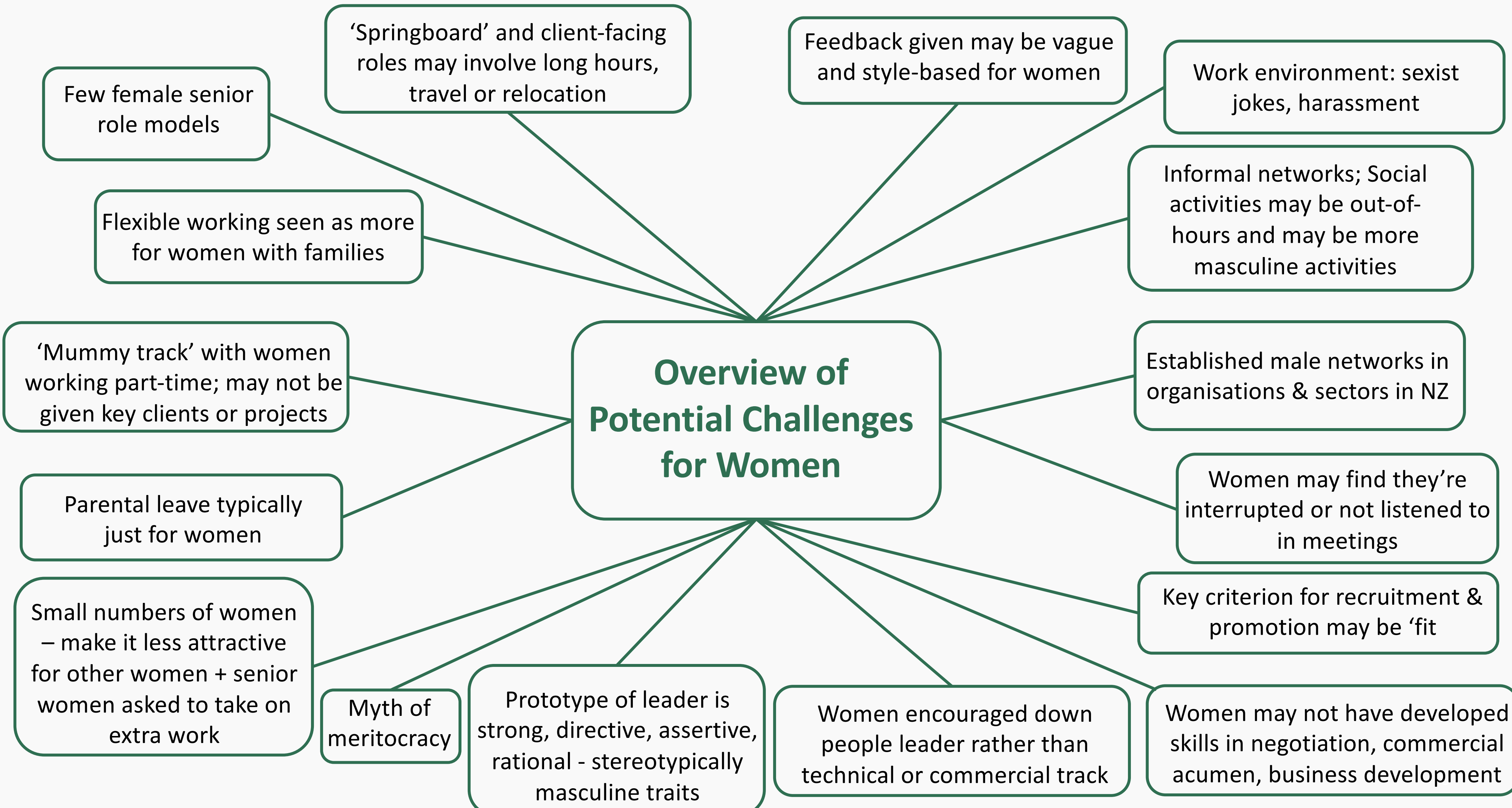


Talent case

- Attraction
- Recruitment
- Retention
- Engagement, Productivity

What challenges do women face at work?

Overview of Potential Challenges for Women



Few female senior role models

'Springboard' and client-facing roles may involve long hours, travel or relocation

Feedback given may be vague and style-based for women

Work environment: sexist jokes, harassment

Informal networks; Social activities may be out-of-hours and may be more masculine activities

Established male networks in organisations & sectors in NZ

Women may find they're interrupted or not listened to in meetings

Key criterion for recruitment & promotion may be 'fit'

Women may not have developed skills in negotiation, commercial acumen, business development

Women encouraged down people leader rather than technical or commercial track

Prototype of leader is strong, directive, assertive, rational - stereotypically masculine traits

Myth of meritocracy

Small numbers of women - make it less attractive for other women + senior women asked to take on extra work

Parental leave typically just for women

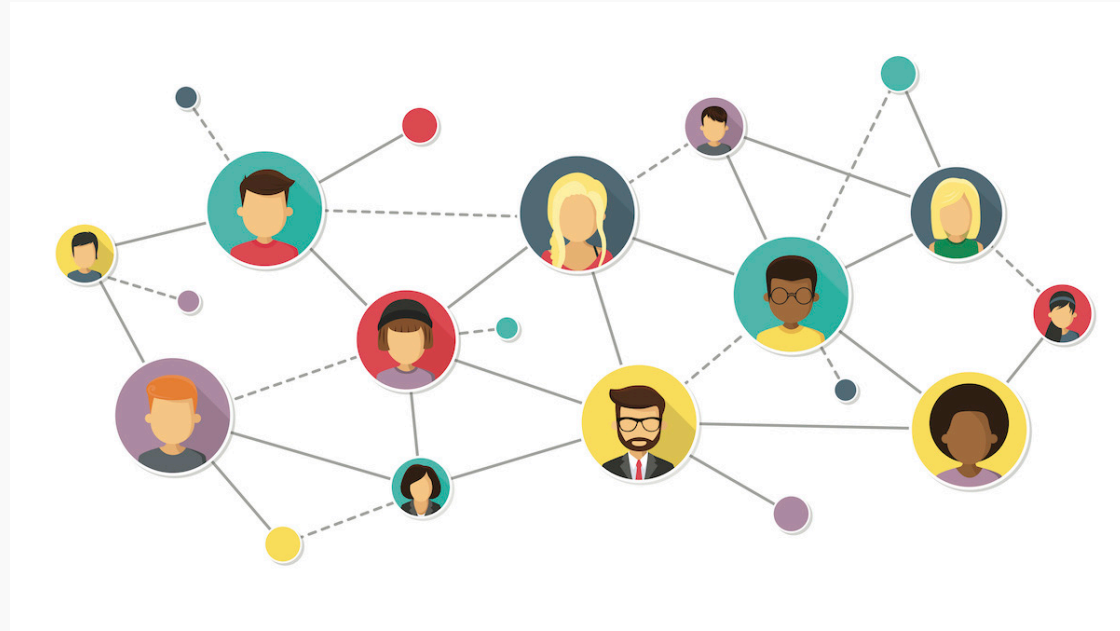
'Mummy track' with women working part-time; may not be given key clients or projects

Flexible working seen as more for women with families

What practical interventions can help women to develop and progress?

Support & Develop Women

Relationships



Develop skills

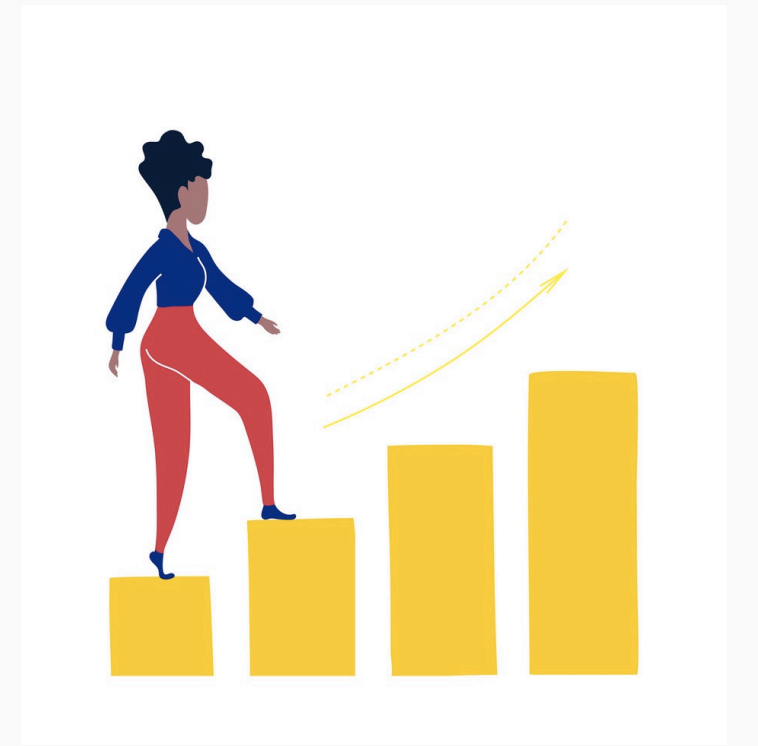


Leadership & Accountability



Change the System

Evaluation,
Progression,
Remuneration



Flexible working
& parental leave



Inclusive
culture



Leadership & Accountability

- Committed Board & Leadership Team
- Clear case for change, communicated
- 'Gender balance'
- Investment & resource
- Data driven insights
- Role model, champion internally and externally
- Targets & accountability
- Long term view, not quick wins



A dashboard featuring KPIs on gender balance that is regularly monitored and reported will help to focus efforts and deliver results

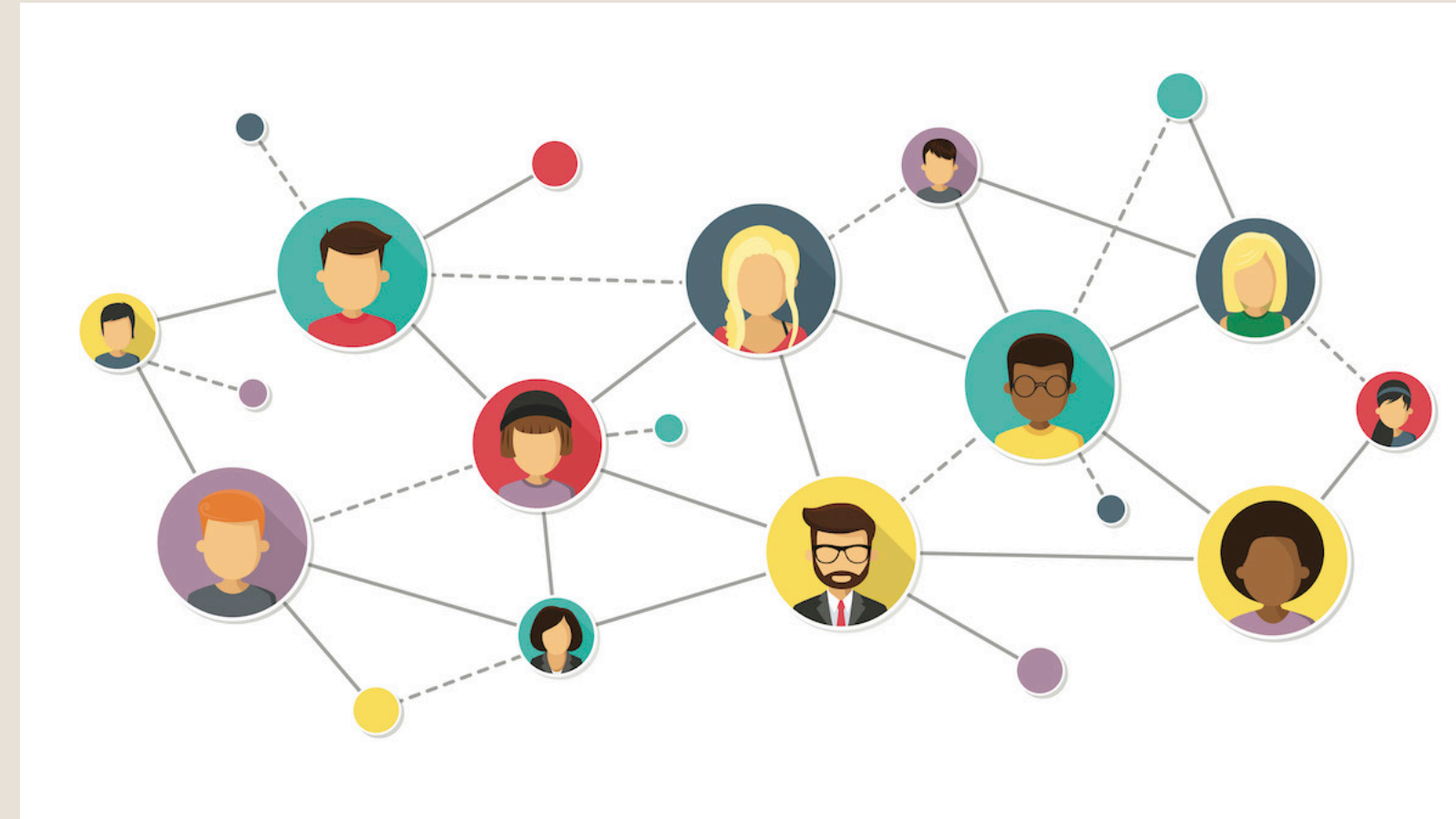
	Current				Supply of Talent	Recommended Target by xx
	Women	Men	Total	% female		
Organisation as a whole	25	42	67	37%		
Board	2	4	6	33%		
Senior executive	3	9	12	25%		
Managerial	6	14	20	30%		
Split by department/area						
Operations	13	23	36	36%		
Commercial	2	21	23	9%		
Shared Services	6	2	8	75%		

	Current	Recommended Target
% of female candidates applying to roles	TBC	50%
% of females promoted internally	TBC	50%
Pay Gap	TBC	0%
Engagement - difference by gender	TBC	0%

Support women to develop relationships

Mentoring

- Clear guidelines
- Woman chooses
- Internal & External
- More than one
- Practical advice



Sponsorship

- Understand career aspirations
- Advocacy
- High profile opportunities
- Connect with networks

Networks

- Employee resource groups:
 - Women's networks
 - Family networks
- Informal networks, senior
- External networks

Role Models

- Senior women
- Internal & external
- Informal, open conversations

Line Managers

- Support to coach & develop women

Training

- To do the job....
- Negotiation
- Presentation skills
- Finance
- Strategy
- Commercial, Business Development



Support women to develop skills

Leadership Development

- Grow the pipeline
- Accelerate key talent
- Purpose, values, direction
- Build support networks

Development opportunities

- Role & project opportunities
- Stretch assignments
- External memberships/groups
- Visible, develop key skills

Coaching

- 1:1, transformational
- Focused
- Mid to senior
- Key talent, develop & progress

Reduce bias at key decision points

Performance Evaluation

- Ensure clear KPIs, objective criteria
- Evaluate against KPIs and criteria
- Review feedback for any bias
- Provide training on giving and receiving constructive feedback
- Check evaluations for any gender imbalance

Remuneration

- Conduct gender pay gap analysis
- Take action to remove any gap
- Include bonus review
- Transparency encourages fairness – publish pay scales

Promotion

- Open and transparent process
- Ensure criteria are objective, unbiased
- Encourage women to discuss career ambitions, to self-nominate
- Gender-balanced promotions panel
- % women (e.g. 40%+) at each round



Encourage work-life balance



Look at working hours

- Long hours culture inhibits women
- Women still carry domestic load
- Role model from senior leadership
- Outputs not inputs
- Support to set boundaries

Parental Leave

- Paid, for all genders
- Encouraged to take
- Support before/during/on return

Flexible working

- Flexible by default, destigmatise
- Not just part-time & WFH
- Not just for parents
- Clear policy
- Encourage conversations
- Celebrate role models, esp. male
- Ensure getting progression



Create Inclusive Culture

- Survey inclusion, gender differences
- Make social events inclusive
- Review policies & reporting:
 - Check for gender neutrality
 - D&I
 - Harassment
 - Code of conduct
- No interruption rule at meetings
- Support women to feel heard and their opinions valued
- Move from 'fit' to belonging
- Inclusion workshops, psychological safety
- Encourage male allies

- Supporting & developing women has economic, social & talent benefits for your organisation
- Women face a web of internal & external challenges
- Leadership & accountability are crucial for change
- Support women to develop and review your systems, structures, policies and norms



THE FEMALE CAREER: WHAT ELSE DO WE OFFER?

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The Female Career
podcast: inspiration



Gender balance
consulting



One-to-one executive
coaching



Leadership
development &
workshops

THE
DRIVEN
FLEXIBLE
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FEMALE
CAREER

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