

Women in Leadership

Pathways to Senior Roles

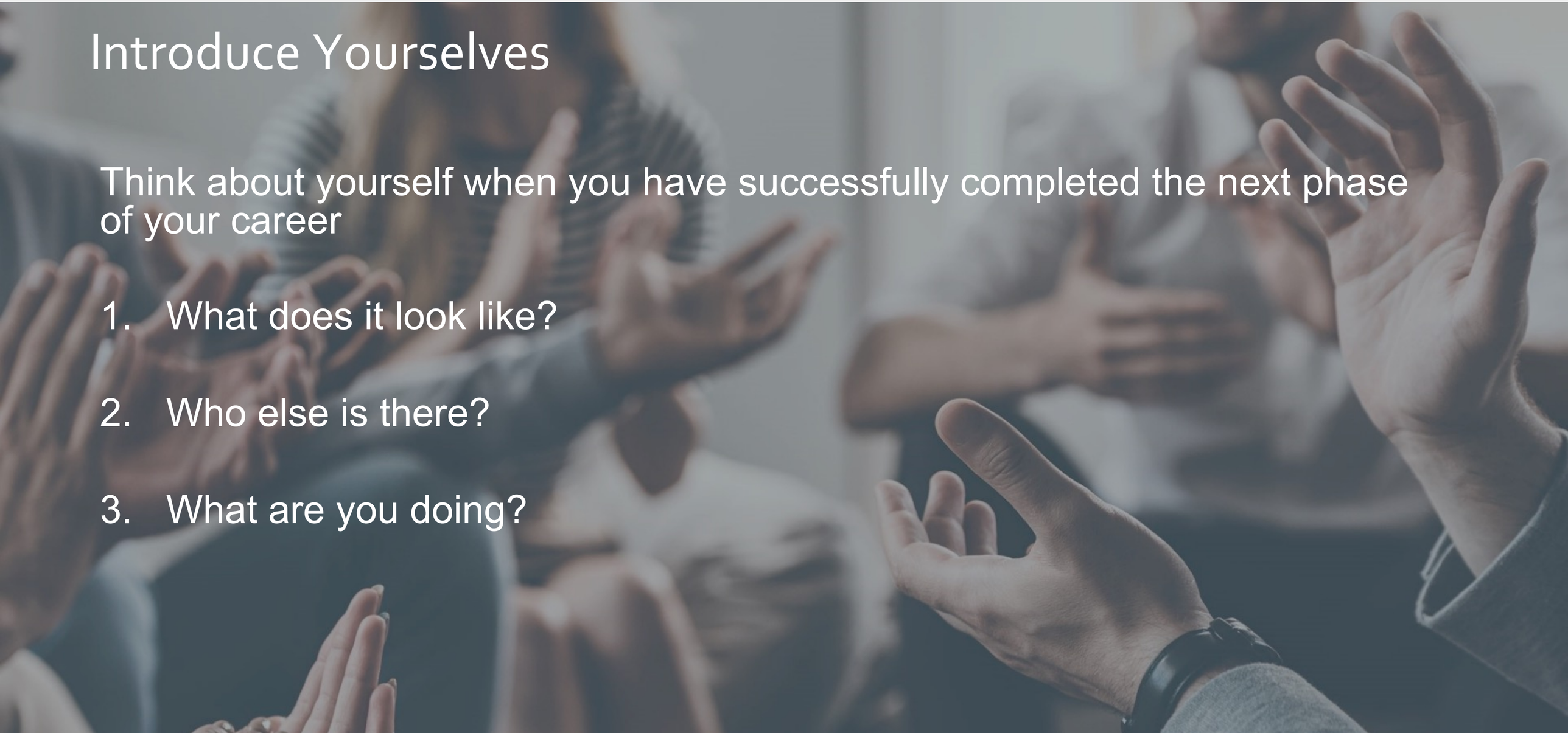
With: Rachel Holloway

Approach



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Introduce Yourselves



Think about yourself when you have successfully completed the next phase of your career

1. What does it look like?
2. Who else is there?
3. What are you doing?

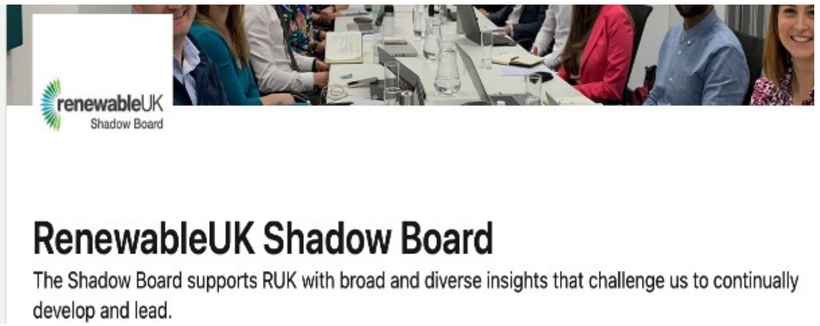
Rachel Holloway



[dstl] The Science Inside

UK Parliament

Cabinet Office



RenewableUK Shadow Board

The Shadow Board supports RUK with broad and diverse insights that challenge us to continually develop and lead.

OECD
BETTER POLICIES FOR BETTER LIVES



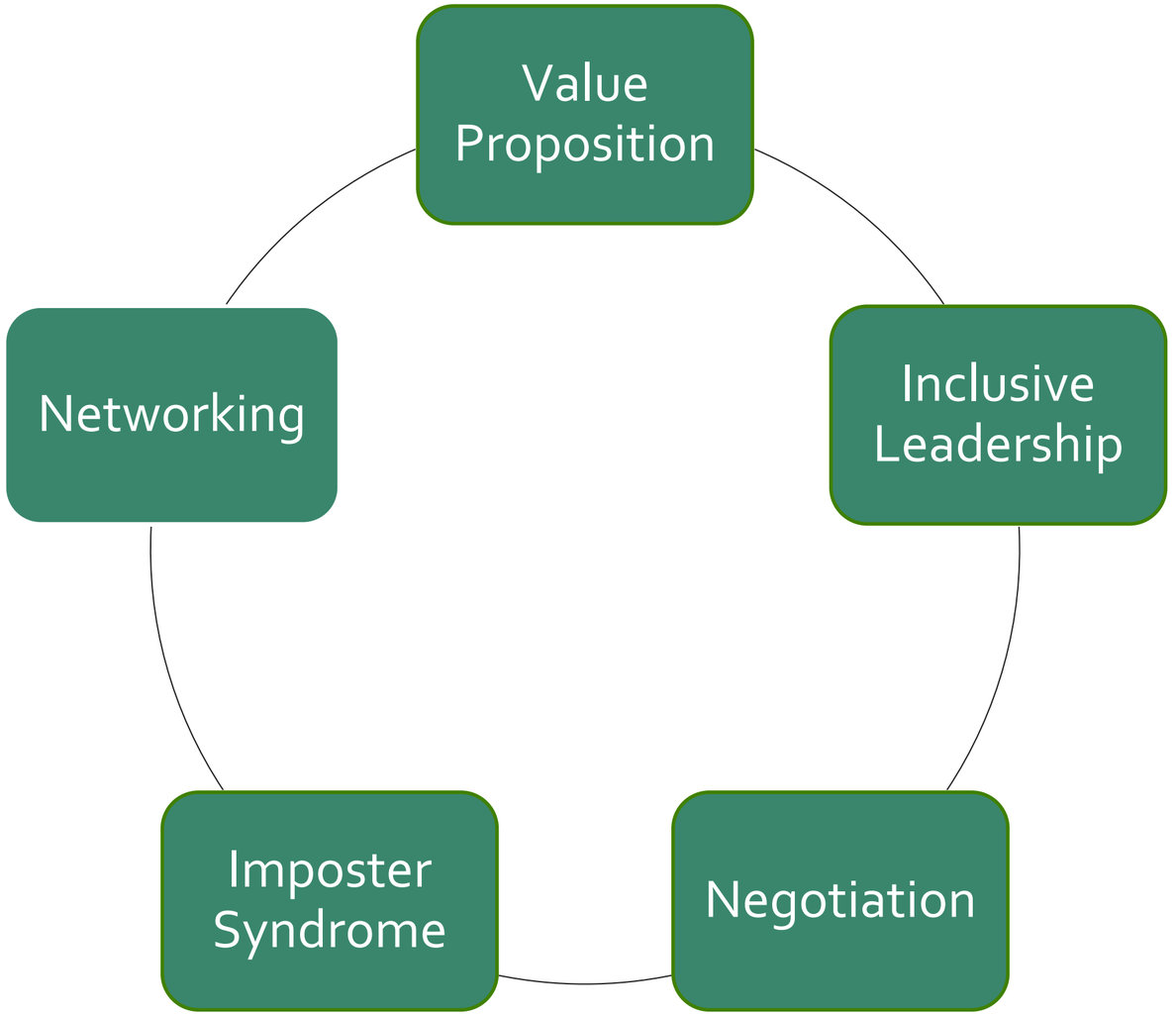
British Hallmarking Council

Our Time Together

- Women in leadership
- Finding Your Voice as a Leader
- Confidence and Communication
- Pathways to a Senior Role
- Planning for Success

The Lens

- Recognise the value proposition of 'balance' in leadership.
- Develop your leadership style to be authentic and inclusive.
- Learn to generate buy-in and negotiate persuasively.
- Build confident communication skills and manage imposter syndrome.
- Understand how to develop networks and support through sponsors.



Equality is a global issue

- Goal 5 aims to achieve gender equality and empower all women and girls by:
  - Ending all forms of discrimination, violence and harmful practices against women and girls
  - Ensuring the full participation of women and equal opportunities for leadership at all levels of political and economic decision making





286

At the current rate of progress, it will take another 286 years to reform legal frameworks to promote, enforce and monitor gender equality in public life

https://www.unwomen.org/en/news-stories/in-focus/2022/08/in-focus-sustainable-development-goal-5?gclid=Cj0KCQjwoK2mBhDzARIsADGbjeoTD2aNFuADoEqjmkopl3ihsAmI1XbAfFZINS1Peu8fJvdhZRAiolkaAhptEALw_wcB

UK reporting on progress: https://sdgdata.gov.uk/5/

“Diversity in leadership ranks is proven to have a strategic advantage. It’s important not only to hire and promote female leaders but to encourage their development early and to help them gain as much business experience and knowledge as they can in roles that may still be male-dominated.

Women, in particular, make that shift from ‘less effective’ to ‘more effective’ sooner than men. If we start building more diverse teams and organizations now, businesses will be better for it, and the world will be better for.”

Cindy Adams,, Chief Learning Officer, Leadership Circle

https://leadershipcircle.com/wp-content/uploads/2022/03/Research-on-Female-and-Male-Leaders-White-Paper-2022-03-17.pdf

Reflection



Stop

- What is driving you crazy in your job?
- What bores / frustrates you?

Proceed with Caution

- What could you do better?
- What could you do more of?

Go

- What do you find most fulfilling?
- What excites you?

Women in Leadership



What do we know?

6. In July 2022, what percentage of FTSE 100 directorships and FTSE 250 directorships were held by women

39.6% of FTSE 100 directorships and **38.9%** of FTSE 250 directorships were held by women – so **39%**

7. What percentage of Fortune 500 companies have a female CEO at the helm?

Over 10% of Fortune 500 companies have a female CEO

8. The UK, in 2022 had a female employment rate of 75.5%. Is that higher or lower than the USA?

Higher – the USA had a female employment rate of 71.4%.

9. A higher share of men than women were working as managers, directors or senior officials in 2022, with 13% of men in these roles compared with what percentage of women.

8% of women were working as managers, directors or senior officials in 2022.

10. What is the average age of a CEO?

54 is the average age of a CEO

Mind the Gap

- In an analysis of hundreds of performance reviews, 60% of the developmental feedback men received was linked to specific business outcomes—and therefore actionable—compared to only 40% of the developmental feedback women received.
- Men apply for jobs when they meet 60% of the hiring criteria, while women wait until they meet 100%.
- Women are often given less credit for successful outcomes and blamed more for failure.
- In a study of performance reviews, 66% of women received negative feedback on their style, such as "You can sometimes be abrasive," compared to less than 1% of men.
- In 2021, globally, women account for 50% of the population and hold 10% of CEO roles.
- During December 2022 in the UK, the female employment rate was 72.3% (male 79%)

Shelley Correll and Caroline Simard, "Research: Vague Feedback Is Holding Women Back," ***Harvard Business Review***, April 29, 2016, https://hbr.org/2016/04/research-vague-feedback-is-holding-women-back.

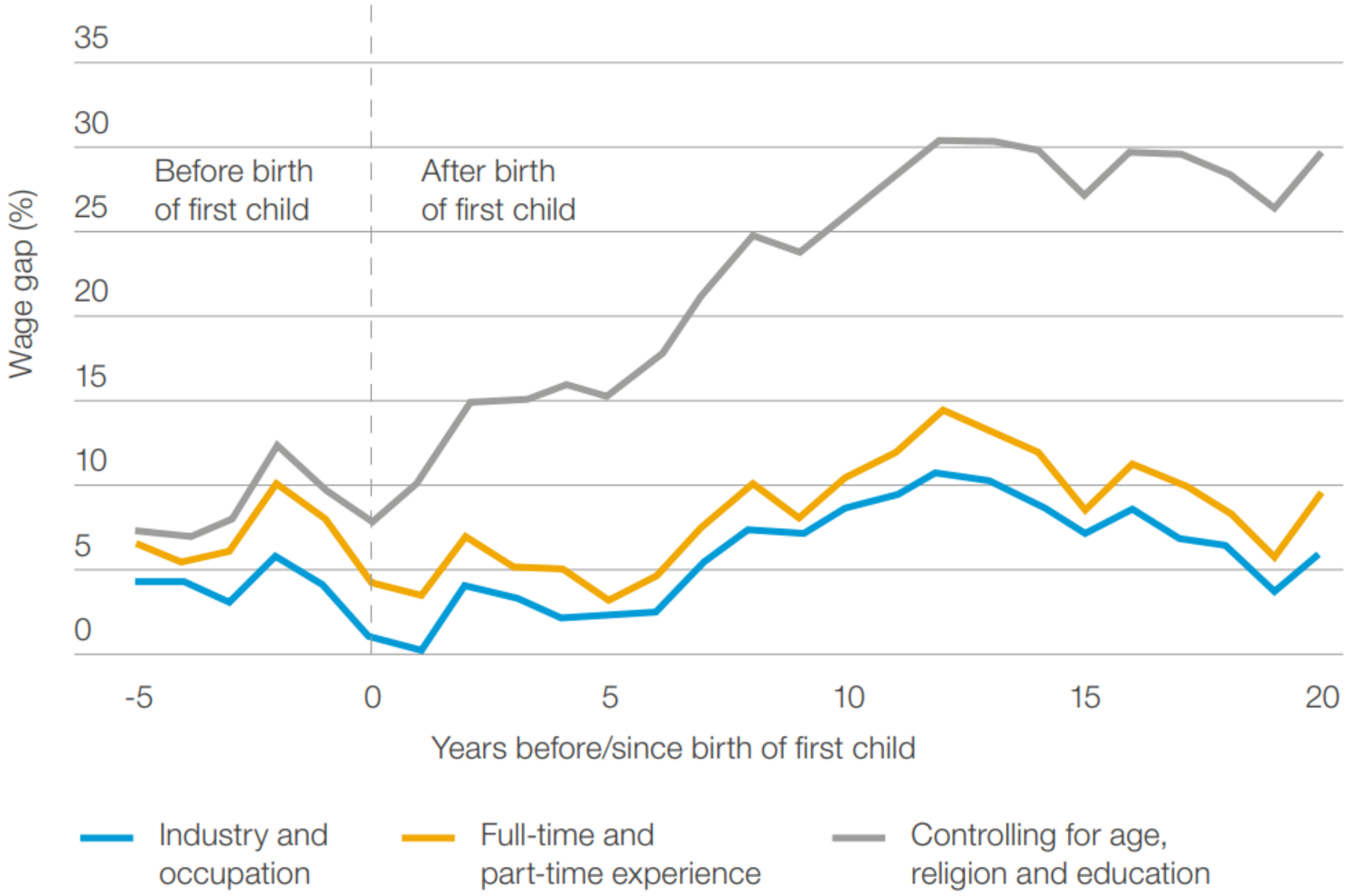
Georges Desvaux, Sandrine Devillard-Hoellinger, and Mary C. Meaney, "A Business Case for Women," ***The McKinsey Quarterly***, September 2008, 4, http://www.talentnaardetop.nl/uploaded_files/document/2008_A_business_case_for_women.pdf

Madeline E. Heilman and Michelle C. Hayes, "No Credit Where Credit Is Due: Attributional Rationalization of Women's Success in Male-Female Teams," ***Journal of Applied Psychology*** 90, no. 5 (2005): 905–26; Michelle C. Hayes and Jason S. Lawrence, "Who's to Blame? Attributions of Blame in Unsuccessful Mixed-Sex Work Teams," ***Basic and Applied Social Psychology*** 34, no. 6 (2012): 558–64.

Kieran Snyder, "The Abrasiveness Trap: High-Achieving Men and Women Are Described Differently in Reviews," ***Fortune***, August 26, 2014, http://fortune.com/2014/08/26/performance-review-gender-bias/.

The Gender Divide in Workplace progression

Gender wage gap by time to/since birth of first child



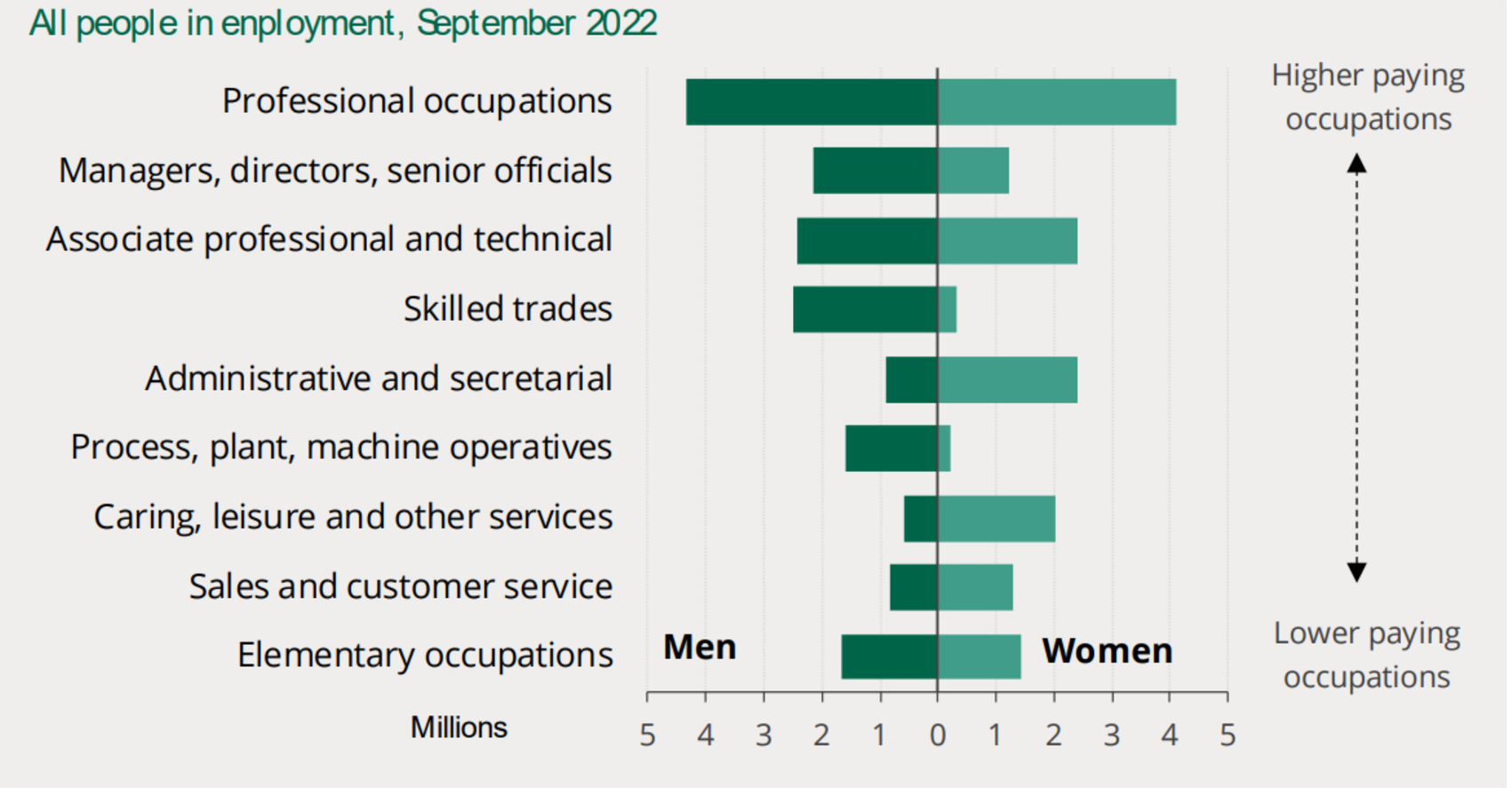
A steady upward trajectory for men, a plateau in their late 20s for women.

There is very little difference between the wages of men and women when they enter the workplace. From the late 20s & early 30s a significant gap appears as women's wage progression plateaus and men's continues to rise. Gender differences in part-time work are important explanations for these differences, but a substantial amount remains unexplained.

Source:
Costa a Dias, M., Joyce, R., Parodi, F.,
2018. Wage progression and the gender wage gap: the causal impact of hours of work.

The Institute of Fiscal Studies

Employment by occupation



Note: Occupations ranked based on median hourly pay (excluding overtime) for employees as of April 2022.
Source: ONS, Employment by status and occupation via Nomis and Annual Survey of Hours and Earnings via Nomis



Value Proposition

- Recognise the value proposition of women in leadership
- Barriers to development



Leadership Value Proposition

The value that you bring to your organisation, teams and colleagues, peers and wider stakeholders.

Your VP:

- An aggregation of qualities, characteristics and benefits that delivers a unique value to your stakeholders.

- A personal code of conduct that is the foundation for your leadership thinking, behaviour and actions.

Chief Executive Value Proposition





Christine Lagarde

President of the European Central Bank

Authentic

Does not compromise personal style to appeal to stereotypes about women

Strong and Considerate

Prepared to take risks Respectful of others

Confident & Determined

Inspires & develops others

Diverse Experience

Government, the Private sector, and the Non-profit sectors

Activist

Action not just words.

SABR

Refuses to attend meeting where she is the only woman

Communication

Builds strong relationships produce easy communication without need for protocol

Who are YOU?

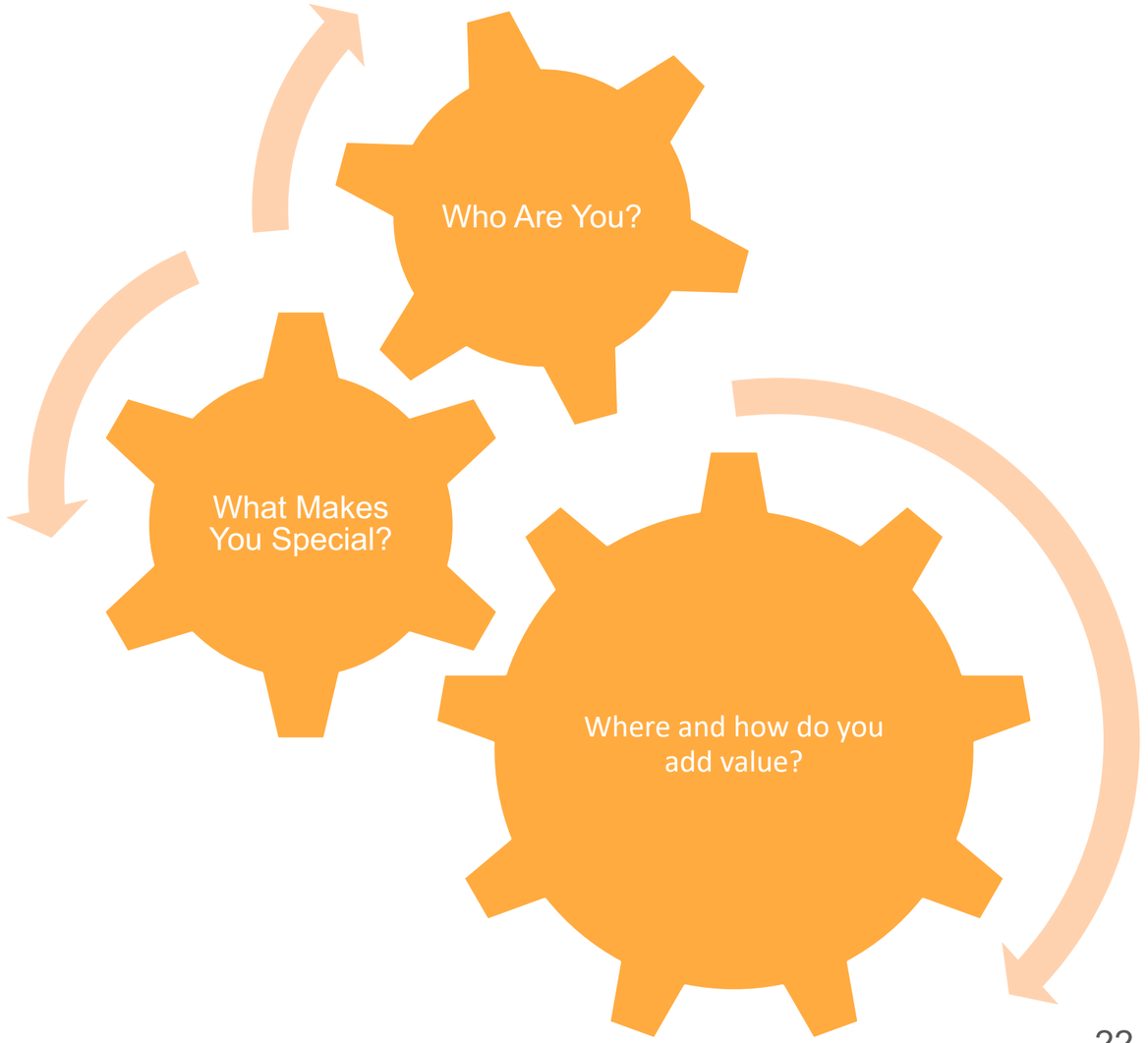
- What are my top skills?
- What experience do I have?
- What are my strengths?
- What problems am I good at solving?

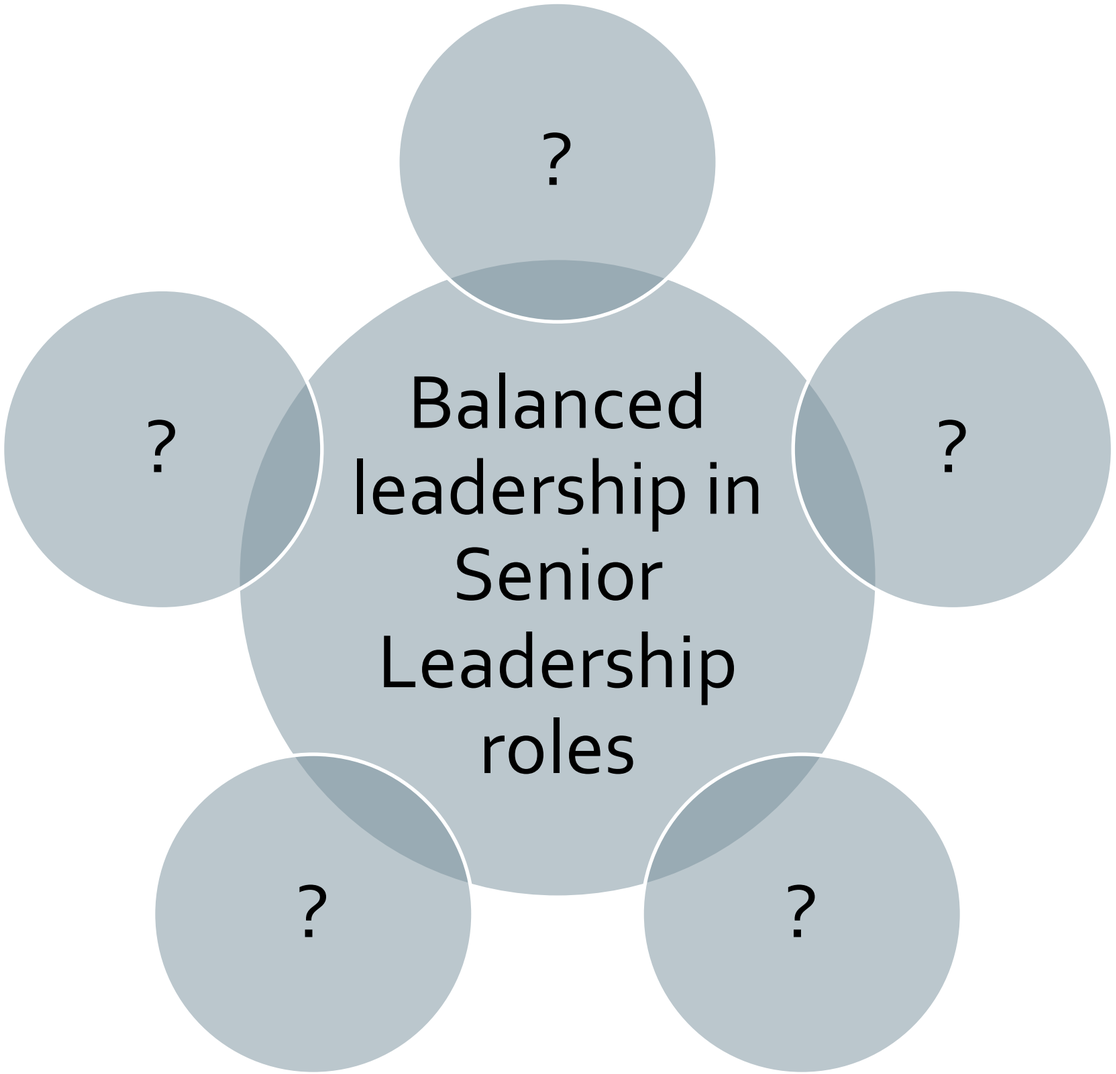
- What am I passionate about
- What are my core values?
- What is my vision for my future?
- What motivates me?

What's your Value Proposition?

You may not think you have one, but your presence creates it. Components include

- CV
- LinkedIn Profile
- Cover letter
- Meetings
- Interviews





Balanced Leadership Value Proposition

BREAK



Find your Leadership Voice

- Your Leadership Preferences
- Inclusive Leadership
- Build Credibility



"…someone is not a leader on the basis of their position in the world, but rather on the basis of what they do, build, create or change in the world. It is this desire to create a different future that is the starting point of leadership."

Pete Hamill, Embodied Leadership

Inclusive Leadership

Leadership that is **wise** & **considerate**, not strong and ruthless.

Balanced Leadership

Athena Values

Leadership values and behaviours that matter to team members include:

- Being human
- Authenticity
- Clarity of purpose
- Building connectivity
- Collaborative working
- Being humble
- Adapting when circumstances change
- Consistently demonstrate candour
- Empathy
- Patience
- Openness

John Gerzema & Michael D'Antonio.

What is your leadership style?

- 16 Personalities free assessment https://www.16personalities.com/free-personality-test
- Go with your instinctive response - don't overthink it
- 10 minutes to complete




FEEDBACK

Knowing Your Leadership Preference Matters

With an innate sense of what drives you to perform at your best, you can, in turn, unleash that potential in others, enabling them to develop and deliver in the face of organizational challenges" 'Effective Leadership: How to Be a Better Leader', Gallup

"Leaders' personal styles create about 70% of their business's emotional climate. And this drives around 20%, or even 30%, of their profitability" Daniel Goleman

"Integrating leadership into one's core identity is particularly challenging for women, who must establish credibility in a culture that is deeply conflicted about whether, when, and how they should exercise authority." Women Rising: The Unseen Barriers, Herminia Ibarra, Robin J. Ely, and Deborah M. Kolb https://hbr.org/2013/09/women-rising-the-unseen-barriers

“Women Are Rated Better Than Men on Key Leadership Capabilities”

Capability
Takes initiative
Resilience
Practices self-development
Drives for results
Displays high integrity and honesty
Develops others
Inspires and motivates others
Bold leadership
Builds relationships
Champions change
Establishes stretch goals
Collaboration and teamwork
Connects to the outside world
Communicates powerfully and prolifically
Solves problems and analyzes issues
Leadership speed
Innovates
Technical or professional expertise
Develops strategic perspective

- Analysis of 360-degree feedback.
- **Women outscored men on 17 of the 19 capabilities, differentiating excellent leaders from average or poor ones**
- Women were rated as excelling in taking initiative, acting with resilience, practising self-development, driving for results, and displaying high integrity and honesty.
- They were more effective in 84% of the most frequently measured competencies.
- Rated lower on ‘develops strategic perspective’ and ‘technical or professional expertise’

https://hbr.org/2019/06/research-women-score-higher-than-men-in-most-leadership-skills

"Female leaders show up in a noticeably different way than male leaders in terms of building caring connections, mentoring and developing others, and exhibiting concern for the community. In today's business environment, this acts as a superpower"

Cindy Adams, CEO
https://leadershipcircle.com/wp-content/uploads/2022/03/Research-on-Female-and-Male-Leaders-White-Paper-2022-03-17.pdf

"Integrating leadership into one's core identity is particularly challenging for women, who must establish credibility in a culture that is deeply conflicted about whether, when, and how they should exercise authority."

Women Rising: The Unseen Barriers, Herminia Ibarra, Robin J. Ely, and Deborah M. Kolb
https://hbr.org/2013/09/women-rising-the-unseen-barriers

Build Credibility



There is an issue with visibility and gender.
Not sufficient to do great work. You need people to be aware of it. Gill Whitty-Collins 'Why Men Win at Work'

"Your Brand is a more significant driver of career success than your ability. Visibility trumps competence every time!" *Mel Stanley*

The myth of meritocracy. "Men are more comfortable self-marketing away, so their work is much more visible to their managers and much more likely to be recognised and rewarded with a bigger salary, a better job, a promotion."

Success Strategies for Professional Women Podcast
https://firstwoman.co.uk/personal-branding-guides/



To get ahead, you need to be seen and heard. Exposure accounts for 60% of success. But women are more inclined to allow modesty and being liked to get in the way of their desire to succeed

Harvey Coleman , Empowering Yourself, the Organisational Game revealed.

Think Leader
Think Male!!

Double Bind

(1) A psychological impasse created when contradictory demands are made of an individual…so that no matter which directive is followed, the response will be construed as incorrect.

(2) A situation in which a person must choose between equally unsatisfactory alternatives; a punishing and inescapable dilemma.

Common perception:
Women take care.
Men take charge.

Extreme perception:
Women are perceived as too soft or too tough but never just right.

Competence perception:
Women leaders are perceived as competent or liked, but rarely both.

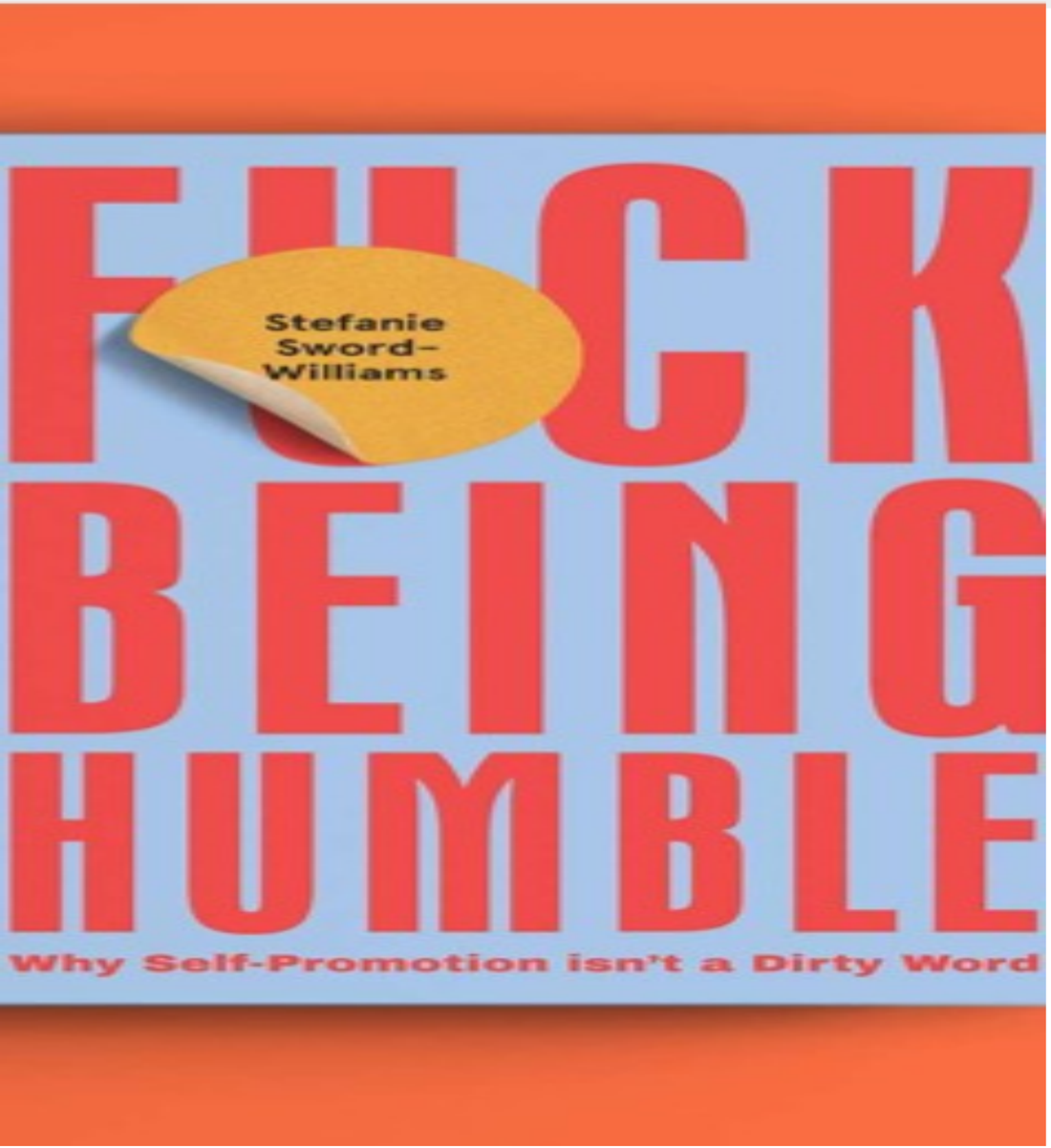
Standards perception:
Women leaders face higher standards and lower rewards than men leaders.

“Courage starts with showing up and letting ourselves be seen” Brene Brown

- Being more visible at work can help:
  - Pull possibilities towards you, increasing your options and opportunities
  - Give people the chance to amplify and advocate on your behalf
  - Increase your curiosity and create unexpected connections

- How visible are you at work?
- Who could give you feedback on your current level of visibility?
- What is getting in the way?
- Who are three people that you need to increase your visibility with?
- How does what I do work help my organisation? – helpful /easier/ useful
- What am I working on that would be good for more people to see?

“Remember, your manager is not a mind reader. It’s up to you to keep them informed about how hard you’re working. Doing so isn’t a burden but rather an opportunity to put your smarts and successes on display” Melody Wilding https://hbr.org/2022/12/what-to-do-when-your-hard-work-is-being-overlooked



Borrow from a Narcissist

Queen's University Belfast Research suggests: Having just a hint of narcissism in your personality is a strength not a weakness.

The Director of the studies, Dr Kostas Papageorgiou, correlates narcissism with 'very positive components of mental toughness… protecting against symptoms of depression and perceived stress'.

F*ck Being Humble

A mentoring platform that helps individuals overcome the fear of self-promotion.

www.fuckbeinghumble.com

LUNCH

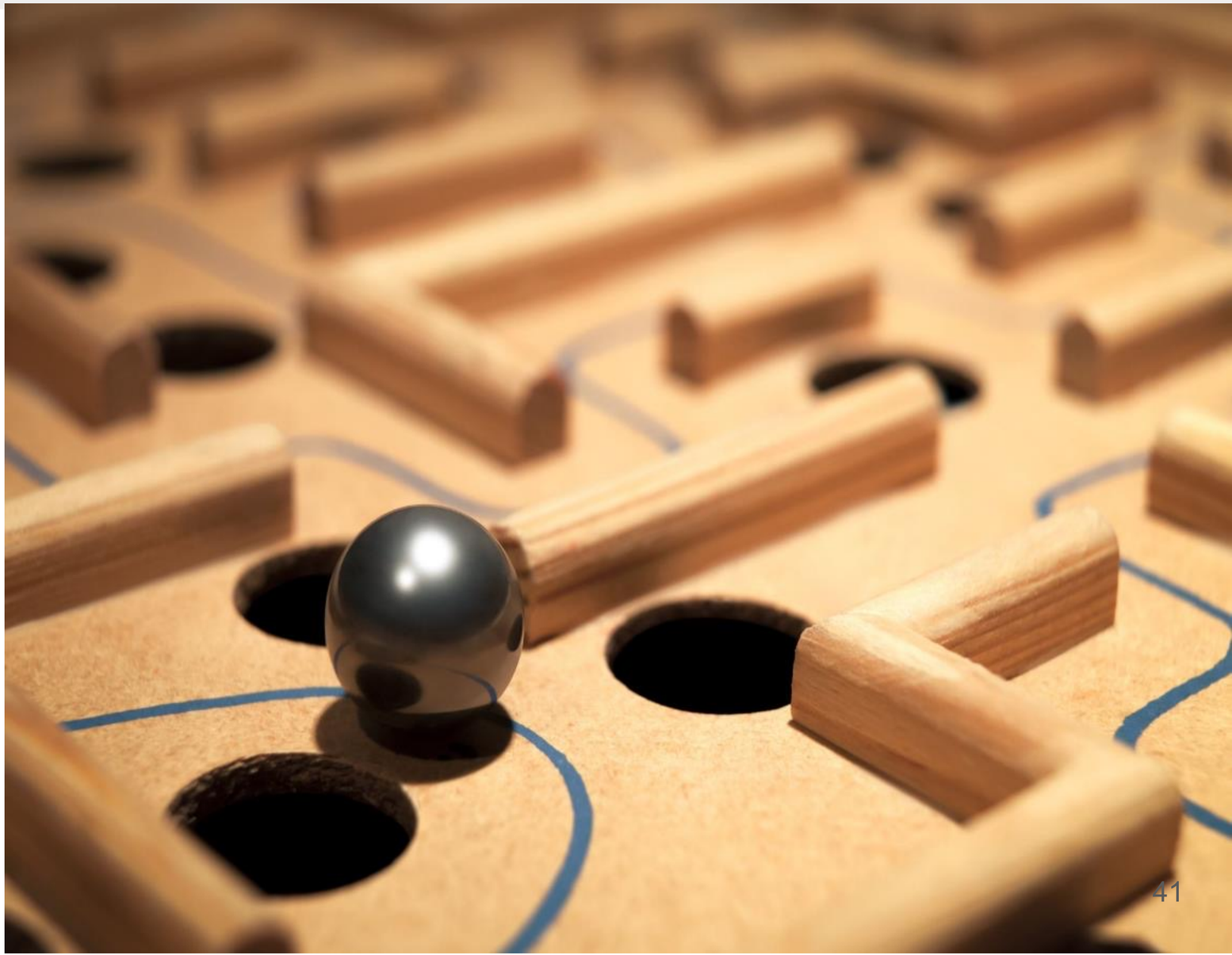
45 Minutes



Confidence & Communication

- Dealing with imposter syndrome
- Confident communications toolkit
- Speaking up and being heard
- Persuasive language

Obstacles to Success



Be on the lookout for these biases as they can significantly impact your decision making and leadership performance:

Authority bias

- The tendency to attribute greater accuracy to the opinion of an authority figure and be more influenced by that opinion.

Negativity bias

- Negative events or feelings typically have a more significant impact on our psychological state than positive events or feelings, even when they are of equal proportion.
- The emotional response to negative events is amplified compared to similar positive events.
- This bias is linked to loss aversion and can lead to bad decision-making.
- Thinking is overly skewed to loss and failure.

Confidence is not the same as competence



"Being overconfident in a top job is dangerous for the whole organisation. It leads to bad leadership, lapses of judgement, a disclination to listen to others and poor performance"

Mary Ann Sieghart 'The Authority Gap' 2021
Interview by the London School of Economics
https://www.youtube.com/watch?v=sYXG7jsxg8g
.



"If men are encouraged to be more strategic and political, whereas women are just told to develop a thick skin - men will continue to be seen as future statesmen and women as cheerleaders when it comes to achieving power at work."

Professor Jo Silvester, Loughborough University

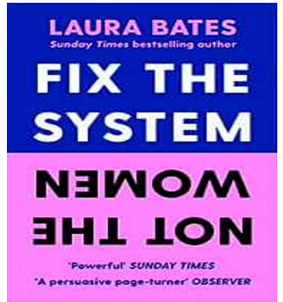
- Women are told to be more confident, painting them as fundamentally lacking self-belief, compared to men who were told how to develop their confidence in specific skills, portraying them as more 'fixable'.
- Men are 19% more likely than women to overestimate their ability and be rewarded.
- Developmental feedback for men and women leaders differs despite men and women being rated equally on their overall performance.

The Leadership Quarterly 2019
https://www.sciencedirect.com/journal/the-leadership-quarterly

- Women rate themselves as less confident until their mid-40s

https://hbr.org/2019/06/research-women-score-higher-than-men-in-most-leadership-skills?autocomplete=true

"Fix the System, Not the Women"
Laura Bates



What Would Make a Confidence Toolkit?



Discussion



Feedback

”

Confidence Cloak

“I sat on the bed and came up with a plan for myself: I have to go to the Edinburgh Fringe. But I don't have the confidence. So I will just **act as if I do** have the confidence to go to the Edinburgh Fringe. I'll just **borrow confidence from a future version of myself**. Once I've been to the Edinburgh Fringe and performed a show there, then I will have the confidence to go to the Edinburgh Fringe. I will go to **the bank manager of confidence**, in some part of my brain, and I will borrow that confidence from the future, and then I can wear it like a cloak, and I will talk to everyone with this confidence. It was out there as a concept, but it worked.”

Eddie Izzard
Believe me 2010

Imposter Syndrome

- A psychological state where people express self-doubt about their abilities, skills and accomplishments despite factual evidence to the contrary or other people indicating otherwise.
- 55% of people said that their self-worth was often, more often or always tied to what others think of them (2015).
- This can be particularly prevalent among high achievers.
- Confidence is situational – it varies according to who we're with and around. Normal and healthy for this to happen – it's what we do at these moments that matter:

"One false step and high achievers lose that external validation and those rewards, and then there goes their sense of identity and who they are. And then without those rewards… they question their self-worth, and that's real damaging."

Dr Risa Stein, Professor of Psychology at Rockhurst University

"I feel like a fraud'

Others are more skilled than me"

"I don't deserve my role / status / praise"

"If I don't get everything right, then I have failed"

"I shouldn't need to ask for help or support"

Elizabeth Thornton, 'The Objective Leader: How to See the Power of Seeing Things as They Are' 2015

Great webinar: https://apolitical.co/events/dealing-with-imposter-syndrome-in-the-public-service

Can have positive aspects too…



"Help employees channel healthy self-doubt into positive motivation, best fostered within a supportive work culture." Ruchika Tulshyan and Jodi-Ann Burey 'Stop Telling Women They Have Imposter Syndrome' https://hbr.org/2021/02/stop-telling-women-they-have-imposter-syndrome

Fear Resetting Interventions

Recognise when the voice of the internal harshest doubter and critic emerges

Practice a series of fear-resetting interventions that can interrupt and interfere with the faulty thinking process

Resetting Interventions

Have several strategies in your basket and deploy when necessary. Examples include



- Take time to check in with self
- Set yourself up for success
- Recognise you've been triggered and take a small action
- Seek advice and support from a psychologically safe peer, ally or personal support network

Actions in the moment:

- Buy some time, e.g., take a sip of a drink. The pause buys you thinking time and hydrates you to support brain function better
- Take a deeper breath, and don't be hijacked by your emotions

Prior preparation:

- Model the behaviours of others you admire until they are your own
- Create a personal resource of your success and achievement. Leverage this when negative thinking surfaces, e.g., journal, gratitude, or thank you folder
- Establish clear metrics and priorities to benchmark personal progress
- Set clear intentions
- Be prepared - prior preparation and planning
- Aromatherapy. Smells induce changes in psychological states, e.g., favourite perfume, shampoo or essential oil
- Power pose

Communications

Leaders inspire positive, incremental change by empowering those around them to work toward common objectives. a leader's most powerful tool for doing so is communication.

Effective communication is vital to gain trust, aligning efforts to pursue goals and inspiring positive change. When communication is lacking, important information can be misinterpreted, causing relationships to suffer and, ultimately, creating barriers that hinder progress.

Communicating clearly and persuasively gives you impact and influence.

Be clear on the 'So What? ': Get specific about your purpose. If you don't know precisely what you want from your communication, neither will your audience, all you will get is questions as they seek to clarify.

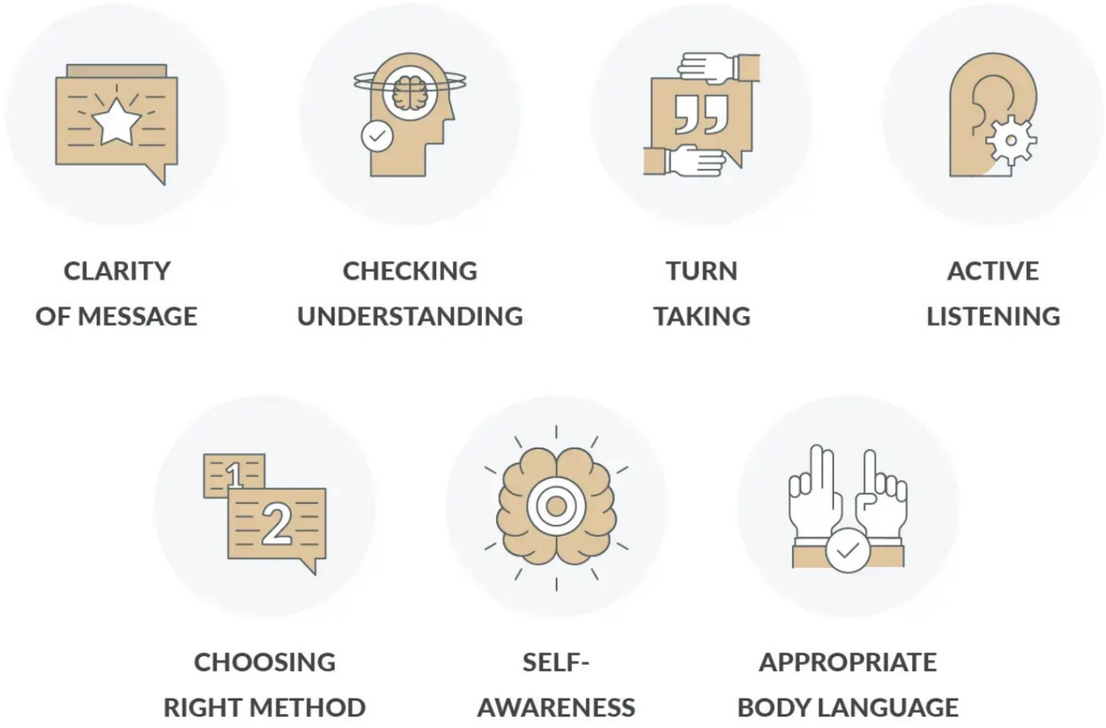
Know that your audience is not you! Start with your big idea (The So What) and then the technical - decision makers rarely want to know all the technical details before the why

"Confidence is the underlying issue permeating all of leadership presence" https://www.linkedin.com/pulse/secrets-leadership-presence-every-woman-leader-byrne-phd/

Q: WHAT IS EFFECTIVE COMMUNICATION?



Effective Communications….



Persuasive Communication

1. **Cognition**. Can change individuals' beliefs about an object or an issue, including attributes, interpretation, definition, outcome, etc.

2. **Attitude**. Can change individuals' attitudes toward an object or an issue, which refers to categorising an object or an issue along an evaluative dimension (from negative to positive).

3. **Behaviour.** Can change individuals' behaviour, and overt actions regarding an object or an issue.



Any message that is intended to shape, reinforce, or change the responses of another or others.



Such responses are modified by messages that appeal to the target's reason and emotions.



Persuasive communication can be targeted in three ways

Communication for Governance & Accountability Program (CommGAP)
WORLD BANK https://assets.publishing.service.gov.uk/media/57a08b6d40f0b64974000b44/Persuasionweb.pdf

Communications

Q: What differences, if any, have you observed in communication between different genders?

Do you recognise these phrases in your communications or that of others? What is the impact?

- "Do you think, Maybe, You Could Possibly Read this? If it's not a problem?
- "I was wondering" Actually", Does that make sense" "Just"

"Women tend to be more tentative in their speech, less declarative," *Dr Eliot*

"Women use nearly three times as many words as men to communicate verbally" *Hira Ali*

"Women get interrupted 50% of the time in meetings, and 37% had experienced others taking credit for their ideas " Women In The Workplace" report by McKinsey and Lean In, 2022 https://wiw-report.s3.amazonaws.com/Women_in_the_Workplace_2022.pdf

Former Secretary of State Madeleine Albright - when asked what advice she had for professional women, **"Learn to interrupt."**

Tara Mohr How Women Undermine Themselves with words Stephen Furlich, Ph.D., *Sex Talk: How Biological Sex Influences Gender Communication Differences Throughout Life's Stages*,
Lise Eliot, Ph.D., *Pink Brain, Blue Brain: How Small Differences Grow into Troublesome Gaps — and What We Can Do About It*.

Enhancing Communications

- Read the article https://www.taramohr.com/communication-tips/8-ways-women-undermine-themselves-with-their-words/ and make notes.

- Think about…
  - What resonates with you?
  - Do certain situations make you more likely to use phrases?
  - What changes can you make?
  - Where and when will you try these changes?



55

Eight ways you might be undermining yourself with your words & Eight ways to stop

1. Drop the "just".
2. Drop the "actually.
3. Don't tell us why what you are about to say is likely wrong.
4. Don't tell us you will "just take a minute" to say something.
5. Don't make your sentences sound like questions.
6. Don't substitute a question for a statement.
7. Punctuate and Pause.
8. Keep being yourself.

INSTEAD OF THIS	USE THIS
How about...?	I strongly suggest...
I tend to agree.	That is absolutely right, and here's why...
I think maybe...	My strong advice is...
I agree.	I agree completely, because...
Maybe we can...	Here is my plan...
Well, what if...?	I recommend...

https://hbr.org/2014/06/women-find-your-voice

https://www.linkedin.com/pulse/secrets-leadership-presence-every-woman-leader-byrne-phd/

Perceptions of Female Communications



Strength

Active listening skills

Aptitude for understanding nonverbal cues

Displaying empathy



Weakness

Meander – take time to get to the point

Act overly emotional when communicating

Not being authoritative enough

STAND OUT: How to Build Your Leadership Presence, Dr Carol Goman, 2021

Recognise any of these listening habits?

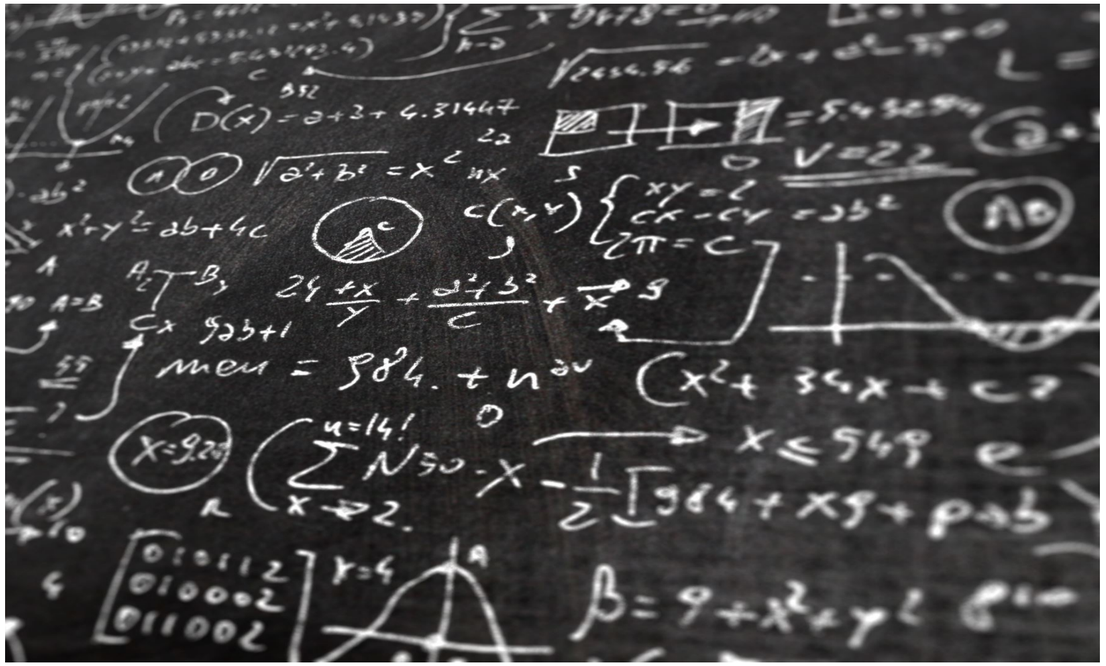




How to improve listening skills

- Know your instinctive responses and practice more active listening
- Pay attention: non-verbal, verbal and allowing people to finish, being aware of body language
- Check to understand paraphrasing, summarising, and reflecting on the words
- Allow for silence: don’t rush in or interrupt. Allow reflection to take place
- Encourage exploration: “Tell me more about that.” Make it clear that you want to support the person in reflecting and understanding

Communication Resources



- Do you want to know more about your preferences when communicating and the best ways to get the most out of others? Then check out the self-assessment questionnaire based on the work of Pierre Casse "Teaching for the Cross-Cultural Mind" Washington, DC, SIETAR, (1981)
- It can also be used effectively as a team-building exercise to learn more about each other.

https://communityactionpartnership.com/wp-content/uploads/2021/09/communication-styles-handout-leadership.doc

- Does your role involve presenting and speaking? Then check this self-assessment out: to learn more about your speaker archetype. https://quiz.tryinteract.com/#/6293ca2d37a5df0018ea1642

- Communicate with Impact. Davina Stanley https://clarityfirstprogram.com/wp-content/uploads/2018/11/Simple-ideas-to-help-you-get-out-of-the-Merged.pdf



Negotiating

- **Negotiating is a critical skill for women.**

- Women of all races negotiate at similar rates as their male peers: a decade ago, men negotiated two to three times more often. This is a massive step in the right direction.

- With pay: Women who ask for a raise are more than twice as likely to get one as women who don't. The bad news is that women pay a penalty when they negotiate. They're more likely to receive feedback that they are "intimidating," "too aggressive," or "bossy."

Women in the Workplace 2019, https://womenintheworkplace.com/.

The Barriers Women Face When Negotiating

Stereotypes & biases:

- Males & females were less interested in working with women who attempted to negotiate a better salary than men who tried to negotiate a higher salary.
- People are more likely to lie to female negotiators than to male negotiators. Women were lied to more often because participants viewed them as less competent than men and thus less likely to question their lies. Both men and women were more likely to give male negotiators preferential treatment by disclosing hidden interests.



Research by Harvard Business School, Carnegie Mellon University, University of Tulane, University of Pennsylvania https://www.pon.harvard.edu/daily/leadership-skills-daily/women-and-negotiation-leveling-the-playing-field/

Collaborative or Win-Win Negotiation

A collaborative style of negotiation often works better for women. It's a great way to maximise women's negotiation skills.

- **Great communication skills**. First, understand your customer's actual needs. Question and listen actively. Don't assume they even know what they want. It's in both your interests to meet the real needs. Again, a short-term fix is likely to be a one-off.
- **Empathy**. This is about putting yourself in your customer's shoes and seeing the situation from their position. And at the same time, never undersell yourself: mutual respect.
- **Joint problem-solving**. In win-win negotiation, the parties jointly problem-solve to expand the 'pie.' It's unlike competitive bargaining, which is win-lose, i.e… if you get a slice of pie, I'm left with less. The starting point for collaborative negotiation is that 'if I do a great job for you, we both benefit.'

With a collaborative model, women can excel at negotiation on their terms. For most women, it's a very comfortable approach that builds on social expectations of how women should behave. It's a model that makes sense for everyone in the business.



Source: https://www.prowess.org.uk/negotiation-for-women

Better Negotiation Tactics: Individual & Organisational



Be non-threatening. Combine an assertive message with smiles, friendly gestures, and other non-threatening and traditionally feminine behaviour.



Be a team player. Pointing out how their requests would benefit the organisation rather than just themselves. This approach can work because it conforms to the gender stereotype that women are particularly concerned about others.



Defensive measures. All of us, particularly women, can guard against being taken advantage of in negotiation by thoroughly preparing and testing our counterparts' claims.

- **Audit your negotiating behaviour** Does gender bias play a role?
- **Raise standards**. Look for ways to improve the standards - structure more equitable job negotiations by specifying salary ranges and setting times for performance reviews and compensation discussions.
- **Educate and mentor**. Employees about common biases about negotiators and how they hold us all back. Establish mentoring programs to help women, minorities, and others feel more comfortable negotiating assertively.

https://www.pon.harvard.edu/daily/leadership-skills-daily/women-and-negotiation-leveling-the-playing-field/

Five steps women can take to achieve better negotiation outcomes

As part of Lean In's Women in the Workplace 2019 survey, more than 64,000 employees from 279 companies were asked about their experiences in the workplace, including negotiation. They shared what works—and what doesn't.

1. Ask for a raise
2. Specify an amount
   Women are 25% more likely than men to say they didn't ask for a specific amount the last time they negotiated.
3. Prepare
4. Make your best pitch
   People who make a high first offer often get better results. This is known as the "anchoring effect"—the first piece of information in a negotiation acts as an anchor that influences the outcome.
5. Solicit manager support

Negotiating

- Think of something you successfully negotiated for at work or in your personal life.
  - What did you do to help it go well?
  - Has anything held you back from negotiating?
  - Have you been criticised for negotiating? How did you respond? What might you do differently next time?



https://leanin.org/education/negotiation-pays-negotiate

BREAK



Pathways to a Senior Role

- How, Why and When to ask
- Finding Allies
- Dealing with exclusionary cultures
- Building collective action
- Generating senior leadership buy-in

How, Why and When to Ask?



Career Conversations: The Why and Benefits

"Your career, like your personal development, is ultimately your responsibility. You're the driver of your own career, so you must take the initiative to engage your manager in a career conversation. This critical discussion will help create a connection between your aspirations and your organisation's needs, resulting in a win-win development plan."

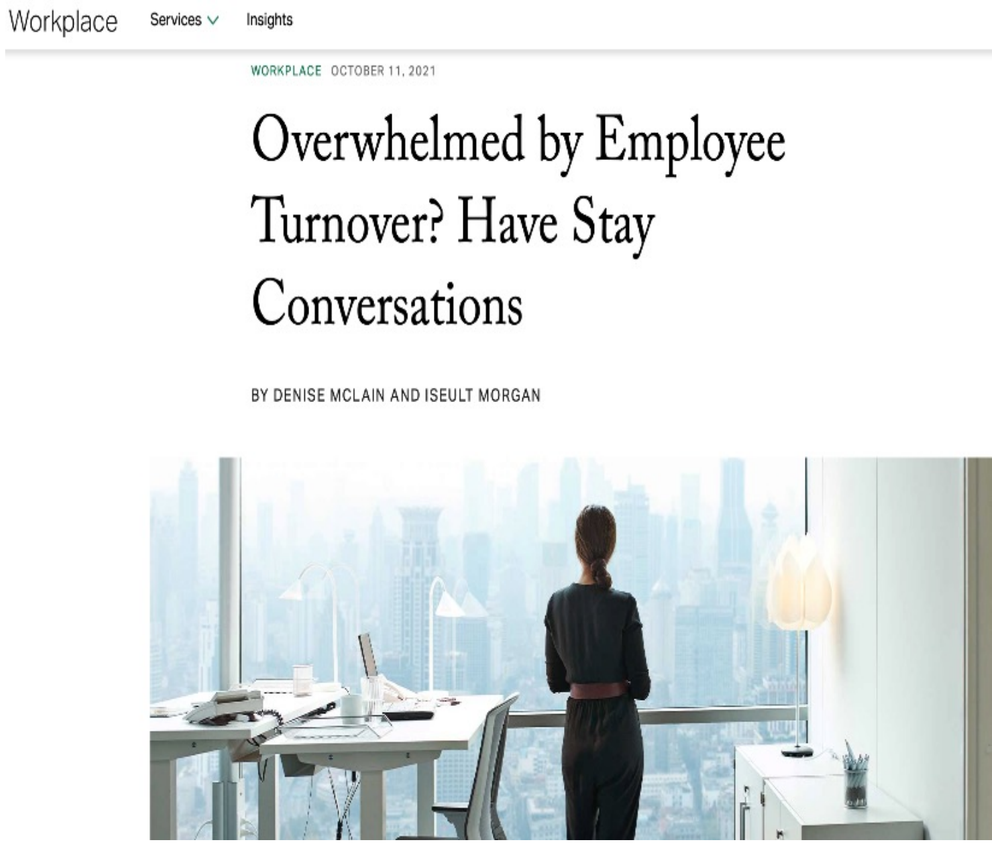
Antoinette Oglethorpe, career coach and author
https://www.antoinetteoglethorpe.com/resources/confident-career-conversations/

"Ongoing discussions about their career development can give women a comfortable space to articulate their needs, helping increase employee engagement and encourage staff to blossom as leaders."

Manpower
https://www.rightmanagement.co.uk/wcm/connect/right-uk-en/rm-home/thoughtwire/categories/talent-work/how-career-conversations-can-help-close-the-gender-gap

"If people feel like they've got a manager who's got their back and investing them in a differentiated way, it's a different result. If we're being explicit about doing some things in their current role that can take them toward the end goal in their career, that helps reduce the ants in their pants a little bit. People tend to want to stay put."

To Be Successful at Growth Management, You Need to Know How To Have Radically Candid Career Conversations



Career Conversations: How?

Different ways to consider <u>who</u> should be involved

Yourself

2. With your partner/support network

3. Your boss

- "Career Conversations are exactly what they sound like — discussions about someone's career with an emphasis on their long-term aspirations. When done well, these should connect a person's past – gaining a detailed understanding of who they are and what motivates them at work through their life story — with their future — the wildest dreams they have for themselves at the pinnacle of their career,"
- "Only with a detailed understanding of the path behind them and the dream in the distance is it possible to plan a path forward right now."

'When you win, they win' Russ Laraway

Areas to Explore in Career Conversations



Think broad – beyond a job title or grade
"Success for me looks like…"

"In the next few years, I would love the opportunity to…"
"I could see that I could add value to what we are doing on…."

Questions to ask yourself:

- Do you want to manage people, or would you prefer to be an individual contributor?
- Work with higher-profile clients/stakeholders?
- Stretch into a new area or become an expert in a current field?
- What skills do you want to develop?
- What experiences do you want to have?
- What knowledge would you like to get?
- Are there problems or challenges you would love to get your teeth into?
- Are you hoping for a promotion, a new assignment or a new role in a different area?

Tip: Looking to do this with your staff? https://getlighthouse.com/blog/career-development-plans-manager-struggles/
Guide to 3 Conversations https://coda.io/@they-win-you-win/career-conversations-tool *'When you win, they win' Russ Laraway*
Guided Template: https://docs.google.com/document/d/1KNW3dxDDfQdClW7XVb8AvqI-Wim5a_JUZbFj_s38-jk/edit

Over to You

Let’s have career conversations



Allies

Allyship: ‘The state or condition of being or having an ally (in various senses).

“The state or condition of being a person who supports the rights of a minority or marginalised group without being a member of it’ Oxford English Dictionary

Increasingly promoted as a tool to support gender diversity, equity and inclusion in the workplace.

Q’s:

- Who are your allies?
- Who do you advocate for?

Research shows that having allies in the conference room – online or in person – boosts women’s confidence, enthusiasm for work and provides a sense of inclusion.

Leading as an Ally

1. Make Sure Women's Ideas are Heard
2. Challenge the Likeability Penalty
3. Celebrate Women's Accomplishments
4. Encourage Women to Go for It
5. Give Women Direct Feedback
6. Mentor and Sponsor Other Women



https://leanin.org/tips/workplace-ally#endnote4

Exclusionary Cultures



Women are 41% more likely than men to experience a toxic culture

"Extremely toxic work environment where bullying, gossip and cliques go ignored by supervisors. Racism is also rampant with leadership and with staff"

Female employee in social assistance industry

Women mention these issues twice as often as men

- Non-inclusive – lack of gender equality
- Disrespectful – disrespected leaders
- Cutthroat – Leaders undermine employees
- Abusive – Leaders are abusive

"This place is chaotic, toxic and bordering on hostile…The entire leadership team is a good ol' boys club that rules based on loyalty and creates anxiety and fear"

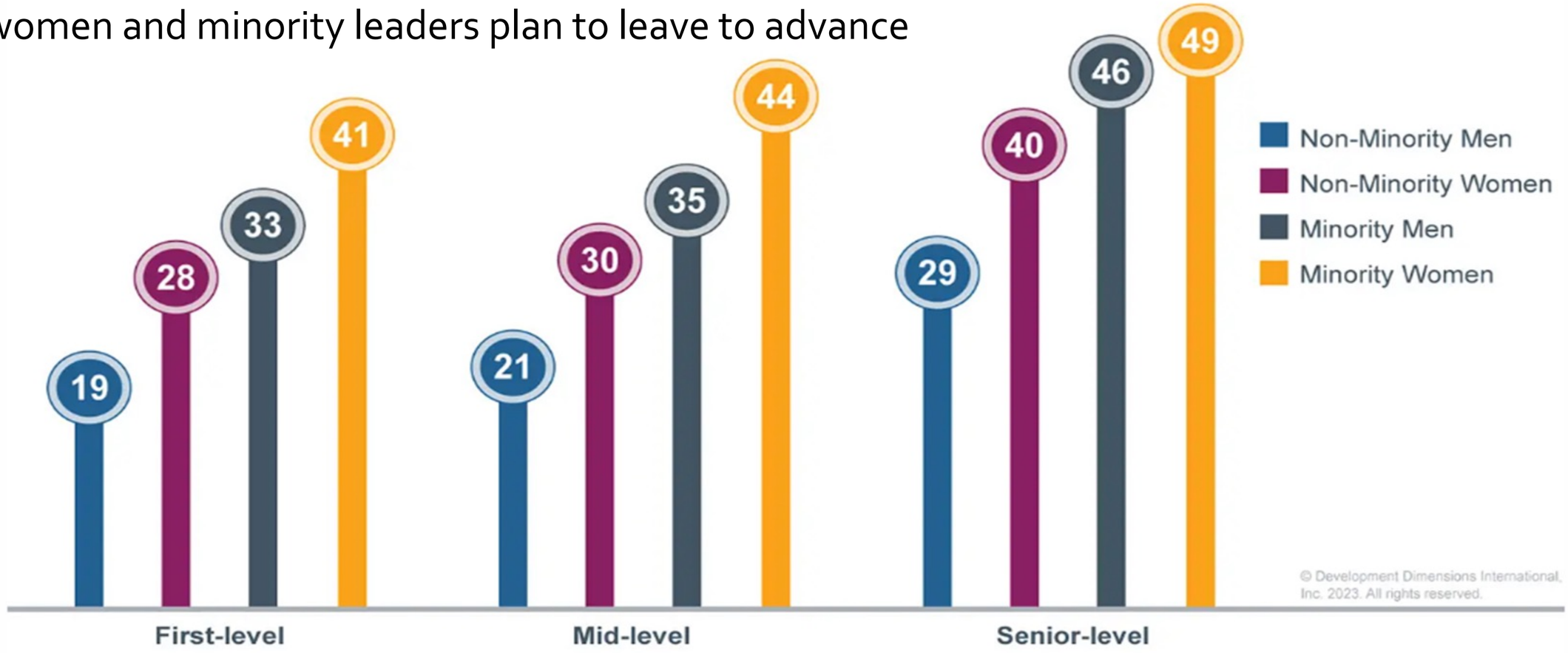
Female employee in enterprise software industry

https://sloanreview.mit.edu/article/the-toxic-culture-gap-shows-companies-are-failing-women/

Exclusionary Cultures

"Women are demanding more from work, leaving their companies in unprecedented numbers to get it. Women leaders are switching jobs at the highest rate we've ever seen—and at a higher rate than men in leadership"
Women in the workplace 2022 https://womenintheworkplace.com/

More women and minority leaders plan to leave to advance



Percentage of Leaders Who Expect to Change Companies to Progress to Higher Leadership Levels

https://www.ddiworld.com/glf/diversity-equity-inclusion-report-2023

Creating an inclusive culture: Five principles to create significant and sustainable progress

1. **Purposeful leadership**: A business-driven, leader-led process to activate and inspire change
2. **Personal change**: Building inclusive mindsets and behaviours
3. **Broad engagement**: Creating a sense of belonging for all and knowing how to bring people along on the journey
4. **Systemic alignment**: Embedding inclusion in processes, policies, systems, and day-to-day business operations
5. **Representation**: Intentionally evolving the mix of talent to reflect today's markets and talent pools better

https://www.heidrick.com/en/insights/diversity-inclusion/creating-an-inclusive-culture-five-principles-to-create-significant-and-sustainable-progress#:~:text=The%20solution%20requires%20a%20shared,that%20support%20their%20business%20objectives.

Creating an Inclusive Culture

Principle	Purposeful Leadership	Personal Change	Broad Engagement	Systemic Alignment	Representation
Goal	Hold Leaders accountable for demonstrated progress in building and managing diverse and inclusive teams. Measure the impact of improved inclusion on tangible business outcomes	Demonstrate inclusion as a leadership competency	Measure employee sentiment on inclusion belonging and engagement	Check for bias in process and policies	Track progress in building visible representation

How to measure	• Evidence of building diverse teams in area of responsibility
	• Evidence of fostering inclusion in area of responsibility
	• Progress against company's DE&I objectives and targets
	• Correlation between increased inclusion and other business key performance indicators such as performance, productivity' safety, innovation and growth.
		• Leadership assessment document tools that measure inclusive behaviour
		• 360-degree feedback with inclusion related questions
		• Feedback from executive coaches and/or similar specialists.
			• Employee surveys with deeper-dive questions on inclusion, disaggregated by demographics
			• Focus groups organized by demographic populations to surface stories and experiences
			• Digital conversations/pulse checks focused on inclusion and belonging, disaggregated by demographics
				• Talent acquisition – demographic breakdown at each stage of the talent pipeline; candidate pool, applicants, long list, shortlist, interview, offer and acceptance; benchmark against competitors in the talent market; % of balanced slates
				• Employee value proposition – feedback from candidates and other external sources
				• Development – a proportional mix of participants in development programs, international assignments and secondments
				• Promotion – proportional representation in career progression; time in roles; promotions; high potential designation; composition of succession plans
				• Rewards – compensation review and analysis by demographics
				• Retention – a proportional mix of voluntary departures; confidential exit interview feedback
				• Take up key policies – balanced adoption of flexible working, parental leave, return-to-work programs, etc.
					• Talent data, disaggregated by demographic group
					  • By level
					  • By business units
					  • By functions (line versus staff)
					  • By geography
					• Evolution over time (past three years)

https://www.heidrick.com/en/insights/diversity-inclusion/creating-an-inclusive-culture-five-principles-to-create-significant-and-sustainable-progress#:~:text=The%20solution%20requires%20a%20shared,that%20support%20their%20business%20objectives.

The Importance of Networking & Critical Relationships



"One oft-cited reason why more female executives don't advance to top management jobs is their lack of access to informal organisational and industry networks."

The Secrets of Successful Female Networkers

https://hbr.org/2019/11/the-secrets-of-successful-female-networkers

Q: Are YOU?

Personal

- Friendship, support, advice, guidance

Professional

- Knowledge sharing, development, support, advice and guidance
- Access to critical and priority assignments & experiences
- Potential new job/career opportunities

Strategic

- Generation of strategic ideas, future foresight, diverse and more senior relationships, industry key contacts, stretch assignments, and objective guidance
- Potential new job/career opportunities

Developing Leaders - 70 / 20 /10 model



Consider:
C-Suite visibility
Stretch assignments/projects

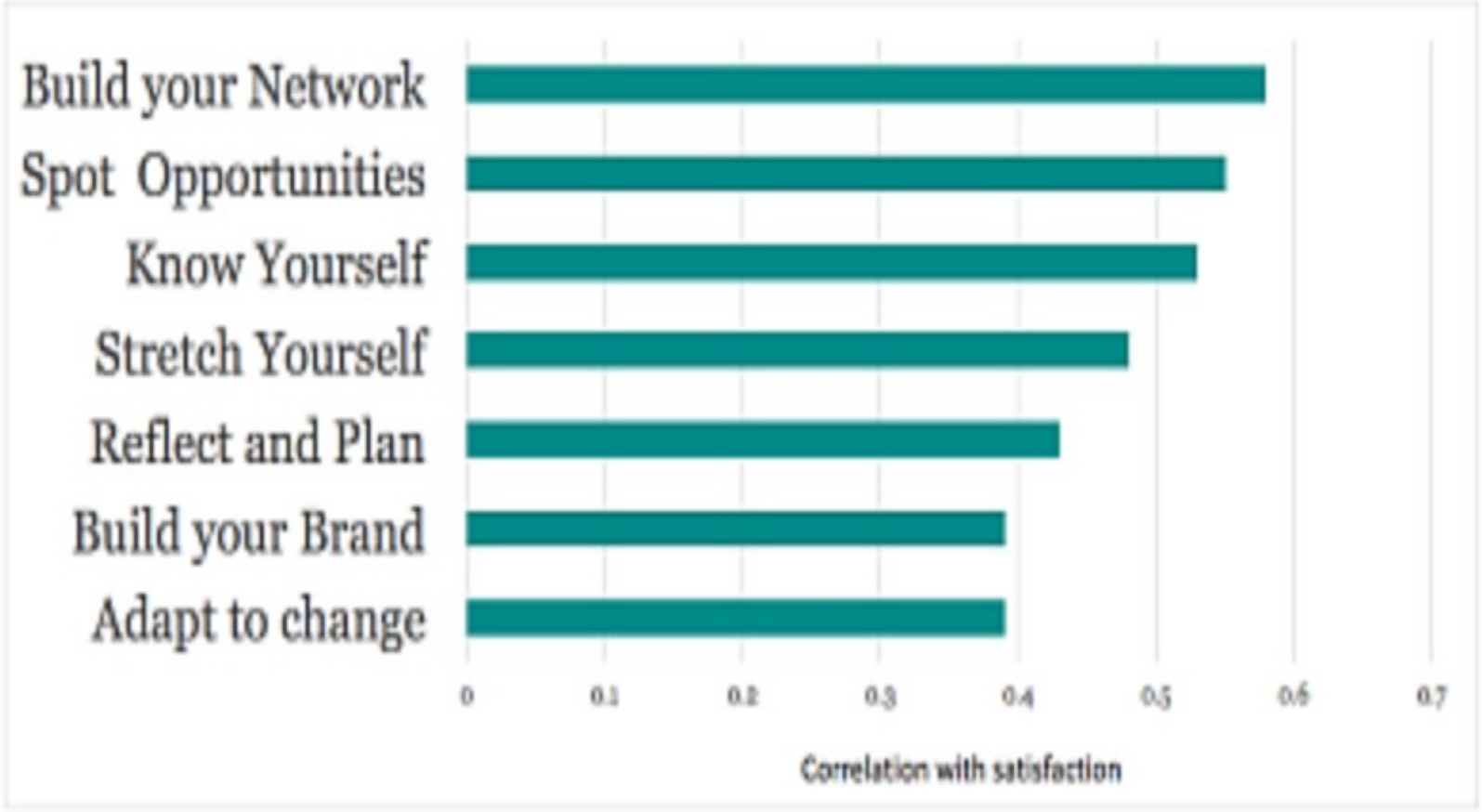


Consider:
Mentors
Sponsors



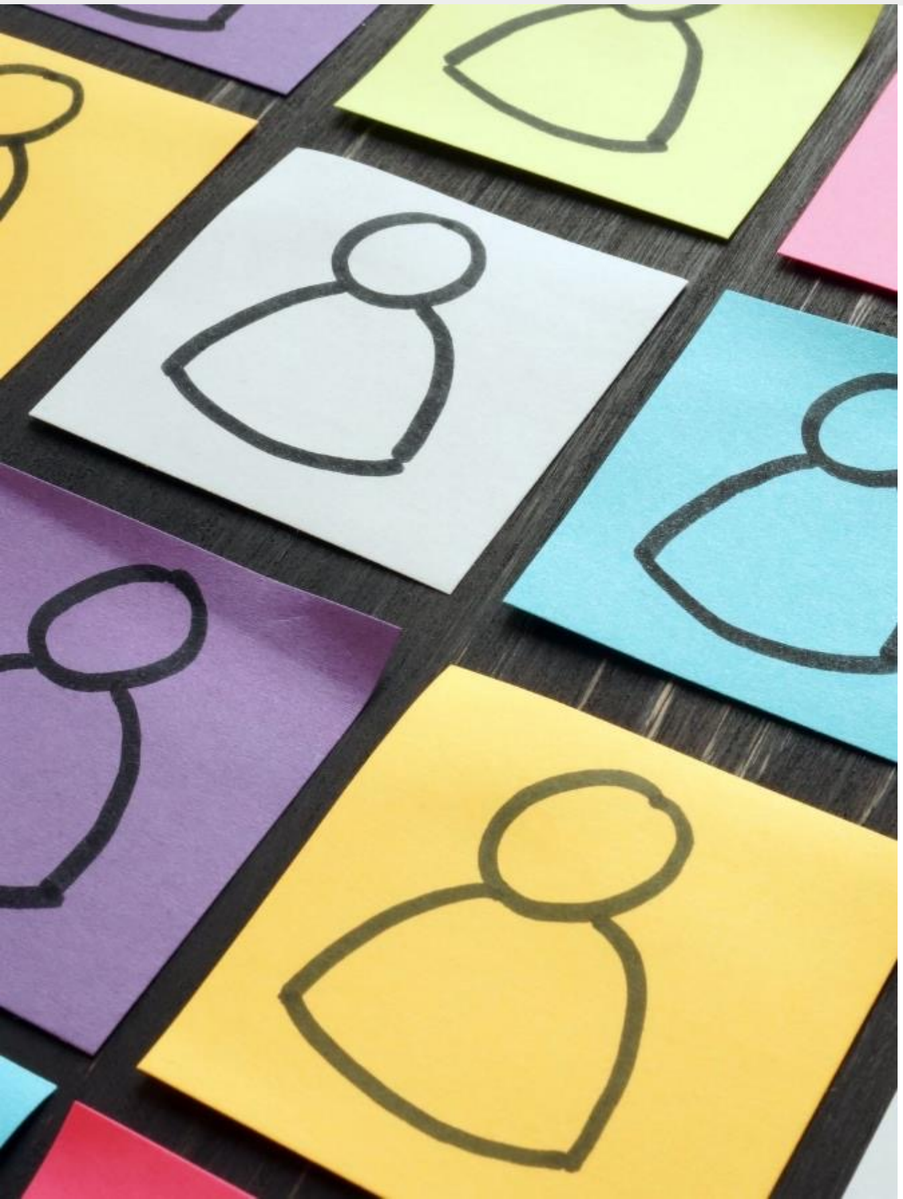
Stay current in your field

Practices that Result in Career Satisfaction



1.Build your network (plan a strong and diverse network of relationships to underpin your career goals) – emerged as the most critical practice for career satisfaction.

Nathan Iverson, The Journal of the National Institute for Career Education and Counselling, October 2016



Practical Steps: Build a Support Network

Review & Plan: Write down as many names as you can for each category:

1. **Career champions**: Who will sing my praises?
2. **Sources of feedback**: Who will give me honest feedback on my performance and challenge me to develop?
3. **Emotional support system**: Who will provide me with a positive boost?
4. **Organisational sages**: Who will help me understand the ins and outs of the organisation?
5. **Mentors**: Who will help me think through personal and professional decisions?
6. **Connectors**: Who has a large and diverse network and will introduce me to others?
7. **Power people**: Who has the power to make things happen?



Pathways to more Senior Roles: Summary

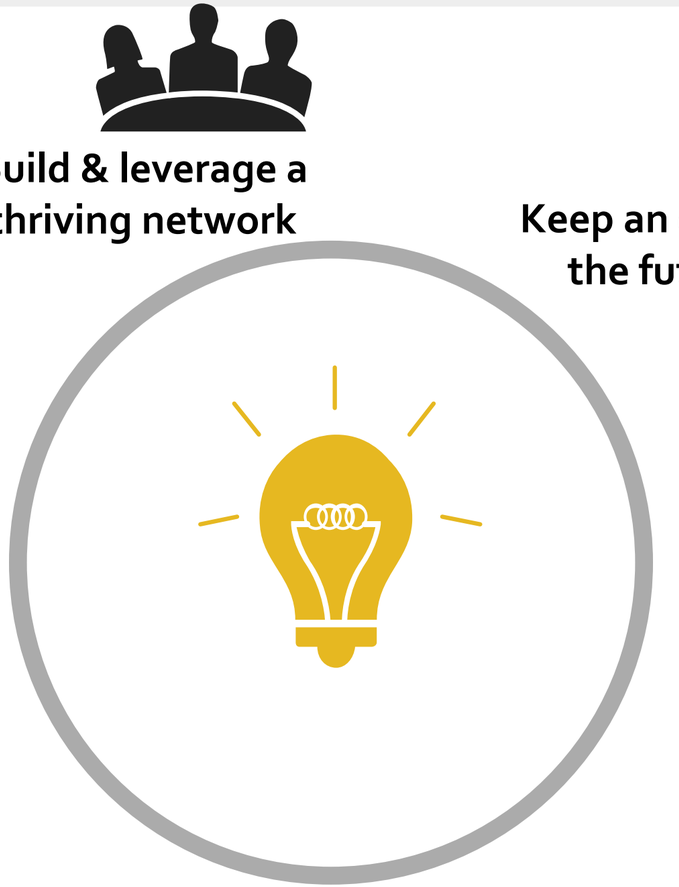
- Be open and lean into opportunities
- Leverage your network
- Explore the view from the top, not the squeezed middle.
  - Talk with those doing the role or those who is similar
  - Don't self-sabotage
  - List reasons to apply, not reasons to deselect
- Consider why you don't apply for opportunities. Many women don't apply because:
  - Strongly socialised to follow the rules
  - They follow the guidelines about who should apply
  - They believe they need the qualifications not to do the job well but to be hired in the first place
  - They think the required qualifications are required qualifications
  - They don't see the hiring process as one where advocacy, relationships, or a creative approach to framing one's expertise could overcome not having the skills and experiences outlined in the job qualifications.

QUESTIONS & REVIEW

“In the future, there will be no female leaders. There will just be leaders”

Sheryl Sandberg

Today


Build & leverage a thriving network
Keep an eye on the future
Adopt and Be an ACTIVE ally
Make confident decisions
Manage self, time & energy
Talk to people doing the role or a similar one
Be an intentional learner
Build your credibility & manage your brand
Embrace change



Know your destination

“Would you tell me which way I ought to go from here? asked Alice

“That depends a good deal on where you want to get to.” said the cat

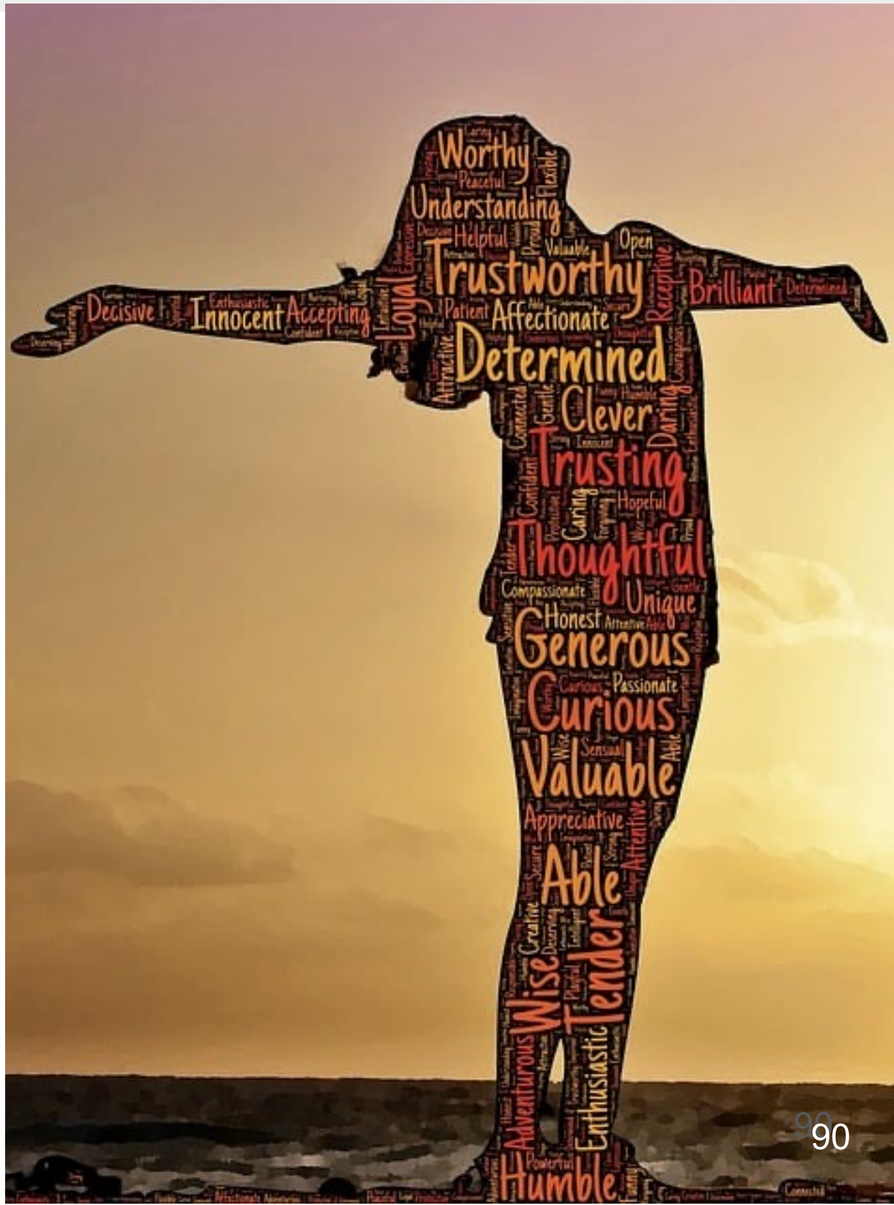
“I don’t much care where.” said Alice

“Then it doesn’t matter which way you go.” replied the cat

Lewis Carroll – Alice’s Adventures in Wonderland

Actions

1. Describe the corporate culture and values you are seeking.
2. What key challenges would you like?
3. How can you get them?
4. Do you need to reskill or upskill?
5. What three steps can you take in the next month?
6. Do your CV and LinkedIn profiles need an update?
7. Please complete the Course evaluation
   https://docs.google.com/forms/d/e/1FAIpQLSflTD7QPbjko3TQ6iPa3e-_-45ieXOpVRmQ4CCCZ6Nr8XL82Q/viewform?usp=sf_link





THANK YOU & GOOD LUCK

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