

Promoting women in leadership positions – *the why and the how*

CONFERENCE 'THE ORIGINALITY OF WOMEN 2015'

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My experience, networks & books

My education



My management positions



My boards



My women's networks and books

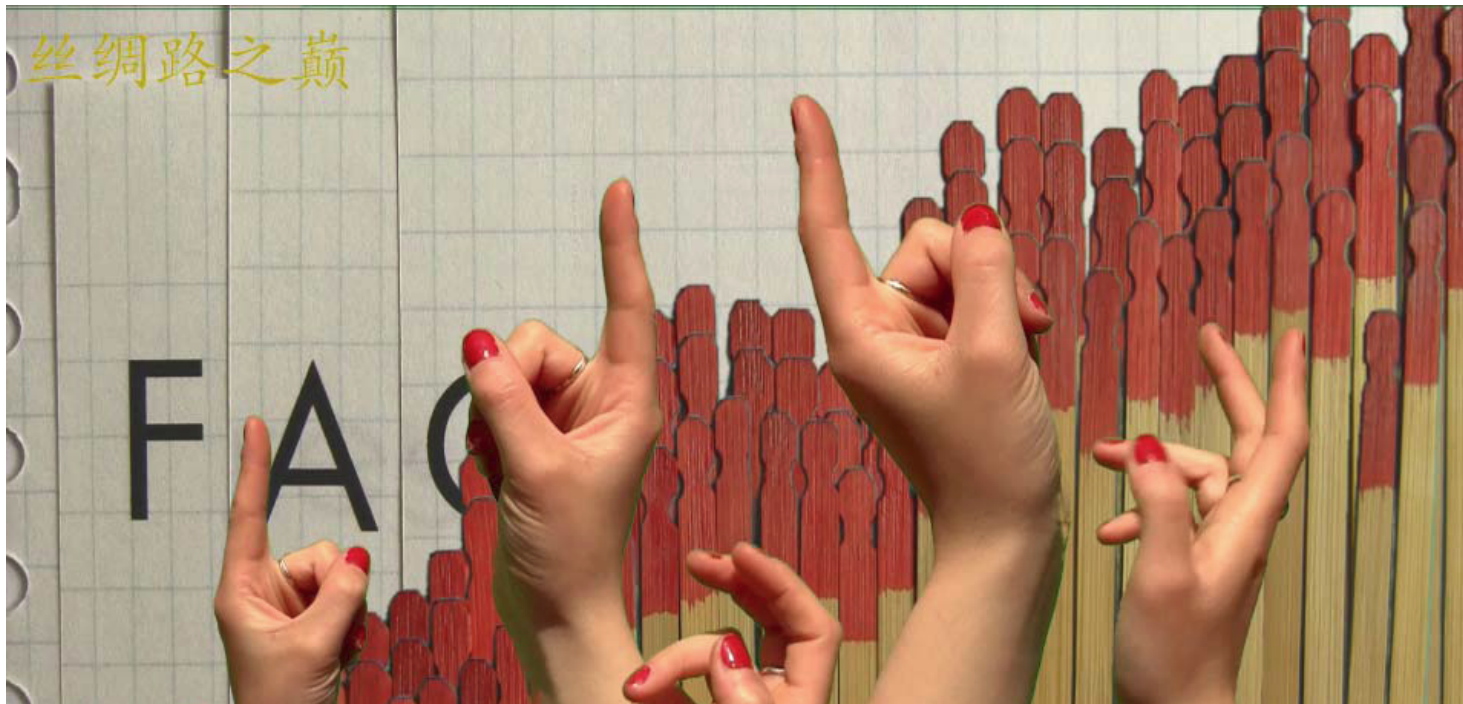




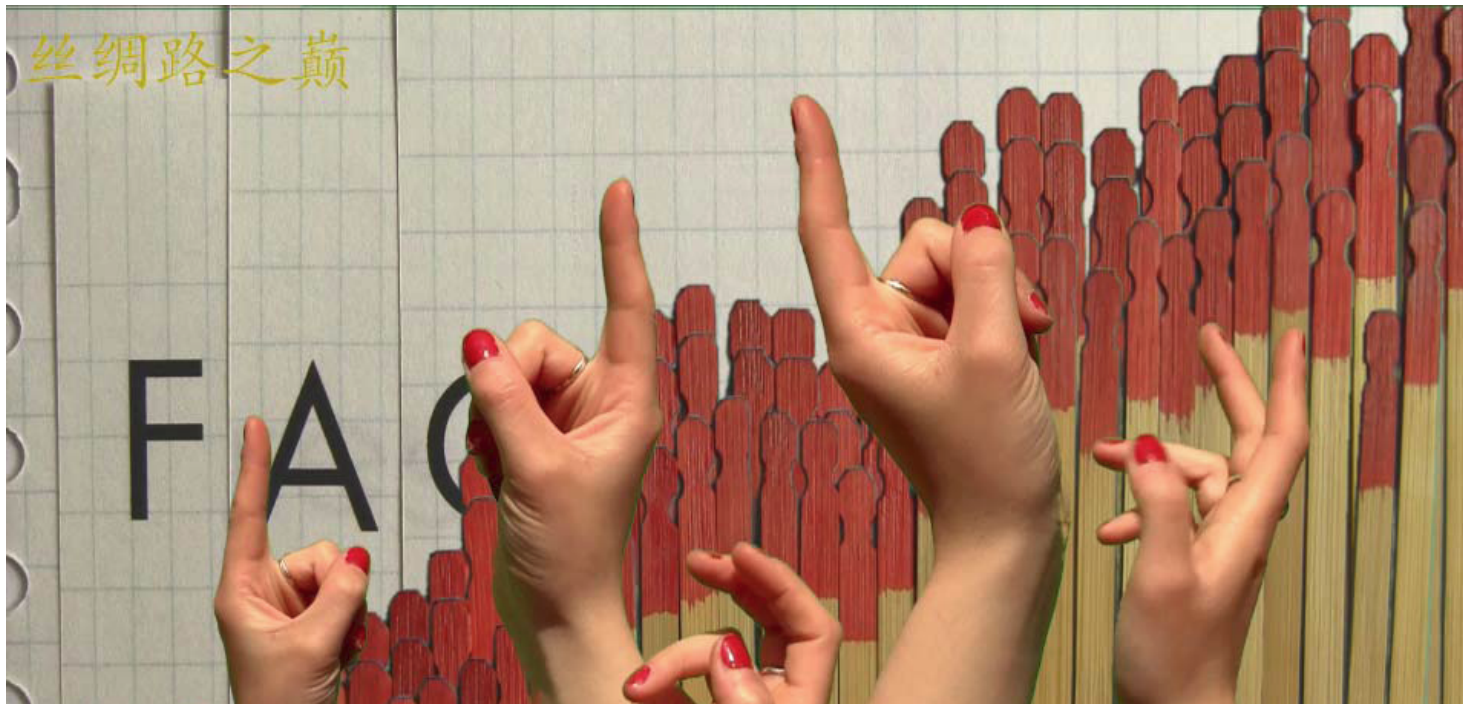
connection leads to prosperity

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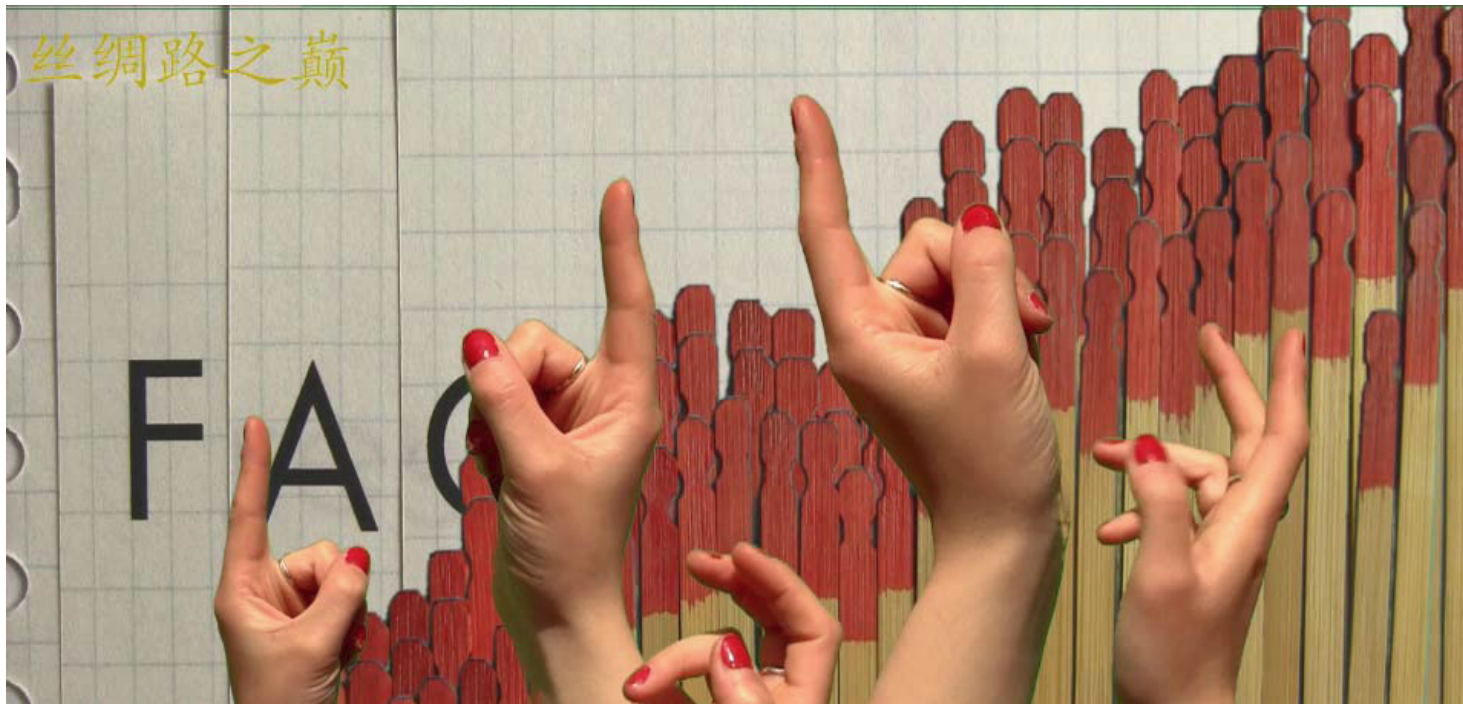
How many EU-28 countries are being led by a woman?



How many large listed companies in the EU are being led by a woman?



How many board seats are occupied by women?



Press coverage reflects prevailing perceptions and fears



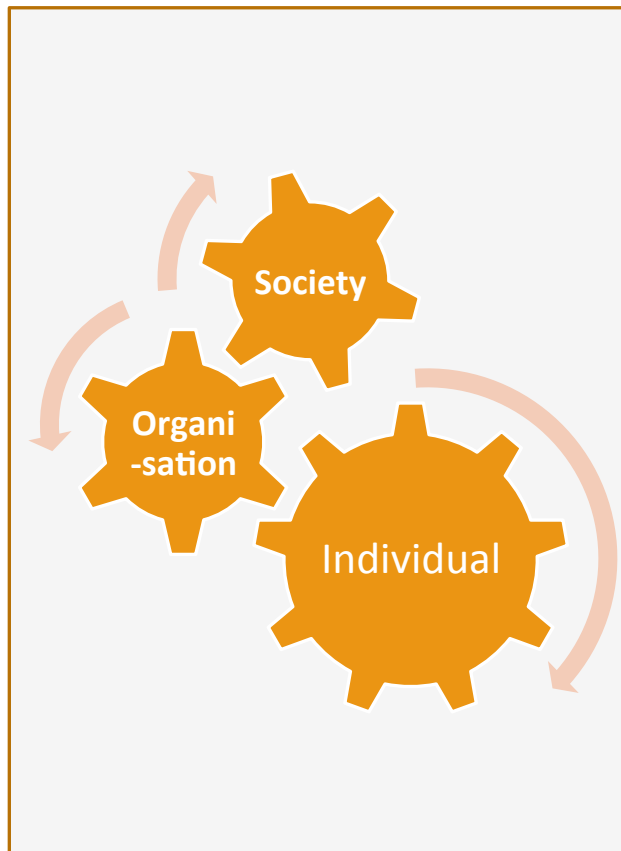
Women in leadership positions

The WHY

- Equal representation
- Legitimacy of power
- Quality of decision-making
- “Female advantage”
- Talent pool management
- Corporate Social Responsibility
- Economic business case
- Governance
- Innovation
- Ethics

Challenges can be found at all levels

Interaction creates complexity



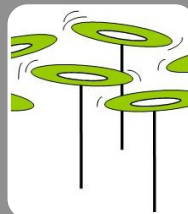
Society

- Expectations and prejudices
- Support mechanisms
- Legislation and policies



Organisation

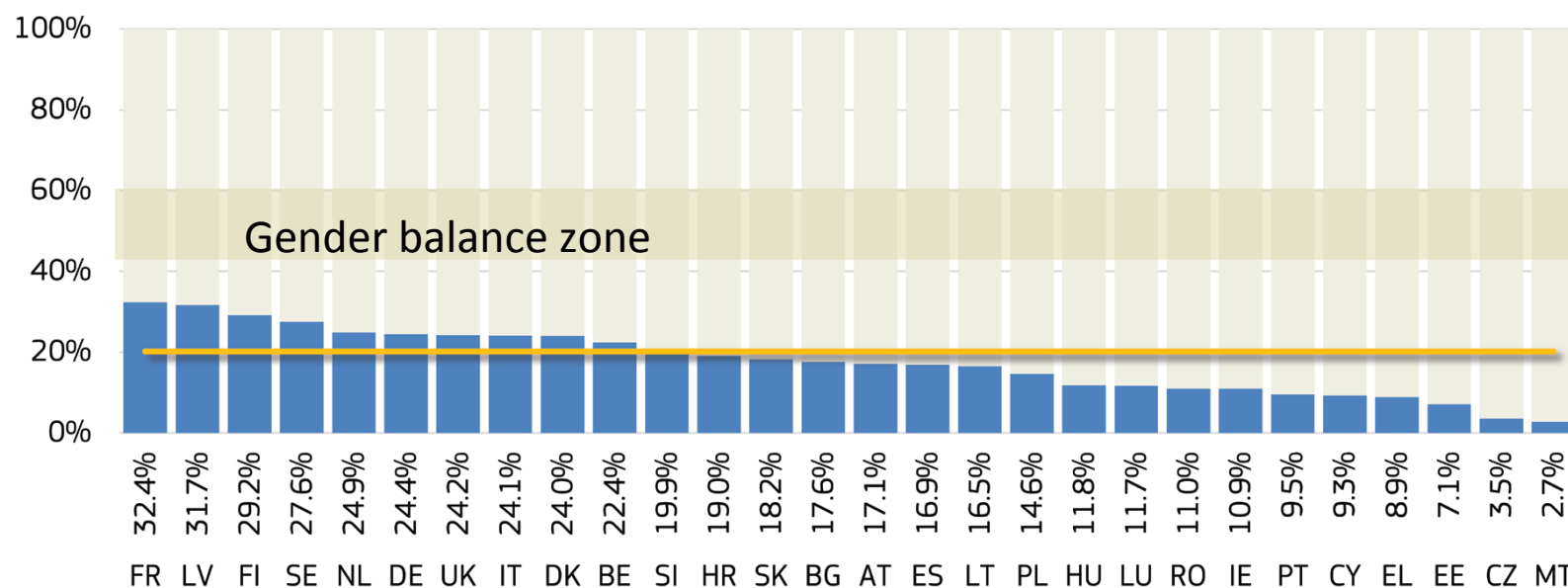
- Working arrangements
- Corporate culture
- HR policies and programs



Individual

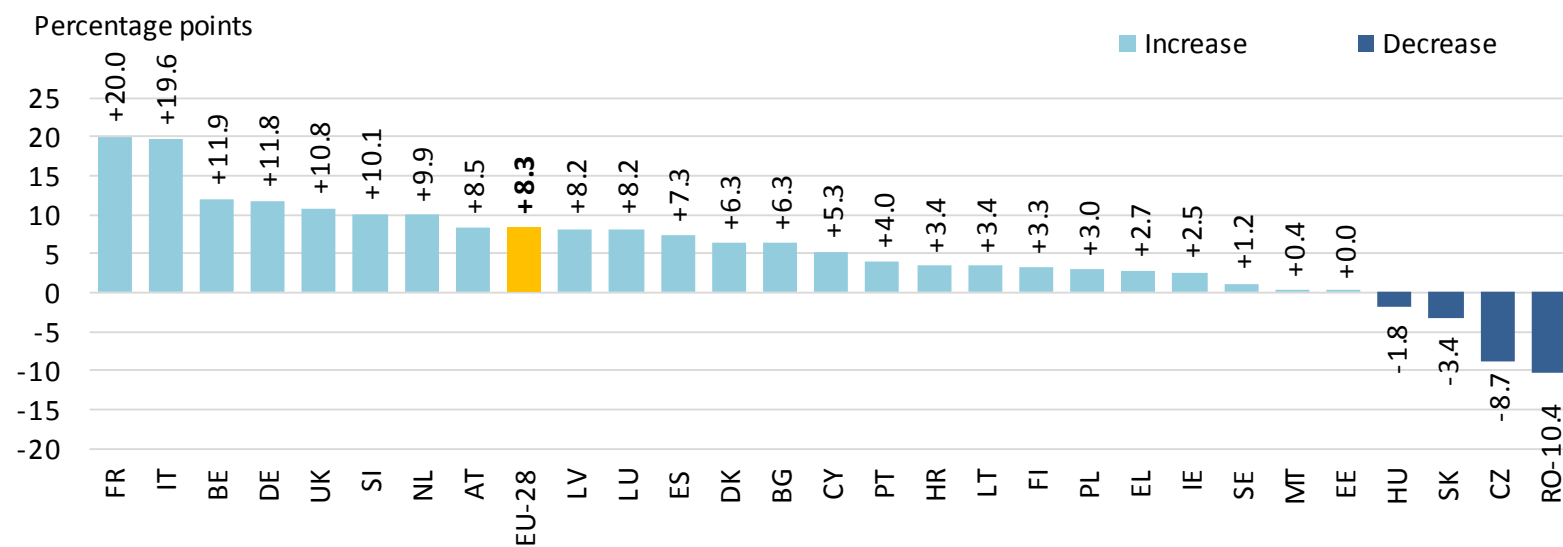
- Educational and career choices
- Work/life balance choices
- Self-promotion and visibility

Representation of women and men on the boards of large listed companies in the EU, October 2014



Source: European Commission, Database on women and men in decision-making

Change in the share of women on boards of large listed companies in the EU, Oct 2010 – Oct 2014



Source: European Commission, Database on women and men in decision-making

Wave of measures to improve representation of women on boards

Country	Scope	Legislation, self-regulation	Sanctions
EU	Listed co's	40% on SB by 2020 (proposal)	In Member State law
Norway	State-owned, publ. lim. priv. sector	40% by 2012	Warning, fine, delisting
Finland	Public, priv. sector	Self-regulation; 'equitable proportion'	No
Sweden	Public, priv. sector	Self-regulation; 'parity'	No
France	Priv., state-owned, > 500 empl, > € 50m	20% by 2014, 40% in 2017	Nullity of board elections
NL	Larger co's (criteria)	30% on EB and SB by 2013 (- 2016)	Comply or explain
UK	FTSE 100, 250, 350	25% by 2015; self-regulation	No
Italy	Listed, state-owned	1/3 after 2 nd ren.	Warning – 2 nd warning plus fine – dissolution of board

Good Practices in companies

The WHY

- *“The reason for diversity in teams? We find that although homogeneous groups are often more confident in decision making, the **quality of their decisions** might not be optimal”. (Sandvik)*
- *“It is important to make everyone understand that **gender balanced teams are more dynamic and in line with modern times**. The world is changing and becoming global. If we want to understand the world we need to have diversity in our company. It makes us more successful”. (H&M)*
- **Resistance from men** is a temporary problem. Every time we do something for women it benefits men too. The world is changing. So men get into the same situation as women more and more often.” (Accor)

■ Source: Promoting Women in Management, October 2014

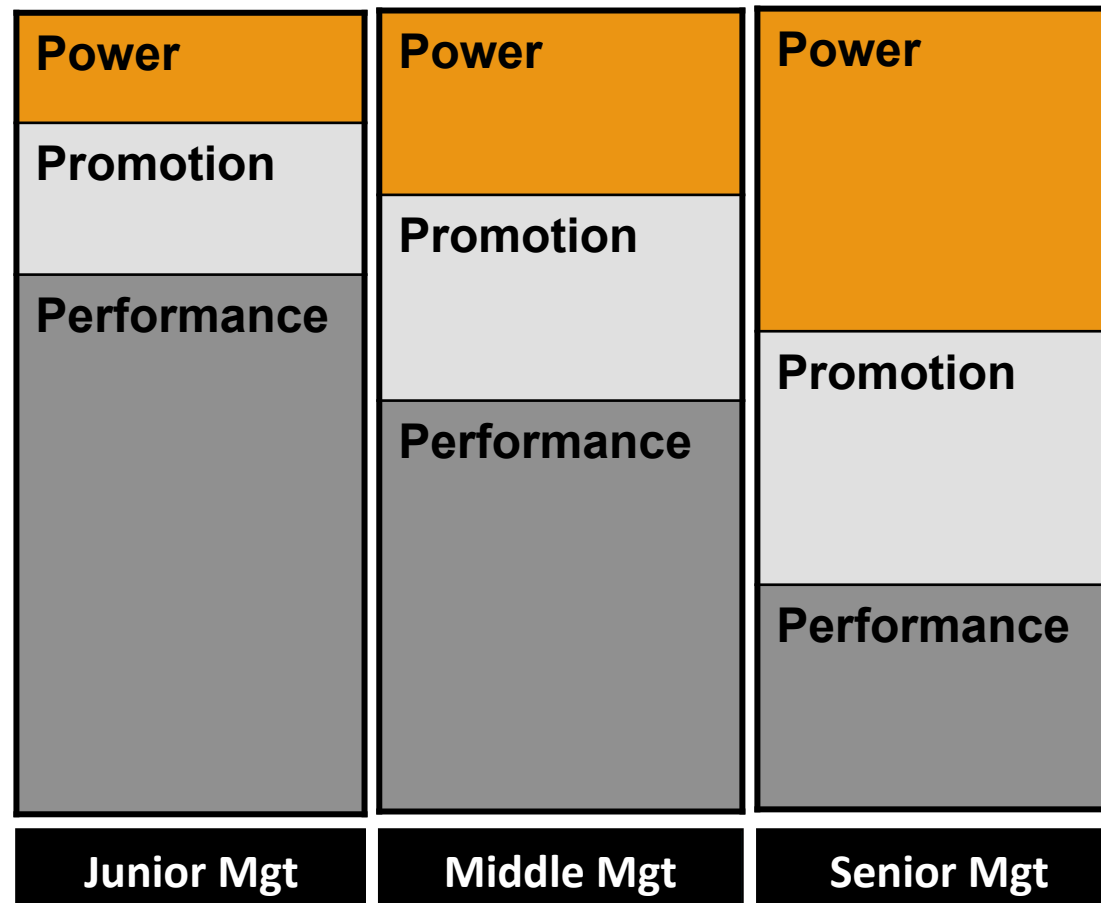
Good Practices

The How

- *“It is very important to ‘**walk the talk**’ and show others that it can be done if you have the courage to do it”. (H&M)*
- *“Quota or targets only work if you break them up in real numbers, for each part of the HR process. On every **short list of candidates** for top level promotions there should now be at least one woman.” (T-Systems)*
- *“To achieve a quota of 30 % women in management is a very ambitious goal. However, it is not only the percentage we should try to achieve, rather **the way you go about it**, like how you adapt talent management, recruitment and selection and succession planning processes for the longer term. Such a challenging change of mind-set just needs time.” (T-Systems)*
- *“In **gender awareness training** you learn that when a woman behaves differently it does not mean that she does not know her topic. It is human nature to mirror your own behaviour and you need to become aware of that. Male behaviour is often seen as successful behaviour, whereas it might not always be.” (T-Systems)*
- *“We opened up all **vacancies**. And often someone you did not think about beforehand applies. It is about creating objective processes. That is what leadership is all about. There is still an informal culture and lobbying for positions, but less than before.” (Sandvik)*

Promoting women in management

Pattern of Power, Performance and Promotion

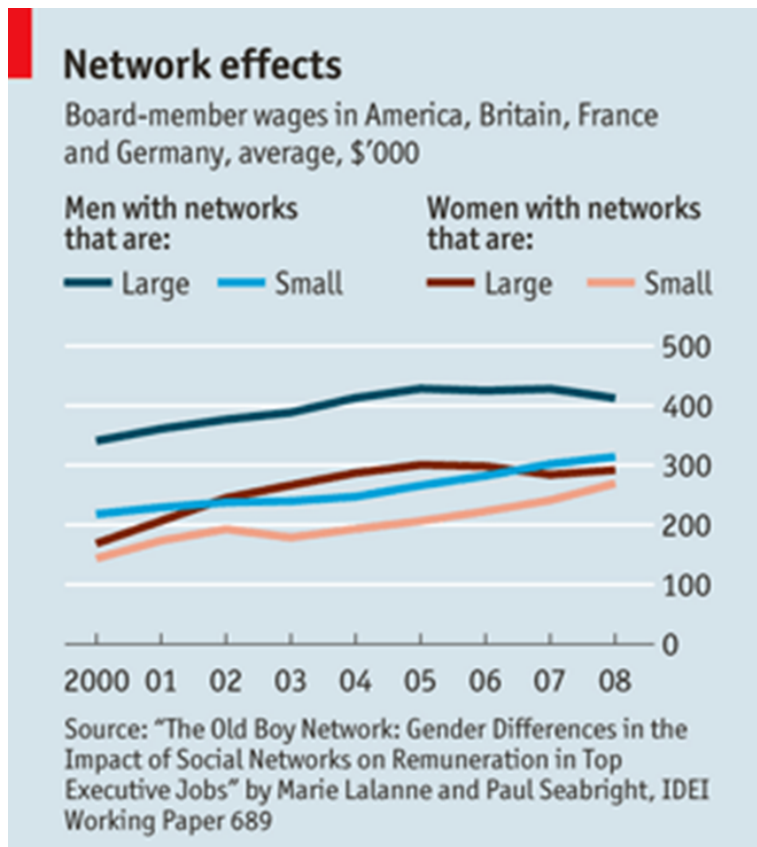


Common situations that need a strategic answer

- Why do they address me as the wide of, secretary or assistant?
- Why is someone else proposing my idea?
- Why do they always ask me to deliver the bad news or do a difficult task?
- Why did I miss the last promotion round?
- Why do I get those nasty personal remarks?
- Why do I get asked for supporting instead of leading roles?
- Why do I not get the credits I deserve?

Women network differently

Financial consequences



- Focus on social networks and social support
- Less "hard capital"
- Small number of strong contacts
- Face-to-face vs side-by-side
- Quality of networks
- What you know in stead of whom you know

How to be effective as a leader?

- See yourself as a leader
- Voice your ambition
- Be visible
- Develop your tool box
- Network strategically
- Get mentors
- Go for stretch assignments
- Become a player
- Create choices consciously
- Develop your leadership credo

Thank you!
What questions do you have?

