KPMG
cutting through complexity

YSC
Releasing the power of people

30% Club
GROWTH THROUGH DIVERSITY

CRACKING THE CODE

KEY FINDINGS

Myth	Research Reality	So What
Women don't aspire to senior leadership roles.	Women become more ambitious about senior leadership as their career progresses.	Don't write women off too early. Their ambition grows with their experience.
Women don't stick it out to make it to the very top.	At senior levels, women are more likely to stay around and to miss out on promotion.	Ensure you are supporting your senior female talent to keep progressing.
Childrearing stops women getting to the top.	Childrearing slows women's careers down only marginally. More significant promotion gaps emerge earlier on.	Provide career navigation tools to men and women in the early stages of their careers. Track individual career progression effectively.
Women don't get to the top because they lack confidence.	Women are clear about their abilities and careful not to oversell themselves.	Don't confuse women's balanced self-presentation with lack of confidence.
Women lack the leadership qualities needed at the top.	The majority of men and women's leadership behaviour is the same.	Check whether any marginal differences in leadership behaviour are being reinforced.
Women don't have the networks that open doors to the top.	Women prefer formal over informal contacts when accessing support.	Encourage senior leaders to share their professional networks with female colleagues.
Senior women leaders pull up the career ladder behind them.	Senior women actively seek out other women to join them.	Make senior leaders of both genders accountable for supporting women's progress.
High potential programmes are fast-tracking women.	Women don't see development programmes as a top enabler of career success.	Where possible, invest in development activity that is tailored to the individual. Measure and assess the return on investment.
Formal flexible working arrangements ease women's route to the top.	Informal individualised arrangements made directly with their manager are what women value.	Invest in upgrading the quality of your line management skills.
The business case for gender diversity is working.	The personal case for gender diversity is a more powerful motivator for change.	Elicit personal stories about why gender diversity matters to individuals.

IF YOU ONLY READ ONE PAGE...

The internal pipeline of executive female talent currently feeding into Board positions is not strong. The 30% Club's aim of Boards having at least 30% female representation by the end of 2015 currently relies on appointing more female Non-Executive Directors.

30%

EXECUTIVE COMMITTEE (EXCO)
82% 18%

ONE LEVEL BELOW EXCO
77% 23%

TWO LEVELS BELOW EXCO
72% 28%

THREE LEVELS BELOW EXCO
71% 29%

FOUR OR MORE LEVELS BELOW EXCO
59% 41%

Male representation   Female representation
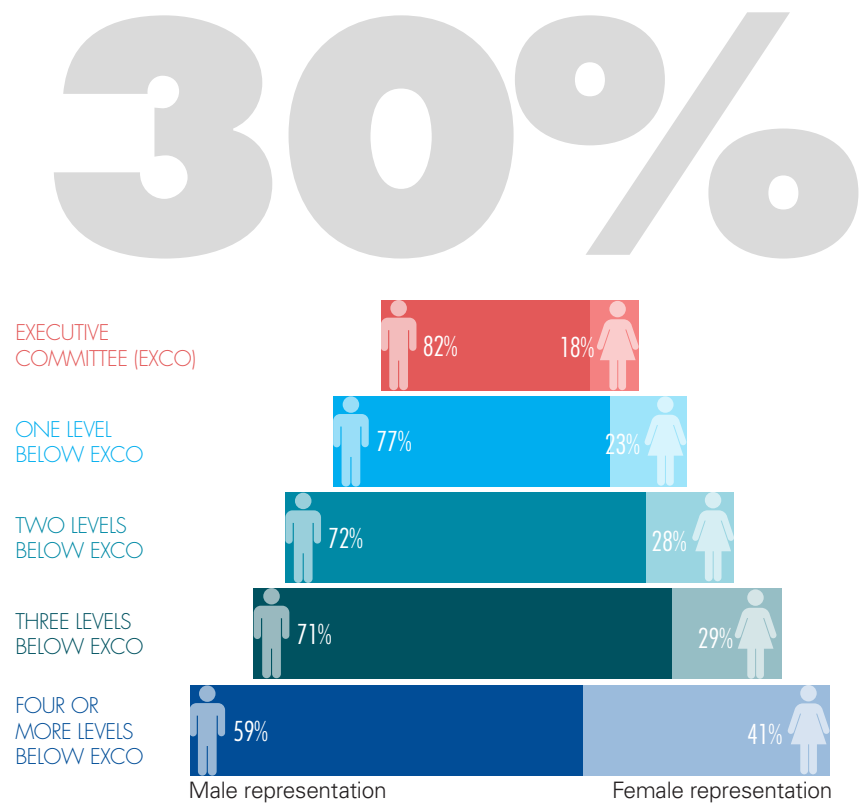
Enlightened organisations are dismantling structural barriers, addressing bias and providing professional development opportunities to help more women progress. At senior levels, women are alive to this support, committed to career progression and loyal to the organisation, but they still miss out on promotion.

Board and ExCo need to line up their actions behind their words on gender diversity by:

- unlocking the power of data to manage their talent pipeline

- showing authenticity about whether this is a strategically critical priority

- being accountable for any corporate commitments

- encouraging responsibility for delivering change at all levels in their organisation

'What gets measured gets done' is only partly true on this issue. The business case for gender diversity is rarely established at a local level. Women still feel that the burden of proving the case for change on this issue rests with them.

There are more similarities than differences between men and women at work. Yet the marginal differences appear to predict markedly dissimilar career outcomes for men and for women. Organisations need to provide more targeted support to women on:

- long range career navigation

- building a strategic portfolio of experience

- conveying Board-readiness

Excuses that rely on any of the myths dispelled in this research will no longer work. It is time for a concerted effort by women and men to address the shocking statistic that a man is 4.5 times more likely to make it into an ExCo role than a woman starting out at the same time.

> "What I took from this research is that we will only really take a quantum leap towards better gender balance at all levels when organisations treat this as a mainstream, not a 'diversity' issue."
>
> **Helena Morrissey, CBE, CEO Newton Investment Management & Founder of the 30% Club**

> "What I took from this research is that I need to make all the leaders in my organisation understand that it is down to us to be more authentic and have quality conversations."
>
> **Simon Collins, Chairman, KPMG in the UK**

> "What I took from this research is that change on this scale is never quick, rarely straightforward and often surprising. We need to redouble our efforts."
>
> **Gurnek Bains, Chairman, YSC**

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FOREWORDS

What this research clearly shows is that men and women have similar aspirations, ambition and leadership capabilities but the current system exaggerates the small differences that still exist. The 'research reality' that resonated the most for me and which I have personally known for a long time is that childrearing is not a barrier to getting to the very top. Women's career paths may have a different rhythm but a supportive and inclusive organisational culture backed up by authentic leaders who champion for change will go a long way towards retaining our best female talent.

It's time to shift the debate to action rather than reaction. As part of the recommendations we have laid out a framework to help large organisations get the basics right in terms of line management, career conversations and talent spotting. We've also provided signposts to changing organisational culture driven by data and metrics. I would urge my fellow business leaders to think about the personal business case for change. The next generation of leaders will not accept the status quo and nor should they.

Helena Morrissey, CBE
CEO Newton Investment Management & Founder of the 30% Club

When I became one of the Chairmen members of the 30% Club, I committed to helping business leaders talk differently about diversity. So when I was asked whether KPMG would partner with the 30% Club to help shed more light on the health of the female pipeline within UK Corporates, I jumped at the chance. I am convinced that the better we understand the key issues that continue to slow the pace of change in diversity, the better chance we have of turning the dial.

For me, this research has reminded me of the importance that authenticity needs to play in all the conversations I have with colleagues. It is vital that I value their individual differences. I know that as leader of KPMG, I need to challenge myself and my colleagues to step up our game in terms of gender intelligence and take a fresh look at our organisation's processes and procedures. Articulating our personal reasons for driving change is not easy, but it is the best way I can see of making progress.

This research has provided fresh insights that dispel some of the myths that we have heard about for so long. It also provides some really helpful, straightforward examples of how individuals can take responsibility and commit to making a difference.

Simon Collins
Chairman, KPMG in the UK

As business psychologists we work with a lot of companies wrestling with wholesale culture change to improve their overall effectiveness and performance. Being the best in a global marketplace requires a culture that values and cherishes diversity in all its manifestations. However, change on this scale is never quick, rarely straightforward and often follows surprising paths. As Chairman of YSC, the 'research reality' that struck me most was the need to tap into why this issue matters to me personally. As psychologists, we tend to assume that we are fairly clued up about how beliefs and assumptions influence our behaviour and what people are thinking. But I was taken aback recently by a conversation with my daughter on what future careers she might be interested in exploring. Her starting point was "Daddy, if you look around, all the really important people are men." My take-away from the report is to ensure that I and all my colleagues at YSC are authentic about our interest in gender parity – personally, inside our firm, and when working with leaders across the FTSE 100.

Gurnek Bains
Chairman, YSC

CRACKING THE CODE
THE CHALLENGE AND THE RESEARCH

The 30% Club encourages voluntary change towards achieving a better balance of men and women in the boardroom by:

Inspiring company leaders to appoint more women to executive and non-executive directorships

Supporting and encouraging successful women in business

Improving the pipeline below Board level to widen the talent pool available to business

'Balancing the pyramid' is the 30% Club's initiative to work towards gender parity at all levels within the talent pool below Board level. This research was commissioned to update our understanding of:

1. the diversity of the talent pipeline below Board level

2. what currently helps women to succeed in their careers

3. what constitutes gender intelligent approaches to widening the talent pool

Gender intelligence means:

• staying abreast of societal and generational shifts

• revisiting some popular myths about men and women

• critically evaluating the impact of organisational interventions to improve gender diversity

Theoretically, gender intelligence should have a built in 'half-life' as organisations achieve fully inclusive cultures where individual difference is both expected and valued.

'Cracking the code' is the 30% Club's strapline for really understanding what works for women in business and whether this differs from what works for men.

This report benefits hugely from previous research (see Additional Resources) on why the talent pipeline leaks more women than men and how women can 'lean in' to their careers. The research focus is to define gender intelligent contexts that get the best out of men and women. The research aims to avoid 'fixing women' to adapt to male-dominated structures and 'beating men up' for – consciously or unconsciously – maintaining an uneven playing field.

The research encompasses the experiences of women (and some men) at all levels across a range of companies, mainly based in the UK. Whilst the research is data-rich, it does not directly capture the experience of women (and increasing numbers of men), who have made alternative life choices that do not involve building a career in a corporate environment.

Throughout the report, * indicates where the research finding is statistically significant and differences between men and women are extremely unlikely to be due to chance.

WOMEN DON'T ASPIRE TO SENIOR LEADERSHIP ROLES

Much of the research into gender difference suggests that women are not hardwired for power and are alienated by organisational politics. Against a backdrop of intense scrutiny for those few female corporate leaders in the public eye, it is easy to assume that women don't aspire to top jobs.

> "I wonder if the reason some women aren't in senior leadership roles is not because they think they're not capable of them, or they're being discriminated against, but because they're making rational decisions not to apply for them."
>
> **Debra Allcock Tyler, CEO, Directory of Social Change, January 2014**

✓ RESEARCH REALITY

Women's career aspirations do not differ from men's and their ambition grows as their professional experience grows. But women's ambition has a slow fuse. They define success more broadly, which makes their decision-making about career moves more complex and involving a number of factors. This can be misinterpreted as 'caveated' commitment to career progression.

A man starting his career in a UK corporate is 4.5 times more likely to reach Executive Committee than his female counterpart. However, ambition does not seem to be the main explanation for this statistic.

Overall, men and women report having equal levels of ambition and similar definitions of success. Women's ambition starts out behind but overtakes men's as they take on management responsibility.

Women are more demanding than men in their definition of success. They place greater importance on more criteria for success than men.

SO WHAT DOES THIS MEAN FOR MY ORGANISATION?

If you ask men and women at the outset of their careers whether they aspire to become CEO, you are likely to receive very different answers. If you ask the same question of men and women already in leadership roles, their responses are likely to be much more aligned.

Career discussions with men and women are likely to feel rather different. As women's careers have a rather different flight-path to men's. Organisations need to apply an open mind and a gender intelligent lens on the role of ambition when screening for potential in their talent pools.

SO WHAT DOES THIS MEAN FOR ME AS A LEADER?

It sounds obvious, but do not assume that everyone will succeed in the same way or at the same time. Listen for and challenge assumptions about what women are really seeking in their careers. Encourage a discussion within your leadership team on how to identify and encourage criteria for women's ambition.

MORE IN: Practical So What 2

Overall, men and women define what matters most to their success in the same way. Their top two criteria for success are:

having positive working relationships

doing something intrinsically interesting

Women's ambition catches up and overtakes men's

How ambitious are you now? (Not at all ambitious = 0% – Extremely ambitious =100%)

72

83

APPRENTICE /TRAINEE*

67

61

SUPERVISOR*
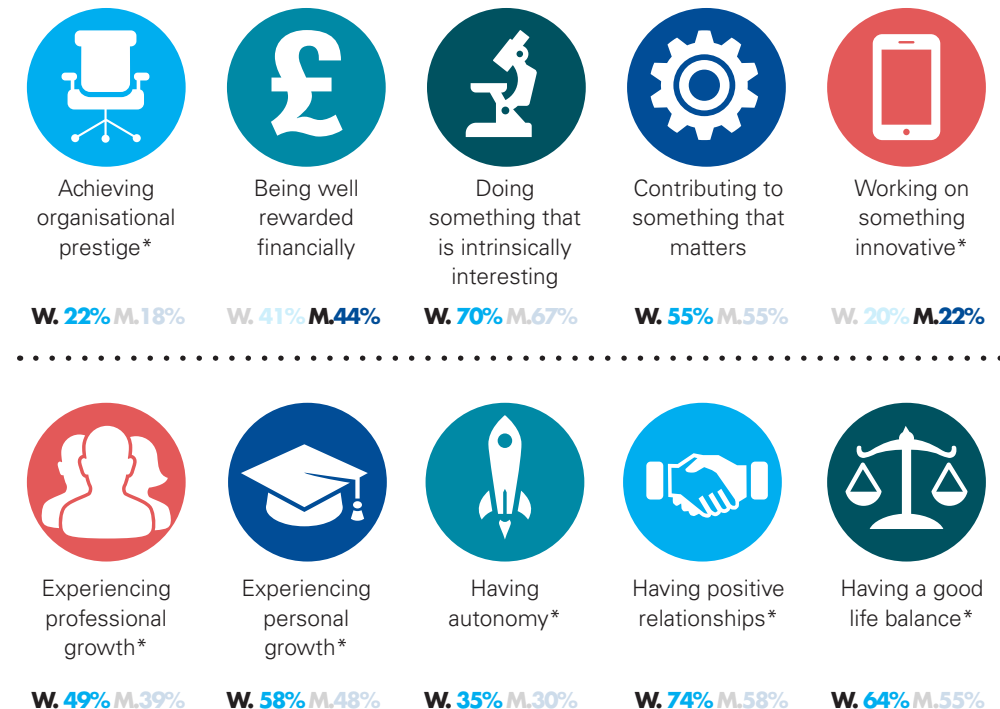
64

61

MANAGER*
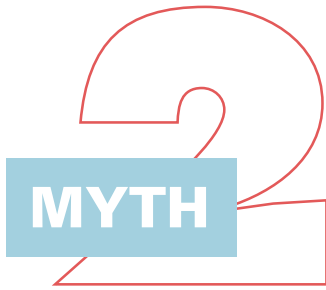
69

65

SENIOR MANAGER*

Women are more demanding and wide-ranging in their definition of success than men

More demanding: Overall, women rate criteria for success as 'Very important' at least 50% of the time. Men rate the same criteria as 'Very important' only 31% of the time.*

More wide-ranging: 6/10 success criteria were significantly more important to women than men. Only 1/10 success criteria – working on something innovative – was significantly more important to men than women.*

How important are the following to your sense of success?
(% responding Very Important)

Achieving organisational prestige*	Being well rewarded financially	Doing something that is intrinsically interesting	Contributing to something that matters	Working on something innovative*
W. **22%** M.18%	W. **41%** M.**44%**	W. **70%** M.67%	W. **55%** M.55%	W. **20%** M.**22%**

Experiencing professional growth*	Experiencing personal growth*	Having autonomy*	Having positive relationships*	Having a good life balance*
W. **49%** M.39%	W. **58%** M.48%	W. **35%** M.30%	W. **74%** M.58%	W. **64%** M.55%

6

WOMEN DON'T STICK IT OUT TO MAKE IT TO THE VERY TOP

Linked with their lack of ambition, another explanation for the few women in senior leadership positions is that they lack the resilience needed to succeed at the top of corporate environments and this curtails their career longevity.

"Instead of trying to claw their way up the ladder, many young women are choosing to opt out of – or at least change the process"

Huffington Post, 19 June 2013

RESEARCH REALITY

At senior levels, women remain as committed to progressing their careers as men. There is no net effect – either positive or negative – on the pipeline of senior female talent due to women making a career move.

At senior levels there is no strong evidence that women are giving up on their career in any greater numbers than their male peers[1].

Lack of promotion rather than attrition is why senior women do not make it to ExCo level. Senior women leaders are more loyal than men. But their loyalty does not result in them being promoted as quickly as men.

Overall, the 'push' and 'pull' factors behind men's and women's career decisions at senior levels do not differ significantly. However, a poor relationship with a colleague is significantly more likely to prompt a woman to make a career move.*

Note 1: This research was designed to understand the experience of women in the executive pipeline and how this compares with men. We have therefore not captured the experience of women (and men) who have already made alternative choices that do not involve building a career within a corporate environment.

SO WHAT DOES THIS MEAN FOR MY ORGANISATION?

Organisations need to get much closer to the actual experience of their senior female leaders, who appear to be missing out on promotion opportunities relative to their male peers. Organisations need to nurture their committed senior female leaders, who could be highly attractive in a 'bull market' for female leadership talent.

SO WHAT DOES THIS MEAN FOR ME AS A LEADER?

Prioritise spending time with your senior female leaders in an informal setting in order to really understand any mismatch between their aspirations and their experience. Encourage your leadership team to discuss the career progression – both past and future – of their direct reports.
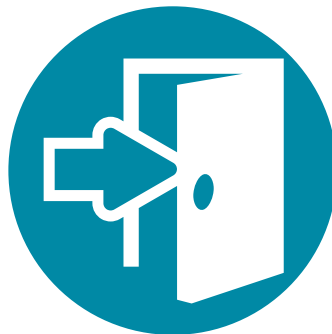
MORE IN:
Practical So What 1, 2 & 3

At one and two levels below ExCo, women are:

equally as likely to be hired in from another organisation than men

2 times less likely to be internally promoted than men

4 times less likely to leave than men

At one or two levels below ExCo, the relatively low proportion of women being promoted within a relatively high proportion who choose not to leave suggests that some internal female candidates are being overlooked.

Overall, the top 'push' factor for men and women to initiate a career move (whether internally or to another organisation) is identical – stagnation or lack of challenge in the role is the main reason for leaving.

Overall, the top two 'pull' factors for men and women to defer initiating a career move are also identical – loyalty to a colleague or team and impact on their family.

Subtle but significant differences in why senior men and women move on
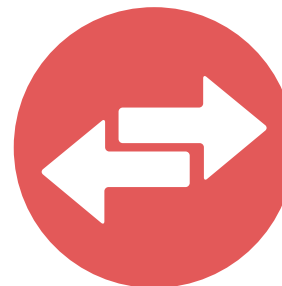
- At ExCo level, women are significantly more likely to leave as a result of disengagement with the company culture than men – 25% of women left at least twice because of this vs 12% of men*

- At one level below ExCo, men are significantly more likely to leave in order to retrain than women – 46% of men left at least once because of this vs 26% of women*

- At two levels below ExCo, women are significantly more likely to leave to prioritise their wellbeing than men – 43% of women leave at least once because of this vs 30% of men*

F. 25% M.12%

F. 26% M.46%

F. 43% M.30%

3

CHILDREARING STOPS WOMEN GETTING TO THE TOP

Becoming a parent has been thought to have a differential impact on men's and women's careers. For women, care-giving is thought to reduce their commitment to a career. For men, bread-winning is thought to redouble their commitment to a career. Choosing to 'have it all' is usually framed in problematic terms for women (rather less so for men).

✓ RESEARCH REALITY

The overall career impact of having a family is less than people believe. Having a family slows women's career progression down but is not significant in preventing them from getting to the top.

Overall, men are promoted significantly more frequently than women*. But being a parent does not emerge as a significant predictor for a gender gap in the number of promotions nor for seniority of role[2].

Women notice a deceleration in their career progression at the time they start a family. They describe having to work hard to make up lost ground on return to work after starting a family.

Note 2: This counter-intuitive finding needs to be put in context. It only relates to men and women at work. Any men or women who have chosen not to return to work after starting a family are not included in this research.

SO WHAT DOES THIS MEAN FOR MY ORGANISATION?

Organisations need to take a long view about the career paths for their female talent. Sensible career management is of immense value to women throughout the early stages of their career. Challenging women in the middle stages of their career to revisit their short and medium term aspirations in light of personal growth as a result of having a family could add some fresh perspectives on who should be in the talent pool.

More dynamic data could help organisations to build a clearer picture of the impact that time out from work has on both men and women.

SO WHAT DOES THIS MEAN FOR ME AS A LEADER?

If you are a senior woman leader, make time to talk to talented young women in your organisation and encourage them to lean in and look beyond the immediate challenges of combining parenthood with a career.

If you are a senior male leader, explore and compare any generational differences in the attitudes and expectations of your talented young men and young women with your own assumptions.
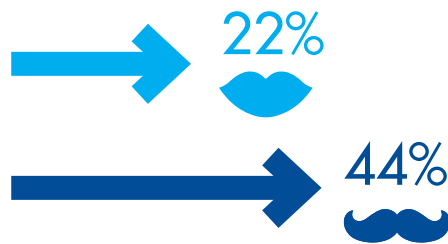
MORE IN:
Practical So What 1, 2 & 3

At senior leadership levels, although the career path differences look subtle they are significant. Men have received significantly more vertical promotions and lateral broadening moves than women at the same level.

29%

9%
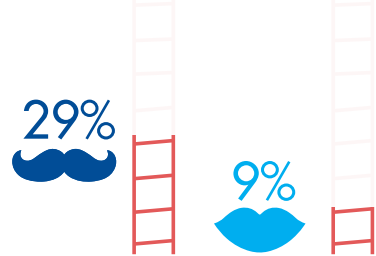
Men are more than twice as likely to be vertically promoted than women*

22%

44%

Men are twice as likely to move horizontally*

Overall, men are promoted significantly more frequently than women. Overall, 38% of men receive more than 5 promotions vs 29% of women – a small but significant difference of 9%.

Parenthood and promotion

Overall, personal status e.g. being married, being a parent etc., is not a significant predictor of seniority. There is no statistically significant difference in the number of promotions between women with children and women without children. Taking time out to have a family appears to have a marginal but not significant impact on women's career progression. Whilst men received more promotions than women overall, only men without children received significantly more promotions than women without children*.

Who received 5 or more promotions?

Comparison between senior men and women, with and without children shows only one significant difference between men and women **without** children*.

More than 5 promotions:

	65%	74%
	51%	57%

Parenthood and perception

Women's perception of the impact of having a family on their career varies as they move through the pipeline.

At, or close to, the time of starting a family, women are highly sensitised to the interconnection of implications for all their personal and professional responsibilities. They are also aware of the career implications for themselves. 36% of women interviewees believe their career progression has decelerated – on average by 4 years – as a result of taking maternity leave. 13% describe this deceleration as helpful in allowing them to adjust to balancing home and work commitments. 19% are less positive about what they believe are unhelpful organisational responses to them starting a family.

With hindsight, all senior women leaders are less concerned about the impact of having children on their careers. They tend to see it as a pit stop in a grand prix. 24% describe the positive effects of having a family on their career progression to include: broadening their perspective, enhancing their personal and organisational skills, developing their empathy for other colleagues with families and made them more determined to succeed.

Women's perceptions of the impact of children on their careers

36%

believe they have been held back in their career progression

13%

acknowledge the career deceleration as helpful balancing home and work

19%

were frustrated by the unhelpful assumptions of key decision-makers about their ability to cope.

WOMEN DON'T GET TO THE TOP BECAUSE THEY LACK CONFIDENCE

It is often cited that men will apply for a role knowing they only have some of the required skill-set, whereas women will have all of the requisite skillset and still won't apply. Women's reticence to 'put themselves out there' is seen to reflect a lack of confidence which means they miss out on senior leadership roles.

"The vast majority of women lack the confidence to ask for a promotion or pay rise despite more than a third believing they should be in a more senior role"

Hannah Summers, Sunday Times, November 2013

RESEARCH REALITY

Risk alertness keeps women grounded in reality. Women are brutally self-honest about their skills and abilities when putting themselves forward for unfamiliar challenges. A forensic approach to assessing personal risk and return is a more accurate explanation than lack of confidence for women's career choices.

Lack of confidence is often used as an easy catch all attribution for a range of women's behaviours that differ subtly from men's.

Women are aware that they appear to lack confidence relative to their male peers. But they become more openly confident about their skills and abilities once they have been tried and tested and linked to organisational achievements. Unlike women in the early stages of their career, women at very senior levels do not view any lack of expertise as a blocker to making a career move.

SO WHAT DOES THIS MEAN FOR MY ORGANISATION?

Confidence is implicit in the concept of leadership. But organisations need to be careful in their interpretation of behaviours that imply confidence. Both men and women are seeking greater transparency around criteria for promotion and clear career pathways to help them progress with confidence. The quality of the conversations that women have about their readiness for a move will require careful interpretation, especially in the early stages of a woman's career, if she is not to be branded as lacking confidence.

SO WHAT DOES THIS MEAN FOR ME AS A LEADER?

Women leaders need to avoid bandying the 'C' word (confidence) around by being rather more precise when talking about their sources of professional credibility and personal comfort. This will help to eliminate unhelpful explanations about a range of behavioural differences between men and women. All leaders need to be mindful of an 'over-confidence effect' – shown to be more prevalent in men than women – whereby confidence in one's own judgement is greater than the objective accuracy of the same judgement.

MORE IN: Practical So What 2

No difference in number of prompts to make a career move (% by gender)

One behavioural indicator of lack of confidence is needing to be prompted to initiate a career move. Survey data shows no actual differences in the number of times that men and women are nudged to make a career move. On average, both men and women are prompted to make a career move 2-3 times.

23%   23%

NEVER

24%   23%

ONCE

43%   44%

2-3 TIMES

7%   7%

>4

3%   3%

ALWAYS
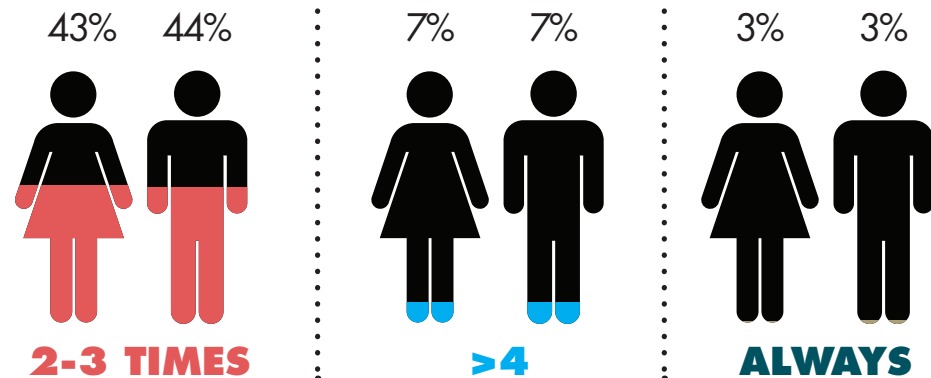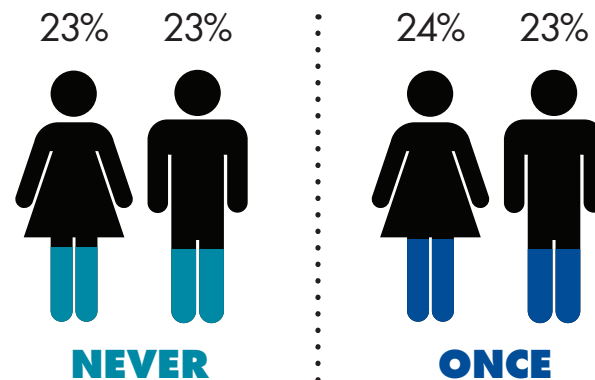
How women get labelled as lacking confidence

As a leadership strength, men and women are told that they demonstrate confidence in equal measures. Yet, expectations about women's behaviour means their margin for error in projecting the right degree of confidence is very narrow. Female leaders are twice as likely to be given feedback on how they need to develop their confidence than their male counterparts*.

Interpersonal style

Confidence is often inferred through women's interpersonal style. Social proofing – women looking to others for information cues when making a decision – is confused with women looking to others for social cues that they are accepted.

Risk-alertness

Lack of confidence is confused with women's risk-alertness. Women describe loss-aversive career decisions as logical and grounded in reality, i.e. they recognise that they have fewer sponsors, fewer female peers and narrower networks to support them if things go wrong. Feeling responsible for not letting down the rest of their gender adds another layer of psychological exposure and sensitivity to professional loss.

Self-assessment

Women's incisive self-assessment also cuts into their authenticity in projecting confidence. Women are highly rigorous – forensic even – in self-assessing their skills and abilities. Whilst they understand the personal disadvantages of losing out to more assertive peers, they see no advantage in overselling themselves.

"My natural inclination is to be fairly modest in what I have achieved, other people have shouted my successes louder than I have."

Senior female leader, FTSE 100 corporate

WOMEN LACK THE LEADERSHIP QUALITIES NEEDED AT THE TOP

'Think manager, think male' has been a useful reminder of biases that link leadership and masculinity. Masculine traits have traditionally been deemed necessary for effective leadership. Women on the other hand have been seen to lack the traits required for senior leadership'.

RESEARCH REALITY

Men's and women's leadership is experienced as broadly similar. The marginal differences between men and women leaders are subtle and complementary. However, men's marginal leadership strengths appear to be disproportionately rewarded by organisations.

The majority of men and women's leadership behaviours are very similar. The marginal behavioural differences between men and women suggest that gender stereotyping still exists and subtly influences how men's and women's leadership behaviour is perceived.

"The men in our business would appear to be much more action orientated and can move at great pace and sometimes that's too quick, and the women tend to give balance in terms of setting our strategic priorities and ensuring we're going in the right direction"

Male MD, large corporate

SO WHAT DOES THIS MEAN FOR MY ORGANISATION?

Quantifying and qualifying the impact of leadership behaviour is difficult. Nevertheless, organisations need to look beyond easily quantifiable metrics in order to ensure that women's leadership contribution is not being underestimated.

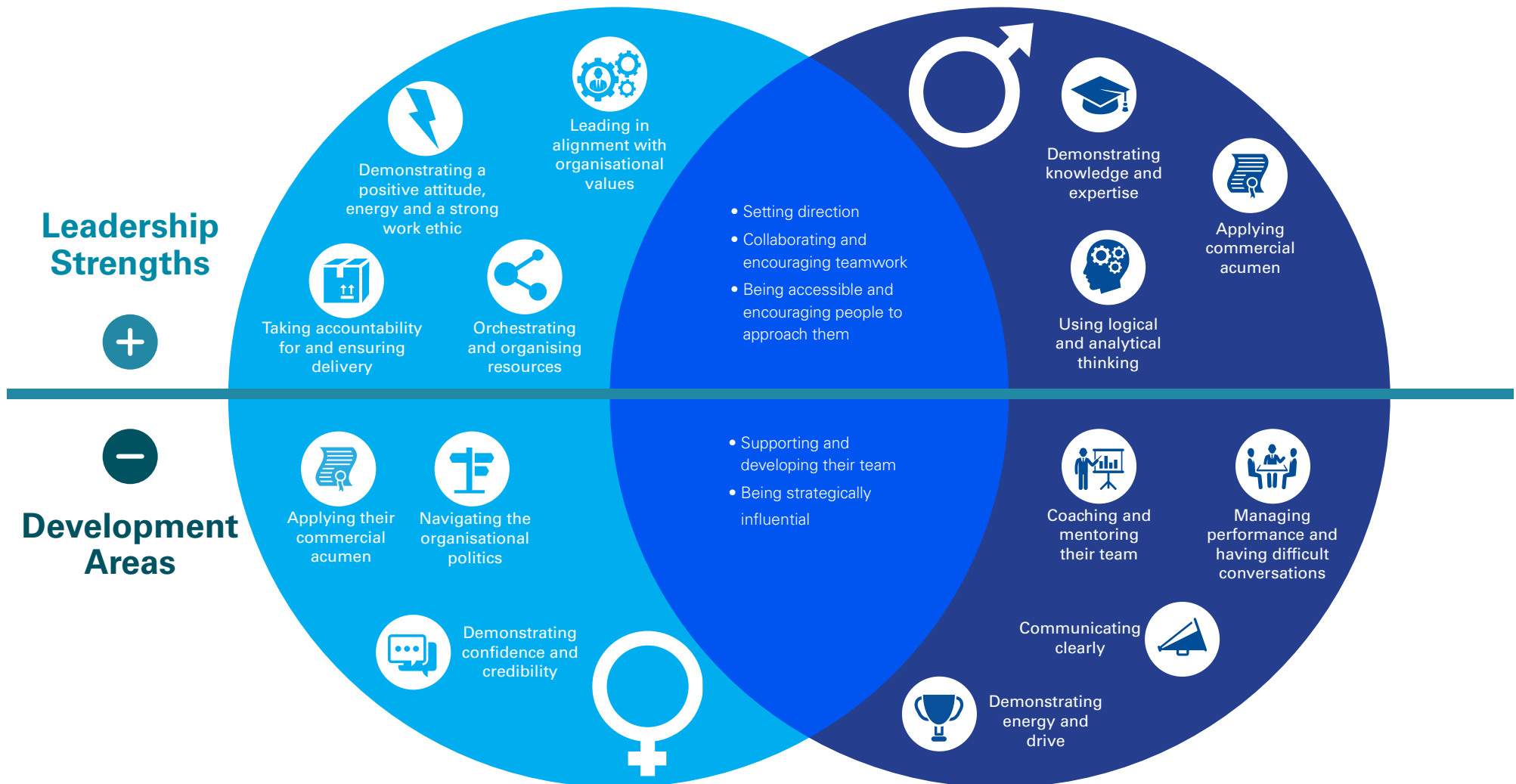### SO WHAT DOES THIS MEAN FOR ME AS A LEADER?

'Inattentional blindness' is a well researched phenomenon that arises when individuals are so tightly focused on achievement of goals that they do not spot other things happening around them. What happens when you consider the leadership impact of men and women on your team? How do you weigh up their contributions to 'what' and 'how' things get done around here? How can you improve your own and others' peripheral vision for cultural leadership?

MORE IN:
Practical So What 1 & 3

MYTH 5 / BEHIND THE HEADLINES

360 Feedback on Leadership Behaviour

Leadership Strengths ➕

Demonstrating a positive attitude, energy and a strong work ethic

Leading in alignment with organisational values

Taking accountability for and ensuring delivery

Orchestrating and organising resources

- Setting direction
- Collaborating and encouraging teamwork
- Being accessible and encouraging people to approach them

Demonstrating knowledge and expertise

Applying commercial acumen

Using logical and analytical thinking

Development Areas ➖

Applying their commercial acumen

Navigating the organisational politics

Demonstrating confidence and credibility

- Supporting and developing their team
- Being strategically influential

Coaching and mentoring their team

Managing performance and having difficult conversations

Communicating clearly

Demonstrating energy and drive

WOMEN DON'T HAVE THE NETWORKS THAT OPEN DOORS TO THE TOP

The 'Old Boys' Club' is often cited as a source of social access and influence that helps men to progress their careers. Lack of access to traditional types of professional networking opportunities is frequently used to explain why women don't appear on the shortlist of candidates for top jobs.

"Many of the networking opportunities are organised around male interests like golfing, sports and male bonding. That kind of networking effectively shuts women out of opportunities to advance their careers."

Jana Kasperkevic, The Guardian, December 2013

✓ RESEARCH REALITY

Women understand the link between professional networking and career success. At work, they choose formal channels to build their profile and access support for their professional development. Men use informal contacts more readily to sustain their progress.

Professional networking does not emerge in the top three enablers of career success for either men or women.

Nonetheless, both men and women cite different types of social connection in their top three enablers of career success.

Gender differences emerge at senior manager levels when significantly more senior female leaders value professional networking as a career enabler than their male peers (22% vs 17%)*.

SO WHAT DOES THIS MEAN FOR MY ORGANISATION?

Diversity networks are welcomed as opportunities to share experience but are not seen by women as being valuable in progressing their careers until they are relatively senior. Evidence from cross-company mentoring schemes shows how much value both parties derive from regular contact with individuals outside their normal day to day activity. Building diversity of experience into sponsoring and mentoring relationships, e.g. across the organisation or between organisations, appears to be where women derive most value.

SO WHAT DOES THIS MEAN FOR ME AS A LEADER?

ExCo and Board members should look to open up their own network of contacts to help senior women to find relevant opportunities – often outside their existing employer – that prepares them for a Board role.

MORE IN: Practical So What 3

The value of networking

Formal women's networks, designed to connect people with similar interests, are seen as indicative of a broadly supportive organisational culture. Women describe these networks as useful for sharing experiences in an open and non-judgemental forum. An inference is that women's networks enable the type of uninhibited conversations that men can have more regularly on a day to day basis without the need for a formal forum.

Formal vs. informal social support

Men appear to feel most supported by their informal personal relationships with a number of people in a broad range of settings. Women, on the other hand, feel most supported by formal professional relationships that tend to be one to one and set up for their development.

Family support

Several women interviewees describe themselves as being supported by

family members in managing childcare. Approximately two thirds of senior female leaders describe their husbands or partners as pivotal to their professional success through the provision of both emotional and practical support.

Sponsoring

Women have clearly realised the benefits of affiliation with and advocacy by individuals with power.

Overall, women value sponsorship far more than men. This was the career enabler that showed the biggest difference between men and women. Women were twice as likely than men to find having a sponsor very helpful. (39% of women found having a sponsor very helpful vs 22 % of men)*.

Mentoring

Mentoring showed the second biggest difference between women and men. At ExCo level, mentoring is the only enabler that women rate as significantly more valuable than men (42% of women at ExCo level found having a mentor was very helpful vs of 28% of men)*. Women describe former line managers or senior managers, who have nurtured their potential at an earlier stage in their career as their most potent mentors. Recognition and reinforcement of their underlying potential is core to the value that women derive from this type of mentoring.

F. 39% M. 22%

Women are twice as likely as men to find having a sponsor very helpful.

F. 42% M. 28%

At ExCo level, mentoring is the only enabler that women rate as significantly more valuable than men.

> **"I think it is crucial that you have a sponsor. I think if you don't find somebody who will speak up for you, then you could be the best person in the world but you would go under the radar"**
>
> **Senior female leader, Telecoms**

Types of social support are the top three enablers of career success for men and women

SPONSOR

MENTOR

FAMILY

1

2

3

COLLEAGUES

FAMILY

FRIENDS

1

2

3

SENIOR WOMEN LEADERS PULL UP THE CAREER LADDER BEHIND THEM

Much media commentary is focused on women who detract from, or do not support, other women's success. The underlying assumption is that women should shoulder most of the responsibility for helping other women.

RESEARCH REALITY

Senior women attract and work hard to recruit other women through a range of approaches. Men are as important as women in role-modelling behaviour that inspires women lower down the pipeline.

Women notice different behaviours when observing senior leaders of each gender as a cue to determining whether an organisation has a gender intelligent culture.

Senior female leaders do not just act as classic role models for other women. Instead they create a culture where women can succeed by:

- **tapping into their networks** to source a gender diverse slate of candidates for roles in their part of the business

- confidently reinforcing the business case for **accessing the skills** of a talented woman on a part-time basis or working flexibly

- **authentically sharing their experience** and mentoring other women lower down the pipeline (senior women do not always see themselves as best placed to sponsor other women)

The behaviour of senior male leaders is equally important in creating an inclusive culture.

SO WHAT DOES THIS MEAN FOR MY ORGANISATION?

Men are equally responsible for setting the 'tone at the top' and creating an inclusive culture that attracts female talent. Organisations that recognise the value of diversity can help to plug women into relationships that extend their experience beyond their immediate organisational context. Organisations should encourage women to become sponsors in order to build their own network of affiliates.

SO WHAT DOES THIS MEAN FOR ME AS A LEADER?

If you are not formally or informally sponsoring a talented woman, why not start now? It is relatively easy for an ExCo or Board member to leverage their connections to help a woman in their organisation to gain leadership experience, e.g. as a Non-Executive Director, that will improve her chances of promotion.

MORE IN:
Practical So What 3

"Women that occupy a minority position in a select group of mostly men are more inclined to view women as a threat to their special status."

External research finding cited by Ellen Kinlin, Women Executives, August 2012

## What having women at the top signals about your organisation

Four themes emerged in our interviews as to how very senior women create a context that is conducive for other women's success:

1. Appearance = Senior women are not the primary role models for women lower down the pipeline, who value the accessibility of women leaders at the level above them. Nonetheless, the diversity of women at the top of organisations is interpreted as a sign that women can succeed by being authentic.
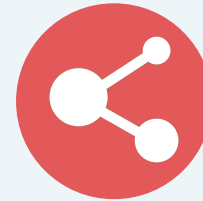
2. Affiliation = Senior women leaders are still seen to manage their impact and refrain from typically female-gendered behaviour when affiliating with male colleagues. However, they are increasingly open and transparent and less inclined to 'keep it all together' within all female environments, such as women's networks.

3. Advocacy = Senior women are seen to stick up for their female peers and champion women lower down the pipeline. However, they are wary of becoming too strongly associated with driving an agenda for diversity that could be seen as self-serving. This can constrain senior women from driving more radical organisational change.

4. Association = Senior women actively participate in women's networks and use their own professional networks to connect women with other useful contacts. However, women lower down the pipeline are more sensitised to tokenism and can be sceptical about the value of interventions, including networking events, designed solely for women.

What men at the top signal about your organisation

Male Board or ExCo members, rather than their female peers, are under heavy scrutiny as role models for aspiring senior women. Women at all levels in the pipeline, but particularly women who are one or two levels below ExCo, are sharply observant of men at ExCo level, in order to gauge their real attitudes and consistency of behaviour towards their female peers. This is seen as a key signifier of a wider inclusive corporate culture where women can be treated as equals.

Men contribute to women's comfort with the culture by:

- **demonstrating genuine trust** and respect to their female peers

- **sponsoring female talent** lower down the pipeline

- **championing initiatives** to enhance gender diversity

"Very successful women attract more successful women. I have a handful of those examples. I think (a) they attract them but (b) I think they also work very hard at finding them in the first place. They work harder than the men. Maybe that is due to their network."
Male MD, Financial Services sector

18

HIGH POTENTIAL PROGRAMMES ARE FAST-TRACKING WOMEN

The majority of organisations invest substantially in programmes to develop their future leaders. They deploy a meritocratic approach to identifying high potential men and women for participation. Subsequent career fast-tracking and ensuring a level playing field are typically cited as outcomes of this type of investment.
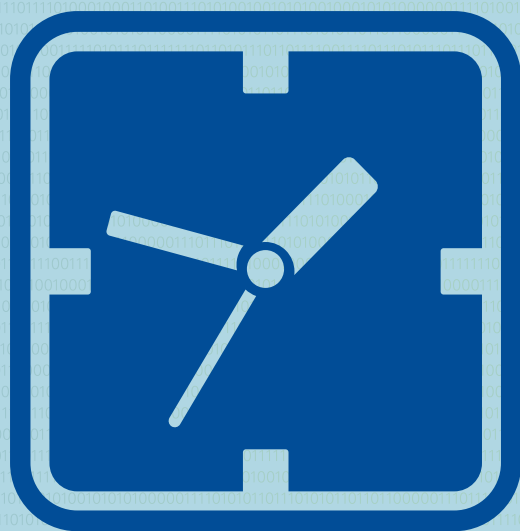
✔ RESEARCH REALITY

High potential and other development programmes are indicative of a supportive culture that develops both men and women. Such programmes are not instrumental in creating more gender diversity in leadership teams at the top.

The absolute number of women participating in high potential programmes is not making inroads towards gender parity in the executive pipeline.

Overall, women feel significantly more supported by their organisation than men*. However, none of the women interviewed referred to participation on a development programme (of any kind) as a pivotal experience in their career progression.

SO WHAT DOES THIS MEAN FOR MY ORGANISATION?

Organisations may need to revisit their approach to selection criteria for development programmes dependent on whether they are intended to maintain or increase levels of gender diversity. At the same time, organisations may need to redirect their investment into developing individuals rather than cohorts. In terms of enabling their career success, women value individualised types of developmental activity, such as personal feedback, line management, coaching, mentoring and sponsorship – significantly more than men.

SO WHAT DOES THIS MEAN FOR ME AS A LEADER?

Are you as rigorous about the return on investment of a high potential programme in your business as you would be about any other organisational investment? What longitudinal data would you need to track to establish a rounded measure of success? How can you tease out the causality behind what happens to participants after a development programme from pre-existing factors that led to them being nominated to participate in the first place?

MORE IN:
Practical So What 1

All participating organisations firmly view eligibility for a high potential programme to be determined by merit. **A third** of organisations select participants to reflect the current ratios of each gender at the appropriate management level. **None** of the organisations use positive action in order to create a proportionately higher number of female participants on these programmes.

Overall, women describe feeling significantly more supported by their organisation than men*. On a scale from not at all supported (0%) to extremely supported (100%), women give an average rating of 54%, men give a rating of 51%. But development programmes do not appear in either women's or men's top three enablers of success.

Formal development programmes (of all types) are valued as career enabling significantly more by women than men only once they are given responsibility over other people (as supervisors, managers and senior managers). At these levels 22% of women find these very helpful vs 16% of men*.

'High potential' programmes are run by 79% of the organisations participating in the research.

34%
of participants
are female

66%
of participants
are male

FORMAL FLEXIBLE WORKING ARRANGEMENTS EASE WOMEN'S ROUTE TO THE TOP

Flexible working arrangements are what enable women to balance work and home commitments successfully. Without flexible working, an even larger proportion of women would 'leak' out of the talent pipeline.

✓ RESEARCH REALITY

Informal, individual arrangements that allow autonomy and agility are what women feel helps them most to succeed. The quality of line management is essential in creating the right conditions for women to feel trusted.

Women's experience of working flexibly varies enormously. Some are frustrated by the unhelpful assumptions of key decision-makers about their capacity to cope, often without direct reference to their own aspirations.

Others describe a need to demonstrate their commitment by working in a tightly prioritised and time-efficient way. The quality of line manager support is critical at this stage in enabling women to work in an autonomous and agile way.

Very few companies record flexible working arrangements (e.g. home-working, telecommuting, compressed hours, flexitime) in a meaningful way. Where they are recorded meaningfully, the majority of arrangements apply to women.

SO WHAT DOES THIS MEAN FOR MY ORGANISATION?

Organisations need to be more sophisticated in tracking the impact of both formal flexible working arrangements and informal, agile working on career progression. Organisations should not overlook the importance of investing in the development of effective people management and team leadership skills if they want to create the best possible context for men and women to succeed.

SO WHAT DOES THIS MEAN FOR ME AS A LEADER?

The type of manager that women value most is one who provides a light touch on task management and a high touch on career management. Women also see the best women leaders being those who create a high support and a high challenge culture.

Line managers and leaders need to check their own assumptions about women's commitment to their careers – particularly before and after they take parental leave.

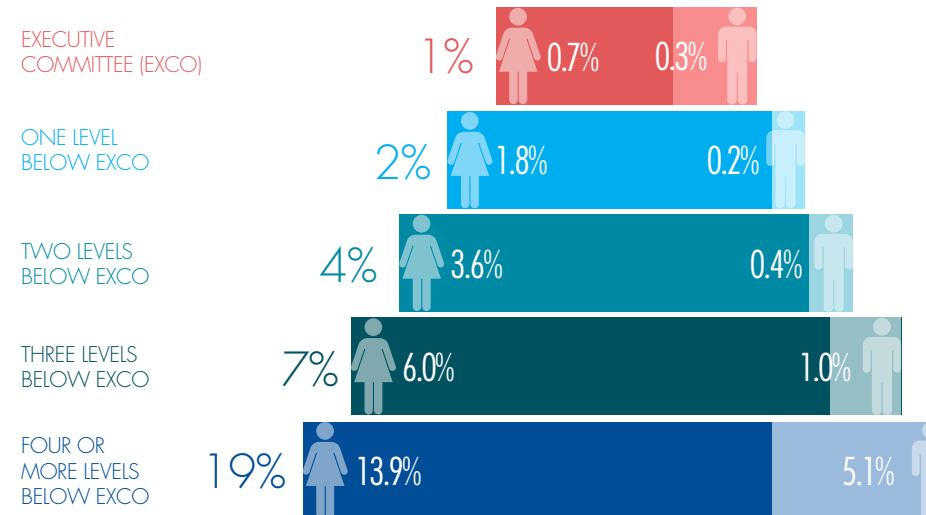### MORE IN:
Practical So What 1 & 2

Women do not cite formal flexible working arrangements as a significant factor in their career planning. In fact, satisfaction with existing flexible working patterns only appears in the top three 'pull factors' for women who are working as individual contributors, and thus more likely to be in the early stages of their career.

This is in stark contrast with line managers, whom women at all levels rate significantly more than men as valuable enablers of success. 58% of women rate their line manager as fairly or very helpful vs. 54% of men*.

Many women interviewees describe how they have an informal understanding with their line manager, that provides them with the psychological conditions and licence to operate in an autonomous and agile way. These unwritten, trust-based agreements are not centrally recorded, nor are they made very public within the immediate team. The onus on the woman is to outperform by being highly efficient in prioritising her own and her team's efforts. The line manager reciprocates with trust and aircover whilst allocating interesting stretch challenges.

A few women avoid making any arrangements outside the norm that could be seen as compromising to their career progression. They express scepticism about their promotability to a more complex and challenging role if they are seen to be less committed to their career than their male peers.

Part time workers by grade and male/female split

Grade	Female	Male
EXECUTIVE COMMITTEE (EXCO) — 1%	0.7%	0.3%
ONE LEVEL BELOW EXCO — 2%	1.8%	0.2%
TWO LEVELS BELOW EXCO — 4%	3.6%	0.4%
THREE LEVELS BELOW EXCO — 7%	6.0%	1.0%
FOUR OR MORE LEVELS BELOW EXCO — 19%	13.9%	5.1%

"So often people who have kids want to balance that, so they come back 3 or 4 days a week. I think trying to get a promotion when you are part-time is difficult. Actually, my current manager when I went for this promotion, she encouraged me to go for it, saying it's much better trying to get through to a senior management grade whilst you're working full time and having no kids. Because if you had kids and worked part time, it would be more difficult to get promoted".
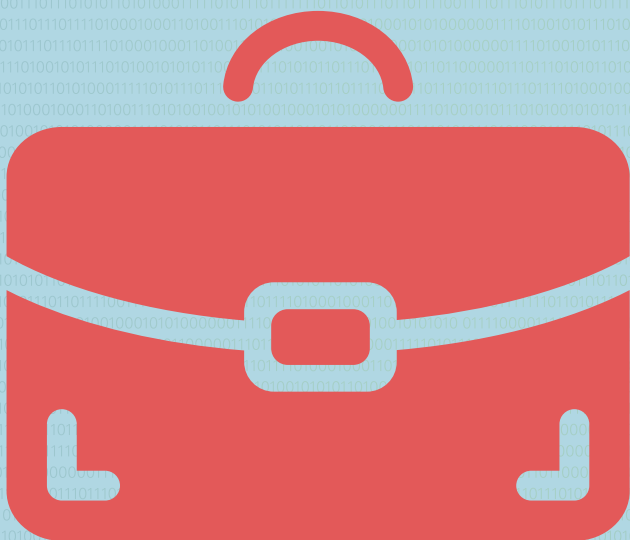
Senior female leader, Transport/Travel sector

THE BUSINESS CASE FOR GENDER DIVERSITY IS WORKING

The rationale for gender diversity is well-established and tends to fall into two categories: 1.) Demonstrating the business benefits of gender diversity; and 2.) Putting forward the ethical arguments for gender diversity.

RESEARCH REALITY

The personal case for gender diversity is a more powerful lever when advocating for change, especially when the case is made by men.

The business case for gender diversity is too abstract and generic to act as a motivational lever for change. The business benefits are often not proven at a local level. Authentic storytelling that conveys individual leaders' personal values behind the need for change taps into others motivations more directly.

SO WHAT DOES THIS MEAN FOR MY ORGANISATION?

Organisations could certainly become more adept at presenting their own business case for gender diverse leadership at various organisational levels, by exploiting the power of 'big' data. Also, creating the conditions for individuals to explore their own personal rationale for change on gender diversity may overcome some of the scepticism shown towards what can be perceived as organisational 'lip-service' to the issue.

SO WHAT DOES THIS MEAN FOR ME AS A LEADER?

Tap into your story-telling skill-set and open up and talk freely about the relevance for you, your family, and your close friends of creating gender intelligent organisations, where men and women can succeed on their own terms. This is likely to resonate more powerfully for your audience and connect them directly with their own motivation to challenge the status quo.

MORE IN:
Practical So What
1, 2 & 3

Variations on the business case are frequently used in corporate communications to convince stakeholders about the organisation's commitment to realising the benefits of gender diversity.

1. Demonstrating the business benefits of gender diversity, includes:

– alignment with a diverse, global customer base, many of whom are women

– enhanced economic and financial outcomes from gender-diverse leadership

– creating the context for innovation and avoiding 'groupthink'

– winning the war for talent by attracting from as wide a pool as possible

2. Putting forward the ethical arguments for gender diversity, includes:

– acting fairly and inclusively

– promoting social well-being and economic participation

– complying with the spirit and letter of the law

Female interviewees are most likely to cite fairness as a key ethical driver – both personal and organisational. Although aware of the benefits to corporate performance, they rarely frame the need for change in this way.

The relatively small number of senior male interviewees refers to two key business drivers: (1) the need for organisations to represent their customer base and (2) the need to tap into as wide a talent pool as possible.

The uniting factor for both men and women was a family connection to the issue. Both men and women talk about creating a more even playing field of opportunity for their sons and daughters in the future. Women explain their motivation for working in terms of the need to provide a real life example of their own career success for their children to observe and learn from. Men explain their motivation to support initiatives that change attitudes towards women in the workplace so that their daughters do not experience societal career barriers in the future.

This emotional and personally relevant rationale clearly emerges as one that provides a common platform from which both men and women can speak authentically.

> **"Fundamentally for men and women, one of my great motivations is to see people fulfil their potential and exceed it. I don't have a skew to men or women on that. When I see women reaching Board level and contributing, I think it's fantastic."**
>
> **Male MD, large corporate**

UPDATING THE DEBATE

The smart, resilient, committed, career-oriented women involved in this research don't need fixing. The lack of progress on gender parity is not about these women's motivation, nor their aspiration, nor their leadership capability. The issue is one of cultural fit and organisational adaptability of more diverse leaders.

One myth that the research does not dispel is that women lack the general management experience required for Board roles. They still tend to reach the top through an internally facing, functional route, such as HR or Legal. Only 7% of all ExCo roles across the FTSE100 are roles held by women with responsibility for profitability (P&L responsibility).

The research demonstrates how little organisational data is available for evidence based decision-making and management of the executive talent pipeline. Formal interventions are seen as symbolic of organisational support but their return on investment is not proven to deliver change on the ground. The promotion gaps between men and women hinge on:

- different types of experience
- different career trajectories
- hidden assumptions that influence promotion outcomes

The senior male and female contributors to this research are clear about the need to become more gender intelligent, which involves:

- recognising that men's and women's careers are shaped on different arcs, with women sharpening their career vision and attainment as they acquire experience

- ensuring women are not excluded from acquiring the breadth of leadership experience they need (including P&L responsibility) by:

  1. providing them with career navigation tools from the outset

  2. exposing them to female role models in the early and middle career stages and male role models in later career stages

  3. creating the conditions for autonomy through high career and low task line management

  4. regularly revisiting women's aspirations and providing opportunities for realistic job previews to reduce their sensitivity to failure when considering next steps

## ExCo Roles in FTSE100 companies split by role

INTERNAL

FTSE 100

P&L

42%

58%

MEN **31%** WOMEN **11%**

MEN **51%** WOMEN **7%**
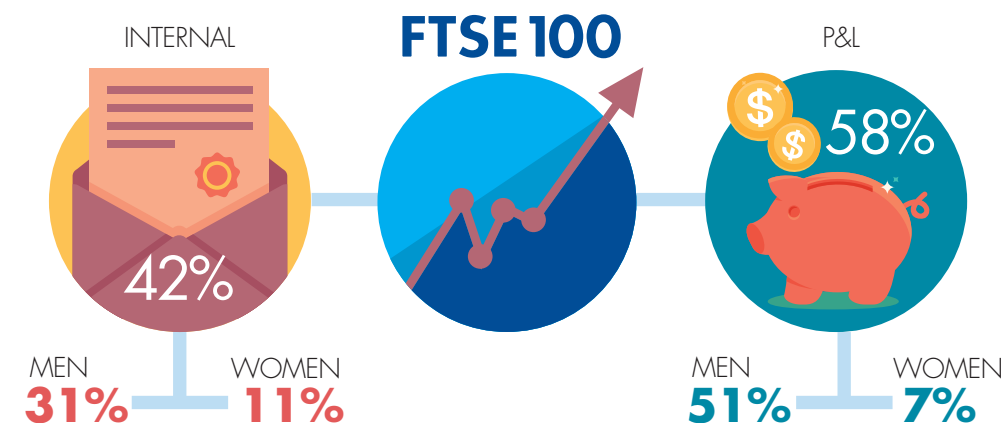
ExCo Roles in FTSE100 companies split by gender

MEN

FTSE 100

WOMEN

82%

18%

INTERNAL **31%** P&L **51%**

INTERNAL **11%** P&L **7%**
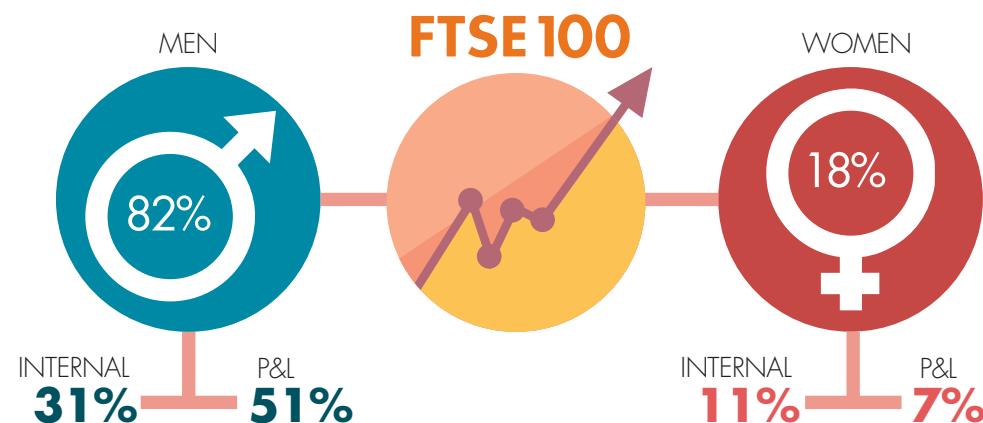
PRACTICAL SO WHATS
INSIGHTS AND EXAMPLES

The research highlights three key areas that organisations could focus on to adopt a more gender intelligent approach to improving the health of their talent pipelines.
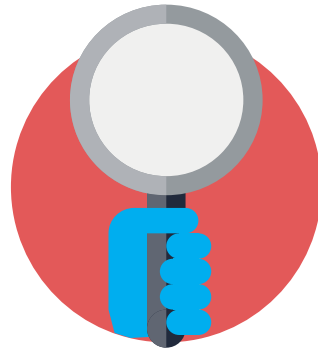
1. Unlocking the power of data

There are 3 levels to unlocking the power of data:

- **Base** – baseline decoding the organisational data on gender diversity

- **Intermediate** – modelling data / projecting forwards, in particular your talent pipeline

- **Advanced** – tracking success, using both structured and unstructured data to obtain an individual profile of each individual in the organisation. Link this people data to business performance data to effectively measure investment and culture

We have identified three important areas where data tracking could be improved: individuals, investment, and culture. Data today is powerful, especially when it links both people and business performance. Advances in 'big' data technology can facilitate analysis that provides evidence of causality and informs gender intelligent action. This type of dynamic data enables organisations to manage their talent pipeline as an ecosystem.
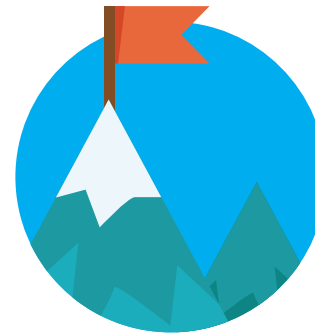
2. High quality authentic leadership

Our research has identified that employees of both genders want better quality, more career-focussed conversations, with clear career mapping that leaders understand and support.

It is often the quality of the conversation rather than the quantity that is important here. All those in positions of leadership, including line managers have a special role to play and should be given the tools and support that enable them to talk authentically and be 'gender intelligent'.

3. Responsibility and accountability

The Board must take responsibility, both collectively and individually for gender parity. All leaders should be held accountable for their actions.

Being accountable involves:

- the Board and ExCo being measured regularly against set targets

- leading by example (e.g. be clear on what messages they as a group are delivering through reward and recognition)

- driving change (e.g. seeking and acting on feedback from female leavers)

PRACTICAL SO WHAT 1
UNLOCKING THE POWER OF DATA
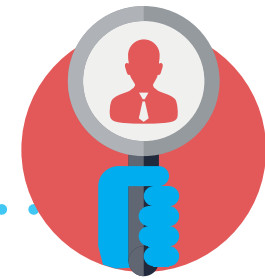
Tracking Individuals

Individuals are key to any organisation, but can you confidently map an individual's career path to date and predict where it might lead in the future? A number of organisations have much of this data already, but they do not utilise this effectively and struggle to analyse and identify correlations that lead to interventions.

Suggested data which could be gathered to measure individuals could include:

Tracking Individuals

BASE

1

- Gender mix at each grade level and within each business unit
- Promotion statistics by gender and for each business unit
- Number of new appointments at each level split by gender, and whether they are promotions, new hires or 'boomerangs'
- Number of individuals split by full time, part time, gender for each grade level and within each business unit

INTERMEDIATE

2

- Build a profile of each individual, where will they be in 1, 2 and 5 years time based on their current promotion/progression rate?
- Model how this will affect gender diversity at every level of the organisation

ADVANCED

3

- Create a profile of everyone in the organisation that includes a promotion history, any flexible working arrangements, high potential programmes attended, mentoring and coaching, external roles (e.g. Trustee or non-executive positions), and link this to business productivity and performance data

UNLOCKING THE POWER OF DATA

Tracking Investment

Answers to the following questions were one of the biggest gaps in the data provided by participating organisations:

- How much do you spend on development programmes and what is their return on investment (ROI)?

- How are these programmes linked to your recruitment and progression strategies?

These are important considerations when thinking about succession planning and how, and when, you will achieve any internal gender targets set by the Board.

Suggested data which could be gathered to measure investment could include:

CASE STUDY

Tesco believe in creating an inclusive place to work where everyone can reach their full potential. One way in which it is supporting this is through 'Women in Leadership', a programme that supports talented women to build on their strengths, understand their own personal barriers, build strong, strategic networks and take control of their careers. Launched in 2011, the programme is already having a positive impact, with a third of the delegates from the 2011/12 programmes having been promoted, including ten new female Directors.

Tracking Investment

BASE

1

Split by gender:
- Cost of high potential programmes
- Cost of unconscious bias training
- Cost of mentoring
- Cost of coaching
- Cost of women's networks
- Cost of promotions
- Cost of recruiting new appointments
- Pay increase costs
- Bonus awards

INTERMEDIATE

2

- Build a profile of how the ROI of high potential programmes and other interventions are correlated to increased number of females at senior levels
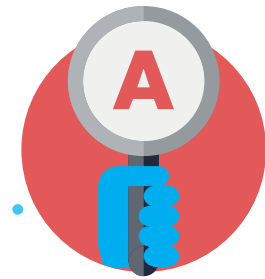
ADVANCED

3

- Track the impact of changing the cost/ROI of different interventions and how these impact on targets set by the Board for female representation

PRACTICAL SO WHAT 1
UNLOCKING THE POWER OF DATA

A

Tracking Culture

Organisations collect data, sometimes without even knowing it. But do you know how to decode this data and what this data actually says about the culture of your organisation?

Do you know who you have waiting in the wings? Do you know the 'DNA' of your organisation and can you predict what it will look like in 5/10 years?

By using structured data (i.e numbers in reports and demographic data) and unstructured data (i.e 'free text' in reports or emails) you can undertake a culture diagnostic of your organisation that will allow you to assess the current culture and make changes where necessary.

Suggested data which could be gathered to measure culture could include:

Tracking Culture

BASE

1

All data suggested for individuals and investments plus:

- Mapping of gender split by grade (to establish if there is a drop off point)

- Split of international assignments by gender

At all levels of senior management:

- Track movement of Board, ExCo and senior leadership over time, including:

  – New appointments split by gender and split by internal promote and new hires, and 'boomerangs'

  – Leavers split by gender and key reason cited for leaving

INTERMEDIATE

2

- Assess how policies and processes value everyone as an individual and how objective and fair they are

- Assess number of communications to employees delivered by senior women compared to senior men at a business unit / organisation level

- Determine how long will it take for you to have the desired number of men and women at Board level and at each senior leadership level

ADVANCED

3

- Determine the extent to which bonuses awarded are based on desired behaviours (as opposed to financial measures)

- Measure how often diversity or 'gender intelligence' is an item on Board meeting agendas

- Analyse the content of internal communication to assess gender-stereotypical vs. androgynous language

- Capture reasons for female leavers by Board members themselves who have the discussions

PRACTICAL SO WHAT 2
HIGH QUALITY AUTHENTIC LEADERSHIP

Focus on those in leadership roles, including line managers

Our research demonstrates that the role of the leader/ line manager is very important for junior to middle management in influencing their career and choices, particularly on a women's return to the workforce after maternity leave. Feedback suggests that to 'crack the code', the leader/ line manager should be light on task management and heavy on career management.

Examples on how to achieve this include:

- Focus on career mapping for the individual that makes it relevant to them at that stage of their career
- Explode the myth that employees have to go outside to get promoted
- Provide clear guidance and support on unconscious and conscious bias
- Be clear on what the organisation expects from the individual as a people manager

Decoding what men and women say

'Gender intelligence' is all about understanding and appreciating the talents that men and women bring to the table. Men and women may express themselves differently and 'decoding' this is not always an easy task.

Examples on how to achieve this include:

- Encouraging and reinforcing women to speak about their strengths
- Inviting a balanced assessment of strengths and development areas from men
- Being careful how you question and challenge. Men may value an opportunity for debate about their career options. Women may need facilitative questioning to tease out their longer term aspirations

Authenticity

'Cracking the code' will only be effective if all leaders and line managers within an organisation can speak authentically about why the issue is important to them. Individuals such as line managers, HR, and the Board should have access to available training and literature to ensure they are able to speak with confidence on this issue.

HIGH QUALITY AUTHENTIC LEADERSHIP

CASE STUDY

At **Vodafone** we are committed to helping our leaders be more gender intelligent. We have introduced a number of practical approaches to support this, four examples of which are outlined below:

1 We ask our business and HR leaders to put together an annual 'gender action plan' based on 10 recommended areas. We gently monitor, coach and influence from the centre to ensure operating companies are delivering against the areas they have prioritised and 'localised'.

Example of one requirement:

Line managers committed to improving gender balance and inclusion

Line managers at all levels should be honed to be more bias aware and gender intelligent on a day-to-day basis. Ensure that 'smart' development plans are in place for women, and regular, clear feedback is being provided. Evidence shows that women typically receive less developmental feedback than men. Also, women can lack confidence, particularly in male dominated teams. Developing an inclusive leadership approach within a team will lead to greater team effectiveness and in turn, deliver business and productivity benefits.

2 The CEO or HRD will be asked to agree specific improvement goals based on the current gender balance in their market and functions. For example, it might be 'to increase first line manager female hires from 20% to 25%', whereas in another market it might be 'to increase executive female hires from 17% to 22%.'

3 In advance of employee promotion assessments, we provide a quick and easy reminder as senior employees prepare that highlights gender variances and provides top tips for managing bias.

AREA	TYPICAL MALE CHARACTERISTICS	TYPICAL FEMALE CHARACTERISTICS	IMPLICATIONS FOR ASSESSORS
Individual vs Team	More likely to attribute successes to individual factors and failures to group/team factors. 'I succeeded in implementing a major change project', 'The project failed due to a breakdown of communication in the wider team'.	More likely to attribute successes to group/team factors and internalise/personalise failures. 'We succeeded in implementing a major change project', 'The project failed because I wasn't able to ensure the wider team communicated well'.	It may be difficult to assess the degree of personal versus team contribution to success (or failure) for both men and women. But if we take statements at face value men may be over assessed and women under assessed.
Emotional Intelligence	More likely to focus on and communicate in a systematic, data based manner focusing on the 'what' more than the 'how'.	More likely to focus on and communicate in an empathetic manner articulating the 'how' and emotional impact of events.	When emotional intelligence is being assessed women are likely to be scored more highly than men.

4 We have provided tips for women during assessments that has been really well received. This is in response to the question we had at one of our women's network sessions of "what can we as women be aware of or 'do better at' in interview situations?"

AREA	TYPICAL MALE CHARACTERISTICS	TYPICAL FEMALE CHARACTERISTICS	ADVICE FOR WOMEN
Confidence and risk taking	Likely to focus on the things they can do rather than those they cannot. "I can do 60% of that job/task/project, I can learn the rest as I go".	Likely to be mindful of the thing they are not sure they can do and therefore less likely to put themselves forward or to take risks. "There's 40% of that job/task/project I'm not sure of yet so I won't put myself forward".	Don't de-select yourself from opportunities. Talk about what you do well and how it can apply to a new role/opportunity. Try not to reveal self-doubts.

PRACTICAL SO WHAT 3
BUILDING ACCOUNTABILITY AND TAKING RESPONSIBILITY

Building accountability

Accountability means 'the buck stops here'. In order to 'Crack the code', the Board and ExCo should be expected to justify action (or lack of action) on this issue. This will mean the Board being more actively involved in setting and tracking progress towards targets.

For example targets could be set around:

- % of women on the Board/senior management positions

- type of roles that women are performing on the Board (e.g profit & loss accountability rather than functional roles)

- number/% of women on high potential programmes

RESEARCH REALITY

95% of companies surveyed annually report the proportion of female employees in the whole organisation, women in senior executive positions and women on the Board. However, only **32%** of companies have publicly stated targets.

Lead by example

The Board should not only be held accountable but should also lead by example. Leading by example may take many forms but words and actions need to line up. Boards need to look beyond their own composition in order to drive change across the organisation.

For example, leading by example could cover:

- signalling the importance of gender diversity to the Board, e.g. by encouraging women leaders to present to, and meet with the Board

- ensuring messages are being reinforced by management actions, e.g. by recognising and rewarding men and women fairly

- being aware of the behaviours they encourage and endorse in others

- being a role model for women as senior women look to senior men's inclusivity of other women on the Board

- promoting on merit rather than successful self-promotion

By using the power of data these actions can be monitored and their impact measured.
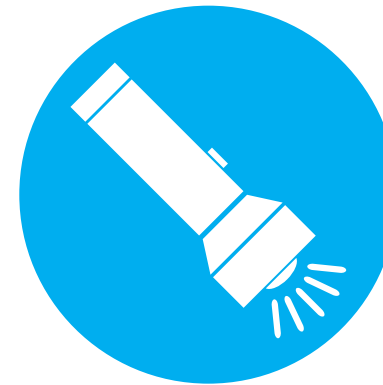
Taking responsibility

As well as being accountable, each Board member should also take responsibility for proactively cracking the code, e.g.

- being aware of how bias influences their behaviour

- all members sharing responsibility for attracting talented women

- connecting with women's experience of working in the organisation, e.g. being alerted when senior women leave, sharing feedback from exit interviews about the culture

CASE STUDY

At **BP** we believe it is the ecosystem of related and connected actions that is helping to make progress and enable the very best talent to succeed, irrespective of any differences. It is never one action alone. However, we do know that amongst this ecosystem, a particular activity is making a difference – a bit like taking a vitamin supplement.

The application of 'Rules of the Road' guidelines for recruitment in one of our key functional teams, which requires senior positions to demonstrate a candidate slate that includes females, has enabled 4 additional female recruits at senior level leader in that functional team. The guidelines have meant that we have worked harder with our resourcing partners to look beyond the obvious candidate base. Our decisions of course, remain meritocratic.

30% – ARE YOU TAKING RESPONSIBILITY?

Example questionnaire

The purpose of this questionnaire is to drive debate and discussion at executive level. It aims to assist Boards in assessing the action they are taking to 'Crack the code' and 'Balance the pyramid' in their organisation.

1 What will having an equal split of men and women on your ExCo mean for your organisation, you as a Board, your customers and you as an individual?

2 How close are you to achieving this?

3 How do you intend to close the gap?

4 What have you done a) as a leadership team and b) personally in the last 12 months to advance gender diversity in your organisation? What are your goals for the next 12 months, both collectively and individually?

5 What has the impact been? Based on progress to date, can you conclude that this has been a strategically critical corporate priority?

6 How do your senior management act upon your direction in putting interventions in place to balance male and female representation at their level of the organisation? How do you hold them accountable?

7 To what extent are your values played out in the culture of the organisation? What evidence is available to demonstrate this? How do employees in the organisation experience this?

ADDITIONAL RESOURCES

Papers / Articles

Tomorrow's Global Leaders: how to build a culture that ensures women reach the top, Tomorrow's Company, 2014

Winning Hearts and Minds: How CEOs Talk about Gender Parity, KPMG & King's College, London research paper, 2014

Forget about balance – you have to make choices, Boris Groysberg & Robin Abrahams, HBR, March 2014

Getting real: How high-achieving women can lead authentically, Marian N. Ruderman & Sharon Rogolsky, Centre for Creative Leadership White paper, 2013

Women rising: the unseen barriers, Herminia Ibarra, Robin Ely, & Deborah Kolb, HBR, September 2013

How women decide, Cathy Benko & Bill Pelster, HBR, September 2013

Simple Steps to Unlocking Potential, Women's Business Council: Government Equalities Office, 2013

Maximising women's contribution to future economic growth, Women's Business Council: Government Equalities Office, 2013

The SHL Talent Report 2013: Big data insight and analysis of the global workforce, Eugene Burke & Ray Glennon, SHL, 2013

Women and the vision thing, Herminia Ibarra & Otilia Obodaru, HBR, January 2009

Books

Lean In, women, work and the will to lead, Sheryl Sandberg, 2013

The Invention of Difference: The story of gender bias at work, Binna Kandola & Jo Kandola, 2013

Leadership, gender and organization, Patricia H Werhane & Mollie Painter-Morland (Eds), 2011

A woman's place is in the boardroom – the roadmap, Peninah Thomson & Jacey Graham, 2008

Web resources

http://www.catalyst.org/knowledge

http://www.som.cranfield.ac.uk/som/p3012/Research/Research-Centres/Cranfield-International-Centre-for-Women-Leaders/Reports

http://henley.ac.uk/mba/henleyft30-scholarship-terms

http://www.mckinsey.com/features/women_matter

http://www.talentinnovation.org

http://www.weforum.org/issues/global-gender-gap

Further detail on the research and methodology can be found on the following web pages:

www.kpmg.com/uk/crackingthecode

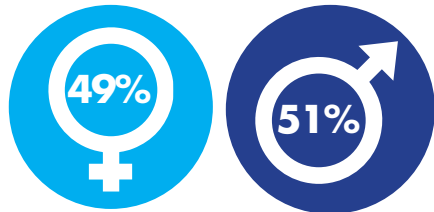www.ysc.com/what-we-do/research/gender-intelligent-leadership

WHERE THE DATA COMES FROM
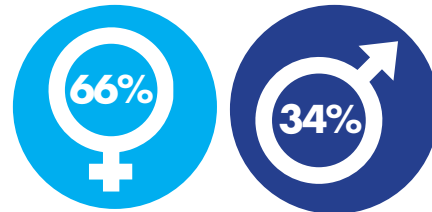
ORGANISATIONS

681K
Employees

49%

51%

- From 19 organisations
- 13 FTSE 100, 3 FTSE 250 companies, 3 registered outside the UK
- 4 sectors: Financial Services, Energy & Utilities, Retail, Other corporates

SURVEY

4,608
Respondents

66%

34%

- 1,583 Men
- 3,001 Women
- 7 levels - from graduate entry up to ExCo and Board level

from 109 organisations across 11 sectors:

72 Energy / Utilities / Mining	**275** Oil & Gas	**33** Public Sector	**40** Construction / Property
706 Retail / Wholesale	**9** Hotel / Restaurant / Leisure	**1093** Transport / Travel	**208** Telecoms
1290 Financial Services	**185** IT / Software	**86** FMCG	

4,805

Feedback providers

50% 50%
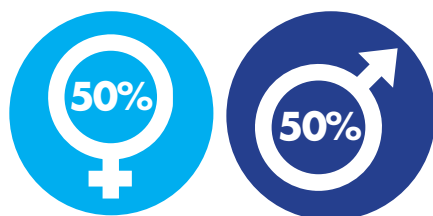
- Feedback provided to 260 men and 260 women managers and senior managers
- 5,600 comments on leadership strengths. 5,015 comments on leadership development areas

from 13 organisations across 6 sectors:

2 Energy / Utilities / Mining

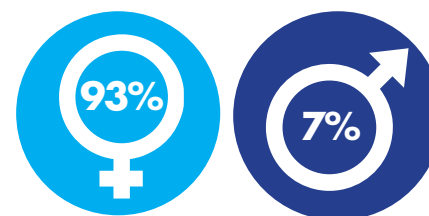**3** Retail / Wholesale

2 Telecoms

4 Financial Services

1 Gaming

1 Support Services

INTERVIEWS

89

Interviewees

93% 7%

- 45 minute semi-structured 1:1 interviews
- women from all levels and senior male leaders

from 19 organisations across 7 sectors:

10 Energy / Utilities / Mining

41 Retail / Wholesale

5 Telecoms

18 Financial Services

2 Oil & Gas

7 FMCG

6 Transport / Travel

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30% Club: Balancing the pyramid

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Claudia Kohler (30% Club administrator)

Connie Lo (30% Club project manager)

Balancing the pyramid steering committee members

Research

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Research enablers in participating organisations

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KPMG

KPMG LLP (UK) is a professional services firm assisting clients across audit, tax and advisory. Our 'People powered performance', approach to people issues, known as P³, is designed to take a holistic view of the workforce to show how business and workforce performance indicators are connected, to track overall workforce effectiveness and identify improvement areas. This process is insight and data-rich, allowing evidence-based decisions to be used to enhance business performance through people.

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YSC

We are a global firm of business psychologists helping organisations achieve commercial success by releasing the power of their people. We work with clients across their entire people agenda to build a strong, sustainable pipeline of talent. This involves helping clients get the right people into key roles, identifying and unleashing potential and helping to accelerate people's growth at all levels. We also help our clients develop high performing teams, implement business change and embed the values and culture necessary to achieve strategic business goals. Core to our work is developing deep psychological and behavioural insights. We are distinctive in going below the surface and in creating interventions that drive real and profound transformational change whether at the individual, team or organisational level.

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