

Inspiring action:

*action plans and research to help you
attract and retain talented women*

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Introduction

This bibliography is designed to be a quick reference of abstracts for anyone wanting to find ways to improve women's career paths within their company or organisation. We have referenced 117 items and organised them into seven topic areas. We have started with the two or three articles, action plans or reports we found to be of most use, and the remainder on that topic are listed in order of publication. Some articles cover more than one topic. Where that is the case, we have referenced the entry under each relevant topic.

We have provided a brief summary of each article or report to help you decide if this publication is what you are looking for. Should you want to read the full report or article, website links are provided (where they are available). An online version of this document also exists at www.mwa.govt.nz/ which will be updated periodically.

We hope this resource will make it easier for human resources practitioners and managers, Chief Executive Officers (CEOs), and leadership teams, to identify practical steps that can be taken to improve women's career pathways in their organisation.

Why we put it together

In September 2013 the Ministry of Women's Affairs released the report *Realising the opportunity: addressing New Zealand's leadership pipeline by attracting and retaining talented women*. This report drew on a substantial body of international research and evidence to articulate the issues around women's participation in leadership in companies and organisations.

We had a great response to the report, which is strongly evidence based. To make this evidence widely available to support leaders wishing to take action, we developed this resource. Our aim is to make it easy for people keen to identify resources that might help to address barriers in organisations to women's career development.

Building on the research used in *Realising the opportunity*, we have expanded out to include other key papers which contained data or analysis, and had some rigour in their development. We have also added in reports which contain concrete proposals for action or recommendations. Lastly, we have made a special effort to include information about New Zealand.

Getting Started

For readers who are new to the field of workplace gender balance and barriers to women's leadership in organisations, the following four articles are recommended as introductory readings.

Eagly, A. H. & Carli, L. L. (2007). Women and the labyrinth of leadership. *Harvard Business Review*, September 2007, pp 62-71.

This magazine article presents a succinct and readable summary of the challenges which stand between women and executive management, and is recommended as an introduction to the field.

The authors argue that the metaphor of a "glass ceiling" is a misdiagnosis as there is no single, imposed barrier; rather, a variety of obstacles combine to impede women's progress. These are each described, with reference to research, and include: lingering prejudice, a resistance to female leadership due to gender stereotyping, women's tendency towards transformational leadership styles, family commitments and misperceptions of the effects of this, and a lack of time for and access to networks. A sidebar argues against the belief that gender equality will be achieved naturally over time, as factors in society appear to be actively working against progress and must be consciously addressed.

The article concludes with a comprehensive list of management interventions which have been shown to work.

Link: <http://hbr.org/2007/09/women-and-the-labyrinth-of-leadership/ar/1>

Eagly, A. H. (2012). Women as leaders: Progress through the labyrinth. In S. Wiley, D. Philogene, & T. A. Revenson (Eds.), *Social Categories in Everyday Experience*, pp 63-82. Washington, D.C.: APA Books.

This is a chapter of an academic text summarising and building on Eagly's 2007 article in the Harvard Business Review (ibid), with updated statistics and citation of more recent research. It restates Eagly's thesis that the obstacles faced by women on their journey to senior leadership form a "labyrinth" rather than the traditional conception of the "glass ceiling". These obstacles are classified into the three domains of family division of labour, organisational challenges, and cultural stereotypes and discrimination against women as leaders. Each domain is discussed in depth, with a particularly thorough description of research on the psychology of prejudice, and on styles of leadership.

Link: <http://www.apa.org/pubs/books/4316135.aspx>

Macleod, M. & Coffey, T. (2013). Executive women in the workplace inquiry: Building the executive pipeline of talent. London: British Government.

This report summarises a British Government Inquiry into increasing women's representation in the senior management of UK business. The proportion of women on the boards of FTSE100 companies has risen from 10.5 percent in 2010 to 17.3 percent in 2013. However these are primarily non-executive director appointments. The report identifies a failure of the leadership pipeline to increase the number of women in management, and makes recommendations to business, executive search firms, investors, female executives and to the British Government on how the situation could be improved. Each section contains lengthy discussion of relevant issues, actions, and some sections provide case studies of how the actions have been implemented in major companies.

The paper provides a good introduction to concepts of unconscious bias, career breaks and return to work, the need to normalise flexible working arrangements, and mentoring and sponsorship. Collecting and reporting diversity information at all levels of an organisation is argued to be the fundamental first step to effecting change.

Recommendations to government include extending gender diversity reporting requirements to include the three levels below the executive committee, and accelerating implementation of planned tax reforms to benefit working parents. (48 pages)

Link: <http://executivewomenintheworkplace.wordpress.com/>

Ministry of Women's Affairs (2013). Realising the opportunity: Addressing New Zealand's leadership pipeline by attracting and retaining talented women. Wellington: Ministry of Women's Affairs.

This report provides an overview of the business case for diversity, and examines the "leaking pipeline" of New Zealand women's path to governance and executive management in light of a range of local and international research. Three areas of focus are examined in detail: unconscious bias against women in the workplace, and its influence on women's recruitment and career progression; human resource processes relating to women's leaving the workforce for career breaks, and their subsequent re-entry; and flexible working arrangements to address individual and business needs of the workforce.

The report recommends a three-pronged approach combining changes to workplace structures and policies, addressing issues embedded within workplace cultures, and systemic organisational strategies implemented over time by committed leadership.

Link: <http://mwa.govt.nz/documents/realising-opportunity-addressing-new-zealand%E2%80%99s-leadership-pipeline-2013>

Action

Bank of New Zealand (2014). Diversity delivers a distinct competitive advantage: Diversity case study. New Zealand: Bank of New Zealand.

See entry under *New Zealand Data and Research*.

Australian Human Rights Commission (2013). *Women in male-dominated industries: A toolkit of strategies*. Sydney: Australian Government.

This substantial resource was prepared by the Australian Human Rights Commission as a toolkit to industry. Women have typically been deterred from entering male dominated industries due to lack of family role models, negative perceptions of the sectors, gender stereotypes and bias, workplace culture and structural issues. This report makes the business case for the benefits of gender diversity then outlines strategies for the attraction, recruitment, retention and career path development of women in the Australian mining, construction and utilities industries. It presents an introduction to building a workplace gender diversity strategy, then outlines actions in chapters dedicated to each of the four stages; each stage is separated into three key areas, with multiple actions for each area. The actions are illustrated with practical examples from case studies.

A final chapter presents lists and descriptions of available resources, both Australian and international, for each industry as well as more general diversity resources. (72 pages)

Area(s) of Focus: Action

Link: <https://www.humanrights.gov.au/women-male-dominated-industries-toolkit-strategies>

Barsh, J., Nudelman, S. & Yee, L. (2013). *Lessons from the leading edge in gender diversity*. New York: McKinsey & Co.

As a continuation of this management consultancy's research on gender diversity, this report summarises findings from studies of US Fortune 1000 companies which have succeeded in building good gender balance at senior levels.

Four principles that assist in achieving this are identified. Broadly these are: leadership which believes in making the change; moving the issue beyond gender diversity programmes and into the organisation's core values; a systematic approach over time, including adapting HR processes and measuring results; and female representation at board level, which can assist in role modelling and sponsorship for female executive candidates. A profile interview is provided of a senior staff member at the Wall Street Journal, who accepted promotion to a role in China while a parent. (8 pages)

Area(s) of Focus: Action

Link:

http://www.mckinsey.com/insights/organization/lessons_from_the_leading_edge_of_gender_diversity

Male Champions of Change (2013). Accelerating the advancement of women in leadership: Listening, learning, leading. Sydney: Australian Human Rights Commission.

The Male Champions of Change are an initiative of CEOs, department heads and non-executive directors from the Australian business and federal government sectors. This paper provides a comprehensive toolkit for senior business managers wishing to achieve gender balance in their organisation and assist women in moving into leadership roles.

The issue is broken into the four themes of leadership commitment, creating accountability, changing organisational culture, and removing the negative career impacts of parental leave or caring responsibilities. Three actions are recommended for each theme; each action is described in detail to assist implementation and is accompanied by case study examples from the authors' own organisations. Sidebars and diagrams illustrate several diversity-related issues in greater depth, from the "Leadership Shadow" theory of management, the processes and mind-sets relating to each stage of the parental leave cycle, best practice guidelines for diversity reporting, and a three-phase model for elevating women's representation in leadership. (44 pages)

Area(s) of Focus: Action

Link: <https://www.humanrights.gov.au/publications/accelerating-advancement-women-leadership-listening-learning-leading>

Reed Smith & Winmark (2013). Gender balancing: It's good business. Pittsburgh: Reed Smith

The results of a survey of 78 UK business leaders, asking for their response to the diversity challenge, are used here as the basis for a comprehensive and practical guide to building a successful diversity programme.

Despite significant investment in gender diversity programmes, change is slow and ineffective initiatives risk creating fatigue or backlash. The authors recommend utilising an effective mix of balanced initiatives, and present a five step model for implementing and monitoring such a strategy. The steps are illustrated with case studies from the survey results. Definitions are provided and processes described for key strategies such as formal sponsorship programmes and leadership development, and three sample action plans are provided as examples of how different companies may have different requirements. (40 pages)

Area(s) of Focus: Action

Link: <http://www.reedsmith.com/Gender-Balancing-Its-Good-Business-01-17-2013/>

Wichert, I. & Steele, P. (2013). Data inspiring action: Getting to the heart of women's career progression. *Strategic HR Review*, 12 (3).

This white paper describes a new framework of women's career progression developed by the Kenexa High Performance Institute. The framework identifies key behaviours or factors at the "individual", "immediate work environment" and "organisational context" levels which can strengthen or accelerate the progression of female staff through the leadership pipeline. An example is provided of how this framework was used to assess policy and processes at a

major financial services firm (Deloitte), enabling the company to identify failings in its gender diversity programme. (4 pages)

Area(s) of Focus: Action

Link: <http://www.emeraldinsight.com/journals.htm?articleid=17087261>

Workplace Gender Equality Agency (2013). How to set gender diversity targets: Guidelines for setting and meeting targets to increase gender diversity in the workplace. Sydney: Australian Government.

This publication from an Australian government agency accompanies an online resource located at www.wgea.gov.au, which assists users in setting gender diversity targets within their organisation.

The paper presents a brief discussion of women's current representation in management across Australian sectors, and of the business case for increasing gender diversity. Key principles for target setting are outlined, and a checklist is provided to allow users to measure the degree to which the prerequisite management commitment, resources and systems are in place within their organisation. A seven-step target setting process is described in detail, with accompanying examples of a large- and a small-scale business which have progressed through the steps. Instructions are then provided for completing the online tool, a spreadsheet which uses historical information to create future projections of diversity statistics for organisations, allowing users to manipulate the information to test the outcomes of proposed targets. (40 pages)

Area(s) of Focus: Action

Link: <https://www.wgea.gov.au/learn/about-setting-gender-targets>

Alexander Mann Solutions & Everywoman (2012). *Focus on the pipeline: Engaging the full potential of female middle managers*. London: Alexander Mann Solutions.

This study surveys the attitudes of female managers and Human resources leaders towards women's advancement from middle to senior management in UK companies, finding discrepancies between the ambitions of female middle managers, and human resources' perceptions of the same.

The paper presents recommendations for human resource leaders wishing to improve gender diversity within their companies, or female middle managers seeking to advance their career. It highlights the perception that female senior executives fail to act as role models for women in middle management, and the need for female managers to assume a higher level of responsibility for determining their own career paths. (24 pages)

Area(s) of Focus: Action

Link: <http://www.alexandermannsolutions.com/2012/11/research-focus-on-the-pipeline-female-managers/>

American Chamber of Commerce in France, & The Business and Industry Advisory Committee to the OECD (2012). *Putting all our minds to work: Harnessing the gender dividend*.

Paris: AmCham / BIAC.

This paper discusses the business case for gender diversity, as well as the barriers, or "leaks", undermining the female leadership pipeline in business. Following a workshop held by the OECD, where business representatives shared their experiences implementing a range of diversity programmes, the report outlines a toolkit of "gender diversity best practice" for organisations, which addresses the separate levels of leadership commitment, measurement and accountability, alignment of human resource and operational policies, education and training, change management and communication, and addressing the broader social context.

Business recommendations are set for governments in terms of public policy which would facilitate change. An annexe contains relatively detailed case studies of 16 companies from around the world, examining the programmes they have implemented; amongst these is New Zealand bank ASB. (43 pages)

Area(s) of Focus: Action

Link: <http://www.oecd.org/about/secretary-general/allonboardforgenderequality.htm>

Barsh, J., Devillard, S., & Wang, J. (2012). *The global gender agenda. McKinsey Quarterly, November 2012*. New York: McKinsey & Co.

This report summarises McKinsey & Co.'s research into women's leadership pipeline. It identifies three globally applicable principles which underlie successful change towards gender diversity, these being a wholly-committed senior leadership, active talent management, and effective efforts to change individual and institutional mind-sets. Four priorities are provided for leaders committed to transformation. (11 pages)

Area(s) of Focus: Action

Link: http://www.mckinsey.com/insights/organization/the_global_gender_agenda

Cain, A. (2012). *Diversity is top of mind. inFinance, 126 (4), pp 14-20.*

Interviews are presented with the heads of three Australian financial services firms, where the Chief Executives discuss the actions taken within their companies to encourage gender diversity. The interviews examine issues such as pay parity, flexible working arrangements, provision of parental leave, mentoring and career resilience programmes, tracking against targets and overall compliance with the Australian Stock Exchange (ASX) diversity guidelines.

Area(s) of Focus: Action

Link: <http://search.informit.com.au/documentSummary;dn=978257865766107;res=IELBUS>

Government Equalities Office (2012). *Think, Act, Report: One year on*. London: The Home Office.

"Think, Act, Report" is a voluntary, flexible framework of measures for British businesses, created by the UK government to address gender inequality in the workplace through heightened transparency. This is the programme's own first annual report, setting out the business case and statistics on the gender pay gap, outlining the degree of this programme's acceptance (10 percent of the workforce are now subscribed to it), and describing relevant legislation that has been passed or is pending.

Initiatives by companies in a range of sectors including banking, retail, technology, transport and telecommunications are presented as brief case studies. Annexes at the end of the paper list companies which have signed up to Think, Act, Report, and summarise the programme's transparency framework. (23 pages)

Area(s) of Focus: Action

Link: <https://www.gov.uk/government/publications/think-act-report-one-year-on>

Kenexa High Performance Institute (2012). *Enabling women's career progression*. Wayne, PA: Kenexa

This paper presents the results of a survey of the career progression of 2,500 women and men working in corporate roles, across five countries. It identifies 11 factors across three levels ("individual", "immediate work environment" and "organisational context") which play a part in women's advancement, and provides succinct recommendations to professional women pursuing leadership roles.

Amongst other findings, the survey identified that women in China and Brazil are more successful in achieving promotion than in the UK, the US or Japan, and have better access to critical job assignments. Being a parent was found to correlate with better career progression for both women and men, when compared to non-parents, although outside help with childcare was found to be an important factor. (16 pages)

Area(s) of Focus: Action

Link:

<http://www.kenexa.com/ThoughtLeadership/WomeninLeadership/EnablingWomensCareerProgression>

McKinsey & Company (2012). *Unlocking the full potential of women at work*. New York: McKinsey & Company.

A research report on gender diversity in high-level American companies, presented for a business management audience. McKinsey & Co. studied 60 leading companies on behalf of the Wall Street Journal, and conducted interviews and surveys on staff's attitudes and aspirations.

The study identifies leaks in women's career development pipeline, finding that many women settle into staff roles or middle management rather than progressing towards the top. Barriers to women's advancement are identified, as are the characteristics shared by women who rise to the top level. The authors list the practices associated with successful gender diversity programmes, and recommend strategies for management seeking to initiate,

develop or embed transformation processes within their companies.

Area(s) of Focus: Action

Link: http://www.mckinsey.com/client_service/organization/latest_thinking/women_at_work

Trimble, L. B. (2012). New Ways of Working, Same Old Gender Inequality: How recent work transformations can undermine women at work. Stanford, CA: The Clayman Institute for Gender Research.

Recent research conducted by sociologist Christine Williams is discussed, which investigated the negative impact of the implementation of progressive work structures on women's careers.

A case study of female geoscientists in the oil and gas industry identified that women are being disproportionately disadvantaged by three new developments in their workplaces. The increased reliance on work in teams creates situations where women's work is not always evaluated fairly. This can occur where employees work together but are evaluated individually and often by their own team. The introduction of "career maps" systems was intended to offer greater flexibility but the systems lack standardisation, creating confusion over promotion and personnel decisions, and allowing supervisors to be inconsistent in granting of leave and options offered. Work related networks are increasingly important for career development, but women feel excluded from these, and women's networks are either unavailable or considered ineffective.

The researcher found that working in gender-balanced teams was beneficial to women, as were standardised career map practices. This paper advocates institution of networks which are open to all staff, and making supervisors accountable for diversity outcomes. (5 pages)

Area(s) of Focus: Action

Link: <http://gender.stanford.edu/news/2012/new-ways-working-same-old-gender-inequality>

Barsh, J., & Yee, L. (2011). Unlocking the full potential of women in the US economy. New York: McKinsey & Co.

This report briefly summarises McKinsey & Co.'s research into women's economic potential. Companies are increasingly recruiting women graduates, but the talent pipeline is failing to progress women to top roles. Women feel they lack access to informal networks, sponsors and role models. Lifestyle issues, as well as institutional and individual mind-sets also act as obstacles to advancement.

The report advises companies to focus on progressing female middle managers to higher positions, and warns that a comprehensive transformation of a company's culture is necessary to effect lasting balance in diversity. Actions recommended include developing awareness of the business case for diversity, refinement of staff performance measures, and buy-in of senior management to promote change. (7 pages)

Area(s) of Focus: Action

Link:

http://www.mckinsey.com/client_service/organization/latest_thinking/unlocking_the_full_potential

Carter, N. M. & Silva, C. (2011). The myth of the ideal worker: Does doing all the right things really get women ahead? New York: Catalyst.

This study of male and female MBA-qualified professionals evaluates the truth behind the conventional wisdom of actions and strategies necessary to become an "ideal worker" and attain promotion. Nine strategies for advancement were identified. Based on whether the strategies were aimed at promotion within the organisation, at another workplace, or both, or neither, respondents were classified into strategy profiles of "Climbers", "Scanners", "Hedgers" and "Coasters". The results found that male hedgers were twice as likely to attain roles in the senior executive as female hedgers, and that there was no difference in the success of women based in different strategy profiles. The only quantifiably successful strategies for women were "making their achievements visible", and "coming into contact with powerful others".

Men were likely to receive higher compensation for switching to jobs at other companies, whereas women were likely to receive less, lending support to the hypothesis that men are judged on their potential and women on their proven achievements. Little evidence was found to support the theory that women's lack of promotion and salary increase was due to not asking, as statistics for this were largely similar between the two genders. (24 pages)

Area(s) of Focus: Action

Link: <http://www.catalyst.org/knowledge/myth-ideal-worker-does-doing-all-right-things-really-get-women-ahead>

Cockburn, R. (2011). Women Governors Mentoring, New Zealand Olympic Committee Review Report. Wellington: Lumin.

See entry under New Zealand Data and Research.

Lord Davies of Abersoch (2011). Women on boards, February 2011. London: Department for Business, Innovation & Skills, Department for Culture, Media & Sport, and Government Equalities Office.

See entry under Data Story.

Male Champions of Change (2011). Our experiences in elevating the representation of women in leadership. Sydney: Australian Human Rights Commission.

A report from an initiative of senior Australian business leaders, addressed to Chief Executive Officers and senior executives engaged in implementing gender diversity strategies within their companies. Working from lessons learned implementing these strategies within their own organisations, the authors lay out guidelines for diversity programmes across a three-phase model. Actions which have proven most effective are identified, with examples from a range of companies, including refinements which have been added to strategies over time.

The actions cover subjects such as leadership commitment, sponsorship programmes, talent management, bringing bias to the surface where it can be addressed, and normalising use of flexible working arrangements.

The authors address difficulties which arise in cementing diversity as a priority, comparing the process to the institution of a "safety culture" within an organisation. An appendix provides detailed case studies of the journeys two companies have made through all three phases of the process. (36 pages)

Area(s) of Focus: Action

Link: <http://www.humanrights.gov.au/publications/our-experiences-elevating-representation-women-leadership-letter-business-leaders-2011>

Project Implicit (2011). *The Implicit Association Tests*. USA: Project Implicit.

See entry under Unconscious Bias.

Hrdlicka, J., Cottrell, D. & Sanders, M. (2010). *Level the playing field: A call for action on gender parity in Australia*. Boston: Bain and Company.

This paper reports the results of a survey of members of the Australian business community. Amongst other findings, statistics are provided for men's and women's beliefs on: whether equal opportunities exist for women in recruitment, promotion and executive appointment; the importance of parity, as judged by respondents at different levels of organisations; men's and women's aspirations to leadership positions; and the perceived commitment of management to diversity programmes.

The study found that while a majority among both genders believe equal opportunities are important for women aspiring to leadership, a majority also believe these do not currently exist. Women are sceptical of existing gender diversity initiatives due to apparent disinterest at senior levels. Three major inhibitors of diversity programmes are identified, and action points are recommended to cement change. (12 pages)

Area(s) of Focus: Action

Link: http://www.bain.com/offices/australia/en_us/publications/a-call-for-action-on-gender-parity-in-australia.aspx

McKinsey & Company (2010). *Women matter 2010: Women at the top of corporations: Making it happen*. New York: McKinsey & Company.

This is the fourth in a series of research reports from this global management consultancy. A study of European companies, building on McKinsey's initial study in 2007 and with summaries provided by industry, finds that women's representation on boards and executive committees is largely unchanged. The percentage of female versus male university graduates in 1978 is compared with that of 2008, and a forecast of executive

representation is provided for 2040. A survey of managers examines the perceived barriers to increased gender diversity, with the "double burden" of work and personal life responsibilities, and the "anywhere, anytime" model of management being the most often identified. While a majority of top level managers believe that gender diversity results in improved financial performance, few companies are implementing multiple measures to achieve this.

The report presents a summary of 13 gender diversity measures and recommends three which most highly correlate with success in achieving diversity. A visual model of the ideal "Gender Diversity Ecosystem" is provided, identifying the main elements conducive of transformation. (22 pages)

Area(s) of Focus: Action / Data Story

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

Development Dimensions International, & The Economist Intelligence Unit (2008). *Growing global executive talent: High priority, limited progress.* Pittsburgh: Development Dimensions International.

This non-diversity-based report examines the perceived talent shortage in senior management developing across global businesses. The Economist Intelligence Unit performed a global online survey of executives in a range of industry sectors, requesting their evaluations of attitudes, engagement and implementation within talent management, and their satisfaction with leadership and existing talent management programmes. It found that while organisations are aware of a talent shortage, little progress is being made in developing new talent and insufficient enterprise-level alignment and execution of talent management initiatives exists.

A toolkit of seven measures to improve talent management is included, and an appendix provides case studies of eight of the companies surveyed, with descriptions of the initiatives they are currently undertaking. (36 pages)

Area(s) of Focus: Action

Link: <https://www.ddiworld.com/economisttalentmanagement/>

Weisberg, A. & Benko, C. (2008). *Mass career customisation: A new model for how careers are built.* Ivey Business Journal, May/June 2008.

See entry under Career Breaks and Flexible Working.

Business Case

20-First (2014). One key to gender balance: 20-First Century leadership. www.20-first.net

This flip book from an international gender consultancy presents the case for gender balance in the workplace in a novel and readable format. It uses the gender composition of a company's senior executive as an "easy measure" of a company's success on this issue, with 25 percent women seen as "critical mass" and 40 percent seen as "balance".

Women are argued to be the largest emerging market world-wide. The authors believe that companies need to reframe the issue away from "helping women" or as a "diversity issue", as women now constitute a majority of trained talent. A five-step approach to achieving balance in companies is briefly outlined. (44 pages)

Area(s) of Focus: Action / Business Case

Link: <http://www.20-first.net/flipbook/index.html>

Women's Business Council (2013). *Maximising women's contribution to future economic growth*. London: Department for Culture, Media & Sport.

This in-depth report to the UK government, prepared by an independent working group, provides recommendations to increase female participation in the workforce. It presents the business case, emphasising that £70 billion is contributed to the British economy annually by woman-led Small-Medium Enterprises, and that 10 percent could be added to the economy by 2030 by equalising workforce participation. Analysis is provided of women's working lives at the schooling, career break and "third phase" stages, as well as for female entrepreneurs.

A wide range of practical actions are considered, including: proposals to improve school career guidance and encourage girls to enter a wider range of professions; assistance for mothers returning to work; adoption of flexible working hours; retailing contracts to fit job requirements rather than defined work hours or locations; provision of assistive technology for carers, to enable them to remain in the workforce; and promotion of female entrepreneurialism at the government and financial services levels. The report contains numerous case studies of how similar actions have been implemented across a range of British industries. (56 pages)

Area(s) of Focus: Business Case

Link: <https://www.gov.uk/government/publications/womens-business-council-report-maximising-womens-contribution-to-future-economic-growth>

Credit Suisse (2012). *Gender diversity and corporate performance*. Zurich: Credit Suisse.

This report, produced by the research division of a major investment bank, examines the effect that gender diversity in corporate governance has on corporate performance. Data was collected on over 2,300 companies from around the world, and analysis found that over the six year period from 2005-2011 companies with at least one woman on their board outperformed, on average, those with no women. Statistics are presented for average market cap in a variety of sectors, showing a linear increase trend by number of women on companies' boards in most sectors.

The authors hypothesise that companies with higher numbers of female directors are relatively defensive in nature, which matches the challenges of the current economic climate. Seven key reasons are provided why gender diversity may correlate with performance, from a better mix of leadership skills, increased effort being put into governance, improved standards of governance and increased risk aversion. A feature interview is provided with Professor Katherine Phillips of Columbia Business School, that offers insights on the benefits of diverse teams and the challenges they face.

The paper concludes with a discussion of gender diversity policies which have been set in place in various nations, and of the barriers to change which have been identified to date. (32 pages)

Area(s) of Focus: Business case

Link: <https://www.credit-suisse.com/au/en/news-and-expertise/research/credit-suisse-research-institute/publications.html>

Grant Thornton (2012). *Women in senior management: Still not enough*. London: Grant Thornton International Ltd.

This report summary presents the relevant findings from Grant Thornton International Ltd.'s 2012 International Business Report. It briefly outlines the business benefits of women's representation at the board level as being improved performance, better audit and risk practices, and a reduced likelihood of the company failing.

It presents detailed statistical data of female representation in senior management from various countries around the world, finding that women occupied 21 percent of senior management roles globally in 2012, compared with 19 percent in 2004. The report details some initiatives for addressing the gap, including quotas for board membership. It also examines the issue of flexible working hours, but finds no significant correlation between availability of flexible hours and women's representation in senior management.

Area(s) of Focus: Business Case

Link: <http://www.grantthornton.co.nz/Publications/Private-held-businesses/international-business-reports.html#4>

Sharma, R. & Givens-Skeaton, S. (2012). Gender diversity among leaders of US corporations. *Review of Business Research*, 12 (5), pp 169-176.

This academic paper presents a review of the literature on the business case for gender balance. The review covers expected workforce shortages following recovery from the current recession, the demonstrated benefits of women's participation in the workforce and of female leadership, and rising female control over consumer expenditure.

The paper also presents original research data on female representation in the senior management of 956 American companies. It finds that women occupy only 9.94 percent of the top five executive roles in the companies studied, varying from 2.62 percent representation in the top executive (Chief Executive equivalent) role to 19.34 percent in the fifth-ranked role. Results are further tabulated by industry sector.

Area(s) of Focus: Business Case / Data Story

Link: <http://www.freepatentsonline.com/article/Review-Business-Research/312014731.html>

The Conference Board of Canada (2011). *Women in senior management: Where are they?* Ottawa: The Conference Board of Canada.

This report examines the progression of women into senior management roles in Canada over a 22 year period, finding that little or no significant progress has occurred. It provides statistics for gender diversity at senior and middle management in the public and private sector over the period, and the results from a 2006 survey of subjects of study chosen by tertiary students of both genders, towards a prediction of future workforce demographics.

The report presents the business case for diversity in terms of meeting future workforce shortages, especially in male-dominated professions, and in terms of higher return on personnel investment. It provides a summary of reasons why women are under-represented, including discussion of the "labyrinth" and "glass cliff" concepts, as well as stereotypes, bias, and the effects of company culture. Case studies are presented of three major companies from various sectors, and facing different challenges, which have achieved success in increasing representation through differing strategies. The report concludes by describing nine best practices companies are currently using to increase their proportions of female managers. (32 pages)

Area(s) of Focus: Business Case

Link: <http://www.conferenceboard.ca/e-library/abstract.aspx?did=4416>

Deloitte Australia (2011). *Only skin deep? Re-examining the business case for diversity.* Sydney: Deloitte Touche Tohmatsu.

This paper re-states the business case for diversity in terms of a re-definition of diversity which moves beyond visible differences and discrimination, instead framing the issue in terms of diversity of thought within the workplace. It advances the argument that women's inclusion in the workforce yields business results not because of special attributes the women themselves possess, but because diversity is an indicator of an organisation's

willingness to access their entire talent pool and manifest a culture of openness and merit.

The paper argues that workplace flexibility has been found to yield higher productivity for both men and women, regardless of country or culture, and as such it should be re-framed from a women's issue to a universal and genuine offer made to all employees. For diverse teams to work, organisations must have supportive cultures and inclusive leadership with specialised skills. Action points are provided at the paper's conclusion for organisations wishing to enhance diversity and inclusion in their workforce. (20 pages)

Area(s) of Focus: Business Case / Flexible Working

Link: <https://workfamily.sas.upenn.edu/content/news/only-skin-deep-re-examining-business-case-diversity>

Eversheds (2011). The Eversheds board report: Measuring the impact of board composition on company performance. London: Eversheds.

This report summarises research into corporate governance conducted by an international law firm. Share price information for 241 major companies during the 2007-2009 period was compared with data on the composition of the companies' boards. Dimensions examined included size, diversity, independence, the mix of skills and experience of members and their longevity of service. The study found that smaller boards tended to perform better, and that a higher number of female and independent directors was beneficial.

The authors present a model of "optimal board composition", in terms of executive, non-executive and independent directors, which specifies that an optimal board should have two or more women as members. The report concludes with a list of the emerging challenges directors have identified in the present business climate. (3 pages)

Area(s) of Focus: Business Case

Link:

<http://www.eversheds.com/global/en/where/europe/ireland/overview/publications/Board-report-2/about-2011-board-report.page>

Lord Davies of Abersoch (2011). *Women on boards*, February 2011. London: Department for Business, Innovation & Skills, Department for Culture, Media & Sport, and Government Equalities Office.

See entry under Data Story.

Pellegrino, G., D'Amato, S. & Weisberg, A. (2011). *The gender dividend: Making the business case for investing in women*. New York: Deloitte Touche Tohmatsu.

This report from a major professional services firm makes the case for gender diversity in terms of a "Gender Dividend" companies will reap from moving women into senior management. It makes this case at a government and business level, and describes the advantages of gender diversity (and risks associated with its absence) in terms of talent

recruitment and retention, customer engagement, decision making and earnings.

To implement effective change companies must ask and answer questions about the expected impact of increased diversity in their workforce. Examples of such self-assessment questions are provided for development of a company's own business case. It is argued that promoting women into leadership needs to be analysed and weighted as any other significant business project would be. Subsequent programmes and initiatives are then required at every level of the organisation, and gender diversity needs to be embedded into the core of decision-making process. Profiles are presented of the recently-appointed US Ambassador-at-Large for Global Women's Issues, of Deloitte's own internal initiative for women leadership, and of a key male leader within this initiative. (38 pages)

Area(s) of Focus: Business Case

Link: <http://www2.deloitte.com/content/www/global/en/pages/public-sector/articles/the-gender-dividend.html>

Woolley, A. & Malone, T. (2011). Defend your research: What makes a team smarter? More Women. *Harvard Business Review*, June 2011, pp 32-33.

The authors discuss their recent research, in which subjects performed collaborative intellectual exercises. Based on their performance, teams were given collective intelligence scores.

High IQ scores among team members were found to have only marginal correlation with collective intelligence, while the gender of members was found to be a much more significant factor. Teams with more women members were found to be more effective (or "more intelligent") than teams with fewer women. Woolley and Malone hypothesise that social sensitivity, a trait which women demonstrate to a higher level than men, could be the underlying cause of this result. The authors speculate that measures of collective intelligence could be used to examine and improve the functioning of groups at the organisational and societal levels.

Area(s) of Focus: Business Case

Link: <http://hbr.org/2011/06/defend-your-research-what-makes-a-team-smarter-more-women/ar/1>

CBI (2010). Room at the top: Improving gender diversity on UK corporate boards. London: Confederation for British Industry.

This report from the UK's largest business advocacy agency to its member companies outlines the business case for diversity in terms of improved governance, attracting and retaining talent, innovation, reaching customers and improving reputation. Avoiding the imposition of regulation is an acknowledged priority for this agency.

Info graphics are provided summarising current female representation at the director and senior executive levels for FTSE100 companies, as well as statistics on the changing size and role composition of corporate boards in the UK. Low female representation in senior executive committees is seen as indicative of a failure of the career pipeline to bring women to board level. A higher level of diversity reporting is recommended, as well as increased

leadership from the board chair on human resources policy, increased transparency in the appointment process, and developing and sustaining women through the pipeline through flexible work hours, managed career breaks, mentoring and building networks. (15 pages)

Area(s) of Focus: Business Case

Link: <http://www.cbi.org.uk/media-centre/news-articles/2011/01/room-at-the-top-improving-gender-diversity-on-uk-company-boards/>

Catalyst (2004). The bottom line: Connecting corporate performance and gender diversity. New York: Catalyst.

This original research report produced by an independent, non-profit advisory organisation seeks to establish statistical support for the business case in terms of gender diversity in senior management.

Catalyst examined the financial performance of 353 Fortune 500 companies between 1996 and 2000. Companies were grouped into quartiles by female representation in management, and the top quartile companies' performance compared against that of the bottom quartile companies, both by industry and overall. A strong relationship is found between higher gender diversity in management and better financial performance. Appendices include a detailed description of the methodology, the statistical procedures used, and comparisons of statistics by specific industry. (29 pages)

Area(s) of Focus: Business Case

Link: <http://www.catalyst.org/knowledge/bottom-line-connecting-corporate-performance-and-gender-diversity>

McLean, D. (2003). *Workplaces that work: Creating a workplace culture that attracts, retains and promotes women*. Ottawa: The Centre for Excellence for Women's Advancement, the Conference Board of Canada.

This easy to read report, prepared by the Conference Board of Canada for Canadian government ministers, outlines the business case for women's inclusion in all levels of the workforce, and across all sectors. It highlights: an expected future skill shortage, and the positive impacts of gender diversity in terms of hiring and retaining talent; competitive advantage in the labour, financial investment and customer markets; improved decision-making; and higher return on investment in personnel.

The report describes how workplace culture can exclude or include women, and provides several examples of "success stories" of women's inclusion, as well as tips and suggestions for actions. A 20-question self-assessment framework is included for evaluating a workplace's culture.

Area(s) of Focus: Business Case

Link: <https://www.gnb.ca/0037/report/WorkplacesthatWork-e.pdf>

Brown, D., Brown, D. & Anastasopoulos, V. (2002). *Women on boards: Not just the right thing... But the "bright" thing*. Ottawa: Conference Board of Canada

The authors provide a business case for diversity in leadership by examining research on specific areas of governance practice. Inner diversity, in terms of viewpoint, talents, skills and ideas, is highlighted as being of key importance, and outer diversity (e.g. by gender) can function as an indicator of this. It finds that women on boards provide a symbolic benefit, sending a signal to stakeholders that diverse voices will be heard at the top.

Female participation in governance is also shown to be associated with practical benefits such as higher assets, earnings, and number of employees, resulting from increased uptake of good governance practices such as accountability, monitoring of performance measures, creation of committees and assumption of responsibility.

The report concludes with a self-assessment tool for organisations wishing to evaluate their readiness for women on boards, which also functions as a series of action points for implementation.

Area(s) of Focus: Business Case

Link: <http://www.conferenceboard.ca/e-library/abstract.aspx?did=374>

Career Breaks and Flexible Working

Symmetra (2014). *The conundrum of workplace flexibility*. Pyrmont, Australia: Symmetra.

This white paper prepared by a business consultancy examines the unconscious biases held by business leaders towards employees who adopt flexible working arrangements. Flexible work is highly desired, and a driver of employees' selection of employers, but uptake of it is consistently low. Research results are presented which demonstrate managers' attitudes about full time and flexible-working staff as they relate to a range of leadership dimensions, revealing that in most cases full time workers are seen as more committed, ambitious and higher performing.

The paper discusses and rejects a series of myths relating to flexible workers, with reference to empirical data from recent studies; discussions of the heuristics underlying such biases, and of recent legal decisions relating to discrimination against flexible workers are also provided. The authors argue that ostensible organisational support of flexible arrangements do not necessarily challenge underlying assumptions embedded within the corporate culture, as reinforced by leaders' mind-sets. In their conclusion, the authors call on leaders to identify and acknowledge their own biases, and those of others within their organisation, and to take systematic steps to counteract them. (32 pages)

Area(s) of Focus: Flexible Working / Unconscious Bias

Link: <http://www.symmetra.com.au/diversity-consulting-news/the-conundrum-of-workplace-flexibility>

Hewlett, S. A. & Luce, C. B. (2005). *Off-ramps and on-ramps: Keeping talented women on the road to success*. *Harvard Business Review*, March 2005, pp 43-55.

This much-cited article from a business magazine reports on the findings of a survey of highly qualified women of two age groups, as contrasted with a male sample group. The study aims to identify the number of women dropping out of full-time work mid-career, their reasons for doing so, and their motives for and success with returning to work afterwards. It finds that 37 percent of women opt out at some point, for a variety of reasons classified as "push" or "pull" factors - child-raising, care of the elderly, lack of job satisfaction and rigid policies are cited as major reasons - whereas men are more likely to take career breaks to re-train or embark on new career paths. However 93 percent of these women opt to return to work afterwards.

The article discusses why a majority of women choose not to return to their original employer after a career break, and provides action points for employers wishing to retain female staff. These include creating reduced-hour jobs, providing flexible work and flexible career options (and removing the stigma associated with these), and better relationship management. A case study of Ernst & Young's programmes and policies is also provided.

Area(s) of Focus: Action / Career Breaks

Link: <http://hbr.org/2005/03/off-ramps-and-on-ramps-keeping-talented-women-on-the-road-to-success/ar/1>

Bain & Company, & Chief Executive Women (2013). Creating a positive cycle: Critical steps to achieving gender parity in Australia. Melbourne: Bain & Company.

See entry under Leadership.

CIPD (2013). *Flexible Working Factsheet*. London: Chartered Institute of Personnel and Development.

This fact sheet was prepared by a UK association for human resource professionals. It outlines the practice of flexible working, its benefits, and issues surrounding its implementation. It enumerates a wide variety of flexible work practices, and discusses the factors which contribute to recent increased interest in these options.

Issues relating to homeworking and teleworking are discussed, as is the relevant UK legislation which allows certain employees the right to request flexible work, a right which is expected to be extended in 2014 to all employees with 26 weeks' continuous work experience. Hyperlinks connect the reader to additional resources on these topics, and a list of further reading is presented in the conclusion. (5 pages)

Area(s) of Focus: Flexible Working

Link: <http://www.cipd.co.uk/hr-resources/factsheets/flexible-working.aspx>

Kwoh, L. (2013). McKinsey tries to recruit mothers who left the fold. *The Wall Street Journal Online*, 19 February 2013.

This article describes initiatives undertaken by McKinsey & Co., a leading US consulting firm, to re-recruit female staff members who have left to have children. Similar initiatives used by other companies and consulting firms are also discussed, including flexible work schedules, options for part-time workers to gain partnership, and training and support for reintroduction to work. (3 pages)

Area(s) of Focus: Career Breaks / Flexible Working

Link:

<http://online.wsj.com/news/articles/SB10001424127887323764804578314450063914388>

PricewaterhouseCoopers (2013). *PwC's NextGen: A global generational study*. London: PwC.

This document summarises the results of an internal study of the aspirations, work styles and values of different generations of staff within PwC's offices, with an emphasis on determining the attitudes of the Millennial generation (those born between 1980 and 1995).

The study surveyed 44,000 PwC staff across 18 countries, with an additional round of interviews, focus groups, and online forums. PwC estimates that 80 percent of its workforce will be Millennials by 2016, and has found that this age group tends to leave the organisation after only a few years, rejecting the traditional career model of the professional services firm. Amongst their findings, PwC report that Millennials do not want to compromise their personal

lives with high levels of work commitment, want access to flexible working arrangements, and want more (and more frequent) rewards and support from their organisation. Retention is seen in terms of building an emotional connection between staff and the firm with engaging work, a balanced workload, a sense of community within teams, and competitive pay and job opportunities. The conclusion presents recommendations of what other organisations can do to meet the demands of this generation. (16 pages)

Area(s) of Focus: Flexible Working

Link: <http://www.pwc.com/gx/en/hr-management-services/publications/nextgen-study.jhtml>

Timewise Foundation (2013). *The flexibility trap*. London: Timewise Foundation.

This brief research report was issued by a non-profit organisation representing part-time and flexible workers within the United Kingdom. 1,000 part-time workers were interviewed on their attitudes and work histories to determine the career barriers they experience. A majority felt "trapped" in their current roles, given limited options for part-time work elsewhere, and most say their current role is a step down from, or on an equal level with their last role. Most had not been promoted since beginning part-time work, and most felt they would not be promoted until they took on more hours.

The results indicate that the majority of workers are unsure at which point in the recruitment process they should ask about part-time or flexible arrangements, and virtually all respondents would like employers to be clear about whether roles can be performed flexibly when the vacancies are initially advertised. Data is also presented on men's and women's reasons for pursuing part-time work. A case study presents the work history of an employee of a financial services firm, returning to part-time work after a maternity break. (5 pages)

Area(s) of Focus: Flexible Working

Link: <http://timewisefoundation.org.uk/our-work/research/>

Donnelly, N., Proctor-Thomson, S. & Plimmer, G. (2012). The role of 'voice' in matters of 'choice': Flexible work outcomes in the New Zealand public services. *Journal of Industrial Relations*, 54, pp 182-203.

See entry under New Zealand Data and Research.

Deloitte Australia (2011). *Only skin deep? Re-examining the business case for diversity*. Sydney: Deloitte Touche Tohmatsu.

See entry under Business Case.

Page, F. & Feenstra, F. (2011). *Men at work: What they want and why it matters for women*. Melbourne: The One Hundred Percent Project.

This study, conducted by an Australian not-for-profit organisation, surveyed Australian workers on their beliefs and priorities regarding work-life balance. The authors argue that focusing discussion of flexible working arrangements solely on women characterises women's careers and leadership as problematic. Few differences were found between men's and women's responses in the survey.

A majority of men state that they expect to devote time to raising children, and are willing to make sacrifices to achieve this. Men expressed higher levels of commitment to parenting than to their careers, were more likely to be satisfied with their lives if satisfied with their contribution to family, and were more engaged working for organisations which offered options for achieving work-life balance. However, significantly fewer men have requested these options than women, with the most commonly cited reason being concern over negative career effects.

Despite both genders valuing their careers equally, this reticence in opting for flexible work arrangements means more women leave the workforce or work part-time to meet the workload demands of raising children. (23 pages)

Area(s) of Focus: Flexible Working

Link: <http://www.the100percentproject.com.au/our-research>

Coffman, J. & Hagey, R. (2010). *Flexible working models: How to bring sustainability to a 24/7 world*. Boston: Bain and Company.

This study surveys a wide range of staff at companies around the world, finding that more employees would opt for flexible work arrangements if the options better met their needs, and there were more visible "success stories" of its use. Flexible work is argued to be a means of attracting and retaining talent, particularly for younger employees or during periods of economic health. The paper argues that a wide range of options is necessary, presenting a list of these as well as four typical categories of employees with differing requirements. Recommendations are made for steps companies can take to make their flexible options more effective. (12 pages)

Area(s) of Focus: Flexible Working

Link: <http://www.bain.com/publications/articles/flexible-work-models-how-to-bring-sustainability-to-24-7-world.aspx>

Ministry of Women's Affairs (2010). *Workplace flexibility in the accounting sector*. Wellington: Ministry of Women's Affairs.

See entry under New Zealand Data and Research.

Cabrera, E. (2009). Fixing the leaky pipeline: Five ways to retain female talent. *People and Strategy*, 32 (1), pp 40-45.

This brief and practical article from a human resources journal argues that women leave organisations long before hitting the "glass ceiling" largely because increasing work demands in their lives come into conflict with inflexible workplace policies.

From ongoing consultation with professional women, the author has assembled a list of five of the most important factors contributing to women staying in their roles. These are: flexibility, including provision of flexible working hours, telecommuting, part-time options and the ability to temporarily scale back one's career; caregiving support, such as paid parental leave and options for re-entry; maintaining contact with women who have left, such as through alumni networks or options for project work; ensuring the recruitment function welcomes women's career re-entry; and fostering a supportive organisational culture where flexible work is not stigmatised and efforts are made to measure success towards diversity targets. The article includes a brief description of Deloitte's "mass career customisation" career planning model.

Area(s) of Focus: Career Break / Flexible Working

Link: <http://web.a.ebscohost.com/ehost/detail?vid=3&sid=6cb9de8e-c538-4bc6-ab09-4bac3bcd04c9%40sessionmgr4004&hid=4112&bdata=JnNpdGU9ZWVhvc3QtbGl2ZQ%3d%3d#db=hrs&AN=38509138>

**Shapiro, M., Ingols, C., Blake-Beard, S., & O'Neill, R. (2009).
Canaries in the mine shaft: Women signalling a new career model.
People & Strategy, 32 (3), pp 52-59.**

This article from a human resource management journal examines women's career goals, and their motivations for using flexible working arrangements. The paper describes the rift between the "work is primary" model with an emerging "career self-agency" model, where workers enjoy greater freedom in managing working arrangements. Women are argued to be at the fore of this movement because of the conflicting demands of their private and professional lives.

Results of a survey of female business leaders are reported, finding a variety of competing goals and motivations; where flexible work arrangements were used by women respondents they were most often those supporting full time work from home or outside of traditional hours, rather than part-time arrangements.

The authors discuss companies' cultures as being either "assimilating", "accommodating" or "transforming". Examples are presented of transforming cultures, and advice and examples are provided of actions and changes that can be made at the job design, recruitment, training and development, compensation and retention stages.

Area(s) of Focus: Flexible Working

Link: <http://www.emeraldinsight.com/journals.htm?articleid=1846528&show=html>

Weisberg, A. & Benko, C. (2008). Mass career customisation: A new model for how careers are built. *Ivey Business Journal*, May/June 2008.

Talent personnel at professional services firm Deloitte here describe the new Mass Career Customisation (MCC) model the company has developed for talent management.

The authors identify six trends which are changing the workforce, and which will have increasing impact in the future; these include a shrinking labour pool, a higher number of female workers, the expectations of Gen X and Gen Y employees, and the impact of technology. While flexible working arrangements have helped such issues in the past, these are argued to be one-off solutions typically negotiated at "points of crisis", which are not integrated with talent management and career progression.

The MCC model builds on the concept of Mass Product Customisation, offering employees options based on the dimensions of pace, workload, location or schedule, and role. Employees choose their preferred position on the continua with the understanding that these may be re-evaluated at a later point. This model replaces the metaphor of a "corporate ladder" with that of a "corporate lattice", acknowledging that workers may voluntarily choose to move sideways or even downwards at various points in their careers.

Examples are provided of sample profiles and the benefits of the model are discussed, including increased productivity and loyalty. The authors provide a thorough discussion of their experiences rolling out the system, and list several key lessons learnt for successful implementation. (6 pages)

Area(s) of Focus: Action / Flexible Working

Link: <http://iveybusinessjournal.com/topics/leadership/mass-career-customization-a-new-model-for-how-careers-are-built>

The Data Story

Grant Thornton (2014). *Women in business: From classroom to boardroom*. London: Grant Thornton International Ltd.

This report provides summary statistics of women's employment and career status globally, at all stages from education to senior management.

Education is stressed as the most important contributor to wage differentials around the world; of the 865 million women expected to enter the global economy by 2020, it is anticipated that only 17 percent will have received a sufficient education.

Women's participation in education is represented by statistics on education level and type of economy, and while women's participation in tertiary education is now higher than that of men this does not translate to higher representation in top roles.

Figures are also presented for workforce participation, and gender diversity in senior management, including by role and industry. Special topics in this report include statistics on business leaders' level of support of introducing gender quotas for business governance, as well as current diversity statistics of business boards from various countries, and a discussion of recent decreases in fertility rates around the world as a result of urbanisation in developing countries, and the possible effects this will have on the female workforce.

The report concludes with figures representing percentages of businesses which have introduced flexible working arrangements, and other schemes for the advancement of women, many of which remain uncommon. (16 pages)

Area(s) of Focus: Data Story

Link: http://www.internationalbusinessreport.com/Reports/2014/IBR2014_Women_in-buisness.asp

Groysberg, B. & Bell, D. (2014). *Women on boards: Another year, another disappointment*. *Harvard Business Review Blog Network*, 3 February 2014.

See entry under New Zealand Data and Research.

Ernst & Young (2013). *Worldwide index of women as public sector leaders: Opening doors for women working in government*. London: Ernst & Young.

This report, prepared by a major professional services firm, presents data on the current status of women's representation in senior executive roles within the public sectors of the G20 nations. Ranked figures are also provided for women's representation in parliamentary and Ministerial-level positions, and for total percentage of women's representation across the nation's entire public sector workforce and private sector board positions.

The report estimates that 860 million women world-wide currently lack the education or

opportunity to participate in the global economy. Specific issues faced by women in a variety of nations are discussed in brief, and interviews with senior female leaders in these countries provide insight on the political and social obstacles which must be overcome. The future effects of austerity are considered: an estimated 710,000 UK public sector jobs will be lost by 2017, and in countries such as Spain, Greece and Portugal austerity has primarily affected areas which have been traditionally female-dominated, such as education, health and social services.

Actions are suggested for governments to improve their female representation, ranging from legislation, to changes of culture, role modelling and leadership, and specific advice is offered for women entering the sector and wishing to progress. (32 pages)

Area(s) of Focus: Data Story

Link: <http://www.ey.com/GL/en/Industries/worldwidewomeninpublicsector---Worldwide-Index-of-Women-as-Public-Sector-Leaders>

Grant Thornton (2013). *Women in senior management: Setting the stage for growth*. London: Grant Thornton International Ltd.

This report presents a "year in review" summary of progress towards gender diversity in senior management, based on the results of Grant Thornton's 2013 International Business Review. It presents and discusses diversity statistics from various countries around the world, including recent figures in support of the business case, and finds that many (but not all) developing or emerging economies have seen improvement.

Cultural perceptions and expectations remain an obstacle for women in several countries, and other obstacles to women's advancement are discussed. The report posits that education, talent management and the provision of flexible working arrangements are most beneficial to increasing numbers of women in top leadership. (12 pages)

Area(s) of Focus: Data Story

Link: <http://www.grantthornton.ae/page/women-in-senior-management-setting-the-stage-for-growth>

Ernst & Young (2012). *Getting on board: Women join boards at higher rates, though progress comes slowly*. Washington, DC: Ernst & Young.

This succinct report focuses on women's representation on boards of publicly-listed companies in the United States. Statistics are presented from 2006 and 2012, demonstrating a small increase over this period to 14 percent representation on S&P1500 boards, and 17 percent on S&P500 boards.

Additional data are supplied for: the number of women members on boards, by year and by company size; the progress of companies which in 2006 had no women members; the percentage of companies which have reached the "tipping point", here defined as one third of members being female; the professional backgrounds of the new women directors recruited in 2011-2012, and their qualifications for directorship as cited by the recruiting companies; and the percentage of women in specific board and committee roles. (8 pages)

Area(s) of Focus: Data Story

Link: <http://www.ey.com/US/en/Newsroom/News-releases/Women-are-joining-US-corporate-boards-at-an-increasing-rate>

Equal Opportunity for Women in the Workplace Agency (2012). *2012 Australian census of women in leadership*. Canberra: Australian Government.

This comprehensive census report describes women's representation in directorships and senior executive management roles in Australia's ASX200 and ASX500 top-listed companies. Women comprise 12.3 percent of directors in ASX200 companies, a marked increase from 2010. Female representation is higher in the top 20 companies, and scales down with decreasing size of organisation. 9.7 percent of senior executives in ASX200 companies are female. Detailed statistics are also provided on female participation by industry sector and region, and on gender statistics amongst Chief Executive Officers, board and committee chairs, executive and non-executive directorships, and Australian government boards. Comparisons are provided against other countries, and the previous experience of senior women and men is analysed.

The report also provides a summary of the ASX's diversity recommendations to companies, and compliance with these. The conclusion summarises options for future actions, and presents arguments for and against the imposition of a mandated diversity quota. (60 pages)

Area(s) of Focus: Data Story

Link: <https://www.wgea.gov.au/lead/australian-census-women-leadership>

McKinsey & Company (2012). *Women matter 2012: Making the breakthrough*. New York: McKinsey & Company.

This is the fifth in a series of research reports from a global management consultancy. Surveys were distributed to major European firms, assessing female representation at board and executive committee levels, as well as the initiatives in place to transform gender diversity and the success of their implementation. Female representation on boards was found to have increased from 12 percent in 2007 to 17 percent in 2012, while representation on the senior executive had increased from 6 percent to only 10 percent.

The report provides data on women's comparative odds of advancement, on average, across all levels of the organisations studied, as well as a breakdown of this by industry. Data is also reported on a number of strategies initiated, and the percentage success of their implementation. Recommendations are provided for "four fundamental elements" necessary to successfully implement transformation within companies. (26 pages)

Area(s) of Focus: Data Story

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

Sharma, R. & Givens-Skeaton, S. (2012). *Gender diversity among leaders of US corporations. Review of Business Research*, 12 (5), pp 169-176.

See entry under *Business Case*.

Lord Davies of Abersoch (2011). *Women on boards*, February 2011. London: Department for Business, Innovation & Skills, Department for Culture, Media & Sport, and Government Equalities Office.

A UK government report commissioned to provide recommendations for increasing female representation on boards of listed companies. The report argues the business case in terms of increased financial performance resulting from improved board performance, access to a wider talent pool, responsiveness to the market and better corporate governance.

An analysis of current (as of 2011) UK diversity statistics is provided, as is a description of typical board sizes, compositions and skill requirements. An appendix provides a wide-ranging report on statistics from other nations, and strategies employed by governments to improve representation. Case studies from Norway and Australia are described in detail. A survey of executives' beliefs about barriers and avenues to change was undertaken, the results of which are outlined and discussed.

The report recommends a business-led approach over the alternative of imposed quotas. Its specific recommendations include: that chairmen and CEOs of FTSE350 companies set out percentages of female representation on boards and executive committees they aim to achieve by 2013 and 2015; that listed companies disclose gender diversity figures annually; that companies be required to establish a diversity policy; that the Nominations Committee's work should be summarised within the annual report for each company; that investors use the gender diversity of a company's board as a criterion for evaluating investments; that executive search firms should draw up a voluntary code of conduct, including diversity and best practice as articles; and that the recognition and development of high potential female candidates be fostered. (39 pages)

Area(s) of Focus: Action / Business Case / Data Story

Link: <https://www.gov.uk/government/news/women-on-boards>

McKinsey & Company (2010). *Women matter 2010: Women at the top of corporations: Making it happen*. New York: McKinsey & Company.

See entry under Action.

Leadership

Anderson, M. J. (2013). Why role models are critical for developing women leaders in tech. *The Glass Hammer*, 11 July 2013.

This brief article summarises recent research on the retention of women working in the technology sector.

Seventy-nine point nine percent of junior and mid-career level women surveyed said they had a role model within their organisation, and the study found that women who had a role model were significantly more likely to have aspirations towards roles in the senior executive than women who did not. The presence of role models also correlated with other factors which had a positive impact on women's advancement. The author argues that it is important for companies to nurture connections between junior and mid-level women with people at the top, who can support them through networks, sponsorship and mentoring. The gender of the role model did not appear to matter. When asked to name a woman in the technology sector they admired, respondents named 86 different women, suggesting that a variety of inspirational female leaders does exist. (2 pages)

Area(s) of Focus: Leadership

Link: <http://www.theglasshammer.com/news/2013/07/11/why-role-models-are-critical-for-developing-women-leaders-in-tech/>

Bain & Company, & Chief Executive Women (2013). Creating a positive cycle: Critical steps to achieving gender parity in Australia. Melbourne: Bain & Company.

Building on the results of Bain & Company's 2011 report *What Stops Women Reaching the Top?*, this study surveys members of Australia's business community to establish the organisational characteristics and individual leadership behaviours which contribute to environments where diversity is valued and women feel able to reach their full potential. The measure used here, as in other Bain & Company research, is a Net Promoter Score which evaluates the degree to which employees would recommend their organisation to their peers.

The survey found that the middle years of women's careers are a low point in their positive comments about their employers, as they encounter the simultaneous obstacles of career break and issues with their style of leadership and fit within the organisation. Positive and negative cycles are described; in the former, a visible presence of women at the top builds commitment and success from women further down.

Results are presented for women's evaluations of their own manager's leadership styles, illustrating what styles are associated with higher levels of satisfaction and dissatisfaction. The paper provides a case study of how Woolworth's Australia rapidly improved its gender diversity in senior management, and action points for organisations to build higher levels of advocacy amongst female staff. (26 pages)

Area(s) of Focus: Career Break / Leadership

Link: <http://www.bain.com/publications/articles/creating-a-positive-cycle.aspx>

Edwards, M., Burmester, W., Evans, M., Halupka, M. & May, D. (2013). *Not yet 50/50: Barriers to the progress of senior women in the Australian Public Service*. Canberra: ANZSOG Institute for Governance.

A paper examining beliefs and biases in the Australian Public Service (APS). Current statistics are presented in gender representation across Australian departments, as is a thorough review of recent literature on unconscious biases in workplaces, including two recent case studies from the APS. Three propositions were empirically tested in a survey of male and female APS staff: that competing priorities (work versus family) hinder women from opting for leadership roles; that negative male perceptions of women's ability to lead impede their progress; and that structures and cultures within the APS hamper women's progress by institutionalising policies and processes which give men an advantage, thus weakening women's confidence. Ten statements on barriers facing women were provided to male and female respondents, at different role levels and within male-centric and non-male organisations. Respondents were also asked to place their own organisation on a continuum from "exclusive" to "inclusive". Results are tabulated and discussed, and narrative statements on the different bias propositions from both genders are provided as illustrations.

The report provides 16 key findings, including that men see "competing priorities" due to family as women's main barrier, that men are more likely to promote themselves to others, and that many women feel excluded from networks leading to advancement. The conclusion presents "pathways" that organisations can follow towards inclusive leadership, and recommends committed support from male leadership through four combined categories of actions. (32 pages)

Area(s) of Focus: Leadership / Unconscious Bias

Link: <http://www.governanceinstitute.edu.au/engagement-program/parliamentary-triangle-seminar-series/186/not-yet-5050-barriers-to-the-progress-of-senior-women-in-the-aps>

Ibarra, H. (2013). How female leaders should handle double-standards. *Harvard Business Review Blog Network*, 8 February 2013.

See entry under Unconscious Bias.

McKinsey & Company (2013). Women matter 2013: Gender diversity in top management: Moving corporate culture, moving boundaries. Paris: McKinsey & Company.

The introduction of this report re-states the business case for diversity, provides a round-up of gender diversity statistics for businesses across 13 nations as of 2013, and summarises the findings of the previous seven years of research in McKinsey & Company's Women Matter series.

This study of women surveyed 1,400 managers from various companies world-wide, finding that women in senior or mid-level management were as likely as men to aspire to roles at the senior executive level, but were less confident of success in achieving this. Comparing answers given by "confident" and "unconfident" respondents, the research concludes that

collective factors were twice as influential as individual factors. Three major issues and barriers are identified: insufficient engagement from men, many of whom are unaware of the obstacles professional women face, and some of whom believe that gender diversity initiatives are unfair or harmful; a current "anywhere, anytime" performance model which penalises women; and prevailing leadership styles which hinder women reaching the top.

The paper reaffirms McKinsey's "ecosystem" of gender diversity measures, as outlined in the 2010 report, stressing that the shortcomings of corporate culture and mind-sets must be addressed through inclusiveness programmes, sponsoring and revised HR policies and practices. (20 pages)

Area(s) of Focus: Leadership

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

Reynolds, A. (2013). *Maori women CEOs: A glimpse of the future?* Research paper submitted to University of Waikato.

See entry under New Zealand Data and Research.

Deloitte Australia (2012). *Inclusive leadership: Will a hug do?* Sydney: Deloitte Touche Tohmatsu.

This report summarises the inclusive leadership approach. Key foundations of the approach are described as identifying one's own unconscious biases, developing a collective identity amongst the team, and building an inclusive framework (e.g. through explicit protocol) to create a safe environment for the sharing of ideas. Notes are provided on strategies for inclusive team meetings, and a model is presented depicting several organisational and talent elements which contribute to corporate culture, with accompanying strategies for incorporating inclusion and diversity into each facet of the organisation. (18 pages)

Area(s) of Focus: Leadership

Link:

http://www.tohmatsu.com/view/en_jp/jp/e4deacf30e9b6310VgnVCM2000001b56f00aRCRD.htm

Deloitte Australia, & Victorian Equal Opportunity and Human Rights Commission (2012). *Waiter, is that inclusion in my soup?* *A new strategy to improve business performance.* Sydney: Deloitte Touche Tohmatsu.

This report highlights the benefits of creating a sense of inclusion within a corporation's culture. Research is presented which finds that employees who see their organisation as being committed to diversity, and who themselves feel included, are more likely to provide high ratings for their organisation in terms of performance, customer service, innovation and engagement. A higher sense of inclusion also reduces absenteeism.

The report provides a definition of inclusion, and identifies the elements necessary for creating it in the workplace. It also offers a case study of a manager who has been

successful in creating a sense of inclusion in their team, and a framework for evaluating inclusive leadership competency. (30 pages)

Area(s) of Focus: Leadership

Link: <http://www.humanrightscommission.vic.gov.au/index.php/our-resources-and-publications/reports/item/529-waiter-is-that-inclusion-in-my-soup-a-new-recipe-to-improve-business-performance-nov-2012%20%20%20>

Harris, C. A., & Leberman, S. I. (2012). Leadership development for women in New Zealand universities: Learning from the New Zealand Women in Leadership Program. *Advances in Developing Human resources*, 14 (28), pp 28-44.

See entry under New Zealand Data and Research.

Price, A. R. & Howard, D. M. (2012). Connect for success: Social leadership, mentorship, and the female healthcare executive. *Frontiers of Health Services Management*, 28 (4), pp 33-38.

This editorial introduction to an issue of a journal of health services management presents a discussion of women's leadership in healthcare and female styles of leadership. Research is cited which found that in leaderless groups, men will likely emerge as leaders of task-oriented work, while women frequently become leaders of social interaction-based groups. Social leadership involves motivating, inspiring and reducing conflict among staff.

In healthcare, female leaders have demonstrated an emphasis on patient care, communication, transparency, collaboration and skill building. Women have been found to be better listeners, more likely to seek the input of others, and more likely to ensure the recognition of others. The authors advise aspiring women leaders to build confidence and self-knowledge and to act upon their beliefs. Mentors and sponsors are argued to be the key to building a career pathway.

Area(s) of Focus: Leadership

Link: <https://www.ache.org/publications/product.aspx?pc=J511>

Sojo, V. & Wood, R. (2012). Gender Equality Project: Resilience: Women's fit, functioning and growth at work: Indicators and predictors. Melbourne: University of Melbourne Centre for Ethical Leadership.

This paper provides an analysis of research into women's resilience at work conducted by the University of Melbourne's Gender Equality Project. Resilience is defined here as the measure of women's fit, effective functioning and growth at work, even when the working environment is threatening.

A meta-analysis was conducted of 88 studies, from a variety of sectors (male-dominated and

gender-neutral) and countries around the world. Eight indicators of women's resilience were identified, and grouped by the categories of fit, functioning and growth. Over 500 potential predictors of these indicators were then analysed, with 17 emerging as consistent and significant. These predictors were then organised into categories based on protective versus risk factors, and organisational versus personal factors.

The result of the meta-analysis is a model of women's resilience which can be used as the basis for review and action in organisational contexts. The authors present five recommended actions which target organisational culture, to enhance the impact of existing gender diversity strategies. (45 pages)

Area(s) of Focus: Leadership

Link: http://www.mbs.edu/facultyresearch/ethicalleadership/Pages/CFEL_Research.aspx

Ely, R. J., Ibarra, H. & Kolb, D. M. (2011). Taking gender into account: Theory and design for women's leadership development programs. *Academy of Management Learning & Education*, 10 (3), pp 474-493.

Based on their experience with designing and implementing women's leadership programmes (WLP), the authors present a wide-ranging global overview of research and theory on the subjects of leadership development as "identity work", where one creates and internalises a leader identity, and of the impediments that unconscious bias presents to women within organisations.

The authors present illustrations of how a WLP can reinterpret several standard leadership topics in light of such bias, and provide strategies for aspiring female leaders. Principles are defined to guide women's leadership education, and the implications of the identified biases for leadership theory and education in general are discussed.

Area(s) of Focus: Leadership / Unconscious Bias

Link: <http://amle.aom.org/content/10/3.toc>

Sanders, M., Hrdlicka, J., Hellicar, M., Cottrell, D. & Knox, J. (2011). *What stops women from reaching the top? Confronting tough issues*. Melbourne: Bain & Company.

This Australian report provides an analysis of progress towards equal representation in senior business leadership, and presents the results of a survey of the Australian business community on the structural and cultural issues which impede women's progress to executive management. The survey results indicate an increased belief that senior leadership supports diversity and is committing meaningful resources to realising it, and that women and men appear to share equal ambition to top roles; however a wide gap appears to exist between intention and outcome.

Forty-five percent of male respondents remained unconvinced of the business case for diversity, and two schools of thought appear to exist regarding the factors at play. A

predominantly male view believed that mixed work-life priorities impede women's progress, while a predominantly female view believed that differences between male and female styles of leadership exist and are rewarded differently. The survey collected data on men's and women's beliefs on the relative value of different leadership attributes, the types of leadership at which the two genders excel, and the impacts of these differences on promotion.

The paper's conclusion presents a list of "acid test" questions which a board, CEO or executive committee can apply to itself to determine its commitment to diversity, and a series of recommendations for future actions the organisation can undertake. (20 pages)

Area(s) of Focus: Leadership

Link: <http://www.bain.com/publications/articles/what-stops-women-from-reaching-the-top.aspx>

Torchia, M., Calabró, A. & Huse, M. (2011). Women directors on corporate boards: From tokenism to critical mass. *Journal of Business Ethics* (102), pp 299-317.

An academic research paper examining the impact of differing levels of female membership on corporate boards, to determine whether a "critical mass" is required for positive impacts on innovation. The study surveyed CEOs of Norwegian companies and found no correlation with perceived innovation in companies with two, one, or no female board directors; however a significant positive relationship exists in boards with three or more female directors, suggesting that this represents critical mass.

Certain strategic tasks are shown to function as a mediating factor on innovation, with a positive relationship existing between three or more women and increased uptake of these tasks. In cases where boards have fewer women, the authors believe women form a "token minority" suffering from performance pressure, exclusion and assimilation into stereotyped categories. The gender of the CEO also seems to correlate with levels of innovation, with male CEOs associated with lower results.

Area(s) of Focus: Leadership

Link: <http://www.springer.com/social+sciences/applied+ethics/journal/10551>

Alimo-Metcalfe, B. (2010). An investigation of female and male constructs of leadership and empowerment. *Gender in Management: An International Journal*, 25 (8), pp 640-648.

This academic research paper advances the theory that women's low participation in management is the result of biased leadership assessment criteria within organisations. Assessment criteria are defined by existing management, who are predominantly male. Cited and original research from the United Kingdom is discussed, which finds that male and female perceptions of ideal leadership qualities differ significantly and are sometimes opposed, with women seeming to favour a transformational leadership style, and men favouring transactional leadership.

Area(s) of Focus: Leadership

Link: <http://www.emeraldinsight.com/journals.htm?issn=1754-2413&volume=25&issue=8>

Brescoll, V. L., Dawson, E. & Uhlmann, E. L. (2010). Hard won and easily lost: The fragile status of leaders in gender-stereotype-incongruent occupations. *Psychological Science*, 21(11), pp 1640-1642.

See entry under Unconscious Bias.

Jonsen, K. & Maznevski, M. L. (2010). Gender differences in leadership - believing is seeing: Implications for managing diversity. *Equality, Diversity and Inclusion: An International Journal*, 29 (6), pp 549-572.

This article provides a discussion of academic research on perceived differences in leadership style according to gender. The authors summarise the empirical evidence on male and female leadership styles, arguing that stereotypes associated with gender and work roles affect perceptions of leadership more than any actual differences.

Three different paradigms relating to perceptions of gender and leadership are identified: "gender blind", where the leadership styles of the two genders are seen as identical; "gender conscious", where differences are perceived to exist and allowances are made to cultivate female leadership; and a "perception creates reality" perspective which sees the styles of both genders as being similar, but with perceptions altered by stereotypes. The paper discusses the impact of the three paradigms on human resource policy and practice, and presents the self-assessed perspectives and practices of two multinational corporations as illustrative case studies.

Area(s) of Focus: Leadership / Unconscious Bias

Link: <http://www.emeraldinsight.com/journals.htm?issn=2040-7149&volume=29&issue=6>

Catalyst (2005). Women "take care", men "take charge": Stereotyping of U.S. business leaders exposed. New York: Catalyst.

See entry under Unconscious Bias.

New Zealand Data and Research

Bank of New Zealand (2014). Diversity delivers a distinct competitive advantage: Diversity case study. New Zealand: Bank of New Zealand.

The Bank of New Zealand (BNZ) recently received acknowledgement from UN Women for its efforts to foster gender diversity in its workforce. In this report BNZ presents a case study of these efforts.

The pre-requisites to taking action on diversity are outlined, and a diagram and discussion are presented of the actions BNZ have taken since initiating the project in April 2010; these include a programme targeting high-potential women for upward movement, targets and measures for women's representation in senior management, the institution of flexible work options for all roles, and training programmes to identify unconscious bias.

Results of the 2012 New Zealand Census of Women's Participation (ibid) are summarised, and the business case for diversity is presented in terms of the growing female market, accessing talent pools and increased profitability. BNZ also supports community initiatives relating to diversity and skills building. The conclusion also discusses BNZ's efforts to implement ethnic diversity and accessibility initiatives. (48 pages)

Area(s) of Focus: Action / New Zealand

Link: <https://www.bnzcareers.co.nz/about-us/diversity-in-our-workplace>

Groysberg, B. & Bell, D. (2014). Women on boards: Another year, another disappointment. *Harvard Business Review Blog Network*, 3 February 2014.

Following Catalyst's 2013 census of women directors and executives at Fortune 500 companies, which found that female directors still make up only 16.9 percent of the total membership, the authors of this business study discuss the possible reasons why change has still not occurred in this area.

Using New Zealand as a case study, where the proportion of female directors remains at 7.5 percent, a survey found that fewer female directors were married than males, and those who were had fewer children. Women were also twice as likely as men to hold advanced degrees. The authors hypothesise that women are paying a higher price than men for the same level of attainment. Women believed the gender gap was due to their lack of access to male networks, and lack of decision-making power on boards, while men believed the scarcity of female executives meant there was a lack of qualified female candidates.

The authors believe that to create change action must be taken on the country, organisational and individual level. Using the example of a New Zealand company which recently employed a rigorous, transparent and skill-focused approach to recruiting a new board, they argue that other companies need to similarly open up their selection processes. (4 pages)

Area(s) of Focus: Data Story / New Zealand

Link: <http://blogs.hbr.org/2014/02/women-on-boards-another-year-another-disappointment/>

Ministry of Defence Evaluation Division (2014). *Maximising opportunities for military women in the New Zealand defence force.* Wellington: Ministry of Defence.

This review of the New Zealand Defence Force (NZDF) assesses the degree to which women are treated equitably, achieve career progression and are safe from harassment, bullying and assault within the military professions.

NZDF has higher levels of gender diversity than the military of many comparable nations, but little progress has been made recently and the number of women in the force has been declining over the past five years. Statistics are presented on women's and men's progression through all stages of the NZDF lifecycle and a cohort analysis examines pay and promotion gaps between the genders. Women's attrition rates are shown to be greater than men's at every stage of career progression.

Issues surrounding family-friendly policies such as parental leave and flexible career progression are discussed in terms of the unique framework of the military. The report finds that women are not represented at senior levels as only warfare branches (from which women were previously excluded) are eligible for promotion to these levels; women are currently still under-represented in these trades. There has been a marked drop in women reporting harassment, but bullying continues to affect women more than men. The report provides recommendations of four categories of action which should be taken to recruit, retain and progress women, with individual actions listed and outcome goals set for 2015 and 2018. (66 pages)

Area(s) of Focus: New Zealand

Link: <http://www.defence.govt.nz/reports-publications/evaluation-report-maximising-opportunities-military-women-nzdf/contents.html>

Heathrose Research Ltd (2013). *Te mana tu o te wahine: Women as leaders in the community and voluntary sectors.* Wellington: Women in Leadership Aotearoa.

This survey is a pilot study of women's representation in the community and voluntary sector (CVS), which is traditionally a female-dominated workforce. Telephone interviews were conducted with leaders of 48 New Zealand CVS organisations, and data was collected on the proportions of women in voluntary, paid and leadership positions. Additional data is presented here on the types of boards organisations have (appointed, elected, etc.), the organisations' sectors, their sources and levels of funding, and the respondents' roles, employment status and qualifications.

The study found that women formed a majority in 60 percent of organisations' boards and 80 percent of leadership teams. 75-80 percent of paid staff in the CVS are estimated to be women. While female representation is therefore high, it is noticeably less at board level than at lower levels. Non-Pakeha women were found to be less represented at leadership level than Pakeha women. The characteristics of leadership roles in the CVS are discussed, which often require managers to hold a wide range of additional responsibilities beyond those of private or public sector managers. (30 pages)

Area(s) of Focus: New Zealand

Link: <http://womeninleadership.org.nz/research/>

Kerridge, P. & Denison, C. (2013). The path less travelled... the diversity 'way forward'. *The Director*, May 2013, pp 66-68.

A short piece written by partners of a leadership advisory firm, and aimed at company directors. The authors argue in favour of greater diversity on New Zealand boards, on the basis that diversity of representation will improve the quality of conversation in the boardroom.

The authors examine common assumptions which prevent boards from recruiting diverse membership, and offer counter-arguments. Six "concrete suggestions" are suggested that boards can employ to encourage a move towards diversity, such as reviewing board performance from the stakeholder's perspective, reviewing the organisational constitution, measuring and publishing more organisational data to improve transparency, and tapping into the talent pool of existing women's business networks.

Area(s) of Focus: New Zealand

Link: <http://www.management.co.nz/Editorial.asp?eID=65177&Wcat=102>

The Korn / Ferry Institute (2013). The Diversity and Inclusion Study: A Survey of Companies of Australia and New Zealand. Sydney: Korn / Ferry.

This paper summarises data gathered from a survey of the diversity programmes operating in Australasian companies, conducted by a leading executive search firm. Results are presented, with some discussion, on structural and employment matters including where diversity management is situated within the organisation, size of the team, reporting structure, budget allocation and remuneration.

Respondents were also asked about the development of their company's diversity strategy, what stage it had reached, what issues it had prioritised and what issues were forecasted as high priority in the future. Among other findings, the survey finds that diversity strategies at 50 percent of companies are rated as "compliance at best" or "building foundation". Senior and executive management were rated as being the most important people for the success of diversity strategies, but these were assessed as being only "somewhat involved" in leading the strategies.

Flexible working arrangements are identified as an emerging high-priority issue for the future. Companies cite recruitment and retention of talent as the greatest motivator for instituting a diversity programme, but the programmes of almost half of the companies are not operationally linked to the recruitment team, suggesting a disconnect between policy and practice. (26 pages)

Area(s) of Focus: New Zealand

Link: <http://www.kornferryinstitute.com/reports-insights/diversity-inclusion-survey-survey-companies-australia-and-new-zealand>

Philip, S. (2013). Reaping the benefits of smart resourcing. *Employment Today*, May 2013, pp24-26.

The head of Human Resources at AMP explains how the company capitalised on a recent

merger with AXA to redesign their resourcing function. An internal strategic resourcing team now manages all appointments, and filled 78 percent of the vacancies arising in 2012 themselves. As the costs of hiring externally are significantly greater, attempts are made to fill roles internally. A benefit of this more direct approach to resourcing was its effect on driving the company's diversity programme: 48 percent of senior role vacancies were filled with women in 2012.

Area(s) of Focus: New Zealand

Link: <http://www.employmenttoday.co.nz/abstracts/issue173.asp>

Reynolds, A. (2013). *Maori women CEOs: A glimpse of the future?* Research paper submitted to University of Waikato.

This study of Maori women Chief Executive Officers (CEOs) identifies the struggle Maori women face to find a distinct voice separate from the broader categories of women and Maoridom. The author discusses research on Maori and women's representation in leadership, examines different theories and models of leadership, and identifies the concept of the "servant leader" as that most closely aligned with Maori values.

Interviews were conducted with six Maori women CEOs, and the paper presents the women's responses in statistical and narrative form on issues such as definitions of leadership, the role models which have inspired them, what motivated them to become leaders, their personal experiences, insights on leadership, and what is needed for future Maori women leaders. The interviewees identified men's stereotypes and attitudes, and women's focusing on "doing" rather than promoting themselves, as the main barriers faced by Maori women.

Some of those interviewed express the feeling that Pakeha women have marginalised Maori women. A results-driven approach, integrity and honesty are seen as the primary competencies needed in leadership. The author offers considerations for future research, and a proposed model for future Maori CEOs to aspire to. (112 pages)

Area(s) of Focus: Leadership / New Zealand

Link: <http://mwa.govt.nz/documents/m%C4%81ori-women-ceos-glimpse-future>

Sanderson-Gammon, L. (2013). *Gender balance in the New Zealand public service: Why are there fewer women in the top roles and what needs to change?* Wellington: Luminous Consulting.

This study takes a strategic human resource management approach to examining the organisational barriers for women in the New Zealand public sector. While 42 percent of senior managers in the public sector are women, only four percent of Chief Executives were female at the time of the study, suggesting a "leaking pipeline" phenomenon is taking place. The paper provides a summary of research into the barriers women face towards their career progression, with particular reference to a wealth of New Zealand research.

A series of interviews were conducted with human resource leaders to gather their perspectives. Evidence was found of male-dominated networks, unconscious bias in recruitment and promotion, and leadership and gender stereotypes. Many had expectations

of long hours and voluntary overtime for progression to senior roles. The majority of respondents reported no sexism in their workplaces, but there were few specific measures in place to identify this, and some overt cases were described.

The author finds that there is an overall lack of gender diversity initiatives or measures in place, as well as a lack of awareness or prioritisation of the issue. Recommendations are made towards audits of HR policy, awareness-raising within the sector, and more global, system-level interventions. (42 pages)

Area(s) of Focus: New Zealand / Unconscious Bias

Link: <http://www.luminousconsulting.co.nz/#!/research/ctzx>

State Services Commission (2013). *Human resource capability in the New Zealand state services*. Wellington: State Services Commission.

This is the 14th annual Human Resource Capability (HRC) survey of the New Zealand public sector, published by the State Services Commission. The survey gathers data from all departments for the year to 30 June on measures of staff numbers, employment costs, recruitment and retention, leadership, diversity and leave.

Key findings in this year's survey were that despite a growth in female representation within the public sector workforce (up to 59.8 percent), the percentage of female senior management has decreased to 41.5 percent in the past year. The gender pay gap for senior leadership has shrunk to 9.1 percent, but overall the public sector pay gap has risen to 14.2 percent. An appendix provides diversity statistics of senior management and of all employees by government department. (44 pages)

Area(s) of Focus: New Zealand

Link: <http://www.ssc.govt.nz/hrc-survey-2013>

Borkin, P., Toohey, T., Colosimo, D. & Boak, A. (2012). *NZ economics update - NZ board composition*. Auckland: Goldman Sachs.

An analysis of the board composition of NZX Top 100 companies with offices based in New Zealand, in terms of gender diversity. Of 574 board positions, 71 of them (11 percent) are held by 50 women. 45 percent of companies have no female board members. There is a tendency, although not a strong one, for larger companies to have more female members, and companies based in Auckland or Wellington are more likely to have female members than those in other regions. (5 pages)

Area(s) of Focus: New Zealand

Link:

<http://www.25percentgroup.co.nz/sites/default/files/documents/Goldman%20Sachs%20monitoring%20report%2018%2009%202012%20revised.pdf>

Donnelly, N., Proctor-Thomson, S. & Plimmer, G. (2012). The role of 'voice' in matters of 'choice': Flexible work outcomes in the New Zealand public services. *Journal of Industrial Relations*, 54, pp 182-203.

This academic paper presents results of a survey of women working in the New Zealand public sector (see Proctor-Thomson, et al., 2011 for a separate discussion of the same survey results). New Zealand legislation offers carers a "right to request" flexible work arrangements, which employers must consider but have discretion to reject on business grounds.

The survey collected data on flexible work outcomes for women in public service, finding 37 percent had little or no choice over working arrangements. Data is also presented on the types of leave taken by women, factors identified by them as reasons why flexible work was unavailable when not offered, and women's ratings of the degree of influence they held over various aspects of their work, with workload being seen as the least possible to influence. The authors argue that flexible work is a matter not only of choice, but of a worker's ability to provide meaningful input into organisational decision-making, or "voice".

Area(s) of Focus: Flexible Working / New Zealand

Link: <http://jir.sagepub.com/content/54/2/182.short>

Equal Employment Opportunities Trust (2012). *Workforce demographic trends, May 2012*. Wellington: EEO Trust.

The Equal Employment Opportunities Trust publish an annual report on New Zealand workforce demographic trends. Amongst the major trends identified, the report highlights that fewer new entrants to the workforce are anticipated due to declining birth rates and the retirement of the baby boomer generation; this is expected to create a labour market shortage in the future.

The workforce is ageing, with more people working later into their lives. Three times the proportion of women aged over 65 are in the workforce than a decade ago. In 2010, 59 percent of university graduates were women; women currently comprise 47 percent of the workforce and a higher proportion are now the main earners for their families, but a gender pay gap still exists.

Statistics are presented for parents' participation in the workforce, by gender and size of role (full time or part-time), as well as for sharing of childcare responsibilities by gender. (16 pages)

Area(s) of Focus: New Zealand

Link: <http://www.eeotrust.org.nz/research/>

Equal Employment Opportunities Trust (2012). Transforming cultures to grow women leaders: Case studies of six New Zealand companies' work on gender diversity. Wellington: Ministry of Women's Affairs

This research, commissioned by the Ministry of Women's Affairs, interviewed senior staff at six major New Zealand companies, across a range of sectors, to determine what measures they were taking to achieve gender diversity in their senior management. Companies were driving change primarily through concerns about attracting and retaining the best talent. All organisations were tracking gender employment data, and senior staff at each company agreed that visible leadership at the top level, and accountability for creating inclusive cultures, were necessary to effect change.

A variety of strategies and practices are discussed, including flexible working arrangements, setting targets, visible role models, career break policies, awareness raising, pay equity, and mentoring amongst many others. The report's introduction summarises the benefits of gender diversity on investor perceptions. (24 pages)

Area(s) of Focus: New Zealand

Link: <http://mwa.govt.nz/documents/transforming-cultures-grow-women-leaders-2012>

Finsia (2012). Significance of the gender divide in financial services: New Zealand results. Sydney: Financial Services Institute of Australasia.

Finsia is a membership association for financial services professionals. This report provides the responses from New Zealand members to a 2012 survey on experiences of and attitudes to the gender divide in the sector. Data is presented for both male and female responses to each of 20 questions, ranging from demographic information to assessments of the respondents' workplace culture, their evaluation of strategies to increase women's participation, and their perceived job opportunities and personal experiences in the workplace.

Overall women were more aware of occurrences of inequality in the workplace than men, and were less likely to agree that their organisations were committed to gender diversity or were transparent about pay parity. Participants were asked to suggest strategies which could be implemented by their organisation, by Finsia, or by the sector generally to promote gender equality; the wide range of responses provide a useful illustration of potential change. (20 pages)

Area(s) of Focus: New Zealand

Link: <http://www.finsia.com/policy/policy/publications>

Hay Group (2012). Learning from their success: A study into women executives. Australia: Hay Group.

This research study conducted by a management consultancy firm seeks to provide insight into closing the gender gap in senior management. Successful women in business, either Chief Executive Officers (CEOs) or executives reporting directly to the CEO, from Australia

and New Zealand took part in behavioural event interviews, and many returned later for a roundtable discussion.

The report provides their answers on the challenges they faced in their rise to the top, their main sources of support, and their key competencies.

Amongst other findings, the study found that the women were twice as likely to have driven their own careers by switching to new roles at new companies, than they were to have been internally promoted or headhunted; partners were the biggest sources of support, followed by managers and mentors; self-confidence and courage was the competency most often cited; and few of the women reported issues with work-life balance, or thought that human resources programmes had helped them. Recommendations are made for organisations wishing to address their gender balance, and for aspiring young executives of either gender. (20 pages)

Area(s) of Focus: New Zealand

Link: <http://www.haygroup.com/au/downloads/details.aspx?id=35369>

Human Rights Commission (2012). *New Zealand census of women's participation 2012*. Wellington: Human Rights Commission.

This is the fifth in a series of biennial reports on women's participation in various levels of New Zealand society. The introduction presents a summary of recent research and trends, and identifies three main strategies being implemented internationally to increase gender representation, as well as the issues surrounding their adoption in New Zealand. The United Nations Women's Empowerment Principles and the foundation of the 25 Percent Group are also discussed. Statistical tables comparing New Zealand's percentage of female company directors with those of other countries are provided, observing that New Zealand is losing ground through slow progress from its former "leader" position.

The main body of the census reports the status of women in board director roles, representation in management and general workforce, and pay gaps across a wide range of sectors, from NZX and public sector boards to specific industries and professions throughout the country. Several industries are examined in greater detail, including the public sector (by department), national and regional sporting bodies and medical specialisations. Special reports are also provided for women's role in New Zealand rugby governance and in the reconstruction and recovery efforts following the Canterbury earthquakes.

The conclusion restates eight action points from the Commission's 2010 census, reporting on progress made towards these. Eight new recommended actions are presented to government and NGOs for the coming two years. (148 pages)

Area(s) of Focus: New Zealand

Link: <http://www.hrc.co.nz/2012/commission-releases-census-of-women%E2%80%99s-participation-2012>

Harris, C. A., & Leberman, S. I. (2012). Leadership development for women in New Zealand universities: Learning from the New Zealand Women in Leadership Program. *Advances in Developing Human resources*, 14 (28), pp 28-44.

This academic research paper from a human resources journal presents an evaluation study of the New Zealand Women in Leadership programme (NZWIL). Women comprise the majority of both students and staff at universities, however despite ongoing difficulties in attracting and retaining talent, women are still underrepresented in senior academic and staff positions. NZWIL is a national-level leadership development programme intended to address this issue, which has received the endorsement of eight universities nationwide.

The authors provide an introduction to the concept of leadership development and its argued benefits, which include increased self-confidence and building networks. A background is provided to NZWIL, as well as an outline of its programme. A longitudinal study of NZWIL participants finds that 80 percent of alumni report increased self-confidence. Other benefits have included the formation of women's networks throughout New Zealand universities, a perception of increased commitment to leadership, and alumni being actively sought for leadership roles. Over half of faculty staff who participated had applied for and received promotions in the year following completion of NZWIL. The authors conclude with an analysis of the guiding principles which have contributed to NZWIL's success.

Area(s) of Focus: Leadership / New Zealand

Link: <http://adh.sagepub.com/content/14/1/28>

Johnston, F. (2013) Literature Review about the Use of Affirmative Action Programmes to Address Gender Discrimination in the Workforce. Report submitted to New Zealand Police.

This literature review was undertaken for New Zealand Police to outline the benefits, risks and other issues surrounding the implementation of an affirmative action programme to counteract gender discrimination at work. The concept and structural features of such programmes are introduced, and the relevant legislation is defined. The business case for diversity is outlined, specifically in terms of increased performance and inducement for more women to join the police.

The issue of stereotypes in the workplace is discussed, especially as it relates to police work. The review then considers various controversial aspects of affirmative action, which include protection of self-interest among the dominant group, the perceived lack of existing discrimination, and perceptions that such action threatens meritocracy. It argues that meritocracy itself may in cases maintain and reinforce the status quo, as it often relies on input capacity as a measure of value. Advising that harm can occur when programmes are improperly implemented, the paper lists four factors which assist successful construction and implementation. (14 pages)

Area(s) of Focus: New Zealand

Link: <http://mwa.govt.nz/documents/literature-review-about-use-affirmative-action-programmes-address-gender-discrimination>

Ministry of Women's Affairs & Institution of Professional Engineers New Zealand (2012). *Does gender matter?: Findings from an online survey and interviews of engineering graduates from 2000 and 2005*. Wellington: Ministry of Women's Affairs.

An online survey of engineering graduates of both genders was followed by interviews with a smaller sample to determine what motivates men and women to study engineering, and what differences exist in their post-graduate experiences. Data was collected for a range of employment issues, attitudes and experiences.

The study finds that engineering is a predominantly male-dominated profession, although women gravitate towards some specialisations and form a majority of graduates in biomedical engineering. Women did not perceive a gender barrier to career progression, although some reported gendered attitudes in the workplace. Men were twice as likely to be earning in the top pay bracket, whereas women were three times more likely to be working in the lowest brackets. Career progression often depends on hours worked, and women returning from having children were more likely to work part-time, impeding their chances of promotion.

The study concludes that a lack of good career guidance exists at the school level to promote the engineering profession, particularly to girls; it recommends school visits from engineer graduates to increase new enrolments. (29 pages)

Area(s) of Focus: New Zealand

Link: <http://mwa.govt.nz/documents/does-gender-matter-2012>

National Advisory Council of the Employment of Women, & Human Resources Institute of New Zealand (2012). *Play fair: Ensuring that men and women are paid and treated fairly in the workplace, guide 2: Participation of women and men*. Wellington: NACEW

This resource, part of a series on gender equity in employment, was adapted from guidelines developed by the Department of Labour (now Ministry of Business, Innovation and Employment). It provides employers or human resources officers with three tools to guide examination of employment practices to ensure equity. The tools broadly deal with collecting and understanding business data, identifying key differences in employment between women and men, and planning a response to differences identified. A wide range of key questions are provided, to help in these assessments.

Appendices provide a list of common symptoms of inequity, and their possible causes, as well as a glossary of terminology and descriptions of the relevant New Zealand legislation. (17 pages)

Area(s) of Focus: New Zealand

Link: <http://www.womenatwork.org.nz/>

Borkin, P. (2011). *Closing the gender gap: Plenty of potential economic upside*. Auckland: Goldman Sachs.

This report provides a detailed analysis of women's participation in the New Zealand labour

market. It presents a comprehensive range of employment statistics and includes comparisons with other economies within the OECD. The author estimates that by closing the gap between female and male employment rates the country's GDP could be boosted 10 percent, and labour issues created by the Christchurch earthquakes could be resolved.

The report recommends policy initiatives in subsidising childcare, reviewing the Working for Families high effective marginal tax rate, and introducing incentives for highly-educated females to enter new industries and remain in the workforce for longer. It also calls for further research into why women choose to enter certain industries, analysis of the policies Scandinavian countries have adopted to encourage female employment, and an increase in women holding leadership positions in New Zealand. (22 pages)

Area(s) of Focus: New Zealand

Link: <http://mwa.govt.nz/recommended-reading>

Casey, C., Skibnes, R. & Pringle, J. K. (2011). Gender equality and corporate governance: Policy strategies in Norway and New Zealand. *Gender, Work and Organization*, 18 (6), pp 613-630.

This article compares policy strategies implemented in Norway and New Zealand to increase women's participation on corporate boards. It provides historical context to the policies enacted in each country, and contrasts the "soft regulation" of New Zealand, which encourages equal employment opportunities but lacks any legislative accompaniment, with that of Norway, where a mandatory quota of 40 percent female membership was instituted as a requirement for registration on the stock exchange.

The authors interviewed successful female directors in each country, and quote excerpts from these to illustrate convergence and divergence of attitudes between the cultures. Women from both countries agreed that board roles should be appointed on the basis of merit, and that networking was an important aspect of the appointment process which women needed to develop. New Zealand women interviewed were unanimously opposed to the concept of instituting quotas, as they felt it inappropriate for the business context; Norwegian women supported quotas as they felt it was the only way to achieve equality in a male-dominated culture. The article concludes with a discussion of the merits and drawbacks of each strategy.

Area(s) of Focus: New Zealand

Link: <http://onlinelibrary.wiley.com/doi/10.1111/gwao.2011.18.issue-6/issuetoc>

Cockburn, R. (2011). Women Governors Mentoring, New Zealand Olympic Committee Review Report. Wellington: Lumin.

This report to the New Zealand Olympic Committee presents the outcomes of a pilot mentoring programme for women entering sports governance.

Over the six month pilot a regional peer mentoring group was formed, and one-on-one pair mentoring relationships established for women working within a variety of sports. The report describes the processes employed across the three phases of scoping and establishment, implementation and monitoring, and evaluation, and summarises key learnings from each stage. Promotion of the programme, resource development, identification and selection of

participants, establishment of agreements and ongoing support are each outlined.

The report concludes that the pilot was successful in meeting its stated objectives, and a range of recommendations are provided to refine the process as it continues. (22 pages)

Area(s) of Focus: Action / New Zealand

Link: <http://www.srknowledge.org.nz/research-completed/women-governors-mentoring-%e2%80%93-new-zealand-olympic-committee-review-report/>

Fitzpatrick, A. (2011). Report on representation and development of women for top leadership roles in the New Zealand public service. Wellington: Institute of Policy Studies.

This research study and report from the Institute of Policy Studies identifies a significant recent downturn in the number of female public sector Chief Executives appointed by the State Services Commissioner, from 35 percent in the period 2000-2004, to 4 percent in 2005-2010.

The study examines SSC appointment data and Human Resource Capability survey results to determine the extent to which women apply for, and are shortlisted for these roles, and finds that while there has been a downturn in applications, it is not as significant as that in appointments. An analysis is conducted of the talent pool accessed for CE appointments, which is predominantly senior management in the New Zealand public sector, where women held 40 percent representation in 2010. Qualitative interviews were conducted with staff involved in, or observing, the appointments process, and a variety of barriers and recommended actions for aspiring women are described.

The report includes a description of the SSC appointments process, and concludes with recommendations to the SSC on how the process might be altered to ensure greater fairness and gender representation. (27 pages)

Area(s) of Focus: New Zealand

Link: <http://apo.org.au/research/report-representation-and-development-women-top-leadership-roles-new-zealand-public-service>

Houkamau, C. & Boxall, P. (2011). The incidence and impacts of diversity management: A survey of New Zealand employees. *Asia Pacific Journal of Human resources*, 49 (4), pp 440-460.

This New Zealand academic study performed a telephone survey of a sample of 500 workers throughout the country. Respondents were asked to state the type of organisation they worked for, what formal diversity initiatives they were aware of operating within their organisation, which types of support were available to them, whether the organisation provided family-friendly work options such as flexible hours or part-time roles, and their general impression of how accepting their employers were of diversity within the organisation.

Public sector employers received higher ratings than private sector companies, but overall few employees were aware of formal programmes in their organisation. Employees who reported higher levels of family- and EEO-friendly practices were more committed to and

more trusting of their employers, and more satisfied in their jobs. A discussion of the history of diversity management is included, especially regarding attitudes and implementation in New Zealand, as is a brief analysis of New Zealand workforce trends at the time of writing.

Area(s) of Focus: New Zealand

Link: <http://apj.sagepub.com/content/49/4/440.abstract>

**Proctor-Thomson, S., Donnelly, N. & Plimmer, G. (2011).
*Constructing workplace democracy: Women's voice in
New Zealand public services*. Wellington: Public Service
Association & Industrial Relations Centre, Victoria University of
Wellington.**

This independent study of women working in the New Zealand public sector was commissioned by the Public Service Association (PSA) union, stemming from observations that women experience an average pay gap of 18-30 percent compared with their male counterparts, and that their careers often appear to plateau early.

The survey examined availability and use of flexible working arrangements, childcare arrangements, women's influence at work and career planning options. Overall it was found that women reported a good work/life balance, but many worked involuntary overtime and were not compensated. Access to flexible work arrangements was variable, often being left to the individual to manage, and with 37 percent of women having to fit their working hours to the demands of employers. Thirty-one percent of women were primary carers for children under 18, and 77 percent identified that they were volunteers within their communities. Forty-three percent of women reported experiencing bullying at their current organisation, and one in three had encountered discrimination, most often on grounds of gender, age or employment status. Examples are provided of bullying behaviours experienced.

Data is presented on women's career plans, the availability of development options, and the perceived importance of various career supports, where managerial support and training were deemed the most valuable. (54 pages)

Area(s) of Focus: New Zealand

Link: <http://www.psa.org.nz/Networks/womensnetwork.aspx>

**McPherson, M. (2010). *Women in senior management - why not?*
Wellington: Victoria University of Wellington**

This New Zealand academic research paper draws from an Equal Employment Opportunities Trust review of gender representation in the senior management of the NZX's 100 top-rated companies. Four percent of CEOs, and 19 percent of senior management overall are female, and the most likely role for women to hold was HR Manager, although this trend was less pronounced in New Zealand than in other countries.

The author presents a thorough review of the literature on barriers to women's representation in management at the individual, organisational and societal level, and makes several recommendations for how these could be addressed.

Area(s) of Focus: New Zealand

Link: <http://ojs.victoria.ac.nz/LEW/article/view/1718>

Ministry of Women's Affairs (2010). *Workplace flexibility in the accounting sector*. Wellington: Ministry of Women's Affairs.

This research paper outlines challenges currently faced by the accounting sector in New Zealand, in terms of an emerging skills shortage at the senior chartered accountant level, and a workforce that is increasingly female. Twelve firms of various sizes were consulted to determine the prevalence of flexible work practices. The study found that while a majority of staff were female, a majority of partners and associates were men.

Flexible working arrangements were used sparingly in many firms, and seen by many as being exclusively for working mothers. Working long hours is the norm at partner level, a status quo which is believed to be necessary for profitability; however the study identified that some of the firms which most utilised flexible work practices were amongst the most profitable.

A discussion of the benefits to be gained from adoption of flexible arrangements is included, as are case studies of "success story" companies and an appendix defining workplace flexibility and associated terms. (21 pages)

Area(s) of Focus: Flexible Working / New Zealand

Link: <http://mwa.govt.nz/documents/workplace-flexibility-accounting-sector-2010>

Shilton, J., McGregor, J. & Tremaine, M. (2010). *Feminising the boardroom: A study of the effects of corporatization on the number and status of women directors in New Zealand companies*.

***Gender in Management: An International Journal*, 25 (4), pp 275-284.**

This academic study examines gender representation on the boards of private companies and public (crown) companies in New Zealand. It found that only 3.9 percent of directors on private boards were female, compared to 19.7 percent on crown company boards. It is theorised this arises from the fact that in New Zealand equal employment opportunity initiatives are only mandatory in the public sector, with appointing agencies and CEOs assuming responsibility for appointing women to boards.

The paper found that the directorships in the public sector were held by a range of different women, with no evidence of an "old girls network". Controversy surrounding the notion of tokenism is discussed, as it relates to the media attention on appointments to the Brierley Investments Ltd board in the 1990s. Interviews were also conducted with four successful female directors, which identify positive approaches women can take on their path to directorship.

Area(s) of Focus: New Zealand

Link: <http://www.emeraldinsight.com/journals.htm?issn=1754-2413&volume=25&issue=4>

State Services Commission (2010). 2010 Equality and Diversity Report: Diversity in the Senior Management of the Public Service. Wellington: State Services Commission.

This report on diversity statistics within the Public Service was prepared by the State Services Commission, and focuses primarily on diversity in senior management.

The Commission set targets in 1997 which it has yet to achieve, but progress has been made. The report presents trend analysis of employment data from 2001 to 2010, a literature review of international research on diversity in the public and private sectors, and qualitative data from interviews with Chief Executives and senior managers within the sector. Women comprise 59.7 percent of the public sector workforce, and 39.8 percent of senior management, a significant increase from 2001 statistics and much higher than the private sector's figure of 19 percent.

The report highlights international findings that diversity has been correlated with improved performance at the national, organisational and team levels, and sets out four features of sustainable gender diversity in the public sector. Barriers to reaching targets are identified as the difficulty of achieving work-life balance, stereotyped beliefs, and a lack of visible role models. The interviewees were unanimously behind achieving diversity targets but expressed concern over slow progress, and some felt the situation might be getting worse; they identified the issue of "like begetting like" in terms of senior role placement, and the long tenure of senior roles meaning that initiatives take a long time to yield results. An appendix provides diversity statistics by agency. (35pp plus appendices)

Area(s) of Focus: New Zealand

Link: <http://www.ssc.govt.nz/2010-equality-and-diversity-report>

Equal Employment Opportunities Trust (2009). *Workplace age and gender: Trends and implications*. Wellington: EEO Trust.

This report provides a thorough analysis of New Zealand workforce trends in terms of age and gender, drawn from historical census data from 1981 to 2006. The supply side of labour in New Zealand is increasingly female, and in the country's ageing labour force the largest area of growth has recently been in the demographic of women aged 50 and over, which has grown at twice the rate of the comparable male demographic. Projections of the labour force by age are provided to the year 2021.

The report summarises the age and gender profiles of over 40 different occupations, with a range of statistics and graphics for each. In particular amongst lawyers, accountants, veterinarians and planners there is a profile of predominantly older men and younger women, suggesting a new trend in male-dominated disciplines, or a large number of women leaving in mid-career. The paper summarises a range of domestic and international research on women's issues within these professions, and recommends that employers be prepared for shifts to the professional status quo as a new generation of employees request flexible working arrangements and reduced-load work. (66 pages)

Area(s) of Focus: New Zealand

Link: <http://www.eeotrust.org.nz/research/>

Cockburn, R., Gray, K. & Thompson, R. (2007). *Gender Balance in New Zealand Olympic Sports*. Wellington: New Zealand Olympic Committee.

Commissioned by the New Zealand Olympic Committee (NZOC), this report is the first analysis of women's representation in New Zealand sports since 1994. The issue of women's representation was highlighted throughout the 1990s, and the International Olympic Committee (IOC) adopted a proposal in 1996 which set a target of 20 percent female representation on individual sports boards by 2005.

Undertaken in 2007, this study examined women's participation at the policy-making, management and national coaching levels. It found that 27 percent of board roles in New Zealand were held by women, which constituted no change from 1994. Ten boards had no women members, and 50 percent were below IOC's threshold. There were far fewer national development boards for women than in 1994, and most board had fewer women members than the proportion of women players of the sport. Men were more likely than women to be paid coaches of both male and female sportspeople. Twenty-six percent of respondents believed women met more barriers to advancement than men, with lack of mentors and role models, career break for domestic reasons, low confidence, lack of childcare and unconscious bias being the main reasons cited.

The report recommends the NZOC pursue development of mentoring programmes, confidence-building strategies for high-achieving women, and social marketing to boards about the benefits of gender diversity. (55 pages)

Area(s) of Focus: New Zealand

Link: <http://www.srknowledge.org.nz/research-completed/gender-balance-in-new-zealand-olympic-sport/>

National Advisory Council on the Employment of Women (2004). *Work-life balance: What's that?* Wellington: NACEW

This brochure provides case studies of four New Zealand women, each a working mother. The women describe how they balance work commitments with their personal lives. Their situations range from caring for one to five children, living in urban or rural environments, and engagement in a range of extra-curricular activity such as sport, study or community work. Their solutions to time management often rely on partners and networks of community or friends.

Twenty-four-hour timetables of a typical working day are provided for each woman, and the brochure's conclusion recommends actions for employers, in terms of formal work policy and addressing the informal employment culture at their workplace. (7 pages)

Area(s) of Focus: New Zealand

Link: <http://www.womenatwork.org.nz/work-programme/getting-ahead-in-your-career/>

Unconscious Bias

Symmetra (2014). *The conundrum of workplace flexibility*. Pyrmont, Australia: Symmetra.

See entry under Career Breaks and Flexible Working.

Edwards, M., Burmester, W., Evans, M., Halupka, M. & May, D. (2013). *Not yet 50/50: Barriers to the progress of senior women in the Australian Public Service*. Canberra: ANZSOG Institute for Governance.

See entry under Leadership.

Ibarra, H. (2013). How female leaders should handle double-standards. *Harvard Business Review Blog Network*, 8 February 2013.

An examination of how women leaders are perceived, and how they should act in response. Many feel that women are not socialised to compete in male-dominated areas, and must learn to behave as successful men do. However, this creates a dilemma since women are evaluated by different (and double) standards - they may appear to be competent, or likeable, but seldom both. The author warns that focusing too much on one's image undermines their leadership purpose. She advises women leaders to develop an understanding of how gender shapes perception in their field, to maintain clarity of purpose when trying to deliver their message, and to dare to be themselves. (2 pages)

Area(s) of Focus: Leadership / Unconscious Bias

Link: <http://blogs.hbr.org/2013/02/how-female-leaders-should-handle-double-standards/>

Bohnet, I., van Geen, A. & Bazerman, M. H. (2012). When performance trumps gender bias: Joint versus separate evaluation (HBS Working Paper 12-083). Cambridge, MA: Harvard Business School.

This experimental research study tests a proposed new intervention to overcome gender biases in human resources processes. Employers hiring new staff typically use a joint evaluation process, comparing the expected performance of all possible recruits, whereas when allocating promotions and job assignments they more typically use single evaluation of an individual staff member's competencies. The authors argue that in separate evaluation the lack of comparison information invokes the evaluator's intuitive "fast-thinking", which can be prone to gender biases once the gender of the applicant becomes known.

In a controlled experiment simulating a performance and remuneration system similar to a corporate workplace, subjects in one condition were asked to decide whether to hire a given candidate based on their past performance in single evaluation, and subjects in another condition were given a candidate of each gender to choose between. The research found a significant gender bias in the single evaluation condition, but none in the joint evaluation

condition where past performance instead became the significant point of variance.
(36 pages)

Area(s) of Focus: Unconscious Bias

Link: <http://hbswk.hbs.edu/item/6987.html>

Genat, A., Wood, R. & Sojo, V. (2012). Gender Equality Project: Evaluation bias and backlash: Dimensions, predictors and implications for organisations. Melbourne: University of Melbourne Centre for Ethical Leadership.

This report summarises analysis conducted by the University of Melbourne's Gender Equality Project on 84 studies into unconscious bias, conducted over the past 35 years and from a variety of countries.

Two types of bias are examined in this research: gender evaluation bias, where women are systematically devalued relative to men performing equivalent work to an equivalent standard, and gender backlash bias, where low evaluations occur as "reprisals" against women who behave in a counter-stereotypical (e.g. masculine or agentic) manner.

Using meta-analysis the authors find overall trends that women are judged to be less likeable, less agentic and less competent than men displaying the same behaviours or levels of performance, as well as being judged less desirable as leaders, hireable, and likely to succeed. These effects were observed when both men and women behaved in a stereotypically masculine way, and were more pronounced in male-dominated professions.

The conclusion recommends organisations take action at four levels, from awareness-building among individual workers to making macro-organisational changes in culture. The authors argue that workers should be encouraged to engage in more "slow thinking", avoiding fast judgements through stereotypes, and that systems within organisations should be audited to detect embedded bias. (55 pages)

Area(s) of Focus: Unconscious Bias

Link: http://www.mbs.edu/facultyresearch/ethicalleadership/Pages/CFEL_Research.aspx

Sayers, R. (2012). The cost of being female: Critical comment on Block. *Journal of Business Ethics*, 106, pp 519-524.

An academic journal article discussing the wage gap between the sexes in the United States, where women currently earn an average of 77 cents to men's dollar. The author considers an argument that the gap represents a difference in productivity at work due to women's assumption of higher workloads at home after marriage; while this may account for some of the discrepancy, a comparison of unwed women's wages with those of unwed men still demonstrates a gap of 93 cents to the male dollar.

The author cites research evidence of an unconscious bias which causes people of either gender to rate equivalent work of women as being of lower value than that of men. Employers set salaries based on the estimated productive potential of a new recruit, and as employers are fallible to bias these estimates are argued to maintain the pay gap between the genders.

Area(s) of Focus: Unconscious Bias

Link: <http://www.springer.com/social+sciences/applied+ethics/journal/10551>

Barsh, J., & Yee, L. (2011). Changing companies' minds about women. *McKinsey Quarterly*, September 2011, pp 1-11.

This brief article is aimed at a business audience, and examines the invisible barriers holding women back. Structural barriers have largely been overcome through formal processes within companies, but women who leave companies in mid-career still refer to issues such as "politics" or "the organisation" in exit interviews, which may indicate unconscious bias and unhelpful mind-sets within the business.

Examples are provided of commonly occurring biases. The authors argue that companies must develop their own version of the business case, based on an assessment of the contribution and potential of women within the organisation, and that leaders must drive change after first evaluating their own mind-sets. Mind-sets are best combated with rigorous performance data, as well as comparing men's and women's answers to bottom-up staff surveys. The article includes a discussion of which sponsorship styles help and hinder women, and examples drawn from the experiences of US business leaders are provided throughout.

Area(s) of Focus: Unconscious Bias

Link:

http://www.mckinsey.com/insights/organization/changing_companies_minds_about_women

The Committee for Economic Development of Australia (2011). *Women in leadership: Looking below the surface*. Melbourne: CEDA.

Following a series of conferences and consultations on the topic of women in leadership, the Committee for Economic Development of Australia (CEDA) published this document summarising the issues raised.

Australia is argued to be falling behind the rest of the world in terms of gender diversity within business. Speakers from the series discuss underlying issues such as women's labour force participation, the gender pay gap, unconscious bias in the workplace and organisational culture. Excerpts are quoted from roundtable discussions, highlighting attitudes to women's role in Australian society, women's attitudes to other women at work, and men's views on women in leadership and unconscious bias.

Case studies of two private companies and one Australian state government are provided to illustrate actions undertaken, and recommendations are made by CEDA along three themes of creating the business case within organisations, changing organisational cultures, and workplace actions. (35 pages)

Area(s) of Focus: Unconscious Bias

Link: <http://www.ceda.com.au/news-articles/2011/09/27/ceda-report-examines-unconscious-bias-towards-women-in-leadership>

Ely, R. J., Ibarra, H. & Kolb, D. M. (2011). Taking gender into account: Theory and design for women's leadership development programs. *Academy of Management Learning & Education*, 10 (3), pp 474-493.

See entry under Leadership.

**Project Implicit (2011). *The Implicit Association Tests*.
USA: Project Implicit.**

This website presents a series of simple word association and reaction tests which assess the user's degree of unconscious bias within given parameters. The site contains free demonstration tests on the subjects of gender, race, age, weight, etc., with more tests available to users who register. It functions as a simple and effective way of discovering one's own pre-existing biases.

Area(s) of Focus: Action / Unconscious Bias

Link: <https://implicit.harvard.edu/implicit/>

Brescoll, V. L., Dawson, E. & Uhlmann, E. L. (2010). Hard won and easily lost: The fragile status of leaders in gender-stereotype-incongruent occupations. *Psychological Science*, 21(11), pp 1640-1642.

This short report describes an experimental research study into unconscious bias in perceptions of leaders in occupations dominated by the opposite gender. The authors asked subjects to rate the status and competence of fictitious leaders of both genders, in both stereotypically male and stereotypically female roles, and in cases where the leader had either made a mistake or had not. They found that subjects rate men and women leaders who have made no mistakes equally highly, regardless of whether they are working a "man's" or "women's" role, but that leaders making mistakes in a stereotype-incongruent role are evaluated significantly less favourably than those making mistakes in stereotype-congruent ones.

The results support the "glass cliff" theory, suggesting that the success and status of leaders in occupations traditionally dominated by the opposite gender is fragile and easily undermined.

Area(s) of Focus: Leadership / Unconscious Bias

Link: <http://pss.sagepub.com/content/early/2010/09/28/0956797610384744.extract>

Jonsen, K. & Maznevski, M. L. (2010). Gender differences in leadership - believing is seeing: Implications for managing diversity. *Equality, Diversity and Inclusion: An International Journal*, 29 (6), pp 549-572.

See entry under Leadership.

Warren, A. K. (2009). Cascading gender biases, compounding effects: An assessment of talent management systems. New York: Catalyst.

Based on data collected from 110 corporations and interviews with a selection of talent management experts, this report examines how gender bias is introduced into and perpetuated within talent management systems. It presents a model of the interactions of various roles within the talent management process, discussing the potential for cascading effects.

Several issues are identified and discussed, including instances where the norms modelled by senior leadership are adopted by junior employees, where talent managers ascribe male-stereotyped behaviours to ideal leadership candidates, and where high-visibility projects are assigned inequitably. Gaps between the design and execution of these systems can introduce gender bias even in systems designed to be sensitive to the problem, as few companies have effective checks embedded in their processes. A wide range of strategies and recommendations are made to mitigate this process, and case studies of successful programmes are presented. (44 pages)

Area(s) of Focus: Unconscious Bias

Link: <http://www.catalyst.org/knowledge/cascading-gender-biases-compounding-effects-assessment-talent-management-systems>

Diversity Best Practices (2008). Proven strategies for addressing unconscious bias in the workplace. Washington, DC: Diversity Best Practices.

This magazine-format publication consists primarily of a paper describing the nature and prevalence of unconscious bias, companies' "organisational unconscious", and methods of dealing with bias in the workplace.

It presents steps to identify biases, and provides 10 strategies to combat them effectively. Side-bars provide case studies of two companies which have implemented measures to counteract biases, as well as a spotlight article on how micro-affirmations can be used to build cohesion in organisations and a discussion of the Level Playing Field Institute's Corporate Leavers Survey, which examined employee's reasons for leaving their work roles and which identified "perceived unfairness" as a major contributor to their decision to leave. (20 pages)

Area(s) of Focus: Unconscious Bias

Link: <http://www.diversitybestpractices.com/publications/proven-strategies-addressing-unconscious-bias-workplace>

Catalyst (2007). The Double-Bind Dilemma for Women in Leadership: Damned if You Do, Doomed if You Don't. New York: Catalyst.

This report builds on previous Catalyst studies into stereotyped perceptions of women's leadership abilities. It outlines the concept of stereotyping, as well as the trend of associating effective leadership with male stereotypes. The assumption that male and female characteristics are mutually exclusive is argued to create a false dichotomy placing both men and women in narrow, prescribed categories which limit their effectiveness. The report describes three "double-bind" dilemmas faced by women: extreme perceptions, where they are seen as "too hard" or "too soft" but never "just right"; a high competency threshold, where women are required to meet higher standards than men, for lower rewards; and the "competent but disliked" dilemma, where women may be seen as competent or personable, but rarely both. Each dilemma is illustrated with statements taken from a study of managers in Europe and the United States.

Interviews were conducted with female managers at a major global corporation, to determine the prevalence of these dilemmas, and to determine actions individuals and organisations can take to correct them. The Catalyst Stereotypes Diagnostic Instrument is described, a tool available through Catalyst's website which provides users with a Stereotype Risk Score based on factors within their organisation.

(48 pages)

Area(s) of Focus: Unconscious Bias

Link: <http://www.catalyst.org/knowledge/double-bind-dilemma-women-leadership-damned-if-you-do-doomed-if-you-dont-0>

Catalyst (2005). Women "take care", men "take charge": Stereotyping of U.S. business leaders exposed. New York: Catalyst.

This research report is aimed at a business audience. A survey of corporate leaders was conducted, asking them to rate men and women leaders against ten essential leadership behaviours. It found that senior management perceive different strengths between the genders which correspond to commonly identified stereotypes, especially in terms of women being better "caretakers" and men being better at "taking charge".

Women believe they are better than men at problem solving, but men hold the opposite opinion, and greatly outnumber women at senior management level. The authors believe this fact limits perceptions of women's interpersonal power, and thus chances of promotion. The report discusses why stereotypical thinking is problematic, and identifies factors which influence stereotyping of female leaders, including whether they work in male-dominated industries or roles. Senior managers who themselves report directly to female managers were found to be more likely to hold stereotyped views of women, suggesting that exposure to women leaders is not enough to reverse the phenomenon.

The report recommends that companies institute more objective evaluation and succession planning policies, including increased clarity and specificity of measures used, as well as education of management on stereotypes and the showcasing of successful female leaders.

(45 pages)

Area(s) of Focus: Leadership / Unconscious Bias

Link: <http://www.catalyst.org/knowledge/women-take-care-men-take-charge-stereotyping-us-business-leaders-exposed>

Schein, V. E., Mueller, R., Lituchy, T., & Liu, J. (1996). Think Manager – think male: A global phenomenon? *Journal of Organizational Behavior*, 17 (1), pp 33-41.

This academic paper builds on previous research which found that management students in the United States, United Kingdom and Germany associate the managerial role with characteristics more commonly held by men than by women. The same methodology was here used to assess sex role stereotypes and beliefs about the characteristics of successful managers held by students in Japan and the People's Republic of China, and found that male and female students in both countries hold a similar "think manager - think male" bias, although this association is somewhat less pronounced amongst the female Chinese students surveyed.

The authors conclude that managerial sex typing appears to be a worldwide phenomenon, and recommendations are made for further research and remedial action. The paper includes a description of the survey tool used, the Schein 92-item Descriptive Index.

Area(s) of Focus: Unconscious Bias

Link: [http://onlinelibrary.wiley.com/doi/10.1002/\(SICI\)1099-1379\(199601\)17:1%3C33::AID-JOB778%3E3.0.CO;2-F/abstract](http://onlinelibrary.wiley.com/doi/10.1002/(SICI)1099-1379(199601)17:1%3C33::AID-JOB778%3E3.0.CO;2-F/abstract)



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