Tomorrow’s Global Leaders

How to build a culture that ensures women reach the top
<table>
<thead>
<tr>
<th>Contents</th>
</tr>
</thead>
</table>
| **Foreword**  
**Introduction**  
**Executive summary**  
**Structure of the report**  
**Part 1 – Background**  
**Part 2 – Why we are not there yet**  
- Beyond the business case  
- How culture is holding women back  
- Redefining success  
**Part 2 – Beyond the business case**  
**Part 2 – How culture is holding women back**  
**Part 2 – Redefining success**  
**Part 3 – Creating attractive cultures**  
- In a word… meritocracy  
- It ain’t necessarily so…  
- Changing the terms of the debate…  
- The next waves…  
**Part 3 – Creating attractive cultures**  
**Part 3 – In a word… meritocracy**  
**Part 3 – It ain’t necessarily so…**  
**Part 3 – Changing the terms of the debate…**  
**Part 3 – The next waves…**  
**Part 4 – Towards an ‘inclusive company’**  
- Relationships matter  
- Journeys and crossroads  
- The organisation’s journey  
- Inclusive companies need inclusive leaders  
- Starting the journey  
**Part 4 – Towards an ‘inclusive company’**  
**Part 4 – Relationships matter**  
**Part 4 – Journeys and crossroads**  
**Part 4 – The organisation’s journey**  
**Part 4 – Inclusive companies need inclusive leaders**  
**Part 4 – Starting the journey**  
**Appendix one: Business and women-led initiatives**  
**Appendix two: The business case**  
**Sources and notes**  
**Acknowledgements**  
**We wish to thank…**  
| **Case studies and thought pieces featured in the report**  
**Creating a culture for long-term business success** – by Charlotte Sweeney  
**Open Mind** – PwC  
**“She’s a girl, but she has brains”** – by Alison Maitland  
**The cost of progress** – by Margaret Heffernan  
**The next generation** – by Dr. Elisabeth Kelan  
**People are the difference** – UTL  
**Flexible Working** – IBM  
**The Whole Person Approach** – Tata Consultancy Services (TCS)  
**Own the Way You Work** – Swiss Re  
**Building Talent Edge** – Baxter Japan  
**Women as leaders** – by Lady Susan Rice |
We are now seeing more women in senior positions and in the boardroom than ever before; Lord Davies’ voluntary, business-led approach is having real impact in the identification and promotion of female talent. But the pace of change is slow – and that hurts our economy as much as it is bad for women themselves.

In 2013 the Women’s Business Council (WBC) report presented an overwhelming business case, supported by strong evidence for maximising women’s contribution to the UK’s economic growth agenda. It recommended a range of measures to raise girls’ aspirations, remove barriers to career progression, ensure that women returning to the workforce are able to fully utilise their skills, and to support women to set up and grow their own businesses. Two of the most significant factors, woven throughout the report, were the need to change corporate culture and to adopt flexible working. Both are vital, but neither are thought to be quick wins.

‘Tomorrow’s Global Leaders’ complements the WBC Report and is a very welcome contribution to our continuing progress. It offers a fresh perspective and new solutions aimed at creating that all-important cultural change. It brings genuinely new insights into the different ways that men and women experience the corporate journey, and provides valuable guidance on how organisations can work with all employees to help them navigate that journey to the fullest potential of their talents and aspirations.

The report’s companion survey will contribute valuable intelligence to the Lord Mayor’s Programme ‘The Power of Diversity’, a new initiative which is increasing awareness and creating collaborative intelligence and raising consciousness across the City of London on this business-critical issue. The programme has a particular focus on engagement with middle management; those who are the gatekeepers of the talent pipeline and reflect company culture.

The survey also focuses on unpacking the definition of ‘meritocracy’, helping to redefine some of the attributes that make an ‘inclusive company’. The results of this survey will go on to help other companies identify how their policies help or hinder women in reaching the very top levels of management right through to the boardroom.

Those companies that are committed to developing the talents of all, that believe in fairness and the benefits of diversity, will find the resource offered by this report both valuable and affirmative. If they don’t know it already, they will soon discover that companies which have the right policies to ensure that talented women thrive are those that will enjoy the greatest long-term sustainability. And isn’t that a win-win situation?

The Rt Hon Maria Miller MP
Secretary of State for Culture, Media and Sport, and Minister for Women and Equalities

Alderman Fiona Woolf CBE
The Rt Hon the Lord Mayor of the City of London

The Rt Hon Maria Miller MP
Alderman Fiona Woolf CBE
Businesses need to harness the talent of all to succeed. These ten words pack a number of critical and reinforcing arguments that drive this report:

- **businesses are engines of value creation.** Spanning the globe, they are our most likely vehicles to meet the challenges which threaten the future of people, planet and profit, and to establish the conditions for sustainable and shared prosperity.

- **the governance and leadership of businesses must unleash the power of diversity.** Many boards are responsible for organisations greater in scale than many countries. Leadership is no longer the preserve of top-down command and control hierarchies. Great leadership demands drawing on qualities that would typically be identified as masculine and feminine, but which men and women individually and together must develop and demonstrate at all levels up and down and across the networks that make up today’s complex organisations.

- **‘it’s the pipeline stupid’**. Top-slicing and redistributing the available talent is not a long-term solution. We need a continually replenished source of diverse talent, flourishing at all levels, creating the dynamic capability to inspire and engage new talent, meeting current and future needs.

- **culture is both king and queen.** The cumulative impact of assumptions, bias and rationalisation creates a reinforcing presumption that the way we do things – and the outcomes that result – are based on logic and tested empirically. For many of those who participated in the project, it was the consideration of ‘meritocracy’ that electrified the project: the shared and sudden realisation across very different organisations that what may be justified by an assumption of meritocracy relates far more to process than to outcomes.

- **the culture of organisations can only, ultimately, be changed by men and women working together, over years and across generations.** In one sense this may be a depressing conclusion, but if it’s true it explains why single initiatives so often fail, and overall progress is limited. But in this lies the solution: that it is in the shared interest of men as well as women to change, because that is how their organisations will survive and succeed.

- **that change requires interlocking and reinforcing support for women from line managers and colleagues, coaches and senior mentors, executive leaders, and also family and society.** Which in turn means it’s not only businesses that need to change: these conclusions are equally relevant for all sectors, and real change requires progress across all organisations. Hence the importance of our ‘Norway moment’: when senior colleagues shared their experience of what is working there. There needs to be a recognition that things will not change unless there is a recognition of all the things that need to change and an impatience that they must.

Which brings us full circle to the conversation that led to this project. The opportunity recognised by Alison Maitland with Elisabeth Kelan that there would be much to be gained from bringing together the diversity and gender agenda with our focus on achieving long-term business success. We thank them and of course all of the wonderful project partners and those who have participated.

It also brings us full circle in a deeper sense. Tomorrow’s Company was established to promote the inclusive approach to business. We now publish a report which argues that it is an inclusive culture which will be the bedrock of long-term success – and that we all have a shared interest in establishing tomorrow’s inclusive company.
This is not another report about the ‘compelling business case for gender diversity’. It is time to move beyond this. We can continue to worry about finding quantitative evidence about relative performance and whether groups with more or less women perform better or worse. But do we really want to waste any more talent while we do this? Or do we simply want to accept that the world is different, expectations are different and our style of work and our organisations need to be different.

Women are not a minority in the world and we should stop treating them as if they are. So one more time, and hopefully for the last time, there is a rational, legal and moral ‘business case’ for ensuring that women do not face any additional barriers or challenges to progressing in organisations. The same ‘case’ could also be applied to men. So let’s stop fretting about this, put it behind us and move forward.

We need a different debate with a different language that puts diversity firmly within a context of future long-term business success. This report is intended to be a provocation to start such a debate.

A debate which acknowledges that when talking about diversity and inclusion we are not talking about a ‘soft HR issue’. Businesses have a key role to play in addressing the many environmental and social challenges that we face as a global society by using their innovative capabilities, global footprint and the shared value they create. We need organisations that are agile and innovative, to compete in a highly complex and competitive global market place. We need successful organisations that are trusted as a key part of the fabric of society and responsive to the changing expectations of society and the changing aspirations of people. Getting to grips with diversity helps a business get to grips with changing national and societal diversity and brings them closer to all their stakeholders.

And critically, a debate that recognises that what is holding talented women back, and often men as well, is a dominant culture that has been shaped and reinforced by beliefs, values, structures and practices designed to maintain the status quo and the position of those in power. A culture that has achieved much success in the past but which is now outdated and unhelpful, and threatens the long-term success of our businesses.

So we all need to be honest on this debate. There will be winners and losers but this is about building organisations that are winners in the new global and interconnected business landscape.

Changing culture, especially organisational culture, takes time. But we do not have the luxury of time. In the face of an ever more complex and demanding business environment organisations simply cannot continue to waste an ounce of the talent that exists, both within their organisation and in the network of relationships through which they create value.

Fixing the problem of why women are not progressing and fulfilling their potential is not about ‘fixing’ the women or ‘fixing’ the men or ‘fixing’ the organisation. What needs to be done in organisations, to create a culture that is more conducive to women, is so fraught with difficulty that any single approach becomes redundant. We all have to be part of the change.
There are signs of change that can be built on and leveraged. There are companies that are making progress with a variety of promising new approaches that we feature in this report. Diversity is high on the agenda of policy-makers and regulators. High-profile networks are gaining traction and achieving change with the support of company chairmen and boards. Women who have attained positions of influence and power are more vocal.

But the overall impact is not yet greater than the sum of the parts.

Choice and decisions are affected by the following characteristic human ways of thinking and behaving such as:

- sticking with the status quo – inertia
- framing – how problems or issues are stated. For example, if a surgeon tells you that 90% of people survive the operation – that sounds good. If you are told 10% die – that sounds scary
- mindless behaviour – being on autopilot
- following the herd – people like to conform to group norms and resist standing out as different.¹

Achieving change, especially changing the behaviour of people en masse, can sometimes be done by nudging. Small and apparently insignificant details can have major impacts on people’s behaviour. A good rule of thumb is to assume that ‘everything matters’.

People can be ‘nudged’ simply by informing them what others are doing. Just asking people what they intend to do increases the likelihood that they will do it. For example, asking people if they intend to vote increases the likelihood that they will do so.

To accelerate change in terms of the progression of women there are some important drivers that companies can use to help nudge the organisation in the desired direction of travel:

- globalisation is creating a diverse and globally aware workforce and one that is increasingly multigenerational as people live longer and retire later
- arguably, events over the last few years have created a major shift in society’s view of, and expectations of, companies and other institutions. Customers and shareholders are becoming more demanding about the behaviour and impact of companies. These voices are the ones most listened to by executives and boards
- all organisations are given their licence to operate by the societies and communities in which they operate. And organisations are a microcosm of these societies and communities. So changing expectations and beliefs will flow through to the culture as people join the organisation
- men are having their perceptions and mind-sets changed as they hear of their daughter’s or granddaughter’s personal experiences of trying to progress at work.² And if these men are CEOs and board members they can make a significant difference by setting the ‘tone from the top’ and ensuring this is followed through in terms of line management accountability.
Everyone needs to ‘be the change’

The speed of change will hasten when everyone in the organisation starts to accept the need to change their own behaviour – and that this is in their own interest and the organisation’s interest if it is to survive in the long term.

Many suggested solutions to the question we have been exploring still work on the basis that women should understand the ‘rules of the game’ and then use those rules to their advantage. The problem with this approach is that the current rules of the game are those of the dominant culture which will tend to resist or assimilate those who seek to change it. Change attempted with this strategy is therefore slow and frustrating. Worse than that it threatens the success of our organisations and therefore the economies and societies in which they operate.

The self-fulfilling prophecy we are stuck in needs to be broken and the only way to break the cycle of any self-fulfilling prophecy is by redefining the propositions on which its false assumptions are originally based.

We need to create a different self-fulfilling prophecy based on new and different signals that respect and value difference.

We have heard that women should ‘lean in’, organisations should ‘lean in’ and men should ‘lean in’. What is needed is for everyone to ‘lean in’.

None of us can be bystanders in this debate. We are all affected by it in some way, as men and women who feel our talents are being stifled, as parents and grandparents of children entering the workplace, and as citizens wanting a fair and equitable society.

Changing organisational culture changes the internal and external relationships and contracts that exist and establishing new ones takes time. It requires a holistic approach, relentlessly and consistently pursued over a long and sustained period of time. This approach needs to withstand changes of CEO and senior leadership and periods of crisis and downturn in business. It takes a long time to move forward but a short time to go backward.

So it will come as no surprise that we have not found a ‘silver bullet’ to achieve the change required. However, we have identified an ‘agenda for change’, which contains some key questions that individuals, line managers and boards can ask of themselves as partners in ‘leaning in’ to create change, and some critical success factors.

These are set out on the following pages and those of us who have been involved in this study commend them to you and hope that you will find them useful in your own organisation’s journey towards being an ‘inclusive company’.
An agenda for change

Key questions

For the board and executive committee...
- How do you intend to create a clear vision of what an inclusive company looks like?
- How will you ensure that you are able to monitor progress towards that goal?
- To what extent are you:
  - convinced by the diversity agenda and champion it?
  - acting as role models for the progress of women?
  - being sponsors or mentors?
- How do you ensure that messages about diversity are seen to be as important as others relating to the performance of the organisation?
- To what extent does the company’s sponsorship of events and charities reflect how you advocate diversity?
- How do you set the overall composition of the board/talent pools for the next generation? To what extent does the board/executive committee reflect the societies in which you operate and markets you serve?
- In what ways do you ensure that line managers are held accountable for diversity?

For line managers...
- To what extent do you see managing diversity as a key part of your role?
- How aware are you of your company's policies on diversity? In what ways do you apply these policies on a day-to-day basis?
- In your conversations with your team on a 1:1 basis, how do you ensure that you are able to identify all the barriers to that person's progression?
- When recruiting for or promoting to a role in your team, how do you ensure you consider a wide range of candidates?
- How supportive is your company of alternative working arrangements? Do you have the ability to organise flexible working arrangements to suit your team?

For individuals...
- To what extent do you feel supported in your career aspirations by your:
  - senior leaders?
  - line manager?
  - HR department?
  - colleagues and your team?
  - family and friends?
- Do you feel confident in:
  - asking for flexibility in working arrangements?
  - discussing your potential and promotion with your line manager?
- To what extent do you think career advancement is based on merit?
- To what extent is your personal situation taken into account when promotion or career development decisions are made?
- In what ways is the company’s culture supportive of women?
Critical success factors

- Clearly setting out what type of organisation is wanted – what being an ‘inclusive company’ looks like – and charting and communicating progress towards this.
- Thinking about what qualities and behaviours are needed from a new generation of leaders with this future inclusive culture in mind.
- Paying attention to every detail – every action can send a positive or negative signal.
- Being clear about what meritocracy means, and what it does not mean, and testing that the definition is not being skewed by the dominant culture by capturing and using relevant data.
- Creating positive views and expectations to create new belief systems to counteract negative biases and stereotypes.
- Recognising that biases exist, making sure everyone is aware of them and removing any discomfort and anxiety associated with having conversations about difference.
- Being careful about language and defining terms such as ‘diversity’ and ‘inclusion’ and ensuring that the language used fits the cultural context, whether geographical or organisational or both.
- Capitalising on the intergenerational diversity in the organisation to avoid the potential assimilation of another generation of women into the dominant culture.
- Taking care to understand the network of relationships that a woman has as she chooses to progress her career, and how the various ‘relationship contracts’ will change, to shed light on potential barriers and enablers to the choices that are made at a point in time.
- Helping women overcome any lack of self-belief and ensuring that the culture does not reinforce any lack of self-belief.
- Maximising flexible working patterns for everyone at all levels across the whole organisation and especially encouraging take-up and making this visible at very senior levels.
- Seeing work and life as part of an integrated system, not as two different elements between which a compromise has to be reached, and finding opportunities to bring family, community and work together.
- Focusing on how team dynamics and the line management relationship are helping or hindering an individual's development and progress.
- Using both mentoring and sponsorship as complementary approaches.
- Adapting policies and practices to recognise the cultural/societal barriers and enablers unique to the regions that the organisation operates in.
The following provides a guide to the various sections of the report:

**Part 1. Background**
Pages 9 to 16

**Part 2. Why we are not there yet**
This discusses why the rational business case for gender diversity has not gained traction and the need to recognise that it is the dominant culture within most organisations that is holding women back. Addressing this is critical for long-term business success given the changing business context.

Pages 17 to 24

**Part 3. Creating attractive cultures**
This explores the concept of meritocracy and the importance of recognising and addressing the biases, assumptions and language that feed the existing culture to avoid the potential assimilation of yet another generation of women into a dominant culture that is no longer relevant to today’s business environment.

Pages 25 to 40

**Part 4. Towards an inclusive company**
Organisations are a network of relationships through which value is created and which create a unique context for every individual. These relationships can support or hinder women in the career choices they make. Changing the culture to become an ‘inclusive company’ is also a journey for the organisation and its leaders.

Pages 41 to 59

Creating the change required to ‘move the dial’ for the progression of women is about changing a deeply ingrained dominant culture.

Diverse solutions are required – with a sustained commitment by everyone.
Part 1: Background
In 1983 the word ‘pipeline’ was first used to represent the progress of women with degrees in scientific disciplines. In 1993 a study showed that there was a ‘leaking pipeline’ in terms of women in academic careers. And in 2013, the leaking talent pipeline of women is still a cause of much debate and concern across the private and public sectors. Do we really want to be discussing the same issues in 2023?

There has been some progress in the UK, spurred on by government, business and women-led initiatives and the attendant advocacy and debate (see appendix one).

More organisations are expending time and effort in training and development on areas such as unconscious bias as well as leadership programmes tailored for women.

All this is important and the ‘dial’ is moving a little. But is this sufficient? If the momentum is to be sustained, and accelerated, there cannot be any complacency about ensuring that all the barriers have been identified and all the enablers fully utilised. It is important to keep asking the question ‘what is it that is holding women back?’

Much welcome attention has been given to getting more women into the boardroom. But less attention has been paid to understanding what is happening in the pipeline to executive management and what it is about organisational cultures that helps or hinders the progression of women. This study has therefore sought to look at this different angle on the debate and has focused on:

• understanding in-depth why women are a critical pool of talent in companies in the light of the changing context in which businesses operate, with a particular focus on sustainability
• looking at the career tracks of women in business to pinpoint critical elements of organisational culture, leadership and human resources practices that enable women to progress to the top executive level
• setting out what works – going beyond single solutions to a multifaceted approach that builds on practical innovations.

The focus is mainly the UK, but the case studies have been drawn from around the world reflecting the global footprint of most large organisations. During the course of this study, 122 participants, from 68 organisations across 6 global regions have been consulted.

Improving gender diversity needs diverse solutions. A key element of the approach undertaken has been to work with and support existing networks and communities of interest by creating new links, collaboration and learning to help increase the pace of progress.

Creating the change required to ‘move the dial’ for the progression of women takes time and sustained commitment. This is therefore not a one-off report or intervention.

Through the establishment of the ‘Tomorrow’s Global Leaders Forum’, the report will be followed up by a number of practical guides and ‘tool-kits’, drawing on the experience of the companies involved and consulted throughout the research, to help others create change in their own businesses and organisations.
Some key facts...

- Two-thirds of women of working age are in employment and the pay gap is closing.
- The number of women on boards, in both executive and non-executive positions has been increasing in the FTSE 100 and 250.
- By October 2012, 47% of a sample of 93 FTSE 100 companies had developed and put in place clear policies or measures specifically aimed at increasing women in senior management positions. 18% of these companies had stated measurable objectives.

Momentum for change: Government and business initiatives:

“The priority now is to maintain that momentum, not only within listed companies but across the economy as a whole. Our equalities agenda isn’t solely about women in the boardroom. It’s also about unlocking the untapped potential of women at all levels in the workforce, getting more women into work, priming the talent pipeline and bringing sustained benefit to the British economy in the longer term.”

The Rt Hon Maria Miller MP Secretary of State for Culture, Media and Sport, and Minister for Women and Equalities.

Think, Act, Report aims to drive greater transparency on gender employment issues. This joint government-business initiative provides a simple framework to help companies think about gender equality in their workforces, and collect and review data on issues like recruitment, retention, promotion and pay. It asks them to take action where the data shows a case for doing so and strongly encourages them to report their progress – sharing best practice and case studies so that companies can learn from each other. Over 180 companies, ranging from large multinationals to SMEs and collectively employing over two million people, are actively supporting the initiative.

Transparency plays an important role in the Women on Boards agenda. The Department for Business, Innovation and Skills (BIS) have introduced new measures which now require companies to prepare a concise ‘Strategic Report’ that will show the important messages that give insight into how the company has performed. These narrative reporting regulations came into force on 1 October 2013. Included in the information required in this report is the requirement for companies to disclose the number of women and men on their board, in senior management positions and in the company as a whole. Combined with recent changes made by the Financial Reporting Council to the UK Corporate Governance Code, that requires companies to state their board diversity policy, this should give shareholders an insight as to how the companies they invest in are run.

The Women’s Business Council (WBC) was set up in May 2012 to advise the government on practical evidence-based solutions for government, business and others to maximise women’s contribution to economic growth. Its report, published in June 2013, sets out a series of recommendations on how to make the most of women’s contribution to economic growth through all stages of their careers. The two year implementation programme is well underway and the 6 month review saw the Council members publish a guide for employers to support gender equality in the workplace, a matrix of international indicators to enable the council to track progress over time and best practice case studies developed by the business community. This supplements a broad range of activity by Council to encourage voluntary business take-up of initiatives without the need for further regulation by developing and embedding tried and tested commercial solutions.
Project partner perspectives

BAE Systems

BAE Systems is a global defence, aerospace and security company with approximately 88,200 employees worldwide. The Group delivers a full range of products and services for air, land and naval forces, as well as advanced electronics, security, information technology solutions and support services.

Our Company Diversity & Inclusion vision is to have an inclusive global work environment where all individuals are respected, and where the diverse workforce is effectively managed to improve business performance and enhance our competitive advantage. As a traditional engineering company we face a number of challenges; not least is a starting point of only 17% of our UK employee population being female. This is compounded by the, still all too low, numbers of women entering engineering as a career.

We are undertaking a wide range of activities designed to create a pipeline of talented women at all levels in the organisation. Leadership and commitment is being demonstrated at board and executive committee levels; our Life-Long Learning and Development Programme coupled with External Partnerships sustain the middle of our pipeline; and our Early Careers recruitment activity and Educational Partnerships ensure we are attracting diverse talent into the science, technology, engineering and maths (STEM) sector and challenging occupational segregation.

We are delighted to be partnering with Tomorrow’s Company on this important project. The project brings an opportunity to collaborate with high-performing organisations and thought leaders across many industry sectors and fields of expertise. The holistic approach combined with in-depth research is providing new exciting insights to help accelerate our progress in developing more diverse talent at all levels, and enabling us to realise the associated performance improvements for our business.

British Airways

British Airways, part of International Airlines Group, is one of the world’s leading global premium airlines and the largest international carrier in the UK. The carrier has its home base at London Heathrow, the world’s busiest international airport and flies to more than 70 different countries. In 2012 the airline carried more than 37 million customers. The airline currently has a fleet of more than 270 aircraft.

We recognise that senior level sponsorship is imperative to sustaining diversity and inclusion and integrating it across the organisation. We have three directors accountable for diversity and inclusion, supported by senior managers within their directorates.

Gender balance is a key component of our inclusion strategy and we recognise the need to ensure our products and services are inclusive of all our customers. Promoting a more diverse talent pipeline helps foster a creative, dynamic environment to provide innovative and tailored products to our customers. Within the organisation, we are working to understand drivers of career choice for both men and women and the factors that promote or inhibit career progression.

Women make up almost half of our workforce although our data shows that we need to increase diversity at senior levels. Over a third of our colleagues work on part-time contracts with many more colleagues working flexibly. We are proactively encouraging more female representation in areas such as flight operations and engineering and supporting initiatives to increase the talent pool such as apprenticeship programmes and graduate recruitment.

We are supportive of this report in providing new insights and perspectives on seeking gender balance in our workplaces. We look forward to being part of the journey towards greater gender balance.
EY

There are few businesses that would declare to be anything less than 100% committed to diversity and inclusion. Diverse workforces and inclusive leadership styles make for better business decisions. And, better business decisions lead to winning in the market.

Research supports this premise and reinforces the importance of women’s contribution to economic growth, to innovation and to a company’s bottom line. Yet for every rung up the corporate ladder, you are less and less likely to find a woman alongside you.

We believe that the starting point for change is cultural – challenging unconscious bias and changing the way each of us behaves and thinks about diversity. It’s also vital that companies tackle the whole talent pipeline, rather than just focussing on the boardroom.

At EY, we have set ourselves a stretch target of 30% women and 10% black and minority ethnic (BME) new partners by 2015 – not an easy target. We chose it because it shows leadership on an issue we feel passionate about and in which we are making a huge investment. While targets in themselves aren’t enough to change the diversity of the workforce, they do provide a way of measuring progress, and we have found they are the starting point for cultural change.

Diversity and inclusiveness is ultimately a question of fairness, justice, opportunity, and of success. We must never forget that. All of us want a workplace where tomorrow’s global leaders are as likely to be female as male, as likely to be different from us as the same as us.

Korn Ferry

Korn Ferry designs, builds, attracts and ignites talent. Since our inception, clients have trusted us to help recruit world-class leadership. Today, we are a single source for leadership and talent consulting services to empower businesses and leaders to reach their goals. Our solutions range from executive recruitment and leadership development programmes, to enterprise learning, succession planning and recruitment process outsourcing. We placed approximately 18,000 candidates last year and have assessed around 2.5 million individuals since our founding, in the process creating world-class intellectual property and understanding of leadership competencies and behaviours.

The global nature and interconnectivity of business today means that organisations need the diversity of nationality, and of human beings, to really understand their customers and the complex cultural differences in their businesses. Without that diversity, leaders will struggle to grasp that complexity and respond to their customers. The business case for diversity and inclusion is clear: your organisation cannot reach its full potential unless all your employees are empowered to reach theirs. Research shows that successful innovation is more likely to come from diverse teams compared to homogeneous teams. Although most companies recognise this in principle, many struggle to act on it.

Korn Ferry is committed to creating an inclusive environment that allows us to leverage the diversity of our colleagues, their ideas, and solutions to deliver excellent client service and to develop new business. This inclusive culture will enable Korn Ferry to emerge as the industry leader in diversity and inclusion with a significant impact on colleagues, clients, community and candidates.

Korn Ferry is pleased to be a part of this initiative set-up to bring-about practical, ambitious discussions with relevant influencers with the aim of bringing about real positive change in relation to diversity.
**Linklaters LLP**

Linklaters LLP is one of the world’s leading global law firms. We work on the most important and challenging transactions and disputes for the world’s leading companies, financial institutions and governments, helping them to achieve their objectives by solving their most complex and important legal issues. We have 29 offices in 20 countries and a talented staff of over 4,800 practicing lawyers and business services professionals.

The importance of attracting top talent is a given; developing that talent to its fullest is a must. To help with that goal, we have a rich range of engagement activities around diversity and inclusion from employee network groups; volunteer, pro bono and charity support; to supporting the development of our female talent through our award winning Women’s Leadership Programme. Our greatest assets are our people and the best thing about Linklaters is the opportunity to work with fantastic people on the most interesting assignments – we want to keep more of our women with us for longer and to unpick some of the challenges faced by women in professional services. By supporting Tomorrow’s Global Leaders, we share in building the future not only of our business but business as a whole.

We believe that different perspectives enrich the culture of the firm and help us provide more rounded solutions for clients. Working at Linklaters means being globally-minded, mobile, agile and responsive to clients and market opportunities, so diversity and inclusion for Linklaters is not simply an objective, it is one of our firm’s critical business drivers.

**Lloyds Banking Group**

At Lloyds Banking Group, diversity and inclusion is central to our business success. Our goal is to be the best bank for customers and our objective is to put customers first in everything we do.

To achieve this goal, understanding the diverse needs of the communities we serve across the UK and being able to respond effectively to these needs is central to our strategy, and will help us to develop enduring relationships and engender greater trust with our brands.

We also want to be the best bank for our colleagues in order to build a diverse workforce which treats everyone fairly, and with dignity and respect. We are therefore creating an environment where everyone can succeed in providing excellent service to our diverse customers and develop their individual careers, whatever their background.

Being able to attract, develop, fully utilise and retain top female talent is also highly important to us, and we recognise that companies with gender diverse senior management teams perform better. For this reason, Lloyds Banking Group has made a commitment to be a leader in gender diversity.

Our commitment starts at the top of the organisation. Our group executives sponsor our diversity programme, taking the lead on initiatives that improve both the quality of our customer service and the working environment for our colleagues. Through a range of initiatives and strategies we work hard to ensure Lloyds Banking Group is inclusive for all of our colleagues and customers.
National Grid

At National Grid we see an inclusive and diverse workforce as being critical to our future success. Along with the other companies in our sector, and in light of the rapidly changing demography of the United Kingdom, we face a significant challenge in terms of recruiting and retaining those people with the key skills we need in order to meet our strategic objectives. We also recognise that, in order to meet the needs of a changing workforce, we also need to change the way in which we operate.

We are delighted to have been invited by Tomorrow’s Company to become a partner in the Tomorrow’s Global Leaders project. We were confident that Tomorrow’s Company would bring their innovative approach to bear on the matter. While much effort has been expended on this topic in years past, we viewed this as an opportunity to provide a fresh perspective on the subject of helping individuals to realise their full potential, not just for women but across the full range of under-represented groups within British business.

We see this report as a valuable new resource to help us address the challenge ahead – after all, yesterday’s solutions will not solve tomorrow’s problems.

Women in Banking and Finance

Women in Banking and Finance (WIBF) is a membership organisation founded in 1980 to address issues women encounter as they attempt to progress their careers, raise their profiles, gain recognition for the contributions they make to their companies and have their voices heard on matters that influence the industry. WIBF provides the stepping-stones from entry level to senior roles through a series of development programmes, discussion panels on successful strategies, mentoring and networking opportunities, conversations with role models and awards for achievement.

Our collaboration with Tomorrow’s Company and the project partners was therefore a natural fit to further the WIBF mission to advance the prospects for women and to consider more deeply what is impeding their progress. The report goes beyond the ‘apparent’ to get to the ‘real’ issues. In asking provocative questions and providing critical success factors it does not demonise men, nor lay the blame on women. It provides new perspectives on corporate practices, the unconscious bias of dominant cultures, the use of language and entrenched expectations. The comprehensive analysis of the journey to the top from the perspectives of the individual, family, team, organisation, customers, clients and society provides significant contributions to the debate and call for action to change at multiple levels.

Further, as a leadership consultant and coach I value the case studies, the observations of social commentators and the personal reflections of successful leaders as ways to stimulate change rather than doing more of the same.
Dr Elisabeth Kelan

Much has been written about women in the workplace, so why yet another report? This report does not try to tell women how they can change themselves to succeed in business; there is plenty of literature that provides this kind of advice. It does not try to make the business case to finally find the holy grail of why organisations should care about gender parity. Instead it focuses on future-proofing businesses.

Future-proofing is most effectively done by engaging a range of stakeholders. Tomorrow’s Company has developed mastery in building a consensus that teases out the central challenges and opportunities without getting lost in individual opinions and agendas. The key message emerging from this process is that we need to change organisational cultures. Not only to be more welcoming to women but more importantly to ensure organisational sustainability and survival.

Changing how groups of people feel, act and behave requires letting go of old certainties and developing new ways of doing things. Not an easy thing for sure but a central capability that an organisational should have to innovate and renew. For this we need leaders to step forward who inspire people around them to take the leap of faith to do things differently. This report might help in paving the way for more gender parity in our organisations but might equally well ensure their success.

Alison Maitland

Culture is hard to change, or so it is said. Yet there are some companies in which women thrive and rise to the top in equal, or nearly equal, measure to their male peers. In a few cases, the culture has shifted in just a few years, thanks to a concerted focus and drive by senior leaders.

When I broached the idea for this project with Tomorrow’s Company in 2009, it seemed that an important contribution to our knowledge on the ‘gender question’ would be to find out what made such companies attractive for both women and men to flourish and achieve their full potential. What could we learn from them to apply to more intractable corporate cultures?

The project has involved a wide range of people and organisations in the UK and around the world interested in finding a sustainable solution to the same question. Unsurprisingly, it has not discovered a single, all-embracing answer. But it has highlighted critical issues about culture change that deserve wider public attention:

- tackling our unconscious biases lies at the heart of change
- leadership is vital but unfortunately still lacking in many places
- meritocracy is not an objective concept
- pressure for short-term financial results is at odds with the effort and resources required for long-term culture change.

Organisations need to tackle this crucial agenda from many different angles at once to make progress. The thoughtful perspectives and pioneering case studies in this report point a useful way forward.
Part 2: Why we are not there yet
Beyond the business case

‘There is a compelling business case for gender diversity’ is a phrase which appears in nearly every report and discussion on this issue. But if the case is so compelling, why do we still need to make it nearly 40 years on from when the first case was made? And why do we need to make the case for women when there is never a request for a business case for men?

In our discussions during the study we have heard the view that the business case, although polished by the experience of those who have been managing this issue for many years, still needs to be stated (so for those wanting to see this it is covered in appendix two).

We have also heard the view that we need to go beyond discussing the business case and just ‘get on with it’ – to reinforce the ‘why not’ rather than ‘why’?

But it is hard to ‘just get on with it’ unless it is clear why the rational business case has not gained sufficient traction, and what the barriers to, and enablers of, change are.

So why has the ‘business case’ not created the degree of change expected?

Some possible reasons are that:

• although there is a strong and growing body of evidence that shows the link between gender diversity and the performance of a company – such as increased market value, higher market capitalisation and profitability in the short and long-term, better decision-making, client and talent attraction and retention, product innovation and consumer power – business as usual is still relatively successful

• the social stability, growth, prosperity and effective use of scarce resources that flow from the moral and societal case for equality and inclusiveness are not yet universally seen as important to the future success of business

• although the legal case against discrimination is clear, cases may not be brought for fears of adverse career impacts, and most cases get settled partly because of reputational concerns on both sides.

None of these arguments exist in isolation of each other. It is important to understand and manage the interdependencies and impacts of these different reasons.

But the bigger point is that the slow pace of change can no longer be put down to a lack of any rational business case.

We have been told that many boards and CEOs ‘get it’ but the problem lies deeper in the organisation, in the layers of management and their relationships with those they manage. That while the ‘tone from the top’ is vital, any action in the ranks can be side-tracked by demands to deliver on performance targets.

Ultimately, the pace of change is slow because we are dealing with culture change – with deeply ingrained mind-sets and behaviours that have developed over hundreds if not thousands of years. Culture takes a long time to become embedded and can take a long time to change.
How culture is holding women back

Changing culture takes time because it requires the prevailing and dominant culture to change when it is not apparent that it is in that culture’s interest to change. Resistance can be both conscious and unconscious. If an individual’s priorities and style clash with the dominant culture that person can be misunderstood and undervalued leading to insecurity and lack of confidence. They have to change or hide who they are to function in the dominant culture. The difficulty and levels of discomfort increase if the dominant culture is also one based on power, control and hierarchy.

Patterns of behaviour are informed by the environments in which we live, the fabric of society and the roles of everyone within that society. The qualities prized and valued more than others become ascribed to human nature rather than being seen as a function of the culture and norms that have developed. For example, qualities such as aggression, competition, dominance and physical prowess were once seen as the necessary attributes for survival.

In the UK the external influences continue to reflect the historical background of a male orientated society in which, traditionally, men held positions of responsibility at work, while women were expected either to fulfil the role of housewife and mother or, if working, to be confined to such roles as secretary or shop girl. Outside industry women have had to struggle for equality in the professions, in science and in the church. In the past, which still hangs over our lives, men grew up with the expectation of superiority and precedence while young women’s expectations were based on the acceptance of the situation as ‘normal’.

Much has been achieved over the past century, but the vestiges of the traditional culture remain like the embers of a fire that refuses to go out. The problem with these vestiges is that they exist largely at the unconscious level. They are taken out and looked at only when remaining totems of the traditional culture are challenged as in the case of the appointment of female bishops or head teachers. Also some well thought through actions can end up sending the wrong signals, such as companies publicising themselves by sponsoring the male-dominated sports of football, rugby and motor racing.

Within organisations it is still the case that most positions of power are held by men and it is also the case that most of these will have been educated and socialised in male only schools some 20 or more years ago when they were influenced by thinking and ideas that today would be regarded as out-dated. While many have managed to bring their attitudes and behaviour up to date others still behave as though we were still living in the 1970’s. They will be slow to see the need for culture change. And outdated behaviours towards women are not confined to an ‘older generation’ – they are exhibited amongst men from younger generations as well.

So when we talk about changing culture, especially organisational culture, we are talking about changing the dominant culture – its beliefs, values, approaches and morals that give shape, characteristics and meaning to our current ways of living and working. A culture that is reinforced through structures and practices designed to maintain the status quo and the position of those in the dominant culture. And that is why it takes so much time to change.

Changing the legal framework, putting in place human resource practices that are more supportive of innovative working styles, mentoring and advocacy, tailored development and training programmes – all these are important and necessary. But the speed of change will not hasten until everyone in the organisation stops asking why and starts to accept the need to change their own behaviour – and that this is in their own interest and the organisation’s interest if it is to survive in the long term.
A 2010 survey by the World Economic Forum found that the most cited barriers to women’s rise to leadership were “general norms and practices” and a “masculine/patriarchal corporate culture”.

In a 2010 survey by McKinsey, 42% of women stated that the dominant model in the business world which is perceived to demand total availability as well as geographical mobility (“anytime, anywhere”) was a barrier.

A survey by Women Like Us in 2012 found that 52% of employers who had not recruited quality part-time employees had an unofficial preference against part-time work and 9% had an official company policy against it.

In an online survey in 2013, polling 600+ employees about their views on gender diversity in the mobile and digital media industries, organisational culture is cited as the main reason why women are under-represented at senior levels in digital media and mobile industries.

The Institute of Leadership and Management’s 2013 survey of 800 men and women in banking found that 61% saw the current culture as a major issue halting their progression to senior management levels. The women interviewed believed that men tend to recruit and promote in their own image and through male-dominated networks, rather than on merit alone. Nearly half of the women believe they face career barriers because of their gender, and more than one-third of men agree. Nearly three-quarters of women, and half of men, blamed the attitudes of senior male managers.

“Men are changing. There are also younger men who are just as uncomfortable with the current culture in many organisations as women are.”

Alison Maitland, author and advisor to the project

“Men’s experience over the last twenty years is that diversity is not very important as most of them have not experienced any personal discomfort. The message is heard from the top. They are saying the right things. But it isn’t loud enough. Women are not going to be able to persuade the dominant culture to change. Men have to change and then the culture will change.”

Harry Gaskell, managing partner – advisory (UK & I), EY

“If we take the basic corporate environment, it’s dominated by men and it has been like that for decades. You need to get the men on board, because if you don’t, you’re not going to achieve your goal. The way to do this is to focus on inclusion and on fixing the workplace, rather than fixing the women. Very frequently this topic is approached from a very female point of view or from a flexible work point of view – two perspectives which can alienate important and influential groups.”

Nia Joynson-Romanzina, global head of diversity and inclusion, Swiss Re

“We will never get more women into leadership so long as we persist in organising in ways that suit the biases of the competitive boys currently gaming the system, even when it’s not the best way to run things. Never before have we more needed more dispersed, networked, non-hierarchical ways of organising, in which women are often superior to men in relational leadership. But the game is designed by the winners. It’s time we spoke truth to power.”

Nigel Nicholson, professor of organisational behaviour, London Business School
Redefining success

We are no longer in an environment where fight or flight is the way to survive. We need 21st century organisations with 21st century leaders for a 21st century context. A context in which there are many challenges as well as opportunities shaped by the interdependencies between the economic, social and environmental sub-systems on which we all depend for our lives and prosperity.

A context where:

- we cannot afford to waste any of the talent in organisations. People are the strategic differentiator and the strategic imperative for organisations. The oft-used phrase of needing ‘to get the best of everyone in the organisation’ is no longer a mantra. It is ignored at the peril of future success
- creating value is about creating lasting relationships with global networks of people inside and outside the walls of organisations. The nature of work is being transformed by technology – it is more distributed and relationships more virtual
- many societies are ageing but people are also living longer and healthier lives and the average age of retirement is increasing, creating the opportunity to tap into a pool of rich experience and expertise. There are however significant challenges. For example, older women tend to have a different career path to men and drop out of the labour market so skills and expertise are not being utilised and differences in the work-life balance are needed to manage caring responsibilities. Alongside this, the aspirations of younger generations need to be managed and met
- countries and therefore consumers are becoming more diverse as migration increases. Being able to connect with a more diverse customer base, and one in which women are becoming more prosperous and wealthy and often hold the purse strings, is essential.

The context in which companies now operate is therefore multifaceted and complex and full of diverse expectations. The notion of following a planned strategy is now more like knowing if you are moving in roughly the right direction. Risk management is as much about preparing for the unknowns as it is about managing the known risks. Purpose and values are likely to be more effective at holding an organisation on course than rules, procedures and manuals.

Expectations of the role and behaviour of businesses are higher than ever before and trust lower than ever before. Clients, customers and investors increasingly expect companies to reflect and value the diversity of the communities in which they operate. Achieving a diverse workforce is key to creating sustainable value in the long term.

Meeting the expectations of and fulfilling its responsibilities to society as a whole is no longer optional for a company but critical to managing brand and reputation. The ‘diversity and inclusion’ and ‘CSR’ or ‘sustainability’ agenda are inextricably linked. Both are about creating long-term value and both have people at their heart. Greater community involvement provides valuable lessons for managing diversity through exposure to a broader range of experiences and people. And this diverse experience and knowledge are invaluable to creating effective strategies for sustainability.

The skills needed to be effective and productive in this complex and interconnected context are different to those that have served organisations well in the past. Skills such as collaboration, communication, creativity, emotional intelligence and the ability to think systemically and holistically about issues and problems. Adaptability has always been needed but it is now framed by shorter time horizons and less certainty. And we need courage to stand up and be counted. Equality, values and a strong sense of purpose are now essential for creating value with, through and for people – be they customers, employees, suppliers, investors or society at large.
It is estimated that the physical and financial accountable assets reflected on an average company’s balance sheet today comprises no more than 20 per cent of its true value.\textsuperscript{19}

More than 10 million people are aged over 65 within the UK, and an estimated 19 million people will be over 65 by 2050.\textsuperscript{20} Currently, around one in eight employees in the UK are combining paid work with unpaid care.\textsuperscript{21}

In the UK, 21\% of youth between the ages of 16 and 24 do not have jobs today, and that does not include people who have stopped looking for work.\textsuperscript{22}

Research from Catalyst and Harvard Business School published in 2011, suggests that gender-inclusive leadership is not only good for business but also for society. Corporate stakeholders understand the value of gender-inclusive leadership and its positive influence on the quantity of a company’s CSR activities. Gender-inclusive leadership may also increase the quality of CSR initiatives.\textsuperscript{23}
“Our aim as an organisation is to create a truly inclusive and vibrant community that recognises, values, utilises and celebrates the diversity of skills, talents, experiences and backgrounds of all those touched by our business whether they are partners, customers, suppliers or members of the wider community.”

John Lewis Partnership

“We used to make a business case for CSR, then a business case for diversity and inclusion, and then for multicultural marketing. Increasingly, these are seen as integrated components of a single strategy.”

Frank Cooper, marketing vice president, PepsiCo

“Our Corporate Social Responsibility (CSR) programme helps us pursue our commercial objectives in a way that is consistent with the values of the people who make up our business. We focus our CSR efforts on three categories: diversity and inclusion, pro bono and community service, and sustainability.”

Jennifer Barrow, head of diversity & CSR, Baker & McKenzie

“If we don’t reflect the global nature of our business in our employees, how can we possibly hope to understand our customers? Half the world’s internet users are women. If we only have men building our products and services, how are we going to appeal to half the world’s population?”

Mark Palmer-Edgecumbe, head of diversity and inclusion, Google

“There is increasing evidence that companies are facing significant challenges in embedding their culture and sets of values across different geographies where societal values differ. There may be policies in place but these are not enough to change attitudes and not everyone will instinctively ‘get it’. This can have an impact on business success, compared to those companies with strong links to the communities they serve. Companies which get to grips with gender diversity, for example, as part of their culture may find that this helps them better address national/societal diversity.”

Emily Cox, head of employee relations and employment law, Virgin Money
Creating a culture for long-term business success

It will come as no surprise that the business landscape is changing rapidly. The development of the knowledge economy is resulting in a flatter, less hierarchical structure in organisations. Technology is enabling companies and entrepreneurs to ‘do business differently’, trades take place across continents in a matter of seconds, millions and millions of emails and text messages fly around the world every single day, social media platforms influence both company and personal brands and the traditional 9 to 5 is slowly becoming a thing of the past.

Demographics are also changing. Over 56% of first degrees in the UK are obtained by women, more than 10% of the UK workforce is from an ethnic minority background and 6% of first class honor degrees are gained by students known to have a disability. We are coming into an era where there will be more people over the age of 65 than there are under the age of 18 and people will want to continue working past their normal retirement ages for both personal and financial reasons. This means that we can expect to see more generations in the workplace all with their individual needs, expectations and aspirations… as well as expecting them to work together effectively. The above is purely a snapshot for the UK. There is a similar picture across the developed world. What impact will this have on your business, the people you hire and the people already in your team?

Albert Einstein was quoted to say that the definition of insanity is doing the same thing over and over again and expecting a different result. It could be argued that this is the current state of the ‘modern’ workplace. If the world is changing and the needs of those in the workplace are evolving, then why do we continue to manage, lead, motivate and reward in a similar way we have for decades?

For future long-term success businesses will have to respond to these challenges, and many more we are not yet aware of. Many companies have focused on creating diverse organisations, removing barriers that exist for different groups of people. This is very important, but so is creating a truly inclusive culture… and much of this comes down to leadership.

I’m sure we have all experienced working in a culture where we felt valued, respected, able to be ourselves and empowered to get our job done in the most effective way. Typically, in these types of workplaces motivation, productivity, performance and innovation increase whilst sickness absence, examples of bullying and presenteeism reduce.

Leaders have the power to create truly inclusive cultures, regardless of their level within the hierarchy, and should be a core competency to their role. Being an inclusive leader is understanding how someone ticks, understanding how to get the best out of them, treating them with respect, valuing their contribution, being interested in them as a person and supporting and encouraging them to be the best they possibly can be. Leaders who consider cultural differences, flex their style to really get the best out of their team, adapt and change to engage clients on their level and build a respectful and productive relationship will be the ones who have a pro-active and productive team as well as creating long-term, sustainable business success.

After all, business is all about relationships. People like to do business with people they respect and trust. The more effective leaders are at building sustainable relationships, the more successful and profitable they will be.
Part 3: Creating attractive cultures
In a word... meritocracy

Good intent needs to be followed up by good process and practice. If not then at best there are unintended consequences and at worst the outcomes can counter-act the original intent.

The main intent of diversity and inclusion approaches is to achieve a meritocracy. At this point most people will nod in agreement and take this as a given. But this simple and straightforward statement is neither simple nor straightforward. A dictionary definition of meritocracy is:

1. rule by persons chosen not because of birth or wealth, but for their superior talents or intellect
2. the persons constituting such a group
3. a social system formed on such a basis.

What is interesting about this definition is that it defines meritocracy both as a system and as a set of individuals who practice meritocracy. Yet another view could be that a meritocracy is an outcome of both of these elements working together in harmony. Definition is important – both in terms of what being a meritocracy means to the organisation and what ‘merit’ looks like. The lack of definition can lead to a lack of consistent and effective action.

What we have found is that the term is loosely used and as loosely defined within many organisations. Do these phrases ring bells?

“IT is fine, we don’t need to follow all that process – we are a meritocracy.”

“Of course we are a meritocracy – we are doing a lot of things in the area of diversity and inclusion.”

These statements beg the question as to how much the word meritocracy is used as a ‘fig-leaf of respectability’. And if the second statement always held true there would be no need to write reports such as this.

It is important to recognise the impact of the dominant culture when seeking greater clarity about what meritocracy means. In any given culture ‘merit’ is defined by the custodians of the dominant culture – the ‘way things get done around here’. For example, in Wall Street in the nineties and noughties ‘merit’ meant ruthlessness and the ability to take huge risks.

Much attention is given by companies to designing selection, recruitment, performance management, talent selection and other HR processes with the aim of achieving objectivity and meritocracy. But as these processes and structures are designed and used by people, the potential for unintentional biases to be built remains – especially the biases of the dominant culture. The necessary objectivity required for effective assessment of an individual’s performance can be lost. Some companies, such as W. L. Gore and Oticon have moved away from traditional hierarchical structures to create flatter structures to create more opportunities for reward based on merit.

Being clear about what meritocracy means, and what it does not mean, within the context of the organisation in which it is being used; testing that the definition is not being skewed by the dominant culture, and using data to illuminate the degree to which meritocracy has been achieved can help ensure that progress is moving in the right direction.
“The word ‘meritocracy’ is regularly used in companies when talking about their performance culture and is usually supported with phrases such as ‘we are a true meritocracy’ or ‘the cream will always rise to the top’. But how many companies articulate what ‘meritocracy’ actually means to them? From my experience, I can count those on one hand. For me, a meritocracy, where individuals are recognised for their abilities and output is an ever-moving feast. Given the economic backdrop, this should be measured by what a company sees to be important and valuable to their bottom line, their brand reputation, their employee engagement…and everything else that creates value for the firm.”

Charlotte Sweeney, lead, Power of Diversity programme for the Lord Mayor of the City of London and senior advisor, Tomorrow’s Company

“A true theory of meritocracy would acknowledge that we all have multiple talents and motivations; and that we all can learn and improve in most of the roles in which we are placed – though how much and how fast will vary from person to person. It would recognise that we live and work in a dynamic and uncertain world. For optimum efficiency, motivation, and well-being, we should be constantly reviewing the fit we have with our positions and making adjustments. And it would recognise that it’s increasingly effective for organisations to adopt more of a lattice than a pyramid structure – flat with broad opportunities for reward.”

Nigel Nicholson, professor of organisational behaviour at London Business School

“One would assume that societies with highly educated populations – in many countries in fact higher for women than men – where both genders participate more or less equally in professional life during most of their lives, would do well to utilise as best as possible the experience of both genders, as well as society’s substantial investments in education.”

Turid Solvang, co-founder and managing director, Norwegian Institute of Directors
The Tomorrow’s Global Leaders survey

This survey was designed as a temperature check to identify what the concept of ‘meritocracy’ means to people working in large organisations.

- 196 people who work mainly in the financial services, legal and utilities sectors took the survey
- 60% of respondents were female
- there were a wide range of ages and time spent within the current organisation
- 54% had line manager responsibilities and 27% manage other line managers
- 20% came from a HR, organisational development or diversity and inclusion background
- 60% came from large organisations with more than 10,000 people.

Findings

Promotion and reward processes

We asked our respondents to tell us about the people who get selected for promotion in their organisations.

Only 39% believed that the best people get promoted within their organisation.

Only 41% thought that promotion is based on performance as determined by objective standards.

Only 37% thought that the best performers get rewarded accordingly.

Fairness and transparency

70% of respondents did not think that the process for achieving promotion is fair for all colleagues.

There was wide-scale agreement (72%) that those who get promoted tend to fit a particular type or mould.

Only 29% think that the criteria for promotion are sufficiently transparent.

Awareness of ‘meritocracy’

Meritocracy as a concept does not seem to have reached mainstream awareness in most organisations. Only one third of respondents claim that the term ‘meritocracy’ is used in their organisation.

Business success

There seems to be a strong agreement (82% of respondents) that a meritocratic culture is needed for businesses to prosper in the long term.

‘Fig-leaf of respectability’

We wanted to find out whether those organisations who claim to be meritocratic are perceived as such by their employees – or whether companies claim to be meritocratic in order to shut down the conversations around diversity and inclusion.

The survey found that 65% of the respondents said that their organisation claims to be a meritocracy, whereas only 30% believe that their organisation actually is meritocratic.
Some comments from respondents to the survey

**What does meritocracy mean to you?**

“To me a meritocracy means that an individual deserves a position because they have the most suitable combination of knowledge, skills and potential (ability) and they have been given a fair opportunity to display their excellence in all these areas.”

“The best talent is promoted based on intellectual capacity, transferable skills and experience – whatever the background, gender, sexuality, race, religion or disability.”

“People should be judged on the work they produce, how they perform (e.g. good behaviours, polite, respectful etc.) and what they are producing. Instead of being based on who you know – which is very often the case!”

**What evidence do you see that demonstrates that your organisation is a meritocracy?**

“Fair, transparent performance management systems. Performance in current role is taken into account for promotions. There is little adverse feedback when people are promoted – usually seen as well deserved.”

“Our organisation does make a significant effort to be transparent and have clear objectives, promotion criteria and leadership qualities. A promotions panel for the most senior levels has recently been introduced and 360 degree feedback on annual appraisals is an established process.”

“Clear standards as to what each member of staff is meant to achieve are set out in writing. Staff know what they have to do to get to the next level.”

**What evidence do you see that demonstrates that your organisation is not a meritocracy?**

“Promotional opportunities are not openly advertised. There are far too many ‘taps on the shoulder’, people who ‘disappear’ because their face doesn’t fit or because they’ve expressed an opinion which is out of line with the management view.”

“The ‘old boys network’ is often in play in promotions, especially at senior level. There are no open adverts – a lot of appointments are just announced. Therefore, unless you are in the group you have little chance of progression beyond a certain point.”

“In spite of what is said, certain management structures do not appear to value abilities and achievements relative to the process/activity to be delivered. It appears that individuals who say what is wanted to be heard and/or allegedly possess generic behaviours which have become a requirement for leaders and management, irrespective of how complex the process or activity to be managed is, are preferred over those who tell it like it is and are experienced in delivering the process/activity being delivered.”
It ain’t necessarily so…

All of us make assumptions, hold beliefs and prejudices based on our experiences and socialisation and use stereotypes to make judgements.

Bias is needed. We use our biases every day to judge what we believe to be safe to do and when to flee from what is dangerous. Our biases enable us to focus. They are the filter for the millions of bits of information we receive all the time from our environment so that we can make decisions and act – without these we would be like rabbits caught in the headlights of the torrent of stimuli around us. Isn’t it strange that when we are thinking of buying a particular item suddenly we see a lot of them around us?

Many of these biases are formed at a very early age. By five most children already have embedded stereotypes of men and women and different minority groups formed through peer pressure, media and what they observe in society. These are carried into organisations which may or may not reinforce these views.

Some biases we are aware of and some we may need to become aware of. And some are surprising. For example, research undertaken by MIT and the University of Chicago found that even names can unconsciously affect decision-making processes such as recruitment. In a study of the legal profession it was found that women with masculine monikers are more successful in legal careers – known as the ‘Portia Hypothesis’.

In a recent case of race discrimination, a black woman was passed over for promotion in favour of a white, also female, candidate. There was no evidence of any overt racial bias but the evidence before the tribunal showed that the all-white panel had taken an inconsistent approach to scoring in the selection process. The panel also concluded that there was a ‘de facto glass ceiling’ in place that prevented non-white candidates from achieving more senior roles. She therefore won her case. This demonstrates one of the perils of unconscious bias. It manifests itself in the culture of the organisation oblivious to the processes so carefully designed to avoid them.

Biases are also reinforced through a tendency to gravitate towards those who are similar to us and to favour those who we like. People are attracted to careers and organisations that fit their own interests and personalities. Over time this results in more and more homogenous groups and a consolidation of existing culture.

Bias can also become more pronounced during times of stress when there is a tendency to revert to type and hunker down. The unintended consequence of this is that many organisations when in a downturn will look to lose people and the choices they make at that time can be biased towards keeping those that fit well within the dominant culture. The effect of this is further homogenisation which creates less potential for the sparks of innovation that could help the business survive the downturn or even come through it in better shape than before.

A less sophisticated and more generalised form of bias is the use of stereotypes. Some classic stereotypes of men and women are:

- women are emotional – men are not
- men are willing to take risks – women are not
- women lack the ambition that men have for career promotions

…and so on.

Stereotypes and biases are not necessarily truths. They become ‘truths’ through self-fulfilling prophecies – beliefs make reality conform to the initial belief. Creating positive views and expectations will create new belief systems and new more positive ‘truths’.
The term ‘self-fulfilling prophecy’ was coined by Robert Merton to describe “a false definition of the situation evoking a new behaviour which makes the originally false conception come true.” (1948)

- we form views and expectations of people or events
- we communicate these through various signals
- people respond to these signals by changing their behaviour to match them
- the original views and expectations become true.

“Unconscious bias is pervasive; even those of us that consider ourselves ‘evolved’ don’t even consider the issues, difficulties etc. when we don’t experience them. I was fascinated by my own ‘unevolved’ responses when I attended the Paralympics. Fear is at the basis of keeping the other out. More communication, understanding and seeing different perspectives is necessary to allay the fear and to accept the other. Real dialogue is not just a changeover of the hegemonies.”

Sylvana Caloni, president, WIBF

“The experiences of people from different generations, their definition of work, commitment and success learnt over a long time, can really block progress. Take a baby boomer leader who worked so very hard to climb up the ladder in the 80s with others like themselves, reached the top of a company at the start of the century, with a track record of moving wherever the company asked, hard targets that were there for the chasing, and a driving ambition and loyalty that meant they made choices where work may have been prioritised over the rest of life. How difficult it must be, with near 30 years of success working that way, to really embrace that talent comes in different forms now – different definitions of ambition and fulfilment that may be more about influence and less about power and status, people demographically different from themselves, with an altered sense of loyalty, willing to make choices about the rest of life over work... and impatient for that fulfilment. How can this still be talent? Are they really committed?... it feels uncomfortable and risky.”

Kirsty Bashforth, group head of organisational effectiveness, BP

“It is seen as risky to promote people who don’t look like the majority and it is seen as even more risky in the current economic climate – the unconscious bias is greater than ever. People tend to promote those they perceive to be a lower risk – and believe that the lower risk candidates are those like them – ‘mini-mes’.”

Sarah Churchman, human capital director – diversity & inclusion and employee wellbeing, PwC

“People think that unconscious bias makes one a bad person but it is a human weakness that all of us have whether we recognise it or not. The way to get around it is to recognise it exists and have a cross-sectional balance of people with different biases.”

Margaret Heffernan, author of Wilful Blindness
A particular view of an ‘ideal worker’ has been created, based on biases and assumptions built up over time and also an assumption that men are more likely to be one. The ‘ideal worker’:

- actively seeks high-profile assignments
- rubs shoulders with influential leaders
- communicates openly and directly about their career aspirations
- seeks visibility for their accomplishments
- lets their supervisor know of their skills and willingness to contribute
- continually seeks out new opportunities
- learns the political landscape or unwritten rules of the company, and
- isn’t afraid to ask for help.

Research has shown that the answer is ‘no’ – men are not more likely to be an ‘ideal worker or to be doing all the above. Men and women employ the same strategies. However, men benefit more than women when they adopt the proactive strategies. Even when women use the same career advancement strategies – doing all the things they have been told will help them get ahead – they advance less than their male counterparts and have slower pay growth.

Progressive organisations have woken up to the fact that making people aware of these unconscious biases is important. Over the last few years there has been a growth in unconscious bias training and awareness programmes. Those that seem most successful have the following qualities:

- **framed by respect and fairness not discrimination and difference:** this reinforces the positive rather than the negative so that less resistance will be encountered
- **repetition:** the effectiveness diminishes if the training is a ‘one-off’ programme. Doing things differently is achieved by constant reinforcement of a different learned behaviour. Finding ways of highlighting biases in day-to-day decisions helps to create new behaviours
- **at all levels:** understanding oneself is a key part of the ability to understand others. Awareness of bias needs to be done at all levels. Just focusing on managers/leaders will not create the two-way dialogue that will build effective relationships
- **on-going support:** coming to terms with one’s own biases is an uncomfortable process and individuals may need support. And once awareness is heightened, the harmful impacts of bias become more obvious. Other channels for feedback may need to run alongside training programmes such as ‘whistle-blowing’ channels and confidential helplines. Formal complaint channels will not work
- **work together differently:** undertaking a project outside of the work environment through, for example, community involvement programmes increases exposure to different people and their perspectives and can hasten a change in attitudes in the workplace. Finding common ground and a shared purpose can negate the damaging effects of bias in relationships.

Biases thrive in the dark and on a lack of respect for difference. Recognising that they exist and being aware of them in decisions and actions helps everyone act in line with the values and moral principles that they wish to consciously adopt. Removing any discomfort and anxiety associated with having conversations about difference helps to create the high trust and productive working relationships needed for success and starves biases of the fuel they need to have a detrimental impact.
Open Mind
PwC

Open Mind is PwC’s firm-wide training programme that enables partners and staff to become more aware of their unconscious biases and to reflect on how open minded they really are. The programme is available to all staff at all levels and is implemented through a wide variety of innovative methods including e-learning, videos and interactive discussion sessions.

Insight into the psychology of unconscious bias from qualified psychologists informs staff about what is going on in the brain and how heuristics can influence our perceptions of the people we work with.

Engagement films present realistic scenarios that help bring to life all the subtle biases that go on in the workplace. One of their short films features four characters in different scenarios, with each character being both the receivers and the perpetrators of unconscious bias. The idea is to show that nobody is more virtuous than anyone else – we all do it, it is natural!

Diagnostic tests are used to help people understand that the brain can be a devious instrument and demonstrates that the brain can operate at a level that we do not always have control over.

Emails sustain the focus on the open mind message through regular short sharp messages.

News stories that relate to diversity and inclusion are regularly shared and keep the message front of mind.

Sarah Churchman, head of diversity and inclusion at PwC UK, believes that unconscious bias training, whilst being very important, does not necessarily give you the results you are looking for if implemented on its own.

“The education element is only half the story. It needs to be embedded into all aspects of the people agenda and people strategy. It needs to be something that people hear over and over again”.

PwC make sure their open mind message is consistent and present in everything they do; from allocating who gets to work with which clients, to performance management, recruitment, promotions and development training. Providing data and information that questions the meritocratic nature of these processes is vital for engagement with the senior executives and the board.

When it comes to performance management and promotions, checks are put in place to see to what extent men are more highly rated than women, or if white people are more highly rated to other ethnic groups. The data is then presented back to the business to highlight where unconscious bias may be occurring.

Using this information PwC have developed a model that illustrates what the organisation will look like in five years time if nothing is done differently, then demonstrates where the levers for change are and asks how hard they wish to push them, and subsequently, what the picture might look like if the changes are put into action. The result is locally agreed diversity targets by grade for gender and ethnicity.

By creating and maintaining an open-mind PwC hope to promote a broad and diverse network of relationships which stimulate fresh ideas and enable fairer and more objective decision-making. The ultimate aim is to make PwC a more inclusive and attractive place where talented people thrive.
Changing the terms of the debate...

Gender roles and behaviours are social constructs. They are taught and learned through the language and communication of social interaction.

One of the less recognised biases is that our cognitive structure tends to focus on asking questions of the minority not of the majority and to blame victims. For example when discussing a project on gender – how often do we just assume that it is a project about women? In fact gender is often used as shorthand for women! The focus shifts from men and women – to just women.

In one of his talks about domestic violence, Jackson Katz, an educator, author, filmmaker, and cultural theorist, highlights how this cognitive bias manifests itself through language using a sequence of sentences from the work of Julia Penelope:

- John beat Mary
- Mary was beaten by John (the focus has now shifted from John to Mary)
- Mary was beaten (now John has disappeared and all the focus is on Mary)
- Mary was battered (beaten is synonymous with battered)
- Mary is a battered woman (now Mary's whole identity has been shaped by what was originally done by John).

The grammatical shifts have created a ‘blaming the victim passive voice’ and this passive voice removes accountability.

We are clearly not examining domestic violence in this report but this highlights how biases impact language and the nature of discourse especially about subjects which are uncomfortable to the dominant culture.

Most workplaces are still male-orientated and even though women are not a minority group in society they take on the mantle of being a minority in organisations – so more questions are asked of them. How often are men asked about whether they want to return to work when they are starting a family? Is their ambition questioned when they have children? If men work part-time – as many Chairs and NEDs do – does this lead to their commitment and loyalty to the organisation being questioned? Men also have constraints imposed on them by the prevailing culture. They equally may wish to be asked whether they need more flexibility in how and where they work to accommodate family or other commitments or whether they have concerns about being asked to travel a lot as part of a role.

Many of the terms that are used as part of the discussion about the progress of women are also unhelpful in suggesting that women are powerless. For example, the term ‘glass ceiling’ implies something that exists beyond everyone’s control and ‘shattering the glass ceiling’ is a negative image especially if you are standing underneath at the time! Even the use of the terms ‘diversity’ and ‘inclusion’ can be problematic. In some cultures they are viewed as Western concepts and translating the US-centric definition of diversity, which relies heavily on race and gender, may present challenges due to cultural differences. In some organisations the terms are not used at all. They prefer to use the language of values that have long been held and which are embedded in the culture of the organisation such as fairness and integrity.

Definition is important and ensuring that the language used fits the cultural context, whether geographical or organisational or both, is key. Without this clarity and understanding any initiatives under the banners of diversity and inclusion may be seen as irrelevant, confusing or at worst threatening to the dominant culture and their intended impact will be affected.
“The dominant culture doesn’t get paid attention to. When we act as if white people don’t have some sort of racial identity or belong to some racial category or construct – as if heterosexual people don’t have a sexual orientation – as if men don’t have a gender. This is one of the ways that dominant systems maintain and reproduce themselves… which is to say that the dominant group is rarely challenged to even think about its dominance because that is one of the key characteristics of power and privilege – the ability to go unexamined, lacking introspection – in fact being rendered invisible in large measure in the discourse about issues about men.”

Jackson Katz

“We do not have any good words for diversity and inclusion and that is a problem. At the moment we talk about inclusion but that is a new term. I am trying, as a journalist to find the right words. We say in Danish ‘mangfoldighed’ (which is more about cultural diversity) so that is not sufficient. We also use ‘ligestilling’ (equality) but that is not about gender diversity in a broader perspective – it is about women’s rights. We need to find a better word for the debate and one that makes sure men feel part of the agenda. We need to be very careful about the language.”

Susanne Hoeck, journalist

“It is important that the workplace and wider society uses positive language within the gender and broader diversity debate to foster the right results. The aim is leverage each individual’s skills and potential to deliver the right business, service or solution as required by the organisation, community or certain situations.”

Andrea Eccles, chief executive, City HR Association

In his book, The Inclusion Paradox, Andrés Tapia puts forward the following definition that is increasingly being adopted by global D&I leaders:

- ‘diversity is the mix’, the combination of a group of people (e.g. employees or customers) and all their similarities and differences
- ‘inclusion is making the mix work’ by cultivating the conditions to make the most of the diverse mix of complementary similarities and differences to generate productive and profitable outputs to fulfil an organisation’s mission.”
“She’s a girl, but she has brains”

Diversity is only as effective as the way we talk about it. We need to think more carefully about the language we use.

In Western societies, for example, we often talk about ‘working mums’. Yet we rarely talk about ‘working dads’. What does this say about our attitudes to women and men at work?

At a conference I attended in Sydney, Jingmin Qian, a Chinese businesswoman in Australia, related how she had heard the comment “she’s a girl, but she has brains”. She had also encountered a male boss in Australia describing an all-female meeting as a ‘mothers’ meeting’. In China, she had never heard such remarks.

Often the problem is more subtle. Evidence suggests that while men tend to oversell themselves, women often focus on other people’s accomplishments. This feeds into women’s greater dislike of terms like ‘office politics’ and their preference for promotion based on performance. A UK bank was struggling to persuade women to join a course about organisational ‘politics’. When it realised the problem was the course title, it changed it to “Raising Your Profile.” Women flocked in.

Leaders are typically chosen based on criteria such as ‘self-confidence’, which sounds innocuous but carries a lot of baggage. Self-confidence is expressed differently, not just between genders but also between cultures and age groups. Rather like the subtle distinctions in men and women, the norm in Chinese culture, for example, is a more humble, indirect approach than the up-front American manner and highlights team, rather than individual, achievements. Appreciating these differences, and adapting to them, opens the door to hiring and keeping a broader cross-cultural talent pool.

In our efforts to change the language, we don’t always get it right the first time. In recent years, companies have talked a lot about male ‘champions’ or ‘supporters’ of diversity. It’s nice to have champions, but it’s not enough. It suggests, as other diversity initiatives have over the years, that the problem lies with the target group (women, gays, people with disabilities) whereas progress won’t happen until the dominant group is willing to adapt and change. Far better, then, to talk about men ‘leading’ change, not merely ‘championing’ it.

One business leader who has successfully challenged the language is Bob Elton, former CEO of Canadian energy company BC Hydro. In a traditionally male-dominated sector, he raised the representation of female top leaders in the company from 10 to 42 percent and achieved a 50-50 executive team within six years. The words he used – and those he did not use – were significant in shifting culture and attitudes.

Elton knew that female customers were making a high proportion of energy-related decisions in homes around British Columbia. But he did not talk about gender balance or equality. He spoke about leadership with stronger values. He made ‘emotional maturity’ the top criterion for recruiting and promoting leaders, and he told his team to hire the best people and make sure they developed talent that might have been overlooked.

*This is an abridged version of a Conference Board Review column.*
The cost of progress

In 2002, I first started writing about diversity and the increasing rage and frustration women felt at being marginalised and trivialised at work. I wanted to write a book on the topic but publishers told me that the issue was over. Equal pay legislation meant there really wasn’t anything worth fighting for any more. Only my inflammatory cover article for an American business magazine galvanised enough response to convince one publisher that maybe there was still some heat left in the topic. And so, ten years ago, my first book on women’s professional careers finally emerged.

And since then? Well at least no one believes any more that the issue is over. Investors report that more of their clients want to put their money into companies that promote women. The sight of an all-male front bench, an all-male quiz show panel or an all-male board does at least provoke questions and protest. Whether people are swayed by the social justice argument for fairness, or the intellectual argument that a diverse group of people can make better decisions, it’s rare to find anyone willing or able to muster the argument that women don’t have a crucial role to play in the leadership of any organisation.

And yet the numbers are disappointing and stubborn. Even the Davies Commission in 2011 set as its target for 2015 a mere 25% female representation. How could anyone – let alone the many serious women who apparently supported the report – believe that this was good enough, even if it were reached? Why, when a female CEO is appointed, is this still a news story? Why is progress so hard and so slow?

One answer to this is the biological basis of bias. Our brains are designed to prefer what’s familiar; we like what we know. And a business world built by men in their own image is necessarily predisposed to promote and respect those in their own image. Unconscious bias is a well understood phenomenon – in both men and women – and it contributes in a myriad of ways to poor decision making. But we should understand that well enough now to put in place measures against it.

Another answer is even harder to confront. As women, we’ve argued that our advancement comes at no cost. Making a workplace culture appealing to women makes it more attractive to men too. It isn’t just women who want to get to know their children before they’re grown up and it isn’t just women who want to work in ways, and on schedules, that value output not input. So the argument that helping women won’t cost men works – up to a point. But if there are twelve board seats, all occupied by men, and diversity is a serious corporate intent, then some male directors will lose out.

As women, we’ve avoided this fact because we seek the opportunity but not the cost. And men have been loath to point it out because it looks recalcitrant. So we find ourselves stalled in front of the question: do we want change enough? Do we believe in the arguments for diversity strongly enough to accept the cost they incur? Or do we want to continue to pay lip service to them without being willing to accept their consequences?

At a time when we are struggling to find better ways to lead and manage the institutions that govern the health and wealth of nations, do we really think we already have enough wisdom, talent and insight at the top of our organisations? Are we seriously committed to investing in progress?
The next waves...

In her book ‘Lean In’, Facebook COO Sheryl Sandberg states:

“The hard work of generations before us means that equality is within our reach. We can close the leadership gap now. Each individual’s success can make success a little easier for the next. We can do this – for ourselves, for one another, for our daughters and for our sons. If we push hard now, this next wave can be the last wave.”

What is frustrating about the possibility of this statement is that previous generations of women have said the same thing, hoping and expecting that the generation behind them would not face the challenges they faced. Yet they have. How can we make sure this doesn’t keep happening?

Experiences such as interactions with peers, media, and popular culture influence each generation during critical development stages and have a significant effect on the values and beliefs a person carries with them throughout the course of their life. These influence preferred ways of working and views about employment.

When female baby boomers started work in the 1970s and 80s many felt that they were able to succeed and did not see equality as being an issue, especially with the passing of the Equal Pay Act and Sex Discrimination Acts. Yet as they reached their thirties and forties and started to enter managerial positions, they began to experience the weight of the prevailing culture built on the values and beliefs of a generation of traditionalists born in the 1920s to 40s. They saw barriers that they could not see when they first began their careers. They saw that they had to be deeply knowledgeable and deeply committed in order to progress. They witnessed the fights for power and accumulation of status symbols within a hierarchical structure which were part of the prevailing culture.

Whilst some women succeeded in this environment, they often did so by adopting a range of strategies that stayed within the existing rules of the game. Some emulated the male culture to get to the top and then pulled the ladder up behind them – the ‘queen bee’ syndrome. Some found niches in functional areas where it was considered more acceptable for women to progress such as human resources, marketing and communications. Some were lucky enough to get ‘air cover’ from senior management. Unfortunately others just opted out.

Research on the characteristics of each of these generations highlights that ‘traditionalists’ value conformity and struggle with valuing diversity, whereas ‘baby boomers’ tend to avoid conflict and are weak at valuing diversity. Generation X, born in the late 60s and 70s, has been more exposed to diverse cultures and views. They are currently at or working their way through to senior management levels and are beginning to face the same obstacles thrown up by the dominant culture as the baby boomers did. They are also the ‘sandwich generation’ caring for both their children and parents. Generation Y, who came of age at the end of the 90s and early 00s, are in or moving into management and according to research they see diversity as a fact of life.

Recognising that making such statements risks accusations of falling into the trap of stereotyping – perhaps these generalisations shed some light on why it has been so hard to shift the dominant culture to date? Over the next few years, another generation will enter work who do not share the same characteristics as those that have gone before and are more comfortable with challenging the status quo.

If Sandberg’s hope of the last wave is to be realised then it is vital that we capitalise on the intergenerational diversity as one way of avoiding the potential assimilation of yet another generation of women into a dominant culture that is no longer relevant to today’s business environment.
The next generation

For many younger women being unequal in any form seems unfathomable. Young women often agree that gender inequality was an issue for their grandmother's and maybe mother’s generations but surely this is now a thing of the past. From the perspective of young women nothing holds them back to fulfil their dreams and ambitions. This bears out in research. Whereas in previous generations women were less confident than their male counterparts, this difference in confidence levels has disappeared in the younger generation. Young women are as confident as younger men. What is even more important for organisations, young women want to lead. We have a generation of young women who aspire to be in leadership positions with the confidence to boot. For organisations this is a golden opportunity to harness the potential that this generation brings to increase the representation of women sustainably through the pipeline.

However gender inequality has not gone away. It is still a feature of modern workplaces. So what happens to these young women if they encounter gender inequality? Are they able to decipher it and react to it? In my research, which has been published in the book ‘Rising Stars – Developing Millennial Women as Leaders’, I have shown that younger women are ill-equipped to deal with gender inequality. They are often unable to recognise the common patterns through which gender inequalities manifest themselves in the work context.

Gender inequality has not gone away but is more subtle and more difficult to detect. The research shows that these young women put those experiences of inequality regularly down to individual experience but fail to see that the experiences are systemic. If you think that your experiences are due to yourself rather than wider societal issues, one tends to look for faults and problems in oneself. The danger here is that confident women who want to lead make negative experiences, which they relate to their own inadequacy. This will eat away their confidence and their will to lead. The worst case scenario is that over their life course these young women give up because they think they are not good enough.

Instead young women need to be equipped with the right tools to spot if their experiences are due to themselves or due to wider societal structures. They need to be able to develop response mechanisms to gender inequality that allows them to preserve their confidence and leadership ambition. For this it is vital that organisations continue to recognise behaviours that sustain gender inequality.

Stereotypes and biases need to be brought to the fore because only if that is the case, research shows we can overcome those stereotypes and biases and create experiences for young women and safeguard their motivation to reach for the top positions in organisations. While the cycle of not seeing gender inequality until it hits you has been experienced by women from previous generations, research has shown that these generations of women were on average less confident than men to start with. This has changed now with any difference in confidence levels of younger men and women no longer being detectable.

Changing organisational cultures to make them more conducive to women is imperative to use this golden opportunity to develop the next generation of female leaders.
People are the difference

UTL recognises that its differentiator as a business is its brilliant people and has created a culture and an environment where colleagues who work hard, are passionate about the business and committed to their own development are given opportunities to grow.

These employees are guided by a philosophy and a way of working known as the Unipart Way, which permeates throughout all businesses of the Unipart Group.

At its heart, The Unipart Way seeks to engage every single employee within the organisation. It aims not only to motivate them, but also to equip them with the skills to diagnose problems and then to create the solutions that will make a dramatic and sustained difference.

Combined with the UTL Values: ‘We Care, We Share, We Dare, We’re There’, the Unipart Way is at the heart of everything that UTL does.

UTL believes that the main source of innovation is its employees, who are empowered to solve problems and come up with innovative solutions both within their own role and across the organisation as a whole. Since innovation flourishes in a diverse environment UTL focuses on creating diverse teams that will challenge the norm.

Having created this culture, UTL has been able to develop and grow a number of new leaders to support its expanding business. Individual commitment to personal development is matched by UTL’s desire to develop and promote from within.

Even when people and roles have not been obviously suited on paper, it is the culture of development, growth and engagement at UTL that enables people to put their hand up, to ask for development and to stretch themselves knowing that they will be supported, that has enabled UTL employees and the business to grow so successfully.

Claire Walters, managing director, joined at UTL as a project manager 12 years ago:

“My commitment is to create an environment and a leadership culture at UTL where people know that if they work hard, are committed to our business and are not afraid to put themselves forward, they will be supported to grow and develop themselves. I firmly believe that this is the most effective way to continue the growth and success of UTL and am really passionate about creating opportunities for people to improve themselves and our business.”

David Harper, a general manager at UTL started in 2004 as a production manager:

“I have always felt that my UTL bank account is being well balanced, I put a lot in, but I get a lot out, and that speaks volumes for my managers and colleagues support and faith in me.”

Nicola Couse, media sector director started at Unipart in 1995 as part of a graduate scheme:

“The really good thing about Unipart is that you can put your hand up and say that you want to move – this is where I am, this is what I have done – can I do something else?”
Part 4: Towards an ‘inclusive company’
Relationships matter

Value is created through relationships and having a set of shared values creates trusted and productive relationships. Great companies are made of great relationships.

All of us rely on a network of relationships in our work and private life. These relationships influence who we are, how we act and the degree to which we are as successful as we can be by feeling valued and included.

Organisations are made up of networks of relationships, internally and externally, that together create a unique context for every individual. There may be commonalities in what people experience but there is no common environment. The particular experiences, attributes, personalities and biases come together to form a cocktail of influences, pressures, costs and rewards for those in any given relationship.

When people refer to the relationship they have with an organisation, they are in effect aggregating their perceptions across a large number of individual relationships – with their line manager, with colleagues, with customers/clients, a mentor or sponsor.

The psychological contract

At the heart of every relationship is a psychological contract – the set of mutual beliefs, perceptions, and informal obligations between individuals that establishes the dynamics for the relationship. This contract is entirely subjective – the perceptions are in the eye of the beholder. The contracts that exist in all relationships are as dynamic as relationships are. They change depending on the needs of the parties and change alters the contract.

In organisations, it is through this contract that the necessary trust is built for the effective relationships that yield the engagement and commitment necessary for good performance. One of the critical expectations of all employees is fairness...things have to be fair and ‘felt fair’. Removing the hidden biases and barriers that detract from this fairness are key to ensuring that the psychological contract is met.

Breaching this contract can lead to negative feelings. Feelings of inequity can lead to anger, loss of motivation and feeling powerless. In addition to the adverse impact on employee engagement and productivity, there are three basic responses to a perceived imbalance of power and the attendant frustration: get out, get safe and get even.  

- ‘get out’ is self-evident and is behind why some women leave large organisations to set up their own businesses
- ‘get safe’ is where the individual becomes cynical, keeps their head down and looks out for number one and puts in the minimum effort required. They spend time currying favour with those they think have power over their future and will network to find opportunities for themselves
- ‘get even’ is the most extreme response when the frustration leads to sabotage – throwing spanners into the works.

Every intervention to help women progress, from implementing flexible working to unconscious bias awareness, involves changes in existing relationships and therefore psychological contracts. Understanding the network of relationships that a woman has as she chooses to progress her career, and how the various contracts will change, helps to shed light on potential barriers and enablers to the choices that are made at a point in time.
Journeys and crossroads

Embracing diversity and inclusion is a journey for the organisation. Being ‘the best one can be’ is a journey for every individual. Understanding where these journeys intersect and where they diverge enables the best route to be found for both.

To date, the progress of women in organisations has been more akin to being on a B road than a motorway. But the motorway junction is now in sight. The speed at which the organisation can travel will not be the same as the individual. Different stopping off points and fuel will be needed. Sometimes the organisation may overtake the individual and sometimes fall behind. What is needed is a route map to a shared destination that both organisations and individuals can use to plot their respective journeys ahead.

The journey for every woman is affected by:

- their relationships with their partner, family and peer group – in terms of the support and encouragement they receive
- their relationship with their team, especially their line manager
- the relationship they have with the organisation and the extent to which the organisation has policies and practices that help mitigate any concerns and support them in progressing their career
- the impact of client and customer demands on the role – the extent to which these define good performance in ways that create pressures which are difficult to manage e.g. availability at all hours
- the wider societal context – how the role of women is perceived and legal barriers and enablers.

At any point in time a woman can find herself either facing barriers to or being supported in her career decisions by these various relationships.

The degree to which these different relationships are supportive or not can either create a better alignment between her expectations and wishes and theirs – or be so misaligned because of biases, stereotyping and other cultural and process barriers that she is unable to progress. This can be shown illustratively in the following way:

If the misalignment continues over a period of time then the feeling of being dislocated can result in frustration and the need to look for connections somewhere else – another company, home, community or by setting up their own business.
Individual matters...

There has been considerable debate and research about the degree to which women are ‘their own worst enemy’ when it comes to shaping and driving their careers. This lack of self-belief starts long before women enter the workplace and organisations must ensure that the culture does not reinforce this.

Men and women are conditioned by cultural norms, biases and stereotypes at an early age to behave differently. As a result, there is a tendency for women to underestimate their abilities. We have heard, in line with other research, that women can lack ambition and confidence – they will only apply for a role when they feel that they meet 100% of its requirements, tend to attribute success to others not themselves and often do not have career plans and so drift.

Whilst many women give tremendous support to other women, unfortunately women can also be other women’s worst enemies. A 2010 study revealed that almost 85% of the 3,000-plus women respondents admitted having suffered ‘serious, life-altering knocks’ at the hands of other women. Sisters learn to be competitive to fight for attention at home, to be more popular or be the ‘clever one’. Women are relieved when another woman is less attractive or older. Female assistants and secretaries often believe that there is more status in working for a man, and hold their female bosses in less esteem. Many women bosses contrive to stop other women getting on.

Organisations can do a lot to help rewire these behaviours but the biggest contribution they can make is to ensure that the culture within the workplace does not continue to reinforce them.

Family matters...

Work and life are part of an integrated system. We derive as much of our ‘self’ from one as the other. Looking at work and life as if these are two different elements between which a compromise has to be reached may be an unhelpful and outdated way of looking at things.

One of the problems with discussions about work-life balance is that they are based on an assumption that a balance can be achieved when in reality one or the other will be less or more than 50% at any point in time. And are we trying to achieve this balance on a daily basis, over a week, a month, a year or a whole lifetime? Take farmers, their work-life balance is measured by the annual cycle of harvest and the seasons. They relax in winter and can only been seen in fields during summer. Project teams often only come up for air when they have reached the end of their project.

The stereotype of the woman staying at home and the man going to work is being debunked. In the UK, 2.2 million working mums are now breadwinners – which means that almost one in three of all working mothers with dependent children are now the primary breadwinner for their family. 40% of American households with children under age 18 now include a mother who is either the sole or primary earner for her family.

Progressive companies have already woken up to the fact that their policies and practices have to change to accommodate the changes taking place. For many jobs the option exists to work virtually and/or face-to-face, off-site and on-site, part-time, full-time, condensed hours or share jobs... and the permutations are growing. In the UK, the right to request flexible working is being extended to all from 2014 and the legislation on maternity, paternity and adoption leave and pay is being amended to allow both partners to take leave at the same time from 2015. When such policies are implemented well they help dispel old stereotypes and shift the culture. If not then they can create stigma for both men and women that reinforce existing stereotypes and biases.
Flexible Working

IBM

IBM are a leading-edge company in terms of the range and variety of flexible working packages they offer to all employees across all levels. They aim to offer a unified set of flexible working programmes to over 450,000 employees across multiple divisions, geographies and all major business units. They provide everything from standard part-time working to compressed hours, term-time working, annualised hours and reduced day contracts.

“You have a potential to cream off the top women in your industry if you can demonstrate that your culture and your flexible employment packages are significantly different from those of your competitors”

It is not only junior and mid-level employees that make use of alternative working schemes, senior executives have also found ways to make flexible working work for them. Andi Britt, UK&I organisation and people lead, was the first executive at IBM to work on a part-time basis and has now been doing so for the last 20 years. His success at balancing an executive level job on a part-time schedule demonstrates that flexible working does not necessarily hinder career progression. Andi spends his day off on his voluntary endeavours. He is the chair of a charity that supports young people find employment and to succeed in the workplace through providing them with the right skills and training.

Andi currently leads a large team of 130 consultants, 50% of which are women, and out of which 15% work flexibly. He has found that offering flexible working packages helps retain the best and brightest women after having children, those who otherwise may have felt unable to combine an intensive consulting role with motherhood.

“I've got some highly ambitious working mothers who work five days a week, and I've got some highly ambitious working mothers who work three days a week. The important thing is that they can find a flexible employment package that suits them”

Pressure from clients is often cited as a barrier to the success of flexible working programs, especially in organisations where billable utilisation is one of the key success measures. Fears that flexi-time workers are harder to deploy and make it difficult to get full coverage for the week often prevent these schemes from taking off. In contrary, IBM has found that the majority of clients are respectful of those who work part time and often prefer the cost advantages of a highly productive consultant for 3-4 days to an equivalent consultant on a full time basis. The ability to train and develop consultants to work efficiently and at a high standard is crucial.

Effective use of smart technology is a key enabler in creating a global-network of flexible workers. Employees have access to ‘Sametime’, an instant messaging system hooked into the employee email directory that allows employees to ‘ping’ messages to anyone within the organisation, including the CEO. There are also community collaboration platforms and expertise location databases, within which each employee has their own profile linking to articles, papers and presentations they have contributed to, as well as an explanation of the work they are doing with clients. This ensures that even when an employee is not in the office, answers to queries can often be found on the platform, reducing the need to contact employees outside of their working hours.

One of IBMs core values is to create “Innovation that matters, for our company and for the world”. They understand that diversity is one of the keys to innovation and therefore they are working to develop and maintain an environment where diversity and inclusion is an integral part of their cultural DNA; where women want to progress, and succeed in doing so.
The Whole Person Approach

Tata Consultancy Services (TCS)

The rich heritage and values of TCS are built upon traditional Indian philosophy which embraces holistic personal development and emphasises the importance of ‘life’ in work/life balance. The whole person approach encourages TCS employees to take an active role, not just in the workplace, but also in their local community, with their family, in their leisure and sport activities and in their personal learning and development. Through a wide range of initiatives they aim to promote an inclusive workforce of actively engaged and well-rounded individuals with a healthy gender, age and cultural mix.

Maitree (Hindi for friendship), is a TCS program that brings employees and their families closer together through putting on fun and cultural events, such as family days, picnics, quizzes, craft workshops and football matches, to name but a few.52

Maitree continues the Tata tradition of enabling the community though encouraging associates to get proactively involved in socially relevant activities and endeavours from the roots level:

- the IT Futures programme aims to inspire youth towards technology in the Tower Hamlets area and has now spread to 45 schools across the UK. It helps young people to gain valuable workplace skills through mentoring, shadowing and various skill workshops

- workplace parents groups supports working parents through creating a support network and providing workshops on child psychology and parenting. TCS provides quality childcare facilities in and around office areas at a discounted price for TCS associates53

- the Second Career Internship programme supports women to get back into their careers after a break of anything between six months to eight years. Those on the program are given independent projects, lasting 3-6 months, for which they have the autonomy to tailor their working hours around their other commitments until they are ready to re-enter the workplace on a full or part-time basis54

- the Fit 4 life corporate challenge improves associates’ fitness and raises money for charity by asking associates to form teams and set fitness goals, which if reached are rewarded with charitable donations.
Teams matter...

The importance of team dynamics is well understood by HR and OD practitioners yet often forgotten when it comes to initiatives focused on D&I. Within a team, the line management relationship is the most pivotal in terms of an individual's perception of the organisation and their development and progress.

The line manager is responsible for appraising the individual’s performance, recommending them for promotion or not and through this relationship views are formed about what the culture looks like and how things get done. Line managers and supervisors are the main communicators of any diversity strategy. They are the change agents that bring it to life every day (or not as the case may be). Tone from the ‘top’, mentoring and sponsorship are important in helping women progress their careers but any positive encouragement from other sources can be stopped dead in its tracks if the line manager’s behaviour is out of sync.

This misalignment can occur because line managers may lack the skills, knowledge or confidence to be effective change agents. They may not be convinced of the business case – and, as already mentioned, messages about the value of diversity and inclusion are sometimes not heard as loudly as other messages about business performance. Or they may perceive that D&I is an initiative owned and driven by HR or OD teams rather than appreciating that they are the ones that need to own and drive it.

Organisations that are making the most headway in terms of the female pipeline are good at embedding responsibility and accountability for diversity and inclusion throughout all levels of the organisation. They are clear about what is expected of line managers, formalising these expectations into appraisal processes and gathering and using data to illuminate actual practice to achieve the accountability to drive change.

Where a line manager’s behaviour is not respectful of diversity and inclusion policies and practices, the rest of the team can act as a buffer and counter any unproductive and negative behaviour. This is not sustainable long term but can help the line manager as they are coached and developed to recognise and change their behaviour.

Apart from being an important support mechanism, team dynamics impact on performance – at an individual, team and organisational level. It is well documented that diverse teams foster productive innovation. Research has also found that where a team includes more women its collective intelligence rises – the more women the better – although there is early evidence that performance may flatten out at the extreme end. But working in teams is not a guarantee of higher standards of performance. Simply having a diverse team does not mean that it will be effective. The team needs to have relevant experience, skills and capabilities and relationships can become strained in the course of getting used to working with people who may think, act, look differently.

Conversely, there is also value in groups which leverage similarities and shared concerns – commonly known as ‘affinity’/networking/employee resource groups. These can help employees develop relationships across the organisation and share concerns. As these groups have developed over time, they now tend to have goals which are linked to the organisation’s business objectives. For example, assisting their companies in developing products and services for the group they represent. These groups can also play a key role in designing and implementing the diversity and inclusion strategy. Sodexo calls them “mini chief diversity officers”.

However, a note of caution is that such groups consciously or unconsciously help teach new employees about the organisational culture, how it works and how to be successful within it. This can be beneficial if the dominant culture is an inclusive one but if not, this will only serve to reinforce and sustain the status quo and prevent the culture from evolving.
“I have learned over the last 25 years that if there is a big change to be made, it’s not what the CEO says that matters, it’s what your immediate boss says and does that matters – that is the most effective lever of change. Some managers don’t feel the need to change because they get a lot of different messages from their hierarchy. The messages about diversity and equality are relatively weak in comparison to the more traditional business messages about the need to expand and grow your business, generate your numbers, produce profit. Also, their experience of business over the past decades tells them that in terms of doing the things that they’re supposed to do, diversity and inclusion is not an important factor.”

Harry Gaskell, managing partner – advisory (UK & I), EY

“I had a conversation with my boss in a previous company a couple of years ago – I wanted to try and understand why I wasn’t being considered for a particular high potential talent programme based on my track record of performance. I said, “Look, I’m curious to know why I was not put forward?” His answer was “Oh, well, there were no opportunities on the horizon in our business so I didn’t think there was any point in putting you on the list.” I was horrified. I said, “Well, there may not be opportunities in your business but there may have been opportunities in other parts of the business that I did want to be considered for!”

Jean Kerr, head of talent management EMEAR, Cisco

“When we look at the causes of the ‘leaky pipeline’ in large organisations, it’s often down to poor team leaders at middle management levels. While the board and executive management may be fully enlightened as to the business case for diverse teams, it often fails to cascade further down the organisation. People usually leave bosses rather than organisations.”

Brenda Trenowden, president, City Women Network and head, financial institutions group, Europe, ANZ
‘Own the Way You Work’ is an ambitious cultural change programme that gives Swiss Re employees the autonomy to decide how, where and when they do their jobs, with the aim of creating highly motivated and high performing teams.

The programme is about encouraging and facilitating meaningful discussions between line managers and their teams about the best way to get the job done.

It has four key messages:

1. **one size does not fit all** – embrace flexibility and support a variety of non-traditional work models
2. **work smarter not longer** – manage by results; not presenteeism
3. **focus on the team rather than the individual** – discover how you and your team perform best
4. **reinforce trust, respect and open dialogue** – between you, your manager and your team.

Non-traditional working models are not agreed to lightly, they have to be earned through demonstrating a good work ethic and consistent results.

Managers are provided with theatre forum training and e-learning which present: scenarios based on real situations, presentations and frameworks for developing these conversations. Emphasis is placed on sharing success stories and role models. The aim is that each manager integrates conversations on working models in performance management reviews.

Swiss Re also encourages employees to consider the alternatives to the traditional linear career progression. A more lateral lattice path allows employees to accelerate or decelerate the pace of their career to suit the current stage in their working life.

There are many benefits to creating a culture that values flexibility and autonomy:

- **higher performing teams**: greater autonomy, if managed well, improves motivation and morale leading to higher performance both at the individual and team level
- **attracting and retaining diverse talent**: from Gen Y and X to the Baby Boomers, both in the UK and across the world. Having an authentic range of talent with working styles that suit them is seen as a business imperative
- **accessing untapped talent**: non-conventional working models may attract highly skilled individuals who may otherwise not be able to enter the workforce or be lost to competitors
- **business continuity management**: an agile workforce crucial to keep business running during times when the office may be forced to shut.
- **saving money**: through reduced infrastructure costs, absenteeism, attrition and burn-out.
Sponsors and mentors matter...

Mentoring for women has long been regarded as important in helping women progress through an organisation. Mentoring is important and valuable but has not had as much impact as anticipated. More recent research has identified that sponsorship has an important role to play.

So what is the difference between mentoring and sponsorship?

- mentoring is a process by which a person (usually more senior) helps an individual develop to their full potential in their role through providing guidance, information, feedback and support
- sponsorship is a process whereby a more senior manager aims to help the advancement of a more junior individual, through ensuring they are exposed to opportunities and relationships which enhance their visibility and potential, and are represented favourably in discussions concerning promotion, development and succession.

<table>
<thead>
<tr>
<th>Mentors</th>
<th>Sponsors</th>
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<td>Can sit at any level in the hierarchy</td>
<td>Must be senior managers with influence</td>
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<tr>
<td>Provide emotional support, feedback on how to improve, and other advice</td>
<td>Give protégés exposure to other executives who may help their careers</td>
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<tr>
<td>Serve as role models</td>
<td>Make sure their people are considered for promising opportunities and challenging assignments</td>
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<tr>
<td>Help mentees learn to navigate corporate politics</td>
<td>Protect their protégés from negative publicity or damaging contact with senior executives</td>
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<tr>
<td>Strive to increase mentees’ sense of competence and self-worth</td>
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<tr>
<td>Focus on mentees’ personal and professional development</td>
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Mentoring and sponsorship are complementary to each other. Mentors sometimes undertake sponsoring activities, and sponsors are unlikely to sponsor unless they also mentor the candidates in their care – how, otherwise, would they be able to express a confident view? However, sponsors can advance a woman’s career far quicker than a mentor since they actively advocate for advancement.

This is not an easy relationship. Sponsors and those that they sponsor have ‘skin in the game’. Sponsors put their reputation on the line on behalf of the person they are sponsoring and those they sponsor must deliver. That’s the contract. Organisations can also formally hold sponsors to account for the progress of those they are sponsoring.

Both mentors and sponsors may need specific training to help them negotiate some of the dilemmas that they may face. A common dilemma is the difficulty that male mentors or sponsors may have in giving advice on leadership style. Developing a credible leadership style in a context where most of the successful role models are male is difficult. The behaviours that are most valued in traditionally masculine cultures are often unappealing or unnatural for high-potential women such as assertive, authoritative and dominant behaviours. When women do choose to adopt such behaviours they are criticised as these behaviours are seen to be less attractive when deployed by women. When women do not adopt them they are seen as not being of leadership material – the double-bind dilemma. Also the tactics that helped men progress in their careers and which they may advocate may not be appealing or even feasible for a woman to adopt.
Customers and clients matter…

Customers change businesses. The voice of the customer is the one that is ultimately listened to and executives take note of. Pressure from customers may be able to advance the progression of women more than any initiative.

Companies need to stay in tune with their customers and clients as they will reflect the changing views of society. So fielding a team to any client that is all male and white is increasingly likely to be met with an unfavourable reaction. It may be read as being disrespectful if the team on the client side is not male and white. It should make a company feel they are behind the curve in terms of understanding changing social expectations. It might be taken as an indicator that the company is unable to recruit or retain female talent.

But there is a paradox. Customers can create change but they can also reinforce particular aspects of a culture that make it hard for women to progress. Research by the Cass Centre for Professional Service Firms, looking at accounting firms, found that both the business and moral case for gender equality and diversity are undermined by the strong client service ethic that exists in these firms. This ethic manifests itself as constant availability to the client: responding quickly to sometimes erratic and unpredictable demands; turnaround of projects often at short notice; and the provision of advice by an individual (or team) who is consistently available, known to, and trusted by, the client. While the business case for retaining more talented women is consistent with effective client service, the actual structural changes needed to retain these women, such as flexible working, are in fact in direct conflict with it.

Investors matter…

Along with customers and clients, shareholder scrutiny can be an important driver for change.

The growing body of research linking gender diversity and corporate performance is beginning to be heard by investors although to date most attention has been paid to boardroom diversity:

- Calvert Investments Inc. has approximately $12.5 billion assets under management. It believes that “Companies with a diverse corporate structure are poised for greater success in today’s increasingly complex global markets. We are confident that robust corporate diversity policies and programs enhance a company’s long-term value.”

- in the US, companies are already required to submit workforce-diversity data to the government and have the option of making the figures available to the public. New York City pension funds owned 1.86 million shares of American International Group Inc. (AIG). After pressure from New York City Comptroller and mayoral candidate John Liu, AIG has agreed to release workforce-diversity data.

- KLD Research & Analytics and Pax World, have developed the ‘Gender Investment Index’ series of data for the International Finance Corporation. The aim is to better illustrate to companies and investors the advantages of gender diversity, thus advancing gender equality and women’s empowerment in the workplace and beyond.

The activism to date is helpful, but whether these key change agents fully adopt the role that they have to play as owners is unclear. Many investors have a short-term focus. But given that investors are the owners, one would expect that they would be the most interested in seeing change.
Society matters...

All organisations are given their licence to operate by the societies and communities in which they operate. And organisations are a microcosm of these societies and communities and the expectations and beliefs flow through to the organisation's culture.

What is seen as culturally acceptable in one country may meet resistance in another. For women to be at work with men, let alone manage men, is still not acceptable in some cultures. Even within countries, differences are at work. One interviewee observed that there is a north-south divide in the UK, the perception being that Northern attitudes about the role of women were a little behind those in London.

For global companies, and the women working within them, these cultural differences present a challenge. In an earlier research study by Tomorrow's Company, Tomorrow’s Global Company, a group of senior business and NGO leaders advocated the importance of having strong and shared values as a means of providing the cohesion in a company that is global and diverse:

> Shared values help build strong and loyal teams, solid reputations and trusting relationships. Through their effect on brand and reputation they can help companies attract customers, employees and investors. Applied over time, they ensure that those outside the company know what to expect from its people. 63

Policies and practices aimed at helping women progress need to be adapted to reflect country cultures. One effective way of doing this is to find an approach that recognises these differences and aligns with the organisation’s values. This provides consistency across the organisation while respecting differences at a local level. For example:

> In China, superstition holds that it is unlucky for women to enter a tunnel before it is completed. When working on the Hong Kong West Drainage Tunnel, Arup, who were responsible for the project planning and design, worked closely with their client and with contractors to get Priscilla Huong accepted as the resident geologist on the project. She says: “I am honoured to work as one of the female pioneers in the tunnelling industry. I will work hard to demonstrate that female engineers can play an equivalent role in this industry, just as male engineers do.” 64

What is helpful for global companies in navigating cultural differences is the growing recognition at a global level of the richness and value that women can bring to society supported by global codes and principles. For example:

- ‘The Beijing Platform for Action’ was agreed by Governments around the world in 1995. It aims at “removing all the obstacles to women’s active participation in all spheres of public and private life through a full and equal share in economic, social, cultural and political decision-making. ….A transformed partnership based on equality between women and men is a condition for people-centred sustainable development. A sustained and long-term commitment is essential, so that women and men can work together for themselves, for their children and for society to meet the challenges of the twenty-first century.” 65

- UN Women and UN Global Compact (UNGC) launched The Women’s Empowerment Principles (WEPs) in 2010 to help the private sector focus on key elements integral to promoting gender equality in the workplace, marketplace and community. 66

Societal attitudes are reflected in the workplace so society can change the workplace. And if we want to change workplace culture there is also a job to be done in shifting the views of the UK.
Building Talent Edge

Baxter Japan

In 2009, Baxter Asia-Pacific won the Catalyst Award for their talent management program ‘Building Talent Edge’. They achieved their goal of a 50/50 gender balance in management positions across the region two years ahead of their intended deadline. Since then they have undertaken a deeper review of the countries where they have yet to reach their target, looking at how they can tailor their program to work better within those cultures. Japan is one example of where deeply embedded social norms mean that initiatives to strengthen the female talent pipeline require special adaptation.

In comparison to the Japanese market, Baxter Japan is ahead of the curve. The overall female representation in the workforce is 40%, in director level positions it stands at 23%, compared to the market average of no more than 10%, and at board level it is 33%, in comparison to the average of 3%. Baxter Japan received the Unique Award at the 2012 J-Win Diversity Awards presented by the Japan Women’s Innovative Network (J-Win).

Baxter’s Japan offices are different from typical Japanese organisations. You will find women in a wide range of roles and at different levels of seniority, including in managerial and director level roles. This is a stark contrast to the norm where highly educated and bilingual women are often found only in administrative or secretarial roles with little expectation for promotion.

The dearth of women is particularly apparent in certain functions, such as sales roles, which require a lot of travelling and have little structured flexibility. Baxter addressed this imbalance by providing alternative work arrangements such as the option to consolidate desk-based work so that sales reps can work a day or two at home.

When recruiting new hires, either through internal sourcing teams or search vendors, Baxter mandates that there is diverse range of candidates on the shortlist. This is a necessity because if it is not mandated, it will not come from the external mind-set.

Japan is largely a highly hierarchical and seniority based culture. Women and younger employees often turn down promotions because they feel that they lack credibility and will not be accepted as managers. Baxter provides these candidates with extra support alongside mentoring and leadership training to give them the confidence to apply for these roles.

In Japanese culture there is a strong societal expectation that women will resign from the workforce when they have young children. There is little infrastructure support provided for working mothers, as childcare centres are heavily over-subscribed and families can be on a waiting list for up to a year. Very few fathers take up parental leave even when it is offered, because it is not seen as ‘proper’.

Baxter supports these families by providing a range of flexibility options to all staff, including adding a formal work-at-home policy in their employment rulebook. This formality is crucial to success in Japan, where structure and process are paramount.

Japan’s culture of long working hours means that full-time employment is often not conducive to employees who have family responsibilities. Baxter has introduced ‘no overtime’ days and measures are taken to monitor and support employees not to work beyond the reasonable time.

Baxter considers sharing their learning and success stories with other companies as part of their responsibility. By doing this, they hope to build a much healthier talent pipeline for the economy of Japan, which will provide knock on opportunities in their search for diverse talent.
The organisation’s journey...

Changing culture changes the relationships and contracts that exist and establishing new ones takes time. Relationships will be in transition and so will the trust on which they are built. Any strategy for diversity and inclusion will not be effective without taking a whole company approach.

Moving from a dominant culture to one that is more inclusive is a long journey and not one that can be done in a single stage. A shotgun approach is therefore unlikely to be effective. Success depends on having the right policies, practices and interventions and the right conditions for these to work within. Both are needed. Without this, the resultant misalignment from a fragmented approach can create frustration and confusion which can create outcomes that are the opposite to that which was intended.

Those companies that have managed to ‘move the dial’ for women have adopted a sustained and integrated approach which encompasses change at the individual, group and organisational level.

Taking an integrated whole company approach works because getting the best out of people is a not an HR issue – it is a strategic business imperative. As businesses continue to wake up to the fact that diversity and inclusion matters to its customers, investors and society at large there is a danger that responsibility for it becomes fragmented across functional silos. Inclusion means inclusion across all business functions. One advantage to this diffusion is that diversity and inclusion programmes are less likely to become de-prioritised or under-resourced or at worst ignored as an ‘add-on’.

As the organisation moves through the journey different emphases on particular approaches may be needed to reflect the transition that the organisation is going through. Various models have been developed which characterise this organisational journey. One more widely known comes from the work of Miller and Katz.

The Path from Exclusive Club to Inclusive Organisation

Whatever model the organisation wishes to adopt, one of the most important factors is to clearly set out the end point – what does an inclusive organisation look like? Doing this enables progress to be charted and sends a clear and consistent signal to everyone of what kind of organisation is desired.
The destination – an ‘inclusive company’

Tomorrow’s Company call the destination an ‘inclusive company’. This is founded on the tenets of the ‘inclusive approach’ first developed in 1993 and is continually refined and developed through research and work with business leaders and others.

The inclusive company is one:

- that defines and communicates its purpose and has strong values that are embedded throughout the organisation: each company has its own unique purpose and values that are a reflection of what they stand for and the imprint they wish to make on the world and sustain the organisation through generations of leaders. Values provide the bedrock upon which a company’s behaviour should be based acting as the touchstone for decisions made every day throughout the organisation.

- that redefines success in terms of lasting positive impacts for business, society and the environment: it understands that it is not apart from society but a part of society and as such its long-term sustainable success depends upon – and therefore must contribute to – the health of the economy, the environment and society (the triple context). It can play a full role in delivering the practical and innovative solutions that are urgently required to address many of the major global problems that society faces and, in doing so, build more resistant and sustainable models.

- in which leaders and directors see themselves as stewards: they understand that they are responsible now and in the longer term for the active and responsible management of the resources entrusted to them by the owners, and to hand them on in better condition.

- that places a positive value on each of its relationships and works in partnership with all stakeholders: relationships are key to the success of any business, it is through building strong and enduring relationships based on trust and mutual benefit that value is created.

- that recognises that everyone is talented and works to unlock and develop this talent: talent is not seen as a rare quality, but a diverse, multifaceted one that exists in everyone; it is abundant and latent. An inclusive company discovers, engages and leads every ounce of individual and collective capability in people within and outside its perimeter fence.

- that strives for excellence in governance built on robust processes and practices and effective boardroom behaviour: it places its purpose, values and relationships at the heart of governance. It aligns the procedures and practices associated with decision-making, performance and control to provide the structures and satisfy expectations of accountability consistent with its wider view of long-term success.
Inclusive companies need inclusive leaders

Current styles of leadership may have been fit for purpose in the male-orientated businesses of yesterday. Tomorrow’s inclusive companies need a new generation of leaders developed with a future culture in mind.

The leaders of today have, on the whole, developed their styles by mimicking what they have seen to be successful in the past. Like the development of competencies, much reliance has been placed on observing existing role holders to create the pattern for the next.

Many companies recognise this and are searching to define the qualities needed to lead a company that is inclusive of the needs of all the relationships that it is made up of. And employees are searching for the leadership they think their organisation will need. Recent surveys show as few as 25% of employees believe their organisations have the leaders to succeed in the future and only 33% identify their executives as being among the top leadership talent in their industry.

Defining what an ‘inclusive leader’ is, is difficult. All the organisations we have spoken to acknowledge that they have not yet created the inclusive and diverse culture that they want – they are all on the journey. It is therefore hard to know what a ‘good’ leader looks like when the company that they will lead has not yet come into existence. There may be glimpses of what works well in pockets throughout the company that can be captured. There may be attractive examples found in other types of organisation that can be built on and there is research that points the way.

Some companies are anxious that they have not yet fully defined what is expected of leaders going forward. But perhaps that is OK. Companies are in transition. Through this they will learn what works and what doesn’t at each stage of the process. As the new desired culture begins to be lived, the qualities of those who are successful in this culture will shine through. Some leaders may only be successful at one stage in the transition, for example as the people become more diverse in the organisation, the ability to manage conflict will be a valuable skill. Some of the leaders that will be successful may not yet be visible in the organisation and of course some may not yet have joined.

There is not yet a definitive answer to what this inclusive leader looks like. This is probably not the answer that the reader wants to hear. However, this should not stop the search to define new leadership qualities but perhaps puts this search into context.

In the meantime, what is happening today cannot be ignored. In a study of their database of over 4 million candidate and employee assessments from 205 countries and territories, SHL looked at four motivational factors amongst those holding executive positions: Ease and security: constructive and pleasant working conditions and a sense of job/role security; Power: opportunities to take responsibility, exercise authority and influence others; Recognition: recognition and praise for their contributions and achievements; Fear of failure: the need to avoid failure and associated loss of self-esteem. The analysis found that Power and Fear of failure hold the greatest motivational value for men and Ease and security and Recognition for women. Also Recognition is stronger for women, and Fear of failure, stronger for men. So if the C-suite is dominated by those who are more motivated by Power and Fear of failure, then this environment will be a natural turn-off for people wanting a constructive environment where they will be recognised for achieving. The people who are most likely to experience that turn-off are women.
**Women as leaders**

Leaders, by definition, stand alone, surrounded by others watching them. Good leaders develop a sense of what others actually see. They engage people, listen to them, act on their ideas, while still exercising appropriate authority. Leadership isn’t about having all of the answers all of the time – it’s about a shared agenda, a common goal, a general good.

Even when leaders don’t know how they’ll reach a goal, they almost always believe they will. They understand that leadership in itself isn’t a virtue; it’s not always synonymous with good outcomes. Indeed, good leadership isn’t fixed, it comes in different forms. It needs to change for different circumstances – more embracing during times of growth, more authoritative during crises.

Leaders need an elasticity of mind, a desire to communicate their vision, and an ability to do so not just to others like themselves, but to those who are totally different. And they need to be themselves, leaders can’t imitate others.

*How* you deal with choice is also a fundamental part of what defines you as a leader, just as much as the value you create. Part of leadership is about making the right decision, sometimes indeed *any* decision. Getting those affected by the decision to feel they’ve made it is a real bonus. Leadership also requires drive, determination, tenacity – it’s hard work. It’s about taking risks, and learning which are the *right* ones to take.

For me, personally, leadership is about all of those things, but only so long as they’re done against a backdrop of integrity. Because leadership isn’t about a title, or a string of qualifications, or a set of performance metrics on their own. It’s about business being done in the *right* way.

Indeed, in a society which is obsessed with skills and KPIs, we have to go beyond targets; as leaders, we need to think, challenge, ask questions. Questioning can lead everyone to a new place, a better solution. If these are my thoughts on leadership, would I say anything else to a group of women?

I might acknowledge that each of them is different, they’ll have different aspirations and ambitions at work and they mustn’t let the wrapper of being female mean that they lose sight of their own plans.

I’d also say that ambition and aspiration are good things. So are networks, because people often learn from others like themselves. Above all, I would say – don’t focus too much on the so-called glass ceiling. Glass ceilings may or may not exist in different organisations, in different situations.

But I worry greatly that we spend as much time as we do talking about glass ceilings, even if the conversation is about how to shatter them. Why? Because it’s a terrible image, standing beneath that figurative falling glass.

More subtly, because as soon as we acknowledge a glass-ceiling, it becomes an unconscious way of reducing ambition, allowing both men and women an ‘out’.

Finally, I’d say to women – don’t shy away from the word ‘power’. Using power wisely, and well, is exhilarating. And it’s all of these things together that keep the edge, the excitement, and a sense of tantalising fear in leadership.
A changing perspective on tomorrow’s leaders

Against a similar backdrop of change at different times over the past 15 years, Tomorrow’s Company has asked the question: what would tomorrow’s leader look like? Looking across this body of work, there are many similarities, at the heart of which is the ability to build strong and lasting relationships and inspire people inside and outside the organisation.

In 1999, shortly after the original Tomorrow’s Company inquiry, the leadership style and approach identified as being a ‘good fit’ with the ‘inclusive approach’ were:

- the inspirational and visionary qualities of transformational leadership
- the willingness to learn, and to facilitate the learning of others
- the concept of stewardship – of acting as a custodian of the organisation’s reputation and resources
- the perception of leadership as service.

To achieve an inspiring and achievable vision requires a deep understanding of the nature of the interdependence which exists between the organisation and its dynamic environment.73

Nearly a decade later, in 2007, the response from the team of business leaders that worked on the Tomorrow’s Global Company programme of inquiry was captured in this imaginary advert:

**Tomorrow’s CEO wanted:**

“Our company is operating on a global scale, facing great opportunities but also major challenges. Our top executive team already comprises five men and six women of different nationalities. We want to break away from the pack, become an industry leader and make a lasting contribution to society as well as providing top rank shareholder returns.

We are seeking a CEO who can take the company to new heights in innovation, teamwork, performance and influence at the same time as reconciling the differing demands of investors, customers, governments, regulators, partners, NGOs and the public.

We’re looking for a person with clear vision; strong values; courage; empathy; accessibility; high level negotiating and interpersonal skills; a passion for teamwork; humility and a commitment to future leaders.”74

In 2012, working with the organisation LeaderShape, their work on ‘transpersonal leadership’ (defined as ‘thinking beyond the ego’) was published by Tomorrow’s Company in Tomorrow’s Company: The Invisible Elephant & the Pyramid Treasure. This work represented the culmination of many years working with leaders of all types of organisation. It describes a number of steps in the journey towards becoming a ‘transpersonal leader’. Many of the qualities of ‘transpersonal leadership’ resonated with those identified by the work of Tomorrow’s Company:

- inspirational
- principled
- trustworthy
- courageous
- motivational
- innovative
- humble
- holistic
- vocational.75
Starting the journey

In undertaking this study, those that have been involved have also been on a journey.

At the start there was a strong focus on looking for innovative practices and solutions. As the research progressed a deeper and more challenging debate amongst the group developed which culminated in a desire for a report that was still practical but one that started to reframe the discussion about the progression of women in business. What is also evident is that much of what we have found applies equally to the progression of anyone who does not look like or does not behave like those who are part of the dominant culture.

Some of what is in this report is therefore intended to be provocative in the hope of starting a debate on different terms and hopefully encourage others to join that debate.

This has been partly driven by a frustration that we are still having much of the same debate that we have been having for more than a decade. Yes, change is happening but it has been happening at a pace that is out of step with what is happening in the business environment.

We are in a world defined by speed of change, speed of global communication, rapidly changing expectations and significant global societal and environmental issues to be addressed. This means working in any organisation can be challenging but can also be breathtakingly exciting as new opportunities open up and business plays its full part in society.

The message is simple – we are wasting time and we are wasting talent. Can we really afford to keep doing this?
Appendix one

Business and women led initiatives

City Women’s Network (CWN), founded in 1978, is a selective network of over 200 senior professional women and is committed to helping members develop director-level skills and competencies, as well as promoting, through the media and other prominent channels, the contribution that women make to the business community. Membership is based on candidate seniority and professional merit and is made up of managing directors, partners, non-executive directors, trustees, members of Livery Companies, entrepreneurs and women in the management ranks of corporate and public sector companies. The network also contains a rising star population of more junior women who demonstrate excellence in their lives.76

Professional Women’s Network (PWN) is a vibrant and dynamic global federation of more than 24 professional networks which has its founding roots in Europe. Its common objective across cities is to provide women with the tools, networks and support resources they need to assume leadership positions. The aim is to share knowledge across its networks, and it is participating in several Europe-wide, US and global initiatives. It combines a sophisticated online networking platform, linking thousands business women and men to its communities, social media links and to its on the ground programs and events.77

The Mentoring Foundation is a not-for-profit organisation which helps talented senior and high potential women attain more senior roles at the top of UK corporations. The Foundation operates two core programmes: the FTSE 100 Cross-Company Mentoring Executive Programme, founded in 2003, which facilitates mentoring relationships between Chairmen and CEOs of FTSE companies and senior women executives from other FTSE companies; and the Pipeline Programme, which engages women in the mid-stage of their career in mentoring relationships with more senior successful women. As at March 2014, 70 Chairmen, Chief Executives and other senior leaders were mentoring women within the Executive Programme. Since 2003, 33 of the Programme’s mentees have progressed to an ExCo or Main Board role, 37 have acquired an NED role, and a further 28 have secured promotion.78

The National Black Women’s Network (NBWN) was founded in 1999 and is dedicated to raising the status and position of women of colour, in all walks of life. It provides network support to enable women from diverse backgrounds and occupations to develop strong professional and social contacts; provides high quality training and education programmes and leadership and national recognition.79

The 30% Club is a group of Chairmen voluntarily committed to bringing more women onto UK corporate boards. It was formed to inspire company leaders to appoint more women to executive and non-executive directorships; improving the pipeline below board level, to widen the talent pool available to business and support and encourage successful women in business. It is pursuing a range of interventions including; looking at the behavioural characteristics of both men and women, and how a combination of the two can result in the most effective team, the ‘Balancing The Pyramid Project’, supported by an initial group of 16 companies, aimed at accelerating progress towards 30% women at all levels of companies; and a 30% Club Mentoring Scheme aimed at enabling hundreds of talented mid-career women to benefit from cross-company mentoring, an opportunity that until now has been reserved for senior executives.80

The Two Percent Club is a national organisation active around the UK. Its objective is to bring the nation’s regions to the City and demonstrate and support the national pool of female talent in UK business. Its members, who are all recognised as leaders in their field, want to support, influence and advocate the need for more skilled women from senior management through to the top of corporate UK. In order to achieve these goals, members sign a pledge to positively influence and deliver the change we all want to see happen.81
Women in Banking and Finance (WIBF) is a not for profit membership organisation founded in 1980. Its corporate members include global financial services companies, major banks and firms servicing the industry. In partnership with their internal networks and individual members WIBF reaches several thousands of professionals across the UK and Ireland. WIBF organises a variety of events that address the needs and aspirations of their corporate and individual members to develop, showcase and retain female talent and contribution. Its individual members range from entry level to senior executives and are predominantly women. Increasingly men who value the impact women make to the bottom line or who similarly want to learn skills to advance their careers attend the events.82

WISE have been very proactive in increasing the visibility of women working in science, technology, engineering and maths (STEM) with the aim of pushing the presence of female employees in the UK’s STEM workforce, from 13% as it stands now, to 30% by 2020.83 Many companies are investing heavily in working with universities and high schools to encourage a greater awareness of the opportunities available in STEM and are looking at the need for earlier interventions given that prejudices are being formed at a very young age within the education system reinforced by the views of parents.
Appendix two

The business case

To increase business performance...

- research undertaken by Catalyst, McKinsey, and others, shows that companies with higher numbers of women at senior levels are also companies with better organisational and financial performance.

- a 2013 study by Thomson Reuters found that on average, companies with mixed-gender boards have marginally better, or similar, performance to a benchmark index, such as the MSCI World. Whereas, on average, companies with no women on their boards underperformed relative to gender-diverse boards and had slightly higher tracking errors, indicating potentially more volatility.

- research by Credit Suisse Research Institute analysed the performance of close to 2,400 companies globally with and without women board members from 2005 to 2011. The study found that companies with one or more women on the board have delivered higher average returns on equity, lower gearing, better average growth and higher price/book value multiples over the course of the six years.

- in 2011, Forbes Insights surveyed 321 executives with direct responsibility or oversight for their companies’ diversity and inclusion programs in large global enterprises with annual revenues of more than US$500 million across the Americas, Asia Pacific and Europe. The majority of respondents agreed that diversity is crucial to encouraging different perspectives and ideas that foster innovation.

- according to Cumulative Gallup Workplace Studies, organisations with inclusive cultures do better on several scores than those that aren’t inclusive – with 39% higher customer satisfaction, 22% greater productivity and 27% higher profitability.

- a survey of 201 Norwegian firms suggested that the ratio of women directors is positively associated with board strategic control. The presence of women on corporate boards seems to increase board effectiveness through reducing the level of conflict and ensuring high quality of board development activities.

To build stronger economies...

The 2013 report by The Women’s Business Council found that by equalising the labour force participation rates of men and women, the UK could increase GDP per capita growth by 0.5 percentage points per year, with potential gains of 10% of GDP by 2030.

If complete convergence occurs in male and female labour force participation in the next 20 years, there is a potential gain of 12% to the size of the total economy, on average across OECD countries, by 2030.

To tap into who is holding the purse strings...

Women are the largest single economic force in the world. They control at least 64% of all purchases representing nearly $12 trillion of the overall $18.4 trillion in consumer spending. They will be responsible for $5 trillion of incremental spending over the next several years – a greater commercial potential than the rise of the consumer economies of India and China.

To access future talent...

Despite there being more young men than women in the UK, in 2010-11, there were more female (55%) than male fulltime undergraduates (45%) enrolled at university.

In 1985, the average share of female students was 46% in the OECD area; by 2005 it was 54%. If the trend continues, there will be an average of 1.4 female students for every male by 2025, and almost twice as many women in tertiary education in Austria, Canada, Iceland, Norway, and the United Kingdom.
The age of the population.

Sources and notes


The employment rate for men aged from 16 to 64 was 76.4% for May to July 2013, up 0.2 percentage points from February to April 2013. The corresponding employment rate for women was 66.9%, up 0.2 percentage points from February to April 2013.


The gender pay gap – which is the difference between men's and women's median hourly pay excluding overtime for full-time employees – stood at 10.5% in 2011. This year's fall continues a general downward trend in the pay gap in recent years.


Most jurisdictions in the western world refused to admit women to the bar before World War I. By the end of the nineteenth century, any woman attempting to practice law was labelled Portia, as was the first school established exclusively for the legal education of women.


Francis v London Probation Trust [2013] EqLR 299. Sub Topic(s): direct discrimination; Date: 1 March 2013, East London Hearing Centre

Attraction-Selection-Attrition (ASA): people are attracted to careers and organisations that fit their own interests and personalities. Organisations are more likely to select those who have similar abilities, knowledge and skills to current employees on the basis that they believe they can do undertake a range of jobs. Over time, those who do not fit into the environment leave resulting in a more and more homogenous group and a consolidation of existing culture.

Affinity bias: the tendency to favour people who look, sound and behave like us. Affinity bias leads to favouritism and a tendency to ignore the faults of people we like and notice more the faults of people in groups we unconsciously don’t like. E.g. this bias can manifest itself in selection processes where interviewers show preference for certain types of people and including them in the sample at higher rates than others.

Leader-member exchange (LMX) Theory: in most leadership situations not every follower is treated the same by the leader. Leaders and followers develop dyadic relationships and leaders treat each follower differently, resulting in two groups of followers – an in-group and an out-group. The in-group consists of a few trusted followers with whom the leader usually establishes a special higher quality exchange relationship. The out-group includes the followers with whom the relationship of the leader remains more formal.

Bias: A tendency to favour or disfavour someone or something; a personal preference. Stereotype: to characterise or group someone based on a particular attribute.


recognition (16%).

inclusion issues is still lacking in the areas of talent and career management (24%) and reward and

A 2012 on-line survey of more than 350 public and private sector organisations, conducted by Bernard


https://www.cipd.co.uk/hr-resources/survey-reports/diversity-inclusion-fringe-fundamental.aspx


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Sources and notes

Tomorrow’s Global Leaders
The Women’s Empowerment Principles reflect the interests of Government and civil society, and will support interactions among stakeholders as achieving gender equality requires the participation of all actors. To date, nearly 550 top executives have signed a CEO Statement of Support for the Women’s Empowerment Principles, demonstrating leadership on gender equality and women’s empowerment and signaling support for the guidance provided by Principles. Examples of companies leading the way are published on an on-going basis.


See for example:


This describes a six stage journey from ‘The Exclusionary Organisation’ to ‘The multicultural Organisation’.


In 1993, the Royal Society for the encouragement of Arts, Manufactures and Commerce (RSA) initiated a business-led inquiry into ‘the role of business in a changing world’. The objective was to develop a shared vision of the company of tomorrow. The findings of the inquiry, published in 1995, introduce the concept of an inclusive approach to business success. The Centre for Tomorrow’s Company was founded in 1996 following the success of the Tomorrow’s Company inquiry, and in response to demand from businesses involved in the inquiry to carry forward the work that started in the inquiry. Since its formation Tomorrow’s Company has continued to work with business leaders, government, opinion formers and the media to identify the sources of enduring business success and turn today’s businesses into their future selves.

www.tomorrowscompany.com


Mentoringfoundation.co.uk [online] Available at: http://www.mentoringfoundation.co.uk/who-we-are/ (Accessed: 21 February 2014).
Acknowledgements

Tomorrow’s Global Leaders is truly a collaborative achievement – we want to sincerely thank those who have made this possible. It is rooted in a shared ambition to give new insight and impetus to achieving progress recognising all that has been achieved but also how much more needs to be done; it respects difference in experience, organisations and approach, arguing that to move forward we need to leverage that difference to better achieve shared outcomes.

We begin as the project began with Alison Maitland and Elisabeth Kelan, and thank them deeply for seeing the opportunity to harness complementary perspectives.

We acknowledge and thank the many business partners whose support has in every sense made this project possible. Deborah Allen, Jenny Cridland and Donna Halkyard (BAE Systems), Helena Burton, Alison Dalton, Barbara Pryce and Deborah Lane (British Airways), Sally Bucknell and Tina Mason (EY), Kathryn Hudson and Clare Wardle (Kingfisher), Karin Barnick, Richard Emerton and Palma Michel (Korn Ferry), Daniel Danso, Vanessa Havard-Williams, Felix Hebblethwaite, Sharon Kenrick, Jenny Mabey and Matt Sparkes (Linklaters), Tony Burnett, Fiona Cannon and Kate Cheetham (Lloyds Banking Group), Simon Langley (National Grid) and Rachel Short and Emma Wilson (YSC).

We thank the generosity of those who harnessed the power of networks and key communities to make connections and build engagement: in particular Sylvana Caloni (Women in Banking and Finance), Andrea Eccles (City HR), Judith Moeckell, Amanda Phillips (City Women Network), Charlotte Sweeney (now also senior advisor to Tomorrow’s Company), Maria Johannessen (Tomorrow’s Company trustee) and Brenda Trenowden (City Women Network).

We give our deep appreciation to many senior women who formed our senior and invaluable advisory panel: Helen Alexander, India Gary-Martin, Helena Morrissey, Susan Rice and Peninah Thomson. We were hugely reinforced by the support of Alderman Fiona Woolf CBE, championing ‘The Power of Diversity’ as Lord Mayor of the City of London (2013/14).

We are deeply grateful to The Rt Hon Maria Miller MP Secretary of State for Culture, Media and Sport, and Minister for Women and Equalities, for not only contributing to the launch of this report but doing so in a way which reflects her deep commitment to, and understanding of, how to best achieve more successful and inclusive businesses and organisations. A special mention too to Helen Leadbetter and Sue Beaumont-Staite from the Government Equalities Office for their generous and inclusive approach.

We hope this report does justice to all the rich insights contributed by so many, beyond those already mentioned: this includes Sarah Hathaway and Rosana Mirkovic (ACCA), Liz Cobbold (Adnams), Ozlem Battal, Judy Feng and Rose Yu (Baxter), Ailie MacAdam (Bechtel), Kirsty Bashforth (BP), Lisa Buckingham (Breaking the Mould), Dr Scott Steedman, Shirley Bailey-Wood, Sally Sellers, Maureen Sumner Smith and Anne Hayes (BSI Group), Janine LaRosa (BskyB), Diahann Woman and Vanessa Robinson (CIPD), Everett Henry (College of Policing), Harry Gaskell (EY), Anne-Karen Konig (GDF Suez), Alison Heydari (Hampshire Constabulary), Cathy Busani (Happy), Louise Marshman and Andi Britt (IBM), Jean Kerr (formerly IBM and now at Cisco), Jane Beine and Laura Whyte (John Lewis) Kate Nash (Kate Nash Associates), John Knights (LeaderShape), Sue Congram (Leaderful Women Project), Pascal Mittermaier (Lend Lease), Dorotheé D’Herde and Emily Lawson (McKinsey), Turid Solvang and Marianne Johnsen (Norwegian Institute of Directors), Sarah Churchman (PwC), Nia Joyinson-Romanzina (Swiss Re), Anshoo Kapoor and Nupur Singh Mallick (TCS), Geoff Cooper (Travis Perkins), Claire Walters, Fiona Haldenby, Simon Morgan and Angela Dixon (ULT), Emily Cox (Virgin Money), Tina Southall (Vodafone), Rowena Ironside (Women on Boards), Susanne Hoeck (WOW-Executive Network), Nicola Mumford (Wragge), Dianne Dillon-Ridgely and Margaret Heffernan.
We would also like thank Linklaters for hosting the meetings throughout the course of the project, as well as the launch of this report.

From Tomorrow’s Company, I want to express deep appreciation to many colleagues: Grahame Broadbelt, Alex Cowie, Lisa Hevey, Anna Kumik, Jay Lingam, Alex Maitland, Margo Miller, Trudy Mirembe, Michael Petersen, Anahid Pilibossian, Philip Sadler, Charlotte Teyler, Alex Tucker, Neil Walmsley and Helen Young. A special note of thanks to Anna Jones for her invaluable support and above all to Pat Cleverly – Pat rose to the challenge of capturing the wealth, depth and subtle complexity of analysis and argument to produce a report which we believe does justice to all that we wanted to say.

In so doing she has helped to create a narrative, informed and inspired by the critical and rich input of so many contributors, which we hope will guide and inspire future progress and on which the Tomorrow’s Global Leaders Forum will now build.

Tony Manwaring
Chief executive, Tomorrow’s Company
We wish to thank the following individuals...

Dame Helen Alexander DBE
Deborah Allen
Susan Allen
Shirley Bailey-Wood MBE
Karin Barnick
Laurence Barrett
Kirsty Bashforth
Ozlem Battal
Sue Beaumont-Staite
Jane Beine
Mark Bell
Andi Britt
Lisa Buckingham
Sally Bucknell
Anthony Burnett
Helena Burton
Cathy Busani
Sylvana Caloni
Fiona Cannon OBE
Sandra Carlisle
Sally Caughey
Kate Cheetham
Neil Chrimes
Sarah Churchman
Liz Cobbold
Sue Congram
Geoff Cooper
Emily Cox
Jenny Cridland
Lucy Crowe
Dorothee D’Herde
Alison Dalton
Daniel Danso
Hugo Deadman
Alexandra Dean
Dianne Dillon-Ridgely
Angela Dixon
Andrea Eccles
Richard Emerton
Isabel Evans
Judy Feng
India Gary-Martin
Harry Gaskell
Juan Miguel Guerra Dávila
Fiona Haldenby
Donna Halkyard
Sarah Hathaway
Vanessa Havard-Williams
Anne Hayes
Felix Hebblethwaite
Margaret Heffernan
Everett Henry
Alison Heydari
Clare Hill
Susanne Hoeck
Kathryn Hudson
Rowena Ironside
Hazel James
Maria Johannessen
Marianne Johnsen
Nia Joynson-Romanzina
Anshoo Kapoor
Elisabeth Kelan
Sharon Kenrick
Jean Kerr
Barbara-Ann King
John Knights
Maxine Kohn
Anne-Karen Konig
Deborah Lane-Winter
Simon Langley
Janine LaRosa
Emily Lawson
Helen Leadbetter
Jenny Mabey
Allie MacAdam
Alison Maitland
Louise Marshman
Tina Mason
Palma Michel
The Rt Hon Maria Miller MP
Caroanne Minashi
Rosana Mirkovic
Pascal Mittermaier
Judith Moeckell
Simon Morgan
Helena Morrissey CBE
Nicola Mumford
Kate Nash OBE
Jonathan Pallant
Amanda Phillips
Barbara Pryce
Helene Reardon-Bond OBE
Annemie Ress
Jonny Richards
Lady Susan Rice CBE
Vanessa Robinson
Sally Sellers
Rachel Short
Nupur Singh Mallick
Maureen Sumner Smith
Turid Solvang
Tina Southall
Matt Sparkes
Sam Sparrow
Scott Steedman CBE
Anne Stevens
Charlotte Sweeney
Naomi Thalayasingam
Peninah Thomson OBE
Brenda Trenowden
Claire Walters
Clare Wardle
Talwyn Whetter
Helen Whitehead
Laura Whyte
Emma Wilson
Charlotte Wolff
Helen Wollaston
Alderman Fiona Woolf CBE
Dianah Worman OBE
Rose Yu
...and the following organisations:

ACCA
Adnams
ArcelorMittal
BAE Systems
Barclays Wealth and Investment Management
Baxter
Bechtel Corporation
Bird & Bird
BP
Breaking the Mould Awards
British Airways
BSI Group (British Standards Institution)
BSkyB
Capgemini
CIPD
Cisco Systems
Citigroup Inc.
City HR Association
City of London Corporation
City Women Network
College of Policing
EY
F&C Investments
GDF Suez
Google Inc.
Government Equalities Office
Hampshire Constabulary
Happy Ltd
IBM
JM Consulting
John Lewis Partnership
JPMorgan Chase & Co.
Kate Nash Associates
Kingfisher
King’s College London

Korn Ferry
KPMG LLP
Kraft Foods Group
Laurence Barrett Associates
Leaderful Women
LeaderShape
Lend Lease
Linklaters LLP
Lloyds Banking Group
McKinsey & Company
National Grid
Newton Investment Management
Norwegian Institute of Directors
Prudential plc
PurpleBeach
PwC
Rio Tinto
Swiss Re
Sysdoc
Tata Consultancy Services
The Managing Partner Forum
The Mentoring Foundation
The Royal Bank of Scotland
Travis Perkins
Virgin Money
UTL
Vodafone
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