

# **SUCCESS: PROMOTIONS POLICY AND PRACTICE**

UNLOCKING THE POTENTIAL OF WOMEN

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# WORKSHOP OUTLINE

- A. Exploring the truisms & myths: what do recent workplace surveys report
- B. Key impediments to change – look inside the psyche of the organisation
- C. Implementation of a multi-layered policy and integrated practices

# WOMEN IN THE WORKPLACE 2015

## LEANIN.ORG AND MCKINSEY & CO.

A STUDY OF 118 COMPANIES AND NEARLY 30,000 EMPLOYEES

**A. 60% of women said they want to be a top executive, compared to 72% of men.**

Women cite stress and pressure as one of the biggest reasons for not wanting to hold a top position.

B. Psychological self-perceptions are culturally constructed.

**C. Women in the C-suite are about half as likely to leave their organisations as men.**

Women leaders are *more* likely to stay with their companies than men. At senior VP, women are 20% less likely to leave.

D. Little investment in entrepreneurship for women in business

**E. By the time women reach VP level more than half will hold staff roles**

A. Women often start out in line roles (defined as positions with profit-and-loss responsibility and/or focused on core operations), but finish in positions in functions that support the organisation e.g. HR, Development, International, Community engagement, Policy areas.

B. Men are more likely to hold line roles at every level of an organisation.

C. Issue: line roles more likely to feed into senior leadership.

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### **A STUDY OF 118 COMPANIES AND NEARLY 30,000 EMPLOYEES**

- G. Mothers were 15% more interested in being a top executive than women without children.**
- H. Women were nearly 3 times more likely than men to say gender had hindered their career advancement.** Women consulted less often on key decisions.
- I. 74% of companies said gender diversity is a top priority of their CEO, but less than half of workers said the same.** Only a third of employees said it's a top priority for their direct manager.
- J. More than 90% of women and men believe taking extended family leave will hurt their position at work.**
  - G. Very few staff participate in flexibility and career-development programs offered by their organisations.**
- K. At every level, women were 9 times more likely than men report higher childcare and 4 times more housework.**

# PWC WOMEN IN WORK INDEX 2015

[HTTPS://WWW.PWC.COM.AU/PEOPLE-BUSINESS/ASSETS/PUBLICATIONS/INTERNATIONAL-WOMENS-DAY-MAR15.PDF](https://www.pwc.com.au/people-business/assets/publications/international-womens-day-mar15.pdf)

# PEW SOCIAL TRENDS REPORT 2014

[HTTP://WWW.PEWSOCIALTRENDS.ORG/FILES/2014/03/2014-03-07\\_GENERATIONS-REPORT-VERSION-FOR-WEB.PDF](http://www.pewsocialtrends.org/files/2014/03/2014-03-07_GENERATIONS-REPORT-VERSION-FOR-WEB.PDF)

From these reports some key findings:

- a) a woman earns \$83 for every \$100 earned by a man doing the same job.
- b) Women lack confidence in their own success – culturally socialised belief.
- c) Women have to do more than men to be promoted
- d) Women have to do less than the men to be penalised for it.
- e) Motherhood penalty: pregnant women more emotional; mothers are less committed to work
- f) Fatherhood bonus
- g) About 40% women delaying pregnancy to later career and one fifth are not planning any – the latter is likely to increase.

# FOUR IMPEDIMENTS TO CHANGE

1. Structural
2. Lifestyle
3. Institutional way of thinking and doing: Assumptions are made about women
4. Individual: Way of thinking: women don't ask, volunteer, promote themselves or seek a sponsor; women over aspire, under aspire, laissez faire, not on their radar

# 1. STRUCTURAL IMPEDIMENTS

Formal codification vs. non formal and even personalisation of policies etc.

- a) Academics = an amalgam of tribes and territories with specific boundaries, behaviour rules, and social norms. responsible for establishing standards, assessing merit and evaluating reputations
- b) University policies compete with peer group & personalised processes & adaptation e.g. getting published
- c) Create In and Out groups
- d) An In Group= community of peers publish at a rapid pace, develop international networks, and benefit from international mobility (DANY, F., LOUVEL, S. & VALETTE, A. 2011. "Academic Careers: The limits of the "boundaryless approach" and the power of promotion scripts". Human Relations, 64(7), p.971-996.)
- e) Policies require a context-sensitive review as they can be thwarted by the peer group.

## 2. LIFESTYLE OF WOMEN

PWC WOMEN IN WORK INDEX 2015

[HTTPS://WWW.PWC.COM.AU/PEOPLE-BUSINESS/ASSETS/PUBLICATIONS/INTERNATIONAL-WOMENS-DAY-MAR15.PDF](https://www.pwc.com.au/people-business/assets/publications/international-womens-day-mar15.pdf)

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- A. The persistent view of the gendered 'nature of caring' & 'caring responsibilities'
- B. External and internal perception that women can't have a career and raise a family (some feel they should not!)
- C. Women
  - I. Lower labour mkt participation 59%: 70%
  - II. More likely to work part-time
  - III. Take more career breaks
  - IV. Earnings lower
  - V. Less retirement income
  - VI. 2/3rds of women reporting domestic violence are in the workforce
- D. Don't take on leadership as it would mean less time with the family
  - I. 1/3 parliamentarians (Aust.)
  - II. 20.4% boards
- E. Women have less time to achieve the same no and/or similar goals than men do

### 3. INSTITUTIONAL IMPEDIMENTS

- A. Universities say they've been tackling this issue, often their approach doesn't resonate with staff: 74% of companies report that gender diversity is a top priority, but only 49% of men and 37% of women actually believe that to be true.
- B. McKinsey's 2015 women in the workplace study, the pace of that progress has been strikingly slow. The share of women in entry-level positions rose from 42% to 45%, and from 28% to 32% at the senior manager/director level. In the c-suite, the percentage bumped up just a single point, going from 16% to 17%.
- C. Lack of consistent monitoring for compliance with affirmative action programs/policies leading to a less positive effect
- D. Different standards of performance for women and men both inside and outside of organisations
- E. Unclear promotional policy, guidelines or lack of training on how to complete application
- F. Inconsistent monitoring for compliance with promotional policies

## 4. INDIVIDUAL IMPEDIMENTS

- A. Women more concerned about being authentic & achieving intellectual satisfaction as well as wanting a balanced life than just moving upwards  
(Dupont 2014 <http://www.dupont.com/content/dam/assets/corporate-functions/our-approach/sustainability/documents/DuPont2014GRIReport.pdf>)
- B. Some women think that promotion is impacted by others regardless of their aspirations or action so operate in a transactional capacity to get the job done
- C. Women tend not to
  - I. Ask,
  - II. Volunteer,
  - III. Promote themselves or
  - IV. Seek a sponsor;
- D. Promotion: women over-aspire, under-aspire, take it as it comes, not on their radar

# PRECURSORS TO IMPROVEMENT

- A. Identifying and training the gatekeepers e.g. Senior executives, senior researchers
- B. Cultural change
  - I. Valuing innovation and diversity
  - II. Not victim or men blaming
- C. A promotions portal: tools, information, networking; sponsorships, mentoring and coaching

# PRECURSORS TO IMPROVEMENT

- D. Pipeline development
  - I. Statistics on your baseline and where you need to be by 2020 and then 2023
  - II. R&S: target early career and second stage career women
  - III. Link no. of women to KPIs
  - IV. Incentives/penalties for achieving/not achieving outcomes
- E. Rethink some roles
- F. Engage middle managers
- G. Benchmark your success on women and tell the story as it creates institutional value

# IMPLEMENTATION OF MULTI-DIMENSION POLICY

Ensure information about

- A. no of senior women in your University – benchmarked against similar institutions
- B. No of newly created roles taken up by women
- C. applicants' gender for senior positions
- D. Attrition of women or women reverting to teaching only roles
- E. No of staff taking career breaks
- F. How gatekeepers are identified and trained

# IMPLEMENTATION OF MULTI-DIMENSION POLICY

Ensure

- G. Amount of support for women in terms of publications, research expensive fields
- H. That you identify who is less likely to participate in collaborations & offer support
- I. Advice is given to new researchers about who is listed as either first or last author
- J. Media and communication strategy aligned to the achievements of individual women.
- K. Ensuring women are media savvy
- L. A leadership program to educate women about senior leadership aspirations
- M. Networking, sponsorship and mentoring opportunities are created

# RECOMMENDATIONS

- A. Talent showcasing – mandatory for women 24 months prior to anticipated application for promotion
- B. Gender diversity supported by proof of commitment e.g. Stats to show more women tracking to the top year on year
- C. Reporting at university board level on gender at each level of promotion & for R&S. Reject the appointment if no women were short-listed. Reporting at university board level on gender at each level of pipeline
- D. Promotion of women as a KPI for senior managers
- E. Ensure gender composition of all panels: 65% women
- F. Identify champions and acknowledge their success in promoting women
- G. Invest in leadership development for women as researchers and managers
- H. All applications for roles need to be gender blind
- I. Women shadow and act in roles e.g. Head of School, Department etc.
- J. Women act in the role and then shadowed by an experienced/trusted coach