"*We act as if that being of a man or that being of a woman is actually an internal reality or something that is simply true about us, a fact about us, but actually it's a phenomenon that is being produced and reproduced all the time…*"

Judith Butler

The situation we are in

Impact points:

1. Horizontal and vertical **Occupational Segregation**

2. **Gendered career paths:** Organizational working patterns continue to fit more easily around men's lives.

3. **Women's lack of access to networks and sponsors:** Men in positions of power tend to provide direct, but informal sponsorship, to men – 'old boys network'.

4. **A lack of role models for women:** Sends negative messages to both male and female talent about the roles and positions of women in organisations.

5. **Double binds:** The types of attributes we ascribe to the ideal leader are closely linked to positive male characteristics: decisive, assertive and independent.

Competent vs likeability.

Let's fix the women and The 'lean in' philosophy

1. Flexible work
2. Mentoring and sponsorship programmes and 'Be more male' leadership development programmes
3. 'Baby apps' – keep in touch programmes
4. Gender targets

Don't 'Lean in". Change the System: What Works?

1. **Employing people analytics:** Collect, track, analyse data to identify gender bias covering, for instance, hiring, project allocation, time with senior leaders (formal and informal).

2. **Reviews and checklists for decision-making:**
   - Review job descriptions, person specs & leadership assessment criteria
   - Use a scoring system for talent selection programmes
   - Neutral observers - recruitment, reviews and talent selection

3. **Change the default by making agile working the norm:** The current flexible working model simply perpetuates gender bias

4. **Role models matter:** Use male and female role models to challenge traditional viewpoints E.g. those working flexible hours are less ambitious or motivated.

5. **Challenge group norms:** Consciously work toward gender balance in team meetings, on project teams...
   - Adopt the principle of Amplification
   - Questioning for instance all male conference panels, client teams or speaking opportunities.

6. **Increase transparency in decision-making:** Sharing information on gender inclusion at work increases accountability and is likely to affect behaviours

And...

1. Radical review of maternity and paternity legislation
2. Free childcare for all
3. Financial rewards to companies that promote gender inclusion
4. Temporary quotas?

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**DIVERSITY THROUGH
EXPERT INSIGHT**