



Report at a glance







Accelerating the
advancement of women
in leadership:

Listening, Learning, Leading

Male Champions of Change 2013

Tapping into the full talent pool will give us a diversity advantage, creating commercial, societal and economic value. If we want gender balance to be the norm in our organisations, we must create the conditions and cultures that enable both men and women to thrive.

As all the research says, there is no ‘silver bullet.’ With wide consultation, we have identified an interconnected set of high impact actions that leaders can take to ‘change the game.’ These actions fall into four key themes: 1) stepping up as leaders; 2) creating accountability; 3) disrupting the status quo; and 4) dismantling barriers for carers.

Theme	Heart of the issue	Actions to consider
	<p>We know how much our actions create momentum for change. We also know that in the case of increasing the representation of women in leadership, creating momentum means more than we anticipated. It requires stepping up and changing our ways, demonstrating our commitment and prioritising the issue. It means taking action, not just talking about it.</p> <p>Achieving any major change also takes commitment from every leader in an organisation, not just its most senior. We have found that women’s experiences, and their advancement, are often too dependent on whether they are lucky enough to have a manager or sponsor who is supportive and inclusive. We need to end the leadership lottery.</p>	 <p>It starts with us. Reflect on your own leadership and whether you are sending the right signals about women and gender balance in your organisation.</p>
		 <p>Bring your top team with you. Take action to ensure that your team is effective in bringing together different points of view.</p>
		 <p>End the leadership lottery for women. Actively develop, promote and advance inclusive leaders across your organisation.</p>
	<p>We make change happen in our organisations by setting clear goals, working to achieve them and removing things that we find are getting in the way. Yet compared to other business priorities like increasing market share, cost management and safety, we are more likely to leave achieving our gender balance objective to chance. We treat it as a separate type of objective, outside core targets. We fail to integrate it with business processes and still wonder why progress is limited.</p> <p>Sharpening our focus and bringing our full management system to bear is essential.</p>	 <p>Lead on gender reporting. Take reporting to a deeper level, with consistent reporting standards, to create a more transparent and granular view of the pipeline and progress.</p>
		 <p>Implement Plus One initiatives. Break entrenched patterns by using a simple commitment to engage managers to add at least one woman to their teams, as roles arise.</p>
		 <p>Drive a supplier multiplier. Communicate to suppliers how important gender balance is to you. Encourage and support suppliers who build and present more gender-balanced teams.</p>

MCC quotes

You can accept things will change over time and just do your part, or you can grab the nettle and do it. That's what I am trying to do and I am most proud that we have gone from a sedentary place to a place where momentum is unstoppable.'

Lieutenant General David Morrison, Army

Ultimately, the buck stops with me. I need to make sure that all of the leaders in my organisation are inclusive. I don't want this to be a diversity project – it has to underpin the way we do business.'

Giam Swiegers, Deloitte

I will admit that I am very competitive. I care about results. That said, how leaders achieve results is just as important. Mutual respect, thoughtful conversations and collaboration are critical. I have learned over the past five years that when someone is not demonstrating the right behaviours you shouldn't wait and hope they'll see the light. You need to step in early to address the problem. You need to be prepared to make tough decisions if those behaviours don't change.'

Alan Joyce, Qantas Airways Limited

Men who have a track record of hiring, developing and advancing women are actually quite rare. We celebrate them as exceptional. If we want more women in our senior ranks, such leaders should be the norm in our businesses rather than the exception. Let's end the lottery and unlock the potential of all our people.'

Mike Smith, ANZ

In 2001 we had the recruits, we had the role models, we had the infrastructure, so I thought everything was ready to flow through...but it didn't. I realised the way we worked had to change. I had to address the cultural barriers and address them in a way that suited Treasury – through harnessing the power of data.'

Dr Martin Parkinson, The Treasury

Having targets and reporting them brings clarity to the vision, sharpens the focus and sets the standard by which we judge performance. No one wants to come back and admit, 'We promised, but we did not deliver.'

Elmer Funke Kupper, ASX

I am intent on CBA being a place where both men and women can thrive. I think that the clearer I am with people that this is a basic expectation that they are accountable for, the more change I am seeing. That's why targets matter.'









Ian Narev, CBA

If my Operating Committee does not think that how I measure their performance includes their commitment to and outcomes on gender balance, then they're simply not going to focus on it like any other business priority. So first I need to make my priorities clear and actually measure performance against the plan as I would any other business priority.'

Simon Rothery, Goldman Sachs

We know balanced teams perform better. It follows that, over time, purchasers will increasingly reflect this in their buying decisions. The magic will be when the broader business system works together to make the change. We will share ideas. We will hold each other to account.'

Stephen Fitzgerald, Non-Executive Director

Theme	Heart of the issue	Actions to consider
 <p>Disrupting the status quo</p>	<p>The status quo on gender balance can lead to low expectations of women's representation in the workplace. At times, we assume that the obstacles to women's advancement are inevitable or insurmountable. This is not the case, but we do not believe that standard approaches will be enough. We need to disrupt the status quo.</p>	 <p>Ask '50/50: If not, why not?' Ask 'why not 50/50?' across career lifecycles, from recruitment and talent development to committees and panels. Broaden your searches and challenge results below your objectives.</p>
		 <p>Raise the bar on women's careers. Understand the types of experiences your organisation requires and broaden the success profiles you consider for senior roles. Ensure women get critical experiences in 'hot jobs.' Personally sponsor talented women and expect your senior executives to do the same.</p>
		 <p>Mainstream flexibility. Reflect on work patterns and 'what it takes to succeed' in your organisation. Change the presumption – ask what can't be done flexibly, rather than what can be done flexibly.</p>
 <p>Dismantling barriers for carers</p>	<p>Traditionally, the most common route to professional success has not included career breaks and visible caring responsibilities. Many women's career trajectories plateau following parental leave events – people often assume women are more interested in a job, rather than a career. Jobs and career paths need to be redesigned with consideration to people with caring and career responsibilities, or the 'double burden.'</p> <p>The Australian context, including childcare, transport options, travel distances and societal norms, make the 'double burden' even heavier. But there is a generational shift underway, with men wanting a greater role in caring. We need to support this for true gender balance.</p>	 <p>Get the basics right. Celebrate parenthood and unambiguously encourage return. Stay in touch with parental leavers and make the transitions easy.</p>
		 <p>Build environments where parents and carers thrive. Get under the numbers to see whether women returning from leave continue to develop their careers. Question deceleration and intervene when needed</p>
		 <p>Support an expansive review of caring, including childcare options. The issues are system-wide and need to be addressed at the appropriate level, which our private sector organisations believe to be the Productivity Commission.</p>

MCC quotes

Thinking ‘50/50: If not, why not?’ is like getting a new pair of spectacles and seeing the world differently. You walk into a male-only meeting and immediately notice the difference.’

Kevin McCann, Non-Executive Director

Even though only 18 per cent of IT university graduates are women, there are still more than enough talented women for IBM to achieve a 50/50 ratio of male to female graduates. Our priority is to make sure we’re getting the best people and we believe that being seriously committed to gender equality will help us do that.’

Andrew Stevens, IBM

Let’s not pretend that there aren’t already established norms that advantage men. Men invented the system. Men largely run the system. Men need to change the system. Without intervention to ensure that our systems are really focused on merit, we will continue to see a lag in women’s advancement into senior roles.’

Gordon Cairns, Non-Executive Director

We need to start from a presumption that flexible work practices are a positive part of our workplaces, rather than a grudging concession. No position or level should be deemed off limits to someone interested in flexible working arrangements.’

Dr Ian Watt, The Department of the Prime Minister and Cabinet

Our business model demands flexibility, but one size does not fit all. We need to make it work for our business and for our individual people – we need to be principle, not policy, driven.’

Grant O’Brien, Woolworths Limited

In our work together, our people have shared and we have learned about HR-led efforts to encourage flexible work. These initiatives are essential and they are making small changes from a policy or practice perspective. However, we want to force disruptive and bold change. We need to do more if we are to reach our goal.’

David Thodey, Telstra and Ian Narev, CBA

There were way too many people involved in the parental process – so many emails, so many handoffs. It was too easy for women to become out of sight and out of mind. We need to make parental leave processes hassle-free.’

Geoff Wilson, KPMG

At Citi, we were losing far too many fantastic women who didn’t return after having children. We asked ourselves ‘what are we doing to contribute to this pattern?’ We realised that there is no substitute to me setting and enforcing high expectations of the managers responsible for those taking leave. What are they doing to be clear that they want the women back on their team? How are they keeping in touch? Are they communicating their plans for the women when they return which will support their career?’

Stephen Roberts, Citi Australia

We need to make parents feel great and want to return, and then ask how they would like to accelerate their careers. I worry when I see so many brilliant young people whose careers plateau after parental leave.’

Grant O’Brien, Woolworths Limited

There is a generational shift upon us. Enabling men across our organisation to better support women and share the ‘double burden’ may serve as one of the less obvious, but more transformational actions we can take to advance women into leadership.’

Stephen Sedgwick, Australian Public Service Commission

Our challenge is that we have had a rigid progression timeline that clashes with the time that women often have children. One thing that has helped is creating a vocabulary about on-ramps and off-ramps around parental leave to reset expectations about what success looks like relative to uninterrupted careers.

Michael Rennie, McKinsey & Company



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