

# DRIVING BUSINESS SUCCESS THROUGH WOMEN LEADERS

PWN NICE / PMI  
Robert Baker

6th May 2014



## MY BACKGROUND

---

Senior Partner, Mercer

Member of UK D&I Advisory Group, Mercer

Board member of PWN Global – VP Engaging Men

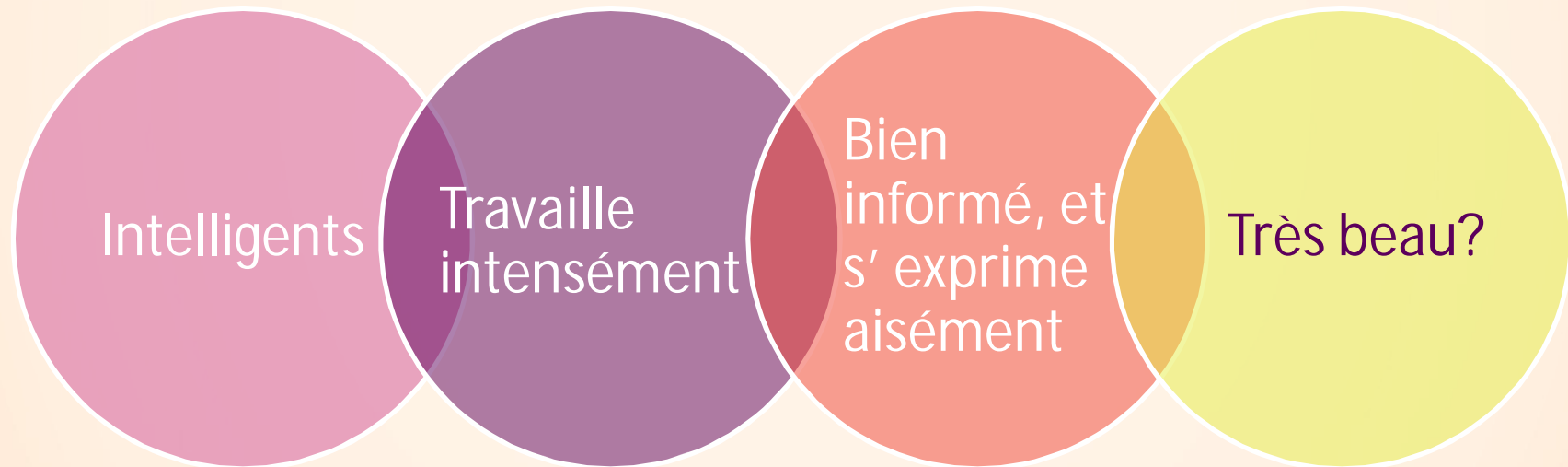
Female bosses: cultural changes and benefits!



## YOUR BACKGROUND

---

PWN / PMI people are:



## AGENDA

---

Women make a major contribution to business success

- So why are they under-represented at the top?
- What kind of leadership do we need in future?
- How can women advance?
- How can men support women?
- What's your commitment?

# BEFORE WE GET STARTED

---

1 Beware stereotypes

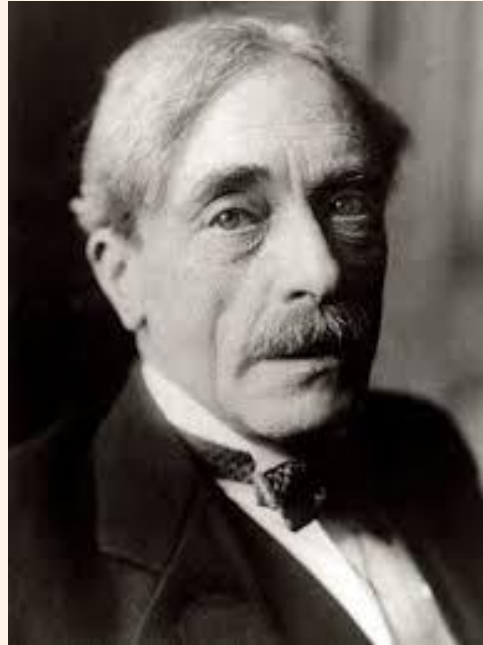


2 Be prepared for sharing

3 Are you a leader?

## WORDS OF WISDOM

---



Paul Valéry: “the trouble with our times is that the future is not what it used to be”

## THE WORLD IS CHANGING FAST

---

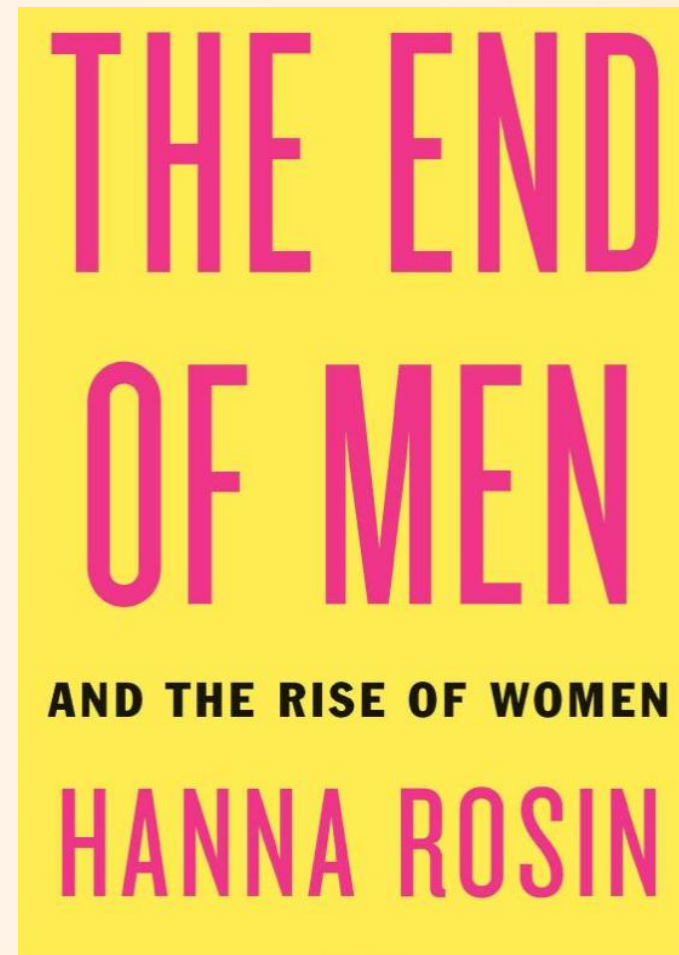
It's a VUCA world



## THE RISE OF WOMEN

---

- ✓ Women dominate colleges and professional schools
- ✓ Women entering the workforce as main “breadwinner”
- ✓ Women starting out are earning more than men
- ✓ Women make majority of purchasing decisions
- ✓ Huge impact on society globally – men are struggling to adjust





## WOMEN MAKE A MAJOR DIFFERENCE!

---

Catalyst 2011 study: Companies with the highest representation of women on boards have higher Total Return on Invested Capital by:

26%

McKinsey 2010 study: Companies with top quartile representation of women in executive management outperform on Return on Equity by:

41%

# WOMEN – BETTER LEADERS THAN MEN?

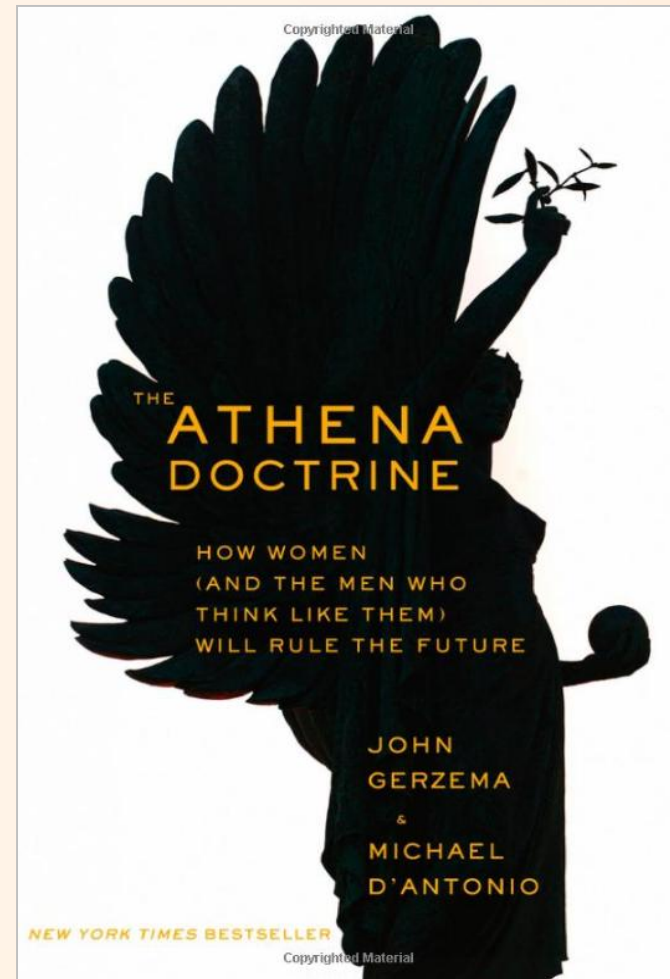
## THE COMPETENCIES TOP LEADERS EXEMPLIFY MOST

	Male Mean Percentile	Female Mean Percentile	T value
Takes initiative	48	56	-11.58
Practices self-development	48	55	-9.45
Displays high integrity and honesty	48	55	-9.28
Drives for results	48	54	-8.84
Develops others	48	54	-7.94
Inspires and motivates others	49	54	-7.53
Builds relationships	49	54	-7.15
Collaboration and teamwork	49	53	-6.14
Establishes stretch goals	49	53	-5.41
Champions change	49	53	-4.48
Solves problems and analyses issues	50	52	-2.53
Communicates powerfully and prolifically	50	52	-2.47
Connects the group to the outside world	50	51	-0.78
Innovates	50	51	-0.76
Technical or professional expertise	50	51	-0.11
Develops strategic perspective	51	49	2.79

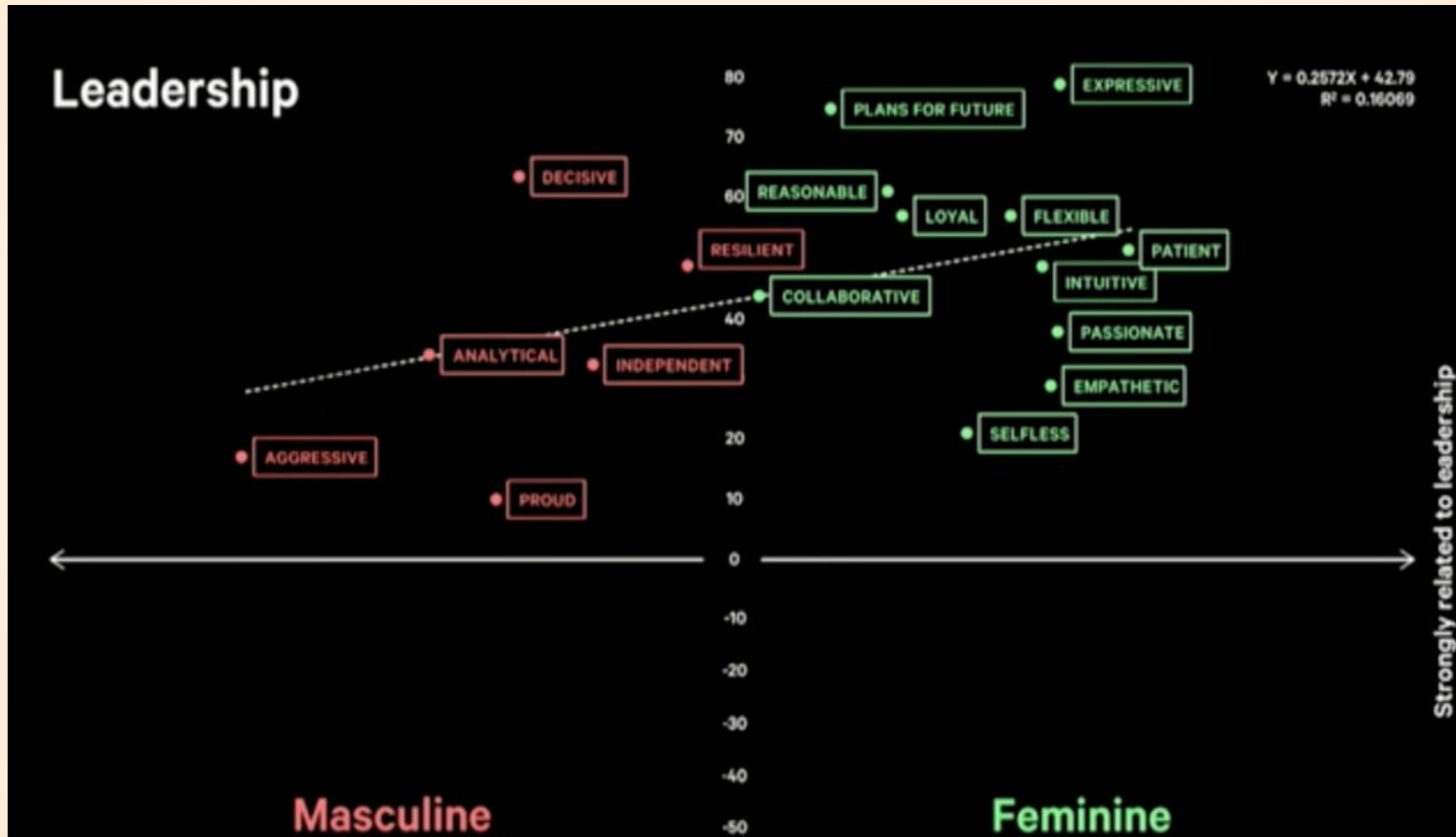
## FEMALE VALUES CRUCIAL FOR FUTURE LEADERSHIP

---

- Athena Doctrine: 32,000 people in 13 countries rated attributes as masculine or feminine
- Another 32,000 rated the same traits on leadership, success, morality and happiness



# VALUES, SKILLS REQUIRED FOR FUTURE LEADERSHIP



John Gerzema - Athena Doctrine

## WHAT WOMEN BRING

---

Different mindset and perspective

Innovation

Greater productivity

Closer link with clients

Bottom line: better decisions, better results

# SO WHY THE TALENT GAP?



## WOMEN: STILL UNDER-REPRESENTED AT TOP

---

France: 27% of corporate boards are women  
but 9% of Executive Committees



UK: 17% of corporate boards are women  
but 15% of Executive Committees



Source: McKinsey - Women Matter 2013

## WHY ARE WOMEN LEAVING?

---

24/7, always on working culture

Lack of fit with predominant leadership styles

Absence of women role models

Bias of line managers

Work / home balance: double shift!



## WHAT ARE THE RESULTS OF THIS?

---

- Companies out of touch with the way the world is changing
- Massive female talent drain
- High cost of talent replacement

- Riskier and poorer performing companies
- Employee disengagement: decreased productivity
- Many men (as well as women) not happy

## HOW DOES LEADERSHIP NEED TO CHANGE?

---

More female leaders

All leaders to demonstrate feminine traits and values

More diverse and inclusive leadership

Men need to accept and play their part in the change

## HOW CAN WOMEN MAKE PROGRESS?

---

Be clear on what you want from a leadership role

Have greater confidence to put yourself forward

Seek out sponsors to support you

Stay connected while on maternity leave

Expect and demand support in your organisation

## WHY ENGAGE MEN?

---

- They dominate leadership positions
- Are an untapped resource
- But need to:
  - ✓ build their awareness
  - ✓ develop their leadership effectiveness



## WHAT DRIVES MEN TO GET INVOLVED?

---

Daughters /  
Female boss

Sense of fairness

Good for business

CEO directive

## WHAT ARE THE BARRIERS?

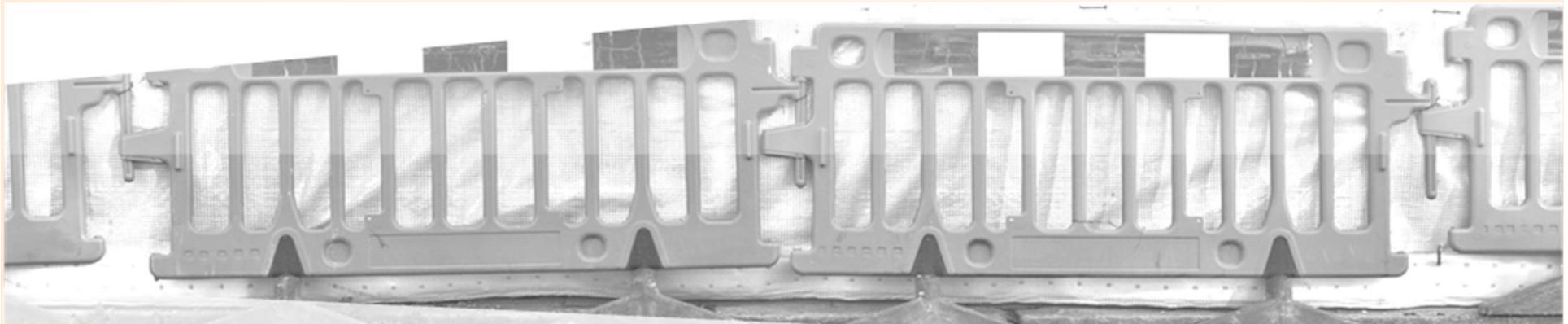
---

Apathy

Lack of knowledge  
and tools

Criticism from  
other men

Lack of accountability  
/ consequences



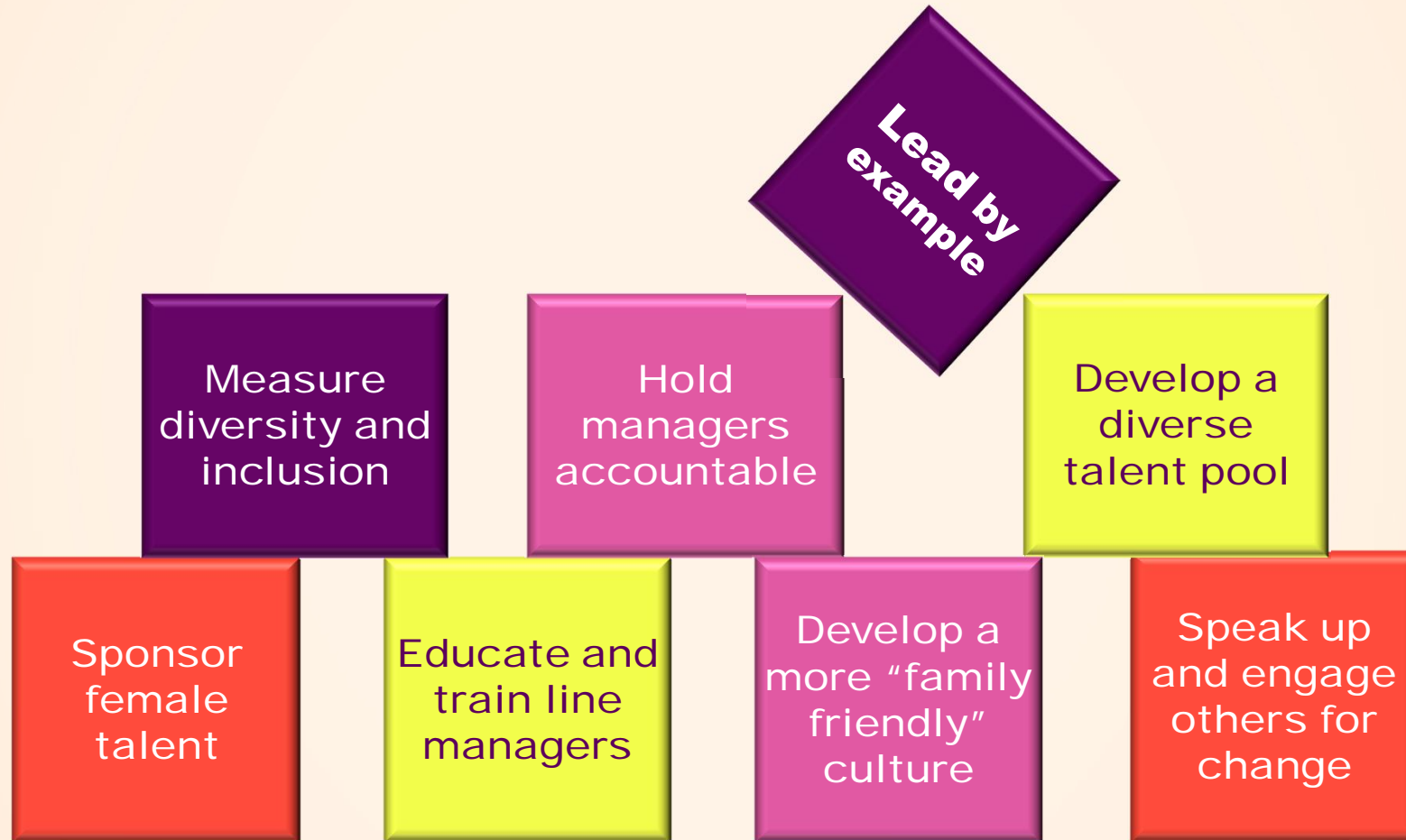
# MALE ROLE MODELS

---



# WHAT SHOULD LEADERS DO?

---





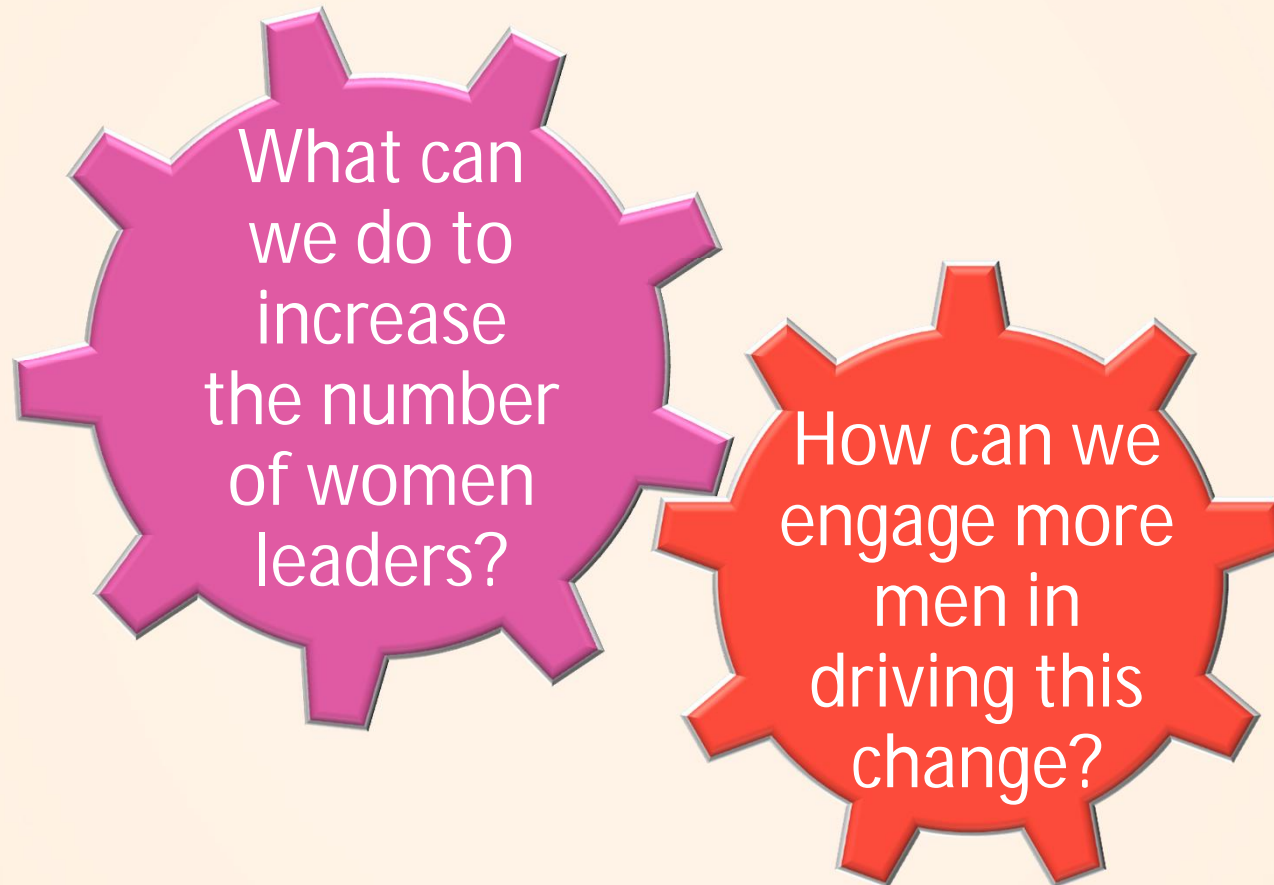
## CONCLUSION – THE SUCCESSFUL LEADERS OF THE FUTURE WILL BE:

---



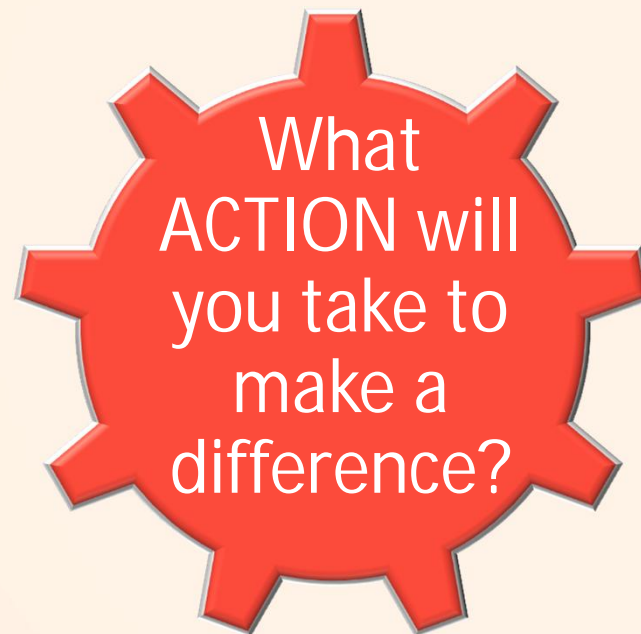
## DISCUSSION

---



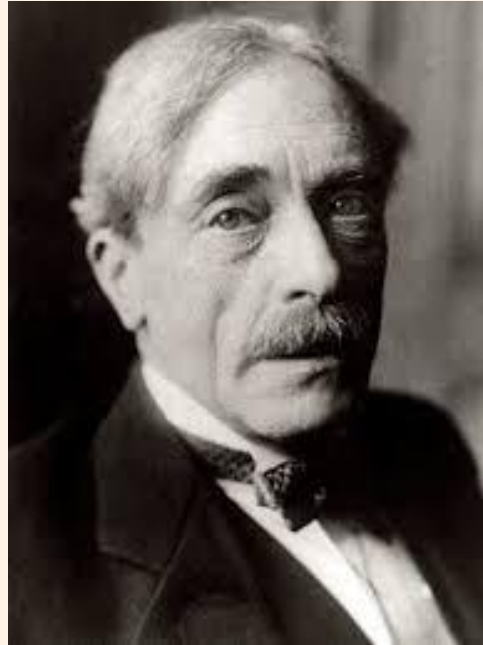
# YOUR COMMITMENT

---



## IN CLOSING.....

---



Paul Valéry: "we are enriched by our reciprocate differences"

# DRIVING BUSINESS SUCCESS THROUGH WOMEN LEADERS

PWN NICE / PMI  
Robert Baker

## APPENDIX: REFERENCES

---

- Lean in – Sheryl Sandberg
- The End of Men – Hanna Roslin
- The Public Woman – Joan Smith
- The Equality Illusion – Kat Banyard
- The Athena Doctrine – John Gerzema and Michael D' Antonio
- Great Leaders Who Make The Mix Work – Boris Groysberg and Katherine Conolly. Harvard Business Review (HBR), Sept 2013
- Are Women Better Leaders Than Men? – Jack Zenger and Joseph Folkman, HBR Blog Network, March 2012
- A Few Executives Are Self Aware, But Women Have the Edge – John Baldoni, HBR Blog Network, May 2013
- Women: Naturally Better Leaders for the 21<sup>st</sup> Century – John Knights, Leadershape, 2013
- How Women Decide – Cathy Benko and Bill Peister, HBR, Sept 2013
- Getting to 50/50: How Working Parents Can Have It All – Sharon Meers and Joanna Strober
- Confessions of a Sexist – Lars Engstrom
- Changing the game for women, one male executive at a time, Robert Baker Catalyst Blog  
<http://www.catalyst.org/blog/catalyzing/changing-game-women-one-male-executive-time>

## REFERENCES - CONTINUED

---

- Keiran Hearty: How to Eat the Elephant in the Room, IGIVEU Publishing
- The Third Billion  
<http://www.strategy-business.com/article/10211?qko=98895>
- DeAnne Aguirre and Karim Sabbagh: Strategy & Business; Booz & Co
- The Corporate Gender Gap Report 2010  
<http://www.weforum.org/issues/corporate-gender-gap>
- The Double X Economy Gender and Global Growth by Professor Scott, DP World Chair for Entrepreneurship and Innovation, Said Business School, Oxford University <http://globalhorizons.oxan.com/programme/details.aspx?q=GenderGlobalGrowthPlenary>
- Sylvia Ann Hewlett – Why Women Are the Biggest Emerging Market  
<http://blogs.hbr.org/2010/03/leverage-your-female-demograph/>
- McKinsey & Company: Women Matter 2013
- Catalyst: The Bottom Line: Corporate Performance and Women's Representation on Boards 2011

Merci beaucoup!



**PWN | GLOBAL**  
PROFESSIONAL WOMEN'S NETWORK