

# HELPING EACH OTHER FLOURISH.

Incorporating International Women's Day.

# JUNE LANCASTER CMGR MCMI

CMI North East Yorkshire & Humberside  
Regional Board.



# WELCOME.



# DELROY BEVERLEY CCMI

CMI North East Yorkshire & Humberside  
Regional Board.

## NEW REGIONAL BOARD CHAIR.

# JANE WINTRINGHAM BA(HONS) LAW, MIPW

Adel Wills Ltd.



A portrait of Jane Wintringham, a woman with short grey hair, smiling. She is wearing a blue patterned top. The portrait is set against a grey background and is partially overlaid by a purple banner at the bottom.

## TODAY'S HOST.



# THE POWER OF CONNECTION.

**ANJ HANDA FRSA**

Inspiring Women Changemakers.

# Anj Handa



INSPIRING WOMEN  
**CHANGEMAKERS**

## The Power of Connection



@AnjHanda

@WmnChangemakers

# “Namaste”

# 'nʌməsteɪ



@AnjHanda  
@WmnChangemakers

# #1: How I mobilised over 126,500 connections for social good



@AnjHanda  
@WmnChangemakers



Going viral:  
connection  
at scale.

change.org

The Guardian  INDEPENDENT



@AnjHanda  
@WmnChangemakers

“Everybody needs  
good neighbours...”



PRIA



@AnjHanda  
@WmnChangemakers

# A heartfelt connection.

## #EndFGM



@AnjHanda  
@WmnChangemakers



WITH AFUSAT AND  
THE GIRLS

Well-  
connected.  
Globally.



FELICITY GERRY QC



WITH FELICITY



@AnjHanda  
@WmnChangemakers





**BHUMIKA**



**HILLARY**



**LIZZIE**

# Giving: personal connection matters.



@AnjHanda  
@WmnChangemakers

# Questions?



@AnjHanda  
@WmnChangemakers

# #2: Creating deeper connections



@AnjHanda  
@WmnChangemakers



*“We are  
hardwired for  
connection.”*

*Brené Brown*



@AnjHanda  
@WmnChangemakers

My name is  
not Anj.



@AnjHanda  
@WmnChangemakers

# Be.longing.

## Longing to just 'Be.'



@AnjHanda  
@WmnChangemakers





The masks that  
we wear at  
work.



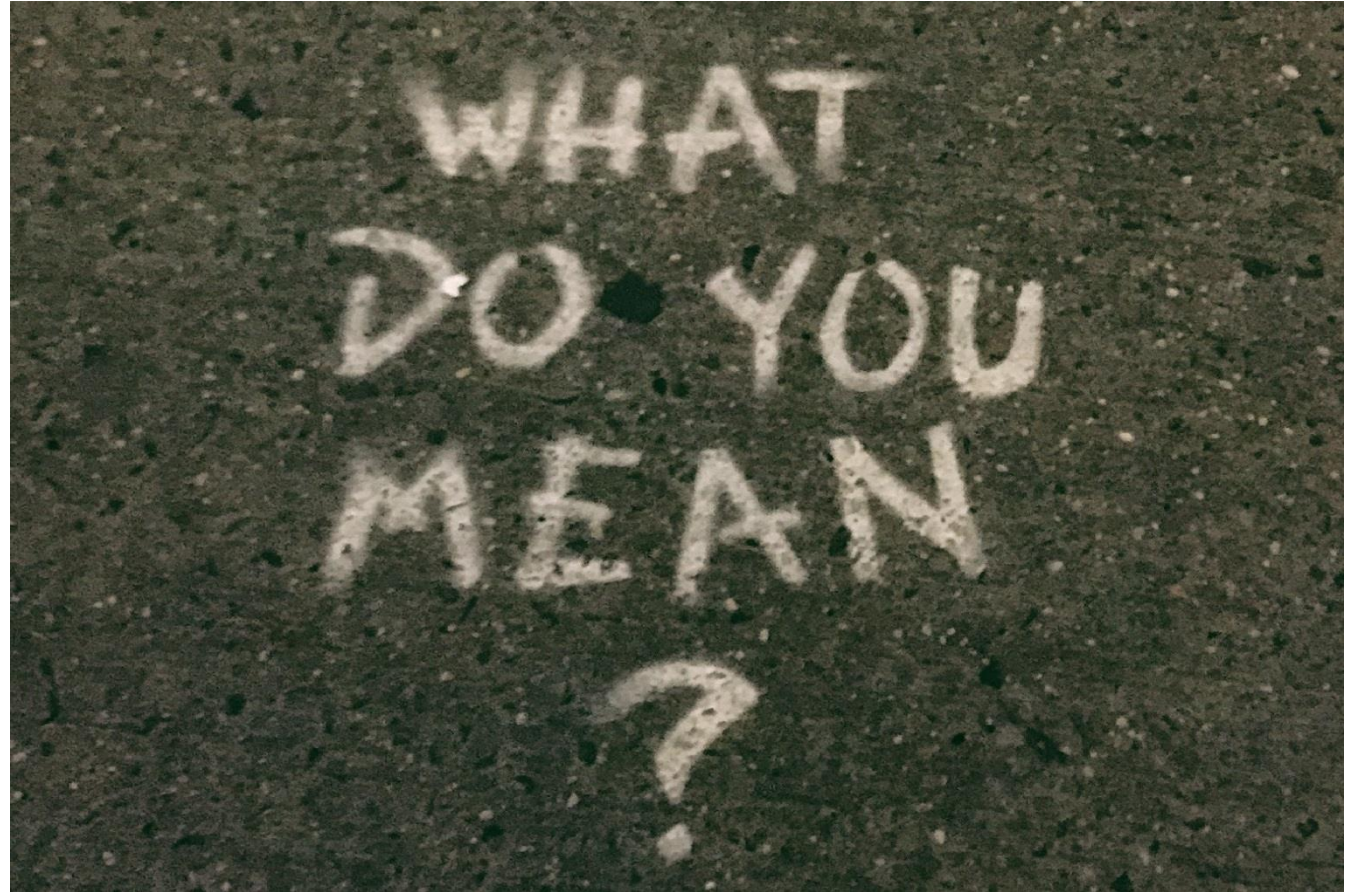
@AnjHanda  
@WmnChangemakers

# Questions?



@AnjHanda  
@WmnChangemakers

# Ask better questions!



@AnjHanda  
@WmnChangemakers

# Let's connect:



 [anj@inspiringwomenchangemakers.co.uk](mailto:anj@inspiringwomenchangemakers.co.uk)

 [www.inspiringwomenchangemakers.co.uk](http://www.inspiringwomenchangemakers.co.uk)

 @AnjHanda and @WmnChangemakers



# NETWORKING AND REFRESHMENTS.



# CHRISTINE GILKES BA(HONS), MBPSS

Glutogether Limited.



## GETTING WOMEN INTO TOP JOBS.

# “Getting Women into Top Jobs”

**Christine Gilkes**  
gluetogether limited  
2004 - 2018



gluetogether

Our philosophy

*“Small changes in behaviour  
have a massive impact on  
results”*



# Jersey 2013

“A seminar that examined what can be done to improve the percentage of women in senior positions in businesses in Jersey is to be repeated later this year ...”

JEY EVENING POST Wednesday 12 June 2013

NESS

## Women's seminar to be repeated



Attendees at the recent seminar PICTURE: TONY PIKE (01865917)

A SEMINAR that examined what can be done to improve the percentage of women in senior positions in business in Jersey is to be repeated later in the year.

The Women in Leadership Seminar arranged by the Jersey Association of Directors and Officers sparked so much interesting debate that the organisers believe others should be given the chance to participate.

It was held recently at the Radisson Blu Waterfront Hotel and was attended by a select group of 30 women who lead businesses, including some of Jersey's foremost female politicians.

The seminar was created in conjunction with Cybele Offshore and formed part of the wider Women in Leadership Programme recently launched by JADO.

JADO chairman Vernon Breeze said that the body decided to arrange the seminar as it recognised the importance of diverse boards in pursuit of ensuring high standards of corporate governance.

Mr Breeze said that women currently make up 17% of board posts in Britain, which is an increase of two per cent on this time last year.

He said that studies had recently revealed a drop in the number of appointments going to women and concerns had been raised that progress was stalling.

He said that there were now doubts over

By Harry McRandle

hmcra@jerseyeveningpost.com

whether the UK government's aim for 25% of board positions to be filled by women by 2015 will be met.

At the seminar, participants debated why so few women were achieving senior leadership and board positions. The attendees, as leaders of the next generation, debated what they could do help women to fulfil their potential.

Deloitte director and JADO committee member, Helen Gale, said that there was also a strong personal learning element to the day.

She said that the participants looked at how they could identify their strengths and use them to develop their own authentic leadership style.

### Authentic

"The day was inspirational, powerful and full of important pointers as to how we, as women, can be truly authentic leaders," she said.

Seminar delegate State Street director Antonia Coltman said that it was 'fantastic' to have so many senior women in Jersey together sharing ideas and experiences.

Another attendee, Fairway Jersey managing director Louise Bracken-Smith, said that it was a great opportunity to take a day out to



# I / FACTS about Women in Top Jobs

## WOMEN

- Give organisations a competitive edge when operating at a senior level
- Enable organisations to outperform competitors on every measure of profitability
- Are more emotionally intelligent
- Juggle more roles effectively.
- Are more effective negotiators
- ...



## FACTS from

## McKinsey &amp; Company

- Profit margins are almost double in FTSE 350 companies with at least 25% females on their Executive Committee
- Companies in the top quartile for gender diversity are 15% more likely to have financial returns above their respective national industry medians.
- In the UK greater gender diversity on the senior-executive team corresponded to the highest performance uplift in the research: for every 10% increase in gender diversity, EBIT rose by 3.5 percent.
- Bridging the gender gap in the UK could add £150bn difference in GDP in 2025 a 5-8% increase and a further 800,000 female employees

## FACTS about the FTSE 100

- No FTSE 100 Boards have more women than men at the table
- 27% of FTSE 100 Board positions are occupied by women
- Some had only 1 woman – up to ratio 1:11

## FACTS elsewhere ...

- The % of women on FTSE 350 Executive Committees remains unchanged in the last 12 months at 16%
- Only 34% of the 3.3 million managers in the UK today are women ... that means 513,000 women are missing from management. (CMI for Women, The Missing Middle)
- Global Gender Gap report - parity is >200 years away



# Agenda

1. FACTS that say it makes sense to have more women at the top
2. Learning from companies modelling good practice - **our focus findings**
3. Accelerate the rate of change – **our focus findings**
4. Shift mindsets to bring about significant and sustainable change



## Recognise companies with gender parity

There are a handful of FTSE 100 firms who come close to boardroom equality ...

- Astra Zeneca with 6 men and 5 women
- Barratt Developments - 5 - 4
- Halma Technology - 6 - 5
- Kingfisher - 5 - 4
- Next - 6 - 5
- Scottish Mortgage Investment Trust - 3 - 2
- Whitbread - 5 - 4

## 2017 - Our focus findings

“To stimulate business growth by supporting more women to attain more of the top jobs”



## 2/ Good practice for companies

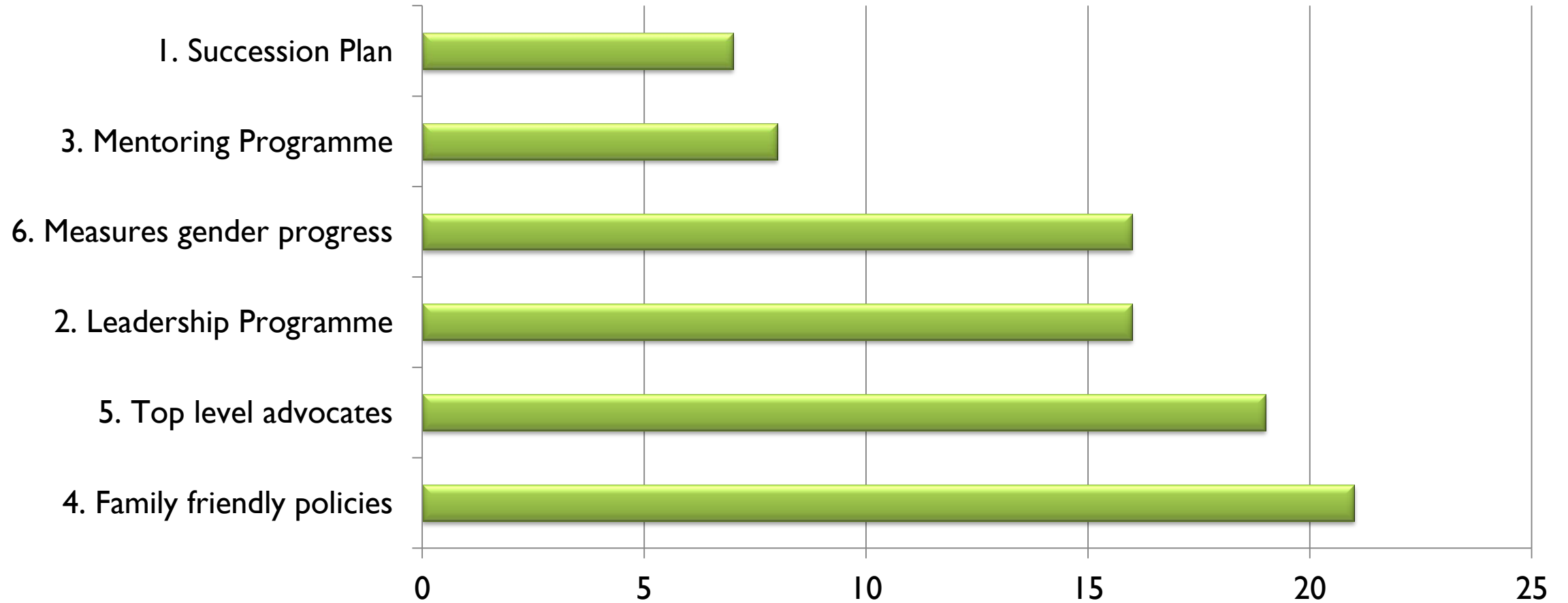
We asked circa 30 women to prioritise what organisations need to be **gender ready** ...

1. An active succession plan in place
2. Specific leadership programmes
3. Mentoring programmes
4. Family friendly policies
5. A Board who actively promotes opportunities for women
6. Measures for gender progress

**How would you rank them? DO IT NOW.**

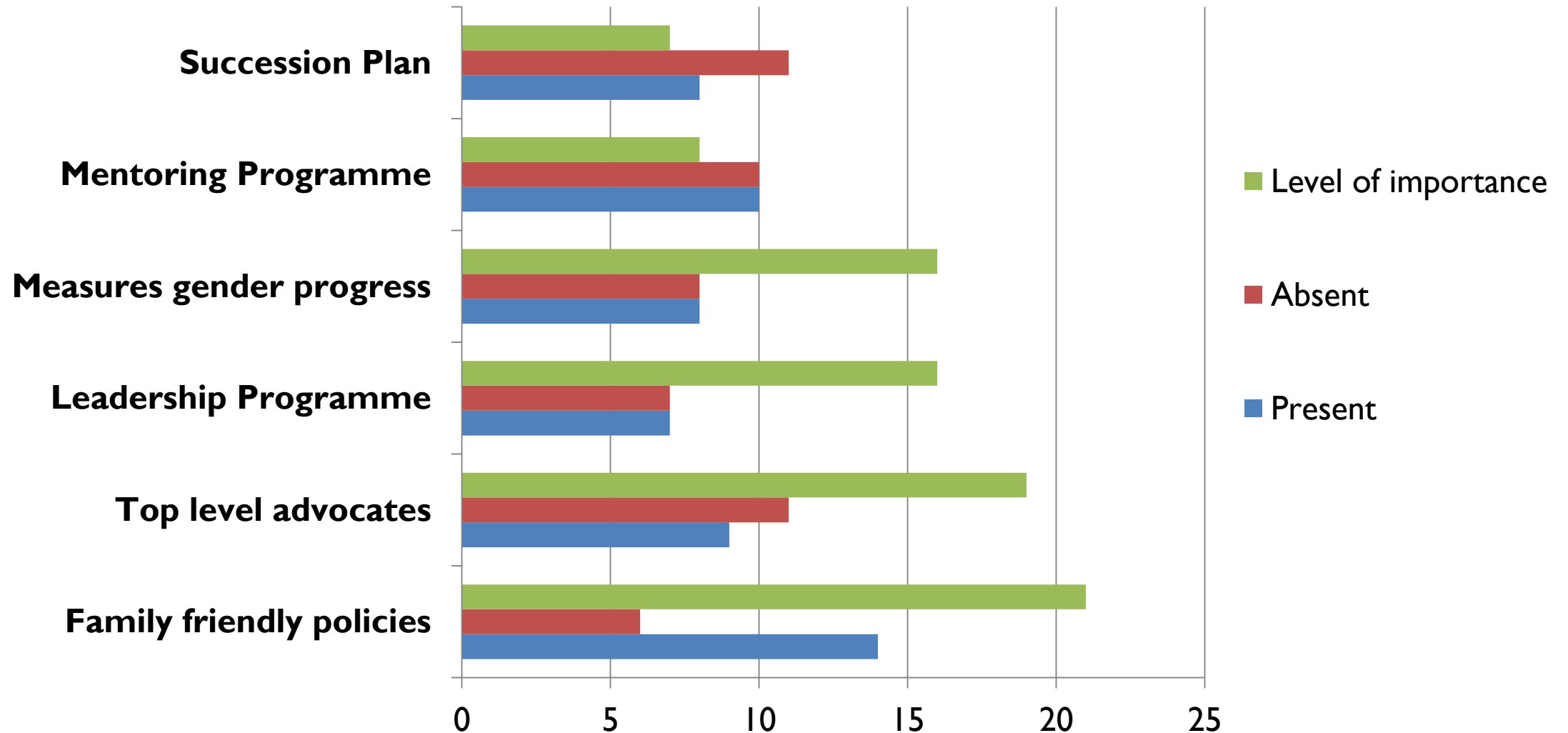
# Gender ready

## Level of importance



# Gender results

We asked if their organisations had these in place?”



### 3/ Accelerate the rate of change

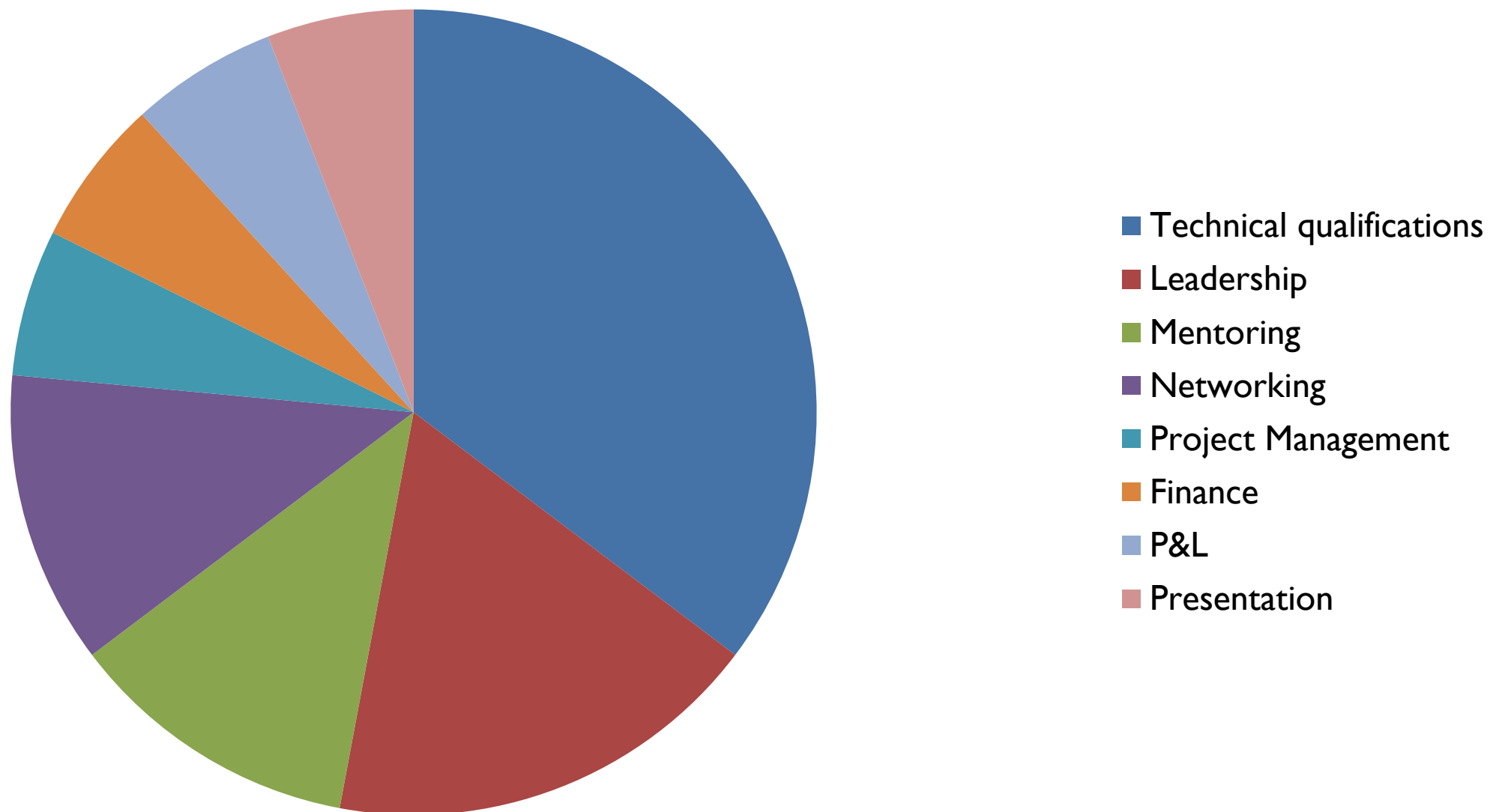


“What experience, knowledge, qualifications and skills have directly contributed to you attaining your senior position?”

Ingredients for success:

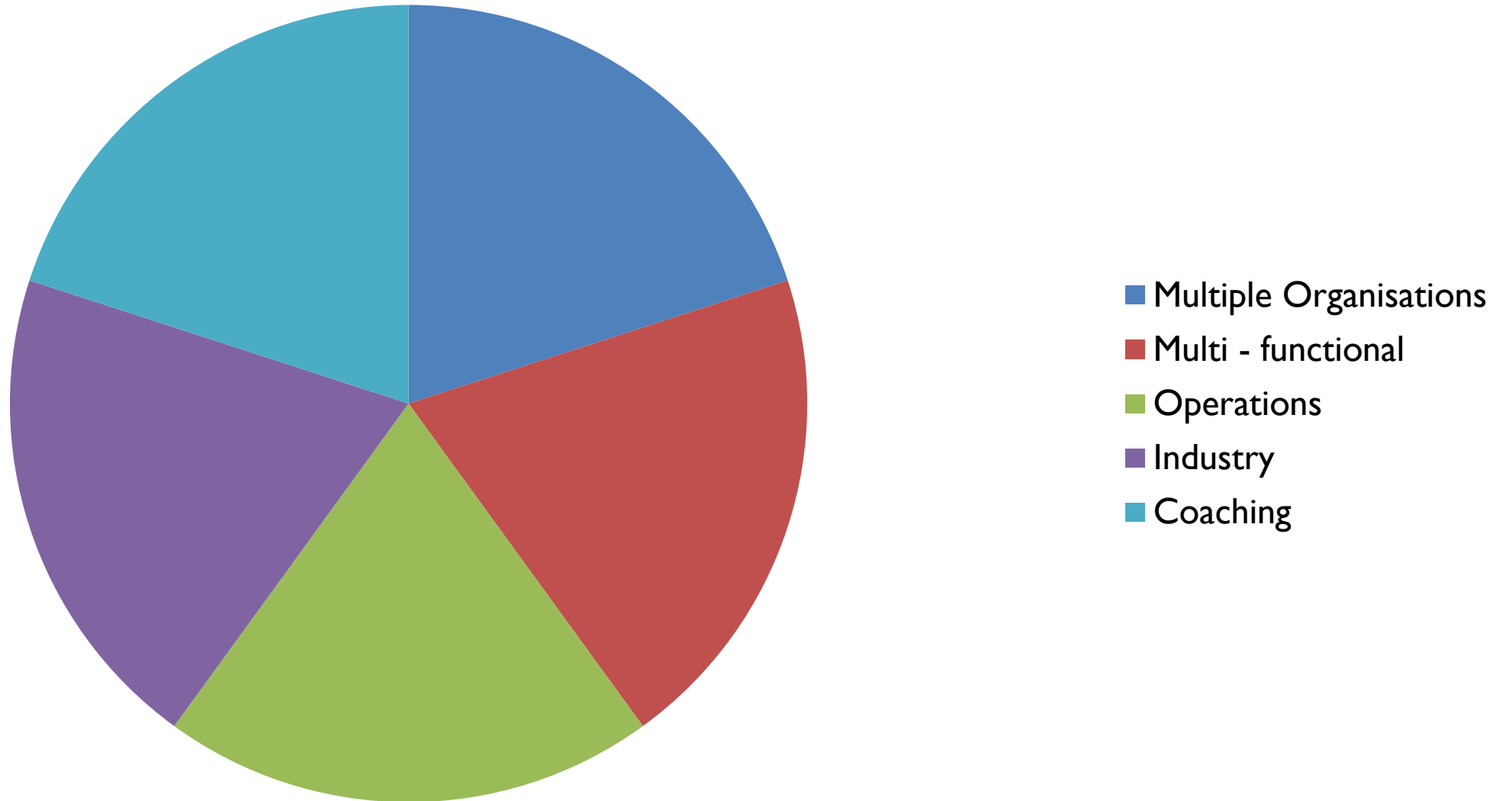
- a) Technical skills
- b) Experience
- c) Good practice
- d) Success behaviours

## a) Technical skills

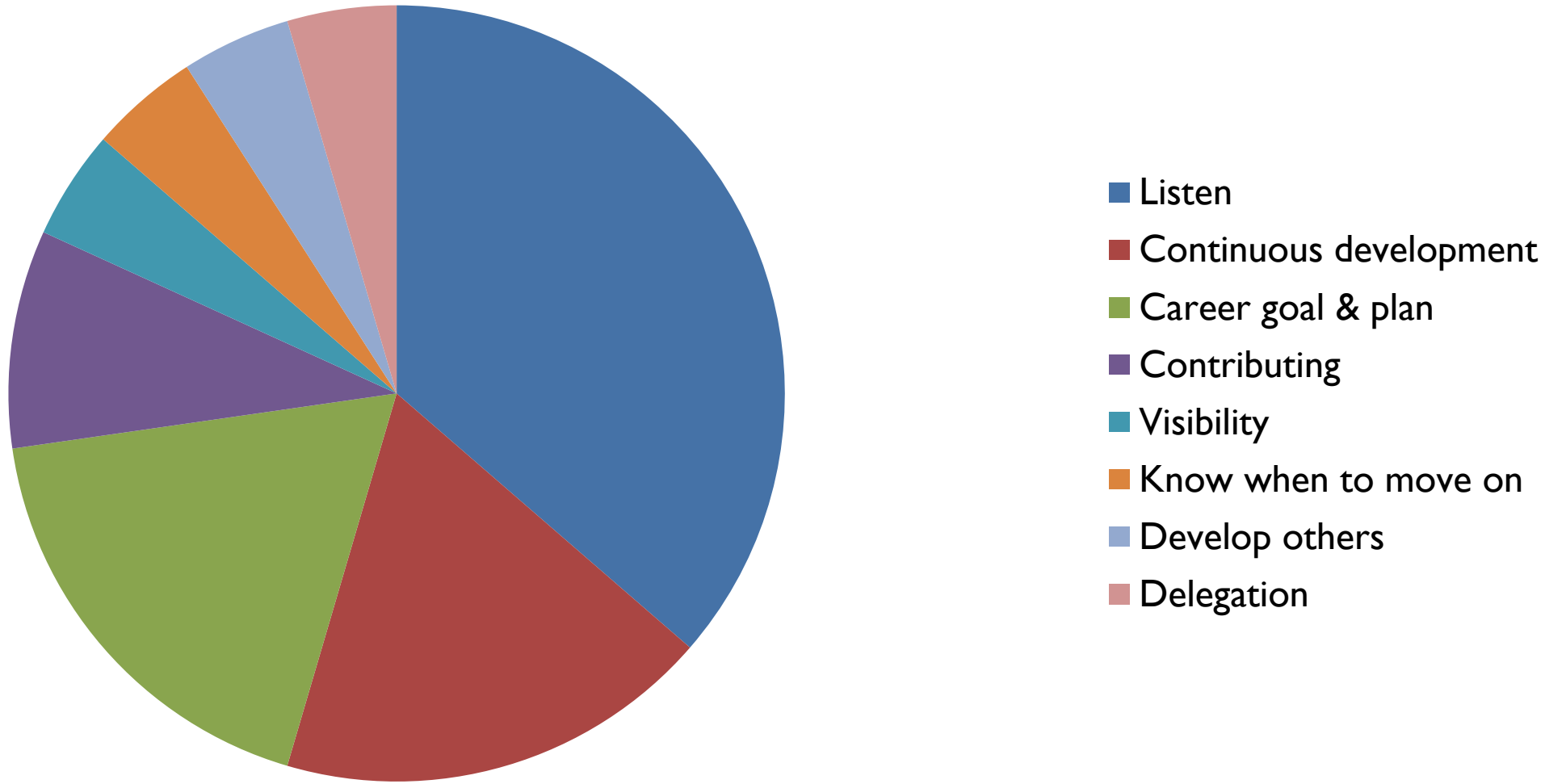




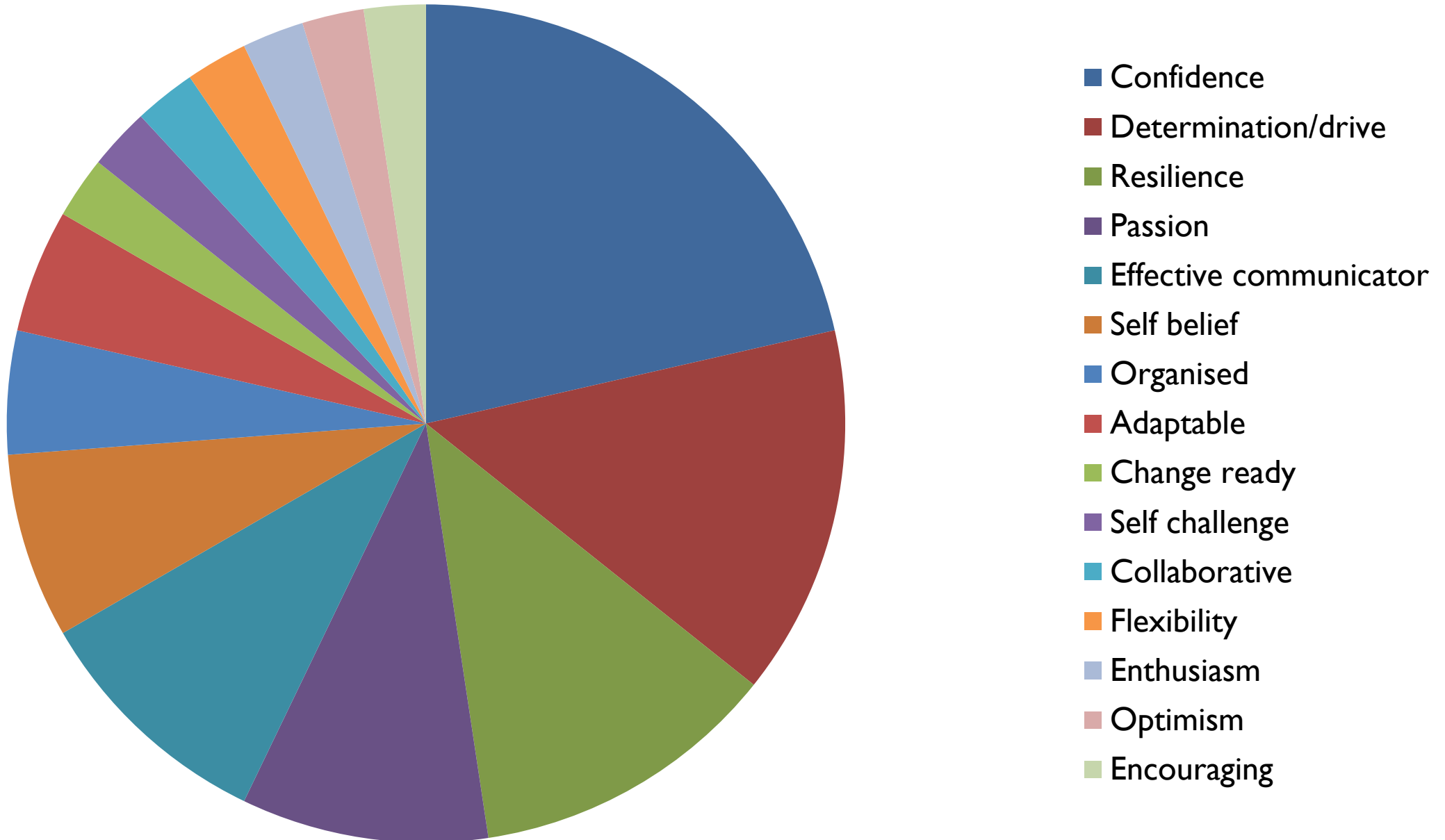
## b) Experience



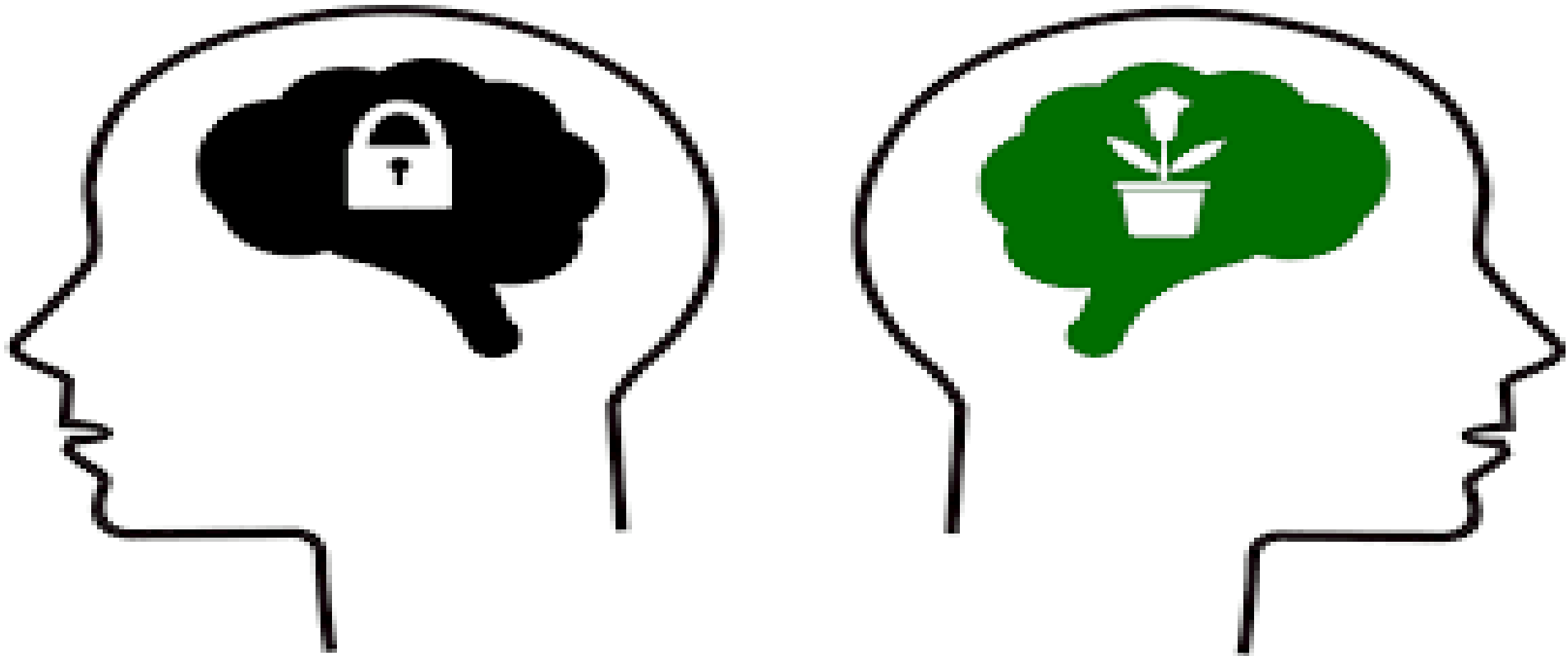
## c) Good practice



## d) Success behaviours



## 4/ Shift mindsets



## 360 Assessment (1800) – more highly rated

### Man or Woman?

- Achieving results
- Getting work done
- Being transparent and clear
- Building rapport

### Man or Woman?

- Strategic planning
- Persuasion
- Delegation
- More reserved in expression



## 22 Leadership competencies

- Women were rated higher in 12 out of 22
- Men were rated higher in 3 out of 22
  - Business Aptitude
  - Financial understanding
  - Big picture perspective

What are recruiters looking for when filling the top jobs?

What competencies are women expressing?

## Men's mindset

Men are 6 times more likely to disagree that it's harder for women to reach top management jobs with only 17% agreeing





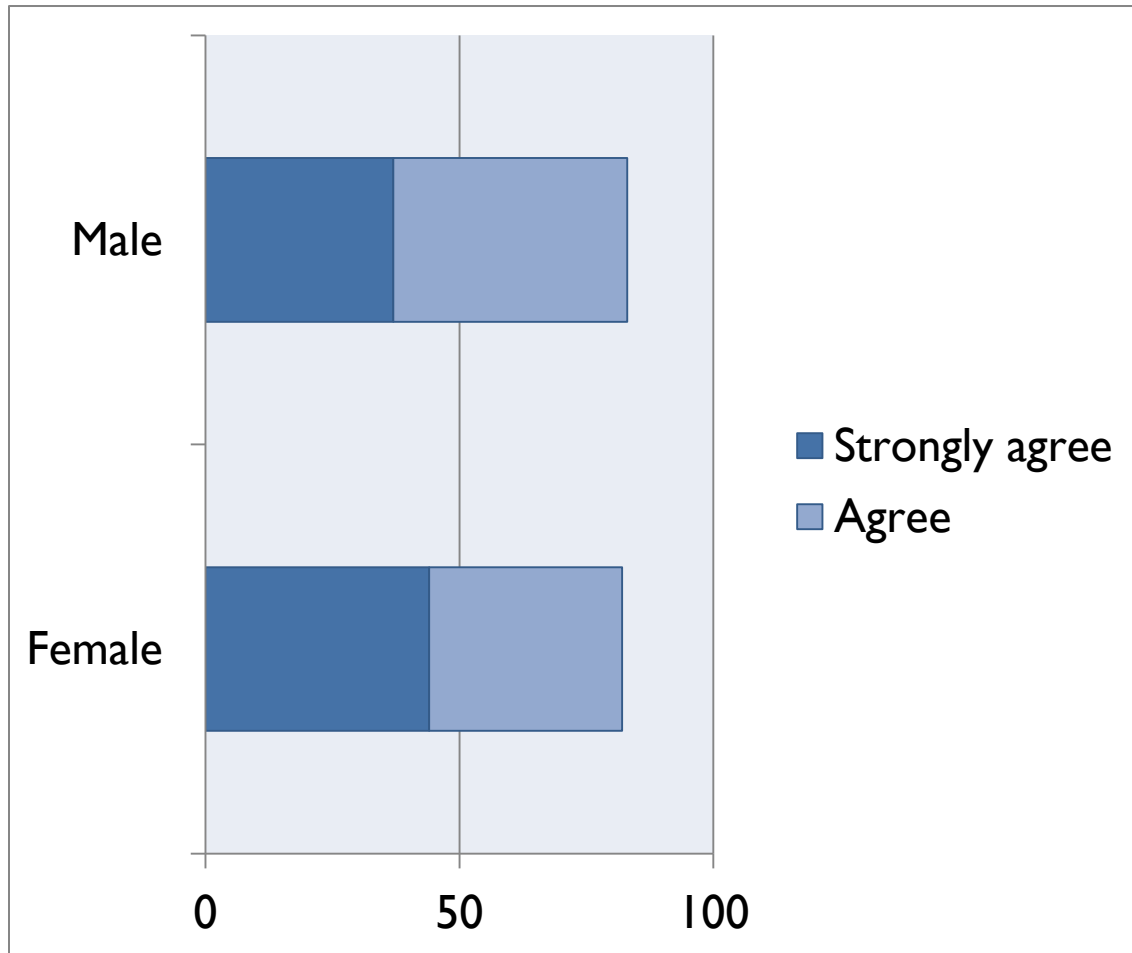
## McKinsey report - Men

- Are notably less likely than women to see value in diversity initiatives
- Are less aware of the challenges women face
- Are more likely to think that too many measures that support women are unfair to men 54% v 34%

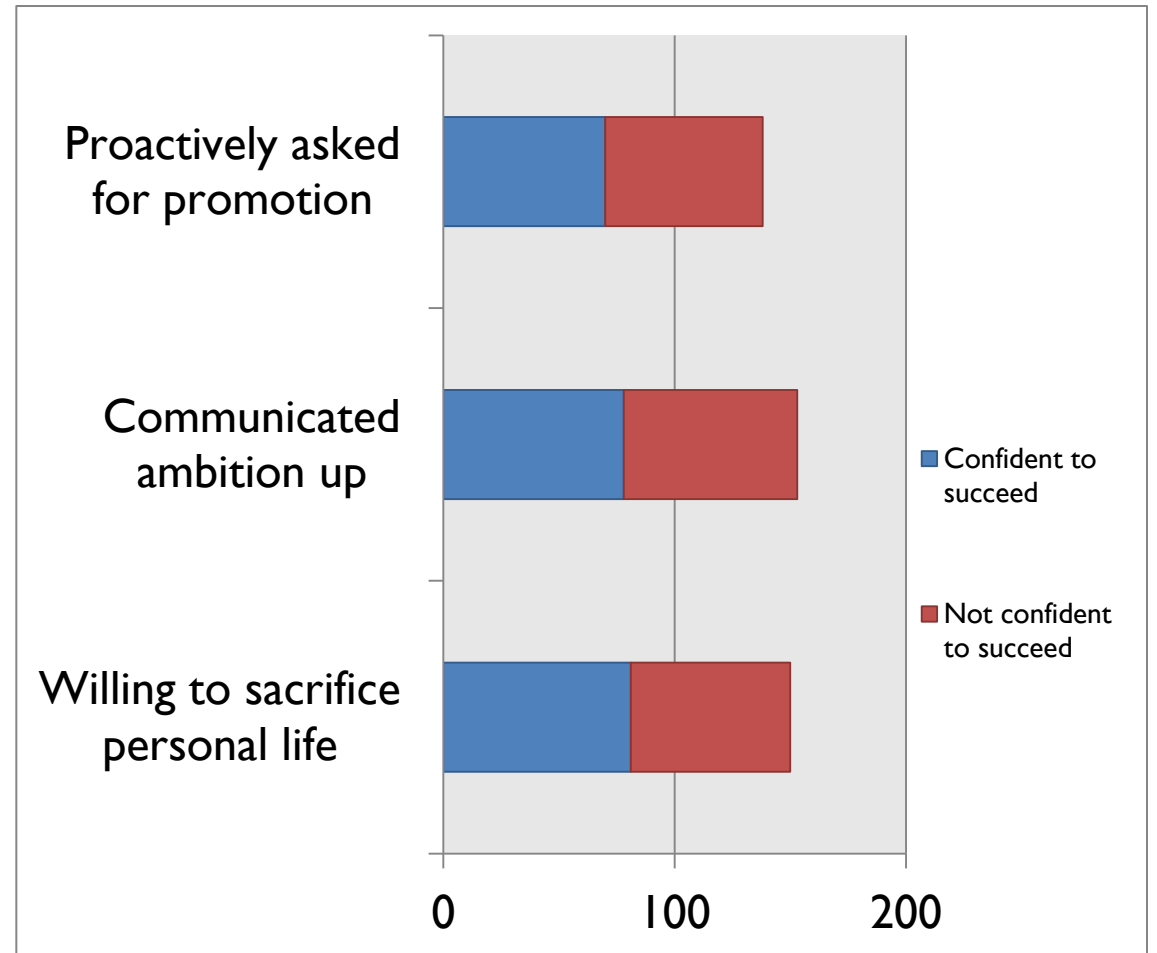
McKinsey “Unless more men (and men at the top) actively support a gender-diversity agenda, our experience suggests that nothing will change”

# Women are doing the same and more...

## Reach top management position



## Confidence to reach the top



# Shifting mindsets

*“I’m all for equality, but I’m not sure what good a conference for women will do.”*

“Do Women’s Networking Events Move the Needle on Equality?”

By Shawn Achor

FEBRUARY 13, 2018

Financial Pay & Promotion	Control Group	Conference attendees
Promoted	18%	42%
Pay increase > 10%	5%	15%
More optimistic about the future	ND	78%
More connected	ND	71%

## Next step - Shifting the corporate culture

Many organisations have introduced the policies, put formal programmes and development in place and now it's time to ...

- Unblock the pipeline
- Strip away deeply entrenched beliefs and behaviours – “a greater risk.”
- Challenge the unconscious biases– “it will be too much travel for her, or too stressful”
- Provide genuine sponsorship
- Make diversity directly related to the CEO's bonus
- Take it away from HR
- Educate the men
- Job applicants are proportionate to your workforce – 50% women should mean 50% of applicants are women and the same for minorities
- Rigorous data to challenge mindsets like the Women's conference

# Absolutely doable...

- Start somewhere
- Start something
- Small and simple steps are often the best way forward
- Make it sustainable and manageable
- Know that you can because you have all the resources you need!



# MAKE SMALL CHANGES





**STEPHEN CROW**

Clarion.

**HOW TO  
STRATEGISE.**





# Strategy perspectives

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March 2018

# AGENDA

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- What is strategy?
- Why have a strategy?
- Change happens
- Corporate strategy
- Personal strategy



# WHAT IS STRATEGY

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Strategy (from Greek .."art of troop leader; office of general, command, generalship" is a high level plan to achieve one or more goals under conditions of uncertainty

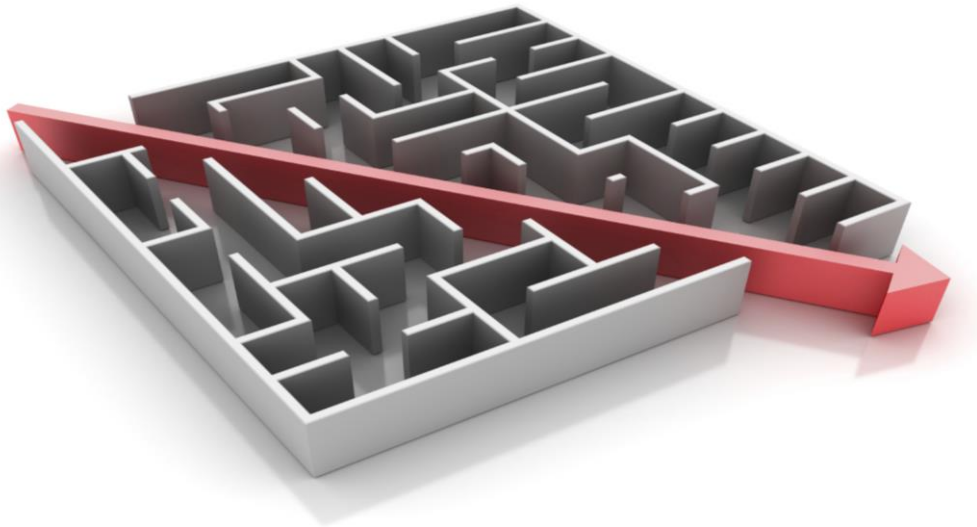
...a plan of action designed to achieve a long-term or overall aim



...broad formula for how a business is going to compete, what its goals should be, and what policies will be needed to carry out those goals" and the "...combination of the ends (goals) for which the firm is striving and the means (policies) by which it is seeking to get there (Porter)

# WHAT IS STRATEGY

"Strategy is the direction and scope of an organisation over the long-term: which achieves advantage for the organisation through its configuration of resources within a challenging environment, to meet the needs of markets and to fulfil stakeholder expectations" (Johnson and Scholes)



- **Where** is the business trying to get to in the long-term
- Which **markets** should a business compete in and what kind of activities are involved in such markets?
- How can the business perform better than the **competition** in those markets?
- What **resources** (skills, assets, finance, relationships, technical competence, facilities) are required in order to be able to compete?
- What external, **environmental** factors affect the businesses' ability to compete?
- What are the values and expectations of the **stakeholders** who have power in and around the business?



# CHANGE HAPPENS

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*"We need to rethink our strategy of hoping the Internet will just go away."*

# CHANGE HAPPENS

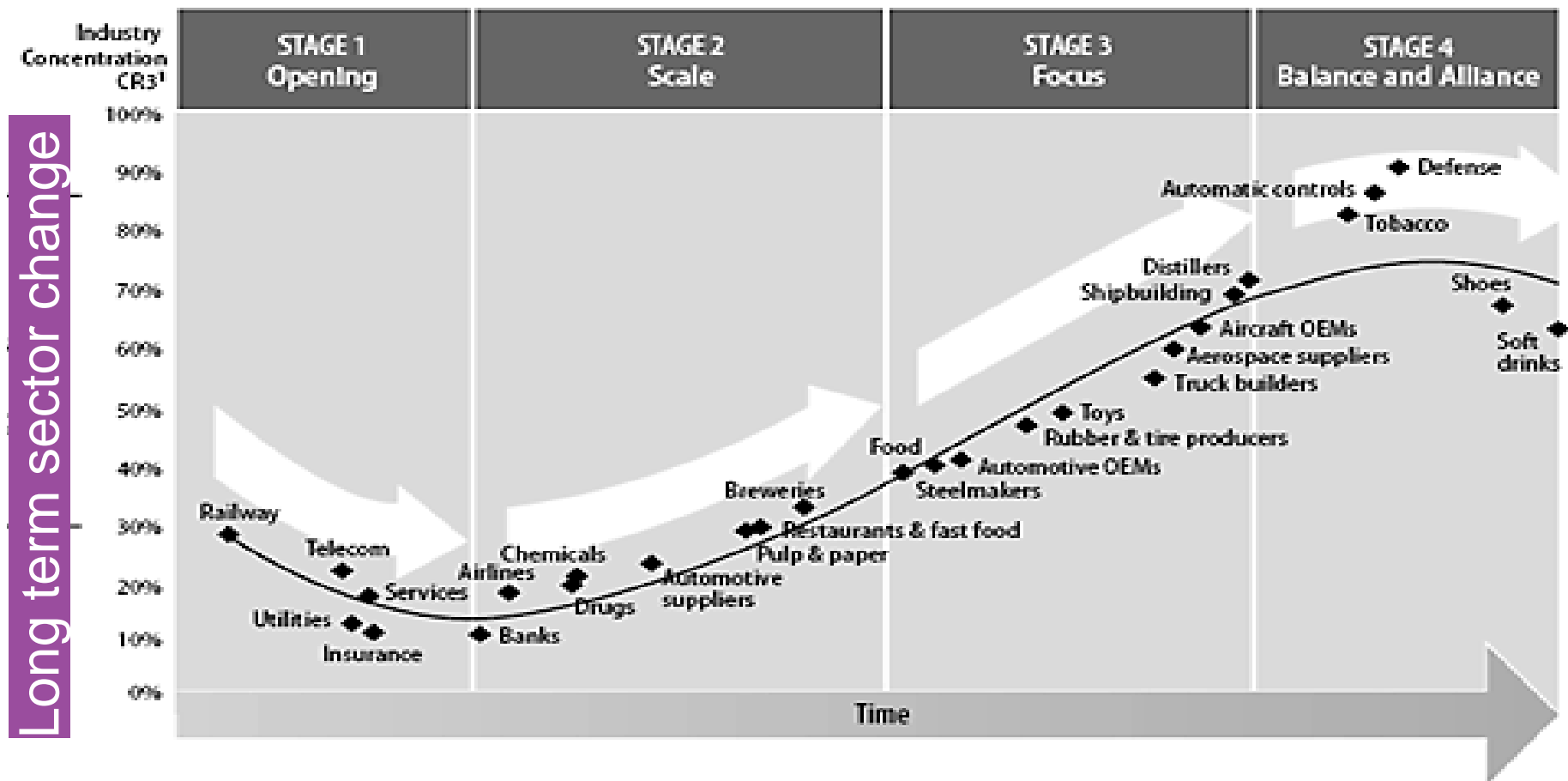




# CHANGE HAPPENS

 UBER World's largest taxi company Owns NO 	 airbnb World's largest Accommodation provider Owns NO 	 skype WeChat World's largest Phone companies Owns NO 	 Alibaba Group World's most Valuable retailer Owns NO 
 facebook. Most popular Media owner Owns NO 	 SocietyOne World's fastest Growing bank Owns NO 	 NETFLIX World's largest movie house Owns NO 	 Apple Google World's largest Software vendors Owns NO 

# CHANGE DYNAMIC



# MANUFACTURING – CHANGE

## From Industry 1.0 to Industry 4.0

### First Industrial Revolution

based on the introduction of mechanical production equipment driven by water and steam power



First mechanical loom, 1784

### Second Industrial Revolution

based on mass production achieved by division of labor concept and the use of electrical energy



First conveyor belt, Cincinnati slaughterhouse, 1870

### Third Industrial Revolution

based on the use of electronics and IT to further automate production



First programmable logic controller (PLC) Modicon 084, 1969

### Fourth Industrial Revolution

based on the use of cyber-physical systems



Degree of complexity



1800

1900

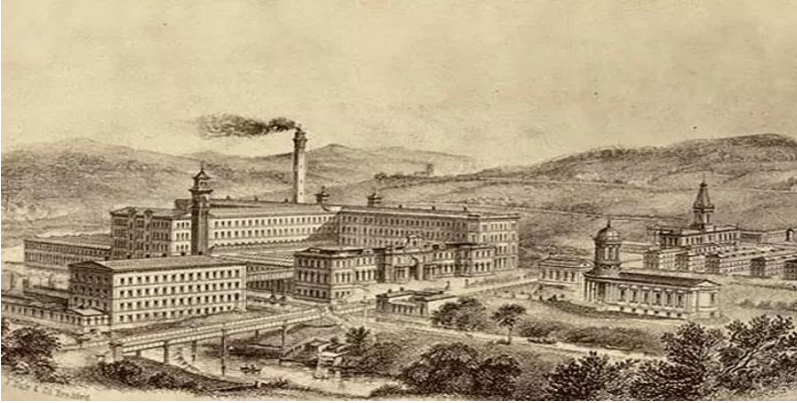
2000

Today

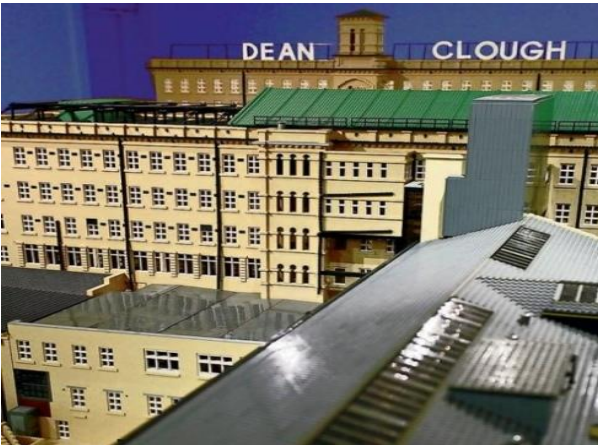
Time



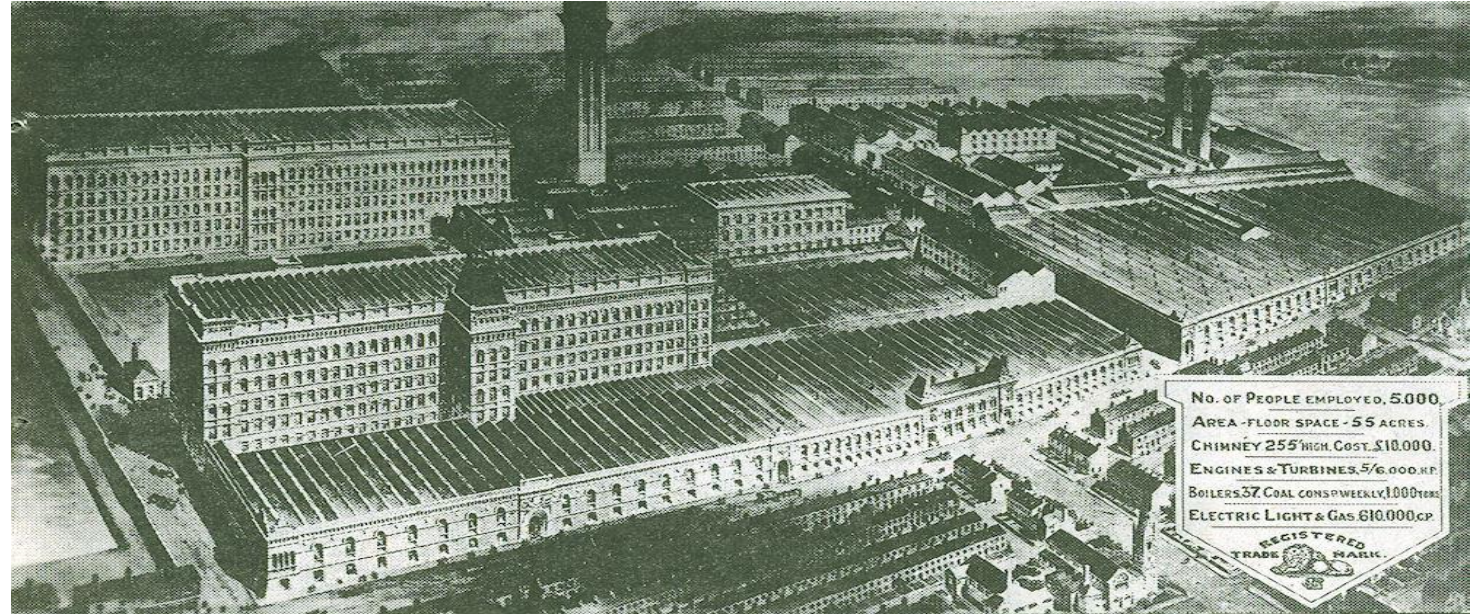
# MANUFACTURING – HISTORY



Salts - the mill was the largest industrial building in the world - 1853



Dean Clough - one of the world's largest carpet factories; half a mile long - 1841



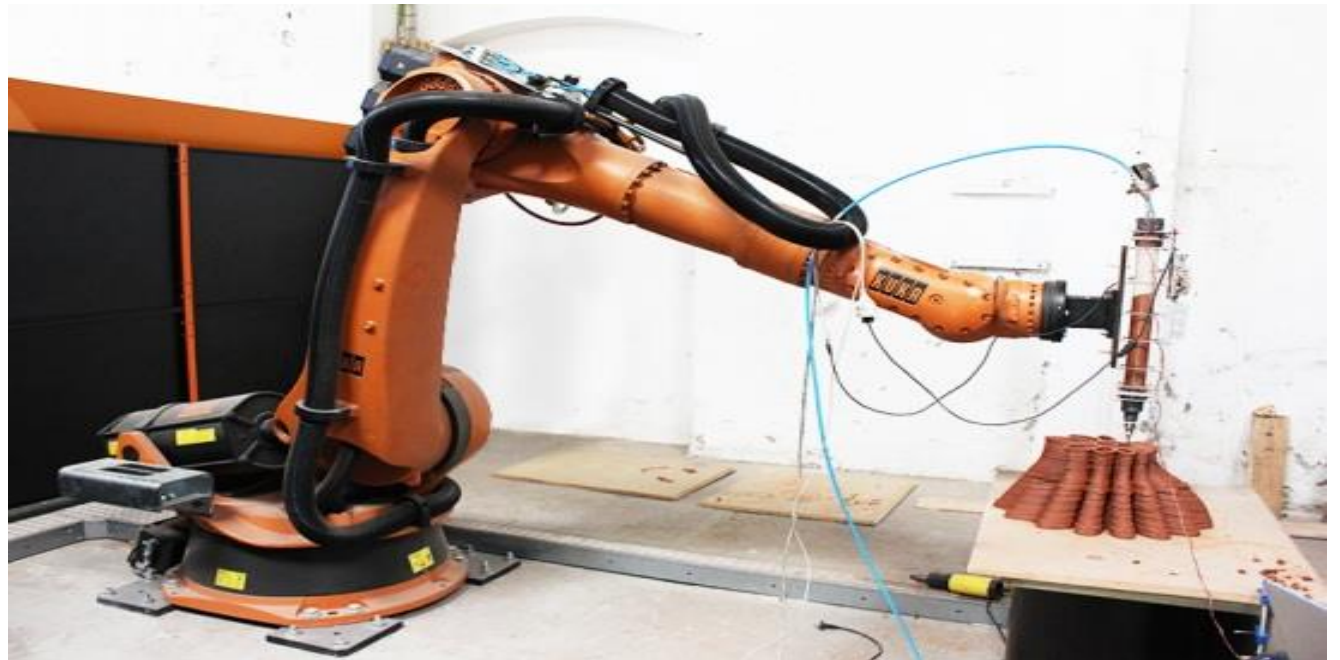
Lister's Mill was the largest silk factory in the world - 1871



# MANUFACTURING – CHANGE DYNAMIC

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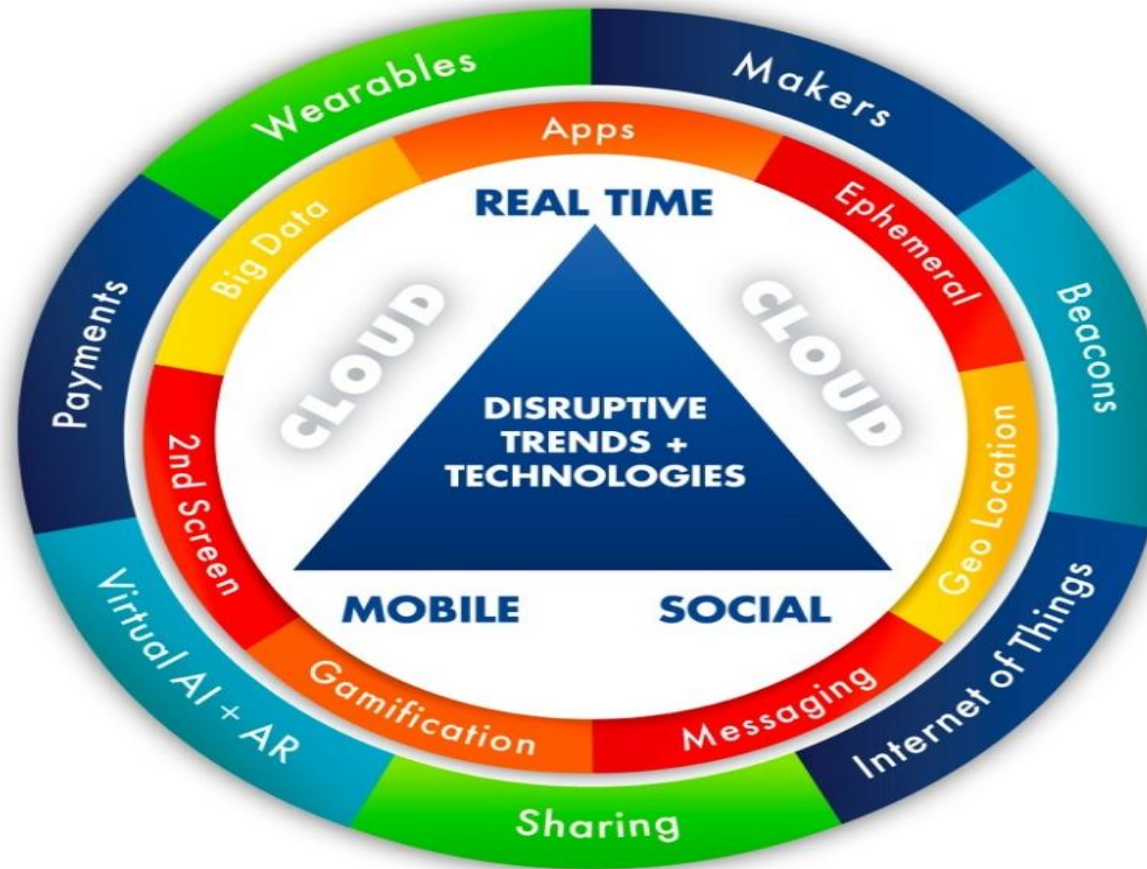
- 3D Printing
- Augmented reality virtualisation
- Big Data/Internet of Things (IoT)
- Brexit
- GDPR
- Cyber crime
- Robotics/CNC
- Circular economy



CNC = Computer Numerical Control.

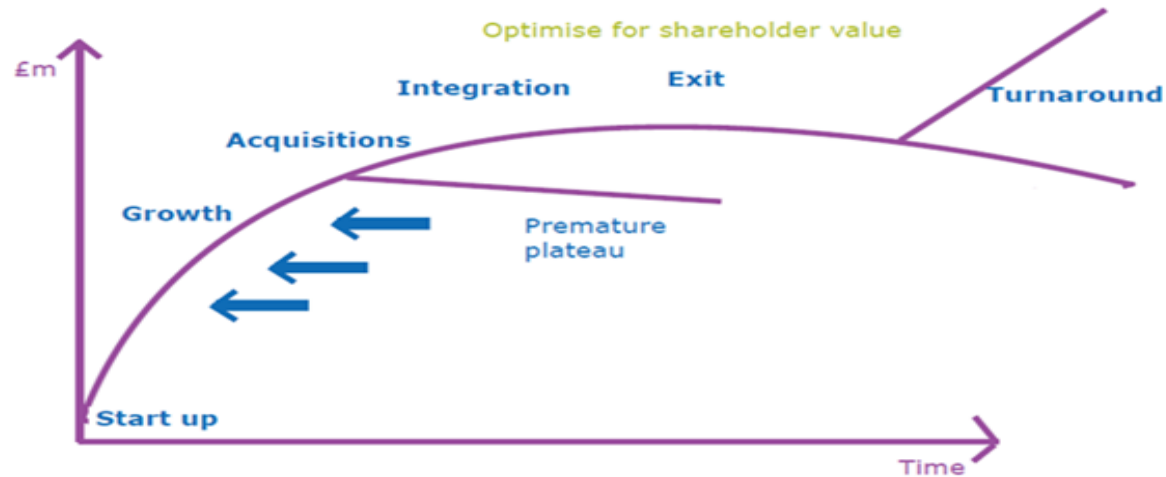
# CHANGE HAPPENS

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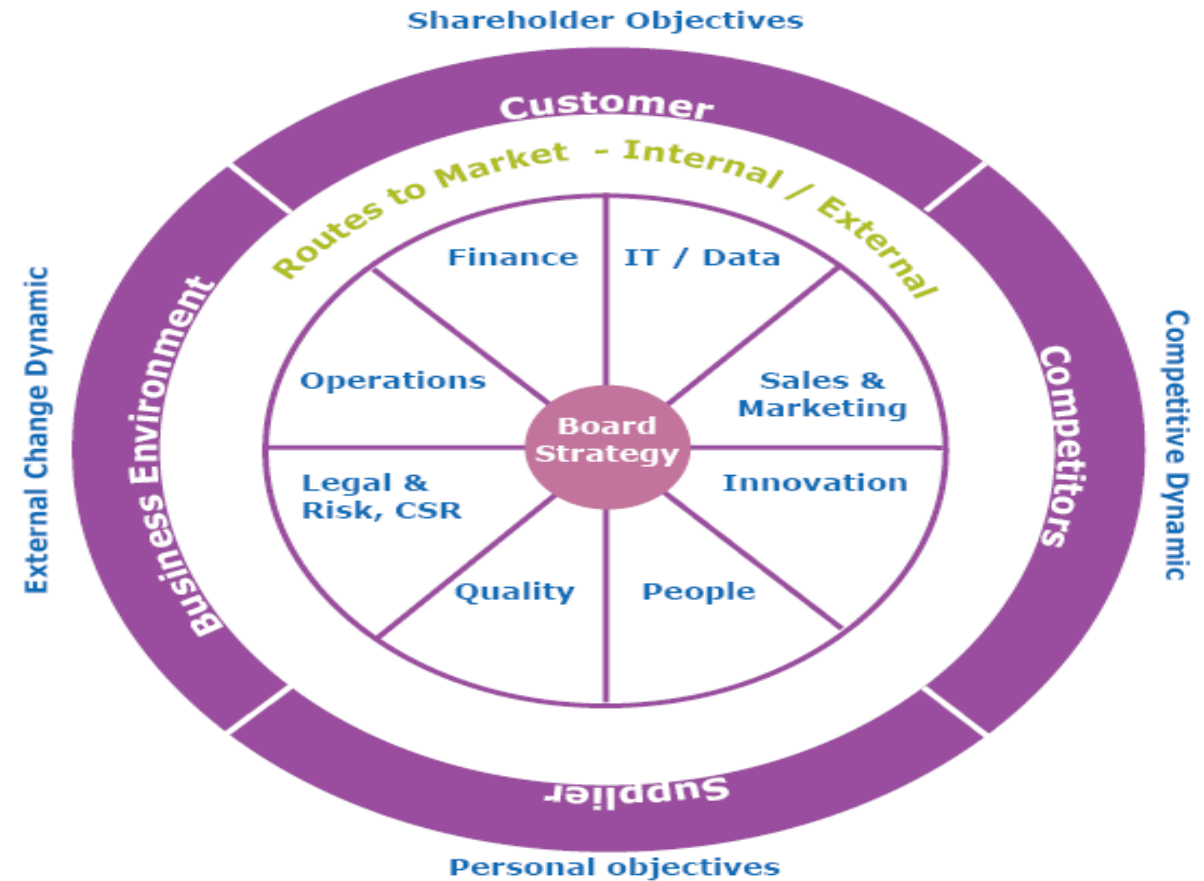




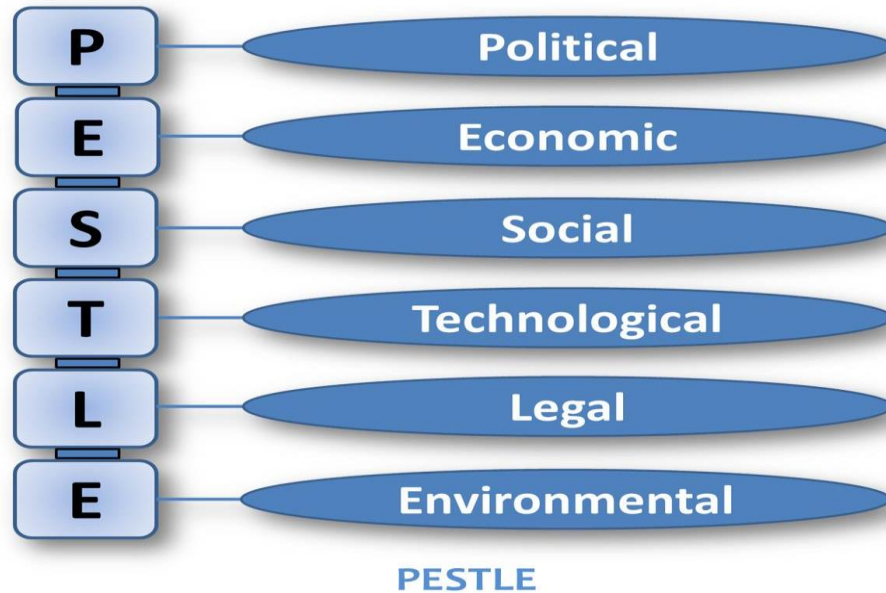
# CHANGE & GLASS CEILINGS



- Political
- Economic
- Social
- Technology
- Environmental
- Legislation
- Ethical
- Legal
- Key competitors
- Points of difference
- Consolidation for efficiency or cost saving
- Innovation

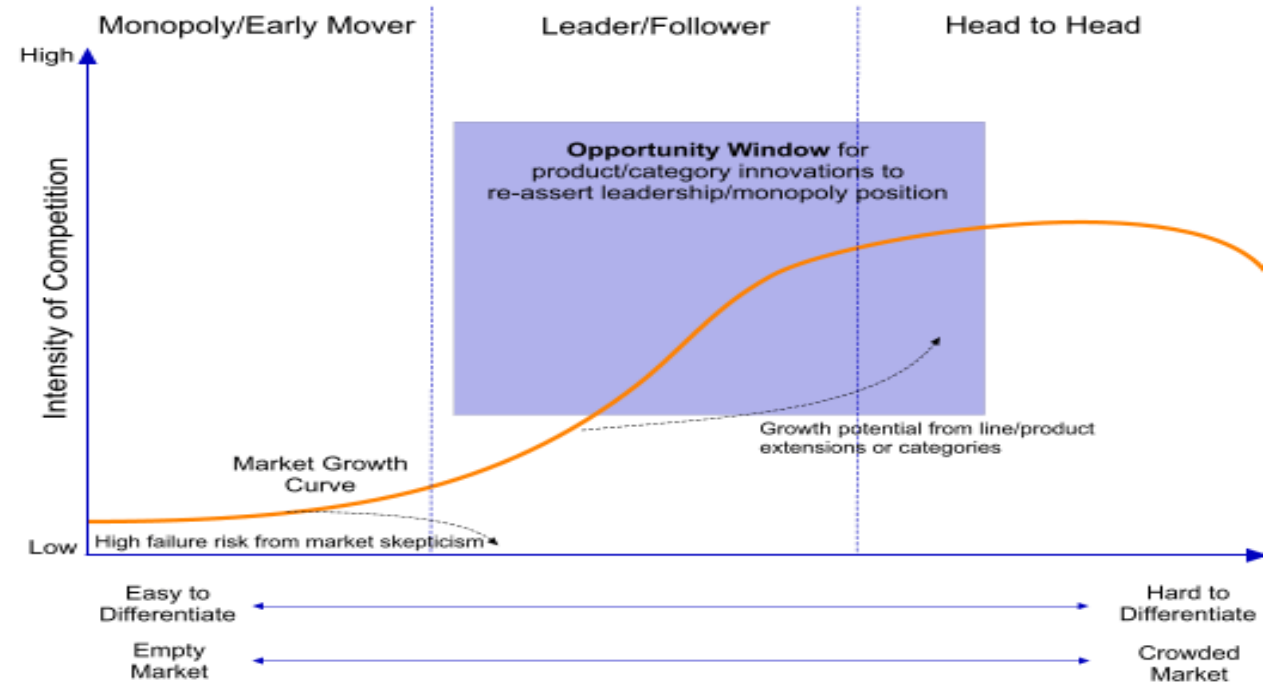


# ISSUES OUTSIDE THE BUSINESS



## The Competitive Landscape

*The most important factor in determining business and competitive strategy*



# MARKET DYNAMICS

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## Competitive dynamics

- Customer Focus
- Product innovation
- Process innovation
- People
- Logistics/ resource
- Business Development
- Routes to market
- IT & systems
- Finance
- Sustainability
- Partnerships



## Strategy

- New markets
- New products/services
- Diversification
- Growth/consolidate
- Internationalise
- Vertical integration
- Move up value chain
- Expansion through new sites
- Invest in differentiating technology

# WHY HAVE A STRATEGY?

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- Response to risk/change
- To set direction and priorities
- Get everyone on the same page
- To simplify decision-making
- To drive alignment
- To communicate the message
- Common goals
- More effective use of resources
- Guides day to day activity
- Is critical if you're seeking funding
- Assesses business opportunities
- Provides structure to ideas
- Helps define the purpose of your business
- Helps plan human resources and operational needs

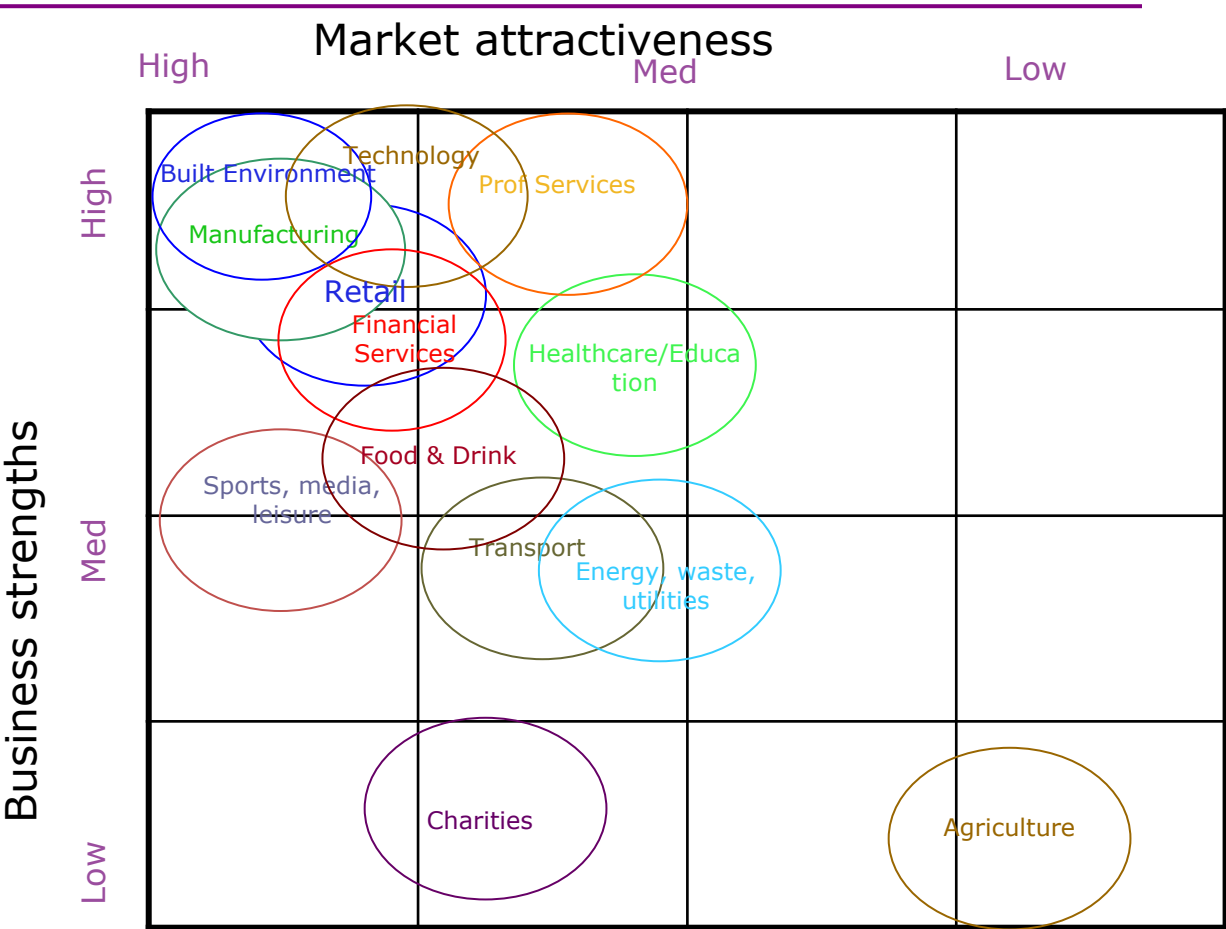


# STRATEGIC ALIGNMENT

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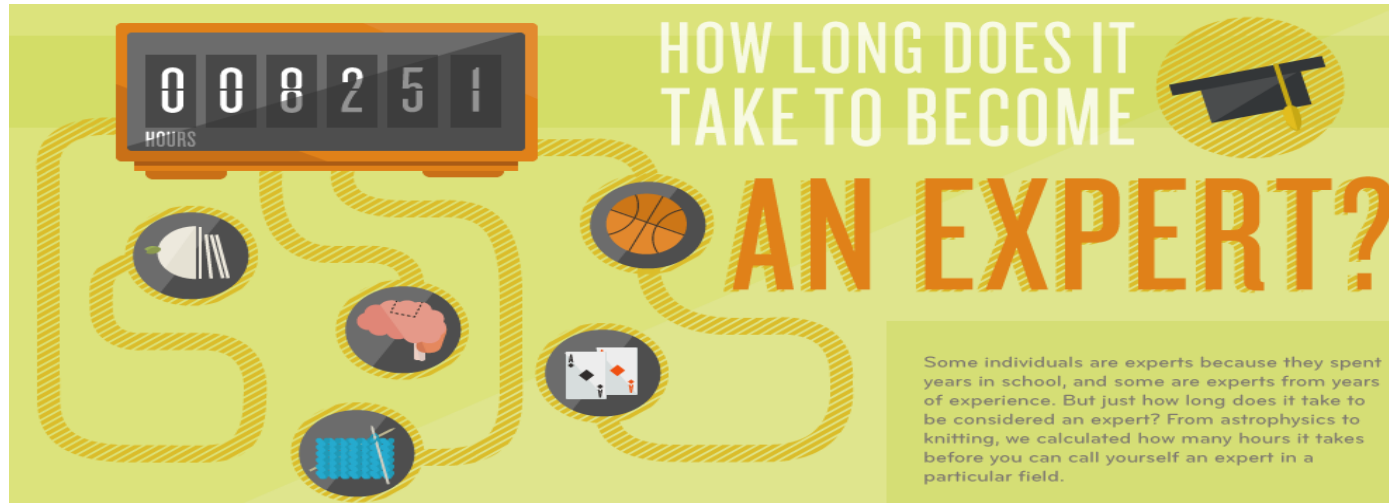


# STRATEGY





# PERSONAL STRATEGY



- Astrophysics – 26,880
- Sports – 9,600
- Neurosurgery – 42,240
- Yoga – 700

A theory Malcolm Gladwell popularized in Outliers—that 10,000 hours of practice can turn anyone into an expert



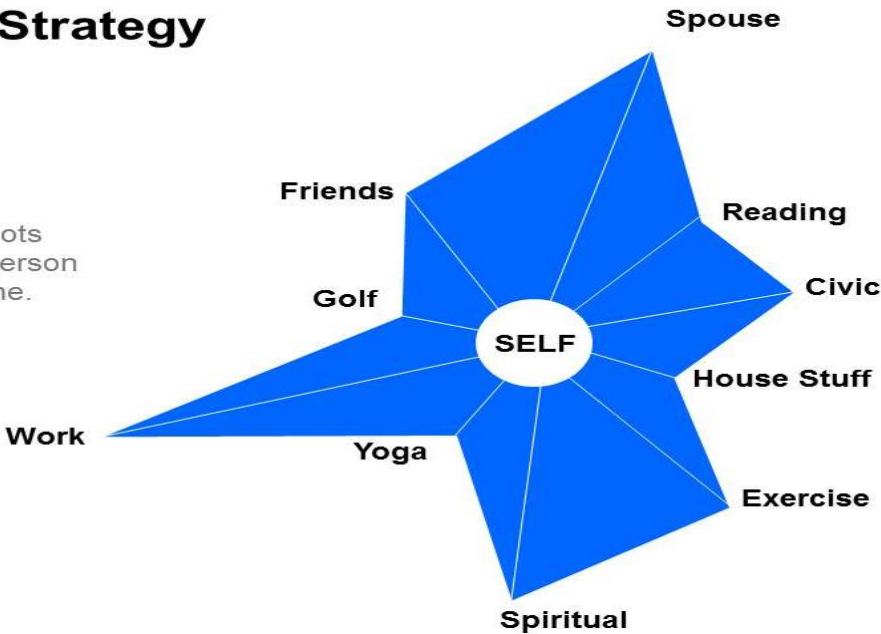


# PERSONAL STRATEGY

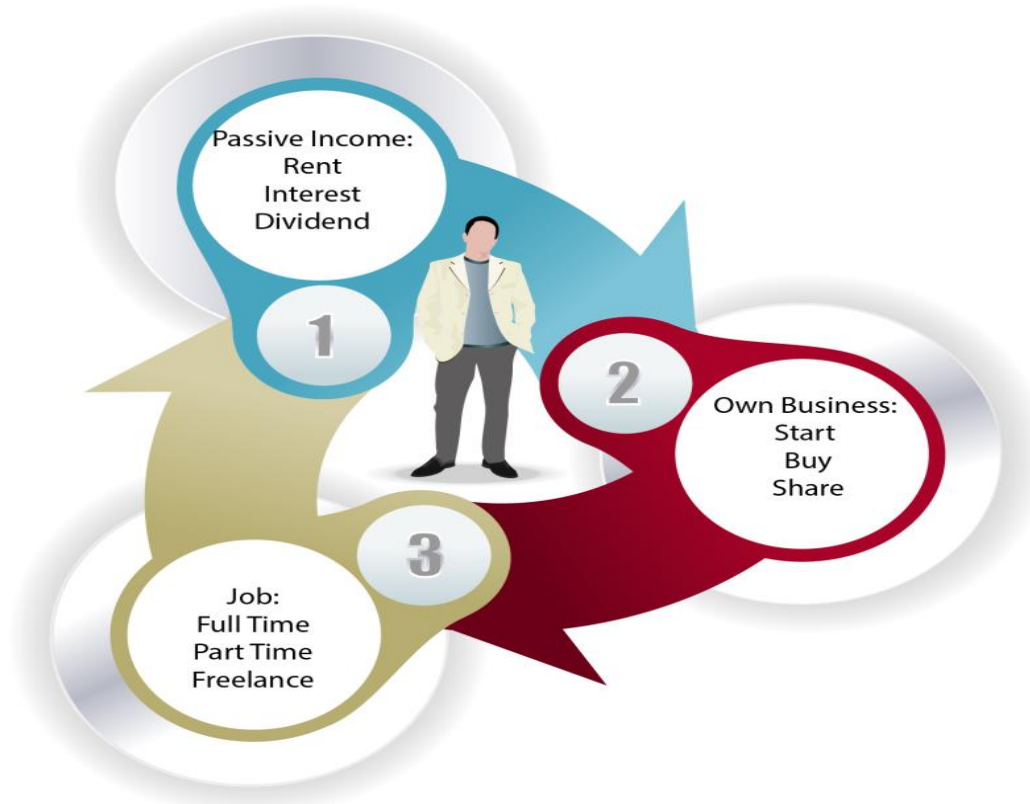


## Personal Strategy

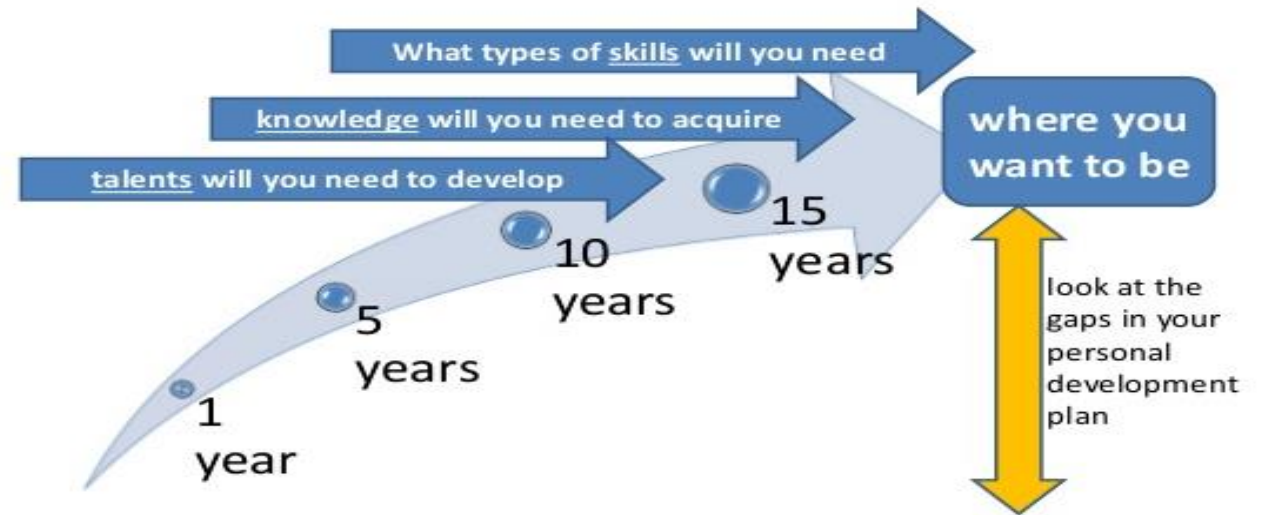
Connecting the dots shows where a person is at a point in time.



# PERSONAL STRATEGY



## Build your personal development plan



# THANK YOU

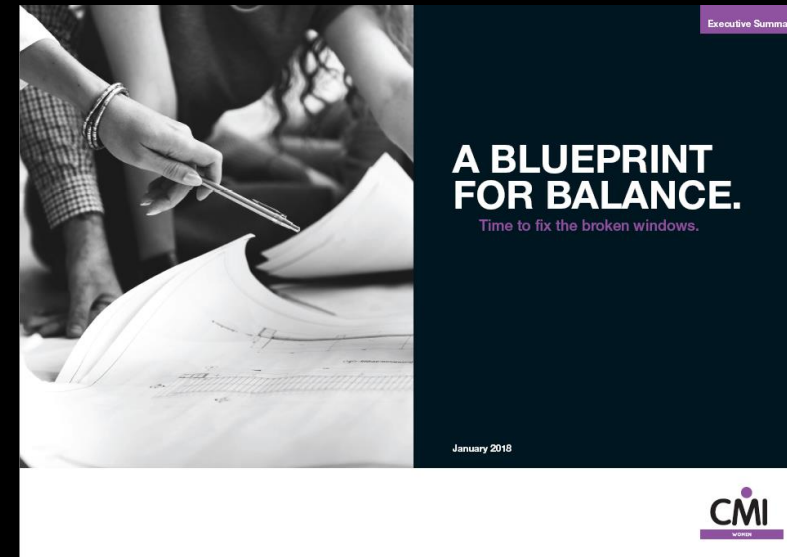
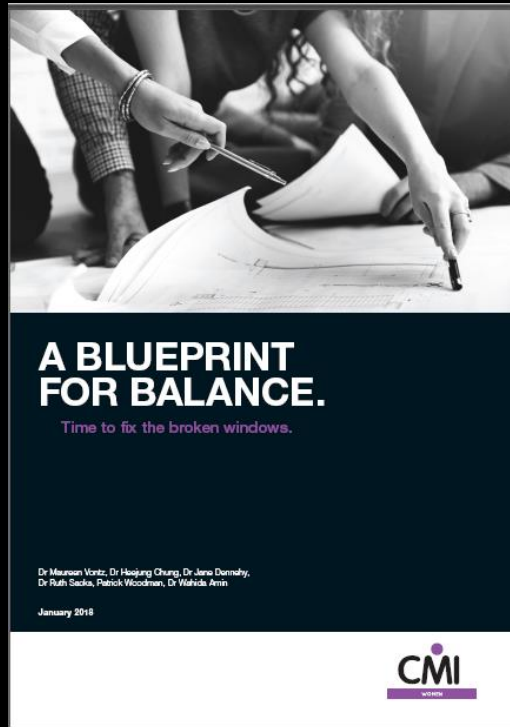
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Steve Crow  
[stephen.crow@clarionsolicitors.com](mailto:stephen.crow@clarionsolicitors.com)



# LUNCH.

# A BLUEPRINT FOR BALANCE.



The Full Report and Executive Summary can be found at:  
[www.managers.org.uk/brokenwindows](http://www.managers.org.uk/brokenwindows)



# BROKEN WINDOWS CAMPAIGN.

Where do you draw the line?



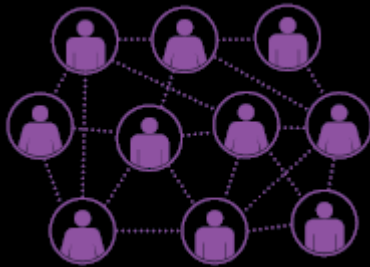
# TAKE ACTION.

## Share your story



Experienced gender discrimination in the workplace or have a positive, gender inclusive story to share? We want to hear from you.

## Join CMI Women



Be part of a network driving gender balance in the workplace and leading the way for women in management and leadership.

Details: [www.managers.org.uk/broken-windows](http://www.managers.org.uk/broken-windows)





# POWERHOUSE PROFESSIONALS.

## THE DETAILS.

**Tuesday 15th May 2018.**

**Royal Armouries Museum, Leeds.**

**Start Time: 9:30am**

**Member Price: £65 | Non-Member Price: £75**

Find out more ...

**Visit: [www.managers.org.uk/Powerhouse-Professionals](http://www.managers.org.uk/Powerhouse-Professionals)**

**Email: [CMIEvents@managers.org.uk](mailto:CMIEvents@managers.org.uk)**





# LUNCH.

# PAULA GRIZZARD

Women in Business Network.



## TOP TIPS FOR ASKING FOR A PAYRISE OR PROMOTION.

If you don't ask the answer is  
always NO!

# Top Tips in Negotiating for a PayRise and Promotion

Paula Grizzard

Director WIBN Yorkshire

# The Statistics

- Women ask for Promotion 85% less often than men
- 80% of Women feel underpaid
- Nearly 70% of Women never ask for more money
- CMI Report that at current rate of progress it will take 57 years to close the Gender Pay Gap



Ask for salary rise?

☒ Yes

☐ No

Don't let this be  
you!!







**HOW CAN  
I ASK FOR  
A PAY RISE?**

# Prepare!

- Build your network upwards and across
- Know your value in the market
- Log great feedback

# Create the Moment for Conversation

- Evidence achievements and bottom line for the Business
- State your value now and your future potential
- Lead the discussion beyond the 'meeting' if an increased financial reward is unlikely
- What other benefits would work?

# The Results

## Success !!



# Results

- Financial Reward – Raise or Promotion
- Other interim benefits
- Start of a conversation that has shown you to be a player



# MYTHS ABOUT SEX.

**CHRIS BAINES, MSC,  
BSC(HONS), MCMI,  
CHARTERED FCIPD,  
MBPSS**

Baines Craig Consultancy Limited.

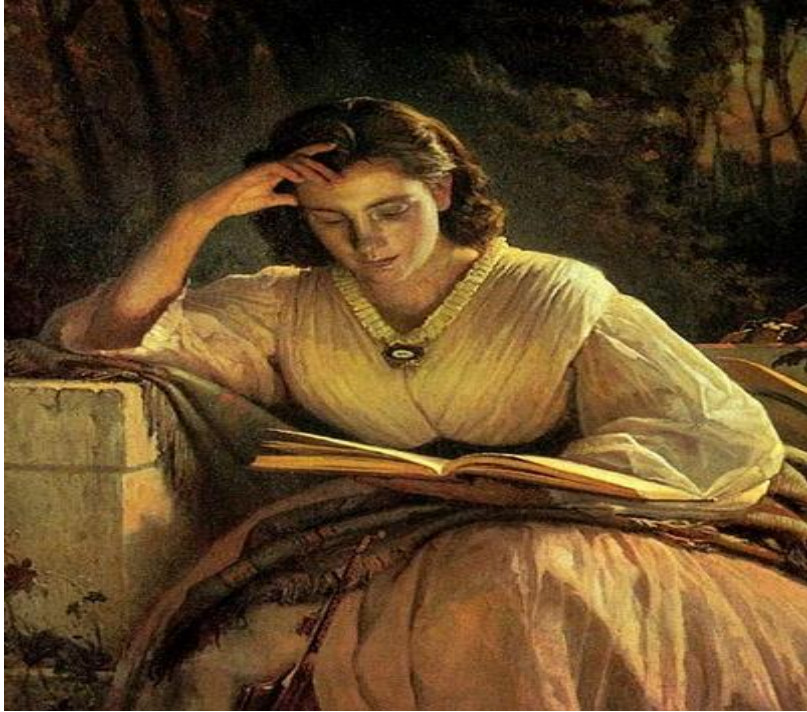


# Myths About Sex

Chris Baines



# Victorian Beliefs About Education



#CMIWomen



#CallOutForChange

#PressforProgress

# 1960s and 1970s

## Healthy Male Traits

- adventurous
- aggressive
- assertive
- daring
- enterprising
- independent
- logical
- rational
- realistic
- self-reliant
- stable
- tough
- unemotional
- unexcitable

## Healthy Female Traits

- childlike
- dependent
- emotional
- excitable
- romantic
- sensitive
- sexually passive
- submissive
- weak
- yielding
  
- intended to set limits for male sexual advances

# Hormones



#CMIWomen



#CallOutForChange

#PressforProgress

# Competence

Report

Author:  
John Smith



#CMIWomen

Report

Author:  
Jane Smith



#CallOutForChange

#PressforProgress

# What Women Want/Don't Want

## Assumed Wants

- work/life balance
- give up career to stay at home with children

## Assumed Don't Wants

- senior roles
- burden of leadership
- challenging work



# What Women Really Want

## Findings:

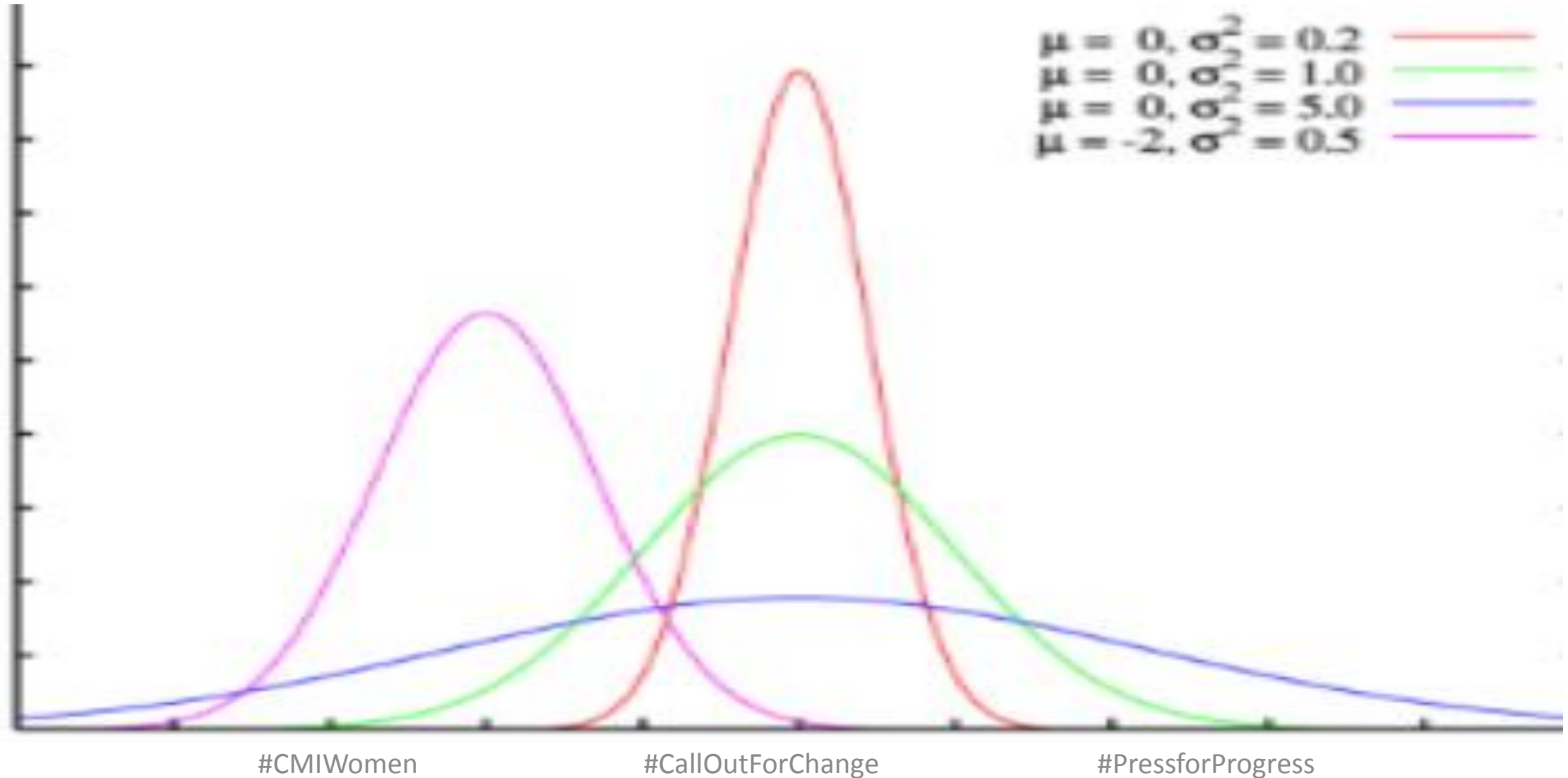
- agency and impact
- intellectual challenge
- meaning and purpose
- to empower others & be empowered
- financial security

*“Women Want Five Things” by Sylvia Ann Hewlett & Melinda Marshall of Center for Talent Innovation*

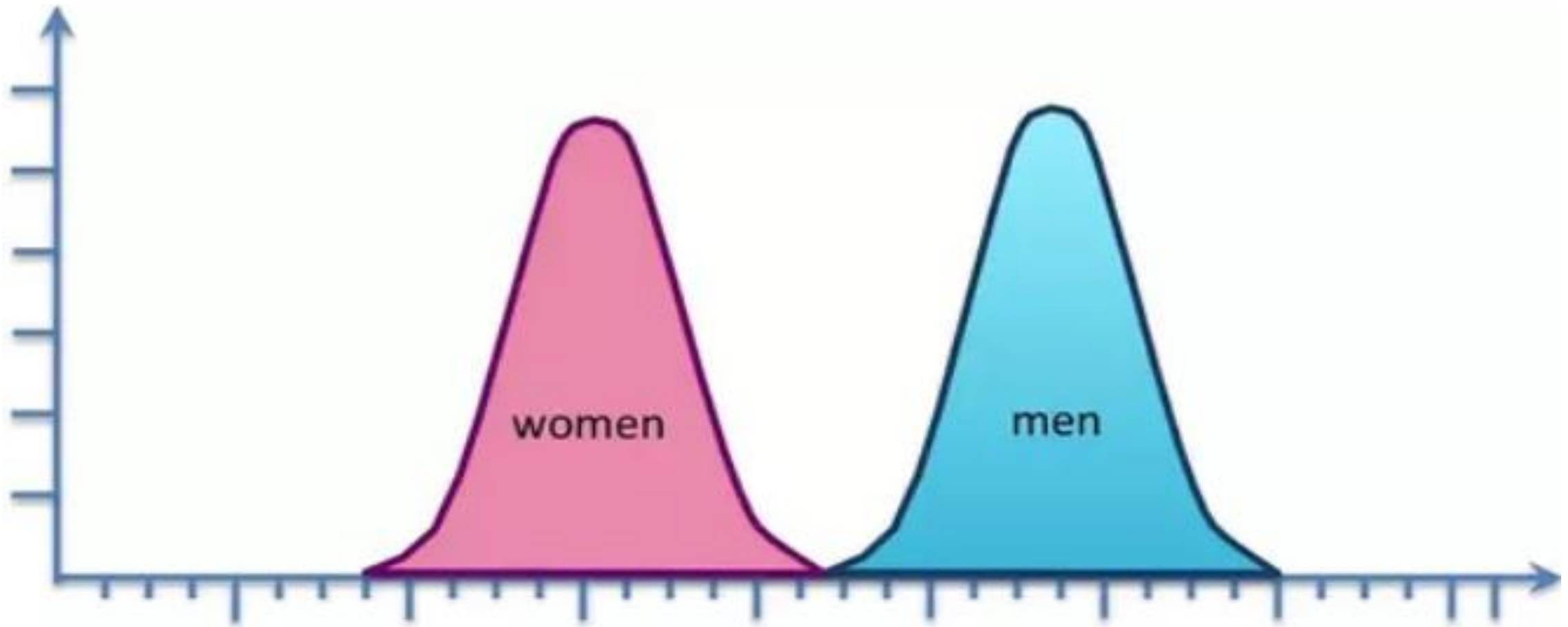
# Why Women Really Leave Work

1. concern for the lack of advancement opportunity
2. dissatisfaction with the senior leadership
3. dissatisfaction with the work environment/culture

# Normal Distribution / Bell Curve



# If the Sexes Were Really Different

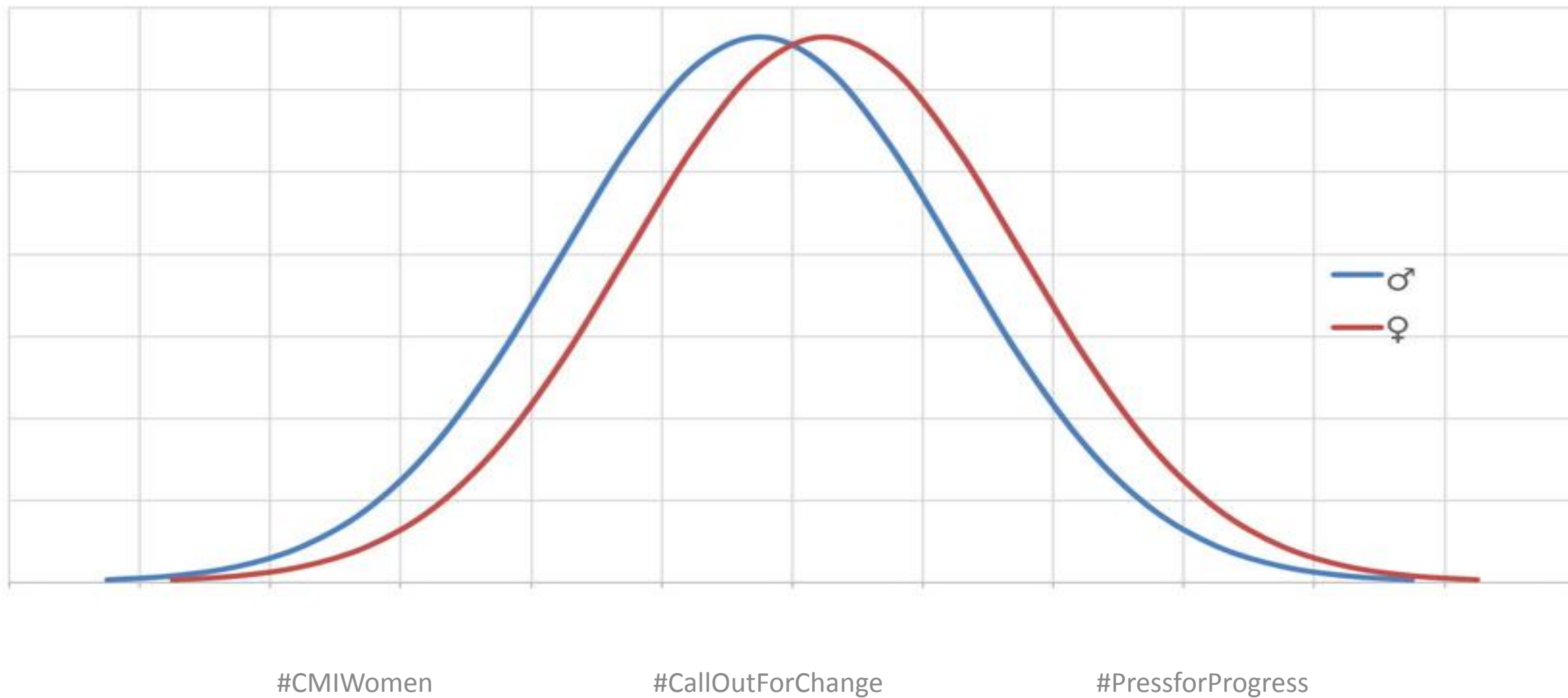


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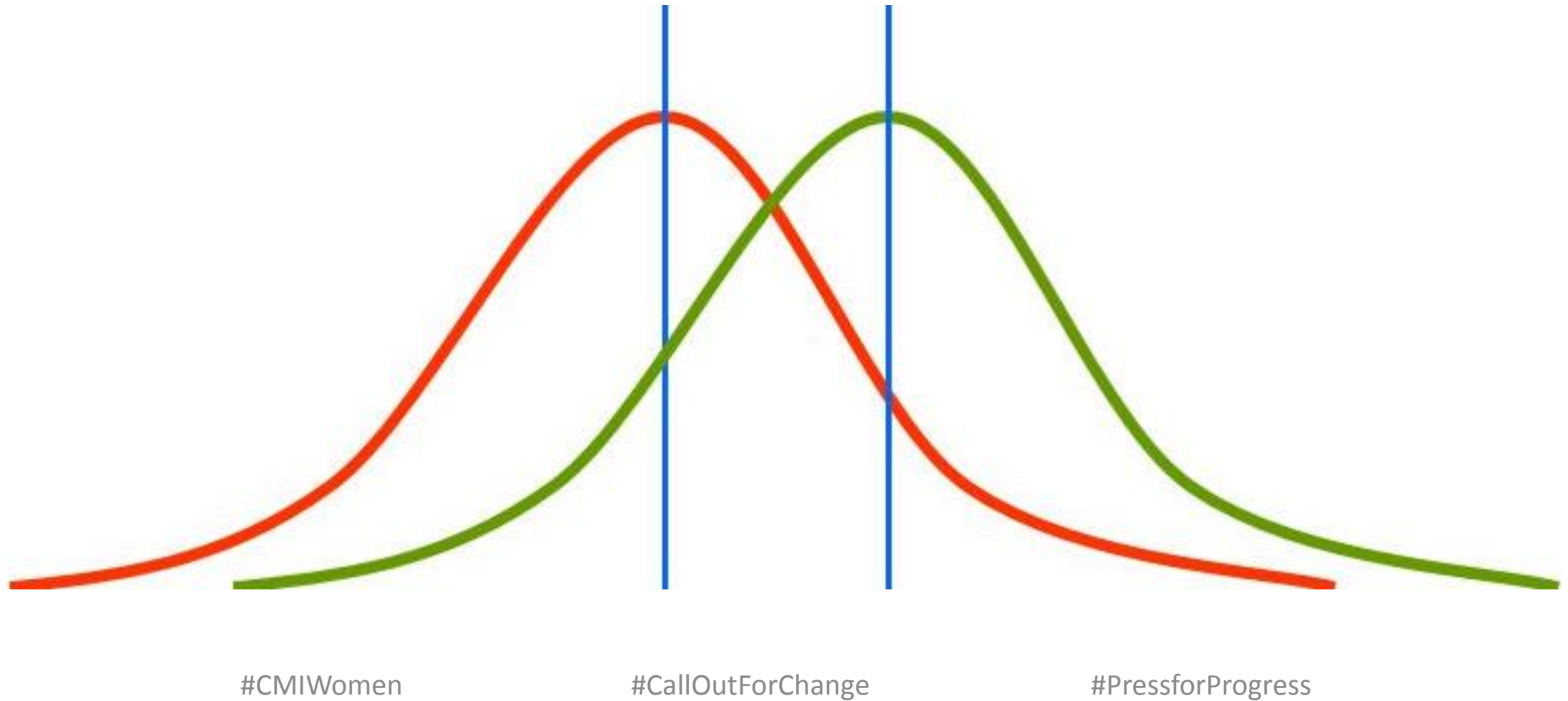
#CallOutForChange

#PressforProgress

# The Reality

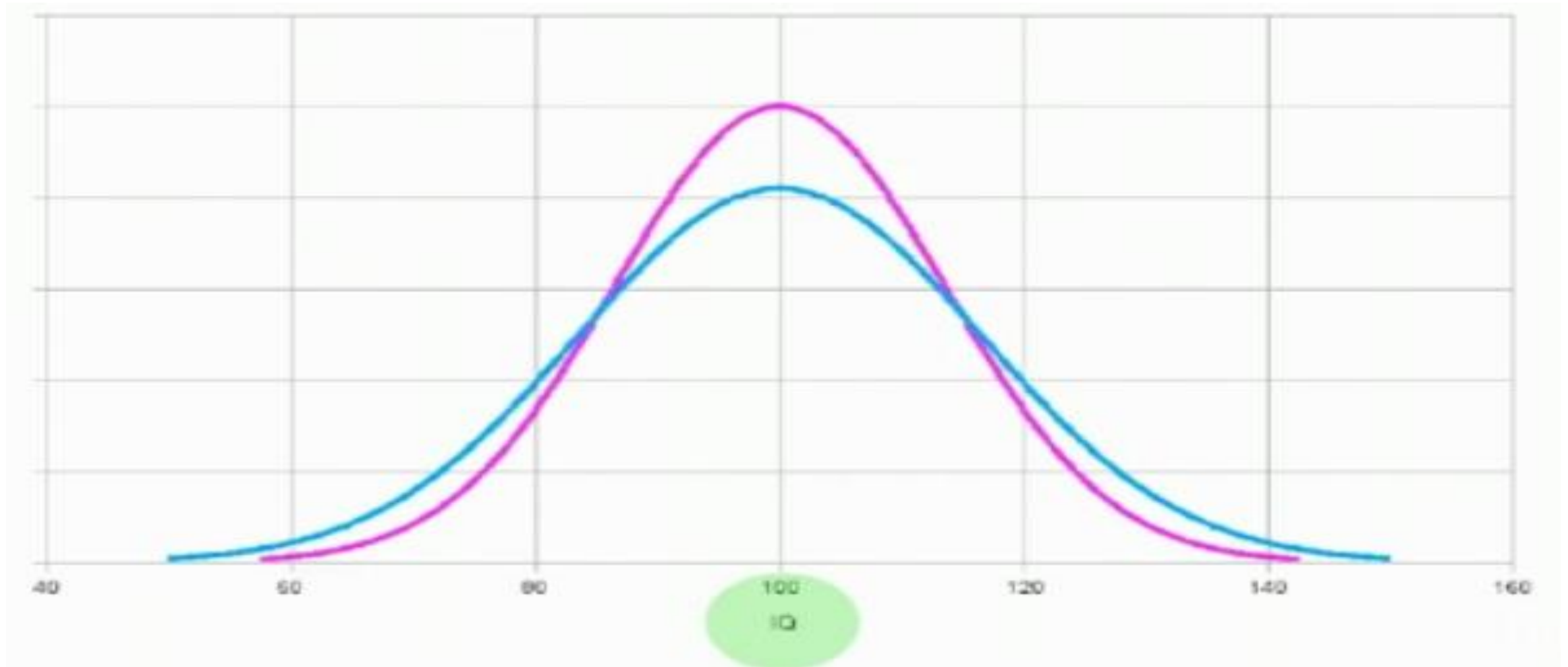


# A Significant Difference





# IQ



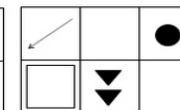
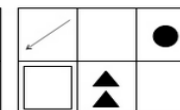
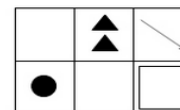
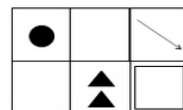
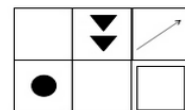
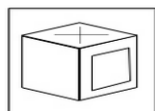
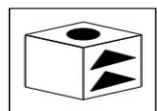
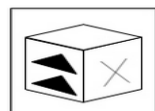
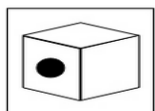
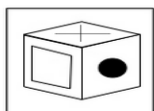
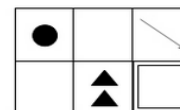
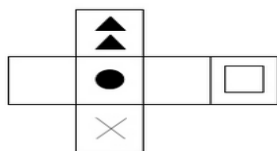
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# Differences?

# Spatial Skills



**A**

**B**

**C**

**D**

**E**

**A**

**B**

**C**

D

E



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# Verbal Skills

Which of these words completes the sentence in the way that makes most sense?

A spirit level should be used to ensure that the surface is .....

- a) straight    b) flat    c) horizontal    d) parallel    e) aligned

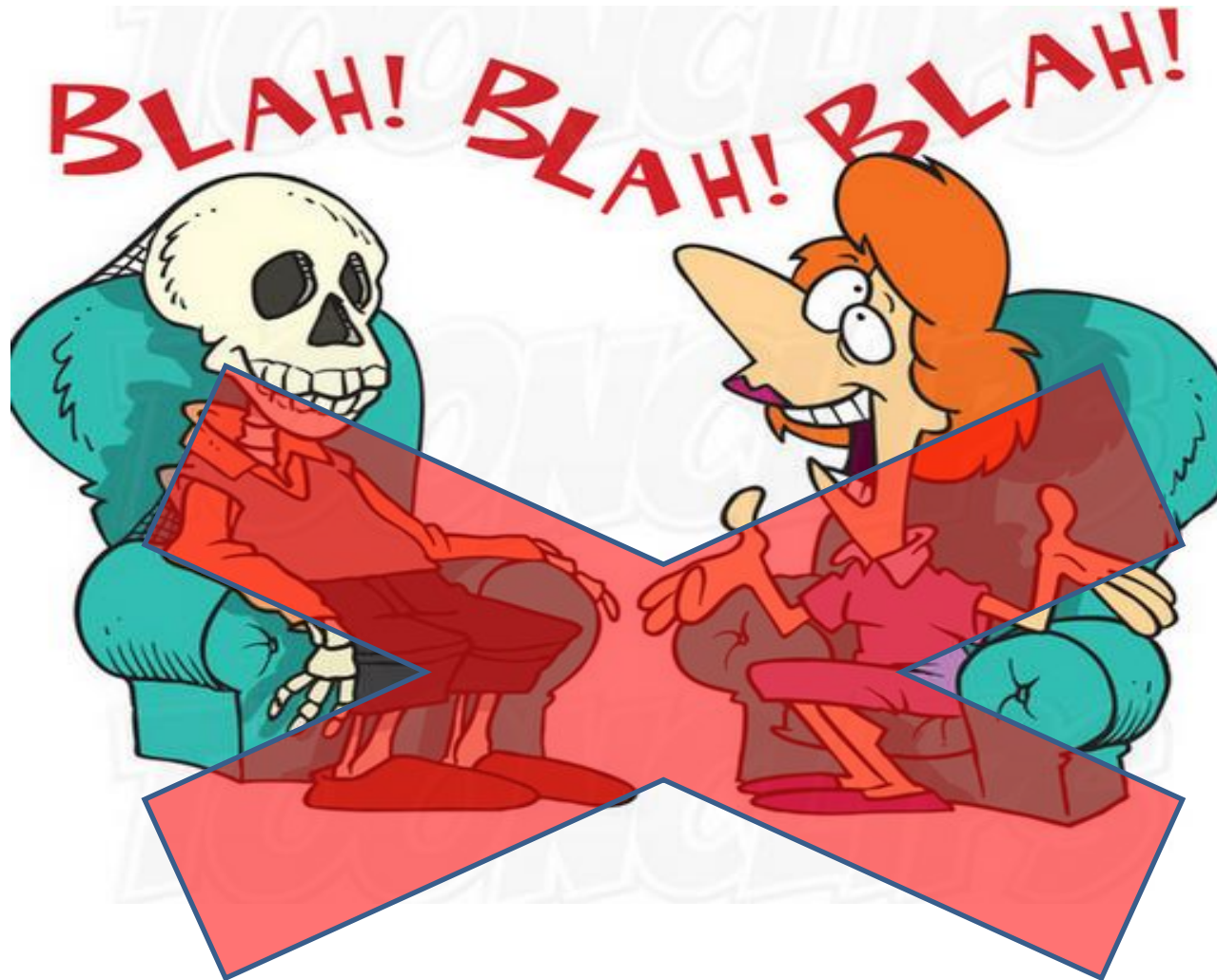
Nib is to pen as lens is to .....

- a) seeing    b) glass    c) focus    d) telescope

Which word does not have a similar meaning to **energise**

- a) rejuvenate    b) strengthen    c) enervate    d) uplift

# BUT



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# Aggression



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# Nature or Nurture?

# Why Do We Create Stereotypes?

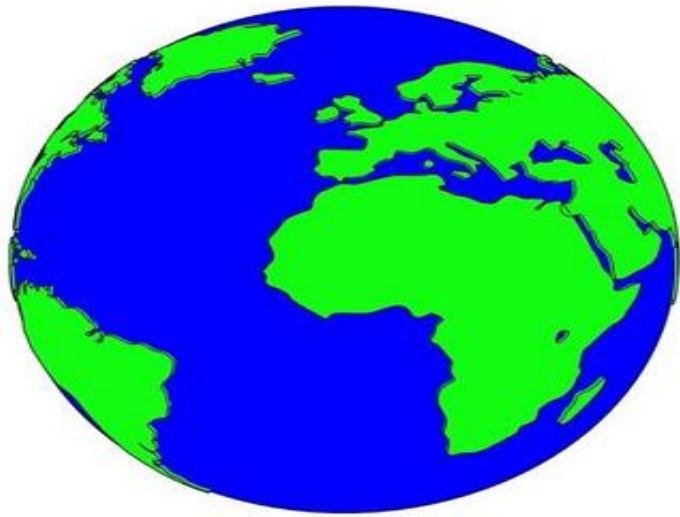


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# Why Do the Myths Endure?



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# Rational Decision Making?



Confirmation Bias



Anchoring  
Bias



Group-  
think

# Round-table Discussion

Assuming we need to challenge and change the stereotypes about women and men:

➤ what needs to change?

and

➤ how do we do it?

# Some of My Thoughts

- Young women see their career options as severely limited
- For 20-34 year-olds, the leading cause of deaths in men is suicide - 24% of men & 12% of women
- Studies have shown that both men and women are happier in more egalitarian societies
- It is estimated that Gender equality would add £150billion to the UK economy by 2025
- We're wasting almost 50% of the talent in our organisations



# Find a Sponsor

- “Mentors advise, sponsors act” *Sylvia Ann Hewlett, the Center for Talent Innovation*

# Sponsoring Each Other



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That's an excellent suggestion Miss Triggs, perhaps one of the men here would like to make it.



*Burton,*

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# Remember

- Equality has clear benefits to companies and the economy, so is good for men as well as women
- “When you’re accustomed to privilege, equality can feel like oppression.”

# Thank you!

The feedback from the round-table discussion will be collated and sent to CMI for circulation with the slides from today.


Chris Baines



Mobile: 07710 515 041

# MEG MUN, MA, BE(HONS), FCMI

Independent Governance Consultant.

A portrait of Meg Mun, a woman with blonde, curly hair, smiling. She is wearing a purple top.

## OVERCOMING THE CHALLENGES OF A PUBLIC AND POLITICAL LIFE.



# MEG MUNN

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**Non-Executive Director & Governance Consultant**

**[megmunnn@gmail.com](mailto:megmunnn@gmail.com)**

**Twitter: Meg Munn01**

# FEMALE LEADERSHIP

## A DOUBLE BIND

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Double bind:

A situation in which a person must choose between equally unsatisfactory alternatives; a punishing and inescapable dilemma.

# Choices?

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Women leaders face:

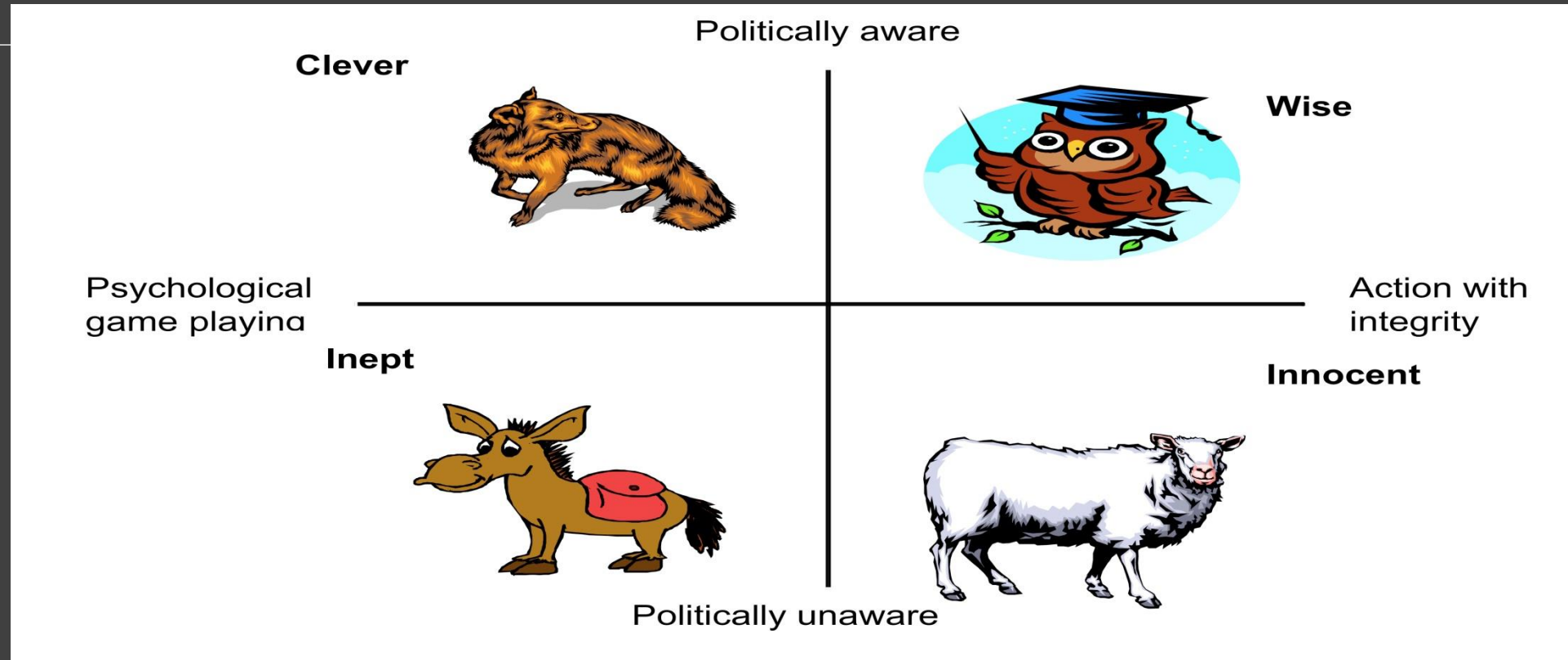
Extreme perceptions: too soft, too tough, and never just right

The high competence threshold: women leaders face higher standards and lower rewards than men leaders

Competent but disliked: women leaders are perceived as competent or likable, but rarely both

[http://www.catalyst.org/system/files/The\\_Double\\_Bind\\_Dilemma\\_for\\_Women\\_in\\_Leadership\\_Damned\\_if\\_You\\_Do\\_Doomed\\_if\\_You\\_Dont.pdf](http://www.catalyst.org/system/files/The_Double_Bind_Dilemma_for_Women_in_Leadership_Damned_if_You_Do_Doomed_if_You_Dont.pdf)

# POLITICAL SKILLS



Owl, Fox, Donkey or Sheep: Political Skills for Managers

[Simon Baddeley, Kim James](#)



**THANKS AND  
CLOSE.**

**JUNE LANCASTER  
CMGR MCMI**

CMI North East Yorkshire & Humberside  
Regional Board.