



# WOMEN IN MANAGEMENT.

*The Power of Role Models.*

May 2014



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# ACKNOWLEDGEMENTS

CMI and WiM are grateful to each of the speakers who contributed to a fascinating discussion on the power of role models. We're also grateful to the teams at the Government Equalities Office and DCMS for their support, and to Citi for generously hosting the event and for providing insight into their own efforts to support women throughout their business. This paper has been prepared by Lysbeth Plas and Patrick Woodman at CMI.

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# FOREWORD

ANN FRANCKE

“We need a role model revolution”



Women make up half of the world’s population, but they are nowhere near making up half of the leadership contributions. When it comes to management, women make up 60% of junior managers, but by the time you get to the top ranks this number barely makes it into the low double digits – and still fewer among our biggest businesses. Why?

Achieving change means overcoming cultural barriers which can be very subtle and hard to spot, but which as a result are no less damaging to women in limiting their progress. We still face some formidable barriers that prevent women from making it through the talent pipeline all the way to the top. One of the biggest is the absence of role models.

Good role models inspire us, give us new ideas and show us that things can be different. I think there are two types. There are the so-called idols whose names are writ large across the night sky. Then we have the accessible ones, who can teach us how to do things and instil a belief that we too can achieve great things. We need both. We need to dream big but we also need people that we can reach out and touch.

As this paper makes clear, we need more role models. The more role models there are available to inspire girls and women – especially at critical points when they’re making decisions about their education or their career – the more likely we are to see girls and women making decisions that offer them real opportunities, and going for the top jobs in the middle of their career rather than staying put. It’s time for a role model revolution.

This paper looks into how we can achieve this – and how every manager can support that change. What better challenge is there than the challenge of inspiring the next generation?

**Ann Francke MBA CCMi CMgr FIC**  
Chief Executive, CMI

# INTRODUCTION



## Event Speakers

The event speakers featured in this paper included:

- **Ann Francke** – CEO of CMI
- **Dr Lorna Gibson** – National Chair of WiM and CMI Trustee
- **Sue O'Brien OBE** – CEO of Norman Broadbent and a member of the Women's Business Council
- **Jenny Willott MP** – Minister for Women and Equalities in the Department for Culture, Media & Sport and Minister for Employment Relations and Consumer Affairs in the Department for Business, Innovation and Skills
- **James Bardrick** – Citi Country Officer for the UK and Vice Chairman Corporate & Investment Banking, Citi
- **Helen Fraser** – Chief Executive, The Girls' Day School Trust
- **Dr Victoria Sanz-Moreno** – Cancer Research UK Career Development Fellow, King's College
- **Professor Rebecca Taylor** – Dean of the Open University Business School
- **Dr Kim Winser OBE** – Founder of Winser London, Chairman of Agent Provocateur and former CEO of Pringle and Aquascutum
- **Becky Barrow** – Business Correspondent, *The Daily Mail* – Chair of the panel discussion

This is the latest in a series of papers published by CMI and the Women in Management network (WiM) as part of our ongoing drive to promote gender equality at work.

In our previous paper, "Tackling the Talent Pipeline", we explored how managers can better support women in their career development and progression to more senior management roles. Among the issues it highlighted was the need to challenge existing corporate cultures, which are often male-dominated and poorly suited to the needs of a more diverse 21st century workforce.

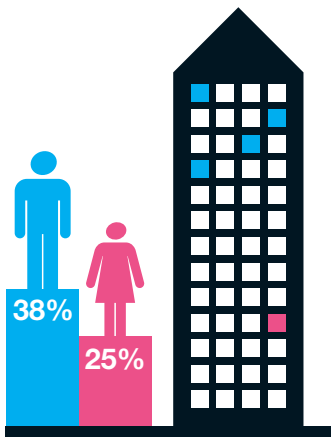
This report homes in on that theme, looking specifically at how role models can inspire the changes that are so urgently needed. As our evidence shows, fewer women aspire to reach senior management levels. Given the relative lack of women in senior roles, who do more junior female managers look to as role models? And how can more diverse role models help lead cultural change?

The paper incorporates research from a survey of nearly 1,800 CMI and WiM members carried out in February 2014. The findings are combined with highlights from a high-profile event held in partnership with the Government Equalities Office, kindly hosted by Citi at their offices in Canary Wharf, London, to coincide with International Women's Day at the start of March 2014. Over 130 guests attended on the night, listening to a group of inspiring speakers from a range of professional backgrounds.

We hope their insights, ideas and advice will help more managers tap into the power of role models and inspire more women to fulfil their potential.

# 1. A LACK OF ASPIRATION?

## WOMEN ARE MUCH LESS LIKELY TO ASPIRE TO TOP JOBS



## LOOKING 10 YEARS AHEAD, JUST A QUARTER OF WOMEN WANT TO BE IN BOARD-LEVEL POSITIONS



The absence of women in senior roles is not a new problem. Research has consistently shown that men still disproportionately outnumber women in senior management positions. As *The Female FTSE Board Report 2014*<sup>1</sup> by researchers at the Cranfield School of Management has shown, there has been some welcome progress: the proportion of women has risen to 20.7% of those on FTSE100 boards, and now only two of the FTSE100's companies have all-male boards (albeit this rises to 48 of the FTSE250).

But as CMI's Ann Francke has said, "the real issue we need to confront is the lack of women in the talent pipeline. Too many talented women opt out before they fulfil their potential, because business culture puts them off." Many fall foul of what has been called the 'glass obstacle course', the varied barriers, both formal and informal, that make it difficult for talented women to progress their careers.

But in order to improve the talent pipeline, one of the problems that needs to be tackled is the lack of aspiration among many women. Our survey findings found that men are almost twice as likely to aspire to becoming either CEO or Board Director within the next two years – with men at every level of management seniority in their current roles more likely to set their sights on the top. Similarly, when asked to look ahead 10 years, just a quarter of women say they want to be in CEO or board-level positions, compared to almost half of men.

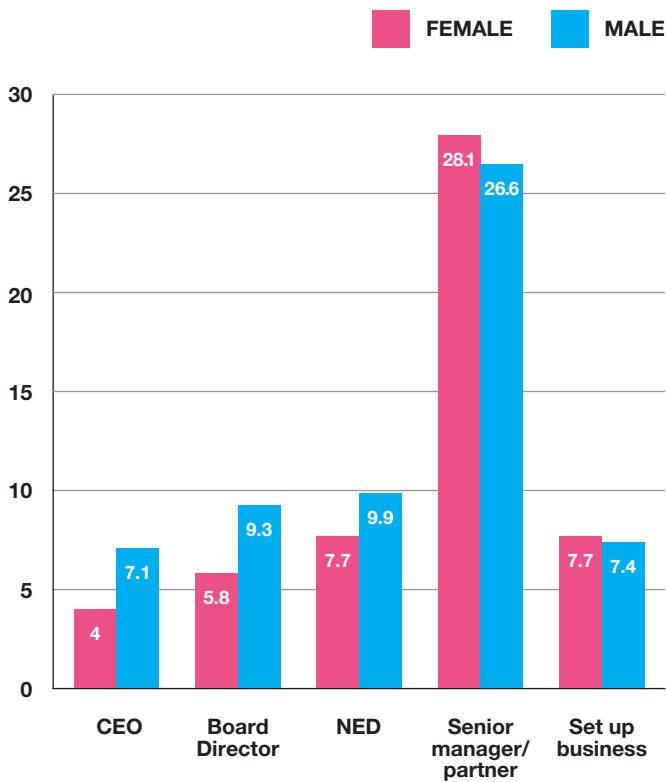
So despite progress, much remains to be done. As Jenny Willott put it, "the cultural change needed is happening too slowly."

<sup>1</sup> Vinnicombe S., Doldor E., Turner C., (2014) *The Female FTSE Board Report 2014*. See <http://www.som.cranfield.ac.uk/som/ftse>

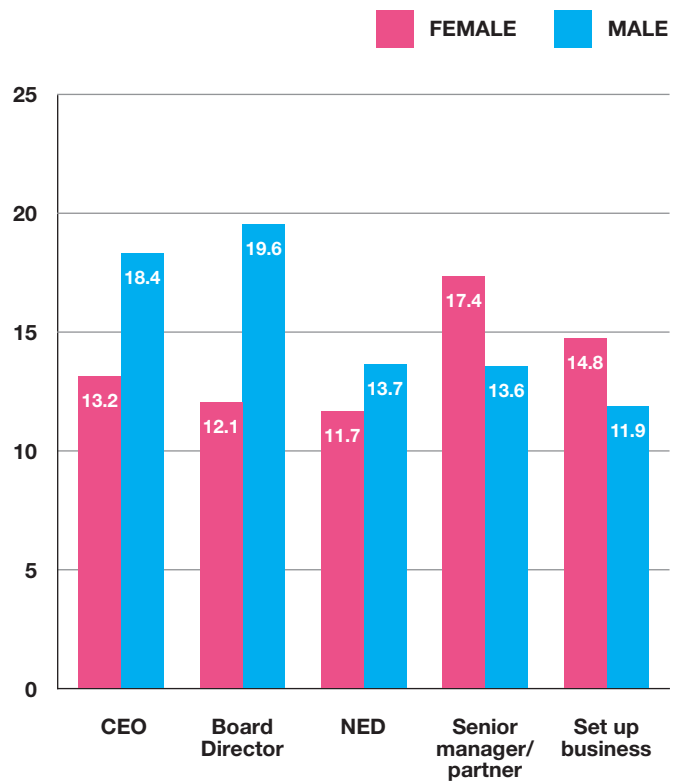




**CAREER ASPIRATIONS FOR THE NEXT TWO YEARS**



**CAREER ASPIRATIONS FOR THE NEXT TEN YEARS**



## 2. A LACK OF INSPIRATION



“There’s nothing like seeing people doing it to make you feel that you can do it too.”

**Helen Fraser**

Some might wonder why we need to worry about this lack of aspiration: perhaps women just don’t want the top jobs. Part of the answer to that is that there’s a strong business case for improving gender diversity. As WiM Chair Lorna Gibson pointed out, “diversity in organisations delivers results. Having more women in managerial positions not only benefits the bottom line, it also enhances the workplace culture through increased employee engagement, stronger ethical values and greater customer satisfaction.”

As Jenny Willott put it, “if the economy is to recover successfully actually we need to maximise women’s potential in the economy much more effectively than we are already. And we’re a long way from making the most of the skills of half of the population. Women are far more likely to be in part-time work than men are. 42% of women in employment are working part time compared with only 12% of men. And women are much more likely to be working in low-paid jobs as well and they’re far less likely to be at the top of companies.”

It’s also clear that plenty of women do aspire to reach the top – while many more might develop that aspiration if they could see more evidence to suggest that women have equal opportunities to succeed. Yet too few see women achieving such success. As Helen Fraser put it, “there’s nothing

like seeing people doing it to make you feel that you can do it too.”

Our survey found that 81% of women believe that having a role model helps raise aspirations, but 55% say there aren’t enough role models to choose from. This was echoed by Jenny Willott MP, who said that “women face barriers in their careers at every stage, and we know that many walk away from their careers or simply stop trying to progress because they can’t see women succeeding higher up in their organisation.”



**Lorna Gibson**



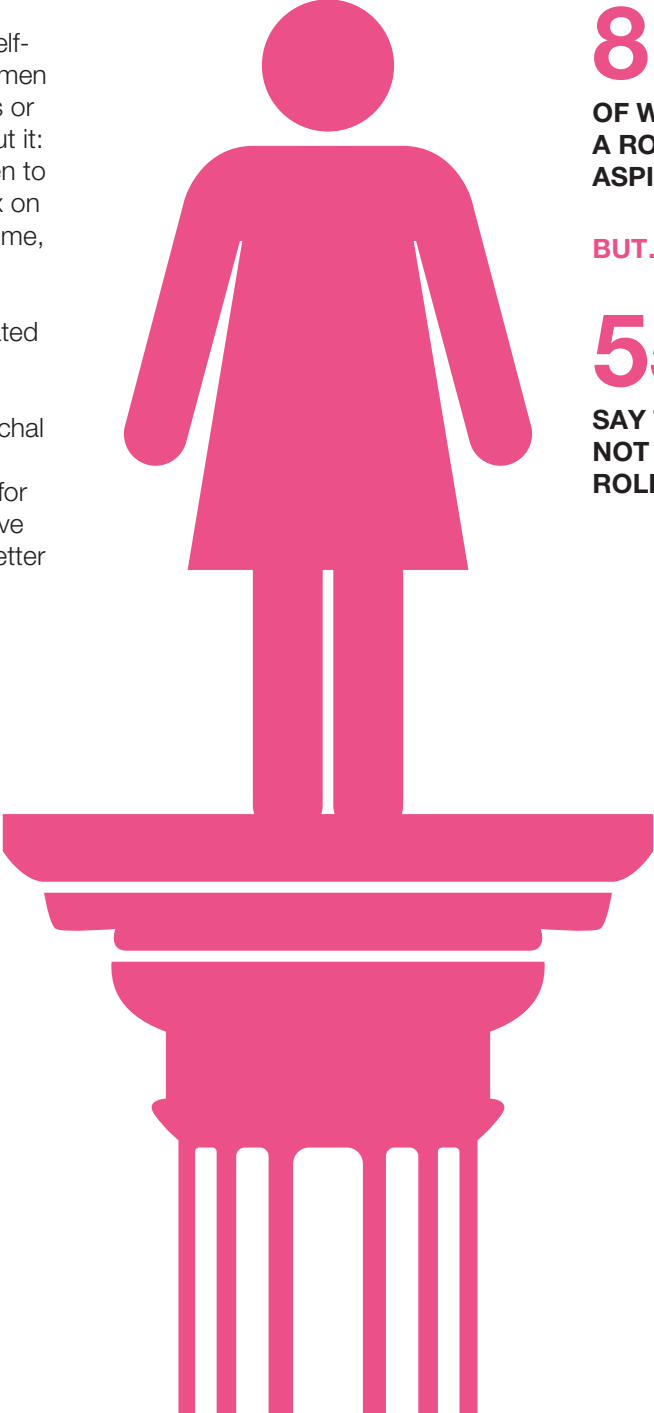


“Role models encourage women to believe in their own abilities – from girls at school making decisions about their future, to young women starting their careers wondering how far they can get.”

Jenny Willott MP

There is also an argument that women often seem to have less self-confidence in the workplace than men when it comes to applying for jobs or promotions. As Rebecca Taylor put it: “there is a real tendency for women to say, actually, I don’t tick every box on the page so it’s probably not my time, I’m not ready.”

One barrier is persistent but outdated stereotyping. Although a lot has changed in terms of stereotypical gender roles, a traditionally patriarchal culture doesn’t become equal overnight. CMI research showed, for example, that some men still believe that their own gender produces better role models.



**81%**  
**OF WOMEN BELIEVE HAVING  
A ROLE MODEL HELPS RAISE  
ASPIRATIONS**

**BUT...**

**55%**  
**SAY THERE ARE  
NOT ENOUGH FEMALE  
ROLE MODELS**

# 3. WHAT ROLE MODELS DO WE WANT?

“There are the so-called idols whose names are writ large across the night sky, and then we have the accessible ones, that can teach us how to do things and instil a belief that we too can achieve great things. People need both. They need to dream big but they also need somebody they can reach out and touch.”

**Ann Francke**

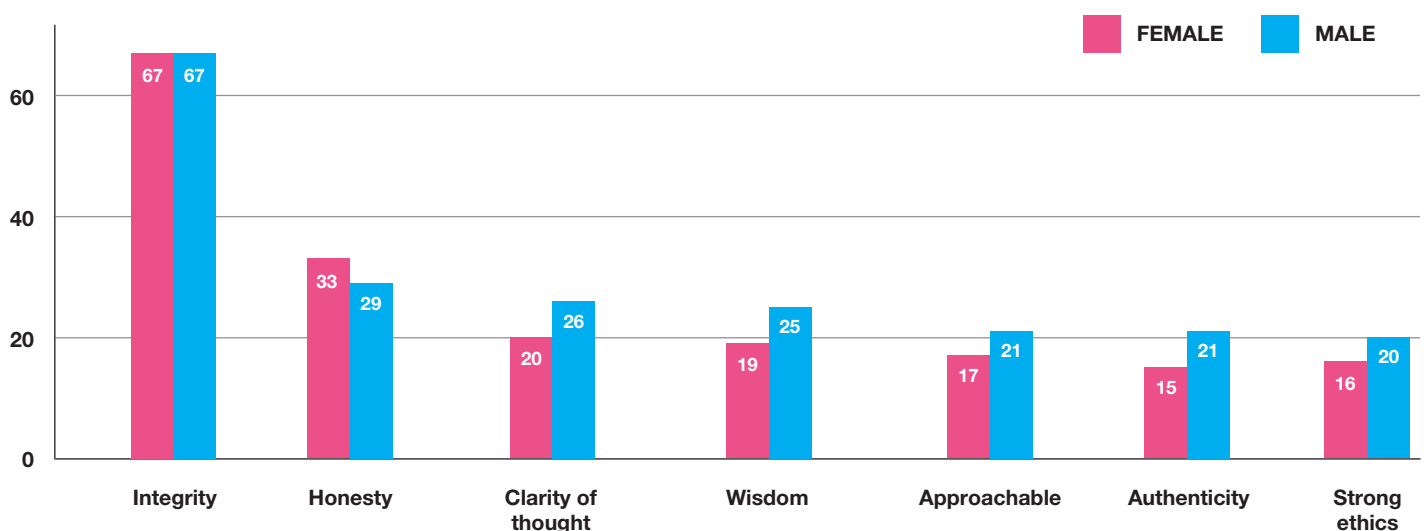
There are many examples of such business celebrities; the likes of Alan Sugar, Richard Branson and Steve Jobs. But our survey showed that role models aren't necessarily famous, but real, approachable people that can have a direct impact on people's individual professional journey. After all, the most sought-after personal characteristics in a role model, both for men and women, are integrity and honesty.

The ability to inspire is the key achievement that people look for in a role model. Others are standing up for beliefs, building confidence in others, making a difference to society and having overcome great difficulties.

## What makes a role model?

Of course, it would be hard to find all those inspirational characteristics in one single person – and the survey showed that 86% of people prefer to get their inspiration from different sources. Our event speakers reflected on this thought, with Rebecca Taylor suggesting that women should “pick and choose”. She said it's not necessarily about focusing on finding a whole person to have as a role model, or that a role model needs to be universally idolised. Instead, it can be far more powerful to gather a network of people around you, each possessing one or a few characteristics that you admire. She described it as having a “toolkit” that can be used to “pick

## THE MOST INSPIRING CHARACTERISTICS IN A ROLE MODEL



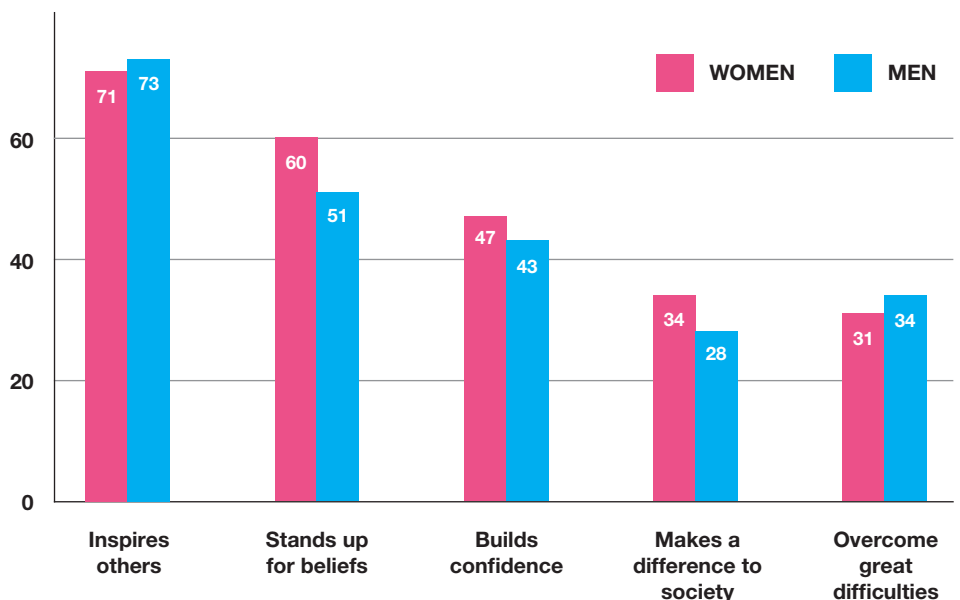




and choose from in a way that really complements someone's own style, level of comfort and the journey that they're on".

Part of this process of identifying and gathering possible role models is to encourage women to take part in mentoring programmes, either as a mentor or a mentee. Such programmes are becoming increasingly popular. Examples include WiM's own Horizons programme, designed to provide support, guidance and encouragement to members, based on the knowledge, life and experience of their fellow members, and CMI Achieve, a new mentoring programme which over 600 people have already signed up to, which focuses specifically on improving management and leadership skills.

### CHARACTERISTICS A ROLE MODEL SHOULD HAVE



**Victoria Sanz-Moreno**

Some employers have been very active in organising such schemes internally – see the Citi case study on page 15 of this report for one example – allowing content to be tailored to the organisation. Helen Fraser spoke about a pilot mentoring scheme that is currently run at the Girls' Day School Trust, where more experienced alumnae are matched with women starting out or returning to work after a career break to make a connection that has benefits for both parties.

Victoria Sanz-Moreno also explained about Women of Influence, an initiative launched by Cancer Research UK. Designed for "women like me, scientists that are starting in a position of leadership", it combines a mentoring scheme and access to a network of very successful senior women with the aim of growing scientists as leaders as well as helping them raise funds for their research work.

## FEMALE ROLE MODELS

MANAGER/BOSS (30%)  
SPOUSE/PARTNER (13%)  
MOTHER (12%)  
FATHER (10%)  
WORK COLLEAGUE (9%)  
TEACHER/LECTURER (6%)  
FRIEND (4%)  
INDUSTRY LEADER (3%)

## MALE ROLE MODELS

MANAGER/BOSS (25%)  
SPOUSE/PARTNER (13%)  
FATHER (13%)  
WORK COLLEAGUE (8%)  
INDUSTRY LEADER (7%)  
TEACHER/LECTURER (7%)  
MOTHER (5%)  
FRIEND (4%)

### The influence of line managers

Inspiration can come from anywhere, but when it comes to people's careers, our survey found that people's own managers are the primary source.

The influence of managers and others within an organisation was discussed by many of the speakers.

Sue O'Brien reflected on her early experiences and how one manager in particular had built her confidence:

*"I started my career in retail in a big, corporate environment. A whole cadre of girls and myself had an amazing senior manager who taught us how to understand who we were. And at 22 that was one of the most influential things that ever happened to me. I actually started to understand what made me tick, how I could be successful, that it was okay to be slightly different and a bit of a renegade even though I was in a corporate environment."*

Helen Fraser – former Managing Director of Penguin – reflected on 13 years working for Dame Marjorie Scardino, CEO of Pearson and the first female CEO in the FTSE100. "I have to say that working for a company with a female CEO was absolutely transformative for the women in that company. It made the most enormous difference. She had a huge influence on all of us. I think she inspired us. And she led the company in a very

different, but very successful way."

Kim Winser said she had also been inspired by Marjorie Scardino, not only for her ground-breaking achievement but because of "her spirit and her passion for the business that she was in and how she was always willing to share it".

Kim also argued that people need to focus not just on one individual as a role model or mentor, but need to look at the strengths of different individuals. "You'll learn so much more, and most importantly you will keep your own style too." She highlighted three of the senior managers who she has learned from at M&S: the Chairman, the Deputy Chairman and a Board Director in her later years with the company, namely Lord Andrew Stone, Sir Richard Greenbury and Clinton Silver. From Clinton Silver, she said, "I learnt integrity and honesty and a really good way of communicating." From Rick Greenbury, it was learning that "if you were going to make it in retail you had to have [his] level of energy and merchandising skills." And Lord Stone showed the importance of "being very innovative, always thinking out of the box and always driving into the future". She concluded "what I learnt from each of them were completely different things, but they were all very important to me."

James Bardrick also shared the managers who had influenced him. "Perhaps I'm very unusual", he

observed wryly: "I've reported directly to eight women". All of them, he emphasised, offered great lessons to him and have had highly successful careers of their own. He named a few. "There's Alison Carnwath, the Chairman of Land Securities. Amanda Shipman, who became a partner in a private equity firm. Linda Collier, who was on the board of several listed companies. Gina Scheck, who became a successful talent coach and Karen Cook, who is President of Goldman Sachs International. When you look at these women, they all did terrifically well in their careers."

### Management 'celebrities'

As Ann Francke put it, we need idols too. Our survey asked respondents to name their biggest influences. The Top 10 which emerged includes some brilliant people – but five of them are now dead, several others are approaching retirement, and it is almost exclusively male. Only two are women – both of them dead – and neither from business or 'management' jobs.

Who, then, might we look to as modern role models? We've proposed an alternative list of 21st century leaders who could provide inspiration for today's managers.

THE MAIN PEOPLE WHO CURRENTLY INSPIRE  
BRITISH WORKERS ARE EITHER DEAD OR  
APPROACHING RETIREMENT, FROM FOREIGN  
SHORES AND ALMOST EXCLUSIVELY MALE.

**RICHARD BRANSON**

**NELSON MANDELA**

**MARGARET THATCHER**

**ALAN SUGAR**

**BARACK OBAMA**

**STEVE JOBS**

**BILL GATES**

**MOTHER TERESA**

**TONY BLAIR**

**JOHN HARVEY-JONES**



HERE'S OUR ALTERNATIVE LIST,  
DRAWN FROM THOSE CURRENTLY  
ACTIVE IN MANAGEMENT IN THE UK.

**MARTHA LANE FOX**

lastminute.com founder

**CHARLIE MAYFIELD**

John Lewis Partnership

**CHARLOTTE HOGG**

Bank of England

**JAMES DYSON**

Dyson

**KARREN BRADY**

West Ham FC

**PAUL WALSH**

ex Diageo

**LIV GARFIELD**

Severn Trent Water

**RICHARD REED**

innocent co-founder

**CAROLYN MCCALL**

easyJet

**LORD VICTOR ADEBOWALE**

Turning Point





# 4. PROVIDING ROLE MODELS

## START EARLY

As our survey highlighted, many managers cite their parents as inspiration. There were differences though between the sexes. Men tend to be mainly influenced by their fathers, whereas women said they are inspired almost equally by both parents.

But in many cases mothers have set examples for their daughters and their sons that have influenced their children's lives and the way they live them. Working hard, being a mother, a wife and a friend made these mothers inspiring women who showed their children that it can be done. Many had to challenge expectations and stereotypes to get there, but they did, and by doing so they paved the way for their daughters to be able to develop themselves and be successful as well.

Family plays an important role in fostering their children's aspirations, and their role is not to be underestimated. Rebecca Taylor said: "One of the most powerful role models growing up was my mother. She had a senior role in an organisation that worked for and with severely handicapped people. It was her work ethic that I watched and quietly took on board that had a major influence on me."

Both Victoria Sanz-Moreno's parents – her father a scientist himself, her mother a teacher – fostered her aspirations as a young girl: "When I was growing up I really wanted to be like both my parents. I wanted to do something important and

help people, but I wanted to be nice too. I've been trying to combine them throughout my career."

Ann Francke also added to the discussion: "I was very lucky early on to have a great role model, my grandmother. She was a mathematics graduate and the first woman to work at NASA's computer programming at the University of Pennsylvania. My grandmother was completely comfortable in all of her roles, as a NASA scientist, as a mother, as a wife and as a person."

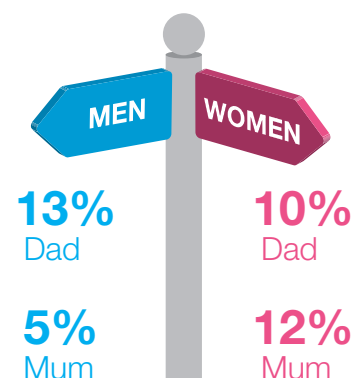
### Inspiring girls – beyond the home

While inspiration starts at home, it doesn't stop there. More and more initiatives encouraging interaction with young people, whether on a large or small scale, are now emerging.

Jenny Willott urged guests to sign up to Inspiring the Future, a free initiative run by the Education and Employers Taskforce charity, which links teachers from state secondary schools with volunteers who have agreed to spend one hour a year to talk to young people about their career. She explained that many state schools and colleges do not have the parental or community networks to source inspiring role models to come and talk to their pupils. This programme invites volunteers from all sectors and professions from Apprentices to CEOs to talk about their experiences in the workplace and their journey to date. "Inspiring the Future

are doing some fantastic work that can make a huge difference to a teenage girl's life. The programme is making a real difference to what young people think they can achieve, inspiring them to think bigger and to think about different things that will broaden their horizons."

Helen Fraser described one example, a monthly event organised by Bromley High School, a member of the Girls' Day School Trust, called Café Scientifique which brings in working scientists, usually women, for informal talks with girls from all years about their work. The approach has been very successful so far. Across the GDST, twice as many girls as the national average go on to study physics at university, with five times as many doing medicine.



**WHEN IT COMES TO CAREER DIRECTION, MEN TEND TO BE INFLUENCED BY THEIR DADS; WOMEN BY BOTH PARENTS**

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# EMPLOYER CASE STUDY

## CITI WOMEN – A GLOBAL EFFORT TO OPEN THE TALENT PIPELINE



Citi, who hosted the CMI/WIM event on role models, have a long track record when it comes to tackling the barriers facing women.

Its efforts have been led through **Citi Women**, a company-wide effort designed to help Citi attract, develop, advance and retain female talent at all levels. Launched in 2009, Citi Women has contributed to what Xanic Jones, EMEA Diversity & Inclusion Specialist, describes as “clear signs of progress towards achieving our diversity goals – although we still have a way to go”.

The programme has strong senior backing, having been launched initially by the Global CEO and being led by two senior executives, supported by an advisory team and a global network of women’s organisations. It is comprised of two core programmes: Women Leading Citi and the Women’s Leadership Development Programme.

**1. Women Leading Citi:** an 18-month sponsorship programme, launched in 2009, which is designed to foster the mobility of high-performing senior women at Managing Director and Director levels. Participants gain opportunities to network and to broaden their leadership skills with a four-person support team: their manager, HR partner, a talent professional and a senior advocate who serves as their sponsor. They also receive in-depth assessments, personal coaching, and attend leadership

workshops and webinars led by global industry experts.

**Impact:** 59 women took part in the initial programme, of whom 70% experienced career advancement over the following 18 months. It was re-launched in April 2012 with 54 women, of whom 36% had already experienced career mobility by the end of 2012.

### 2. Women’s Leadership

**Development:** Citi’s suite of leadership programmes to support employees advancing to senior management roles includes a global leadership programme specifically for high-performing female Directors. Offered in conjunction with the UCLA Anderson School of Management, it combines lectures, discussions, small-group work and personal assignments to help individuals better manage their career development, by learning how to demonstrate executive readiness, become champions and role models for the organisation, and grow their professional networks.

**Impact:** the programme launched in April 2008, and as of April 2013 has been delivered 13 times to a total of 445 women.

In the EMEA area, Citi Women has also established a third key programme, **Coaching for Success**, to reach deeper into the company. A six-month scheme to invest in, develop and

retain high potential women at the VP level, it has reached over 300 women since its launch in 2003, with a blend of classroom training, virtual web-based sessions, 1:1 coaching and professional networking opportunities.

## **EMPLOYEE NETWORK PROGRAMME**

The core Citi Women programmes are complemented by several other initiatives. **Citi Employee Networks** are employee-initiated and -led affinity groups throughout Citi globally, which exist to further the diversity and business objectives of the company. They offer opportunities for professional development, mentoring, networking and community involvement. The networks are aligned to one of the several diversity strands, including ethnic and cultural heritage groups, disABILITY, military veterans, and sexuality as well as women and parents – although a key tenet, consistent with Citi’s Diversity Strategy, is that they are inclusive of others and therefore open to all Citi employees. The first networks were launched in 2002: by March 2014 Citi had 94 Networks and 10 Affinity Groups with 14,000 members, working across 12 countries.

The **Citi Women Network, London**, runs a particularly active programme of events and opportunities. These include an annual mentoring programme, and “Success @ Citi”, a professional development programme of workshops and seminars.

The Citi Women Network has also focused on building the Citi brand and recognition in the market for women’s development through its female client events and engagement. It has participated in the global drive to recognise International Women’s Day (Citi hosted 236 events across 173 cities in 89 countries in 2014), and has supported women’s charities including Dress for Success, the Cherie Blair Foundation for Women and the Girls’ Network.

The Network also holds regular “**Meet the Seniors**” events, which helps profile Citi men and women in senior positions within the organisation, sharing their stories and providing inspiration to others. This includes

senior management as well as Citi Executive Board Members

## **Supporting Parents**

Citi has introduced several schemes to actively support parents.

**Managing Parent Leave:** launched in 2006, these workshops for line managers are based on recognition that how line managers handle women’s pre and post maternity leave is of paramount importance to the success of retaining women through this transitional stage of their lives.

**The Parent Project Programme:** building on the workshops, a further suite of programmes was launched in 2007 to assist and support women who go on maternity leave. Structured to run pre, during and post maternity leave, they have consistently generated positive feedback.

**New & Expectant Father Workshops:** launched in 2009 in recognition that the support provided to women only addresses one part of a family’s transition and new fathers have their own challenges, particularly when many aspire to be more involved in the family than previous generations.

**Citi Parents Network, London:** a dedicated network for working parents which attracts equal numbers of mothers and fathers to topical lunchtime seminars.

**Maternity Coaching:** one-to-one maternity coaching, offered on a case-by-case basis, recognising that some women in senior positions will face different challenges to those who may be earlier in their careers and whose needs may not be addressed by the group workshops.

**Impact:** the maternity return rate of Citi women was 87% in 2005. Since the roll-out of the workshops and improved support for parents, the return rate has increased to be within the range of 90-100% over the last 3 years. As Xanic Jones puts it: “Citi is proud of its long track record in supporting employees as they transition through stages of parenthood and we are pleased that our work and efforts have obviously had an impact as so many women successfully return to work after maternity leave.”

More information on how Citi approaches diversity issues, including its Annual Diversity Report, can be found at <http://www.citigroup.com/citi/diversity>

# 5. BELIEVE IN YOURSELF

## BE THE CHANGE



“We often make the mistake of thinking you have to overachieve in order to be a role model. I think you just need to have a pulse and a purpose. If you’ve got that you can be somebody’s role model.”

**Sue O’Brien**

Every speaker testified to the influence of role models or mentors in inspiring them and building their confidence. Yet with the CMI survey showing that only 34% of respondents think their current manager sets a good example – and only just over half (56%) saying they could find a role model within their organisation at all – there’s a clear need for more managers to step up.

Clearly, women in senior jobs have a part to play. Rebecca Taylor said they can encourage more junior women to apply for promotions or new roles: “There’s a big role for women in the more senior roles saying, actually it’s not about ticking every box, it’s about the development that you learn within the role, so go for it.”

Sue O’Brien urged women to believe in themselves: “It’s that absolute belief in yourself that can make the difference to what you do with your life.” She also pointed out that everyone has the capacity to be a role model to somebody else. “We often make the mistake of thinking you have to overachieve in order to be a role model. I think you just need to have a pulse and a purpose. If you’ve got that you can be somebody’s role model”.

Jenny Willott agreed, highlighting the need to inspire girls and young women. “Visible role models encourage women to believe in their own ability to achieve their dreams, from girls at school making decisions about their future, to

young women starting their careers, wondering just realistically how far they can get in their careers. And we need every one of them to believe in their own ability to succeed and you are all in a position to do something about that.”

Kim Winser OBE, the founder of Winser London, took a risk when she was a management trainee at M&S and gave the senior management team, including Lord Sieff, a tour of the store she was based at. At the end of the tour, she told him of her ambition to be the first woman on the board of M&S – a move she admitted was somewhat bold and risky. However, a few years later she became the first woman on the board of M&S.



**Rebecca Taylor**





“Men, don’t live with the excuse that younger women haven’t got a role model because we’ve run out of senior women. Be that role model.”

**James Bardrick**

However, “changing a culture in the workplace isn’t just an issue for women. It’s an issue for men as well”, as Jenny Willott pointed out.

James Bardrick echoed this: if organisations lack enough female role models, then “some of us men have got to actively get on with it and be the role models and mentors ourselves until we have got to a better place”. He urged managers to act: “You’ve got to find those women, you’ve got to support them, develop them, go out of your way to listen and to engage and talk.” That means providing “challenge and pushback and not just being a spectator saying, ‘isn’t it a shame we’re not getting there.’” He urged managers to ensure that slates for open positions had female candidates and to “go out of your way and take bold decisions about promotions” to make sure that talented women do get opportunities, with appropriate encouragement and sponsorship to develop their careers.

To redress the lack of women in key roles he said managers need to “Hire more, retain more, develop more, lose less. If you want more senior women as role models, hire more women at the beginning, lose less, push more up and make them successful. It’s just logic.” Doing this can require stepping out of the comfort zone or even being seen as “renegade” as Sue O’Brien put it. But the status quo has to be challenged actively to achieve change.



# CONCLUSIONS

## INSPIRING CHANGE



**Becky Barrow**

The evidence shows that time and time again too many talented women opt out of the workforce before they fulfil their potential. While there are signs of progress in changing this, it remains frustratingly slow. With few examples of women who've walked the road before them, those who aspire to reach more senior levels could be forgiven if their confidence and determination wavered.

As Becky Barrow – the Daily Mail journalist who chaired the panel discussion – noted, it was “striking that so many of today’s successful women cite their mother as a source of inspiration.” While CMI and WiM are focused on the workplace, it’s clear that inspiring and encouraging women to succeed starts at home. It’s no less critical for girls at school making decisions about their future, to young women starting their careers wondering how far they can get.

Every manager can help with this, whether in their own home or by working with partners in their area. That’s why CMI is pleased to be supporting Inspiring the Future, working with the Government Equalities Office. We hope many CMI and WiM members will add impetus to this important work by pledging one hour a year, because being inspirational

is not the prerogative of business celebrities. Role models in every walk of life can encourage women to believe in their own abilities and have the self-confidence to succeed. Every manager can benefit from learning how to ‘pick and choose’ from inspiring individuals around them, learning from the best and working to be more like them in whatever way suits each of our needs.

These pointers aren’t exclusively about supporting women. In many ways, they’re at the heart of good management and leadership, irrespective of gender – and in fact, there is growing evidence that good management is precisely what young women want, rather than women-specific support projects, as a recent report from Opportunity Now has suggested.<sup>2</sup>

The speakers whose ideas are reflected here are all themselves successful and inspirational individuals. But our hope is that their practical tips and insights in turn help many, many more people to inspire change among young girls and women – indeed, boys and men too – to achieve the change in workplace cultures that is needed.

If you’ve got a pulse and a purpose, then you can start today.

<sup>2</sup> Project 28-40: The Report (April 2014) See <http://opportunitynow.bitc.org.uk/research/Project28-40TheResults>

# RECOMMENDATIONS

“Never pull up the ladder behind you. Create your own infrastructure. Be visible. Take risks. Develop yourself and take ownership. The best person to manage your career is you.”

**Sue O’Brien**

- **Find your role models** – reflect on the people who inspire you, and why. As a manager or leader, what can you learn from different individuals? If you need more guidance, sign up to mentoring or coaching schemes to benefit from the experience of others
- **Be a role model yourself** – whatever you do, remember that you can influence and inspire others through your actions. At work, consider how you can supporting young managers for example through coaching or mentoring schemes.
- **Inspire the future** – showcase and support successful women to provide role models to others. CMI supports Inspiring the Future, which provides a quick, easy and free way for schools and employers to work together, but there are many other opportunities. Let girls and young women overcome the challenges they face by hearing first-hand about your experiences.
- **Challenge** how things have always been done – organisations should look at how they do things and ask themselves if that’s really the right thing to do. If your organisation has an all-male board that would be a good place to start.
- **Believe in yourself** – being visible, standing up for yourself, communicating your ambitions, taking risks and grabbing opportunities are key challenges – especially for female managers.



“Develop your own style, be clear and confident, remember to inspire and always give more than you take and you will likely be a leader of the future.”

**Kim Winsor**

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# ADDITIONAL RESOURCES AND FURTHER READING

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## CMI RESOURCES

### Read CMI's previous work

This is the third in our Women in Management series of white papers, promoting gender equality in the workplace. Other reports include:

#### **Women in Management – tackling the talent pipeline**

(white paper – Nov 2013)

This white paper highlights the persistent cultural barriers that are limiting the progress of female managers on their way to the top, and sheds light on some of the practical steps that can be taken by both employers and individuals. It also pulls together insights from a group of inspiring female leaders who debated the issues at a Women in Management (WiM) and CMI Annual Event in October 2013.

#### **Women in Leadership**

(white paper – Mar 2013)

This white paper pulls together key findings from CMI's own research and material from a WiM event in late 2012. It serves as a call to action for employers to tackle inequality on the basis that it is not only the fair thing to do, but also in the interest of business performance. To find out more please go to

[www.managers.org.uk/inspire](http://www.managers.org.uk/inspire)

### Women in Management

Women in Management – WiM – is a national organisation addressing the key issues affecting women managers today and working to provide opportunities for its members to further develop their potential and life chances.

With groups across the UK WiM offers a varied programme of events and development activities to support the aspirations and ambitions of women and girls of all ages, cultures, ethnicity, religions, gender or sexual orientation. For more information, please visit

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

New members are now able to enjoy their first year of WiM and CMI membership at a reduced rate of £60. To take advantage of this exclusive offer, simply sign up at [www.managers.org.uk/join](http://www.managers.org.uk/join) and enter promotional code MEM140.

### Horizon Mentoring Programme

WiM runs the Horizon Mentoring Programme, designed to provide support, guidance and encouragement to members, based on the knowledge, life and experience of their fellow members.

Sign up to take part in the programme either as a Mentee or Mentor (or both) at [www.wimuk.co.uk/horizon-mentoring-programme](http://www.wimuk.co.uk/horizon-mentoring-programme)

### CMI Achieve

CMI Achieve is a new mentoring programme designed to provide practical support to managers and leaders at all levels of their management career. It's unique in that its focus will be entirely on improving management and leadership skills, with an online matching service providing the opportunity for a learning experience for both mentor and mentee to elevate knowledge-sharing to a practical level.

[www.managers.org.uk/achieve](http://www.managers.org.uk/achieve)

## OTHER RESOURCES

### Inspiring the Future

CMI is pleased to be working with Inspiring the Future, a free service across the UK that matches volunteers with secondary schools and colleges to help young people understand the working world. Anyone can volunteer to talk to students about their job, from young Apprentices to Chief Executives, with a time commitment of just one hour, once a year.

Their Inspiring the Future: Inspiring Women campaign focuses on girls and women specifically and aims to get 15,000 inspirational women from Apprentices to CEOs signed up to Inspiring the Future talking to 250,000 girls by the end of 2014. We believe managers have a key role to play in helping to inspire the future, so find out more and sign up online at <http://www.inspiringthefuture.org/about/inspiring-women-campaign.aspx>

### Think, Act, Report

Greater transparency from employers about the levels of female representation and pay audits can help companies start measuring and addressing their gender diversity. Supported by CMI, the joint Government/business-led initiative, *Think, Act, Report*, encourages employers to do this by promoting greater transparency around women in the workplace and helping companies consider gender equality in a systematic way, on issues such as recruitment, retention, promotion and pay. Companies are asked to think about these issues; take action where a need for action is identified; and to share information about what they are doing. Almost 200 companies are now signed-up covering over 2 million employees.

<https://www.gov.uk/government/policies/creating-a-fairer-and-more-equal-society/supporting-pages/think-act-report>

### Women's Business Council

The Women's Business Council (WBC) was set up to look at ways of maximising women's contribution to economic growth and assesses priorities in removing the barriers that women face in playing a full part in business and the workplace. The council is applying an evidenced-based approach to advising ministers on how to maximise women's contribution to our future economic growth.

<https://www.gov.uk/government/policy-advisory-groups/womensbusiness-council>

### Women of Influence

The Women of Influence campaign from Cancer Research UK aims to raise £1 million to fund life-saving work being carried out by young female scientists, while bringing together a network of senior business women who will provide mentoring to exceptional women in science. Through its dual aims of funding and personal support, Women of Influence aims to help ensure these women rise to the top of their fields – giving the best possible chance of beating cancer sooner. Find out more and how you can donate at [www.cruk.org/woi](http://www.cruk.org/woi)

### Cracking the Code

A recent report from KPMG, the global business psychologist firm YSC and the 30% Club, on the topic of 'gender intelligent' approaches to developing leaders. It aims to debunk popular myths about diversity to provide practical ideas for organisations around utilising data, leadership and accountability to finally 'crack the code' on gender diversity. [www.kpmg.com/uk/crackingthecode](http://www.kpmg.com/uk/crackingthecode)

### Opportunity Now – Project 28-40: The Report

A report from Opportunity Now, the campaign on gender diversity from Business in the Community. The report urges CEOs to move gender equality from a diversity initiative to a core business priority, setting aspirational targets for the numbers of women at each senior level in the organisation, prioritising the development of excellent managers at every level, and urges women aged 28-40 to build their network and find sponsors by identifying senior people who will advocate for them. <http://opportunitynow.bitc.org.uk/research/Project28-40TheResults>

# SPEAKER BIOGRAPHIES



**Ann P Francke**

MBA, CCMI, CMgr, FIC  
Chief Executive Officer  
Chartered Management Institute (CMI)

As Chief Executive Officer of CMI, Ann brings her extensive global management experience and her proven track record of developing people and delivering innovative strategies that result in sustainable growth. At CMI, she uses her experience in leading organisations to promote best practices in management and leadership and improve the performance and quality of working life in organisations. Ann speaks frequently at conferences and in the media on all aspects of management, and blogs for Huffington Post UK and other publications.

Prior to CMI, Ann was Global Managing Director at the British Standards Institution, where she led the training and certification businesses to create a more customer-facing organisation.

Before BSI Ann held executive management board positions at FTSE 100 companies Boots Group and Yell

and was European Vice President at Mars with responsibility for the pet care portfolio. Ann began her career at Procter and Gamble and managed a variety of international brands including Pampers, Always and Olay before rising to global general manager. She has a BA with distinction from Stanford University and MBA and MS degrees from Columbia University in New York.

Ann is the author of the FT Guide to Management and a member of the Lancaster University Management School Advisory Board. She is also a member of WACL, a founding member of the Guardian's Women in Leadership and a Woman of Influence for Cancer Research UK. Ann also advises WhiteCap LLC, a brand fund.

Ann lives in West London with her husband; her daughter attends university in the USA. A UK/US citizen, Ann also speaks German and Russian.



**Dr Lorna Gibson**

CMgr FCMI  
National Chair of WiM  
Trustee CMI

Elected to the CMI Board of Trustees in October 2012 for 3 years, after a one year term as a co-opted member, Lorna's current role is as a General Manager in the NHS overseeing the operational management of clinical services. Prior to this she was Head of Research and Innovation for Great Ormond Street NHS Foundation Trust, and Divisional Manager, Surgery and Interventional Science at University College London. As well as a PhD in Music from the University of London, Lorna holds management qualifications including Chartered Manager and is a Fellow of the CMI.





**Sue O'Brien OBE**  
CEO Norman Broadbent  
and a member of the  
Women's Business  
Council

Sue O'Brien has been Group CEO of Norman Broadbent PLC since 2008. Sue is a founder member of The Women's Business Council, Chairs the Commercial Advisory Board for The Tissue Bank Cancer Research charity (Breast Cancer Tissue Bank) and is a Trustee for KidsOut. Sue is also a member of the board for Walpole British Luxury and is a non-executive for ComeRound Experiential Marketing.

Since the acquisition of Norman Broadbent in 2008, Sue has created a group of companies that now offer extensive human capital solutions to a broad range of clients. Still actively involved in board search, Sue has a portfolio in the breadth of board appointments and a particular expertise in group HRD search.

She mentors and provides executive coaching to a number of FTSE clients. She also actively participates in board searches for strategic clients. In the January 2014 New Year's Honours List, Sue was awarded an OBE for services to Gender Equality in the Workplace and voluntary services to the community.



**Jenny Willott MP**  
Minister for Women and  
Equalities in the Department  
for Culture, Media & Sport  
and Minister for Employment  
Relations and Consumer  
Affairs in the Department for  
Business, Innovation and  
Skills

Jenny Willott was appointed Minister for Employment Relations and Consumer Affairs in the Department for Business, Innovation and Skills and Women and Equalities Minister in the Department of Culture, Media and Sport in December 2013, covering Jo Swinson MP's maternity leave. She continues to be an Assistant Government Whip, and has been the Liberal Democrat MP for Cardiff Central since 2005.

Jenny was educated at Wimbledon High School and Uppingham School. She studied Classics at Durham University, before completing an MSc in Development Studies at the London School of Economics.

Since becoming an MP Jenny has served as Opposition Deputy Chief Whip and Ministry of Justice spokesperson for the Liberal Democrats. In June 2008 she was made Shadow Secretary of State for Work and Pensions before being appointed Shadow Chancellor of the Duchy of Lancaster. After the 2010 election Jenny was Parliamentary Private Secretary to the Secretary of State for Energy and Climate Change and Co-Chair of the Liberal Democrat Parliamentary Party Committee on Work and Pensions, until she was appointed Assistant Government Whip in February 2012.



**Becky Barrow**  
Business Correspondent,  
The Daily Mail

Becky Barrow has been the Business Correspondent of the Daily Mail since 2005. Before joining the Mail, she worked for the Daily Telegraph for eight years.

She writes stories which appear in the main News section of the paper about anything from bust banks to Royal Mail, the number of women in executive jobs to house prices.

As a Business Correspondent, she has reported on a number of financial scandals, from the collapse of Equitable Life to the financial crisis of 2007 and the subsequent recession.

She is 41, lives in London and has three children.



**James Bardrick**

Citi Country Officer for the UK and Vice Chairman Corporate & Investment Banking, Citi

James Bardrick has recently been appointed Citi's Country Officer for the United Kingdom having been Co-head of Corporate and Investment Banking for EMEA, with specific responsibility as Head of EMEA Corporate Banking from 2009 to 2014. He sits on Citi's Institutional Client Group's Global Executive Committee, Citi's EMEA Operating Committee as well as the EMEA Governance and Risks Committees, James is Chief Executive of Citigroup Global Markets Limited and is proposed as Chief Executive of Citigroup International Plc.

James is a Business Senior Credit Officer and has been with the firm for 27 years. During this time he has developed a broad experience of global client relationship management and coverage as well as providing strategic and transaction advice through many advisory, equity and debt financing transactions, in addition to his business and firm leadership responsibilities.

James is a trustee of the Coggeshall Prentice Youthwork Trust, funds the Bardrick Professor Chair in Physiology and Chemistry researching faster and cheaper

cures for tuberculosis, is a member of the University of Birmingham Development Advisory Council and is a Freeman of the City of London and Liveryman of the Worshipful Company of Blacksmiths and sits on its Charitable and Education Committees. He is a Trustee and Chairman of the Finance and Fundraising Committee of the UK Career Academies Foundation and sits on its National Advisory Board.

Prior to joining Citi he worked as an engineer and in marketing for GKN plc and for Tomkins plc. He graduated with first class honours degrees in both Mechanical Engineering and Economics from the University of Birmingham, England and completed the Corporate Finance Programme at London Business School.

James is married to Sophie and has four children. In his spare time, he is a keen sailor and races his 106 year old gaff rigged cutter, Charlotte Ellen, competitively as well as skiing and playing tennis regularly, cooking for family and friends and reading obsessively.



**Helen Fraser**

Chief Executive, The Girls' Day School Trust

Helen Fraser has spent most of her career in book publishing but most recently has been in education. After reading English at Oxford, she went into publishing first on the academic side at Methuen, and then spent ten years at Collins, working on non-fiction and later on literary fiction. She then went to Heinemann as Publisher and finished there as managing director of Reed Consumer books. Her last thirteen years in publishing were spent as managing director of Penguin Books UK. She left at the end of 2009 and became chief executive of the Girls' Day School Trust, the UK's 12th largest charity which runs 24 schools and 2 academies and educates almost 20,000 girls. She speaks and writes about women in education (she is a strong believer in single-sex schools) and about women in the workplace. She has been married for 31 years to Grant McIntyre, who was also a publisher, and is now a sculptor. She has two stepdaughters and two daughters, and numerous step-grandchildren.



**Dr Kim Winser OBE**

Founder of Winser London, Chairman of Agent Provocateur and former CEO of Pringle and Aquascutum

Kim Winser OBE is one of the UK's most internationally renowned and inspirational business women, having been appointed as Marks & Spencer's youngest divisional director and first female in the commercial field. She went on to successfully turn around the British fashion brand Pringle of Scotland and Aquascutum and most recently 3i brought Kim on board to advise on their retail and consumer investments and to chair one of their portfolio's brands, Agent Provocateur.

Winser was awarded a Doctorate by Heriot-Watt University in 2003, and an Order of British Empire by the Queen for her services to British Fashion on 2006 New Year's honours list.

Kim is committed to her many non-executive director roles, both unpaid and charitable. In February 2013 she was appointed as a trustee of the Natural History Museum by Prime minister and David Cameron, she also supports students at Central Saint Martins and Heriot-Watt University – and as a regular contributor to Forbes.

In February 2013 Kim Winser launched her own business using a new business model: direct supply via ecommerce and limited pop-up shops, resulting in luxury quality with an efficient service at affordable prices. The Winser London collection, fronted by supermodel Yasmin Le Bon, is 'simply designed, beautifully cut and excellent quality'.

Kim continues to work for family funds on investments, and also devotes an enormous amount of her time into advising and encouraging aspiring businesswomen to help them achieve their goals and was awarded the 'Inspirational Award of the Year for Business' 2013.



**Professor Rebecca Taylor**

Dean of the Open University Business School

Professor Taylor holds a degree in Economics from Queen's University, Canada, an MSc in Economics from the University of Toronto, and a PhD in Economics from the University of Portsmouth, UK.

Rebecca started her career in financial services at the Toronto Dominion Bank and after the completion of her PhD she spent several years lecturing in quantitative economics, international trade and economic development.

She joined the Open University in 2011 from the Nottingham Business School where she spent five years as the Head of Economics and a further year as Associate Dean.

Rebecca is a highly experienced educator at undergraduate and post graduate level and has always taken a keen interest in the development of online learning materials.

Rebecca is an Associate Director of the Economics Network at the University of Bristol, a member of the steering group for the Committee of Heads of University Departments of Economics and regularly contributes to conferences and workshops related to developments and innovation in education. She has also worked with the Economic and Social Research Council and the Higher Education Academy on addressing the identified skills deficit in quantitative methods across Social Sciences.



**Dr Victoria Sanz-Moreno**

Cancer Research UK Career Development Fellow, King's College

Victoria Sanz Moreno holds a BSc in Chemistry from the University of Oviedo in Spain (Faculty of Chemistry) and a Master Degree in Biochemistry from the Faculty of Medicine in Oviedo. She undertook a PhD studying molecular pathways deregulated in cancer (Faculty of Medicine, University of Cantabria). She later moved to the Institute of Cancer Research (ICR, London) and had a very successful post-doctoral period focusing on different properties of migrating cancer cells during metastatic dissemination. She published several papers that have been pivotal to her field of research in scientific journals such as Cell, Cancer Cell, Nature Cell Biology or Current Biology.

Since 2011, Dr Victoria Sanz-Moreno is a Group leader in the Randall Division of Cell and Molecular Biophysics, King's College London. Victoria's group is currently working on different aspects related to the complex metastatic process. The information obtained with her group's research will be invaluable for the design of anticancer therapies.

Victoria has received numerous fellowships and prizes during her career, such as the prestigious Cancer Research UK Career Development Fellowship Award, The Royal Society University Research Fellowship Award (she declined to accept CRUK), Applied Bio systems-EACR 40th Anniversary Research Award, Marie Curie Intra-European Post-doctoral Fellowship, Lady Tata Memorial Trust Post-doctoral Fellowship Award and the University of Cantabria Pre-doctoral Fellowship Award. She has been invited to give near 30 scientific talks in International meetings and Scientific Institutions. She is a recognized expert in the field of cancer metastasis and reviews grants and manuscripts for a number of funding bodies and scientific journals. Victoria is part of the first cohort of the Women of Influence group launched by Cancer Research UK.



## Chartered Management Institute

The Chartered Management Institute is the only chartered professional body in the UK dedicated to promoting the highest standards of management and leadership excellence. CMI sets the standard that others follow.

As a membership organisation, CMI has been providing forward-thinking advice and support to individuals and businesses for more than 50 years, and continues to give managers and leaders, and the organisations they work in, the tools they need to improve their performance and make an impact. As well as equipping individuals with the skills, knowledge and experience to be excellent managers and leaders, CMI's products and services support the development of management and leadership excellence across both public and private sector organisations.

Through in-depth research and policy surveys among our member community of over 100,000 managers, CMI maintains its position as the premier authority on key management and leadership issues.

Website: [www.managers.org.uk](http://www.managers.org.uk)

Twitter: [@CMI\\_managers](https://twitter.com/CMI_managers)

## Chartered Management Institute

2 Savoy Court, Strand,  
London, WC2R 0EZ

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