

# Moving Beyond the Barriers:

Women in Leadership &  
Driving Culture Change



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# ***Women in Leadership: Some insights from Research and Practice***

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# WOMEN IN LEADERSHIP: SOME INSIGHTS FROM RESEARCH AND PRACTICE

Dr Linley Lord

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Curtin Graduate School of Business

# TODAY'S PRESENTATION

- ◉ Women and work - where are we now
- ◉ Gendered cultures
- ◉ Learning from other organisations

# WOMEN IN AUSTRALIA

- ◉ Women make up just over half of Australia's total population
- ◉ More women than men are now educated at secondary schools and universities, and more women than men graduate from university with bachelor degrees

<http://www.dfat.gov.au/facts/women.html>

# WOMEN AND STUDY

- In 2006, women accounted for 54.8 per cent of all tertiary education students and 47.5 per cent of all students enrolled in vocational education and training courses
- The majority were enrolled in management and commerce, society and culture, and food, hospitality and personal services courses - but not in engineering, related technologies, architecture or building

<http://www.dfat.gov.au/facts/women.html>

# WOMEN AND WORK

- ◉ In January 2008, women's labour force participation rate was 58 per cent
- ◉ More than 30% of Australia's small business operators are women

<http://www.dfat.gov.au/facts/women.html>

# PUBLIC SERVICE

- ◉ Women make up more than half of the Australian public service workforce (57%) and around 36% of senior executive positions
- ◉ In 2010 in WA, women held 26.9% of Senior Executive Service positions and 26.2% of Director General positions in public sector agencies (OEE0)
- ◉ In the private sector women hold around 12% of management jobs.

<http://www.dfat.gov.au/facts/women.html>

# WOMEN ON BOARDS

- ◉ Women hold 34% of all seats on federal government-controlled boards and around 23 per cent of chair or deputy chair positions
- ◉ However, women hold only 9% of private board directorships.

<http://www.dfat.gov.au/facts/women.html>

# MYTHS ABOUT WOMEN AND WORK

- ◉ There are not enough women
- ◉ Women lack ambition
- ◉ Legislated quotas and targets are unnecessary
- ◉ Women cant negotiate
- ◉ Workplaces are meritocracies
- ◉ The gender pay gap is exaggerated

(Catherine Fox 2010 *Mythbusters Seven Myths About Women* Financial Services Institute of Australasia)

# GENDER PAY GAP

- ◉ Women's income was 24 per cent less than men in 2010 (ABS)
- ◉ Of the organisations that report to EOWA less than 40% reported conducting an annual gender pay equity analysis
- ◉ The 'pay gap appears to widen exponentially throughout women's careers' (EOWA 2010)
- ◉ A report in 2009 by KPMG for the Diversity Council Australia found that a large component of the wage gap could be attributed to sex discrimination

# Sponsors and mentors



- High-potential women are overmentored, undersponsored, and not advancing in their organizations
- Sponsorship involves advocacy for advancement and without it women not only are less likely than men to be appointed to top roles but may also be more reluctant to go for them
- Programs that get results clarify and communicate their goals, match sponsors and mentees on the basis of those goals, coordinate corporate and regional efforts, train sponsors, and hold those sponsors accountable

# MAKING IT TO THE TOP



“Passage through a labyrinth requires persistence, awareness of one's progress, and a careful analysis of the puzzles that lie ahead. Routes to the center exist but are full of twists and turns, both expected and unexpected. Vestiges of prejudice against women, issues of leadership style and authenticity, and family responsibilities are just a few of the challenges”.

Eagly, Alice H.; Carli, Linda L.. Harvard Business Review, Sep2007, Vol. 85 Issue 9, p63-71

# GLASS CLIFFS

In the past few years, researchers have found that women have a better chance of breaking through the glass ceiling when an organization is facing a crisis-- thus finding themselves on what Michelle Ryan and Alex Haslam, of the University of Exeter, have termed the "glass cliff."



# GENDERED CULTURES

- Meyerson and Fletcher (2000) speak of the embedded nature of gender discrimination that present in the so called neutral work practices and cultural norms of organisations. They appear to be common and mundane and therefore are rarely scrutinised or challenged.



# MASCULINE ORGANISATIONAL CULTURES

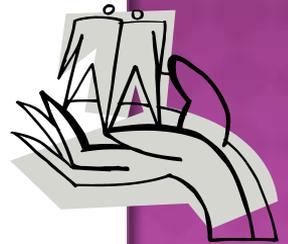
○ Maddock and Parkin (1994) identified six types of masculine organisational culture

- The 'Gentlemen's Club'
- The 'Locker Room'
- The 'Barrack Yard'
- The 'Gender Blind'
- The 'Smart Macho'
- The 'Pretenders'



# MASCULINE ORGANISATIONAL CULTURES

- ◉ The ‘Gentlemen’s Club’, the ‘Locker Room’ and the ‘Barrack Yard’ reflect the traditional views of the different roles women and men are expected to play in society and in the workplace
- ◉ ‘Gender Blind’, the ‘Smart Macho’, and the ‘Pretenders’ maintained traditional dynamics of gender relations despite a rhetoric of equality and no differences in capabilities between women and men.



# THE GENTLEMAN'S CLUB



- ⦿ Polite and civilized
- ⦿ Women in established roles
- ⦿ Patronising and paternalist:

*“It’s so difficult asking Mr... about promotion or regrading, he’s always so sweet and friendly, I think he may be upset and think I’m unhappy here”*  
(Secretary)

- ⦿ Non-conformity leads to hostility
- ⦿ Women conform as challenge has negative effect
- ⦿ Determines expectations and possibilities, e.g. ambition

# THE LOCKER ROOM

- Exclusion culture; men build agreement around areas of commonality
- Sport and sexual innuendo key forms of communication
- Women excluded even when they try to join in:
  - *“I would learn about the sport and talk about it, then they would change the subject - they didn’t want me, a woman, in the group”*



# GENDER BLIND

- No differences between men and women
- ‘Level playing field’ men and women can excel if they try
- May be sincere, but ignores reality
- Leads women to aspire to ‘superwoman’ status
- Convenient, denies difference thereby negating obstacles and difficulties women may face



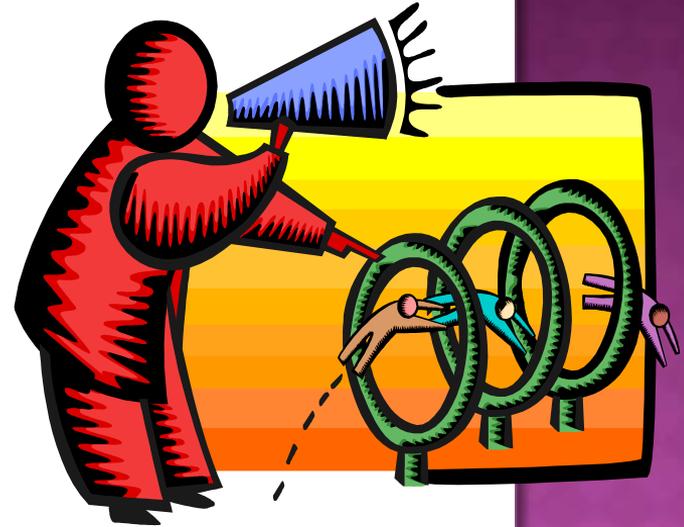
# LIP SERVICE: FEMINIST PRETENDERS

- ⦿ Documentation and policy complete, but little or nothing done to enforce
- ⦿ ‘Hierarchies of oppression’
- ⦿ Individuality lost, viewed as a member of one or other disadvantaged group
- ⦿ Way ‘ought’ to behave ascribed
- ⦿ Can perpetuate victim and blame cultures; individuals who do not advance look for someone to blame



# GENDER CULTURES: QUESTIONS TO ASK

- Do men and women take up different roles in the organisation?
- Do men and women socialise differently at work?
- Are there policies and practices in place to support diversity and inclusion?
- Do career development and promotion work differently for men and women?
- Are there female role models? What are they like?
- Do women support other women?



# BEST PRACTICE

## ***WOMEN IN LEADERSHIP STRATEGIES FOR CHANGE***

- <http://www.communities.wa.gov.au/serviceareas/women/Resources/Documents/Women-in-leadership-strategies-for-change.pdf>

# LEARNING FROM OTHER ORGANISATIONS

- A range of factors continue to impact on women's under-representation in leadership positions. They can be broadly grouped as:
  - business drivers
  - cultural dilemmas including leadership perception and pathways to leadership
  - work/life interactions
  - workplace dynamics, key relationships and networks.

# THE BUSINESS CASE

## UNDERSTANDING THE CURRENT SITUATION - the first step to change

- ⦿ Step 1: Assess the business drivers and priorities
- ⦿ Step 2: Conduct a Census of Women in Leadership. Collect baseline data for the organization regarding women in leadership
- ⦿ Step 3: If the organisation has existing policies and initiatives to further women in leadership, assess the effects of these programs on performance. This may include:
  - the uptake and utilization of existing initiatives (if the uptake is low, understanding why)
  - the contribution of existing initiatives to the bottom line
  - the opportunity-cost of under-utilisation and of failure to attract and retain women (Piterman 2008).
- ⦿ Step 4: If possible, compare data from the organisation with similar organisations and best practices
- ⦿ Step 5: Based on the statistics and a deeper understanding of what these mean a business case for change can be built.

# CULTURAL DILEMMAS

- ◉ Conducting an Organisational Culture Survey: Giving current staff a confidential opportunity to communicate their expectations and experience of working in the organisation. Culture surveys assist with identifying the deep seated assumptions at play. Baseline information from culture surveys can be used to plan for change and measure progress. Surveys can be done in-house or through a third party. Areas that can be explored, particularly those with a specific focus on the potential stumbling blocks for women, include:
  - ideas about organisational commitment
  - recruitment processes
  - promotion processes
  - design of job roles
  - social practices
  - leadership stereotypes
  - reward structures
- ◉ Exit interviews

# WORK - LIFE

- ◉ Work practices that support the advancement of women include:
  - flexible hours, with variable start and finish times
  - quality part time work
  - job sharing
  - flexible work weeks with time off in lieu
  - flexible leave including exam and study leave
  - leave of absence, personal work-life leave
  - paid parental leave - for mothers and fathers; birth and adoptive parents
  - parenting rooms (for expressing milk and breast feeding)
  - holding meetings at times and in places where all relevant staff can attend (EOWA 2008)

# WORKPLACE DYNAMICS

- Recommendations from research and best practice to assist women in maximising their social capital include:
  - Mentoring
  - Networks and Employee Resource Groups

# WHERE TO FROM HERE

- We need to focus on fixing the systems - not fixing women!
  - The focus needs to be on implementation of policy - not more policy
  - We need to get serious about measuring the effectiveness of initiatives
  - We need to get serious about addressing workplace cultures - overwork, bullying, sexual harassment
  - We need to provide high quality training for managers and supervisors and hold them accountable for outcomes



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# *"WA Police- Women in Leadership Strategy- A Road Map for our Future"*

**Michelle Fyfe**

Acting Assistant Commissioner

WA Police



# Western Australia Police

*Women in Leadership Strategy- A Road Map for our Future*

WESTERN AUSTRALIA POLICE



# In the beginning....



# In the beginning...



# We've changed a bit....



WESTERN AUSTRALIA POLICE



# Women's Advisory Network (WAN)

## **VISION**

The vision of the Women's Advisory Network :

*WAN is a strategic partner that influences decision making to ensure the Western Australia Police is an employer of choice for women*



# Women's Advisory Network

Challenges

Triumphs

Evolution

The next generation

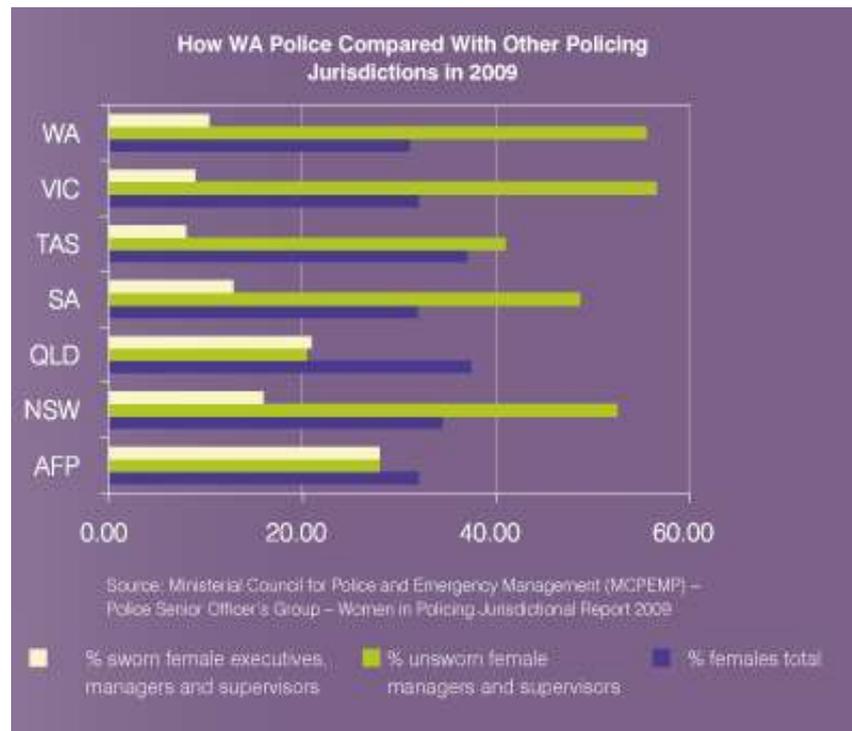


# Executive Committee for Women

- **ECW MEMBERSHIP**
  - Sponsored by the Executive Director – WA Police
  - Senior management who all held positions of influence in the agency including
    - Assistant Commissioner Specialist Crime
    - Assistant Commissioner Professional Development
    - Assistant Commissioner Business Technology
  - Representatives from the ranks of women within WA Police both sworn and unsworn



# Why do we need a committee at all?



# Women in Leadership Strategy

**Honesty**

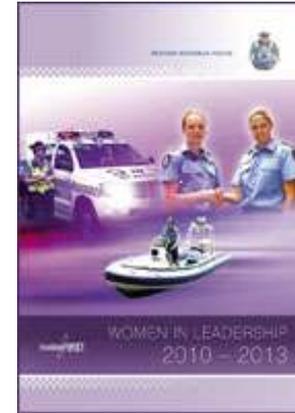
**Respect**

**Fairness**

**Empathy**

**Openness**

**Accountability**





## Vision

“To strengthen the position of women in policing – their number, their professional development, their progress to positions of leadership and their contribution to the future of the Western Australia Police.”

# EXPAND

## To Increase the number of women in WA Police by;

- Attracting and recruiting women to WA Police, particularly sworn
- Decreasing the attrition rate of women in WA Police
- Supporting those returning to the workforce after absences due to family responsibilities



# EMPOWER

**To Increase the developmental opportunities to improve competitiveness and build leadership capability by;**

- Providing secondments/acting opportunities in decision making roles
- Offering mentoring and coaching (internal or external)
- Removing barriers that impede uptake of opportunities
- Providing quality training and development opportunities



# EXPERIENCE

**Aim: To enhance the influence of women by increasing numbers in decision making and executive roles by:**

- Undertaking quality performance management and talent identification
- Greater participation in the promotional process
- Greater participation in specialist areas
- Providing flexibility in senior roles with support of Senior Managers



# ENRICH

**Aim: To increase the contribution of women in actively shaping the direction of WAPol through:**

- Building a culture that values diversity
- Recognition of the contribution of women in policing
- Workplace supporting work/life balance of all employees
- Establishment of WA Police as an Employer of Choice



# Expectations



- Executive Committee for Women
- Executive Leaders
- Managers and Supervisors
- Individuals

# Key messages



- Women are under represented
- Its bad business
- Its not about fixing women – we're fine!
- Organisational and cultural change
- People are the answer – men and women
- People drive change



“This is no longer about us addressing individual workplace or management issues, there are clear policies in place for that. It’s about making changes to our professional development programs, creating learning opportunities so that women can build their capacity to take on senior leadership roles in WA Police.”

# Thank you for your time....



WESTERN AUSTRALIA POLICE





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# *"A Culture of Trust- Attracting and Retaining Women"*

**Alison Maggs**

Assistant Director Government Procurement  
Department of Treasury and Finance



# A culture of trust - attracting and retaining women

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Alison Maggs

Assistant Director, Government Procurement  
Department of Treasury and Finance

June 2011



- Government Procurement is a division of the recently formed Department of Finance
- Responsible for leading procurement at whole of government level
- Provides strategic procurement advice and manages government's procurement risks
- Currently employs 270 staff





# What has shaped us

- Led a whole of government procurement reform program 2003-2008
- Establish a new team identity
- High attrition rate - boom times impact
- Key goal to build procurement as a profession
- Necessity was a strong driver



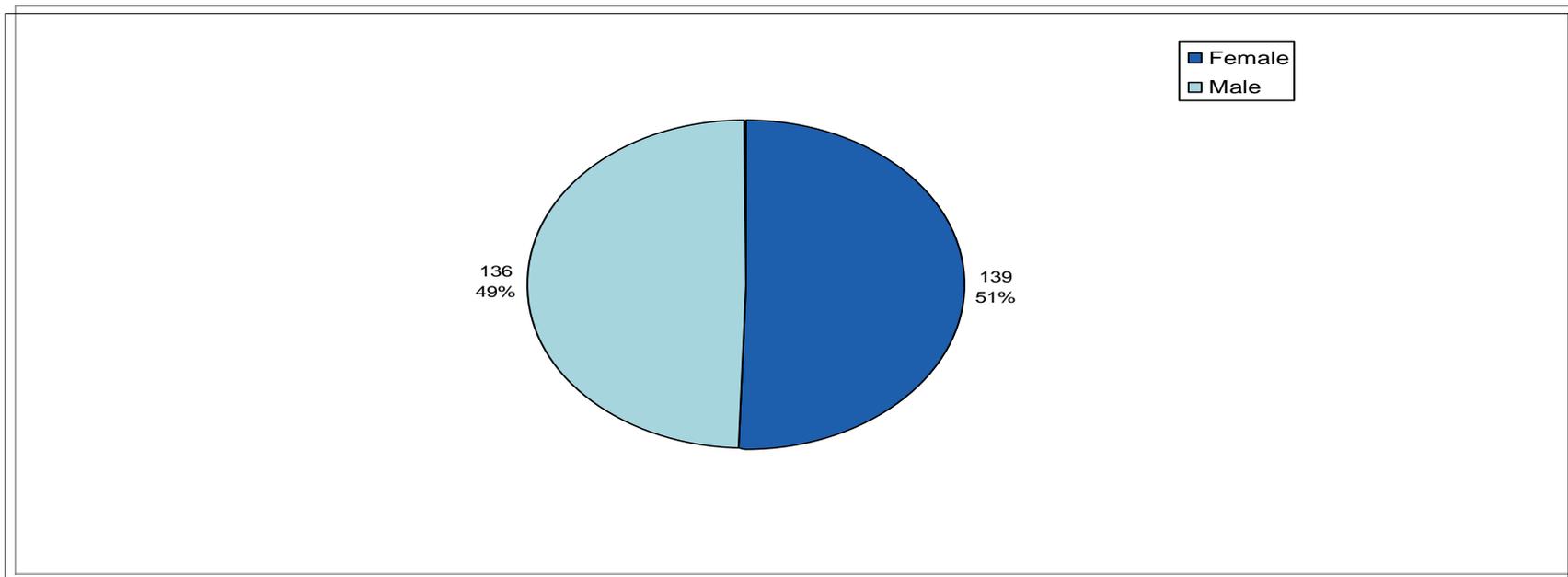


- Cultural improvement – used a recognised program
- Strong investment in training
- Invested heavily in facilitated team building
- Built trust – common purpose, do what say going to do, accepting of others
- 2007 Premiers Award for excellence in management





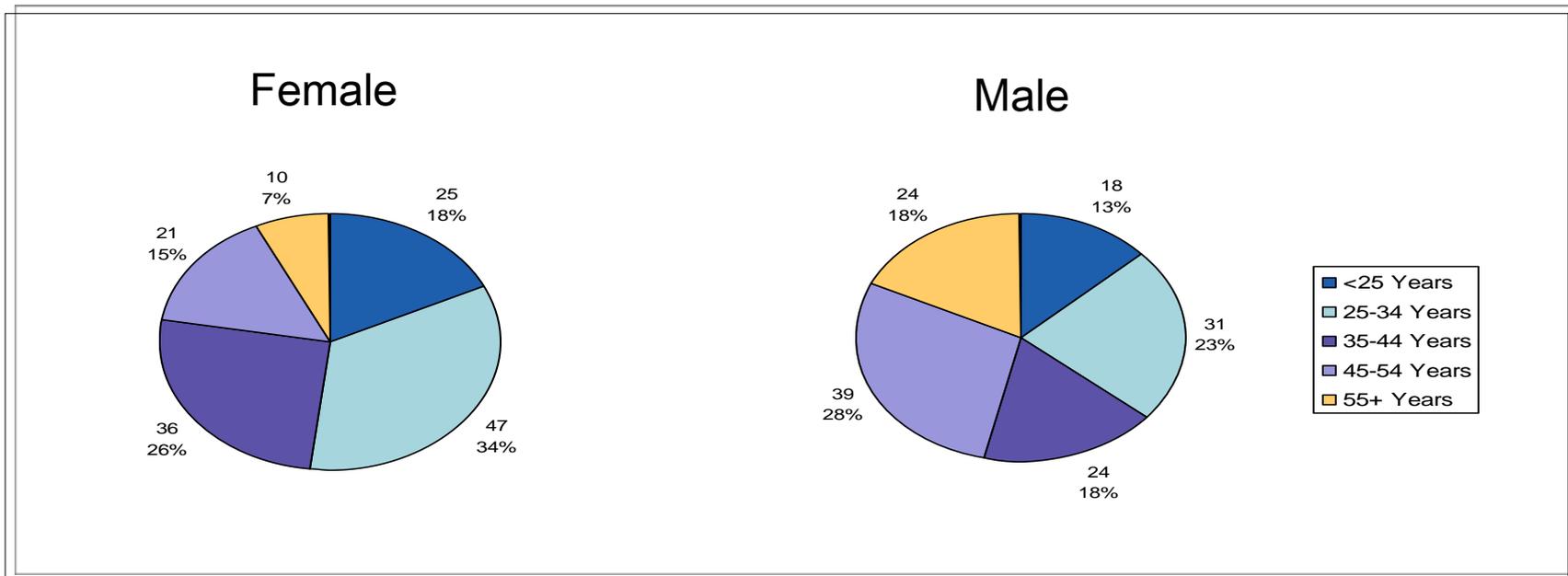
# Our workforce today



\*Data extracted from Oracle on the 21 March 2011.



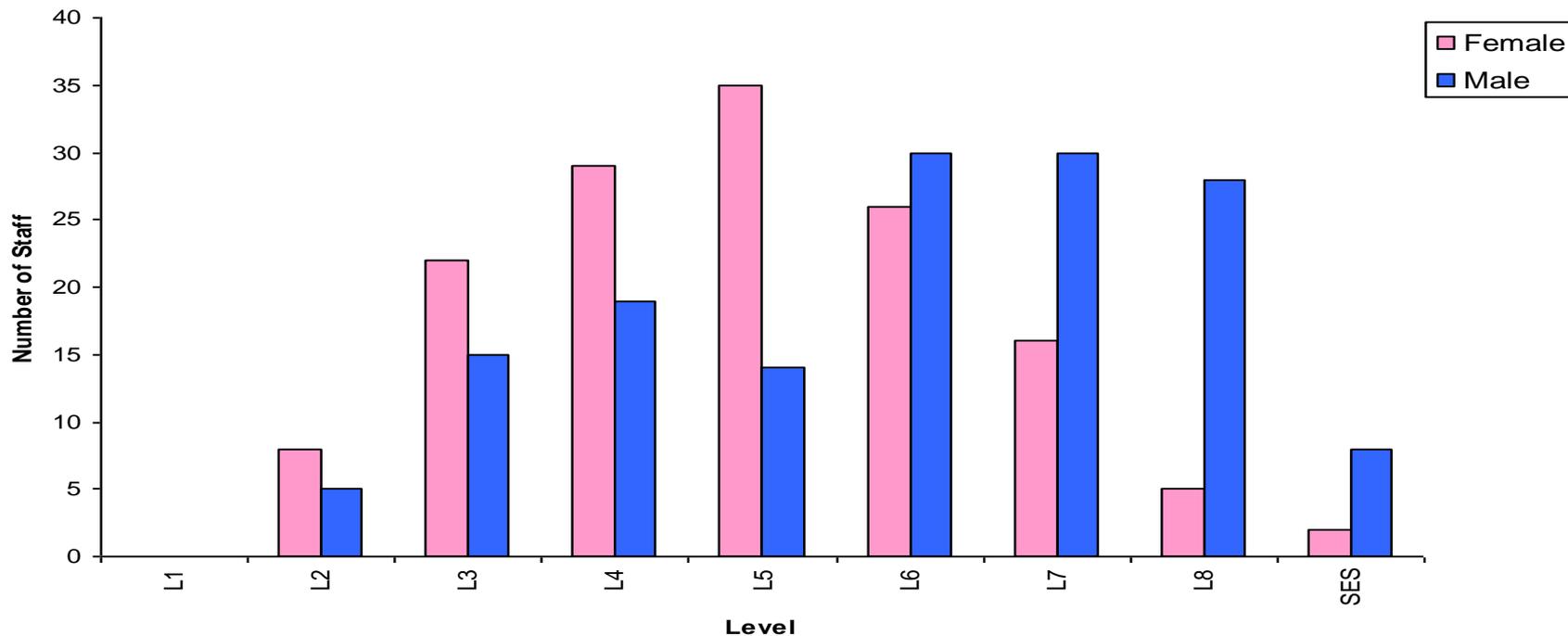
# Age range by gender



\*Data extracted from Oracle on the 21 March 2011.

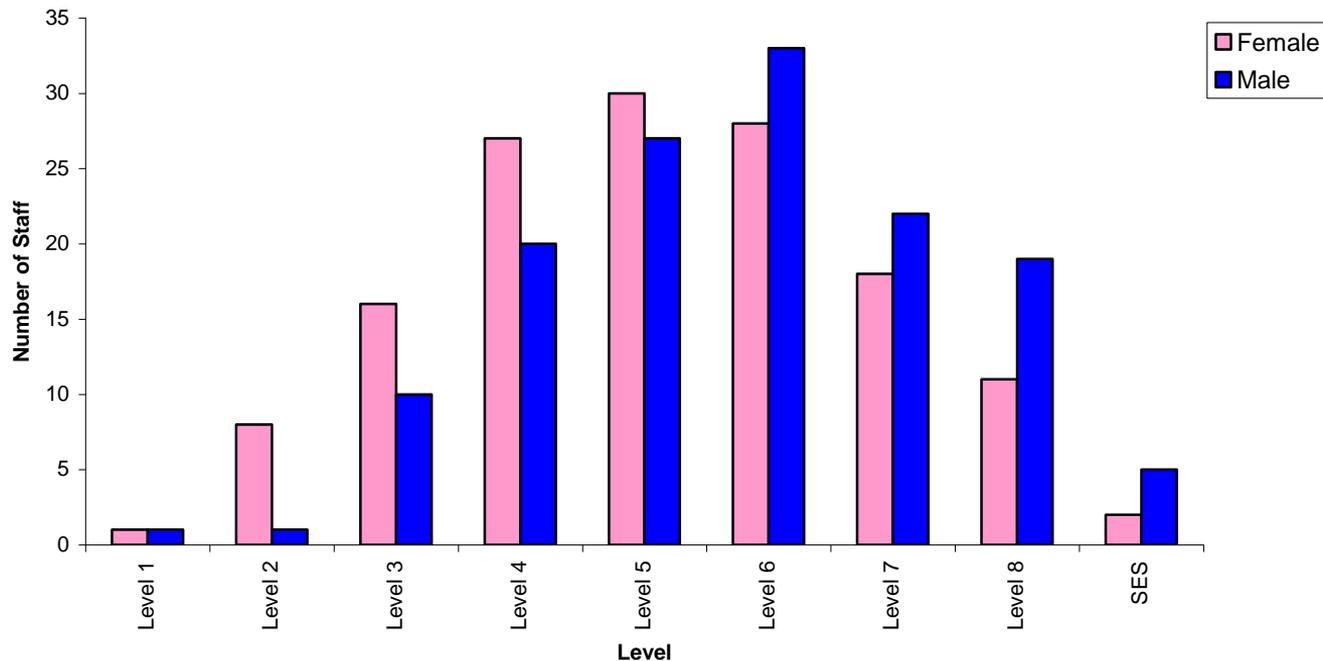


# Gender and level 2007/8



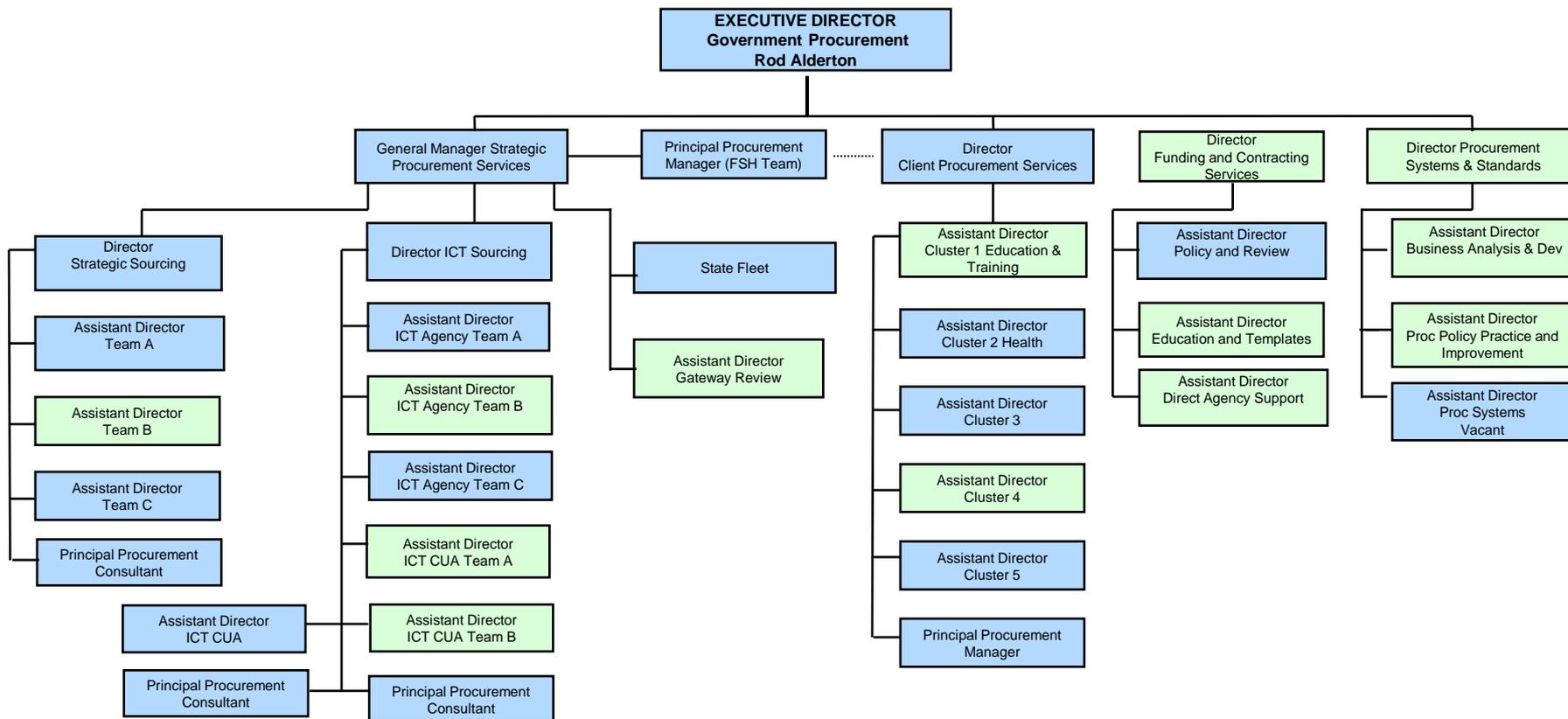


# Gender and level 2011





# Management structure





# GP stories - Kris





- Currently a L7 Senior Procurement Manager in ICT
- Joined GP 2004 as L5 re-deployee
- One daughter and works part-time
- Has received scholarship funding – recently completed her MBA
- Recently rejected offer in private sector





- Joined GP in 2007 as L6 Senior Business Analyst
- Previous role - worked from home but limited career progression
- Promoted to L7 manager of 8 staff in 2010
- Recently changed work arrangements to suit her 2 children

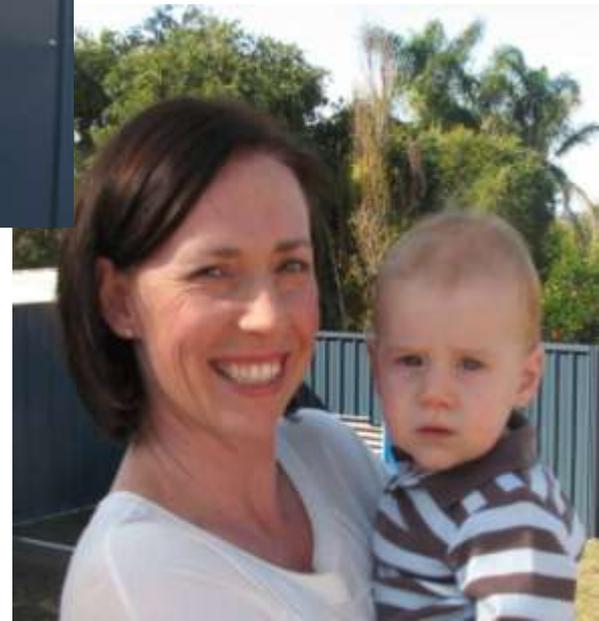


- Commenced with GP as L4 Officer in 2007
- Progressed to L6 quickly – merit based
- Age no barrier
- Recently married, first child due October
- Wants to return part-time – to have the right balance





# GP stories - Sue







- What we have done has been out of necessity
- We haven't got everything right
- Role models are important
- Continuing to work on our culture
- “Team work is everything”



# Thank you

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# *"Keeping the Right People"*

**Margie Tannock**

Partner

Minter Ellison Lawyers



**MinterEllison**

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**L A W Y E R S**

FILE NUMBER



# Keeping the right people

Margie Tannock, Partner Minter Ellison

June 2011

IPAA

Women in Leadership

(WA)

# A sophisticated people strategy

The right people on the right seats and empower them to be the best they can be.





# Flow of success model

## PEOPLE

- the right people on the right seats and empowered to be the best that they can be

## CLIENTS

- focus on IGI clients

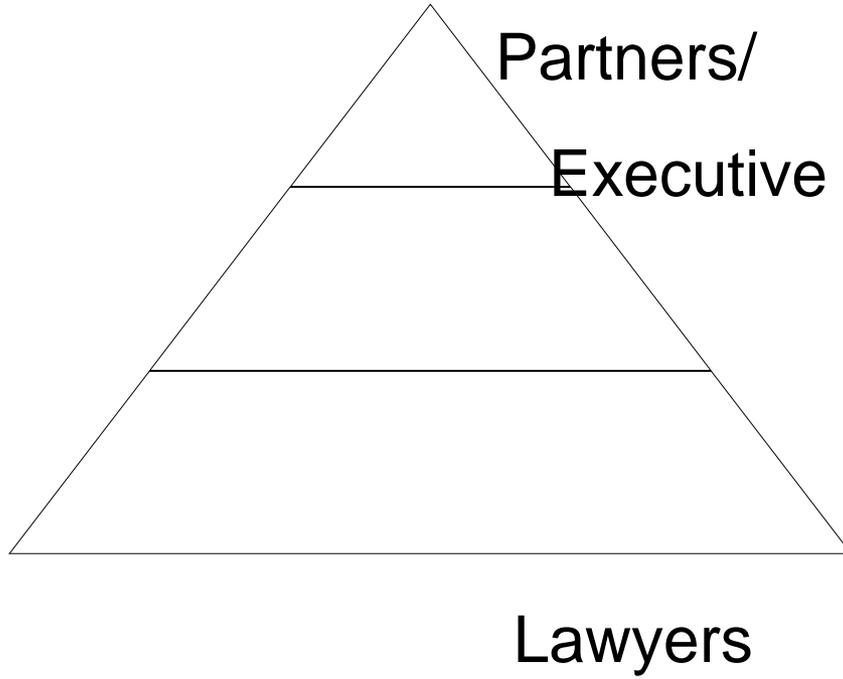
## WELLBEING

- governance structures, systems, processes

## FINANCE

- is the outcome of getting the first 3 right





# Empowerment: creating opportunities for the right people

- Our values
- Communication
- Career development
- Learning and development
- Flexible work arrangements
- Health and wellbeing

# Our values

Our values are important to us because they drive our expected behaviour and guide our decision making.

Our values form a very significant part of our culture and are fundamental to how we run the firm.



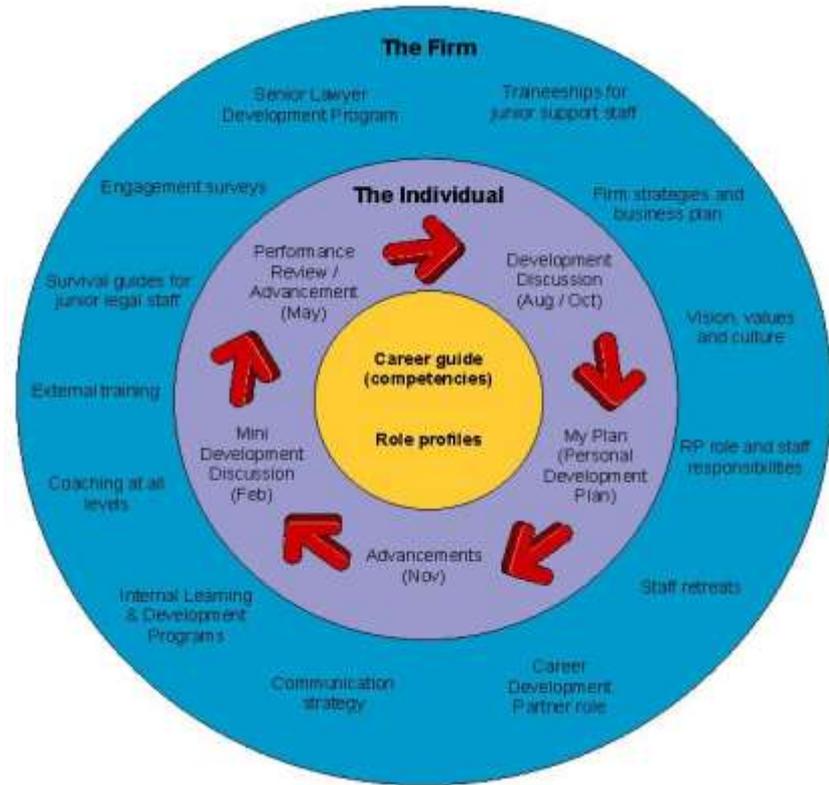
# Implementing values into our people strategy

- 360° reviews (annual)
- Development discussions
- Performance appraisals
- Role of the responsible person
- Recruitment process:
  - interview questions;
  - psychometric testing (looks at whether a candidate's personal values are conducive to the firm's values).
- Performance management
- Communication: effective & continuous



# Career development framework

- Career guides
- Role profiles
- Development discussions
- Development plan
- Performance reviews, inc 360° reviews
- Advancements (biannual)



# A successful career development framework: implementation

- Leadership at all levels
- Responsible Person role
- Career development partner
- Learning and development
- Communication

# Flexible work arrangements (FWAs)

*Work-life balance initiatives are a key component to our value 'make it work, sustainably'.*

## FWAs at MEP:

- Part-time
- Flexi-time
- Flexi-place
- Job sharing
- Hey Dad leave

## Reasons for FWAs at MEP:

- Study
- Second career
- Family
- Volunteer interests
- Transition to retirement
- Sporting interests
- Location

# Conclusion

- Identification & recruitment of the right people
- Keeping the right people
  - Programs, values, continual focus & communication
- Succession planning and embedding success in organisation



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# Panel Discussion

**Linley Lord-** Curtin Graduate School of Business

**Michelle Fyfe-** WA Police

**Alison Maggs-** Department of Treasury and Finance

**Margie Tannock-** Minter Ellison Lawyers



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