2012 SURVEY

eve·olution

JUMP
Empowering women, advancing the economy

WOMEN LEADERS SPEAK OUT!

In search of a gender bilingual company

How to move towards a new culture that acknowledges gender differences as complementary

Women leaders speak out!
In search of a gender bilingual company

This survey analyses the responses of over 400 women in decision-making roles across a variety of sectors in Europe. It was produced in collaboration with the UK-based organisation eve-olution and Brussels-based JUMP. The survey results were compared and contrasted to the previous survey that was conducted in 2005 in the UK only and based on the original survey from 2003.

In view of the last McKinsey "Women Matter" report in the UK and significant activity in Europe to advance women leaders, **executive ranks are still dominated by men**. The survey attempts to address women's perceptions about barriers to their progress and why some choose to leave corporate life all together. Many myths perpetuate about the exodus of women, not least that they are leaving to raise families or are not career motivated. However, this research shows that these reasons account for little when women think of leaving. **The respondents are moving away from a culture that fails to acknowledge "difference", or interprets difference to mean "inferior".** Around 90% of respondents stated that they would be more likely to stay in an organisation whose values were in line with their own.

What does a "gender bilingual company" mean?

A "gender bilingual company" is the term used by Avivah Wittenberg-Cox and Alison Maitland in their book *Why Women Mean Business*. In this survey, **becoming bilingual begins with a shift in perspective**. Only once all managers understand that the methods and messages used to recruit, manage and evaluate men do not necessarily work for women will women's talents stand a chance of being accurately recognised and optimised.

According to Tracey Carr from eve-olution, we can also talk about a "cultured" company. In other words, a company that has moved to **a whole new way of operating by embracing men and women as equal but different**. Such a company is highly sophisticated in training and developing its staff, positively rewards effort and achievement, and places a value on communication, team building and relationships..

" A truly "cultured" organisation, as rare as they are, provides huge benefits to both men and women. Those leaders still in denial on this subject often think this is about positive discrimination – the reality is that this is about creating a people and service proposition that delivers very real competitive advantage. The opportunity to realise a competitive advantage is now – but, as the survey clearly indicates, a majority of organisations do not yet recognise this gap in their performance.

*Jan Babiak - UK Area Managing Partner Ernst & Young's
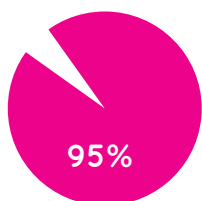only female Managing Partner Winner of "First Women Award" 2005*

The survey questions

1 women's skills
and work styles

2 working relationships
with male and female
colleagues

3 flexible working and
career development

4 corporate
attitude towards
women

5 career
progression and
retention initiatives
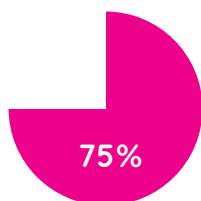
6 training and
coaching

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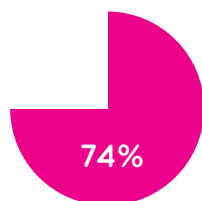
Key findings

95%

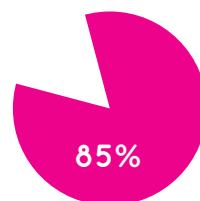believe that they are **not recognised or promoted on an equal basis** to men.

67% in 2005.

75%

agreed that companies **do not place a high enough value on skills** such as communication, team building and relationships.
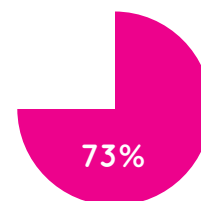
79% in 2005.

74%

believe that **not enough time and money is invested in training** men and women to work more effectively together.

82% in 2005.

85%

say that having a **female role model is important** for career success.

81% in 2005.

73%

believe that men are often **uncomfortable around influential women**.

80% in 2005.

Key conclusions

The results show that since the last survey was conducted in 2005 many more women believe that their corporate environment does not recognise that their strengths and skills are different from male colleagues, but equally valuable for the company's success.

Gender differences in values, skills and behaviour are now **recognised as a practical reality** by the overwhelming majority of senior women.

Gender differences, therefore, need to be recognised as probably the **most fundamental component** of all the diversity issues that an organisation faces.

In respect of gender differences, the concept of "diversity awareness training" needs to be actively transformed into one of becoming **a truly "cultured" organisation** and embedded into the fabric of the organisation.

The goal of the "cultured organisation" is to provide male and female employees with a deep understanding of masculine and feminine leadership in terms of skills, traits and abilities. In other words, efforts need to be made to widen the acceptable range of leadership styles to become a truly inclusive organisation that enables everyone to achieve optimal performance.

Women leaders speak out!

Profile of the panel

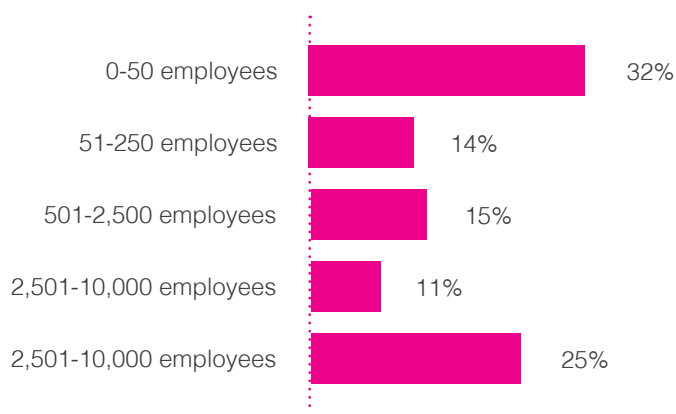Over 400 women took part in the survey. They are all based in Europe and have a university (77%) or higher academic degree (18%). Approximately 32% of these women are currently working on a flexible basis or in a job share.

Age

Age	%
<25	4%
26-34	25%
35-44	34%
45-54	29%
55-64	7%
65+	1%
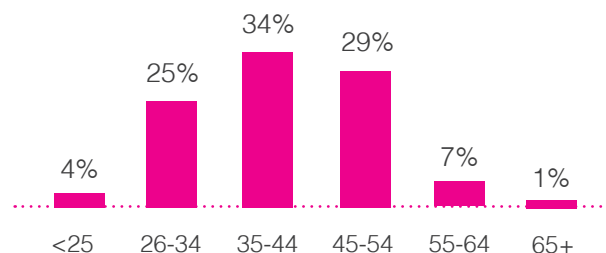
What is the size of your organisation?

	%
0-50 employees	32%
51-250 employees	14%
501-2,500 employees	15%
2,501-10,000 employees	11%
2,501-10,000 employees	25%

Do you report to a male or a female?

	%
Male	53%
Female	22%
Both	10%
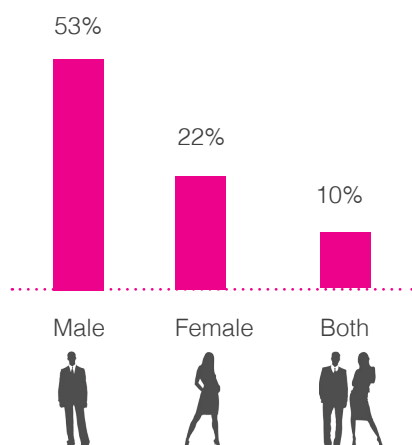
How many people are you responsible for?

	%
1-10	48%
11-50	13%
51-100	2%
101-250	2%
251-500	1%
501-1,000	1%
Over 1,000	1%
Not relevant	30%

Your job level

To what job level do you aspire?

42%

8%

Employee
Middle Management

14%

11%

Manager
Consultant

16%

12%

Senior
Manager

12%

6%

Executive Director
Partner

9%

5%

Board of
Directors

9%

4%

CEO
Managing
Director

9%

10%

Business
Owner

I don't aspire
to a new level

14%
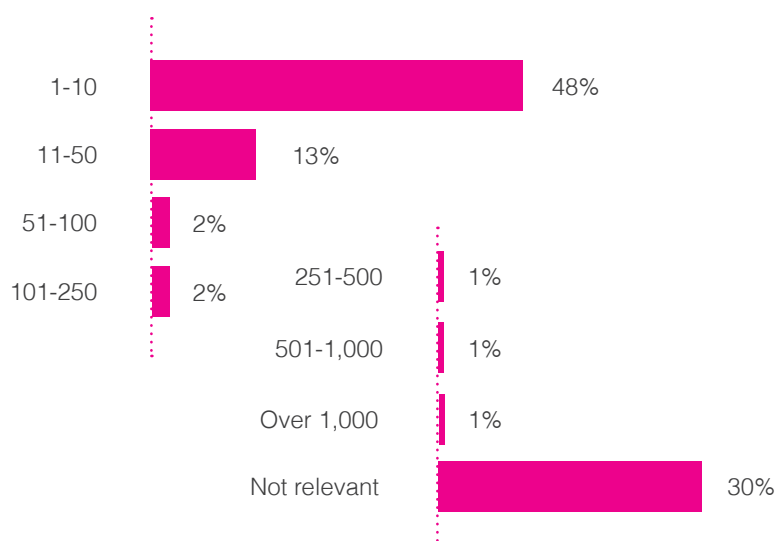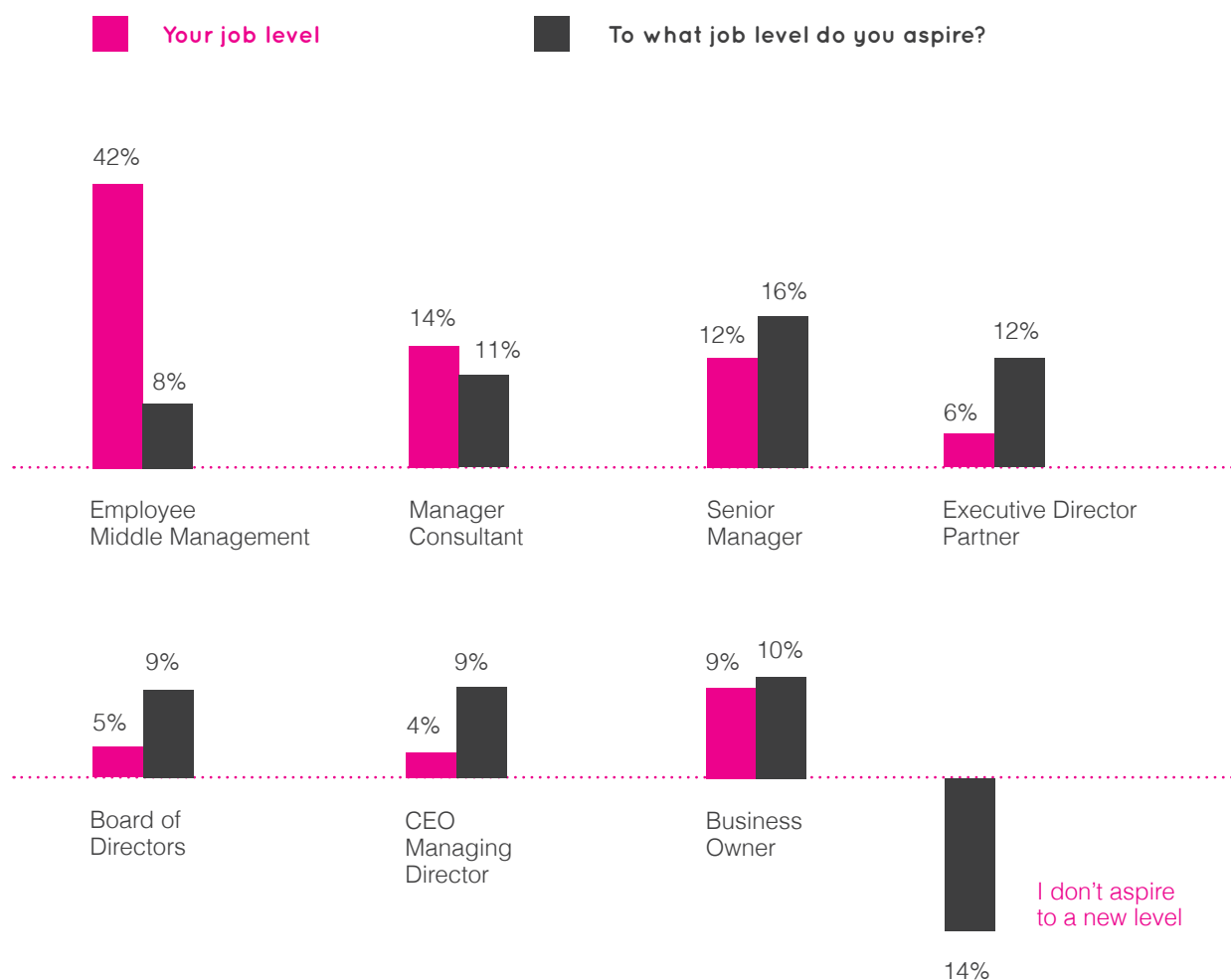
How long do you think it will take you to get to this level?

2%

7%

26%

25%

6%

<1 year   1-2 years   2-5 years   5 years+   Never

Women leaders speak out!
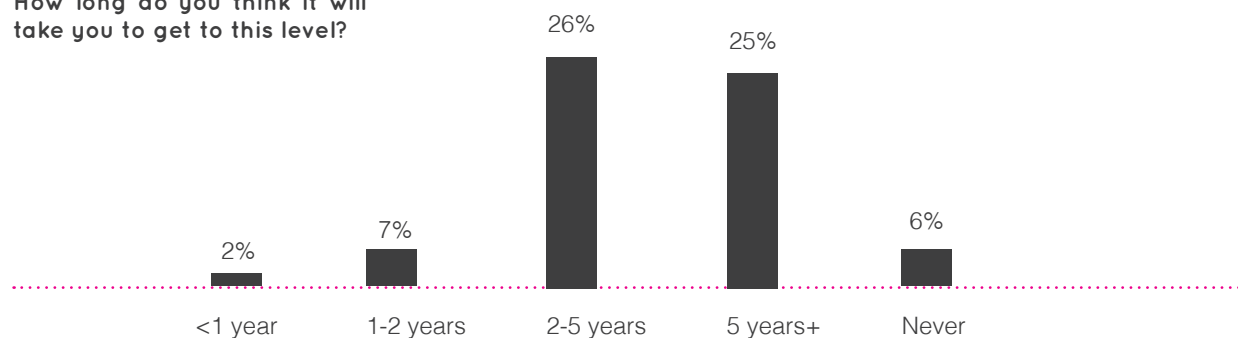
Women's skills and work styles

95%
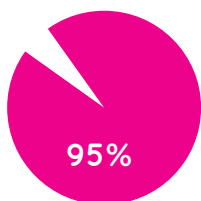
95% of the respondents believe that as leaders, **women bring different but complementary skills to the workplace**.

71%

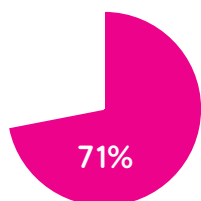71% think that **companies do not place a high enough value on women skills** • 75% of the respondents think that women are better at communication, team building and forging relations with staff and clients compared to male colleagues.

79% in 2005.

60%

60% find that corporate training and development activities generally **do not take into account women's learning preferences and styles**.

Corporate attitude towards women
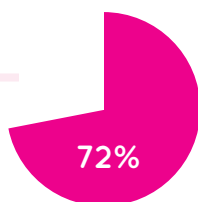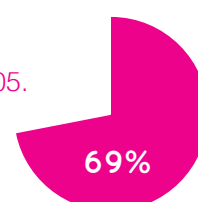
"Some companies recognise the value of having women in senior positions, but not all of them take active measures to change the status quo.

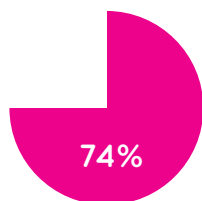Around 72% think that when key decisions are being made, **men's opinions are respected more than women's**.

72%

According to 69%, **women are still not recognised and promoted on an equal basis** with their male colleagues.
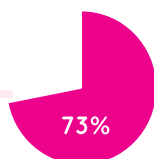
67% in 2005.

69%

Women/Men working relationships

74% think that **not enough time or money is invested** in training and coaching women and men on how to work more effectively with each other.

74%

82% in 2005.

According to 73%, **men are often uncomfortable around influential women**.

73%

According to 62%, **men are more comfortable working with other men than with women.**

62%
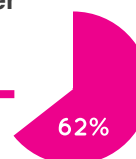
> " I think that, in the workplace, a lot of women are afraid to talk about gender issues with colleagues, even if they are women. It is as if they rather prefer to ignore the issue. Just doing your utmost and coping with work-life balance in silence without complaining, is the tacit code of conduct and a lot of women behave accordingly.

Just over half (55%) of the surveyed women are **not comfortable during corporate entertainment** and other business working events.

55%

> " The area where I personally feel gender inequality most striking in my professional life is during business entertainment (dinners, conferences) where events are designed to entertain men (female belly dancers, etc.) rather than women, which sometimes makes me really uncomfortable. In addition, decisions by companies to sponsor events also often disproportionately reflect male preferences (more money into football matches than into breast cancer...).

" Men's opinions are often presented better, which is why they are heard. They are presented in a way man can hear them. The same with networking, it's not unfriendly for women, but it is a male way of networking. I now often go to female networking events and am struck by the supportive atmosphere and cooperative approach. It works for me!

" Being in IT and working for a bank it is just a boys' club. I'm tired of arguing. I prefer to channel my energy into my family where I always get a positive response.

Female role models

" I agree with the statement that female role models should not act like men in the workplace. I would like female role models to be themselves and consider their differences as being a rich asset, and feel proud about that.

85%
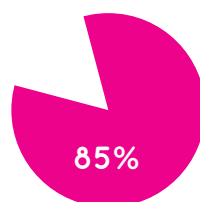
For 85% of the respondents, **having female role models is important** for women to succeed in the workplace.

81% in 2005.

Female leadership
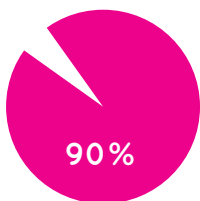
90% believe that **companies benefit when they have women in senior positions**. But only 47% find that **companies recognise it!**

90%

> The issue is that as some women have to work twice as hard as men to prove their added value to the company, some of them tend to act like men in order to reach top positions. This creates a far worse management style than when there are only men.

92% of the surveyed women **believe in their abilities to lead.**

92%
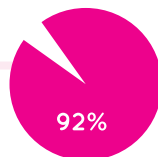
90% are more likely to **stay in an organisation whose values are in line with their own.**

98% in 2005.
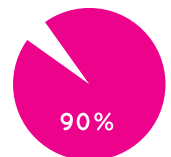
90%

> Women should be encouraged to design their workplace and take leadership in expressing their needs and career ambitions, not adapt to pre-existing conditions to become managers.

" The issue is not men versus women. Rather we are all different and unique and the best you can do is to be yourself. I do not believe in the assertion that companies benefit more when women are in leadership positions. Speaking of my organisation, there is no evidence to back this up. On the contrary, there are a number of women in leadership positions who tend to do more harm to the women's cause than the men do. What I want is authentic and great leaders, be they men or women, I do not care. But it may actually be the case that the great leader could be a woman.

" Women won't neccessarily leave an organisation where there is a mismatch in values, they are more likely to stay and just stop trying, assuming everywhere will be the same.

" I believe that companies benefit from women leaders because I believe that diversity is a source of richness and gives companies a competitive advantage. In the same way I believe that people from different cultures, sexual orientation and social backgrounds all contribute to the richness of a company.

" Working in a research organisation, full of engineers and PhD's, the female skills are very much underestimated and undervalued!

Work-life balance and career development

" Once everyone starts looking at flexible working and job share options as a non-gender specific solution and it becomes acceptable/expected for men and women to take advantage of these options, there will be much less concern about the impact on career advancement.

For 41% of the respondents, **family obligations are a barrier to career advancement**.

38% in 2005.

Around 66% think that flexible working and job share options are obstacles to career advancement.

Only 58% of them benefit from **flexible hours and/or childcare arrangements** within their company.

However, 90% think that flexible hours and/or childcare arrangements **encourage women to remain in or return to the workplace**.

" I feel that for the moment my family obligations are more important to me. If I chose to make my career the priority, I guess everyone would have to follow and adjust as it is me who is responsible for organising the family.

" Every working mother organises her work-life balance differently, but all the women managers I know, either have no children or they "outsource" their children to a very high extent. Being a real mum and developing a real career, is not possible. It really is not.

" For me it's push/pull. I am prioritising my family over my career for now. With my line of work it means not pursuing certain roles at big banks. However, my skills are still tested and current as my firm is small, cutting edge and flexible. That has "bought" my loyalty.

What would increase your motivation?

Motivating interventions

- ■ A lot
- ■ A little
- ■ Not at all

	A lot	A little	Not at all
Personal development and learning	78%	14%	3%
Increasing confidence in personal skills and abilities	72%	18%	3%
Being supported in networking activities	49%	39%	6%
Provision of gender specific leadership development	32%	36%	16%
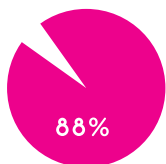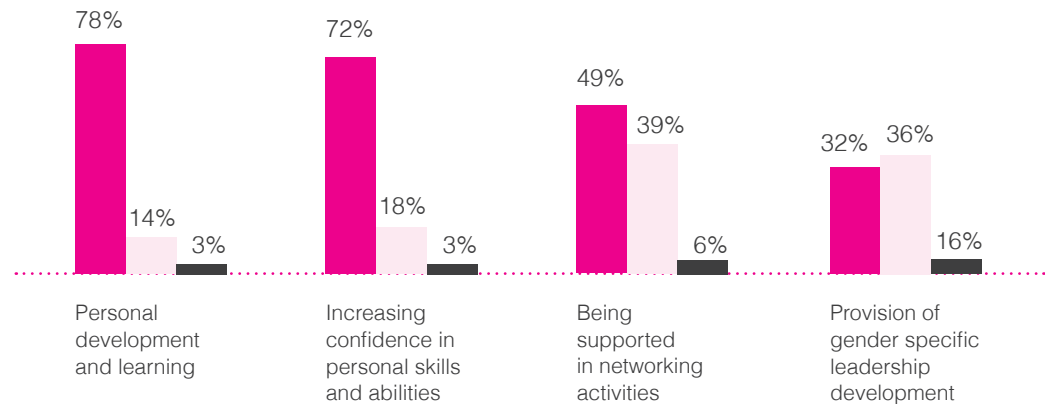
88% — 88% are motivated by recognition, respect and team-spirit.

72% — 72% are motivated by being valued and listened to.
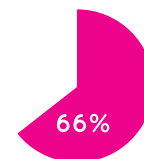
66% — 66% are motivated by being able to make a difference.

64% are motivated by learning and development.

61% are motivated by the freedom to be comfortable and natural.

51% are motivated by opportunities for advancement.

> " Gender specific development tends to marginalise the value and is subject to extreme criticism in most companies.

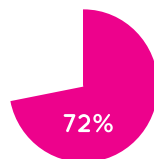> " Men and women need to have programmes that provide a path to working more effectively together. However, I do believe that women should seek out networks that promote and develop women in leadership.

> " Having attended a gender specific leadership course, I can say that I gained more from the course than usual. However, I think all genders/nationalities/disabilities should be discussed openly and discrepancies in career developments highlighted.

> The problem with gender specific leadership development is that it seems to focus on something women "miss" and need to learn. This approach is wrong. Women should be encouraged to design their workplace and take leadership in expressing their needs and career ambitions, not adapt to pre-existing conditions to become managers. Also it is not effective unless it is backed up with a concrete commitment to actually put women in senior management positions.

What motivates you in the workplace?

> Do a job that I like, that is interesting with equal recognition (social and financial) as men receive and have total flexibility to take care of my family at the same time. I do not want any arrangement to take care of my children. I can do the job AND take care of them after school hours.

> Equal pay and opportunity for women motivates me to be the best I can be!

> Like all business people I am motivated by developing the business and creating profit. That is the best way to prove my skills. Honestly, I don't have the time nor the energy to think about gender issues. It takes a lot of precious time. We women also need to understand men, they act differently and that has to be understood. They also tend to play the emotional card as a strategy for "war" so we should never fall for being provoked by that.

Initiatives to develop

Initiatives to develop

- ■ **Outstandingly**
- ■ **Adequately**
- ■ **Very little**
- ■ **Not at all**

Flexible working benefits — 70%: 35%, 35%, 13%, 4%

Mentoring — 67%: 26%, 41%, 14%, 5%

Coaching — 66%: 24%, 42%, 16%, 5%

Other work-life balance initiatives — 63%: 27%, 36%, 16%, 7%

Organisational development/resctructuring — 59%: 21%, 38%, 20%, 6%

Progressive maternity leave and childcare programmes — 59%: 25%, 34%, 17%, 9%

Role modelling — 55%: 22%, 33%, 21%, 7%

Gender specific leadership development — 50%: 14%, 36%, 22%, 12%

Formal/informal channels for dealing with confidential issues — 48%: 13%, 35%, 25%, 7%

51% find that **companies must still make proactive changes** to encourage women to make a contribution.

51%

69% think that leaders and **decision makers don't fully understand the real value of gender diversity** in business.

69%
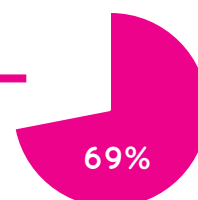
What has changed in 10 years?

	2003 eve·olution	**2005** eve·olution	**2012** JUMP eve·olution
Companies don't place a high value on "female" skills	**80%**	**79%**	71%
Women are not recognised or promoted equally to men	**69%**	**67%**	69%
Female role models are key	**89%**	**82%**	85%
More investment needed in training men and women to work effectively together	**78%**	**82%**	74%

Testimonials on active women's lives

" I do hope that this survey makes a difference. I would like my daughter to be happy and not to suffer the rudeness, lack of respect and general shit that I have had to take during my working life, especially here in Belgium. So far the worst working environment I have come across.

" Cultural issues are also a problem. I work for a Japanese company. In Japan, women either have a family or a career and senior Japanese management are not familiar with these issues.

" It is time for companies to recognise the tremendous value they have in hiring, developing and promoting women to lead business into the future. It seems that many younger women think that gender does not matter. They still think that they will be evaluated on their ability and paid an equal wage as their male colleagues. Until they experience discrimination themselves, they do not believe it exists. The result is that many talented, well-educated women simply drop out of the corporate hierarchy because they do not want to choose between family and career obligations or fight the corporate politics to break through the glass ceiling. Let's work towards changing this now.

" Because I could not find any interesting job with flexible time to take care of my children after school, I started my own business nine years ago.

" I work in a very male area and I do feel I have to work twice as hard to prove myself, run twice as fast to be respected.

" I think the only way to address the imbalance in the UK is for gender quotas at board level for listed companies. The lack of role models is a barrier for women, this drives a lack of confidence and business is not addressing this issue.

" It has been difficult to answer your questions. I have been working for more than five years for a company, headed by two women. My conclusions are that whether you are a woman or a man, it is your skills as a manager that make you the right person in the right place. I am not afraid to say that my MD is awful even though she is a powerful woman in her field. For example, the deputy MD decided to take a 60% working schedule after coming back from her six-month parental leave. The MD never forgave her for having taken this decision and she undermines her by playing political games among the other members of the management team. Dreadful!

" The company I work for takes pride in its so-called initiatives promoting women's career tracks. They show us videos about more senior women in the company "juggling" their career with their families. These women are "allowed" to start work at 4am and are then able to get off at 4pm to pick up their kids from school! They feed their kids and after that, they go back to work, obviously... Women friendly? Really? And yet I don't see any of my male colleagues do this. Most of the wives of my male colleagues are entirely responsible for raising the kids.

" Work-life balance is the critical issue in my career. I know so many women who are trying to manage it all with the current system and their health is suffering (ie burnout or other illnesses). It is a real challenge in the modern work environment.

" Amazing the difference between the "discourse", the corporate policy & the vision of the manager in charge! You can have all the policies you want but if you have one leading element that does not follow, your policy is not valid and HR loses credibility to promote diversity at work. Only when we have leaders taking parental leave or with working spouses, will it change...

" We need good role models, a balance of women and men in key positions.

" I work in the Perfume & Cosmetics industry where 80% of the staff is female. Many women have a top management function but I have to admit they are not necessarily good role models for younger women. They appear to be very emotional and tough to build relationships with. I definitely prefer to work in a male environment!

" After 30 years of a corporate career I left a patriarchal company (one of many) and am now running my own business. I work closely with Women in Technology Groups across the UK. The situation is almost static. There is lots of activity on behalf of women and very little change despite this. I find this frustrating and galling!

" I cannot progress in my organisation any further. It is male dominated at the top and the men are generally only interested in progressing the careers of other men whom they regard as pseudo sons or brothers. There are exceptions to this but they are rare. I have recognised this and am looking to move to a different organisation. My organisation is also very conservative in its working practices and has very few possibilities for flexible working etc.

" I continue to work voluntarily in my own time to encourage and mentor younger women and to advocate for change internally. I am one of the few women in IT and one with a wealth of experience of over 25 years. The challenges I see are that the "old boys' network", as we call it, continues to thrive and can often be seen in the case when a new senior manager brings along a known male colleague into a key role or appoints a female personality type who executes rather than leads. This is, however, a generalisation. I have also witnessed among my peers and clients some exceptional male and female leaders who see the merits of improving gender equality in the workplace. Either way, it continues in my opinion to be a struggle to place, and more importantly keep, women in senior/key positions rather than adopt a natural evolution based on expertise, recognition or potential. It is for this reason that I believe, especially in the corporate environment where female numbers are challenged in fields of Science, Engineering and IT, that women seek promotion by moving to softer skill areas such as communications and marketing or leave completely to become entrepreneurs or small business owners. Even in Europe where we have established markets, there is still more work to be done to improve the landscape for young women to shape their career paths in business.