

# Women in Leadership – the private sector

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# Measurement and Myth Busting...

- Annual Female FTSE Report into demographic composition of boards—sponsored by government and large corporates, since 1999
- Provides figures for Office National Statistics
- International comparisons with other universities and governments worldwide
- Targeted and regular data with good media coverage
- Government commissioned Davies Review...

Female FTSE 100	1999	2010
Female held directorships	79 (6.9%)	131 (12.5%)
Female Executive directorships	13 (2.0%)	18 (5.5%)

© Female FTSE Reports 2010, 2008

- Long hours culture
- Challenges returning after extended breaks
- Stereotyping and 2<sup>nd</sup> Generation Discrimination
- Negative perceptions of and poor management of flexible working
- Social Role Conflict – the likeability/competency challenge
- Lack of role models
- Exclusionary cultures at the top
- Lack of “fit”
- Opaque appointment processes

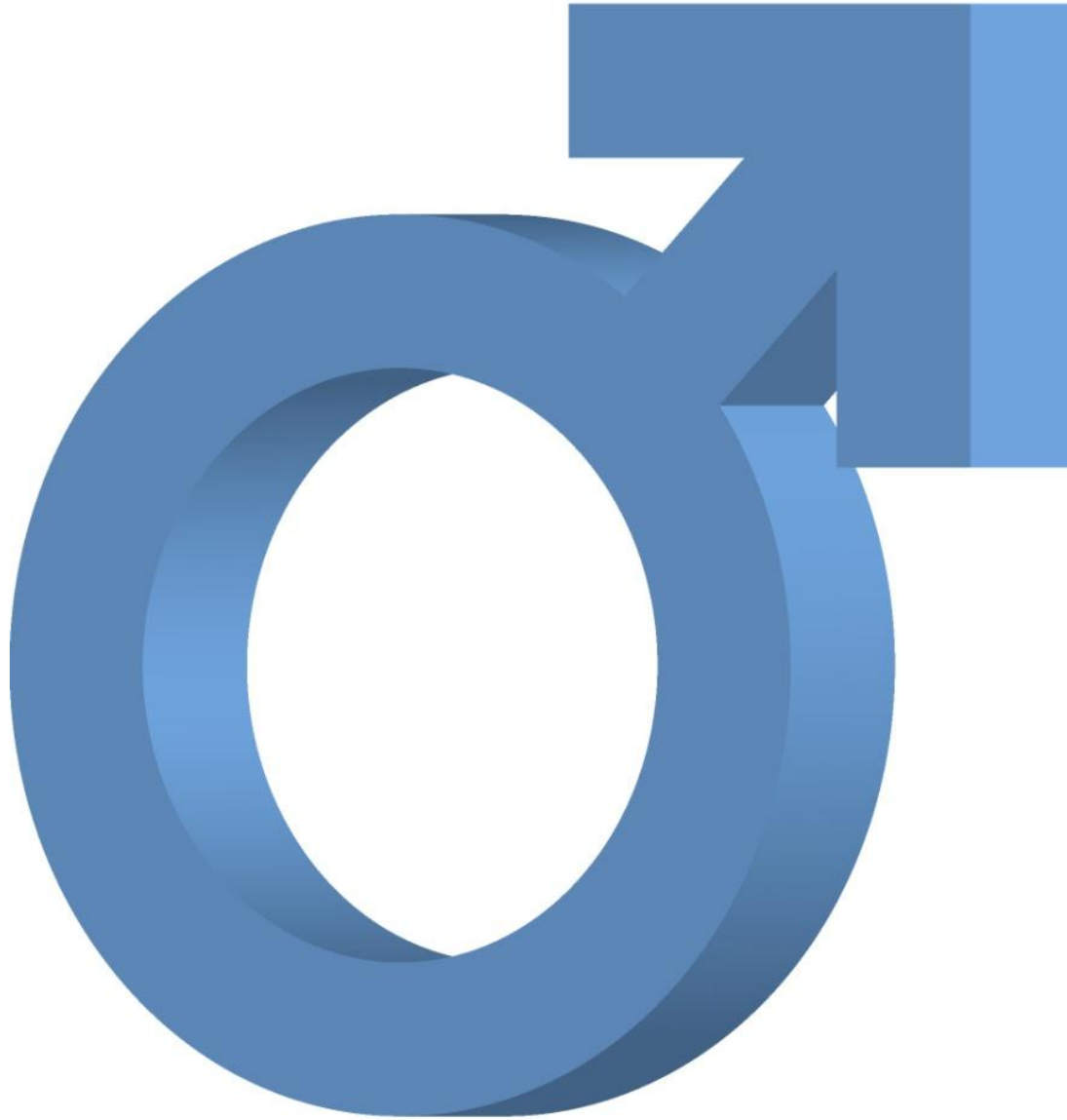
## The Glass Ceiling...raised but still prevalent



## And why does any of this matter to organizations?

- **Talent** – less than half the pool and a fantastic waste of investment
- **Markets** – leadership reflects the market
- **Board governance & performance** – better corporate governance, decision-making, innovation and stakeholder relations
- **Leadership** – preference for more transformational than transactional leadership

# How to redress the balance at the top???



# Address the problem at 3 levels:

Fix the women... (micro)



Fix the organization... (meso)



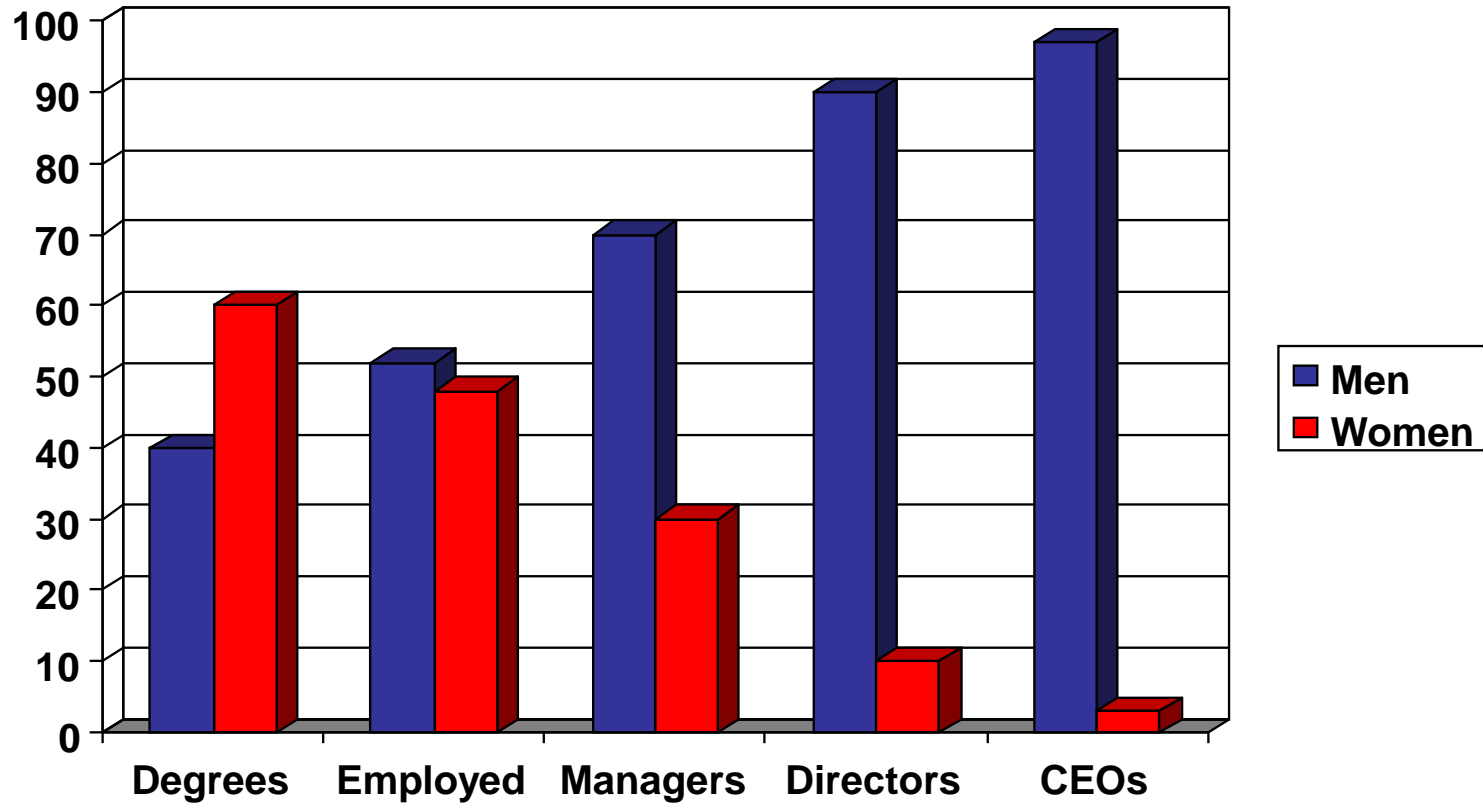
Fix society (macro)

- 1. Just give it time – it will sort itself out**
- 2. There is no pipeline – it's a supply problem**
- 3. Lack of Ambition - Women aren't interested in the top jobs**

**How do we address these myths?**

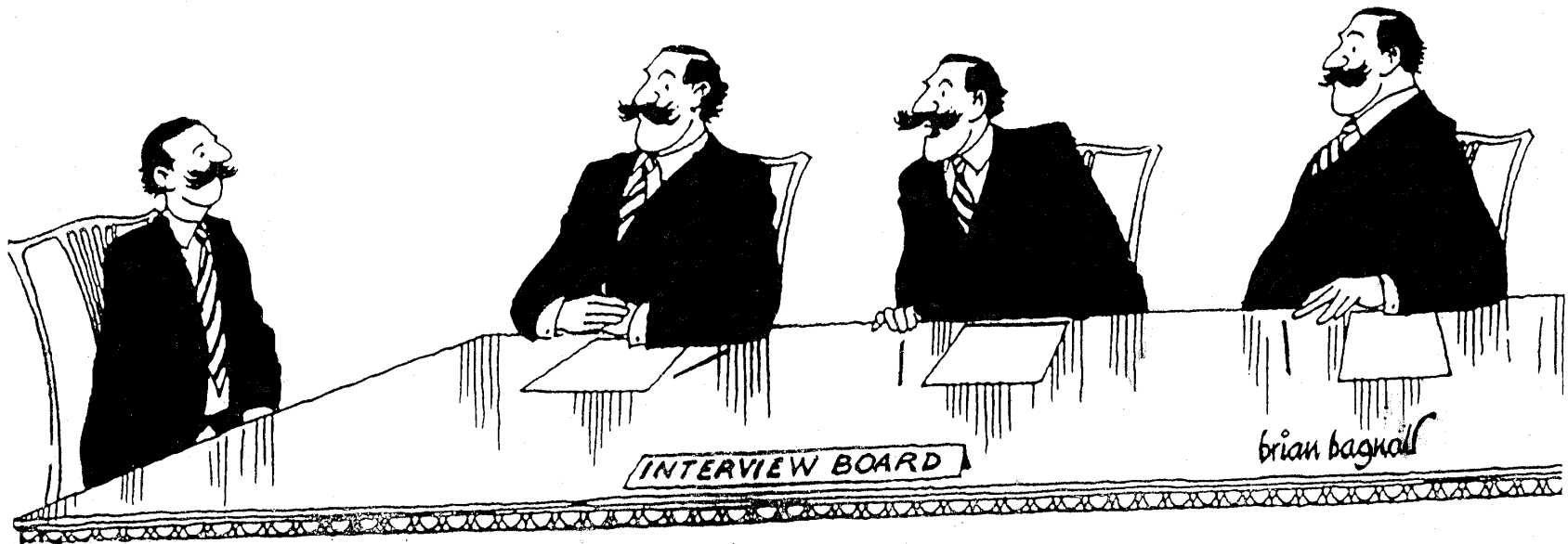


# The Problem

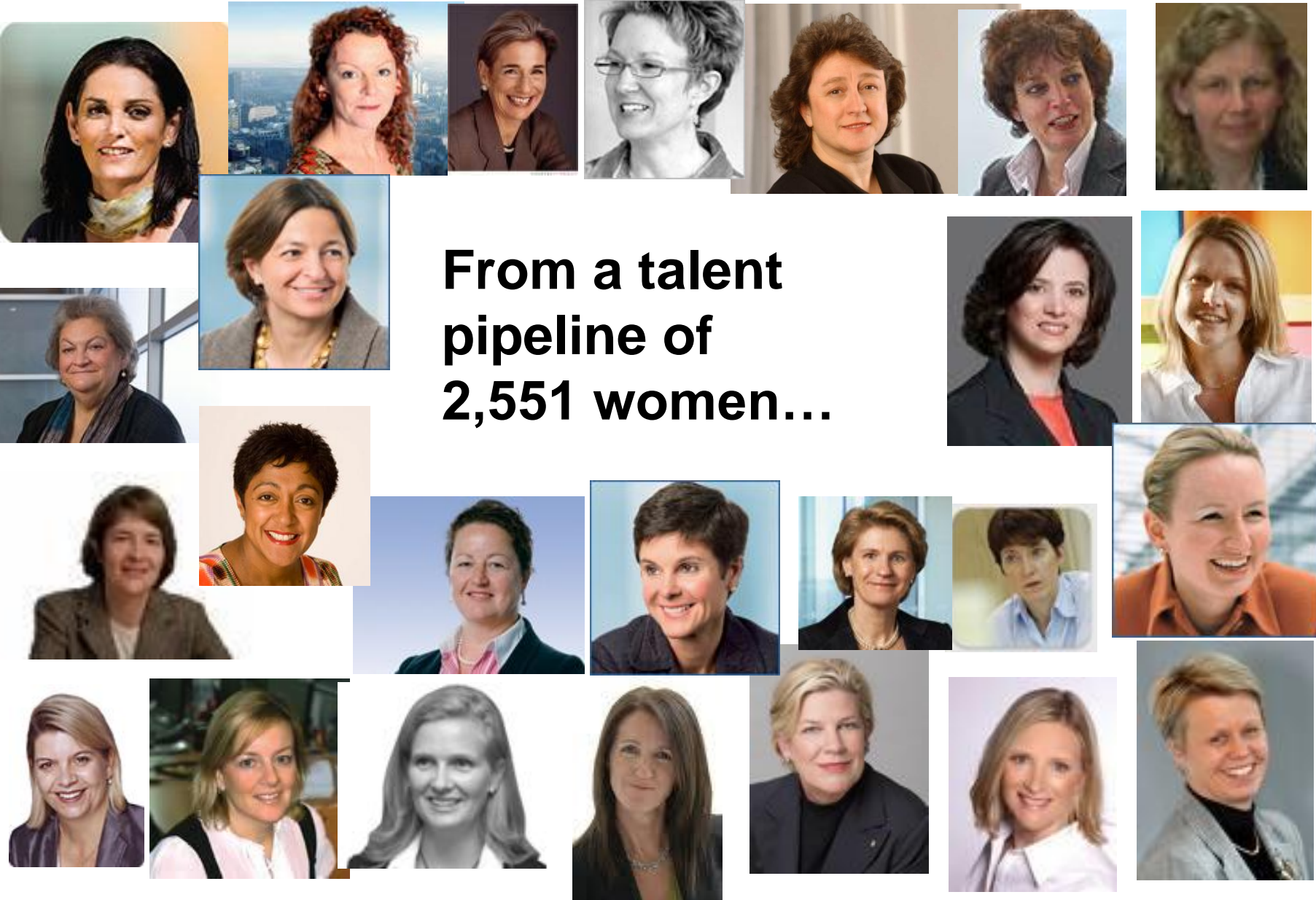


## How do women get past this?

*“Frankly Dinsdale, we like the look of you”*



# 100 Women to Watch

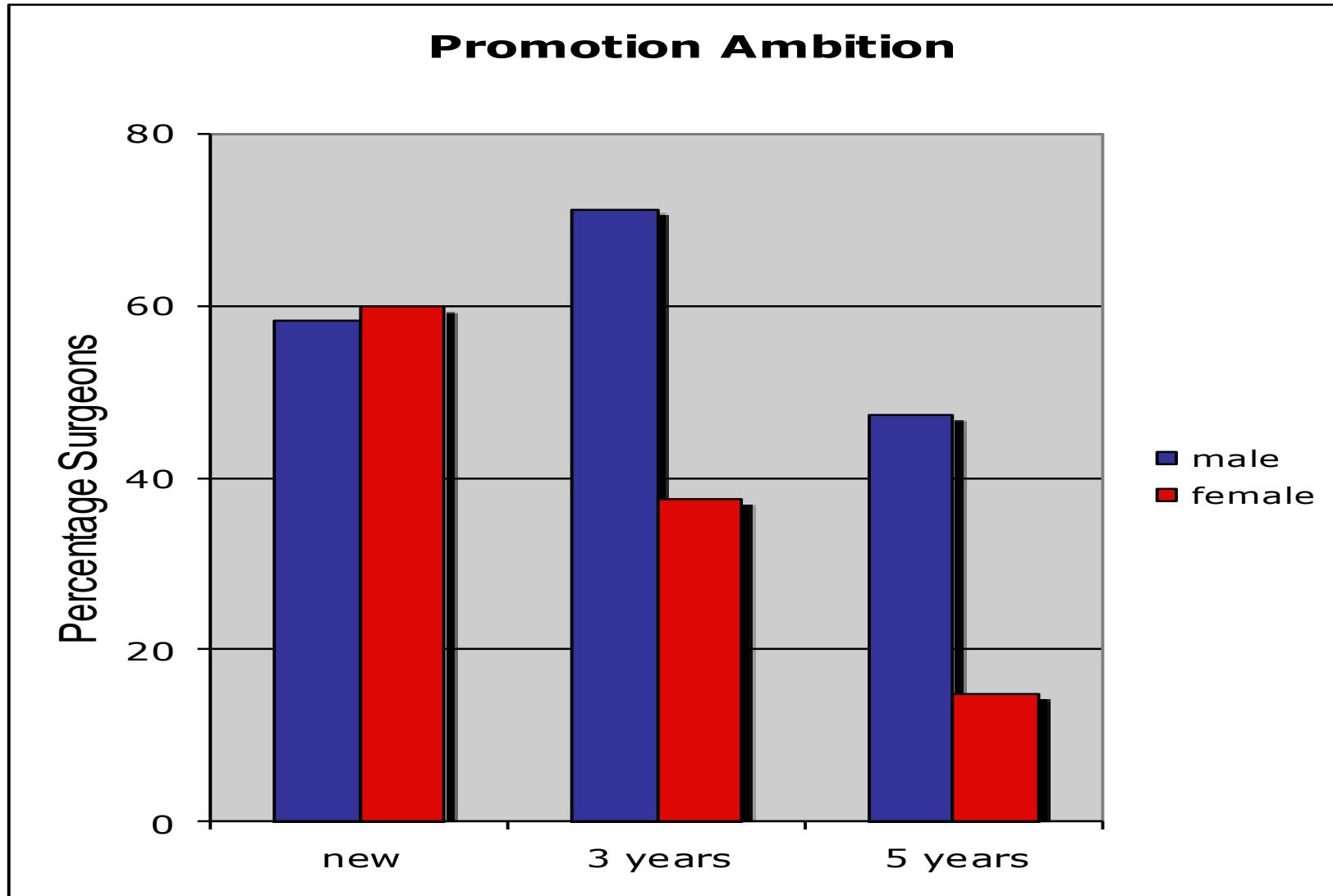


**From a talent  
pipeline of  
2,551 women...**

- Does ambition really just disappear?
- What other explanations are there?

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- What other explanations are there?
- Research into investment bankers (Sealy, 2009) and surgeons (Peters & Ryan, 2010 – Royal College Surgeons)

# Gender Differences in Ambition?



# The Importance of Context



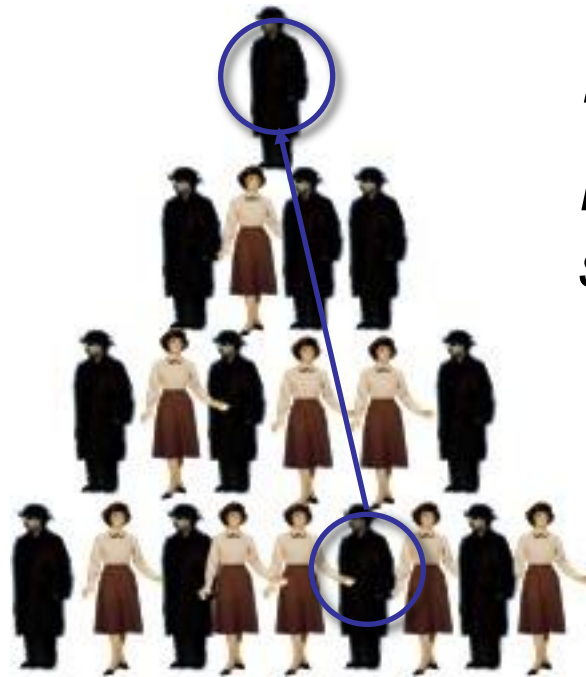


# Our Diverse Board...





Fit: The presence of others above you with whom you can identify.



*“Nothing succeeds like (expectations of) success”*

*"Women don't see a progression and they don't see the acknowledgment of what they've done... can you see where you can go in the organisation? If there is a track record of women making it to the top you believe you too can make it to the top, and when there isn't, one even doubts ones' own capabilities because you wonder...what does it take...?"*

*There have been talented women before me and they haven't made it, what does that mean for my career path, my ability to make it to the top?*

*Do they really believe, whoever they are, that we don't merit that seat at the table? If I don't see women taking decisions and running business units, is it ever going to happen? And, you know, if there's no future for me, why don't I just jack it all in?"*

- Opportunity structures shape behaviour in ways that confirm their own prophecies.
- Lowered expectation is a *human* response to blocked opportunity – **we calibrate accordingly.**
- Organizational level inputs – symbolic salience of heterogeneous leadership at top – messages and expectations

- Individual
  - awareness of unconscious processes
  - Step up to challenges, but be realistic
- Organization
  - Awareness of unconscious processes
  - Public statements of intent
  - Appointment adverts
  - Appointment process: e.g. holding search firms to account on long and short lists
- Societal level
  - How are leaders portrayed: stop reviewing their shoes and children
  - Move towards shared parenting more acceptable
  - Highlight role models and possibilities for school-girls

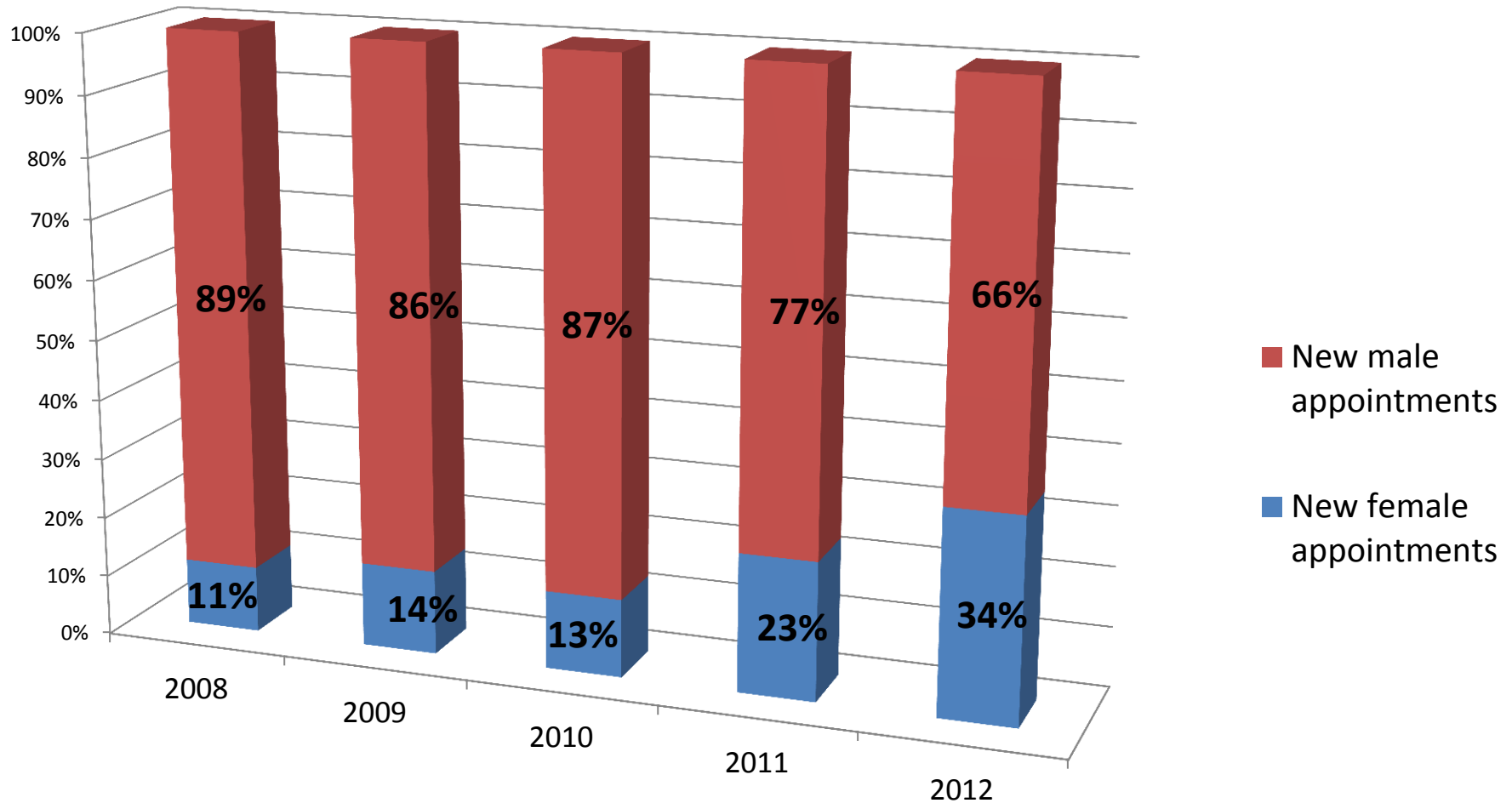
## **Multiple stakeholders:** The Davies Report Recommendations

Included a public consultation with over 2,600 responses; several focus groups with senior women, business leaders, executive search firms, women's business networks, etc.

- Does not focus on "*fix the women*", but rather on actions by:
- Chairmen (self-selected soft targets for board diversity)
- Chief Executives (monitoring Executive Committee composition)
- Board (monitor and report Nomination Committee actions)
- Investors (take heed of reported measures)
- Executive Search Firms (new Code of Conduct) and
- Financial Reporting Council (changes to Governance Code reporting)

# New Appointments

Post-Davies, the percentage of new appointments to women has increased



And government pressure, media coverage and EU quota threats...

Female FTSE 100	Oct 2008	Oct 2010	May 2012	Sept 2012
Female held directorships	131 (11.8%)	135 (12.5%)	176 (16.0%)	189 (17.5%)
Female EDs	17 (4.8%)	18 (5.5%)	20 (6.6%)	20 (6.6%)
Female NEDs	114 (14.9%)	117 (15.6%)	156 (19.6%)	169 (21.8%)
Women holding directorships	113	116	153	163