



It starts with us

The Leadership Shadow

Chief Executive Women
Male Champions of Change



March 2014

It starts with us...

Chief Executive Women and the Male Champions of Change share a common goal: to make a significant and sustainable change to the low levels of women in leadership in Australia. We are working together to identify approaches, put them into practice and disseminate those that are successful.

One of our collaborations has resulted in a model called The Leadership Shadow which has now been trialled by a number of our members. The model suggests actions and behaviours that are most likely to support progress. It also recommends questions that can be asked as self-evaluation or feedback.

Changing our leadership approach requires focused attention and none of us claim to have all the answers. We do hope, however, that sharing the model and our experiences will stimulate thinking around how leaders can harness the talents of all.

The Leadership Shadow may help respond to the practical questions we have had from our peers and teams, particularly: 'Where do we start?'. The answer, we firmly believe, is: 'It starts with us.'

We look forward to hearing about your own experiences and progress.



Christine Christian
Non-Executive Director
President
Chief Executive Women



Simon Rothery
Chief Executive Officer
Goldman Sachs Australia and New Zealand
On behalf of the Male Champions of Change



Casting your leadership shadow

If we want our leadership to make a difference, we must understand our own impact—the shadow we cast. The challenge is that it is hard to see our own shadow—its shape, clarity and reach.

The path to lasting performance improvement on any priority—like gender balance—starts at the top. What we say; how we act; what we prioritise; and how we measure together determine what gets done (and what doesn't). These four elements make up the Leadership Shadow model, which allows you as a leader to consider whether the imprint of your words and actions is as clear and powerful as you want it to be.

In the following pages, we describe the model and how it might help achieve greater gender balance within organisations. For a number of us, the model has helped to identify blind spots and to prioritise action.

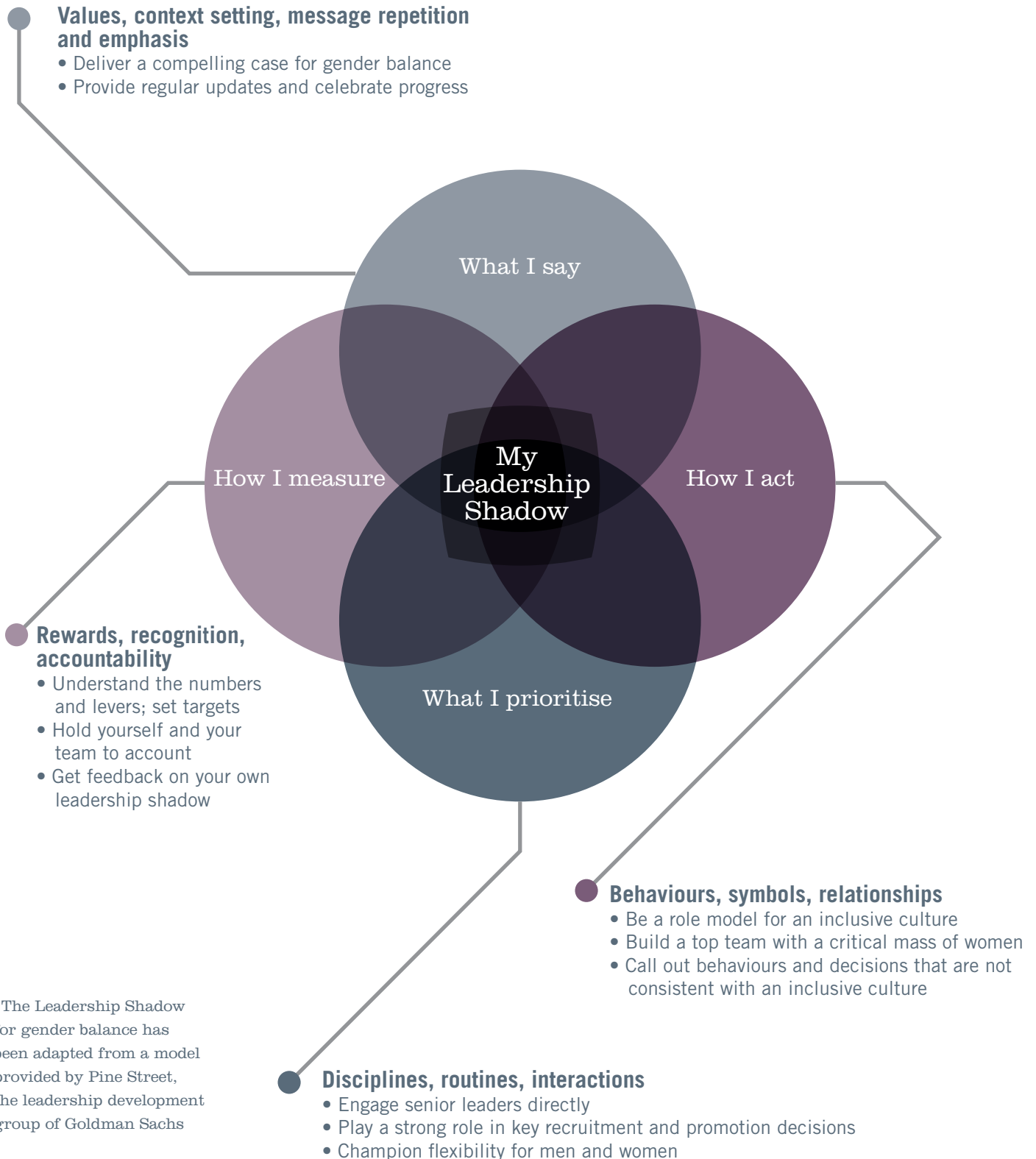
The model is flexible. Its core logic is universal—so that you can use it wherever you exercise leadership and in whatever line of work. Naturally, the solutions and strategies that the model will prompt you to apply to your specific purposes will differ from one leader and organisation to another.

We present the Leadership Shadow pictorially and describe it simply. We recommend that you and your fellow leaders:

- 1 Read and reflect on The Leadership Shadow, using the provided questions
- 2 Ask for feedback (from peers, employees and other leaders)
- 3 Understand and prioritise opportunities for improvement
- 4 Set goals and take action
- 5 Restart the process

Throughout this document, we share experiences of Chief Executive Women and Male Champions of Change leaders who have reviewed and trialled The Leadership Shadow.

The Leadership Shadow*—applied to gender balance





What I say

As leaders, we must identify, deliver and monitor the message we send about gender balance, as well as ensure it is consistent with our actions. Every leader knows that employees have well-tuned antennae to pick up signals from the top about 'what matters around here'.

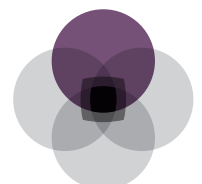
The case for gender balance and inclusion must be specific, and connected to strategy. Providing regular updates and celebrating success maintains momentum.

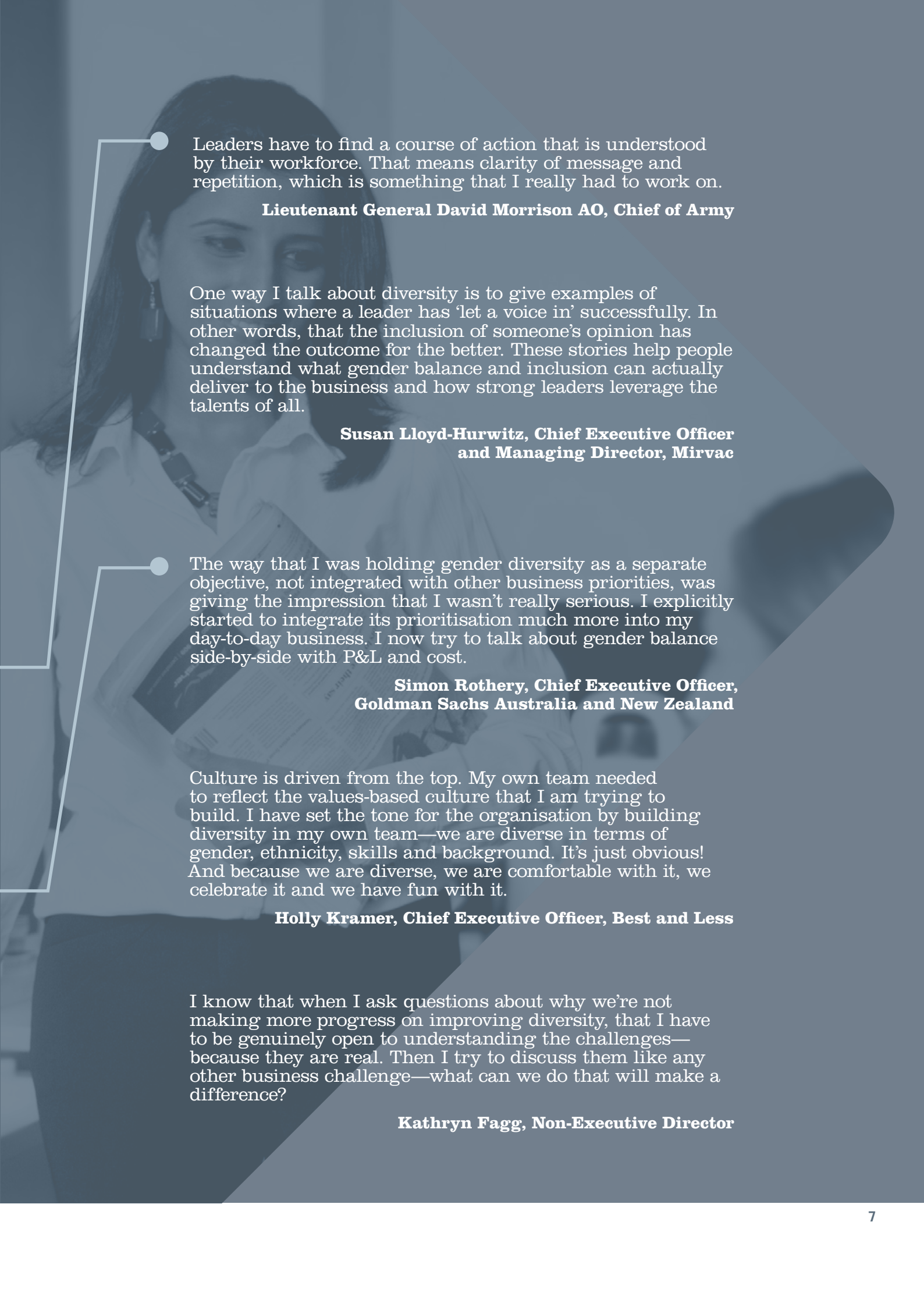
✓ Deliver a compelling case for gender balance

- How well could others articulate why gender balance matters to me?
- How integrated are gender balance objectives with our strategy? With our organisational values?
- How often and in which forums do I talk about gender balance as a priority?
- How visibly do I advocate for gender balance externally? With my suppliers, and partners?

✓ Provide regular updates and celebrate progress

- How well are gender balance objectives integrated into regular reporting?
- How do I talk about what we are learning, our initiatives, actions and outcomes?
- How do I show an interest in the challenges people face in meeting our gender balance objectives?



A woman with dark hair, wearing a white button-down shirt and a necklace, is looking down at a document she is holding. The background is a blurred office setting. The text is overlaid on the right side of the image.

Leaders have to find a course of action that is understood by their workforce. That means clarity of message and repetition, which is something that I really had to work on.

Lieutenant General David Morrison AO, Chief of Army

One way I talk about diversity is to give examples of situations where a leader has ‘let a voice in’ successfully. In other words, that the inclusion of someone’s opinion has changed the outcome for the better. These stories help people understand what gender balance and inclusion can actually deliver to the business and how strong leaders leverage the talents of all.

Susan Lloyd-Hurwitz, Chief Executive Officer and Managing Director, Mirvac

The way that I was holding gender diversity as a separate objective, not integrated with other business priorities, was giving the impression that I wasn’t really serious. I explicitly started to integrate its prioritisation much more into my day-to-day business. I now try to talk about gender balance side-by-side with P&L and cost.

Simon Rothery, Chief Executive Officer, Goldman Sachs Australia and New Zealand

Culture is driven from the top. My own team needed to reflect the values-based culture that I am trying to build. I have set the tone for the organisation by building diversity in my own team—we are diverse in terms of gender, ethnicity, skills and background. It’s just obvious! And because we are diverse, we are comfortable with it, we celebrate it and we have fun with it.

Holly Kramer, Chief Executive Officer, Best and Less

I know that when I ask questions about why we’re not making more progress on improving diversity, that I have to be genuinely open to understanding the challenges—because they are real. Then I try to discuss them like any other business challenge—what can we do that will make a difference?

Kathryn Fagg, Non-Executive Director



How I act

Actions and decisions give credibility to our communications about, and commitment to, gender balance. When our people see messages of support translating into tangible actions, progress and change, momentum is created. 'How I act' reveals the behaviours, the symbols and the nature of the relationships that leaders develop to support greater gender balance.

✓ Be a role model for an inclusive culture

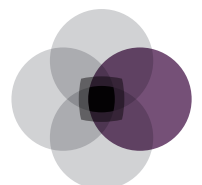
- Does my team show how to blend different views and ways of operating?
- How do I reward and promote people with a track record of inclusive leadership?
- How comfortable am I with addressing my own biases?


✓ Build a top team with a critical mass of women

- What signal does the gender composition of my top team send to my organisation?
- If men dominate my team, how do I acknowledge the imbalance and take visible steps to redress it?
- How do I create gender balance when selecting people to lead major initiatives?

✓ Call out behaviours and decisions that are not consistent with an inclusive culture

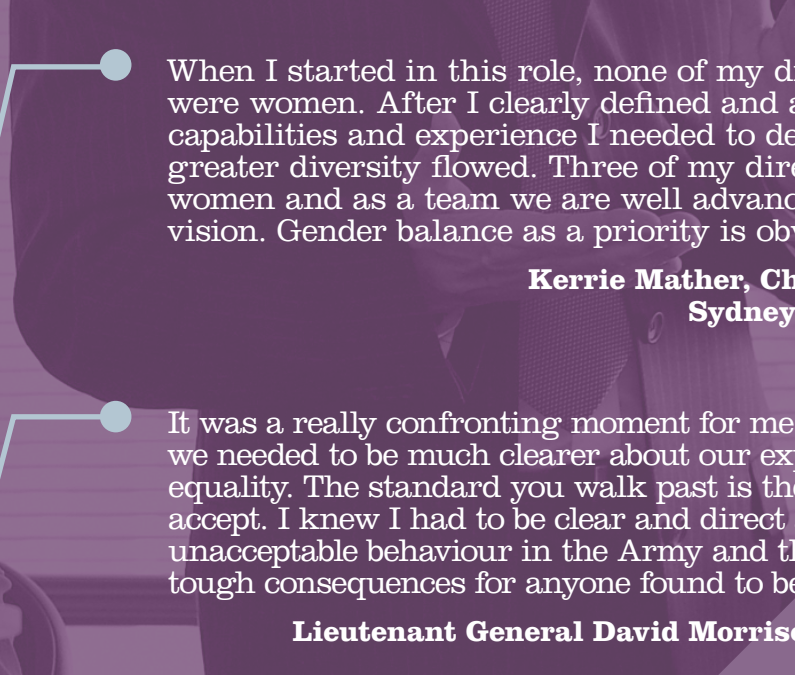
- Do I consistently work to understand and address processes that are getting in the way of meritocracy?
- How clear are standards of acceptable and desired behaviours? How consistent are the consequences when standards are not met?





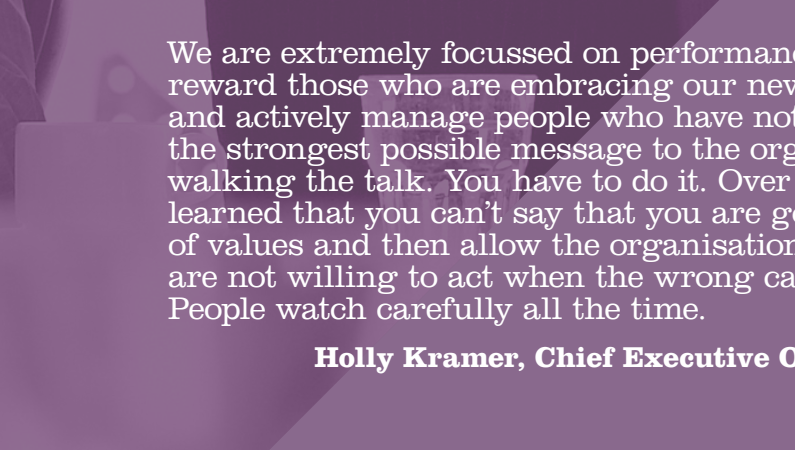
I learned how to get things done in a male dominated environment which wasn't always inclusive by definition. As a leader you have to unlearn some of what you have been 'taught' in order to create an environment which encourages and rewards diversity and inclusion. If not you, then who will role model the leadership behaviours of inclusion? If not you, then who will protect people from unintended bias? It is easier to ensure that what you say is lined up with what you believe, but much harder and more important to ensure that what you do is lined up with what you say and believe.

Jayne Hrdlicka, Chief Executive Officer, Jetstar Group



Let's not pretend that there aren't already established norms that advantage men. Men invented the system. Men largely run the system. Leaders must confront their behaviour, overcome the biases and focus on true merit and inclusion.

Gordon Cairns, Non-Executive Director



When I started in this role, none of my direct reports were women. After I clearly defined and articulated the capabilities and experience I needed to deliver our strategy, greater diversity flowed. Three of my direct reports are now women and as a team we are well advanced in delivering our vision. Gender balance as a priority is obvious.

Kerrie Mather, Chief Executive Officer, Sydney Airport Corporation

It was a really confronting moment for me when I realised we needed to be much clearer about our expectations about equality. The standard you walk past is the standard you accept. I knew I had to be clear and direct about what was unacceptable behaviour in the Army and that there would be tough consequences for anyone found to be in breach.

Lieutenant General David Morrison AO, Chief of Army

We are extremely focussed on performance management. We reward those who are embracing our new culture and values and actively manage people who have not. The latter sends the strongest possible message to the organisation—I am walking the talk. You have to do it. Over the years, I have learned that you can't say that you are going to live by a set of values and then allow the organisation to see that you are not willing to act when the wrong call has been made. People watch carefully all the time.

Holly Kramer, Chief Executive Officer, Best and Less



What I prioritise

We know employees notice what leaders take interest in and how we spend our time: the disciplines, routines and interactions that advance objectives. The goal here is to develop and visibly lead processes that drive towards greater gender balance.

✓ Engage senior leaders directly

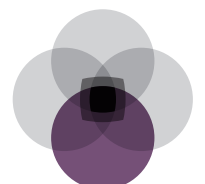
- How would my team describe our gender balance expectations and level of priority?
- How much progress has been made by the senior governance body, such as Diversity Council or Management Board? vs. other high priority initiatives?
- Are the leaders of my gender balance efforts viewed as high performing?

✓ Play a strong role in key recruitment and promotion decisions

- How transparent is my team about the selection criteria for senior roles?
- How strongly do I challenge or seek to redress results that appear to have a gendered outcome?
- Where needed, how effectively am I sponsoring women to ensure equal access to opportunities?
- How much time do I spend with senior and emerging women leaders? How well do I understand their perspectives and priorities?

✓ Champion flexibility for men and women

- How do I ensure that our systems and processes enable flexibility?
- How am I working to break down bias that may exist against flexible workers?
- How do I recognise and celebrate individuals who are building flexible teams?
- How transparent am I about my own practices to manage my own work/life balance?
- How visibly and regularly do people on my team work flexibly?



Ultimately, the buck stops with me. I need to make sure that all of the leaders in my organisation are inclusive. I don't want this to be a diversity project—it has to underpin the way we do business. That doesn't happen unless we have honest conversations and my team expects me to hold them accountable.

Giam Swiegers, Chief Executive Officer, Deloitte Australia

Over the years, I have learned that formal sponsorship for women may be required, by senior leaders and by me, to mitigate unofficial opportunities that are often more readily available to men. Unless you are conscious of the unequal access, and ensure that processes truly reward merit, women will 'leak' out of the pipeline when they shouldn't.

Helen Silver, Chief General Manager Workers Compensation, Allianz Australia

In the past, people's opinions and biases were often at the forefront of our talent discussions. We embarked on a strategy to take out bias—using external assessments, global benchmarking, leadership and 'potential' data. Now we have a more objective and collective view of talent. This enables us to confidently discuss career planning, mobility and the benefit of getting different critical experiences across diverse business segments.

Alan Joyce, Managing Director and Chief Executive Officer, Qantas Airways Limited

We needed to start from a presumption that flexible work practices are a positive part of our workplaces, rather than a grudging concession. No position or level should be deemed off limits to someone interested in flexible work.

Dr Ian Watt AO, Secretary, The Department of the Prime Minister and Cabinet

I have learned that a good way to champion flexibility is to make clear that work is about output and impact, not about time at the office. It's for both women and men, and for any reason, not just for parents.

Susan Lloyd-Hurwitz, Chief Executive Officer and Managing Director, Mirvac



How I measure

Measurement tells employees what really matters and reveals where we are making progress and where we are not. It includes the rewards, recognition and accountability for those we work with.

In Australia, formal reporting mechanisms are in place to track gender data through the ASX Corporate Governance Principles and Workplace Gender Equality Agency guidelines. Robust and consistent measurement systems should now be part of our standard reporting suite.

✓ Understand the numbers and levers; set targets

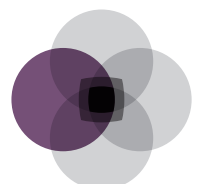
- Does my gender reporting provide sufficiently granular insight?
- Compared to other business priorities, how robust is the progress review process?
- Have I set granular gender balance targets for my organisation and team? What happens when targets are achieved or exceeded? What happens when they are not?


✓ Hold yourself and your team to account

- How am I held to account for gender balance objectives?
- How integrated are discussions about gender balance into the performance appraisals of my people?

✓ Get feedback on your own leadership shadow

- How much feedback do I get from colleagues, customers and partners about our progress?
- How consistently am I working to improve my leadership on gender balance?





Targets have been really important to our journey. The first step, as an Executive Team, was to set an internal target for women in leadership. A noticeable shift in the conversation and tangible progress resulted. The bigger step occurred when we committed to sharing targets with our people. With those public targets, we have a framework against which we can communicate, be more systematic with our actions and report progress.

**Rosheen Garnon, National Managing Partner,
Tax, KPMG Australia**

Targets allow organisations to get intentional. A wise person once said that ‘if you don’t intentionally include, you unintentionally exclude.’ Regular measurement is the voice that reminds us all what we are striving for—environments where both men and women thrive.

**Elizabeth Broderick, Sex Discrimination Commissioner,
Australian Human Rights Commission**

It needs to be clear that my commitment is not about experimenting with the latest fad, it has to underpin the way we do business. It is about sustained commitment and improved outcomes. The measurement piece is key.

Giam Swiegers, Chief Executive Officer, Deloitte Australia

For The Leadership Shadow (or any model) to be effective, it needs to move beyond me. I decided to discuss the model at length with my team so that we could reflect on our collective leadership shadow. It’s about me but also about how other leaders in the organisation adopt behaviours implicitly condoned through my actions, words or behaviours.

**Dr Ian Watt AO, Secretary, The Department of
the Prime Minister and Cabinet**

I’ve become much more confident over recent years in taking a stronger leadership role in advocating for gender diversity. It just seems so wasteful if we’re not using 100% of our community’s talent.

Kathryn Fagg, Non-Executive Director

These materials describe one model that has helped us learn and find better ways to lead the efforts that seek to achieve greater gender balance in our organisations. It is clear that there are many different ways to go about this.

The Leadership Shadow is not a prescription for automatic success. But it has helped some of us better analyse what we have been doing, reveal what has and hasn't worked and then adopt more effective ways of moving ahead.

For some of us, it has acted as a circuit breaker to encourage further action. Now we hope our experience can become a shared resource and be of some assistance in your efforts.



About Chief Executive Women

Chief Executive Women (CEW) is the pre-eminent organisation representing Australia's most senior women leaders from the corporate, public service, academic and not-for-profit sectors. Founded in 1985, CEW has over 300 members whose shared vision is 'women leaders enabling women leaders'.

With values of collegiality, respect and vision influencing all that CEW undertakes, it offers innovative and substantive programs aimed at supporting and nurturing women's participation and future leadership. These include scholarships and the highly regarded 'Leaders Program' which are offered to emerging female executives throughout Australia. CEW strives to educate and influence all levels of Australian business and government on the importance of gender balance through a range of initiatives including CEO Conversations, an online Gender Diversity Kit, advocacy and research on topics relevant to and informing the gender debate.

We know that courageous leaders are working hard to make progress on gender balance and gain the advantage that diversity brings. The Leadership Shadow distills and shares the considerable experience of our members to help accelerate this work. One size does not fit all, we know. But the most effective approaches start with leaders reflecting on the impact of their actions, behaviours and decisions.

**Christine Christian,
Non-Executive Director,
President,
Chief Executive Women**

About the Male Champions of Change

The Male Champions of Change (MCC) is a collaborative initiative of corporate and government leaders convened by Elizabeth Broderick, Sex Discrimination Commissioner, Australian Human Rights Commission. The Male Champions of Change comprise 21 CEOs, Non-Executive Directors and Department Heads from across business and Federal Government.

We exist to achieve significant and sustainable change in the unacceptably low levels of women in leadership within Australia. We believe that representation levels are too low and the pace of change far too slow.

The Leadership Shadow gives you a structure to sharpen your approach and demonstrate how you are making diversity a priority. Making progress on gender balance is not yet second nature for many of us. The Leadership Shadow focuses the mind on how to take a leadership position that will drive progress on what is an important social, economic and productivity priority for Australia.

**Simon Rothery,
Chief Executive Officer,
Goldman Sachs Australia
& New Zealand**

Thank you to those who have assisted with the preparation of these materials for sharing and particularly:

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Chief Executive Women-Male Champions of Change

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