

Developing Diverse Leaders

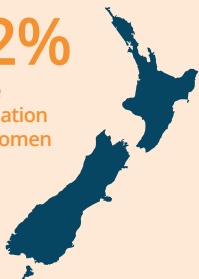


INVESTING IN PEOPLE

We have a huge incentive to invest in the talented people in our organisation, particularly those who we may have missed out on before because of our biases, lack of patience or convenience of habit. When we include and invest in our talented people they are more likely to feel engaged and be productive.

THE OPPORTUNITY

52%
of the
population
are women



Women make up almost 52% of the population in New Zealand and are a majority of the workforce and the university graduates in the country. Yet it is clear we are still not accessing the full potential of this talent pool.



Pākehā men are over-represented among our leaders, which means we're missing out on so much of the diversity of thought that leads to better governance and decision making.

22%

The percentage of women directors in the 100 largest public companies in New Zealand is only 22%.



A quarter of the top 100 companies have no women directors on their boards at all.



There have never been more than three female CEOs at one time among the leaders of the NZX100 listed companies.

"Women get less of the mentorship and sponsorship that opens doors. Whether this is driven by sexism or because men (perhaps unconsciously) gravitate toward helping other men, the result is that women miss out."

SHERYL SANDBERG, FOUNDER OF LEAN IN

COACHES, MENTORS AND SPONSORS



Women get less of the mentorship and sponsorship that opens doors than their male peers.

24%

Women are 24% less likely than men to get advice from senior leaders.

FACTSHEET *TUHINGA* Developing Diverse Leaders



Coaching

A coach provides guidance for your development, often focussed on soft skills rather than technical skills. Coaches provide development feedback outside the formal performance evaluation process.



Mentoring

A mentor informally or formally helps you navigate your career, providing guidance for career choices and decisions. Mentoring helps you determine possible career paths to meet specific career goals.



Sponsorship

A sponsor is someone with strong influence who helps you obtain high-visibility assignments, promotions or jobs. Sponsors advocate for your advancement and champion your work and potential with other senior leaders.



THE 3 PIVOT POINTS*

There are three key decision points in the average high-potential woman's career that the average similarly skilled man doesn't face. Knowing these pivot points allows us to put in place support mechanisms at the most important moments.



1

THE
LAUNCH

2

THE
MID-CAREER
MARATHON

3

THE
EXECUTIVE
TRANSITION

1. THE LAUNCH

The start of women's careers is the crucial time in their journey to leadership, but many talented women are opting out of business leadership in their 20s and 30s. We need to ensure that women have a strong career launch to get more women around the board table.

- Graduate entry roles offer upward mobility and can be career accelerators, so take care when recruiting to attract both men and women, and people from a variety of ethnicities and culture. Your company culture will play a big role here. For help on recruiting for diversity, check out our fact sheet on the topic.
- Nurture your talent. Ensure that women have fair access to travel, challenging projects and networking at this pivotal stage of their career.
- It should go without saying that men and women graduating from university should be paid the same salaries for the same roles.

2. THE MID-CAREER MARATHON

The second pivot point for women is in their mid-30s and 40s, when women typically pick up more of the burden for meeting their families' growing non-work needs.

- Ensure that both men and women are encouraged to use your family-friendly policies such as flexible working. Our research found that many young men feel that these benefits aren't meant for them.
- This is not the time for women to be flying solo; ensure that women have access to effective coaching, mentoring and sponsorship.

3. THE EXECUTIVE TRANSITION

The final pivot point is when women are taking up roles in senior leadership in their late 40s, 50s, and beyond.

- Implicit bias can come into play when recruiting to the highest levels of leadership. Ensure you are reviewing your talent needs strategically each year. Use a skills matrix to actively identify where there may be gaps in the top team, and ensure that your skills matrix is balanced, including technical as well as professional competencies.
- Conduct exit interviews with senior female leaders – after they have received their references and can be more open and honest without fear of repercussions – to get feedback on what isn't working for them at your company. Take the feedback on board and make changes.

FACTSHEET *TUHINGA* Developing Diverse Leaders



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Sources

- Kellogg School of Management at Northwestern University: Getting More Women into the C-Suite Means Keeping Them in the Talent Pipeline, 2017

GLOBAL WOMEN LEADERSHIP DEVELOPMENT PROGRAMMES



Activate Leaders Programme

In four workshops spread over four months, Activate provides a huge return on investment, empowering you to step up from emerging to game-changing leader. You will have the opportunity to learn from leading business, political and social leaders while enhancing your leadership skills and building your career networks.

- Four months
- Face-to-face workshops, team project, online resources
- Mid-level leaders



Breakthrough Leaders Programme

Over ten months of intensive discovery, Breakthrough Leaders will prepare you to lead organisations in New Zealand and internationally. We encourage women to apply who have a significant track record in the private or public, NFP or NGO sector, or in their wider community.

- 10 months
- New Zealand and overseas
- Immersive residential courses, team project, coaching, online resources
- Senior leaders