

# THE GLOBAL INSTITUTE FOR WOMEN'S LEADERSHIP

**KING'S**  
*College*  
**LONDON**

## Creating Gender Inclusive Leadership

Professor Rosie Campbell

[giwl.kcl.ac.uk](http://giwl.kcl.ac.uk)

# The Global Institute for Women's Leadership



Progress on gender equality is not just slow – in some places it's reversing. But there has never been a better time to tackle this issue head-on. The Global Institute for Women's Leadership has been created to do just that. It aims to help create a world in which being a woman is not a barrier to becoming a leader in any field, nor a factor contributing to negative perceptions of an individual's leadership.

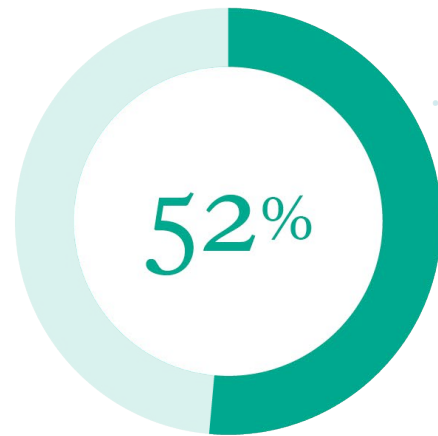


**Julia Gillard**

Chair of the Global Institute for Women's Leadership and the only woman to have served as Prime Minister of Australia

# It has been 30 years since women began to outnumber men at universities

Today they do so in most countries across the world



Today

women make up 52%  
of university students  
worldwide



# Globally women make up just:



of  
national  
parliamentarians



of news  
media  
leaders



of judges



of senior  
managers



of  
corporate  
board  
members



of senior  
IT leaders

# The current landscape



Organisations spend a huge amount of time and money on gender equality initiatives, but in many areas there is a lack of evidence about what works



**Meanwhile there are a huge number of passionate people and committed organisations working in this field, but there isn't a broad, strong network that unites them**



**And learning from one country is not picked up by others**

**This makes it difficult to focus resources where they will do most good**

# GIWL committed to making the world a better place for women and men everywhere



Resourcing change makers

Breaking down silos



Bringing researchers, activists and practitioners together

Challenging stereotypes

All with the best possible evidence

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# A Podcast of One's Own

- Our podcast series sees Julia Gillard in conversation with prominent female leaders
- Each episode celebrates their stories and share insights on what works to get more women into leadership.
- Guests have included Director-General of the WTO Ngozi Okonjo-Iweala, former US Secretary of State Madeleine Albright, actress Kate Blanchett, author and campaigner Caroline Criado-Perez, and world renowned academics including Esther Duflo, Cordelia Fine and Michelle Ryan.



# Hillary Rodham Clinton in conversation with Julia Gillard







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# Creating Gender Inclusive Leadership

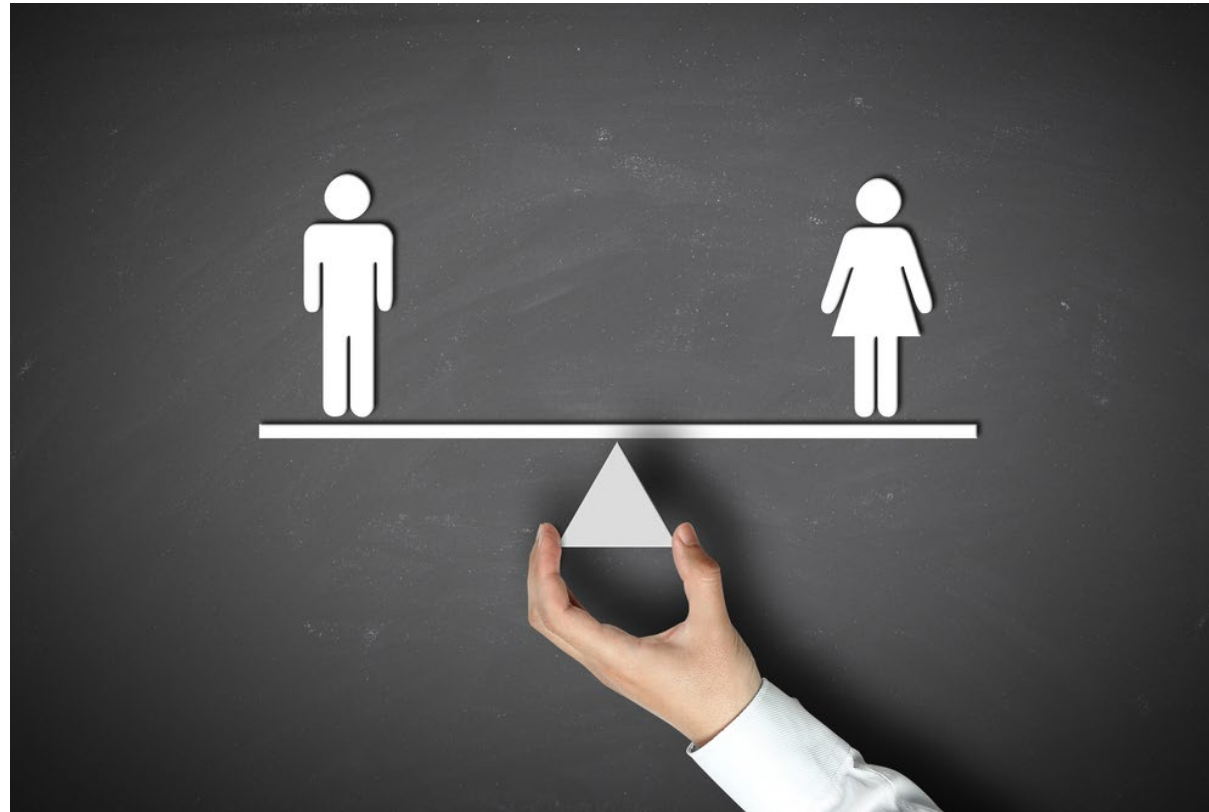
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Why diversity in  
leadership matters

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# Social justice



# The Business Case



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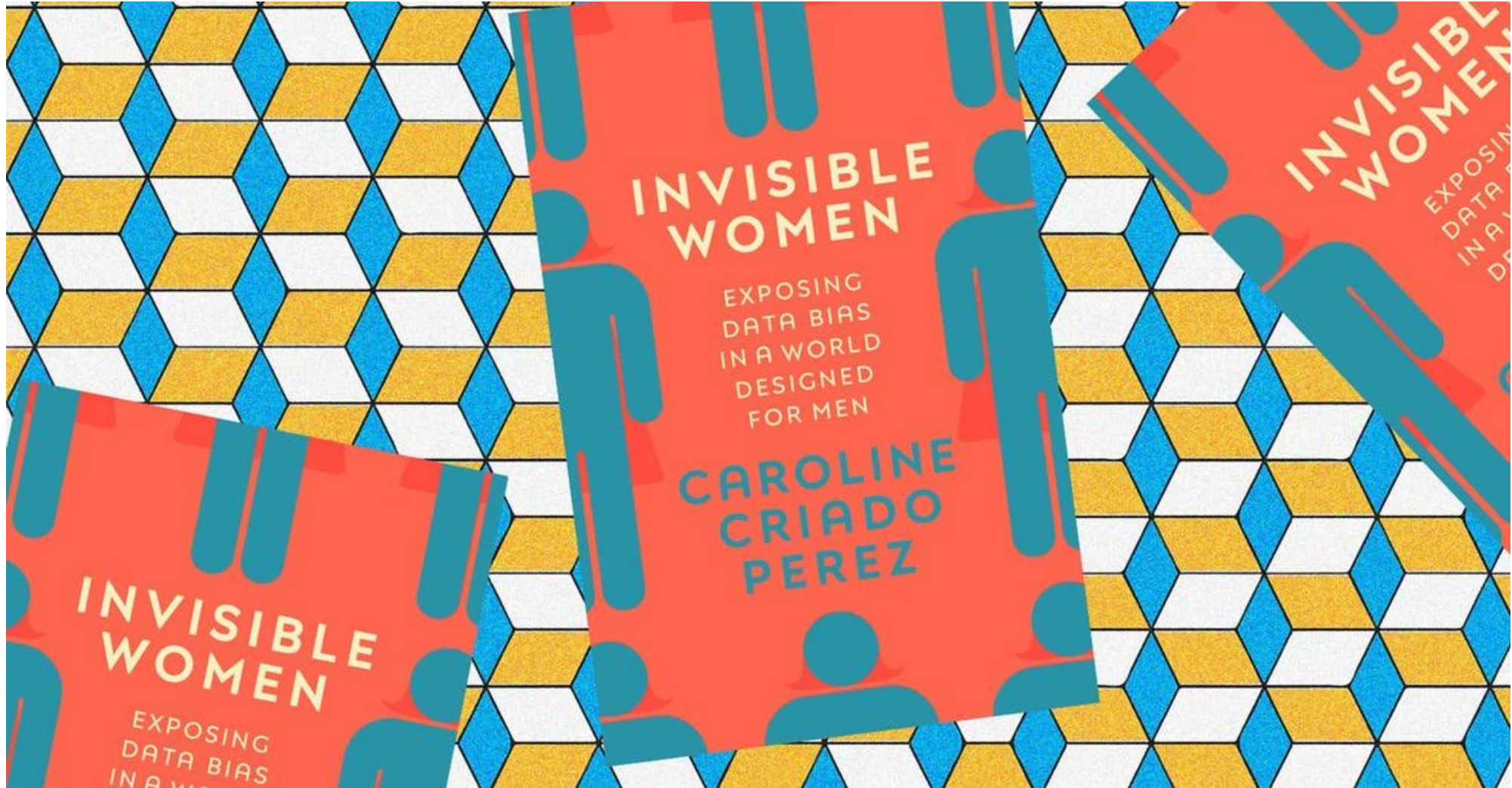
## The 'business case' in action

**“It’s not about morality or fairness or doing the right thing; it’s not even about hiring smart people. Instead, it’s about honing a competitive weapon. Diversity is a strategy.”**

Ernst & Young. 2010. *Groundbreakers: Using the Strength of Women to Rebuild the World Economy*.  
[http://www.ey.com/GL/en/Issues/Driving-growth/Groundbreakers— Executive-Summary](http://www.ey.com/GL/en/Issues/Driving-growth/Groundbreakers—Executive-Summary)

# Diversity and inclusion as core not periphery because

- **Challenging group think**
- **Improving product and service**
- **Increasing employee engagement**
- **Reducing costs of excessive or limited staff turnover**
- **Recruiting and retaining talent**



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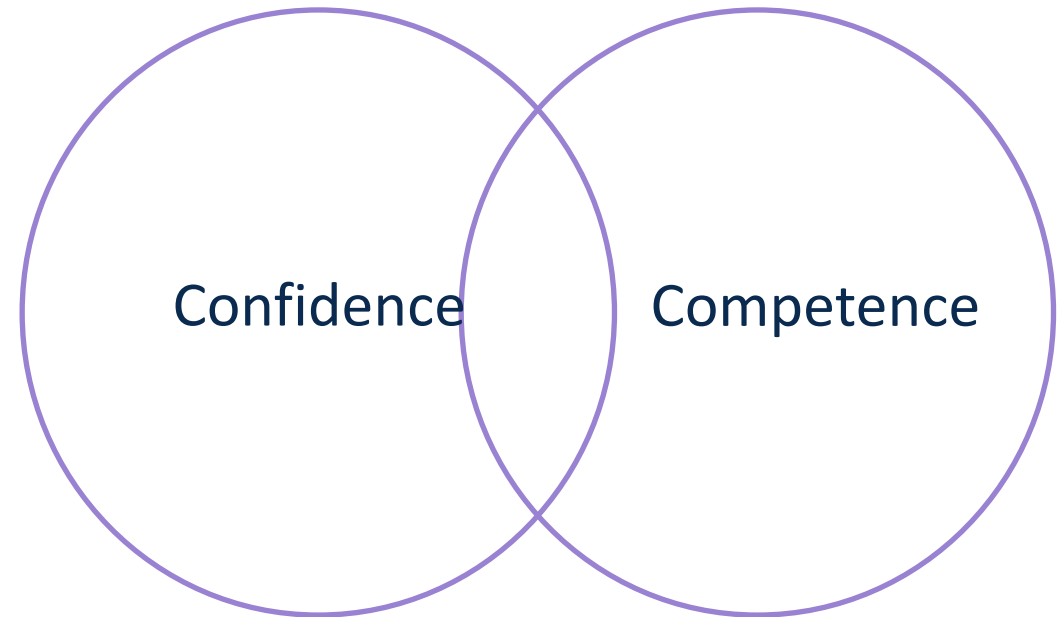
# Diversity and leadership styles

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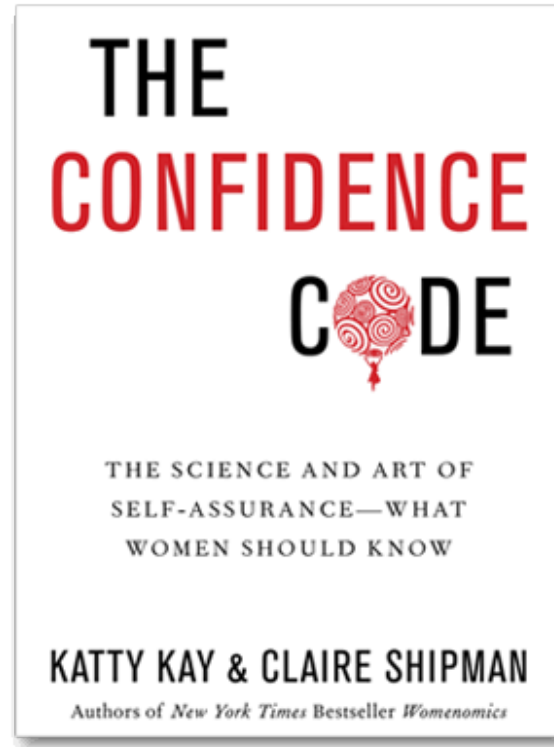
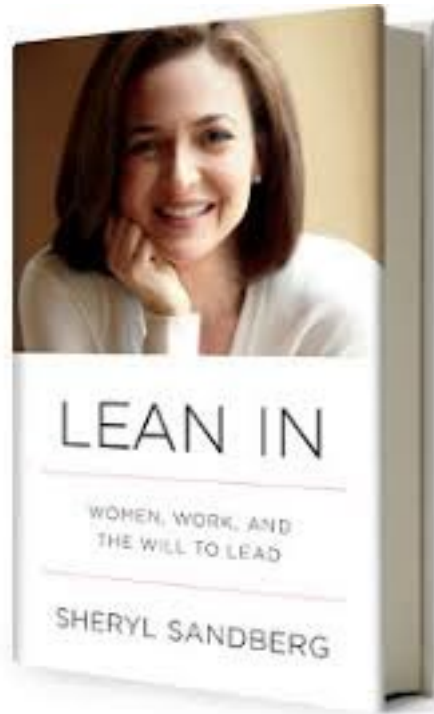
# Confidence should not be mistaken for competence



Tomás Chamorro-Premuzic



# The 'confidence gap'



# ‘Transformational leadership’

<b>Transformational leadership</b>
Demonstrates qualities that motivate respect and pride
Communicates values, purpose and importance of mission
Exhibits optimism and excitement about goals and future states
Examines new perspectives for solving problems and completing tasks
Focuses on development and mentoring of followers and attends to their individual needs

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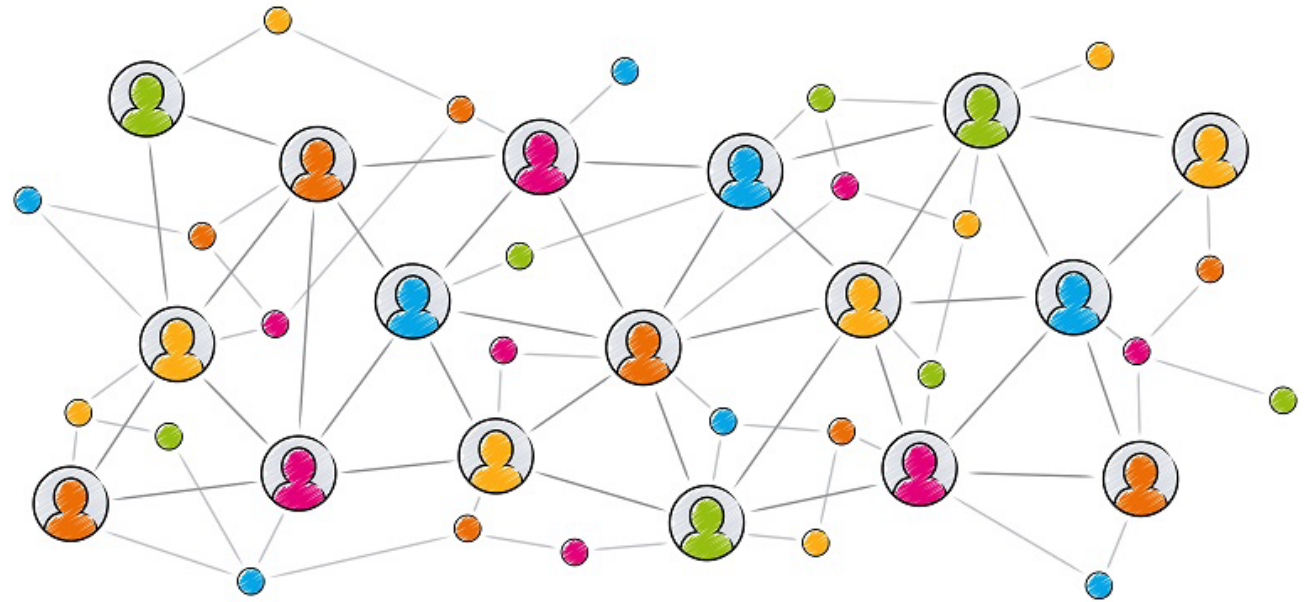
<b>Transformational leadership</b>	<b>Transactional leadership</b>
Demonstrates qualities that motivate respect and pride	Provides rewards for satisfactory performance by followers
Communicates values, purpose and importance of mission	Attends to followers’ mistakes and failures to make standard
Exhibits optimism and excitement about goals and future states	Waits until problems become severe before attending to them and intervening
Examines new perspectives for solving problems and completing tasks	Exhibits frequent absence and lack of involvement during critical junctures
Focuses on development and mentoring of followers and attends to their individual needs	

# The 'office mum'



(Pam from 'The Office' (US version))

# Lone wolf or leader?





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Inclusive cultures and  
signals

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# Stem Education

## Barriers

- Pervasive cultural stereotypes about scientific ability and gender are linked to large gender gaps in self-confidence at the same level of ability between boys and girls. (These gaps are more severe in the UK than elsewhere). In Countries and economies where girls reported greater self-efficacy than boys show no significant gender gap in performance among high-achieving students; and in Jordan, where girls self-efficacy is significantly higher than boys, the gender gap in performance among the top 10% is to girls' advantage.
- Narrowly technically focused university curricula with rigid entry requirements shut out all but the 'STEM devotee' tribe

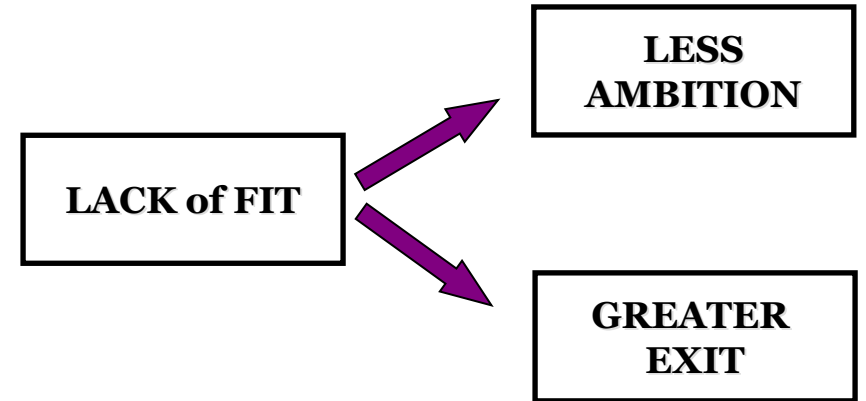
## Solutions

- Remove bias from the school environment
- Strong evidence supports the idea that offering courses which situate engineering in its social context while introducing flexible entry requirements attract more women – as a side effect of appealing to a less homogeneous group of people

# Ambition is influenced by fit and belonging: the presence of others like you further up the career ladder



	Me	Senior Officer
<b>Collaborative</b>	2	-1
<b>Sociable</b>	1	0
<b>Timid</b>	0	-2
<b>Decisive</b>	-1	2
<b>Assertive</b>	1	2
<b>Arrogant</b>	-2	1



(Peters, Ryan, & Haslam, 2017)

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# The perils of flexibility

Global Institute of Women's Leadership,  
King's College London, Working Families  
and University of East Anglia

Funded by the Nuffield Foundation

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# The flexibility stigma

“When you go for a part-time role and you look at those salaries... It’s like, you know, for some reason, because you’ve chosen not to work a full-time job, for whatever reason, you’re not worth as much.”

- **Mother, technology**

“Maybe it’s time to give up that flexibility, even though it’s so great, just to think about a career progression, you know, maybe a better life in terms of earning more. So, there’s that constant thought that is currently going through my head as to, Should I apply, should I stay, should I go, what should I do?”

- **Father, higher education**



# Gendered assumptions about parenting



“Going from the top of my game, highly driven, viewed very highly... returning to work and there’s less of an expectation on me now to even achieve because I’m a mother.”

- **Single mother, youth work**

“People don’t talk about your children... when I asked for the support from a manager, it’s like, why? Where do you need to go? Why do you need time off? What is your priority? Can your wife not pick up the children from school?”

- **Father, charity sector**

# All Jobs Flex

Behavioural Insights Team (BIT) Gender & Behavioural Insights Programme (GABI) & Government Equalities Office (GEO)  
Randomised control trials (RCTs) to establish robust evidence on what works to improve gender equality in the workplace.

## 1. Zurich bank study (Part-time staff were 35% less likely to apply for promotions)

Introduced default for advertising all new roles as part-time/job-share/full-time

- Increase of 16.4% in the proportion of women applicants
- increase of 19.3% in the proportion of women applicants to senior roles
- Increase of 8% in part-time workers' sense of organisational belonging

## 2. John Lewis Study

Changed default for advertising above entry-level vacancies as part-time/job-share/full-time, included these options in the job title line and added an 'inclusive' statement, sent emails to the hiring managers about the new process

They saw a 50% increase in the number of applications per vacancy from 11.1 in the control group to 16.7 in the treatment group. Moreover, the share of female applicants increased from 38% to 51%.

## Microaggressions in the workplace

Seemingly innocent transgressions, can be intentional or unintentional comments or actions directed against a person who is usually part of a marginalised group, that signal disrespect and inequality.

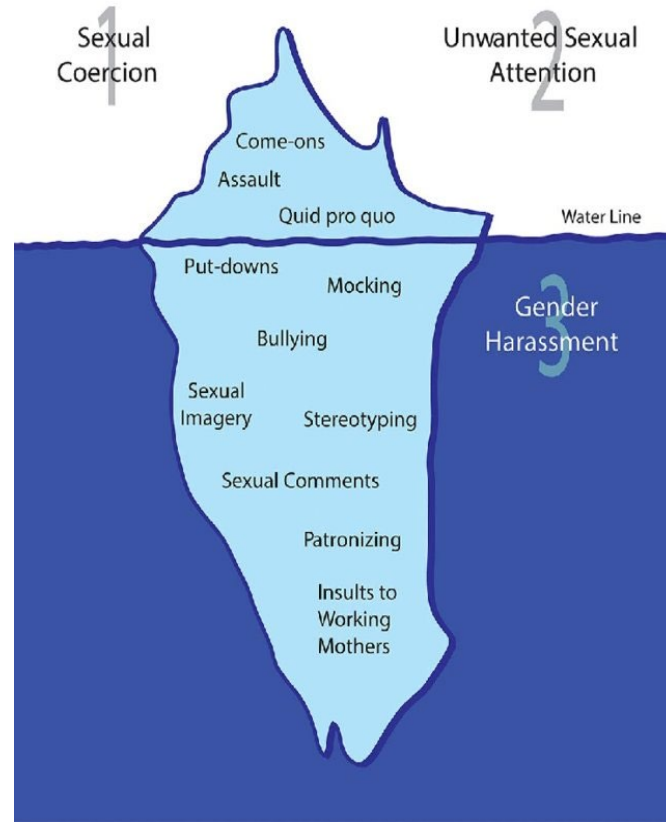


# Deloitte Women at Work Survey

- Deloitte 2022 survey of 5000 women across ten countries
- The majority of women (59 per cent) had experienced harassment or sexist behaviour in the workplace in the past year.
- 14 per cent of the women surveyed reported experiencing harassment in the past year
- 50 per cent of women reported being subject to microaggressions
- 66 per cent of harassment reported to employer
- 23 per cent of microaggressions were reported
- women in ethnic minority groups and LGBT+ women were more likely to have experienced microaggressions
- 93 per cent of respondents believed that reporting non-inclusive behaviour would have a negative impact on their careers

# The iceberg of sex-based harassment

The National Academies of Science, Engineering & Medicine Identify  
Three Main Types of Sexual Harassment



# Everyday inclusion: what really works

Emphasise diversity and inclusion as core company values as well as providing robust systems for addressing poor behaviour.

Deploy training focusing on behaviour change, active learning and promoting dialogue between colleagues who wouldn't usually connect (include proactive participation)

Encourage employee networks and diversity taskforces, which can increase the success of other diversity initiatives by providing a support network, championing the cause and holding leadership to account.

Emphasise to employees that confronting non-inclusive behaviour is a 'community responsibility' shared by all, and support staff to be 'active bystanders' who feel obligated and supported to calmly call out bad behaviour.

Support leaders and managers to model inclusive behaviour in their conduct, values and interactions.

Ensure all corporate communications celebrate diversity.

Ensure that wider systems around recruitment, retention and progression are unbiased and fair.

# Conclusion

- **The Signal can be as important as the policy itself**
- **Policies and behaviour can signal exclusive or inclusive cultures**
- **Creating more inclusive policies and culture can increase the supply of applications from women for senior roles**