



HDN
YOUR NETWORK
TO DIVERSITY

The Gender Confidence Gap

18th May 2020

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Aim

Despite significant progress on gender issues, we know that barriers and biases still exist in the workplace that make the going tougher for women.

We'll explore some of these known challenges and suggest some practical solutions to overcoming them.



About today's speaker...

- Coach, Trainer and Organisational Development Specialist.
- WISH (Yorks & Humber) board member and Chair of APH.

What is gender equality?

The European Commission defines it as “the concept meaning that all human beings are free to develop their personal abilities and make choices without the limitations set by strict gender roles; that the different behaviour, aspirations and needs of women and men are considered, valued and favoured equally.”



The importance of gender diversity

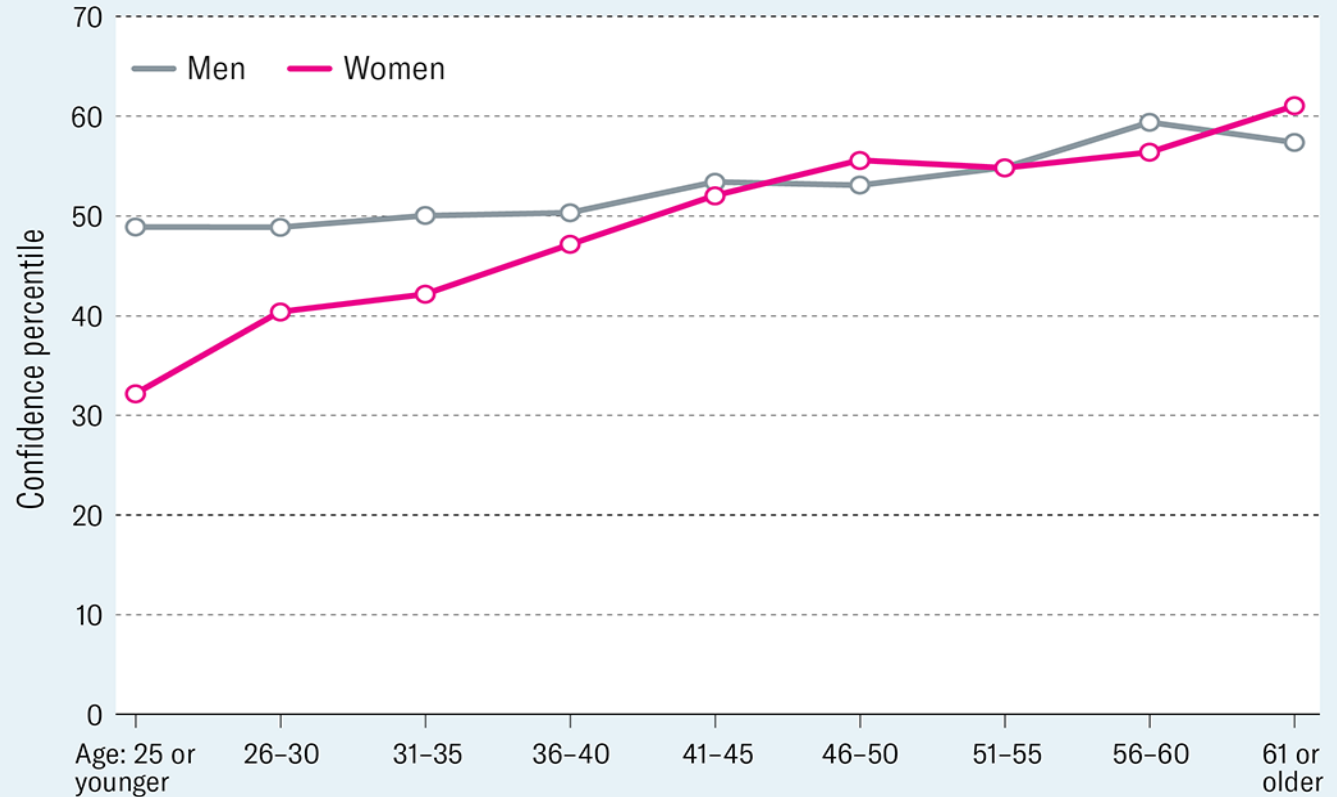
- Link between higher company financial performance and gender-diverse boards.
- Attraction and retention of a wider talent pool.
- Enhanced problem-solving and decision making.
- Understanding of key markets giving a competitive edge.

Drivers of inequality

- Limiting attitudes to gender.
- Women tend to work in lower paid sectors and occupations.
- Women take more time out of the labour market.
- Women do more unpaid work.

Women Rate Themselves as Less Confident Than Men Until Their 40s

Data on 3,876 men and 4,779 women since 2016 shows that women's gains in confidence are more than three times that of men – but only because of a massive gap at the beginning of their careers.



Source: Zenger Folkman 2019

From: "Research: Women Score Higher Than Men in Most Leadership Skills," by Jack Zenger and Joseph Folkman, June 2019

Self-assurance



- Different contexts created for men and women at work.
- Prosocial behaviour.

The disparity between men and women at work

The Women and the Economy House of Commons briefing paper 2019 reports that between Oct and Dec 2018, around 5.3 million women (25.7%) aged 16 to 64 were economically inactive compared with 3.31 million men. Between Oct and Dec 2018, 41% of women were working part-time compared with 13% of men.

In the housing sector

- The average gender pay gap for HA's in 2018/9 was 8.1%.
- As a sector, housing employs a higher proportion of women than average. But at the top of our organisations, on senior teams and boards it is a different story.

“Long way to go”

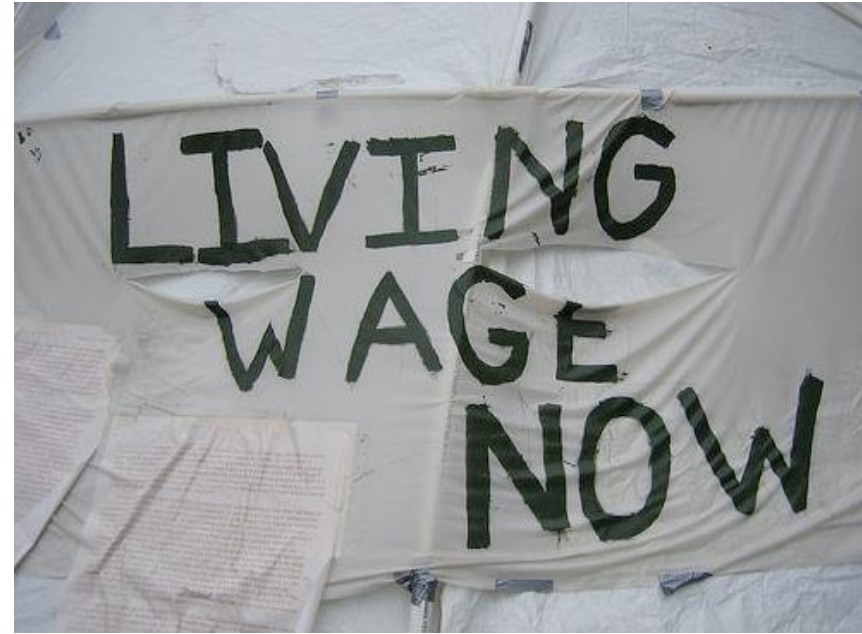
Terrie Alafat,
Chief Executive of Chartered Institute of
Housing

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Fair pay

- Caretaking vs technical roles.
- Leadership roles.
- Negotiating for better pay.



Solutions

- Pay and reward policies that are fair, objective and transparent.
- Limiting local managerial discretion over pay.
- Monitoring by gender the impact of decisions that can influence pay.
- Conducting equal pay audits.

Flexible working



- Limited options.
- Long hours cultures.
- Career limiting??

Solutions

- Flexible working policy with a range of options.
- Toolkits and guidance for managers.
- “Why not do it?”
- Championing of flexible working.
- Take part in initiatives to demonstrate commitment.

Getting good feedback



Studies show that women consistently receive less feedback tied to business outcomes.

Solutions

- Ensure you outline the specific criteria you are using to evaluate people.
- Set goals to discuss three specific business outcomes when evaluating people.
- Tie feedback to business and goals outcomes.
- Write reviews of similar lengths for all employees.

E2C2 model for giving feedback

Evidence - What has actually happened? This should be specific and observable. It shouldn't be based on assumptions or judgements.

Effect - What effect has this action or behaviour had on you, on others, on performance or on the organisation as a whole? This too should be based on facts, not assumptions.

Continue - What do you suggest the person continues to do?

Change - What do you suggest that the person does differently next time?

What do they think?

Interesting and visible work projects

- Non-promotable tasks.
- Volunteering.
- Delegating.
- “Protection” from challenging work.



Solutions

- Training on sex discrimination and gender awareness, taking steps to ensure decisions are made transparently and objectively.
- Think carefully about who to delegate to.
- Be self-aware.
- Ask rather than tell.

COVID-19



‘I feel like a 1950s housewife’:
how lockdown has exposed the
gender divide

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Solutions

- Professional sponsors, not just role models.
- Mentors and coaches.
- Networks (and championing of them).
- Leadership development.
- Encouraging the creation of a more gender-diverse board.

Stopping negative thoughts



Timothy Gallwey

STEP BACK
THINK
ORGANISE YOUR
THOUGHTS
PROCEED

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Further information

For further information on any of the areas covered in today's session, please contact Jane Atherton.

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The Hooga logo consists of the word "hooga" in a lowercase, sans-serif font, colored yellow, set against a dark grey rectangular background. This logo is positioned in the bottom right corner of the slide, which is partially overlaid by a yellow triangular graphic element.

Questions



Thank you

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