The Changing Face of Leadership

Bob Elton & Dede Henley
How Do We Build Balanced and Effective Leadership Teams?
We are mired in the habit of solutions that once worked yet are now totally inappropriate.

Meg Weatley
The Great Man Myth
“The corporation as we know it, which is now 120 years old, is *not likely to survive the next 25 years.* Legally and financially, yes but not structurally and economically.”

*Peter Drucker, Business 2.0*
What Women Provide

- Better organizational performance
- Keeping clients and building relationships
- Higher levels of collaboration and innovation
Women Impact the “Bottom Line”

“Corporations with large percentages of women on their executive leadership teams gain returns that are 35% higher than those with fewer women in positions of leadership.”

*Catalyst Research Study 2004*
“Empowering women and girls has the greatest overall effect on a society. This is measured by decreased population growth; faster economic growth; less corruption in governance; increased agricultural production; more children being educated and lower childhood malnutrition and mortality rates.”

2007 Study World Bank
Women Face Barriers to Gaining Formal Positions of Power and Influence Within Organizations...
Barriers

1. Negative Stereotypes
2. Lack of Access to Informal Networks
3. Inadequate Mentoring from Women
4. Family Demands
BC Hydro
A CASE STUDY
Bob’s Organization - Before

BC HYDRO ORGANIZATION CHART 2001
The Results

- Power Smart
- Safety
- Budget
For Bob’s company, these included:

- Safety
- Creating an energy conservation culture
- Risk
- Demographic challenges
Deloitte’s 10 Year Vision

- Women will be represented at all levels throughout the organization in close proportion to their representation in the labor pool.
- Our firm will have the opportunity to choose between several qualified men and women for all leadership positions.
- Our ability to develop and retain women professionals will have improved the productivity and quality of our firm.
Deloitte Today

- In 1993 - fewer than 100 women partners, principals, and directors. Today - more than 1,000.
- Their gender turnover gap has virtually disappeared.
- The Shriver Report: A Woman’s Nation Changes Everything named Deloitte a model employer.
- They received their second Catalyst Award, an award that recognizes innovative, effective, and measurable initiatives from organizations that support and advance women in business.
- They created a new model for how careers are built and how women and men progress.
Changing the Face of Your Leadership Team

1. Link Efforts to Core Business Strategies
2. Invite the World to Watch
3. Cultivate Mentors for High Potential Women
4. Re-think HR
5. Invest in Leadership Development
For your organization, what might get in the way of having balanced leadership teams?

What core strategy will be positively impacted by greater gender diversity?

What goals can you set?

What one action can you take in the next 30 – 60 days?
When you think you have exhausted all possibilities, remember this...

You haven’t.

Thomas Edison