Operationalizing the Mercer Findings

• Passionate Leadership
  • Only 39% of middle managers are engaged in D&I efforts

• Personal Commitment
  • Only 38% of organizations say their male employees are engaged in D&I efforts
The Leadership Imperative

Move leaders and the organization from conceptual understanding of a women’s leadership strategy to a deeply internalized and operational strategy executed with a sense of urgency.
Only Four Business Reasons

• Grow Revenue
• Improve Operating Profit
• Enhance Company Reputation
• It’s What Great Companies Do

• What it’s not – a journey, a nice thing to do, a women’s thing, men lose/women win
Middle Management Engagement

1. Develop and talk about the business case – ALWAYS!!!

2. Develop gender cultural competency

3. Manically manage talent

4. Ask the tough questions, hold people accountable

5. Symbolic gestures & systemic changes
Finding and Engaging Male Champions

• Strong sense of ‘fairness’
• Non-biased view of ‘talent’
• Deep understanding of the business case, education & dialogue
• Personal connection
The Father of Daughter's Initiative

• Opt-in strategy - Ten simple things men can do to advocate for women
• Launched as part of Women’s ERG
• Agree to do a minimum of one thing
• Print it out, put your daughters name on it
• Post it in your office
Examples

- Seek to Understand.
- Mentor and Sponsor.
- Create a Business Case.
- Champion Gender Pay Equity.
- Set An Example to Correct Bias.
- Support Workplace Flexibility.
- Offer Encouragement

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Father of a Daughter Initiative

As the father of a daughter I realize that I have a responsibility to become more active in the recruitment, advancement, retention and equitable treatment of women in the workplace.

I am making this commitment in support of my daughter(s):

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As the Father of a Daughter, I pledge to do one or more of the following...

- **Seek to Understand.** Find a female co-worker, someone I can have an honest conversation with, and listen to the experiences she is having as a woman in my company.
- **Mentor and Sponsor.** Mentor a female co-worker. If applicable, become a sponsor for a woman.
- **Create a Business Case.** Write a brief business case for my department or area of responsibility for women regarding revenue, talent or engagement and discuss it with my team once a month during the coming year.
- **Champion Gender Pay Equity.** Deepen my understanding of my company’s HR practices, specifically gender pay equity issues and work to correct issues I discover.
- **Set An Example to Correct Bias.** Act to correct micro bias, from simple things like always having a woman take notes, to women being talked over in meetings or other actions that serve to exclude women from conversations and activities.
- **Support Workplace Flexibility.** Support and demonstrate workplace flexibility for all employees, so that women don’t feel they are being singled out for special treatment.
- **Offer Encouragement.** I will encourage women to take more risks, volunteer for stretch projects, and discuss and support their developmental needs.
- **Encourage Qualified Women to Apply.** Urge qualified women to interview for positions when they become available, and if I cannot find a qualified one, commit to developing a woman for the next opening.
- **Engage other Men.** Engage other fathers of daughters in the discussion of advancing women.
- **Be Visible.** Demonstrate my commitment by joining/attending a women’s resource group or event.

Name: ___________________________ Date: ___________________________

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