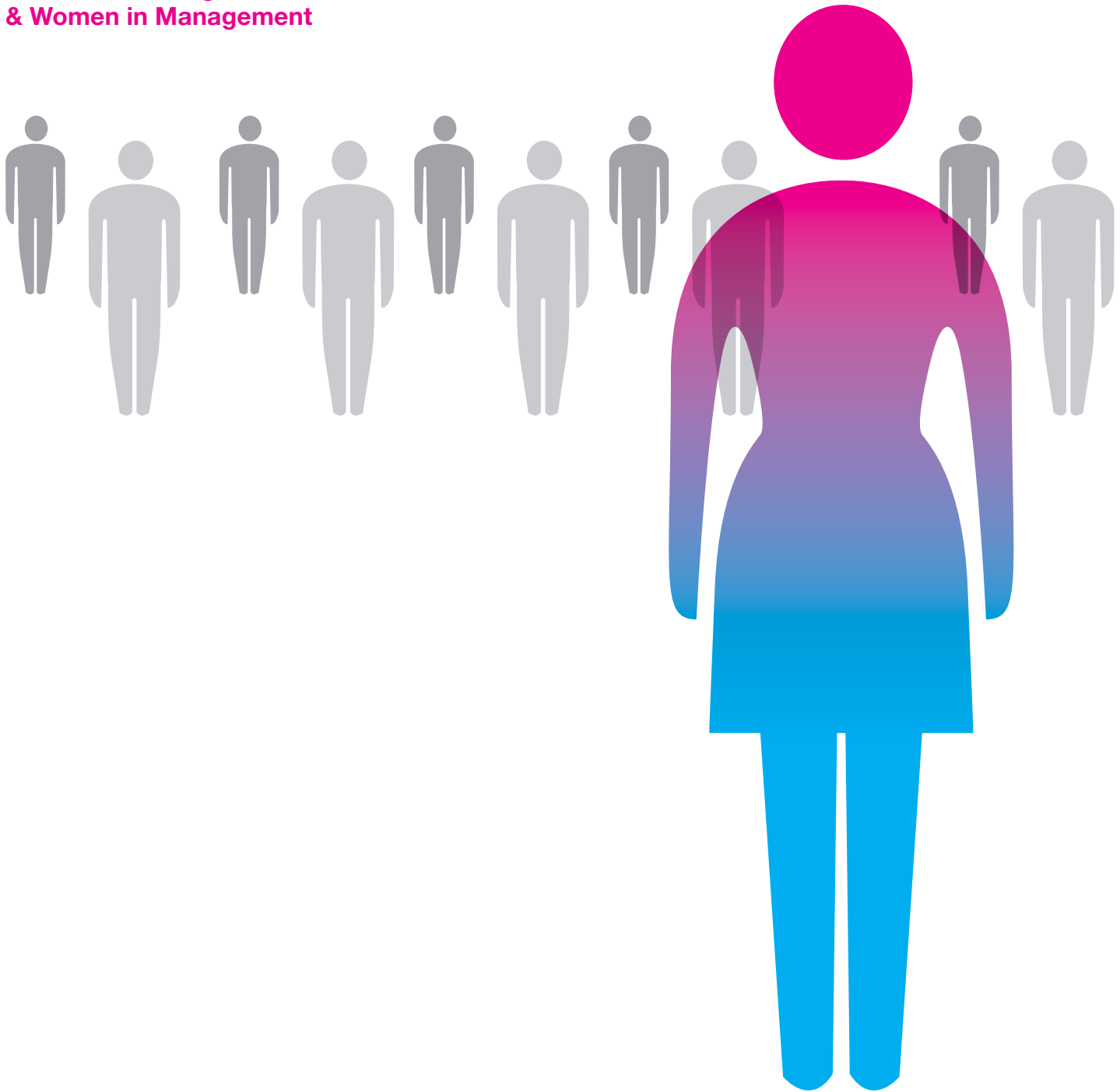


Women in Leadership

Chartered Management Institute
& Women in Management



Introduction

The Chartered Management Institute (CMI) is delighted to publish this white paper on the issue of Women in Leadership.

The fact women get paid less than men is nothing new, but even in modern times with a growing number of women in the workforce, the issue is still widespread. Although it's encouraging to see businesses have been focused on getting more women in the board room, we've still got a lot to do on equal pay and equal representation in top executive roles.

This paper pulls together key findings from CMI's own research and material from an event in late 2012, covering the gender pay gap, aspirations, confidence and flexible working among other topics. The panel event, focussing on Women in Leadership, was held in partnership with Women in Management (WiM) and was attended by over 200 guests at the Institute of Engineering and Technology. Expert speakers included:

- Cherie Blair CBE
Founder, Cherie Blair Foundation for Women
- Baroness Prosser OBE CCMI
Deputy Chair of the Equality & Human Rights Commission
- Sandra Pollock CMgr FCMI
National Chair, Women in Management
- Caroline Waters
Director of People and Policy, BT
- Professor Susan Vinnicombe OBE
Cranfield School of Management
- Professor Tom Schuller
Director of Longview
- Liz Jackson MBE CCMI
CEO, Great Guns Marketing

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Foreword

We are delighted to be able to produce this White Paper in partnership with Women in Management.

In late 2012 we released some rather sobering statistics. Despite 40 years of legislation demanding equality in the workplace, men still out-earn women by close to £500,000 over the course of their career. Not the progress we had hoped for.

There's a worrying loss of female talent as well. At a junior level the majority of executive workers are now female, but a much smaller percentage have made it into top roles.

The business case for more women in senior positions is clear. Research has shown time and time again that having women at the top is good business sense: firms do better with diversity. What needs to happen is for chief executives to take that evidence on board, and end the habit of regarding senior women as niche products, nice-to-haves, even luxuries.

Good managers and leaders do just that. They get the best from all their people and help tackle these types of gender inequalities, ensuring companies do not miss out on the full range of management potential at a time when we need to be doing everything we can to boost economic growth.

Development opportunities such as mentoring and qualifications have been proven to be highly successful in helping women build the confidence and skills needed to realise their potential. Yet while individual endeavour can help gender balance, there has to be action from the top, too. And this means organisations accepting that they can only consider themselves ethical if they are transparent.

Leaders: publish the proportion of women on your workforce and show what percentage of those are at senior levels. Make clear too how much they are paid compared to your men.

This White Paper draws on an excellent conversation at an event held towards the end of 2012 with numerous well-informed experts, in addition to CMI's own evidence. It should serve as a call to action for employers to tackle inequality – if enough senior managers think ethically, the commercial world will become a fairer place.

It is not, however, just in the interest of fairness that you should act. The evidence is there for all to see: if you embrace diversity, your organisation will perform better.

Ann Francke

Chief Executive, Chartered Management Institute

Mind the gap

Despite the existence of decades-old equality legislation, research evidence continues to show that women in management roles are paid less than men in comparable roles.

The National Management Salary Survey (NMSS)¹, published by CMI in partnership with XpertHR, provides some insights into the scale of the gap. Now in its 39th year, the latest survey covered the period between August 2011 and August 2012, with data collected from 38,843 employees working in executive positions in UK organisations, from junior levels through to those on the board.

The figures are startling. The average male in an executive role earned a basic salary of £40,325 over the 12 months to August 2012, compared to £30,265 for a female in the same type of role. Although female junior executives earn marginally more (£363) than males at junior levels for the second year running (£21,491 compared to £21,128), the gender pay gap remains substantial at the opposite end of the executive career ladder. Female directors earn an average basic salary of £127,257 – £14,689 less than the male director average of £141,946. Based on current pay levels, an average female executive would earn £423,390 less than a male executive with a similar career path.

The figures also show that the gap extends to bonus payments. Women receive less than half of what men are awarded – the average bonus for a male executive was £7,496, compared to £3,726 for a female executive. At director level, the average bonus paid to a male director was £7,000 more than that awarded to a female director, while only 36 per cent of females received bonuses compared to 50 per cent of males.

Since 2009, women's salaries have been increasing at a faster rate than men's. However, despite these positive steps, the most recent data shows this progress to have waned, with 2012 data showing very similar figures for men and women. The NMSS also shows the impact of the recession on salary increases for managers. After several years in which women's pay increases outstripped men's, progress stalled in 2008-09, before resuming in 2010.

Table 1 Increase in salary (%) by year, National Management Salary Survey – XpertHR/CMI

	2005	2006	2007	2008	2009	2010	2011	2012
Female	5.4	5.3	5.1	3.2	4.9	2.8	2.4	3.1
Male	4.7	5.4	4.5	3.8	4.9	2.3	2.1	3.0

Is Wonder Woman still worth less than Superman? The answer, sadly, is yes. Ann Francke

Closing the pay gap

Legislation is already in place – through section 78 of the Equality Act 2010 – which, if activated, would require companies to report on their pay gap. However, the Government has indicated that it is not minded to commence those provisions. CMI believes that requiring all companies to publish pay data would be an unnecessary and costly exercise for businesses as a whole, and would not – in terms of that cost – make any distinction between those who pay fairly and those with problems.

However, those companies found to have transgressed against existing rules can have little complaint at being required to publish aggregated pay data at all levels within the business. By doing this, those organisations that are perpetuating inequality can be compelled to act. We therefore support powers for tribunals to order pay audits of firms found guilty of paying unfairly.

However, we believe that there is a case for increased transparency about the pay of senior managers. Greater openness about senior management salaries in the public sector, alongside more structured pay bands, appears to have encouraged more equal pay for men and women. NMSS data for different sectors shows that the public sector has the lowest average salary difference, at £5,813, compared to gaps of £20,125 in IT and £11,005 in manufacturing at the other end of the scale. Publishing data about senior management remuneration, bringing an end to cultural reluctance to discuss pay, will help highlight where women are unjustifiably paid less than men.



Raising aspirations

To make progress at the top level, we must focus on raising the aspirations of young girls to inspire them to become the leaders of tomorrow.

Play dumb,
stay thin,
marry well.
Caroline
Waters



That argument was made strongly by speakers at the CMI-WiM panel event. Caroline Waters described her dismay at speaking to well-educated girls between 16 and 18 years old and finding that their aspirations amounted to nothing more than “play dumb, stay thin, marry well.”

Tom Schuller pointed out that 30,000 more girls than boys now attain A or A* grades at A-Level, while there are 200,000 more women than men at undergraduate level. Outlining his work in developing the ‘Paula Principle’ – that “most women work below their level of competence” – he described a significant mismatch between the educational ‘outperformance’ of girls compared to boys, and the slow rate of change in workplace progression and pay.²

Liz Jackson identified a lack of knowledge among young women about the workplace. “Most of the girls just don’t know what there is available out there. There is a massive detachment between education and the workplace, where they don’t know about these great jobs that exist.”

Having seen a survey of young girls which identified Jordan and Cheryl Cole as role models, Jackson helped to form the EveryGirl charity in Basingstoke, with the aim of getting as many female role models into schools as possible. Talking to girls on their level, as with a recent school event run by EveryGirl, provides real results:

“We had 300 girls in, and we spent a whole day with amazing women from entrepreneurs and barristers to accountants and people who ran events businesses. By the end of it, we surveyed the girls and they’d all changed in just one day; they were all inspired.”

Caroline Waters pointed to a drop-off in young women's participation in certain technology and science subjects, where girls might perform very well at GCSE but drop the subject at A-Level, with similar patterns in the transitions from A-Level to university and university to the workplace. The result, she argued, is that women continue to be grouped into a restricted number of professions which does not include the operational management route from which most top jobs are filled. More women need to enter different types of jobs to help create a stronger "pipeline" for those top roles.

One of the major forces influencing young women's educational and career choices is the media. Much media programming is creating "inappropriate role models for some of our young girls", according to Caroline Waters. Cherie Blair argued that women are too often portrayed as either "sex objects or harridans", and that the media creates further false dichotomies between women – for example, the mothers at home vs. the career woman, the older woman vs. the younger woman. Despite this, she said, the media has huge potential to help change attitudes by publicising the "great achievement of so many women", and by showing young girls that they do not have to choose one specific life path.

Management and leadership development must start early

CMI strongly believes that increasing the representation of women in management positions also requires a focus on developing the skills and aspirations of girls at a younger age, which may help translate girls' academic success into better career outcomes. The need to develop management and leadership skills at an early age was highlighted by Lord Heseltine in his recent report, 'No Stone Unturned in Pursuit of Growth'. We support his recommendation that these opportunities should be integrated into the education and skills system at every level, giving individuals opportunities to develop their management and leadership capabilities early on in life.³ Indeed, CMI is increasingly active in working with schools to provide opportunities to develop young people's management and leadership skills.

To that end, CMI launched Campus CMI in March 2011, a programme that helps build management and leadership skills in 14-21 year olds. Campus CMI helps to inspire young people, create confidence in their abilities and provide early recognition of their management and leadership skills. These skills are vital to ensure that pupils are well equipped for the future world of work. We urge the Government to act on Lord Heseltine's recommendation.

We also urge more businesses to work with their local schools and call on the Government to encourage stronger links: not only because of the benefits of equipping young people with management and leadership skills, but because we believe it will help to develop young women's confidence and increase their understanding of the opportunities that exist in the world of work.

We believe this will help translate girls' strong academic performance, particularly in technical subjects, into increased representation in industries where gender stereotyping still persists.

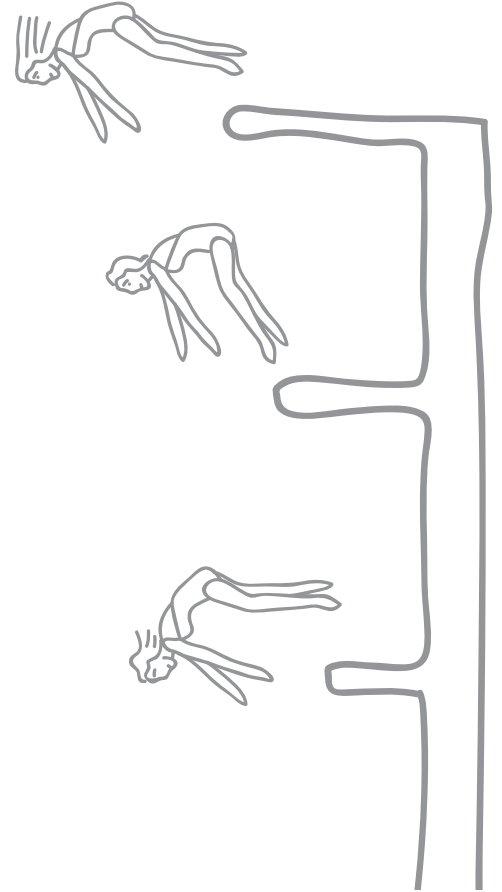
² Schuller, T. (2013 forthcoming) The Paula Principle See www.paulaprinciple.com

³ Heseltine, Rt Hon., (2012) No Stone Unturned in Pursuit of Growth

Women in management

We cannot afford to ignore the dissipations of talent at every level.

Tom Schuller



The evidence shows that women are underrepresented among managers, directors and senior officials. While female representation in the overall workforce stands at just over 47 per cent, this proportion falls to 32 per cent of managers and other senior staff. According to forecasting from the UK Commission for Employment and Skills, the picture does not improve when looking to the future. While management as a profession is set to grow substantially, men are set to “get the lion’s share” of new management roles.⁴

It is positive that at the junior level, 69 per cent of the executive workforce is now female. However, a much smaller percentage have yet made it into top roles – just 40 per cent of department heads are female and only one in four chief executives (24 per cent).⁵ The challenge lies in ensuring that barriers which prevented talented women in previous generations from reaching the top are no longer barriers for today’s high achievers.

Cherie Blair suggested that many women fear that there are a limited number of opportunities to spread around: “if you succeed then that’s one less place for me.” Too many women’s view is: “I have given up so much to get where I am, so why should I make it easier for you?” The media reinforce this by creating a “zero-sum game where only a certain sum of people can win and others have to lose.”

Instead, Blair argued, all women succeed together, and every time one woman succeeds, there is more chance that other women will follow in their footsteps.

Career goals

To improve representation in executive roles, we must “feed the pyramid”, as Caroline Waters put it – make sure that there are more women at every level of employment to eventually ensure there are more candidates for the top roles.

However, CMI research suggests that there are differences in the career aspirations held by male and female managers. Asked about their long-term goals, higher proportions of men than women said that they would like to become a CEO (31 per cent compared with 21 per cent); a board director (30 per cent to 20 per cent); or a non-executive director (23 per cent to 17 per cent). Men were also more likely than women to be actively looking for a more senior managerial position (60 per cent to 49 per cent). Women also seemed more likely than males to mention downshifting for their long-term ambition (15 per cent to 11 per cent)⁶.

It was suggested by Tom Schuller – as one of his five ‘Paula Principle factors’ – that, even in the face of major constraints, women exercise choice in deciding not to go for promotions for which they are well qualified. Tom argues that women often lack the self confidence to put themselves forward for a job, even when qualified, while men can be readier to apply even in the absence of the official requirements.

Women on Boards

Recent departures have reduced the number of female CEOs in FTSE 100 companies to two, leaving just Angela Ahrendts (Burberry Group Plc) and Alison Cooper (Imperial Tobacco Group Plc) in the top job. Cynthia Carroll's replacement at Anglo American will be Mark Cutifani while another woman – Julie Southern at Virgin Atlantic – has lost out on the Chief Executive role. Despite progress in recent years, all-male boards still exist and the number of women on boards is still relatively low.

The International Research Centre for Women's Leadership was set up at Cranfield University to study global trends on women and their roles within the workforce. Susan Vinnicombe revealed that twenty women (17.2 per cent) hold executive directorships across FTSE 100 companies, rising from 6.7 per cent in 1999 and 12.5 per cent in 2010. In light of what Susan described as a "glacial" rate of progress, the Lord Davies report started to take shape in 2010.

Encouragingly, the pace of change has dramatically increased following Lord Davies' report. In the first six months after the report, 22 per cent of executive director appointments went to women, up to 28 per cent in March 2012 and currently at 44 per cent – almost one in two directorships. Currently, 22 per cent of non-executive directorships are held by women and only eight all-male boards remain in the UK.

Based on current progress, 37 per cent of executive directorships within the FTSE 100 will be held by women by 2020, just shy of the 40 per cent target set by Vivian Reding, Vice-President of the European Commission.

We are pleased this progress has come without the need for quotas. Looking at the example of Norway, quotas were introduced to require companies with more than nine board members to fill at least 40% of positions with women. This, however, led to the 'golden skirt' phenomenon, with women taking up multiple board appointments, while a study found that in 2002 when the law was introduced, companies saw a 2.6% drop in company value.

According to Susan, two-thirds of the women voted into the FTSE 100 over the last year have been brand new to the board, while women from more diverse backgrounds continue to make it to the senior level with a third of women gaining entry to the boardroom not coming from financial backgrounds⁷.

Feeding the talent pipeline

Just as we support greater transparency to help close the gender pay gap, we also urge the Government to address the issues of women's career progression by requiring greater transparency from employers about the level of female representation at different management levels. This would make sure organisations are not solely focussing on pay but also on giving female managers the opportunity to progress to more senior levels, ensuring there is a strong 'talent pipeline'.

On 1 October 2012, changes to the Corporate Governance Code were brought in which require all listed companies in the FTSE 100 to declare their diversity policies and to outline how many women there are in the company and in the various levels on the board. They will also have to outline what their targets are and then in subsequent years to discuss the progress made against these, which is another positive step towards transparency.

Introducing a requirement for companies to report on gender diversity at senior management level was strongly supported in a recent survey of CMI members, particularly by female managers, with 76 per cent of women in favour⁸. While male managers were less uniformly supportive (50 per cent in favour), it is clear that overall opinion is in support of increasing transparency.

Focusing on the 'talent pipeline' in this way is absolutely critical to achieving a sustainable solution to the problem of women's under-representation on boards. While the under-representation of women in British boardrooms needs urgent attention, CMI has not supported proposals for legal quotas. Women should be in the boardroom on merit, not on the basis of legal requirements. Our most recent poll of CMI members to address the area found that a small majority – 57 per cent – are opposed to mandatory quotas for women on boards⁸.

We strongly support the efforts of voluntary initiatives through which companies are making clear their commitment. One such programme is the 'Think, Act, Report' framework, developed by the government, which encourages companies to take steps towards reporting on gender equality in organisations, including on the gender pay gap. Others, such as the 30% Club – focused on board diversity – are also to be encouraged and supported.

Employers need to examine the benefits of engaging with such schemes – and, of course, they need take action to change corporate cultures and promote development opportunities for women, such as mentoring and qualifications. Such measures which have been proven to be highly successful in helping women build the confidence and skills needed to realise their potential.

4 Wilson, R.A., Homenidou, K., (2012) Working Futures 2010-2020, The UK Commission for Employment and Skills

5 (2012) National Management Salary Survey, Chartered Management Institute & Xpert HR

6 Wilton, P., (2008) Management Recruitment: understanding routes to greater diversity, Chartered Management Institute

7 Seal, R. & Vinnicombe, S. (2012) The Female FTSE board report 2012, Cranfield International Centre for Women Leaders

8 Musgrave, B. & Woodman, P., (2012) Future Forecast: Expectations for 2013, Chartered Management Institute

Development Routes

To sponsor someone is actually to make an active promise and investment in a legacy that affects the future
Sandra Pollock

How can management and leadership development best support women's career progression?

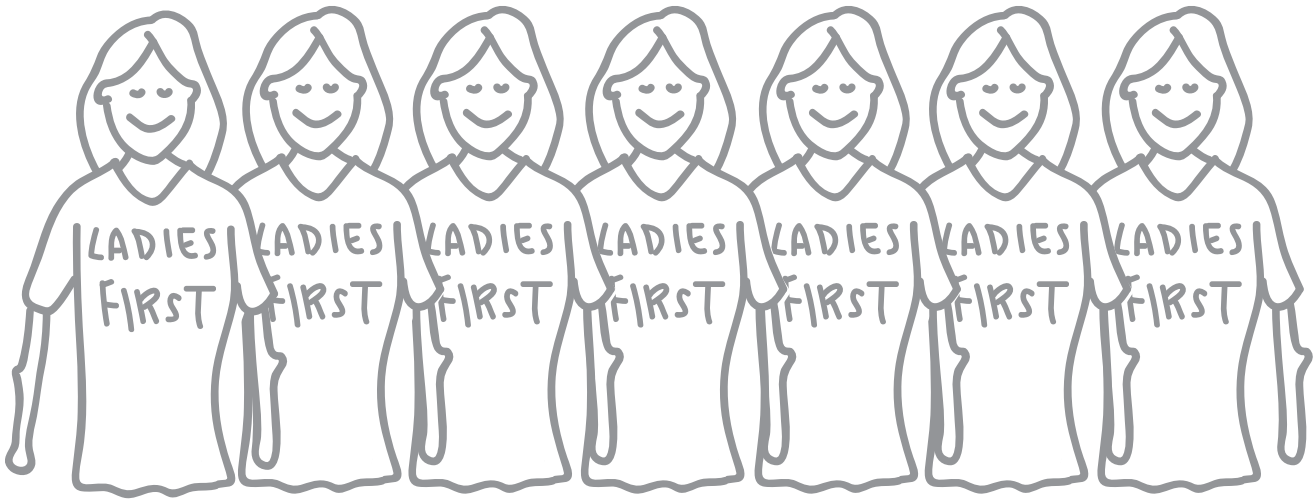
Findings from a major CMI research report, The Business Benefits of Management and Leadership Development⁹, showed that men and women reported different types of development as being most effective. While business school and professional bodies' qualifications were among the top five most effective routes for both sexes, coaching – either by the line manager or external practitioners – was ranked among the most effective types of MLD by women, but not by men.

It is worth noting that coaching was also identified by over half of CEOs and senior managers (irrespective of gender) as something they wish they had received earlier in their careers, suggesting that it may have particular value to women aspiring to senior positions.

Tom Schuller argued that the lack of “vertical social capital” is one of the reasons women do not always realise their potential in the workplace. In many cases women lack the vertical connections with senior employees who can help them with progress. Mentoring and sponsorship can help break down these barriers.

Table 4 Top 5 development activities by gender⁹

Rank	Women	Men
1	Business school qualification	Business school qualification
2	Professional bodies' qualification	Chartered Manager
3	Coaching by line manager	Management Apprenticeship
4	Management/leadership programme	Professional bodies' qualification
5	Coaching by external practitioner	Short course on management/leadership



Mentoring can also be hugely valuable for new starters within organisations, especially shaping young women's early experiences of work. According to Caroline Waters, all the hard work that has taken place to raise aspirations of school girls and provide positive messages of the world of work can be nullified if their first experience of the workplace is a negative one. Having a mentor can help new starters pick up the nuances of an organisation and turn the wider work culture into one that is much more supportive and engaging while also giving the mentee more confidence.

Breaking down barriers

We recommend that women seek network membership, whether this be through organisations such as CMI or dedicated women's networks such as WiM. These networks provide women with, as Cherie described it, an opportunity to meet other people "who are going to be good for the business and good for your career."

WiM also run the Horizon mentoring programme, and we would recommend women look to such schemes to receive support, guidance from other women. Horizon was launched in 2011 and has so far delivered mentoring for 60 pairs of mentees and voluntary mentors, with expansion expected throughout 2013.

Sandra Pollock also described how mentoring can give women the support, skill and encouragement required to bridge the huge gap between board and interim levels.

More employers should encourage women to make the most of the opportunities that exist in the shape of networks and mentoring, and even provide such schemes to support women in their own workforce. This can be of real benefit to employers – as Susan Vinnicombe describes it, "mentoring, first and foremost, retains women at work." It can also add real value to employers by giving women the skills and confidence needed to realise their potential. As Sandra put it: "When you make a decision to invest – whether it's your time or your resources – in an individual, you're actually making a decision to invest in the future. To sponsor someone is to make an active promise and investment in a legacy that affects the future."

Flexibility is key



We haven't got our heads round how we help women both fulfil themselves as mothers and as active participants in the workforce.

Cherie Blair

CMI recently welcomed the Government's decisions to extend the right to request flexible working to all employees and reform the rules on parental leave. This move is popular among managers, with 72 per cent of women and 60 per cent of men in support of reforms to parental leave.¹⁰

Flexible working can have huge benefits for employers and employees alike, which is why CMI's members have consistently supported the extension of the right to request by around two to one.¹⁰ In addition, around one in five female managers (22 per cent) cite family commitments as a barrier to progression, while they are also more likely than men to mention 'work-life balance' when asked what would attract them to a new job.¹¹ CMI's latest annual Future Forecast report surveyed our members on their preferred policy options for the year ahead. Sixty-two per cent of respondents supported extending the right to flexible working¹⁰, a number rising to 75 per cent among female respondents (59 per cent among men). Despite this difference, the figures clearly show this is a popular measure among managers.

Our research also shows that people are both working harder and putting in longer hours since the recession.¹² It is therefore no surprise that the most popular employee benefits are those which give people more control over their time.¹³ Flexible working is highly valued by staff and can make a real difference to their lives. As a result it generates a lot of goodwill and enthusiasm for the company. That alone is of huge benefit to employers.

BT has 80,000 people working flexibly in every way, and Caroline Waters feels this attitude towards flexible working and embedding it completely throughout an organisation is essential:

"We decided to go the whole way so we have flexible working policies but that means that we've had to create flexible working training practices. That's not just training people how to be great workers at a distance, but also understanding that there's no good having a flexible working company if you then say 'right, my training programme is a six-week residential in Stoke-on-Trent.' You've got to go the whole hog. You've absolutely got to embed it."

Attitudes towards those who work flexibly or part-time still need to be improved, with an end put to the idea that they lack commitment. According to Caroline, given we all operate in a 24/7 working environment, we need to stop creating a "false hierarchy" that says people who do not work 9-5 Monday to Friday are worth less than those with more traditional arrangements.

Childcare was listed as one of the main barriers to women in the workplace by Cherie Blair, while Tom Schuller described it as a "huge" issue. According to Cherie, it is a reason behind both women in their late 20s and early 30s dropping out of the workforce and women in their 40s not returning. There is clearly more work to be done for mothers and fathers:

"We haven't got our heads round how we help women both fulfil themselves as mothers and as active participants in the workforce... and we haven't got it round in our heads how we help men to do exactly the same thing."

While according to Baroness Prosser the cost of childcare is, in most cases, "irritating and high but not unmanageable" for women who have already reached more senior levels, for women on lower salaries it can become unmanageable. While some are able to cope with the cost of one child, Baroness Prosser feels that a second child often causes women to give up their careers to stay at home and potentially seek a mixture of caring arrangements, or look to more flexible, generally part-time work. Often, due to the shortage of decent quality part-time employment, these women are forced to turn to unskilled work, which does offer the flexibility they require.

Part of the issue as Cherie sees it is the inflexibility in decision making for mothers:

"So often, instead of accepting that in a working life of 40 years you can make different choices as to how far you put your foot down on the accelerator pedal at home and how far you put it in at work, we seem to have this idea that you make that choice once, you haven't got a chance to come back on."

This is another area where mentoring schemes can prove extremely valuable to both organisations and employees. Even a short period of time off can result in women falling behind very quickly. However, pairing those on maternity leave with mentors within an organisation can ensure women retain their confidence and are kept up to date. This can help the employee integrate seamlessly into the workforce when they return to work, putting them in a position to contribute straight away, benefitting both the employer and employee at little cost.

Good management is essential

We would emphasise that managers have a pivotal role to play in making flexible working a success – as, for example, noted by the recent report from the Recruitment and Employment Confederation's (REC) Flexible Work Commission.¹⁴ To get the most from flexible working, managers must be able to manage based on results and not hours spent at a desk. However, too many are still unprepared to contemplate offering more flexibility, not only to meet individual employees' needs, but also to get the most out of their teams and ultimately to support growth.

Flexible working can have huge benefits for employers, however a lack of investment in management skills means many are missing out on these benefits. We would urge employers to examine how flexible working could benefit their business and invest in their managers so they are able to manage people based on their output, not just on whether they are at their desk.

We welcome the reform of parental leave by the government that will allow both parents to share up to a year's leave to look after their new-born children, as supported by CMI members. This will enable real cultural change around parenting and women's participation in the workforce, which offers benefits for employers and the chance to help combat the under-representation of women at senior management levels.

10 Musgrave, B. & Woodman, P., (2012) Future Forecast: Expectations for 2013, Chartered Management Institute

11 Wilton, P., (2008) Management Recruitment: understanding routes to greater diversity, Chartered Management Institute

12 Cooper, C. & Worrall, L., (2012) The Quality of Working Life 2012, Chartered Management Institute & SimplyHealth

13 Ibid.

14 https://www.rec.uk.com/_uploads/documents/rec-flexible-work-commission-report.pdf

Recommendations

For employers

- **Measure and report** on the proportion of women in your workforce, including at senior levels. CMI supports the “Think, Act, Report” voluntary reporting framework and encourages other employers to sign up (see Additional Information)
- **Enable** both women and men to balance their work and home lives:
 - Embrace flexible working at all levels
 - Train managers to manage based on results, not hours at a desk
 - Encourage an attitudinal change towards working flexibly, remotely or part-time: these different ways of working do not indicate a lack of commitment
- **Create** supportive networks and encourage mentoring opportunities for female managers
- **Prepare** future female leaders by providing management training and qualifications early in their careers
- **Act** on the evidence to ensure that women throughout your organisation are given the same opportunities as men to progress
- **Develop** links with local schools to help improve aspirations in young girls and build their knowledge of the workplace

For individual female managers

The GrowMe Model is a structured coaching tool that can be used to help set and achieve goals. A version of this framework has been reworked to recognise that women managers will have different ambitions and starting points, but this can help provide some guidance on next steps.

- **Goals:** Think about what it is you want to achieve with your career. What does success mean for you? Are your goals short, medium or long term? Perhaps you want to:
 - Achieve a better work-life balance?
 - Progress to a senior management role?
 - Start your own business?
- **Reality:** Honestly assess your current situation and how it compares to your vision of success.
 - Assess your achievements in your career to date
 - What are the barriers to achieving the success that you desire?
 - What have you tried so far to achieve your goals – how did it work?
 - Do you need to improve your skills, qualifications or experience?
- **Options:** Examine what steps you can take to reach your goals, for example:
 - Build networks both internally and externally
 - Explore flexible working options
 - Learn how to better negotiate your salary
 - Engage in social media

- **Will:** Identify what you will do to achieve your goals. Try to develop a plan based on practical steps, for example:
 - Undertake qualifications
 - Apply for a promotion/new job
 - Become a member of networks, such as WiM
 - Identify a mentor or sponsor, or become a mentor
- **Monitor:** To actively manage your development, you need to keep track of your progress towards your goals.
 - Be honest with yourself: have you taken the steps you identified?
 - What has been the result of your actions?
 - What can you learn from your new experiences?
 - If necessary, repeat the ‘Options’ and ‘Will’ stages to refine and improve your plan
 - Record your success stories as a reminder of the results you have achieved
- **Evangelise:** As this Paper identified, networks and mutual learning can be powerful way of fostering change.
 - Share your successes with other women. Reflect on the lessons you have learned and how you might help others achieve their goals
 - If you are a manager, help others in your organisation e.g. ensuring they have fair chances to advance their careers or to balance their work and home lives
 - Become a mentor or sponsor to share what you have learned

For Government

- **Require** companies who have been found guilty of unfair pay to undertake pay audits and publish aggregated pay data relating to all levels of the business
- **Focus** on the talent pipeline, not just the boardroom – employers need to be encouraged to provide equal opportunities for female managers to access and benefit from management and leadership development opportunities
- **Ensure** greater transparency from employers about the level of female representation at different management levels – encourage employers to address this through voluntary reporting frameworks, for example organisations can sign up to the Government’s “Think, Act, Report” campaign
- **Provide** women and families with more flexible working options by implementing reforms to parental leave and offering part-time or home working opportunities: more public sector organisations and Government departments could lead by example
- **Inspire** young women’s career aspirations – for example by integrating management into the education and skills system as recommended by the Heseltine review

CMI – Supporting Women in Management

CMI actively supports women in management and leadership and has continuously grown the number of women in membership over several years, with 32 per cent of our current membership being female. This is proportionate with official data showing that 32 per cent of managers, directors and senior officials are women.¹⁵ However, women form over 35 per cent of our members under the age of 30, and a similar proportion of new members who joined us in the 12 months to November 2012 – showing that the proportion of women in CMI's membership will continue to rise.

To help employers, managers and individual women tackle the challenges highlighted in this White Paper, CMI has made available a toolkit of practical resources, containing advice on issues including mentoring and coaching, implementing flexible working hours and how to develop skills to improve your negotiation skills in business. The toolkit can be accessed at: www.womeninleadership.managers.org.uk

Women in Management

Women in Management – WiM – is a national organisation addressing the key issues affecting women managers today and working to provide opportunities for its members to further develop their potential and life chances.

With groups across the UK WiM offers a varied programme of events and development activities to support the aspirations and ambitions of women and girls of all ages, cultures, ethnicity, religions, gender or sexual orientation. For more information, please visit www.wimuk.co.uk

New members are now able to enjoy their first year of WiM and CMI membership at a reduced rate of £60. To take advantage of this exclusive offer, simply sign up at www.managers.org.uk/join and enter promotional code MEM140.

Horizon Mentoring Programme

WiM runs the Horizon Mentoring Programme, designed to provide support, guidance and encouragement to members, based on the knowledge, life and experience of their fellow members.

Sign up to take part in the programme either as a Mentee or Mentor (or both) at

www.wimuk.co.uk/horizon-mentoring-programme

Additional information

The Cherie Blair Foundation for Women

The Cherie Blair Foundation works to give women equal opportunities and the capability, confidence and capital necessary to establish and grow businesses. The Mentoring Women in Business programme matches women entrepreneurs from developing and emerging countries with highly-successful professionals from around the world.

www.cherieblairfoundation.org/mentoring/

Cranfield International Centre for Women Leaders

The Cranfield International Centre for Women Leaders is committed to helping organisations develop the next generation of leaders from the widest possible pool of talent. The centre is unique in focusing its research, management development and writing on gender diversity at leadership level, with their Female FTSE work being endorsed at the highest level of government.

www.som.cranfield.ac.uk/som/ftse

Equality and Human Rights Commission

The EHRC operates under the statutory remit to promote and monitor human rights; and to protect, enforce and promote equality across the nine 'protected' grounds – age, disability, gender, race, religion and belief, pregnancy and maternity, marriage and civil partnership, sexual orientation and gender reassignment.

www.equalityhumanrights.com

Everywoman

Founded in September 1999, everywoman supports any woman at any stage in their career. The everywomanNetwork provides personal development resources, connections, advice and inspiration to address the issues that women face. www.everywoman.com/

The Paula Principle

The Paula Principle is aimed at explaining the mismatch between girls outperforming boys in education and the lack of progress in the workplace. It mirrors the Peter Principle, that people rise to their level of incompetence, but argues that working women tend to stick at a level below that of their full competence. www.paulaprinciple.com/

Think, Act, Report

Think, Act, Report provides a simple step-by-step framework to help companies think about gender equality in their workforces, particularly in relation to recruitment, retention, promotion and pay. The initiative encourages companies to share their progress in promoting gender equality and the framework suggests data that could be made public. www.homeoffice.gov.uk/tar

Managing Equality and Diversity: Theory and Practice, by Savita Kumra & Simonetta Manfredi

Awarded the Management and Leadership Textbook of the Year 2013 prize by CMI in January 2013, *Managing Equality and Diversity* offers a unique learning experience and an innovative approach to this increasingly important subject area. It offers students a solid foundation in equality and diversity management, while fostering a strong understanding of its practical application.

<http://ukcatalogue.oup.com/>

Women on Boards

Women on Boards UK was launched in September 2012 based on a successful Australian business model. Its objective is to increase the transparency of the board recruitment process by listing board vacancies for free on its website, whilst inspiring and encouraging more women to apply for board roles through its workshops, events and active support network. www.womenonboards.co.uk

¹⁵ Wilson, R.A., Homenidou, K., (2012) Working Futures 2010-2020, The UK Commission for Employment and Skills

Chartered Management Institute

The Chartered Management Institute is the only chartered professional body in the UK dedicated to promoting the highest standards of management and leadership excellence. CMI sets the standard that others follow.

As a membership organisation, CMI has been providing forward-thinking advice and support to individuals and businesses for more than 50 years, and continues to give managers and leaders, and the organisations they work in, the tools they need to improve their performance and make an impact. As well as equipping individuals with the skills, knowledge and experience to be excellent managers and leaders, CMI's products and services support the development of management and leadership excellence across both public and private sector organisations.

Through in-depth research and policy surveys of its 90,000 individual and 450 corporate members, CMI maintains its position as the premier authority on key management and leadership issues.

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