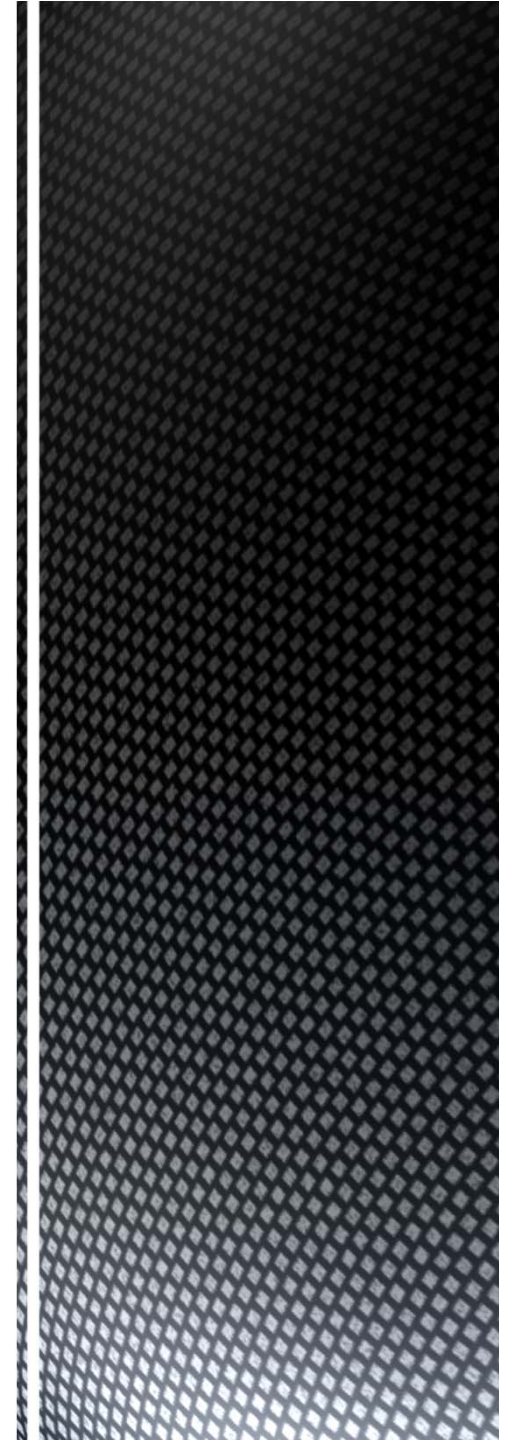


Leadership balance:

Are women the missing nexus?

Dr Karen Castille, OBE



Agenda

- 1 Women leaders: the issue**
- 2 Current state: data and facts**
- 3 What is holding women back?**
- 4 Myth Busting!**
- 5 Gender balance: does it matter?**
- 6 Skills under the spotlight**
- 7 Culture**
- 8 Key messages**



Women Leaders – The issue



- **Women underrepresented in “Top Jobs”**
 - Global and UK business problem
- **UK: Lord Davies Report** (WOB, 2011)
 - Called for improvement in FTSE Boards
 - 30% Club
 - Quotas threatened!
- **26% of FTSE board appointments women** (since report)
 - On target to achieve 2015 goal
- **FTSE Women leaders – The case for change...**

http://www.youtube.com/watch?feature=player_embedded&v=SMFDkvawB6g

Women Leaders in the NHS



- **Are we doing any better?**
- **Do we need a similar focus to 30% Club?**
- **Folks, facts and figures...**

“Snowy White Peaks” of the NHS



- **Recent NHS survey flagged discrimination in governance and leadership and the potential impact on patient care in London and England**
(Roger Kline, Middlesex University, March 2014)
- **Focuses on BME but also states ...**

“While this is a slight improvement on Women on Boards the proportion is still well below that of the NHS workforce or local population. Women are especially under-represented at chair and chief executive level” **and....**

“There is increasingly robust evidence that a diverse workforce in which all staff members’ contributions are valued is linked to good patient care. (West 2012, Dawson 2009).”

NHS 25 'Top of the Office'



A closer look - Where are the women?

(2014)	Women	Men
UK Total Workforce	46%	54%
All NHS Staff	81%	19%
NHS Boards	37%	63%
- Chair	30%	70%
- CEO	35%	65%
- Finance	25%	75%
- Medical Director	20%	80%

A closer look – Medical staff

(2014)	Women	Men
Total: NHS Medical & Dental staff	45%	55%
Medical Directors	20%	80%
Consultants	33%	67%
and interestingly...		
GP's	51%	49%
Doctors in training	58%	42%

A closer look – NHS Management

(2014)	Women	Men
NHS Boards	37%	63%
Senior Managers	55%	45%
Managers	61%	39%
All Support staff	67%	33%

London has highest % of senior men

Women appear to progress well up to middle management roles – then get stuck at the ‘frozen middle’

What do you think holds women back?



What stops women progressing?

- **They don't want to**
 - Roles not appealing (McKinsey)
 - Carer responsibilities outweigh desire to climb ladder (Harvard)
 - Elect work-life balance over career progression
- **They think they wont succeed**
 - See obstacles e.g. Male dominated culture
 - Few women role models (perceived prima facie evidence)
 - Limited networks (provide encouragement & support)
 - Lack of mentoring/sponsors creating encouragement, development & opportunities
- **They think they cant have the role**
 - Organisational barriers/obstacles
 - Assumed limitations by recruiters e.g. Hours, relocation, pregnancy!
 - Assumed to be less effective than men
 - Assumed to have wrong leadership style

Adapted from: Business Insider, Jan 2014, Bob Sherwin, Chief operating officer of Zenger Folkman

Myth Busting!



KPMG (2014) refuted myths that women...

- don't aspire to senior roles
- don't stick it out to make it to the top
- lack confidence – so don't get top jobs
- lack leadership qualities for top jobs
- leaders pull up the career ladder behind them

and rebutted that...

- childrearing stops them getting to the top
- high potential programmes are fast-tracking women
- formal flexible working eases their route to the top
- the business case for gender diversity is working

Analysis:

What holds NHS women back?

- The 'frozen middle' overlooked (KPMG)
- More scrutinised
- Role Models -most leaders are men!
- Higher expectation to be good role model
- Family/carer demands
- **Conscious & unconscious bias**
- **Strong women/girls are difficult/bossy (men are good blokes!)**
- **Success and likeability – negatively correlated!**
- **More like to leave due to organisational culture**



Leadership gender balance: Why does it matter?



- Diverse perspectives (anti group think!)
- Representative of patients, public and staff
- Fishing in a reduced talent pool
- Moral/ethical/societal?
- Financial & operational performance
- **NHS Culture...**

NHS Culture – our biggest challenge!

- Sir Robert Francis QC
- Prof Sir Bruce Keogh
- Prof Don Berwick

NHS boards need a culture that is more:

- balanced at the top
- compassionate and caring
- listening and engaging
- honest, open and transparent
- Empowering: staff and patients

What can women offer?



Women's skills under the spotlight

Rated higher than men in 12/16 competences

(HBR n = 7280)

- Inclusive
- Persuasive
- Open/Communicative
- Talented at risk management
- Willingness to see all sides of a situation
- Strong on empathy and relationship-building
- Creative and innovative
- Ability to learn from failure



Changing culture & reducing bias

- probably the hardest, most complex thing we have to do!

- Bias is part of culture
- We all have biases
- Important to surface and reflect on these.....

What gender biases do we have about food?



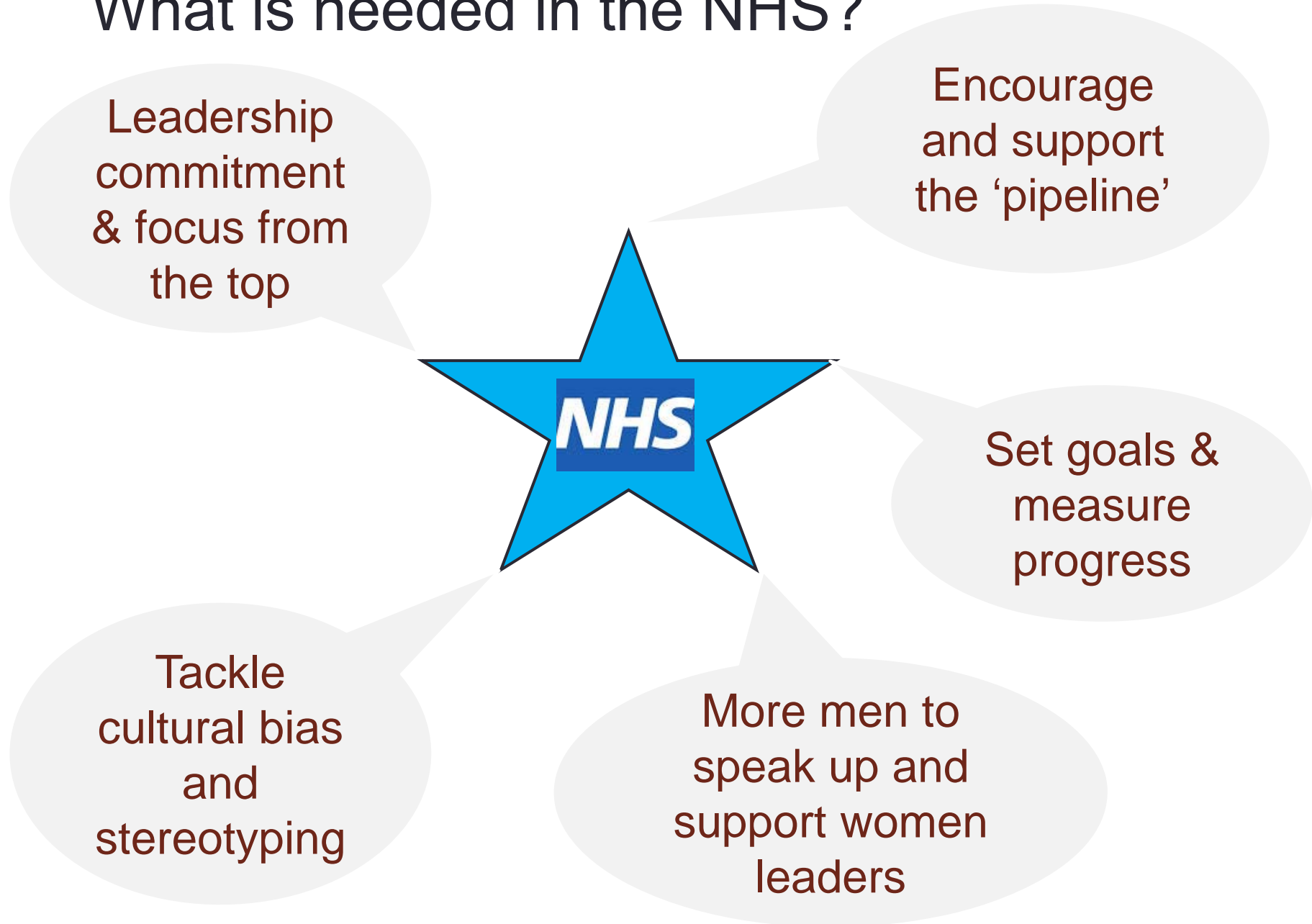
What can we (the NHS) do?

Successful companies have...

- Set an aspirational goal & timeline
- Allowed tailored approach
- Gained Top-leader attention & support
- Pledged commitment
- Monitored progress
- Addressed stereotypes & bias
- Emphasised accountability
- Kept a relentless, consistent focus
- Seen results!



What is needed in the NHS?



Next Steps: what we are doing...

- Follow-up 'Top Leader' meeting in June
- Recommending on-going monitoring by E&D Council
- Workshops and seminars over the summer
- Working with a local health economy
- But...



Summary – A call to action

- Low % of women in NHS leadership positions
- Culture is important: Women impact on culture & culture impacts on women
- Agree **local** interventions to take forward
- Work on your 'pipeline'
- Think about what you will measure and monitor
- No one best way!
- Get and give staff feedback
- Engage men to help!

