Women Leadership Nation™
Creating Unified Workplaces™

Disrupting How We Close the Gender Gap & Increase Innovation

WHITEPAPER

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Women Leadership Nation™

Creating Unified Workplaces™

EXECUTIVE SUMMARY

There has never been a better time for a paradigm shift when it comes to finding a new approach to closing the Gender Gap and increasing innovation in organizations.

It's clear, based on the hundreds of studies conducted across dozens of industries such as energy and resources, technology, construction and finance, that what we are doing today to close the gap isn't working!

In fact, in many industries we are moving backwards and the Gender Gap is increasing. According to the World Economic Forum at the current pace it will take 170 years for women to achieve gender parity in the workplace. (Forum, 2017)

The time has come to disrupt the way people work together!

Organizations have been trying to solve this complex problem, which is deeply ingrained in the corporate culture of organizations, by applying one off, quick fix, band-aid solutions with very little measurement or accountability.

If we want to make headway in narrowing the gap, organizations need to move away from isolated quick-fixes and towards creating **Unified Workplaces™** that support the development of the **three dimensions of unity**: ***Diversity, Inclusion*** and ***Collaboration***.

The time has come for a new **holistic approach** that involves the entire organization from it's senior leader champions, management, employees, teams and even its suppliers, strategic partners and peers across the industry. An approach that addresses the complexity of the environment, and includes a coordinated suite of unity programs, tools and resources designed to address the specific needs of each individual organization and industry.

This is an exciting opportunity for companies as closing the Gender Gap will have a positive impact on their overall business performance, making them more productive, innovative and profitable; while also strengthening the overall corporate culture.

Women Leadership Nation has uncovered **12 Building Blocks™** and **12 Unity Skills™** that must be incorporated into every Unified Workplace™ solution.

This paper was written to raise awareness of the current situation, present a new holistic approach to closing the Gender Gap, and offer practical steps to start building the foundation for a more **Unified Workplace™**, that embraces unity and innovation.

THE GENDER GAP

The glass ceiling metaphor arguably no longer adequately depicts the Gender Gap, as many women have successfully broken through the “glass ceiling” with companies like Facebook, General Motors and IBM, where women hold top positions of authority in senior leadership.

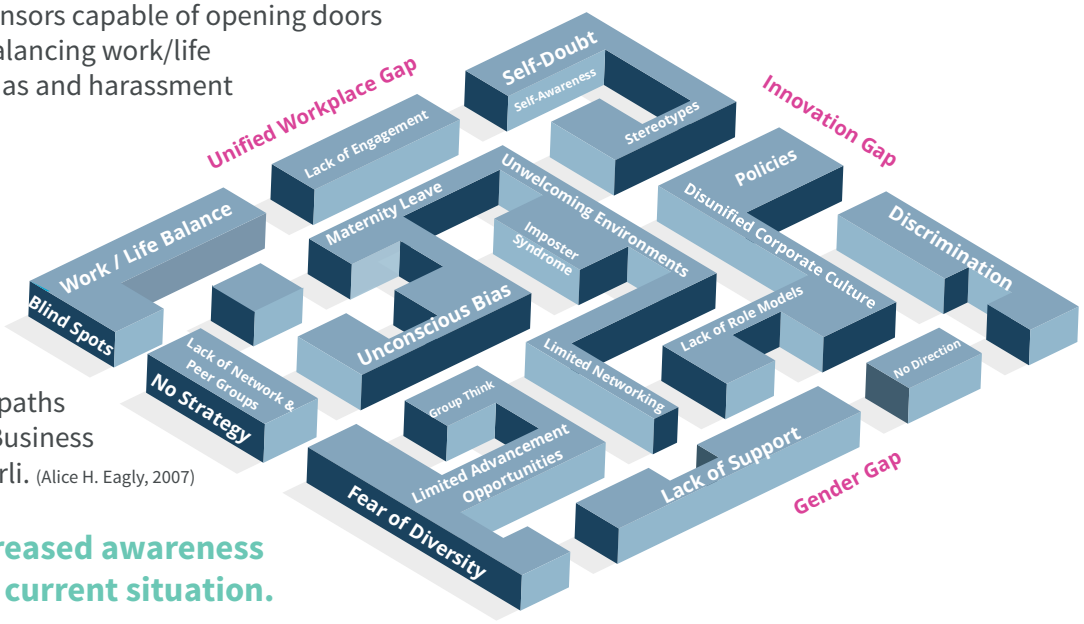
Women have broken through the glass ceiling... Only to find a complex labyrinth they must navigate

Women must confront numerous obstacles, roadblocks and dead ends on their path to leadership. Obstacles that in many cases are not solvable by leadership training alone and require changes to the entire ecosystem.

Women navigate the workplace differently from men, typically experiencing indirect pathways towards achieving their desired professional and personal goals. Some of the obstacles and roadblocks women must navigate on the leadership journey include:

- Unwelcoming environments and challenging corporate cultures
- Limited advancement opportunities
- Access to mentors, but not sponsors capable of opening doors
- Family obligations, pressure balancing work/life
- Discrimination, unconscious bias and harassment

“The obstacles that women face have become more surmountable, at least by some women some of the time. Paths to the top exist, and some women find them. The successful routes can be difficult to discover, however, and therefore we label these circuitous paths a labyrinth”, according to Harvard Business professors Alice Eagly and Linda Carli. (Alice H. Eagly, 2007)



Real change begins with increased awareness and acknowledgment of the current situation.

The first step in closing the Gender Gap involves a **Unity Review**, where leaders define and gain a greater understanding of their individual and unique labyrinths. Identifying potential barriers and opportunities for change.

> “Ideally, there would be no labyrinth, and women and men would have the same paths to leadership. But, currently, the male path is more direct, and the female one more labyrinthine.”
> (Alice H. Eagly, 2007)

Women represent over

47%

of the labour force in Canada,

LESS THAN 5%

of CEO's are women.

(Status of Women Canada, 2017-18)

50%

of companies indicated that

they have NOT taken action

to increase employees' awareness

of **Gender** BIAS

(Mckinsey & Company and LeanIn Org., 2017)

On average **women**

are **promoted** at a

LOWER RATE

than men

(Mckinsey & Company and LeanIn Org., 2017)

We have some BLIND SPOTS

when it comes to diversity,

and **we can't solve problems**

that we don't see or

understand clearly

(McKinsey & Company and LeanIn Org., 2017)

65%

of men and women

see company

Culture

as a barrier to

Women in Leadership

(The Rockefeller Foundation, 2017)

50%

of Canadian Women

have been **Sexually Harassed**

in the Workplace

(Carr, 2017)

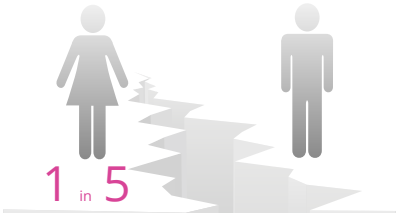
We can't unlock the **FULL**

potential of our Workplace

until we see how **far from**

equality we really are

(McKinsey & Company and LeanIn Org., 2017)



1 in 5

people say there is **NO WOMEN**

in **leaderships positions** at all

at their current company

(The Rockefeller Foundation, 2017)

The **percentage of companies**

without any

Women on the Board FELL to

37%

in 2017

(Osler, 2017)

We must bring **MEN *and* WOMEN** together

as opposed to further apart

to address this important topic

(The Globe and Mail, 2018)

Women still do a

disproportionate

amount of **housework,**

child and **elder care**

(McKinsey & Company, 2016)

It is important to measure

Gender Diversity

and **establish targets**

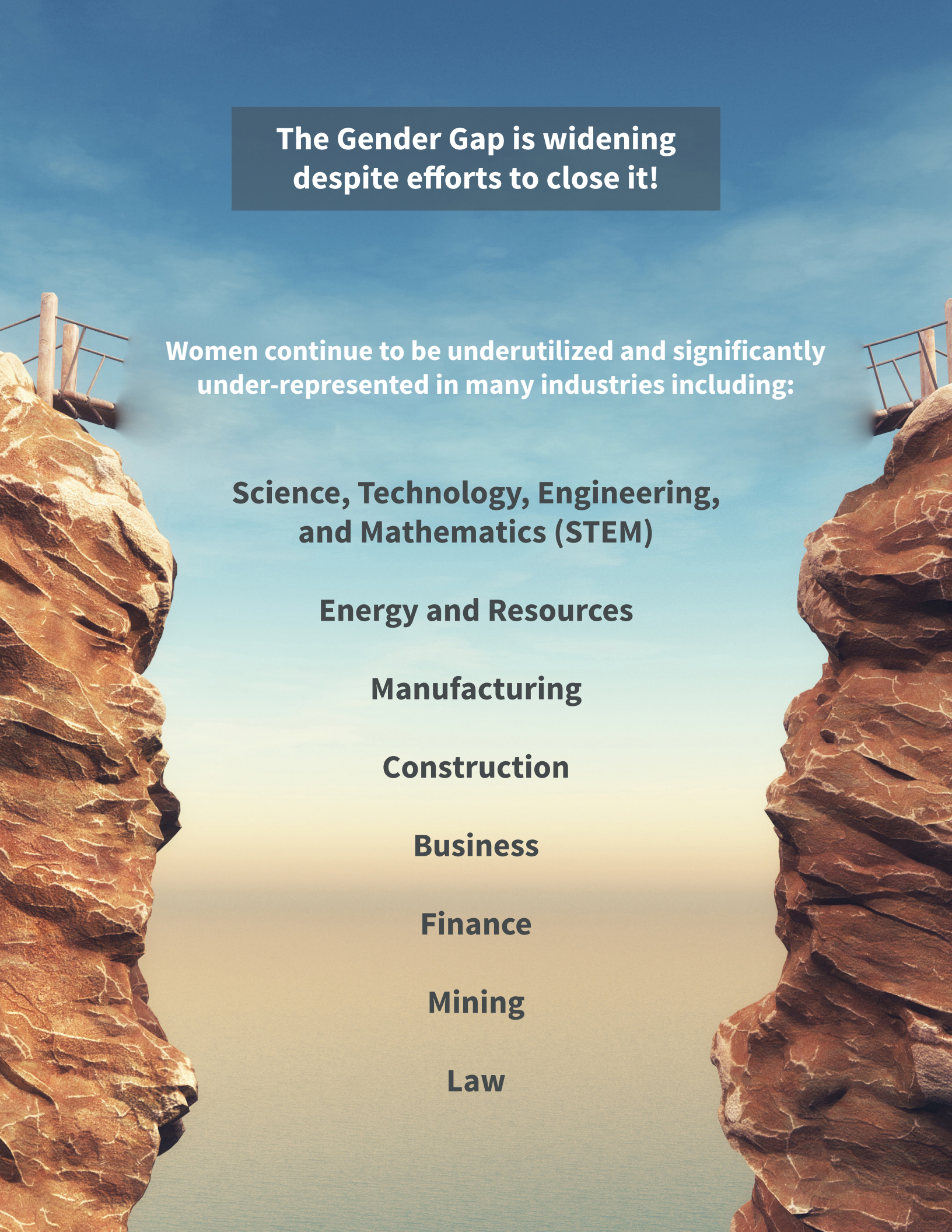
for more gender balance

to identify **pain points**

focus their efforts,

and **drive accountability**

(McKinsey & Company and LeanIn Org., 2017)


The Gender Gap is widening
despite efforts to close it!
Women continue to be underutilized and significantly
under-represented in many industries including:
Science, Technology, Engineering,
and Mathematics (STEM)
Energy and Resources
Manufacturing
Construction
Business
Finance
Mining
Law

WHY CAN'T WE CLOSE THE GAP?

So, what's the problem?

Women Leadership Nation has identified that a **lack of unity** and an over reliance on **quick fixes** is contributing to the **Gender Gap** and stifling innovation.

These are **complex problems that require a holistic perspective** and greater understanding of all of the various factors that contribute to these issues including corporate culture, human resource policies, communities of support and strategies for dealing with conscious and unconscious bias, among many other's.

Many organizations are tackling the problems of **gender diversity** and **innovation gaps** with a **quick fix mentality**. Most of the approaches used today are focused on solving specific pain points, rather than of addressing the root cause, which is a **lack of unity**.

> "Current approaches to developing diversity skills do not provide an adequate framework for individuals to learn to transform diversity issues and conflicts into opportunities for discovery, real learning and meaningful exchanges."
>
> (Casey & Bown)

THE LACK OF UNITY	THE TYPICAL QUICK FIX
Difficulty **Attracting** Top Talent	Corporate Re-branding, Promotion Campaigns
Stagnate Employee **Development & Growth**	Career Development Plan, without Supportive Resources
Limited Employee **Engagement**	Employment Engagement Survey & Special Events
Poor Employee **Retention** Rates	Employee Recognition Program
Limited Number of **Women in Senior Leadership**	Women Only Workshops, Bias Training, New Policies
Corporate Culture Lacking **Agility** and **Innovation**	Design Thinking Workshops

It's Time for A New Model!

A New Approach that focuses on Unifying the Workplace

CREATING A UNIFIED WORKPLACE™

The time has come to shift the focus towards achieving "Unity" in the workplace; and increase awareness of the current situation internally and externally across the industry.

Moving away from a quick fix mentality and towards creating a **Unified Workplace™** that supports the **three dimensions of unity: *Diversity, Inclusion,*** and ***Collaboration***.

This holistic approach for closing the Gender Gap requires strategic solutions that address all **12 Building Blocks of Unity™**. Employers must also embrace the **12 Unity Skills™** in their corporate culture and values, ensuring leaders, employees and teams are practicing these skills daily. **We need to focus on increasing the sense of "us" and decreasing the emotions of "them", and moving from solely thinking of diversity to striving for unity.**

A Unified Workplace™ requires holistic solutions that address The 3 Dimentions of Unity

UNIFIED WORKPLACE™

A place where **diversity, inclusion** and **collaboration** are an integral part of the **organizational culture.**

An environment that promotes and facilitates **working together in unison regardless of age, race or gender** to contribute to the success of individuals, teams and the organization.

12 BUILDING BLOCKS OF UNITY™	12 UNITY SKILLS™
Champions	Empathy
Awareness	Communication
Unity Goals	Community
Inclusive	Cooperation
Training	Creativity
Unity Skills	Negotiation
Experiential Learning	Critical Thinking
Support	Decision Making
Opportunities	Problem Solving
Culture	Execution
Role Models	Evaluation
Measurement	Feedback

MOVEMENTS CURRENTLY UNDERWAY

Organizations across a wide range of industry sectors have conducted studies to gain a greater understanding of the gender gaps, and have set goals for moving closer to gender parity in the workplace. Some organizations leading this change include:

Human Resources Professionals Association
Closing the Gender Wage Gap Report

"Canada estimates the wage gap to be anywhere between 12 per cent to 31.5 per cent." (Human Resources Professionals Association, 2016)

Engineers Canada
30 by 30

"Increase the representation of women within the engineering field by raising the percentage of newly licensed engineers who are women to 30 percent by 2030." (Engineers Canada, 2017)

Electricity Human Resources Canada
Leadership Accord for Gender Diversity in the Canadian Electricity Industry

"Is a public commitment by employers, educators, unions and governments to promote the values of diversity, equality and inclusion throughout their work." (Electricity Human Resources Canada, 2017)

Mining Industry Human Resources Council
Ramp-UP A Study on the Status of Women in Canada's Mining and Exploration Sector

"Women comprise half of Canada's population and about 48% of its labour force, yet in the mining labour force, women represent only 17%." (Women in Mining, 2010)

Canadian Association of Women in Construction
The State of Women in Construction in Canada

"In many trades the representation of women was still less than 2%." (Canadian Association of Women in Construction, 2010)

Canadian Manufactures Exporters
Untapped Potential, Attracting and Engaging Women in Canadian Manufacturing

"Women make up less than 10% of skilled production workers across Canada and less than one quarter of science, technology, engineering and math (STEM) workers." (Canadian Manufactures Exporters, 2017)

Move the Dial
Where's the Dial, Women in Tech

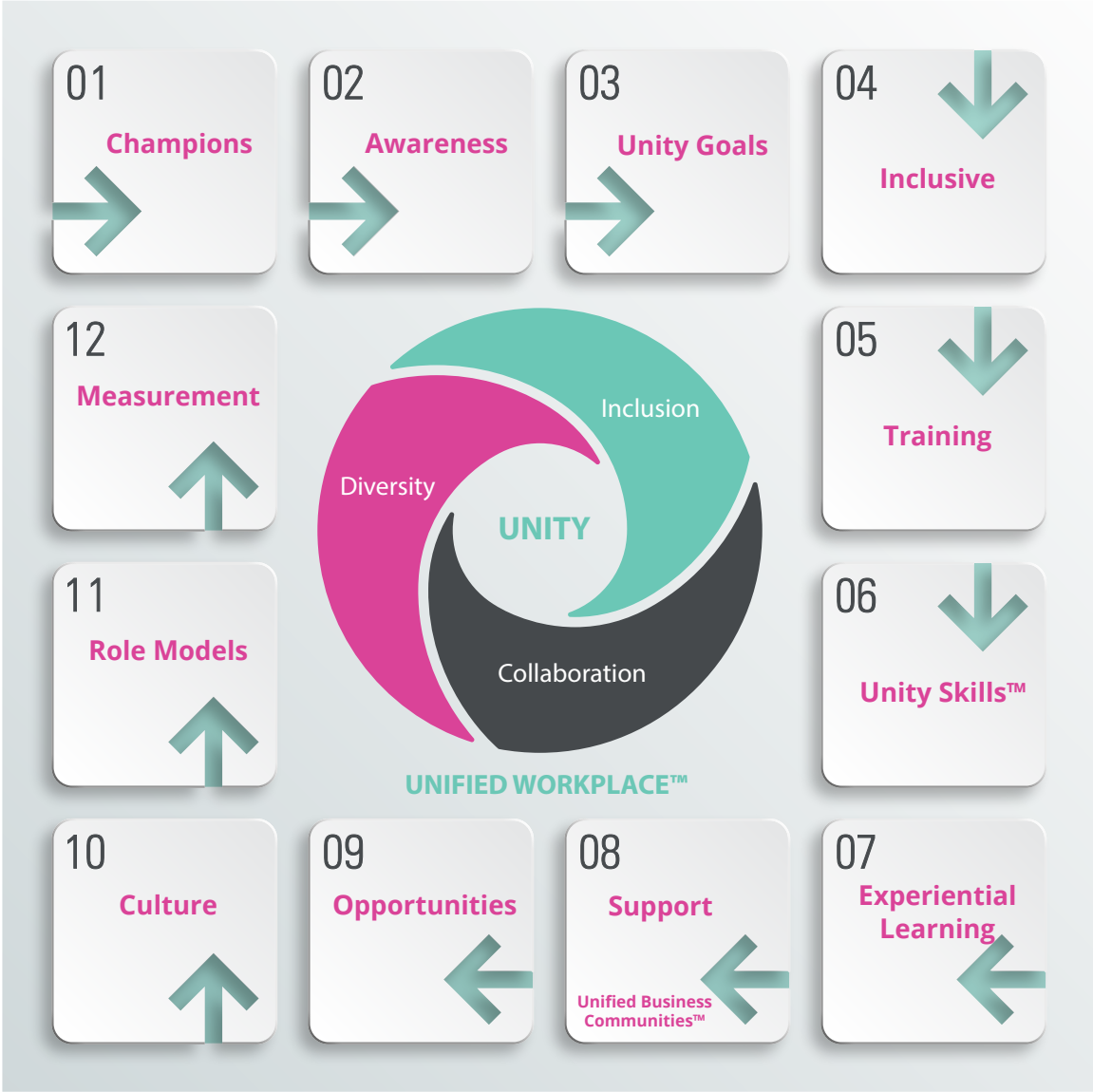
"Women comprise 13% of the average tech company's executive team, while 53% of tech companies have no female executives at all." (Move The Dial, 2017)

TAKING A HOLISTIC APPROACH TO UNITY

The gender gap continues to grow largely due to its complexity and interconnected range of internal and external factors including:

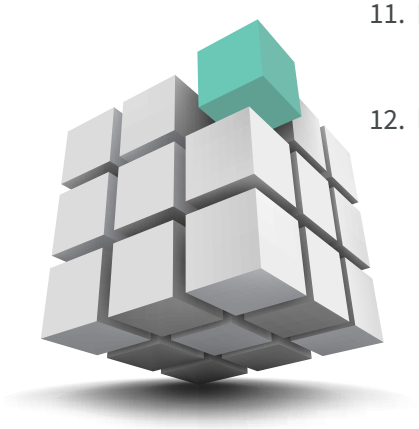
- Lack of senior level support
- Generic, one off training sessions
- Limited number of growth opportunities
- Mentorship programs, but not sponsorship
- Lack of measurement and overall accountability

After an extensive literature review of studies and reports written on the Gender Gap, across a wide range of industries, and conducting numerous focus groups and one-on-one interviews with leaders; **Women Leadership Nation™** has identified the top **12 Building Blocks of Unity™**, which represent the key success factors that must be part of the holistic solution to closing the gap.



THE 12 BUILDING BLOCKS OF UNITY™

1. **Champions**: Ensuring new initiatives are supported by senior champions who are authentically committed to creating a culture of unity.
2. **Awareness**: Increasing awareness of the organizations current situation, challenges and participant's strengths and growth opportunities.
3. **Unity Goals**: Initiating SMART unity goals, linked directly to corporate objectives.
4. **Inclusive**: Including men as part of the solution.
5. **Training**: Making unity and leadership training & development available to everyone across the organization, (particularly at the management levels).
6. **Unity Skills™**: Focusing on development and habit formation of critical Unity Skills™ to create sustainable change in individual's behaviors and actions.
7. **Experiential**: Implementing personalized, individualized and relevant experiential learning experiences.
8. **Support**: Providing guided, purposeful and measurable mentorship, sponsorship, and peer-to-peer groups and communities of support established internally & externally. Creation of **Unified Business Communities™**.
9. **Opportunities**: Committing to creating new and purposeful growth opportunities at every level within the organization.
10. **Culture**: Aligning current human resources policies, procedures, and performance reviews with unity goals and initiatives. Enhancing current programming to include a unity focus.
11. **Role Models**: Profiling role models through success stories and inspiring future leaders.
12. **Measurement**: Tracking regular measurement of unity skill sets, progress reporting on major initiatives & celebration of milestone achievements.



THE 12 UNITY SKILLS™

By focusing on learning "skills", verses solely concentrating on learning new "knowledge" employees can make positive changes to their behaviors.

Closing the Gender Gap will not happen without changing the behavior of leadership, management and employees. It's not enough to say that the organization values a **Unified Workplace™**, everyday interactions and responses to situations must demonstrate it with measurable action and appropriate decisions.

The critical unity skills are identified in the illustration below, along with an explanation of how these skills are observed and can be measured as habits in day-to-day interactions.

SKILL PROGRESSION

As employees learn how to apply and master these skills in their daily lives the observable habits also change.

Growth:
Employees achieve an increased level of self-awareness

Perseverance:
Employees acquire new unity skills, they practice regularly

Integration:
Employees master the unity skills, which now come naturally

"Current approaches to developing diversity skills do not provide an adequate framework for individuals to learn to transform diversity issues and conflicts into opportunities for discovery, real learning and meaningful exchanges."
(Casey & Bown)

The G.P.I. Unity Skills Matrix®

Skills found in a Unified Workplace™

THE UNITY SKILLS TARGETED	THE HABITS OBSERVED		
	GROWTH	PERSEVERANCE	INTEGRATION
EMPATHY	Perceive	Recognize	Support
COMMUNICATION	Listen	Relate	Exchange
COMMUNITY	Commit	Respect	Empower
COOPERATION	Intention-Set	Validate	Self-Regulate
CREATIVITY	Attend	Question	Envision
NEGOTIATION	Anticipate	Consider	Bargain
CRITICAL THINKING	Observe	Reason	Deduce
DECISION MAKING	Describe	Prioritize	Reconcile
PROBLEM SOLVING	Define	Ideate	Iterate
EXECUTION	Organize	Mentor	Facilitate
EVALUATION	Valuate	Annotate	Forecast
FEEDBACK	Distill	Debrief	Motivate

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WHY IT MATTERS

Organizations benefit from:

- A **heightened awareness** of trends, gaps, and obstacles.
- Stronger teams, more **engaged employees**.
- Increased **agility** and **innovation** by leveraging diversity perspectives.
- Inclusive practices of **collaboration**, building stronger teams.
- Stronger **corporate culture** & overall public image.
- Ability to **attract top talent**, successfully develop leaders, increase **engagement** and **retention** of high performing staff.
- Stronger **financial** and **operational performance**.
- **Diverse mindsets** and new unity skill sets.

Participants benefit from:

- An increased awareness of personal/team **strengths**.
- New **leadership development skills** necessary for taking your career and personal growth to the next level, including team building and design thinking for innovation.
- Learning how to effectively **navigate their careers** & with less stress and increased connection, **overcoming barriers** to growth.
- Ongoing support and alignment with **qualified mentors** and connections to **industry wide communities of support**.
- **Feeling fully supported**, inspired and encouraged to lead authentically and innovate.

CREATING THE FOUNDATION FOR A UNIFIED WORKPLACE™

Don't know where to start? You can begin establishing a strong foundation for a Unified Workplace™ today by implementing the following steps:

1 Identify Your Current Workplace Labyrinth:

Increase awareness by brainstorming what your workplace labyrinth looks like for yourself and for women in your organization at all levels. What are some of the barriers, obstacles and roadblocks preventing employees from moving forward or making it difficult to navigate? How can you make it easier for women to navigate in your organization?

2 Embrace the Concept of a Unified Workplace™:

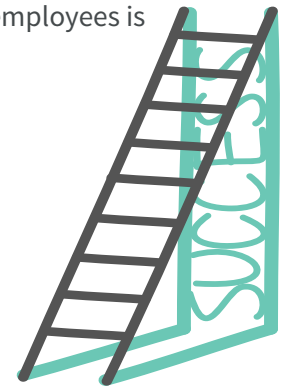
Explore what a Unified Workplace™ would look and feel like within your organization and within your specific department. Does the organizations vision, mission and values align with a Unified Workplace™? Answer the question: What would be possible with increased unity?

3 Value Authentic Leadership:

Encourage your employees to lead authentically, beginning with supporting them in their journey of self-discovery. The first step to leading authentically is knowing yourself. Help employees identify and leverage their strengths, opportunities for growth and create personalized career plans.

4 Establish Realistic & Measurable Unity Goals:

Work with the senior level champions to create realistic and measurable unity goals. Ensure those responsible for achieving the goals are involved in the identification of the critical milestones along the way. Communication and buy-in from all employees is essential. Don't forget to celebrate the successes along the journey.



CONCLUSION

The time has come to stop trying to close the Gender Gap by focusing on quick fixes that center around "fixing women". We need to move towards creating unity within the workplace.

We must move towards creating **Unified Workplaces™** that develop ***Diversity***, ***Inclusion*** and ***Collaboration***. Implementing training and development solutions designed to create an environment where everyone within the organization has equal opportunities and support with leading authentically, and growing to the next level.

A **holistic approach** is needed, one that addresses all **12 Unity Building Blocks™** and encourages all employees to live the **12 Unity Skills™** daily.

It all begins with senior leaders championing a new approach that begins with achieving a stronger understand of the organizations current situation. Beginning with helping women within the organization to define what the **workplace labyrinth** looks like for them today; identifying their barriers and opportunities for growth.

Gaining a greater appreciate for what women are currently navigating will make it possible to identify areas that require further support, as you can't change or improve what you don't see or understand.

With a strong understanding of where you are today it's essential to set realistic and measurable goals for the future, then provide employees with training and development, tools and resources necessary to make sustainable progress.

"We're at a tipping point of women's engagement in the workplace, and the economy. But to tip those scales we need to commit to making a real and sustained investment into owning the leadership power and potential of women." (Krawcheck, 2017)

Just imagine what is possible with a fully engaged workforce!

READY TO CLOSE THE GAP?

Women Leadership Nation™, *a Pozentivity Inc. Company* works with male dominated industries to close the Gender and Innovation Gaps, by creating Unified Workplaces™ that **Attract**, **Develop**, **Engage** and **Retain** Women Leaders.

Book a Free Unity Review Today!

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"Being a women in the business world or in any profession is something to embrace and celebrate, not something to overcome, hide or fix." (Krawcheck, 2017)

W
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