Gendered leadership

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Equality is an important value in the Danish society, right?

So, what's the fuss…?

- 7 % female directors in the 1200 largest companies

- 6 % female chair*men* of the board in the same companies

- In more than half (52 %) of the same companies there are NO female board members

- 14 % women in C-suite

- 16 % gender pay gap, 30 % among CEOs, 6,6 % among newly educated candidates, 2,6 % among our students

➢ Denmark now ranks no 95 on World Economic Forum's Global Gender Gap Report

The usual explanations

- Women don't have the competencies…

- Women don't want to…

There is also a third one…

- Women are prohibited by gendered power structures, bias and stereotypes…

Because, research is clear!

- Women (and other minorities) are consistently evaluated lower than (white) men

- Women (and other minorities) systematically receive shorter, less-praise worthy letters of recommendation

- Females leaders are judged to be less likable and not as good a parent as male leaders

- At the same time, men experience bullying and harassment if they choose an active caretaker role or a caretaker profession (stay-at-home-dad or nurse)

Why…?

- Explicit bias

- Unconscious/implicit bias

Why…?

- Explicit bias

  - The views and opinions that we are *consciously aware* of, for example our attitude towards a particular political party

  - Explicit attitudes are typically measured by *self-report questionnaires*

Why…?

- Unconscious/implicit bias

  - Those views and opinions that we *may not be aware of*. They are *automatically triggered* when we encounter different people or situations.

Where does unconscious bias come from…?

- Unconscious bias is a result of mental processes (cognitive bias)

  - **Information-processing short cuts:** intuition, common sense, gut-feeling

  - **Social categorisation theory:** the way our brains categorise other people for expedient and efficient decision making

The problem is that biases produce stereotypes

- Unconsciously we build categories based on historical and cultural definitions of difference

- We assign people to different predefined boxes depending on who we think they are

- These categories decide what we view as 'normal' and 'abnormal'

  - And what we notice and don't notice

- We do this everyday, all the time… all of us…

The usual mistakes…

- Be careful with women initiatives

- Women are not from Venus and men are not from Mars

- Avoid a helping discourse

- Its not (only) about women!

The usual mistakes…

- Meritocracy is an illusion

- Diversity does not come from a good heart

- Work-life balance is not just for women (with children)

- Fake news! Get your facts correct!

- Don't fix the women!

A good way to start is to start blocking your biases…

- Advertise positions externally

- Anonymise and de-personalize the applications

- Use an application form

- Use a diverse hiring committee and interview individually

- Use – and place demands to – head-hunters

- Transparency! Salary, hiring processes, promotions

- Representation: If not in management, then in artefacts, guests, experts and speakers