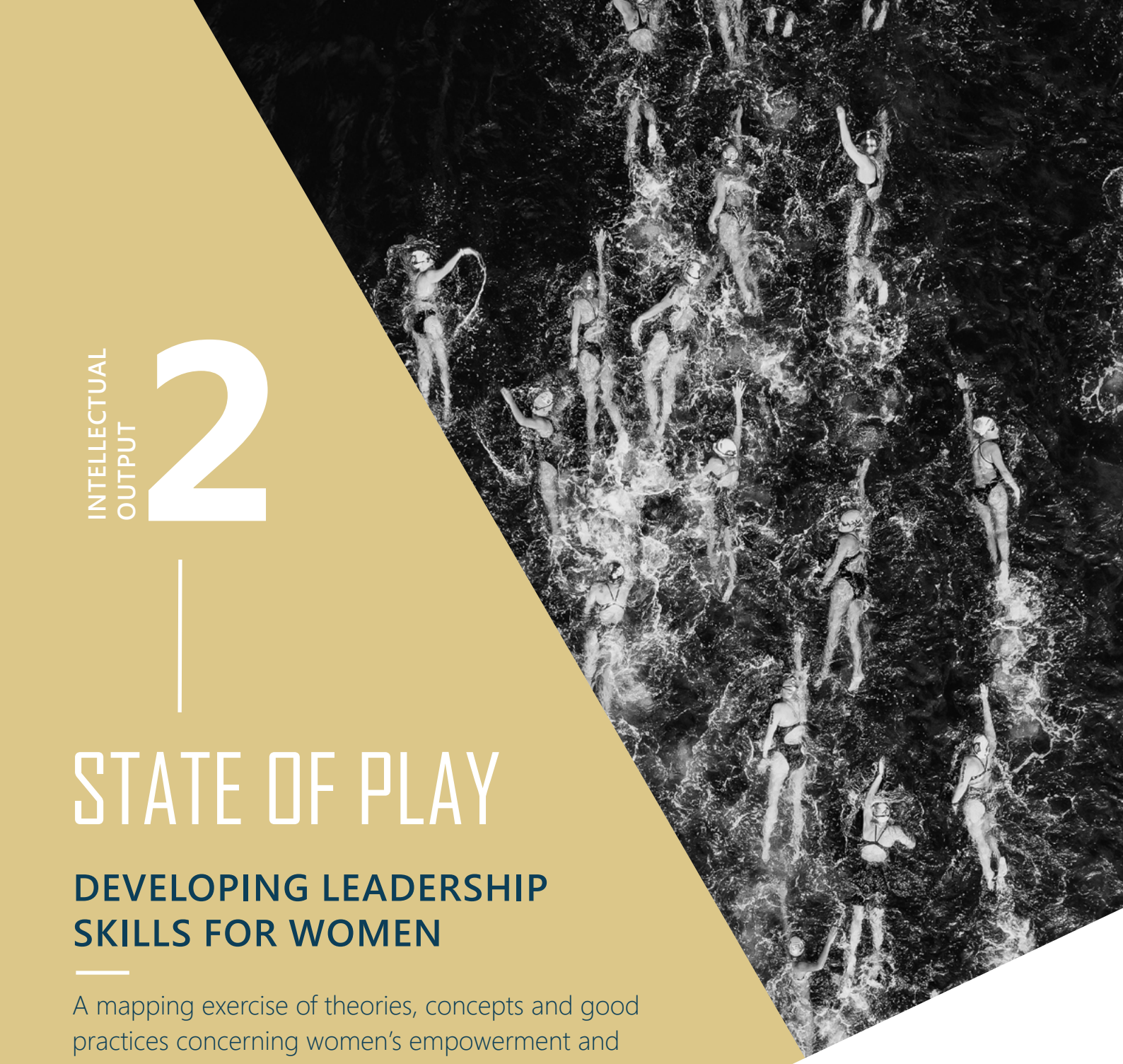


INTELLECTUAL OUTPUT 2

STATE OF PLAY

DEVELOPING LEADERSHIP SKILLS FOR WOMEN

A mapping exercise of theories, concepts and good practices concerning women's empowerment and leadership opportunities.

SWinG

Supporting Women IN achieving their Goals



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This document is part of a series of outputs that can be read in conjunction with each other or as standalone documents. This research report has been produced by Marion Duc Mouton and Cécile Bernheim from PWN Paris, under the supervision of the applicant FFSE, the SWinG project leader Carole Ponchon and in collaboration with the whole SWinG partnership.



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BEFORE WE START

The SWinG project

THE SWING PROJECT IN A NUTSHELL

The SWinG project is focussed upon creating seeds for better governance in sport. Co-funded by the Erasmus+ programme of the European Union, the project which runs from January 2019 to December 2021- has been created to facilitate and support emerging/aspiring women sport leaders in achieving a change-making position in sport governing bodies.

The Project does so by developing a European wide concept to empowerment and working on the skills, incentives and support needed by emerging women leaders in sport.

The aim of the SWinG project is to identify and support emerging women leaders and empower them to become CHANGE and DECISION MAKERS whose impact is real in the sport and physical activity sector. In practice, the 3-year project supports 20 women to access game-changing positions of decision makers in each area and on each level in the governance of sport.

WE BELIEVE IN DIVERSITY IN SPORT GOVERNANCE! NOT TO COPE WITH QUOTAS BUT TO SEIZE OPPORTUNITIES!

The SWinG consortium conducting the project and delivering the results is unique and gathers sport and business stakeholders in a collaborative approach to ensure that education and training provision is fit for purpose and in line with the needs of the emerging leaders. Led by the French Federation for Company Sport (FFSE), it brings together two local clubs, one national federation, two pan-European sport associations, one Non-Governmental Organisation, one university and two business-oriented networks from seven different countries, including the US.



THE SWING OUTCOMES AND OUTPUTS

The project is providing an excellent opportunity to develop, transfer and implement innovative practice firstly at a European level. It will then serve as an example of best practices and a basis for larger implementation later on. Indeed, we are planning to have in-depth monitoring and evaluation to be able to identify the key factors of success and the transferable elements of the approach.

The SWinG framework of action is based on three sets of outcomes:

- A diagnostic assessment of the European sports landscape and the brakes and levers influencing women's access to leadership positions in sport
- The creation and testing of a matrix for change, building upon the concept of empowerment, which is still underdeveloped in European culture
- The development and delivery of a communication campaign targeting sport organisations in Europe to increase the number of female decision makers

The nine SWinG Intellectual Outputs[1] provides a framework for a strategic approach to ensure appropriate education, training and support systems are delivered, aimed at an increase of gender diversity in decision making committees of sport organisations:

- IO 1 – State of Play: Women in decision making roles in European Sport & beyond
- **IO 2 – State of Play: Initiatives developing empowerment and leadership opportunities for women**
- IO 3 – The SWinG Model: from concept to action
- IO 4 – Training Handbook: "Power can change" – the SWinG learning and support environment
- IO 5 – Toolkit 1: How to build my election agenda and become an elected decision-maker
- IO 6 – Toolkit 2: How to run an election communication campaign
- IO 7 – Toolkit 3: How to be an effective leader once elected
- IO 8 – Report at a Glance: What did we achieve in SWinG?
- IO 9 – Recommendations to sustain and transfer the SWinG approach

1 - The SwinG project includes the development and publication of nine documents to communicate and ensure the transferability of findings. These documents are referred to as Intellectual Outputs. The 9 SWinG Intellectual Outputs can be read in conjunction with each other or as standalone documents. All of them are to be found on the SWinG website: www.gamechangeher.org/intellectual-outputs/



Definition of key terms of the SWinG project

LEADERSHIP

«Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal.»

Kevin Kruse

«Leadership is getting results in a way that inspires trust.»

Stephen M.R Covey

In other words, leadership can be described as the art of motivating a group of people to act/work towards achieving a common goal. It is based on the capacity (not necessarily on a position of power) to create a vision and to translate it into a form of reality so that others want to contribute to and to maximize their contribution to this vision. Therefore, leadership implies managing the resources at disposal but also communicating, inspiring and serving the team/group (not the other way around).

DECISION-MAKING POSITIONS

Decision-making positions in sport are found in the governing bodies of the organisations as long as those one are currently providing leadership; i.e. a vision and guidance for the organisation. Within the SWinG project, decision-making positions were defined as members of an elected Executive Board.

EMPOWERMENT

«Empowerment is a multi-dimensional social process that helps people gain control over their own lives. It is a process that fosters power in people for use in their own lives, their communities and in their society, by acting on issues they define as important»

Nanette Page and Cheryl E. Czuba

MENTORING

Mentoring is a protected mutual relationship with an intentional agenda on a mid or long term perspective. It is a safe space where learning and experimentation, together, with the passing on of life's wisdom from one individual to another, can occur. Mentoring needs and creates an enabling environment where the potential of individuals and groups can be developed and the results of the interactions can be measured.

These definitions were supported/shared by a large majority of the members of our "sample", i.e. of the individuals working in sport organisations who were consulted as part of the project.

Further information about the project can be found at www.gamechangeher.org

EXECUTIVE SUMMARY

With **SWinG** we are working together to develop the art of **opening doors for women in sport.** The SWinG **"State of Play: Initiatives developing empowerment and leadership opportunities for women"** is built on the knowledge and experience of the partnership, the various insights into leadership provided by change makers from the business world and a consolidated analysis of around forty initiatives which aim to empower women in both the business and sport worlds.

It **highlights the context of women in governing bodies** –both in the sport and the business worlds- and **provides guidance to support women to get leadership positions** and to help them to be successful in this position.

TO EMPOWER WOMEN: RELEASE THEIR POTENTIAL, TALENTS AND ENERGY!

"What are the barriers and potential issues preventing women from being elected or appointed in decision-making positions in various organisations?"

EXTERNAL	INTERNAL
• Access • Transparency • Domestic Support • Institutionalized Norms	• Fear • Guilt



Overcome societal barriers

Overcome self-doubts

Initiatives developing empowerment and leadership opportunities for women

DID YOU KNOW?

1. Gender balanced organisations are **21% more efficient.**
2. **Global GDP could grow by 26%** (28 trillion dollars/ economic weight of US and China combined!) if 95% of women would participate in the economy (vs. 64% of women which participate today)
3. Gender Equality is one of the Top 3 UN Sustainable Development Goals which global investors are currently focusing on (along with Climate Action, and Affordable and Clean Energy).

"What are the key elements of successful initiatives to empower women to strive for leadership position?"

LEVER 1 - ORGANISATIONAL	LEVER 2 - INDIVIDUAL
• Involvement of top management • A explicit and strong Diversity and Inclusion strategy • Agile management • An intentional networking approach	• Tailor-made training • Access to (male and female) Role Models • Promotion of practical case study/stories • Mentoring programme

Build a balanced and inclusive organisation

Develop dedicated programmes for women

ACTIVATING LEVER 1 + LEVER 2 = THE FORMULA TO AN INCLUSIVE SPORT ORGANISATION SUPPORTING WOMEN IN ACHIEVING THEIR GOALS

TAKE AWAY

It takes at least 30% of women in the room - with the ability to argue and the power to spread their messages - in order to see a shift in policies, resource allocation, and gender inclusive decision-making.

Co-funded by the Erasmus+ Programme of the European Union

SWinG
Supporting Women IN achieving their Goals



STATEMENTS

Opening statements from key stakeholders in both sport & business worlds

We KNOW we need more #GameChangeHer and we are not the only one with such a strong opinion. See what key stakeholders in the interviewed organisations have to say referring to some key topics of the SWinG approach.

Note that you will learn more about their programmes and initiatives within this State of Play Report as well as on the "Resources" section of the SWinG website.

WHY HAVING WOMEN IN GOVERNING BODIES MATTERS?

«Equality between women and men, before dealing with performance or management issues, is above all a question of Ethics.»

Femme Ici et Ailleurs

«In this changing environment, women have tremendous assets in line with new management methods.»

Francesca ACETO
Director of SNCF Network "SNCF au féminin', La SNCF

«Gender diversity is a major asset in the management and development of technologies. The digital world needs women more than ever.»

Catherine LADOUSSE
Executive Director Communication EMEA, Lenovo

«We must collaborate with all living energies in a turbulent world.»

Anne THEVENET-ABITBOL
VP Prospective and New Concept, Danone

«Complementing one another is the way to a more developed, successful, humane and tolerant society. Women and men, can both handle everything and complement each other.»

Slovenian Ministry of labour, family, social affairs

WHY SUPPORTING WOMEN TO GAIN ACCESS TO GOVERNING BODIES IS KEY?

«Unleash all talents and energies [necessary] to move the lines of the organisations.»

Valérie PERRUCHOT GARCIA
Director Public Affairs, Communication and CSR, Janssen

«Let's change practices, not beliefs: [focus on developing the] willingness to build a better living together!»

Yann ILLIAQUIER
Head of Diversity, Innovation and Work performance, EDF

«Imagine a ball. Diversity is when you're invited to the ball. Inclusion is when you are also invited to dance.»

Isabelle DAVEZE
Diversity and Inclusion Director France, Schneider-Electric

«As the driving force and now Chair of this Committee, I am motivated to work with other women and men to add extra value to our [EHF] brand #EquallyAmazing. 'Together' will be our mantra to support equally women and men in achieving their goals as well on as off the field of play. 50/50 in all aspects. It will mean a lot of dialogues, presentations, live support. But we will achieve it. Together!»

Marijke FLEUREN
President, European Hockey Federation & Chair, IOC Women in Sport Committee

WHY DO WE NEED LEADERSHIP PROGRAMMES?

«[Our] Inclusive Leadership Programme is meant and has proved to unleash talents of women and men across companies.»

Anne THEVENET-ABITBOL
VP Prospective and New Concept, Danone

«Leadership Development programmes are meant to let people dare to overcome their internal barriers to reveal their full potential.»

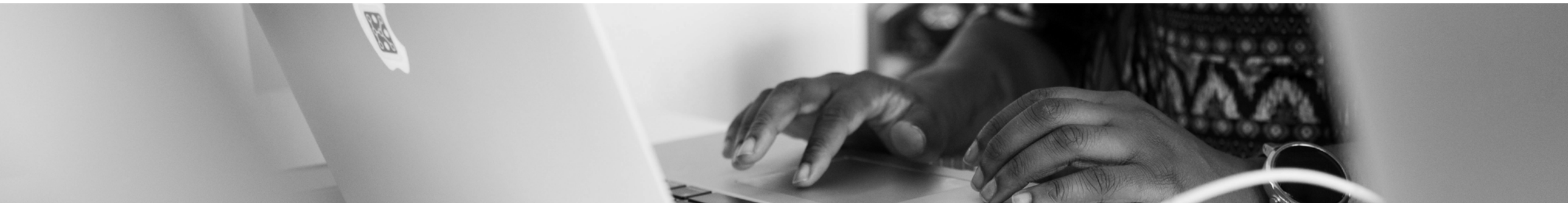
Julie DEVAUX
Solar Manager Africa, Total

«The aim of such Programme is to exchange experiences and create a network that will help us to inspire each other and the next generation of female leaders in biathlon.»

International Biathlon Union

«The benefits are multiple, more specially the networking opportunities, and having time to reflect. There is also the personal coaching that allows you to identify your strengths and weaknesses in terms of areas that need to be more developed to get more confidence.»

UEFA



WHY CAN MENTORING BE A GREAT PRACTICE TO SUPPORT SUCCESS?

«Each of us can be a model role for someone else. The mentoring is a powerful experience. It gave me the energy to move forward in my career.»

Francesca ACETO
Director of SNCF Network "SNCF au féminin', La SNCF

«Mentoring creates a balanced "mirror effect" between women and men.»

Antoine DE GABRIELI
Founder, Happy Men Share More

«Mentoring is about challenging each other and learning a lot from each other, because together we go much further. The willingness and openness of the candidates allow to share experiences. Step by step, a path is defined, that allows to progress and achieve goals.»

Mathilde GROAZIL
Expert on Gender, Social Builder

«A one-year mentoring system is relevant for participants to embark on a long-term development journey, and to learn from established figures in football.»

Football Association of Slovenia





INTRODUCTION

About the SWinG Intellectual Output 2

WHY HAVE WE PRODUCED THIS STATE OF PLAY?

In a contemporary globalized world, everything moves very quickly –despite the fact we are all still walking at the same pace. This is exacerbated by with the rise of digital and new technologies. Organisations dance with the unstable in a VUCA[2] -Volatile, Uncertain, Complex and Ambiguous world. The new 'Y and Z generations' have changed the codes and previous generations must adapt and be reactive so as not to be excluded. These new generations are first and foremost looking for 'meaning' in everything they do and do not hesitate to «zap and channel-surf» if they do not like the missions in the organisation they are working, volunteering or practicing in.

A new paradigm –which is yet to be painted- is emerging for 21st century organisations –which proved true both for companies and for sport organisations.

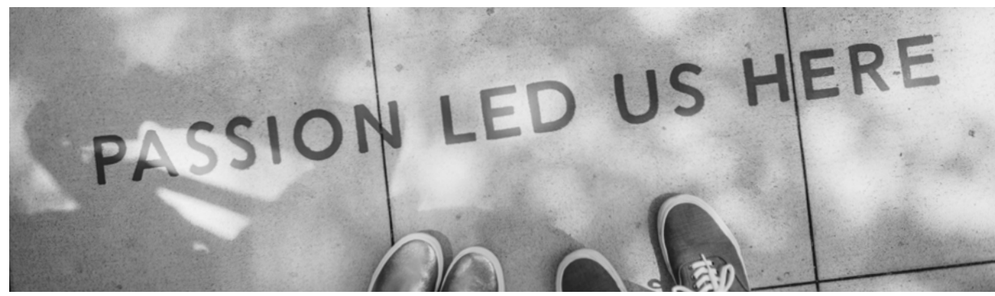
> Development, achievement and pleasure have become prerequisites for strong involvement.

The organisations must give an important place to the development of their employees and volunteers.

With this State of Play, the SWinG partnership is trying to get new perspectives on **the development of inclusive sport organisations and the support of women in achieving their goals.** *As Françoise Héritier, a French feminist and anthropologist, points out: «The real revolution we are experiencing today is less technological or digital than a formidable rebalancing between the male and the female».*

To explore this 'revolution' in sport, we will focus in this report on two central questions:

- To which extent external and internal barriers are preventing women to be elected or appointed to decision-making positions in sport organisations?
- What are the existing initiatives to empower women to serve in a leadership position?



2 - VUCA is an acronym used by the American Military

WHERE DID WE LOOK TO PROVIDE TENTATIVE ANSWERS TO THESE QUESTIONS?

This State of Play is providing a mapping of existing theoretical concepts and practical good practices on how to bring in more women in the governing bodies. In fine, it provides definitions and delineations of the central concepts around women leadership and empowerment.

In particular, the SWinG partners have been looking for some key elements in the approaches developed by some first movers both in the business and sport sectors. More information about the methodology is provided in the next chapter.

In doing so, the SWinG partnership aimed at potentially infusing new approaches for the development of women leadership. This was also the basis for the development of the SWinG concept and approach (see IO3) to increase the number of women in elected decision making positions in sport.

HOW TO BROWSE THE REPORT

THE PROPOSED STRUCTURE

This State of Play report presents four key components.

1. The first component sets the context for and describes the place of women in society today. In particular, the report discusses the barriers encountered and the generational desire to move towards new, more agile organisations.
2. The second component of the report is dedicated to leadership, in order to understand the different styles and skills associated with leadership in the field.
3. The third component highlights the levers to develop women's potential: organisational, individual and collective leverage.
4. Finally, the fourth part brings in concrete examples from companies and associations to support women in achieving their goals.

Throughout this report, we refer to 'women and men', starting with women, because we want to give a new emphasis to women's actions and positions.

GLOSSARY OF KEY TERMS

KEY TERM	DEFINITION
AMBITION	• It is a strong desire and determination to achieve something.
COACHING	• Ability to inspire and grow people, to foster emulation, to being influential – the coach helps the person to learn by him/herself.
EMOTIONAL INTELLIGENCE	• Ability to perceive and express emotions, to understand emotions, to facilitate thinking, to manage oneself and others' emotions.
EQUALITY	• Non-discrimination between human beings, in terms of their rights and opportunities so that they have the same opportunity to reach goals.
EQUITY	• Quality constituting to attribute to each one what is due to them by reference to the principles of natural justice; impartiality. In society, the actors wish to have equal rights to build an ethical and respectful collective.
INCLUSION	• Each person is valued in his or her specificity and this specificity creates value for the collective. People's uniqueness is recognized and valued in the community.
IMPOSTER SYNDROME	• The persistent inability to believe that one's success is deserved or has been legitimately achieved as a result of one's own efforts or skills.
LEADERSHIP	• Leadership is the influence of an individual or group of individuals on a group or another group. It is *«the capacity to create a vision that others want to contribute to and make happen»*. The leader has personal skills that make a difference and allow him/her to be listened to and followed by a group of people. There is no leader without a follower.
MANAGEMENT	• A set of skills aimed at getting people to cooperate with each other. The aim is to achieve a goal, while considering cost and time constraints. Management is therefore the organization and coordination of the activities of an organization in order to achieve defined objectives. Management also refers to the effective deployment of staff.
MENTORING	• The process of providing experienced & wise guidelines and sharing experiences and good practices. Trust and transparency are required.
SELF-CONFIDENCE	• It is a feeling of trust in one's abilities, qualities, and judgement.



METHODOLOGY

Information about the collection of data - our methodology

REPORT METHODS AND STUDY DESIGN

The overall study design includes a desk research consisting of a review of existing information (including an extensive literature review on female representation in governance) and an interview study.

The research method was designed in collaboration between the IO leader and the Project leader in April 2019 and then further discussed and validated with the whole partnership during an online steering group meeting at the beginning of May 2019.

The Desk research was conducted from April to May 2019 to identify key concepts, and theories in developing leadership skills for women. A series of interviews were conducted from May to June 2019 with key stakeholders to access prime information and feedback on existing initiatives. Around thirty stakeholders were interviewed from international companies (fourteen) to European sport associations (thirteen) and business associations (four).

The findings of the Desk Research were therefore counter-balance and/or supported with concrete examples and real-life testimonials.

A specific time was then devoted to analyse the data collated and find out common trends and success factors identified as transferable and implementable in the SWinG context.

AIMS OF THE REPORT

The aims and questions of the research were discussed amongst the steering group of the SWinG Project at an online meeting in May 2019. The following research objectives as well as the related questions were agreed upon:

The **central research question** guiding this report is:

To what extent external and internal barriers are preventing women from being elected or appointed in decision-making positions in various organisations, and what are the existing initiatives to empower them to leadership position?

The **objectives** of this report are as follows:

- To outline the **current context** regarding women perception and opportunities to reach leadership and decision making roles
- To outline the **nature** of leadership as per existing surveys
- To outline the **levers** to develop women's leadership:
    - Through an extensive Desk Research and literature review
    - Supported by a survey conducted with project partners



CONTEXT

Developing Leadership Skills for women: The Context

WOMEN'S BARRIERS TO LEADERSHIP

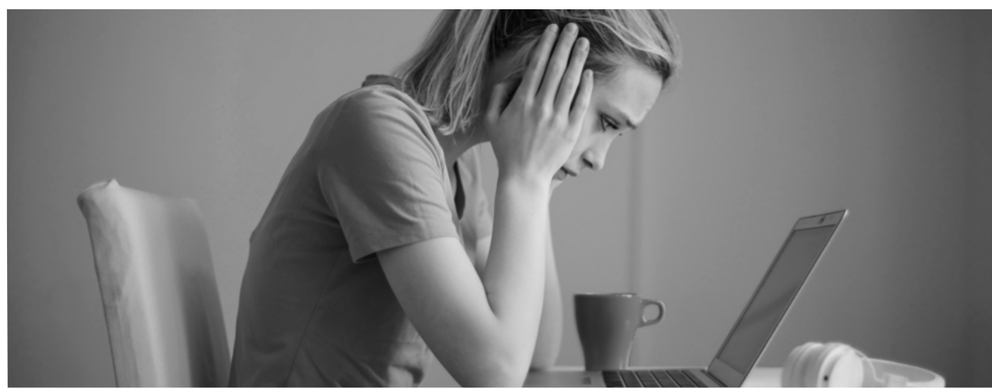
For centuries, women around the world have been leaders in numerous and various societal domains, from politics to education, science to business, and many other domains. Despite the success of female "pioneers", the women who have shattered the metaphorical "glass ceiling," there continues to be a limited number of seats for women at the leadership table. The trailblazers are there, but they often remain the "first" or the "only" woman due to a variety of internal, institutional, and societal factors that limit the opportunities of other women to become top leaders.

According to a recent study by the Rockefeller Foundation, 1 in 4 Americans think it is more likely humans will colonize on Mars before half of all Fortune 500 CEOs are women. That's a dismal viewpoint. But given the current status of only twenty-one Fortune 500 female CEOs, or a mere 4% representation, maybe it's not that difficult to imagine that the Mars will be reached earlier than gender equality.

From a worldwide perspective, according to Davos experts, under current conditions, substantive gender equality will not be achieved before 2186, although it is one of the seventeen sustainable development goals set by the United Nations for the period 2015-2030. And this is despite the fact that more and more individuals and groups are advocating for a more diverse governance in organisations at all levels. Just as an example, speaking at a private event on leadership in Singapore in December 2019, former US President Barack Obama said: *«Now women, I just want you to know; you are not perfect, but what I can say pretty indisputably is that you're better than us [men].»*

Interestingly, studies are showing that bringing more diversity is a key asset for organisations. For example, the ILO report from May 2019, titled 'Women in Business and Management: The business case for change' is providing worldwide evidence as it surveyed almost 13,000 enterprises in 70 countries. Almost three-quarters of those companies that tracked gender diversity in their management reported profit increases of between 5 and 20 per cent, with the majority seeing increases of between 10 and 15 per cent.

It is therefore of no surprise that some high level debates are addressing this specific issue of how to bring more women to the table. As an example, the theme of the Women's Forum held in November 2018 in Paris was 'Breaking down the barriers that hinder women's participation in all spheres of public and private life - Building bridges within humanity for inclusive progress'. The appearance of this topic on the agenda of this Global Forum indicates that this theme is a strategic one in organisations and therefore also in the society.



With the most recent push from movements like #MeToo and #TimesUp, the gender equality discussion has progressed to the forefront of workplace conversation and strategic planning. Organisations are searching for answers, but seemingly have not identified the challenges or barriers which prevent female acceleration. As noted in the Rockefeller study, 4 out of 5 Americans believe that men and women should be equally represented in the upper echelons of business, but only a third believe of the respondents believe that companies actually prioritize this goal. Without a plan, intended outcomes will never be achieved. It will continue to be an ideal or even an aim, but without the foundation or necessary steps to move the concept forward, this aim will not be reached They will continue to live as ideals, but without the foundation or necessary steps to move the concept forward. Although most of these statistics refer to leadership in the business world, the similar statistics can be found with regard to sport leadership.

As demonstrated in SWinG Intellectual Output 1 - State of Play Report of Women in Decision-Making Roles- the governance of sport is murky. It's mired in ambiguous term lengths, lack of election procedures, limited transparency, and minimal diversity. To create programs that advance women as leaders, we must first understand why the system has historically excluded them and what barriers contribute to a continued systematic denial. The goal of this section is to identify the internal and external barriers which impede the advancement of women as leaders in order to work towards potential solutions through the SWinG project.

I.1.1 - EXTERNAL BARRIERS TO WOMEN'S LEADERSHIP

Women have proven themselves time and again as educated, equipped, and empowered to take on leadership roles and to make tough decisions, yet societal advancement has not mirrored the pace of women's desire or ability to lead. After an extensive literature review on female representation in governance, it became clear that the external barriers women face largely fall within one –or more- of the following conditions: (1) Access, (2) Transparency (3) Domestic Support, and (4) Institutionalized Norms.

ACCESS

Access to opportunities is the most basic of fundamental principles needed for the advancement of women. Without access to networks, pay equity, promotion, and mentorship, women will continue to strive in frustration for what is afforded to males freely. Instead of the creativity and freedom that comes with progression and equality, women will continue to work harder, longer, and with more pressure to represent their gender than their male counterparts, meaning similar results at a higher personal cost.

According to a study by McKinsey & Company, *«it's fundamentally harder for women to build powerful networks because women receive less day-to-day support at work and less access to senior leaders. Women are less likely to have someone coach them on company politics or recommend them for stretch opportunities or advocate for their promotion»*. Male colleagues are also more likely to socialize with their manager outside of work –in their free time, which can be a tricky situation for women who are supervised by male bosses and asked to spend time together outside of the office. The camaraderie that develops over a shared meal or during a game on the golf course is where important opportunities for advancement are discussed. Without access to this opportunities, females are not able to advocate for themselves, therefore they may be passed over or forgotten when it comes to professional advancement. This is clearly a situation that exists in sport organisation as well.

But promoting access should also be a clear aim for the organisation. Indeed, one of the interesting findings of the ILO report 'Women in Business and Management: The business case for change' from May 2019, is that that the beneficial effects of gender diversity begin to accrue when women hold 30 per cent of senior management and leadership positions. However, almost 60 per cent of enterprises do not meet this target, meaning they struggle to reap the rewards.

TRANSPARENCY

The advancement of women into leadership begins with hiring of women at all levels and providing information about the promotion process. For Myriam Cohen Welgryn, President of Mars Petcare Europe, *«The company has a duty to create the conditions to neutralize gender bias. This is to avoid the construction of stereotypes, prejudices and then discrimination.»*

Since 2015, the United States business culture has claimed gender equality as a strategic priority but has made very little progress towards this goal. According to a study conducted by LeanIn.Org and McKinsey and Company surveying 279 companies and more than 13 million people, only 38% of all companies interviewed had written goals regarding gender representation in their organisation. Only 12% shared their gender equality metrics with employees, even though transparency is what promotes accountability and builds company momentum towards the goal. Of the 38% who actually had gender equality goals, only 42% enforced the policies and/or held directors and managers accountable for meeting them. As for Europe, there has been some important EU policies and strategies since a decade. Indeed, promoting gender equality is a core activity for the EU: equality between women and men is a fundamental EU value, an EU objective and a driver for economic growth. Interestingly, the Equileap[3] ranking is allowing since 2017 corporate progress towards gender equality transparent and globally comparable for across all sectors. It has consistently showed since then than European companies are performing better than their US counterpart. The top 5 countries in the ranking are Norway, Sweden, the Netherlands, Finland and the United Kingdom based on the percentage of country's eligible companies achieving a Top 200 Ranking.



Similarly, transparency is lacking in sport. Indeed, the criteria for eligibility, the rules of selection and election and appointments to board positions and other decision-making roles are not clearly defined; they are shrouded in ambiguity, subjectivity, and uncertainty. Those who are in power largely decide their successors without written policies or procedures to guide them. The lack of transparency and the general consensus of board appointment instead of election creates a homogenous reproduction of white, male culture. With the continued norm at the top, accountability is also limited as its harder to hold people accountable who we see as similar to ourselves. This is very common in the literature (cf SWinG IO 1 for more details) and a clear highlight of the recurrence of patriarchy. It can change, but it is slow to do so.

Interestingly, according to the latest survey conducted by Great Place To Work France (which adressed 2866 French employees), new generations are more attentive and less tolerant of sexist behaviour. This is to us a strong signal for organisations to really focus on a transparency approach as of NOW.

3 - A non-profit organisation set up to accelerate progress towards gender equality at work

DOMESTIC SUPPORT

It's no surprise that one of the greatest barriers for the advancement of women in the workplace is the lack of support from their partners at home. Worldwide, the division of unpaid work between women and men, including household chores and childcare, has been and still is uneven. On average, women spend 4.5 hours with unpaid work per day while men in average spend only two hours. That means that women spend nearly 1,000 hours more of household work and childcare per year than men, which makes it difficult for them to participate in projects outside of their office, conduct extensive travel, and take on supervisory roles, as the time outside of work to do these tasks is simply not available. Just as an example, in France, the time spent in average on domestic work with at least 1 child is 34 hours for women per week, while it is 18 hours per week for men. The time spent on parenting activities is 1 hour 33 minutes per day for women and 44 minutes per day for men (Source: INSEE and Ministry for Health and Social Affairs, 2015). Women are therefore generally subject to a higher mental load than men which proves to be true all around the globe.

In sports, where games are played at night and on the weekends and extensive travel is required, women are in a difficult position to negotiate these opportunities with their partner or feel the pressure to remain single in order to advance in their career.

According to a study by McKinsey, *«If women's paid participation in the informal economy was equivalent to that of men, it would add $28 trillion or 26% to the global GDP.»* According to the Institute for Women's Policy Research, *«The assumption that women will take on child care and other responsibilities may mean that they are subconsciously passed up for career opportunities, like travel or international placements, that could lead both to career development and more money,»* says Ariane Hegewisch, program director for employment and earnings at the Washington, D.C.-based think tank. This is a vicious circle which is entrenched in societies and embodied in people.

Without policies and role modelling from senior leaders that encourage mens' involvement in home work, the gender differences in the employment and status as well as the pay gap will continue to exist and the responsibility of childcare will disproportionately fall on women, making their advancement on the work place and in politics or associative governance very difficult.



INSTITUTIONALIZED NORMS

Ideas regarding male superiority are so historically rooted and commonplace in society, that our understanding of and language around leadership and success are driven by an institutionalized understanding of what it means to be male. In fact, women have a «minority majority» status (Falcoz, 2017). This means, they represent **51% of the world population**, but in human societies the men and the characteristics/functions attributed to them have been and still are considered as superior to women and their tasks and abiilities. Concepts like ambition and drive, both important in the workplace, have become positively associated when exhibited by men and negatively when exhibited by females. As Abby Wambach[4] noted in her commencement speech at Barnhart College, *«women are often expected to be happy with whatever recognition, job, or title they are given, grateful just to be included and certainly not interested in wanting more for their lives personally or professionally»*. We, just like her are aware and working hard to tackle this stereotypes.

Not only have macho injunctions been internalized for centuries, but women are still sorely lacking in female role models. Whether in the spheres of power or culture, the references are mainly male. For example, in France, only 2% of the streets are named after famous women. In Paris, out of 302 metro stations, only one bears the name of a woman (Louise Michel). For three others (Pierre and Marie Curie, Barbès-Rochechouart, Europe-Simone Veil), women must share the 'poster'. It is therefore not easy for a woman to project herself, especially since the education she received was not always egalitarian. Indeed, little boys learn that being male is associated with power (listening to stories of knights, pirates, superheroes, adventurers and theirstrength and boldness) while little girls may adopt a Cinderella complex (listening to stories of fairy tales where beauty, fragility, patience are rewarded with a 'prince charming').

For years, we've only ever seen men at the top, so we are conditioned to believe that's where they belong.

> Our sub consciousness has internalized men's leadership as correct, as best, as a natural state because we've rarely been confronted with an alternative version, i.e. with powerful women in leadership positions.

The societal ideas of women leaders are still being shaped and at this juncture, are difficult to formulate because the standards are so high and the women so few, that it's hard to create a generalized understanding of female traits as leaders. Women are often asked to outpace, outwork, and speak on behalf of their entire gender routinely and if mistakes are made, then it's no longer a reflection on the person, but a reflection on their biology.

Unfortunately, society tends to make of wrongly interpreting seeing one or two women at the top as progress. According to Rachel Thomas, co-founder & president of Lean In[5], *«Too many of us are satisfied with the status quo. When one in ten senior leaders is a woman, just one in ten, almost half of all men and a quarter of women think women are well-represented.»* But the problem is that one woman among a large majority of men does not indicate progress and is not enough to create change.

4 - Abby Wambach is an American retired soccer player, coach, two-time Olympic gold medalist and FIFA Women's World Cup champion.

5 - Lean in is a global community dedicated to helping women achieve their ambitions.

According to most studies,

it takes at least 30% of women in a governing body in order create a shift in policies, resource allocation, and gender inclusive decision-making.

Additionally, the discrimination and micro-aggressions experienced by women can make the spheres of work/ sport to difficult places for women to thrive. Demeaning comments, harassment, antagonism, and passive-aggressive behaviours creates an additional toll on women that drains energy, time, and brain power.

In a country like the United States where women have been outpacing men since 1978, both in academic performance and number of degrees earned, thus the absence of women at the top makes is difficult to explain and understand . We need females to lead, mentor, and be present in decision-making positions; this is incredibly important to the future of our world. Not only do we need to reduce or eliminate the external barriers to the advancement of women, we also need to help change the internal scripts in womens' minds that stifles their progression.

INSTITUTIONALIZED BARRIERS: WORDS MATTERS

The very specific French example of a non-inclusion in the original motto «Freedom, Equality, Fraternity»

Women do not appear in the French constitution of human and civil rights.

As an answer to this Declaration Olympe de Gouges wrote the «Declaration of the Rights of Women and Women Citizens» in 1791.

She and later other women had had to demand, to fight for and even conquer the rights that are had been taken for granted for men.

One of the important isssues is the use of the masculine form for universal statements. Women can, but not necessarily are included. Although this practice obscures the role of females, it is used in many languages and it may have an important impact on talking, thinking and "doing" gender.

Through the current lively debates on the inclusiveness of the French language, it is worrying to note that there is a risk of seeing humanity separated throught the prism of the gender criterion. This would effectively mean putting women against men... From our perspective, the debate should not focus or result in an open competition, nor a battle of the sexes. But it should rather aim at making the universal truly universal for all. In the case of the French motto, it could be focusing on the generic principle of "solidarity" to replace fraternity or sorority and therefore avoid a gender bias.

I.1.2 - INTERNAL BARRIERS TO WOMEN'S LEADERSHIP

Let us be clear. In many times and societies women had to work hard to secure living or themselves and their families There are strong, persistent and bold women everywhere in the world and throughout history! In certain circumstances women may hesitate to play dominant roles – but there is abundant evidence that women can and want to be leaders.

Yet in our Western society the model of education and consumption, the story telling women and girls have been told –yes the 'princess' one- has heavily influenced the female psyche and created an unhealthy mix of doubt, fear, and risk aversion among most females in perceived hierarchal situations.

Obviously the situation was and is very different depending on the period of time, the area and the country as well as on numerous factors, e.g. place of living. And fortunately things seem to change slightly in the good direction.

Yet facts show that when operating in single-sex spaces, women tend to ideate and implement with little hesitation; among mixed-sex spaces, women often defer, wait to be called upon, or seek out the least controversial ideas in order to be accepted and play their assigned role.

Women must not only overcome the societal barriers that exist in order to advance, they must also 'win the battle between the ears', i.e. overcome self-doubts. This internal script typically falls within two primary emotions: fear and guilt.



FEAR

As Clara Gaymard, co-founder of Raise, an investment fund, points out: *«The biggest obstacle for women is fear. We must therefore ignore this fear and continue to move forward with it.»*

The socialization process which leads to gender adequate behaviour begins immediately after birth when boys get blue and girls rosa rompers. From dolls and kitchen sets to dresses and sparkly shoes, girls learn from a young age to be nice and beautiful, to take care of their dolls, and thus to become objects of admiration. They seldom have toys or clothes that promote adventure, nor are they encouraged to take physical risks. The resilience that is learned by trying and failing is not provided to girls as readily as it is to boys! This is because parents, teachers, and other caring adults often shield girls from failure and protect them from disappointment.

Additionally, according to brain science research conducted by Pennsylvania Medicine, the neural pathways of the male and female brain connect differently across hemispheres. The male brain is more deeply connected from the front to back, making coordinated action an easier feat. The female brain connects more deeply from left to right, bridging the analytical with the intuitive, making women more adept at thinking through all facets of a problem.

Couple the socialized ideal of submissive and beautiful with the differences in brain development and it becomes clear why perfectionism, fear, and doubt are an intense part of the female experience. The later one, fear and doubt can be caused by experiences and expectations and once again because of the socialisation process one gender is more likely than then other to internalize those emotions.

Lastly, in relation to fear and self-doubt, women often experience a much higher feeling of the ever-lurking imposter syndrome. Developed in 1978 in the article 'The Impostor Phenomenon in High Achieving Women: Dynamics and Therapeutic Intervention' by Dr. Pauline R. Clance and Dr. Suzanne A. Imes, the 'imposter syndrome' is the idea that women feel they don't deserve their job and can be 'found out' for being unworthy at any time. In 2018, OnePoll surveyed 3,000 UK adults and found out that nearly two-thirds (66%) of the women interviewed experienced feelings of imposter syndrome in the last 12 months. The study also found that men experienced the same imposter syndrome feelings, but at a rate of 18% less.

The feeling of being 'unworthy' of a position is often caused by unrealistic expectations, unsolicited criticisms, and an inaccurate assessment of their ability by the women themselves and/or by others.

This gap between the abilities of women and their assessments has also been found in a recent study conducted at the Cornell University (US). The researchers found that men were much more likely to overestimate their abilities than women who were more likely to underestimate them, even though the outputs of men and women were the same. That women tend to under-estimate their performances is affirmed by a study noted in Sheryl Sandberg's book LeanIn, which states women only apply for jobs if they meet 100% of the demanded qualifications, whereas men apply for jobs if they meet 60%.

What dooms women is not their actual ability, but their perceived inability and decision not to try.

This also relate to their perception of the glass ceiling. And therefore we would strongly encourage them to reshape their thinking and – even more so – the perceptions and evaluations of significant others. Rather than using the expression *«stopped by the glass ceiling»*, it would be much more empowering to think of the journey as *«navigating the labyrinth of leadership»* (Alice Eagly and Linda Carly). Indeed, to use the concept of a glass ceiling indicates that a woman would be free to progress until she reached a certain level of responsibility. However, women begin to encounter barriers as soon as they leave school – and maybe even at school.

«Navigating the labyrinth of leadership» invites women to think of their journey to decision making position as a series of tactical choices of direction on a long term.



GUILT

As since the last century an increasing number of women are engaged in the formal economy, the desire, decisions and responsibilities associated with having a family became increasingly complicated. Women have been and still are often the primary caretakers, both for children and aging parents, which means time spent at work outside the home also contains the emotional and practical weight of making sure the household runs. Higher degrees of emotional intelligence in the areas of empathy and compassion among most women also makes setting boundaries more difficult. Women have a perceived and often inflated sense of what others expect from them that causes feelings of guilt and shame and influences their personal and professional decisions.

Of the most recent study of 85 female executives conducted by Caliper Media in 2018, demonstrates that three of the top five barriers which women leaders face were the guilt, responsibilities, and lack of support from partners with regard to domestic responsibilities. However, the barrier that caused the highest negative impact on women's willingness to take on leadership responsibilities was the feeling of guilt for not spending enough time with their family because of work. The second and third were 'family responsibilities interfering with work'and 'lack of support in the household when paid work is demanding'. If we want women to advance in the workforce, in all areas and - in paid and volunteer positions, AND especially in decision making one, we have to take a more balanced approach to domestic responsibilities and a more empowering approach from superiors to encourage women to lead.

I.1.3 - WHAT CAN BE CHANGED AND HOW?

Some studies show that women managers are more demanding of the women in their teams (Doucet, 2006). But it should be emphasized that hardness depends on the context, culture and leadership standards of the organisation where the woman is forced to align. In a male context, where codes of conduct are stereotyped, the woman in power may be harder, depending on her experience and education.

Two recent studies reveal interesting and complementary results regarding women's ambition. In both cases, it appears that they do have ambition, but they do not have sufficient self-confidence.

The first **'Women Matter' study,** conducted by McKinsey in 2013, involved 1400 executives (middle and senior level) from a wide range of companies worldwide. And here are the main results:

Table 1.: Main results from the McKinsey 'Women Matter' study - 2013

	Women	Men
Will to access to a governing body	79%	79%
Middle Management: declare clearly their ambition	83%	72%
Senior Management: declare clearly their ambition	68%	77%
Middle Management: have confidence in their luck to access	58%	76%
Senior Management: have confidence in their luck to access	69%	86%

According to this survey, a large majority of the respondents, women and men alike, declare their ambition to become a member of a governing body. Yet while more female than male managers on the middle level declare this, the situation is totally different at senior management level. What is worrying as well is that women feel significantly less legitimate to occupy positions of power (cf the level of their confidence).

The second study has been conducted by PWN -an association that engages in women's «empowerment»- using the **Think Tank Women and Ambition** which considers ambition as a necessary quality of leadership. In 2017, PWN sent a questionnaire to thousands of members of about 50 professional networks. The results are as follows: women have as much ambition as men and ambition is a fulfilling lever for all. In this study, 88% of women declared having ambition. It is a quality to cultivate and grow. It also appears that two thirds of the female respondents declared that they rely first on themselves and that they have a clear vision of their needs and the ways how to live up to their ambition. The women interviewed said that the following levers will help them to reach their ambitious aims: **self-confidence, daring to impose oneself, having a network, having a mentor**. This survey also showed that women need to have more confidence regarding money, that they need to be prepared for negotiations, being ready to gain insights into and an evaluation of their own value. They need to dare negotiating and ask for what they deserve.

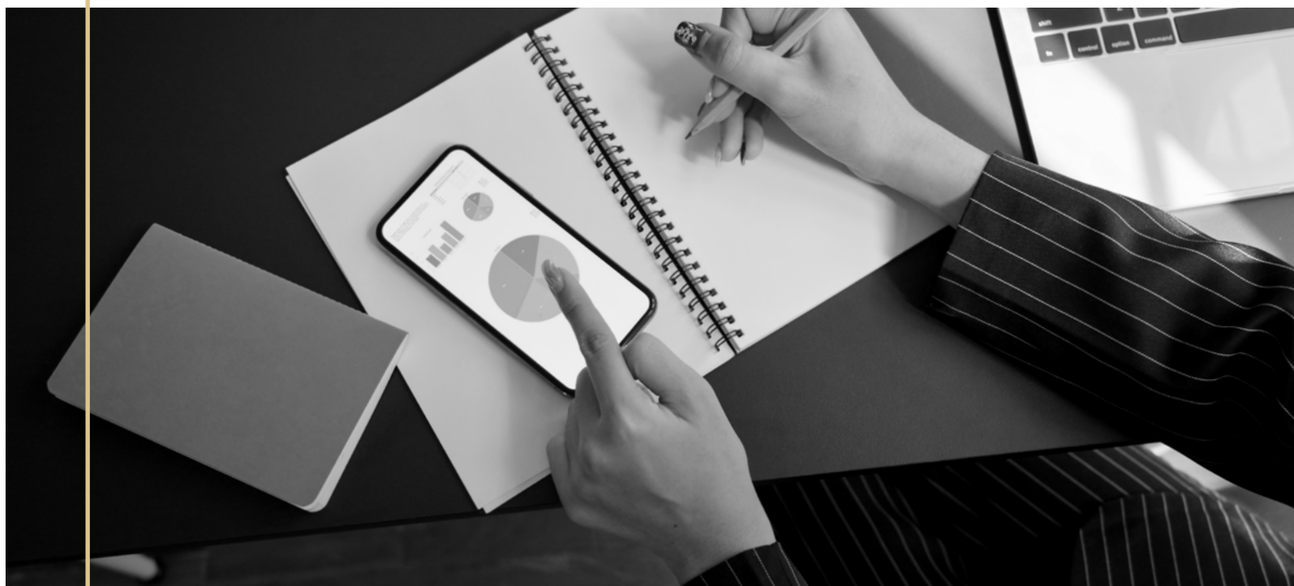
Companies and organisations must play a more active role in meeting women's needs and development. Today, women have a different relationship to ambition and power than women in previous decades. Women of generations Y and Z dare, do, decide and undertake differently. Companies and sport associations need to understand the current expectations of their female members and modify accordingly their organisations.

«Gender stereotypes must be broken, but so must Organisational stereotypes», i.e. ideas and guidelines how an organisation should be run (Scharnitzki, 2015).

Traditionally, a good leader is considered as a man who arrives before and leaves his office after everyone. This stereotype, which is still widespread, is confronted with the absurdity of presenteeism, which would be more expensive for companies than absenteeism.

A company that wants to manage gender diversity effectively must reform its processes, change its values and make its stakeholders aware of stereotypes in order to change attitudes.

Moreover, until women can share power equitably and influence laws, it will be difficult for them to change cultures. The image of women and their roles in society must therefore change.



RISE OF NEW ORGANISATIONAL MODELS IN THE BUSINESS SECTOR: WHAT SPORT ORGANISATIONS CAN LEARN?

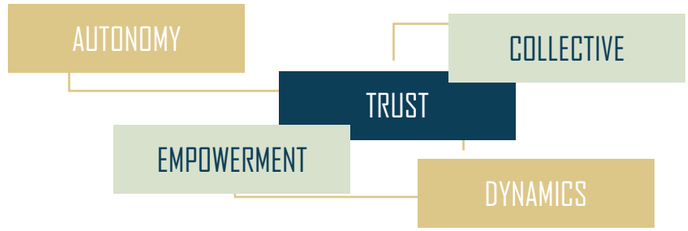
The situation is challenging and requires a huge shift or pivot. Indeed, many survey have demonstrated the positive impact of diversity on business' success level. One of the latest is the "Women in Business and Management: The business case for change" Report by the International Labour Organisation from May 2019. The report, surveyed almost 13,000 enterprises in 70 countries. More than 57 per cent of respondents agreed that gender diversity initiatives improved business outcomes!

I.2.1 - MANAGERIAL INNOVATION

As social demands evolve, employees increasingly wish to be proactive, rather than passive. The urgency of innovation, the requirements of sustainable performance and the well-being of employees, lead to a different approach to labour relations. It is the whole organisational management that must evolve.

Management is based on a set of skills; it aims at getting people to cooperate with each other. The aim of this cooperation is to achieve a goal, while considering cost and time constraints. Managerial innovation means to create new ways of cooperation between people. The objective is to make this cooperation efficient while considering societal changes and production constraints. According to Gary Hamel, an American management consultant, *«Managerial innovation is anything that substantially changes the way management tasks or traditional company structures are carried out, enabling it to better achieve its objectives»* (2007).

In this context, the concept of a **'participative management'** comes regularly up in companies that want to develop a more innovative, more agile management that listens to and cares for employees' requirements. In addition, the following concepts and processes play a considerable role in in the management literature and in an increasing number of businesses:



They refer to abilities, tasks and expectations as well as opportunities for employees who become the actors of their careers. While these concepts will meet a broad acceptance, the concrete strategies and processes to implement them have yet to be developed.

Managerial Innovation is not limited to certain sectors of activity. All sectors can be concerned. What is crucial for innovation is the **commitment of the management,** which must be totally engaged to put in place effective and sustainable practices. With a principle of subsidiarity to **free the energies of women and men** within companies and organisations in general. Failure is tolerated and it is even recommended to test, fail if necessary, and learn from experience. This is in line with Nelson Mandela's famous quote: *«I never lose. Either I win or I learn.»* Employees are often invited to unlearn to relearn something else. This is both counter-intuitive and particularly powerful because lots of education systems and customs, around the world –but the Anglo-Saxon ones- have most of the time made us fear failure.

It can be assumed that this type of management challenges the common pyramidal, hierarchical and controlling form of management, as the relationship between the managers and the employees is no longer a 'child/parent', but an 'adult/adult' relationship where trust and autonomy are essential. These 'business lines' give way to multiple 'missions' that employees can choose according to their preferences.

Achieving such a cultural change takes time and is not smooth. It is necessary to «educate employees» but also employers, prepare them for 'letting go' and for a different management of 'power'. In addition, they must be given vision by explaining the reasons for this change, as well as the benefits expected for the company's long-term survival but also for their well-being. To build a sustainable collective dynamic is a long way where there is no 'finish line'. This is essential to set up indicators that measure and validate every step and every achievement in the process (e.g. consumer and employee satisfaction).

Practices and processes which are 'working' in the business world should also work in the sport sector. However, it has to be taken into consideration that this approach to transforming management methods must be adapted to each organisation. But, the main principles are the same, i.e. the focus on collaboration, the questioning of hierarchies and the new roles for managers who develop and implement strategies together with their employees in a logic of exchange and innovation. Managerial innovation provides oxygen to managers and field actors with tools and structures that energize organisations and people. The result is a more **responsible and autonomous management**, to meet the needs of well-being at work, expressed by all. Trust, responsibility, collaboration, agility, pleasure are the key elements of managerial innovation.

I.2.2 - BALANCED ORGANISATIONS

All studies on business efficiency provide similar results: equal opportunities and parity in companies are powerful levers for growth, with gender balanced companies being 21% more efficient than others. A McKinsey study (McKinsey, "Delivering through diversity", January 2018) gives us a macro view at the world level. To deprive oneself of female talent would be costly for the world's GDP. Only 64% of working-age women participate in the economy compared to 95% of men. However, if there were an equal proportion of women and men, global GDP would grow by 26%. That is 28 trillion dollars (economic weight of the United States and China combined).

Just as an example, the OECD (Organisation for Economic Cooperation and Development), provides us with the evaluations for France. Professional equality in France is said to be at the origin of 0.4 points of growth per year. Converged male and female participation rates would increase France's economy by 10% by 2030. **Parity is a winning strategic choice** for the competitiveness of companies and organisations in general. Indeed, discrimination against women leads to an under-utilisation of human capital, wasted skills and health problems linked to harassment. Not only do women bring complementarity, but there would also be a positive effect on the economy if social injustices were to disappear.



PERFORMANCE WHEN DIVERSITY GOES HAND IN HAND WITH MANAGEMENT POSITIONS....

«The more feminized a company is, the more women there will be in management positions with a direct positive impact on turnover, profitability, productivity and job creation». This was the conclusion of the report[6] from Jérôme Ballarin to the French State Secretary in charge of Family submitted in 2012.

In another 2012 report, Professor Michel Ferrary provides resuts of a study about the impact of the "feminisation" of companies on their economic performance (2002-2006). The study was conducted in 42 companies listed on the Paris stock exchange: those with more than 35% women in their management have experienced on average...

- a 23.54% increase in their turnover, compared to 14.61% for the others
- a profitability of 19.55% compared to 9.97% for the others
- a productivity increased by 33.88%

This validates Kanter's hypothesis of the theory of structural empowerment[7] that

«when a social group [in this case women] reaches a critical size, it has a real impact on the nature of social interactions within the organisation and ultimately on the company's performance.»

PERFORMANCE WHEN DIVERSITY GOES HAND IN HAND WITH A BOARD OF DIRECTORS (BOD)....

We can refer here to five studies whose findings converge and complement each other concerning the interest of having a privileged parity in the Boards of Directors.

- **Catalyst's work** (studies in 2004, 2007, 2013) shows that companies with a higher proportion of women in their workforce at the highest level are the most profitable
- Similarly, the many reports from **McKinsey & Company** (Women Matter) conclude that a high proportion of female Directors leads to higher financial results (market capitalization, stock prices, etc.)
- A study by the **American consulting firm MSCI** (MSCI ESG Research's Women on Boards, Nov. 2015) shows that companies with at least 3 women in their Boards of Directors have a 36.4% higher return on equity compared to companies with 100% male directors.
- It should be noted, however, that according to the study by **Guoli et al** (Female board representation and corporate acquisition intensity, **Strategic Management journal, 2016**), there is a correlation between the proportion of women in a Boards of Directors and the rapid decline in the number, value and amount of mergers and acquisitions. Not because women are risk averse, but because they need in-depth discussions to make strategic decisions.
- Emma De Vita in her book **Management Today** (2008), emphasises that this method of thoughtful decision-making allows strategic choices to be made in a sustainable way *«women...have a greater desire to build firm foundations that will endure»*.

6 - Rapport « Parentalité et égalité professionnelle hommes-femmes : Comment impliquer les hommes » (Report 'Parenting and Gender Equality in the Workplace: How to Involve Men')

7 - Kanter, "Men and women of the corporation" (2nd ed.), 1993

The financial impact of gender diversity is well demonstrated through these various studies. However, it should be remembered that **it is not the arrival of women that creates the performance, but the arrival of gender balance**: ie companies perform better when men and women work together! In other words, performance strives when companies are able to embed a solid and real mixture of ideas, experiences and competences (Falcoz, 2017).

In addition to financial performance, **human performance, the search for greater social justice, ethics and the desire for equality** are reasons that push companies to act in favour of **diversity**. In 2003, the European Commission already pointed out that 57% of companies identified women as «an essential source of skills». Women represent new and under-exploited talents, bringing a new breath of fresh air, a new vision. Today, gender diversity allows the **fusion of the masculine and feminine** values and skills which in return makes the individual stronger and the organisation more agile.

THE ROLE OF WOMEN IN COMPANIES AND IN ORGANISATIONS IS ESSENTIAL, IN ORDER TO:

- Enhance the human factor and set new qualitative benchmarks
- Improve and transform the corporate culture
- Foster innovation through the diversity of profiles (women among others)
- Break the last silos and other glass ceilings

Managerial diversity concerns both women and men. Everyone must feel involved in the organisation. We can refer to a worldwide survey conducted by Sodexo in 2015 on the impact of mixed management teams on the company's performance. The study has been conducted on the management of the 90 entities of the group. Statistical measures have been conducted between the gender balance level and the entity's performance (gross margin, revenue growth, team commitment level, corporate image). The results show that the more gender balanced the management is, the higher is the performance. The most balanced teams have +23% gross margin, +13% growth, +4% team commitment, +5% % improvement of brand image. This survey confirms the importance of commitment to gender diversity, **as gender unbalanced teams and boards generate underperformance.**





LEADERSHIP

Developing Leadership – Its meaning, pre-requisites and trends

DEFINITION

II.1.1 - LEADERSHIP VS. MANAGEMENT

Leadership is *«the capacity to create a vision that others want to contribute to and make happen»*. Management and leadership are often confused. Management is linked to operations whereas leadership is linked to strategy. The manager implements change, whereas the leader initiates and sponsors change. Management focuses on the present: "getting things done through others". Whereas leadership focuses on the future: "getting others to want to do things". Leadership is intimately tied with motivating and influencing others. People's leadership is the capacity to influence others, to help them to achieve clarity and focus, and to have personal impact. Change throughout the organisations creates the need for leadership. The manager has a formal authority (based on competence and hierarchy) whereas the leader has informal authority among his/her followers (based on values and congruence). It is therefore important to differentiate between management and leadership.

According to Arnaud Collery, an independent Chief Happiness Officer, *«a manager is someone who knows how to make people around him/her work as intelligently and efficiently as possible, while a leader allows others to do things, they didn't think were possible»*. The manager will therefore be a relay and the permanent producer of the change. He/she controls on the field (organizes, leads, leads change).

As for the leader, he/she has a capacity for sharing knowledge but also a vision, and a certain form of charisma. The leader makes people dream. He/She knows how to consider his/her collaborators first. He/she decides, delegates, manages performance, and supports change. The leader must constantly adapt. He/she motivates his/her teams, brings them together, and remains transparent on the path to follow with them. The leader is aware that his/her workforce (ie employees and/or volunteers) are a great asset to the organisation. There are many statements from inspiring leaders illustrating the key dimension of the workforce. Below are a sample:

> «I propose that we all do it together, as people of good faith, common sense and good will.»
>
> JF Zobrist

> «Take care of your employees, the rest will follow.»
>
> Richard Branson

> «Employees first, then customers.»
>
> Vineet Nayar

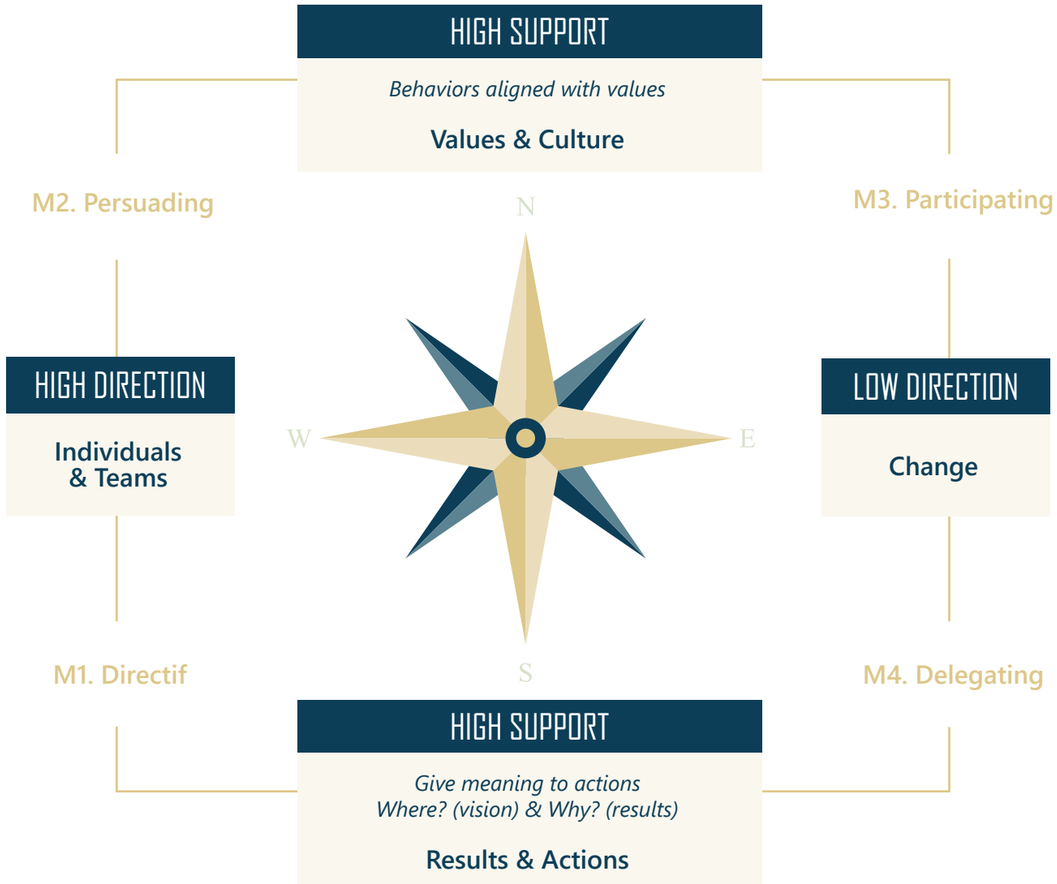
According to John P. Kotter (Leading Change, 2012), the **characteristics of a leader** are the followings: Higher than average energy, personal ambition and desire to make things happen, intellectual capacity to manage a large amount of information, well-balanced mentally and emotionally, personal integrity and clear personal values. These characteristics are neither specific for men nor for women!

I.1.2 - TRANSFORMATIONAL AND SITUATIONAL LEADERSHIP

In a **transformational leadership**, the leader works with teams to identify necessary changes, creating a vision to guide the change through his insights and his inspiration, and executing the change together with committed members of a group. The leader knows how to challenge people, to create an interpersonal environment that allows and encourages people to experience a sense of belonging and express themselves, to know what is important, and to communicate a clear vision. The leader introduces new ideas, asks questions, encourages the review of traditional approaches, opens up new perspectives on tackling problems and on developing processes.

In **situational leadership**, leaders are flexible and adapt themselves to the situation (persons intended to lead or influence), or tasks. Different leadership situations can be identified: managerial conversations, meetings, project management, crisis management, strategy, innovation, restructuring, challenging one's hierarchy. **Leadership is about vision, intention and attention** in the change which is generated, developed and encouraged. Developing a vision requires from the leader to pay attention to: Values & Culture, Individuals & Teams, Results. These four elements can be used as a compass, to guide the leader. To help navigate into the situational leadership, we can use the Leadership compass.

Fig I: The Leadership Compass – Applied to Situational Leadership Principles
(Adapted from the EM Lyon Leadership course and customized for SwinG)



Each quadrant is about talents and know-how towards implementation, for every individual in a company/ organisation to push in the same direction. Each also requires a specific posture, generating a movement towards the 3 other quadrants.

The fundamental principle of the **situational leadership** model is that

> there is no single 'best' style of leadership. Effective leadership is task-relevant.

The most successful leaders are those who adapt their leadership style to the performance readiness (ability and willingness) of the individual or group they are attempting to lead or influence. Effective leadership varies, not only with the person who leads or the group that is being influenced, but it also depends on the task, job, or function that needs to be accomplished. Depending on the amount of direction and support provided, the strategies of a leader can be directing, persuading, participating or delegating (maturity level 1 to 4, on the Leadership Compass). The choice of the strategy depends on the individual and groups who have to be guided as well as the objectives, the skills and qualities of the leader: **from solving a problem quickly (M1) to give responsibility (M4), via gaining commitment (M2) and engaging people in decision making (M3).**

Going into leadership mode implies going through three movements (inspire/engage/achieve): a clear vision of the objective, an ability to engage others in that vision, and an ability to collectively achieve an outcome. Anyone who can formulate a clear objective, engage people and produce a desired result is able to become a leader in a given situation. This leadership will be conscious, centred on leader's personality and depending on the context.

Situational leadership is closely related to an entrepreneurial innovative leadership model called **'effectuation[8]'**. Effectuation is a logic of thinking that uniquely serves entrepreneurs in starting businesses. It is often referred to as the art of doing with what you have in the context where you are. "Effectuation" makes it possible to make decision and lead using five principles:

- Starting from what you have
- Decide on an acceptable loss
- Leverage contingencies (ie take advantage of surprises)
- Patchwork quilt (ie form partnerships and obtain commitments)
- Pilot-in-the-plane (ie create a favourable context by focusing on what you control).

This makes it possible -in a given situation and context- to lead: to formulate a vision, to make others want to follow us in order to accomplish a common project.



8 - Dr. Saras Sarasvathy

DIFFERENT LEADERSHIP STYLES

II.2.1 - FEMALE & MALE LEADERSHIP?

First, it should be recalled that the term 'female leadership' does not necessarily mean that it will be embodied by a woman. Indeed, through their culture and education, women and men can behave in similar ways. It is therefore not impossible to meet a woman with so-called 'male' behaviour and a man with so-called 'female' behaviour. Their leadership will then be associated with their behaviours. Let us ask ourselves here about the very nature of gender, leadership, preconceptions and expectations.

WOMEN AND MEN: THE CONSTRUCTION OF TWO IDENTITIES AND ASSOCIATED VALUES

To begin with, lets us be clear. Masculinity is not inherently malevolent or virulent. Nor is it inherently singular—there's more than one way to "be a man." What is malevolent, virulent, and singular, however, is the Man Box. The Man Box is a rigid set of behaviours and beliefs that men are expected to adhere to. These behaviours, beliefs, and expectations form the foundation of traditional masculinity. This foundation of masculinity is toxic, not the men themselves.

To go further it is interesting to also ask **whether human beings are conditioned by their gender.**

The answer is: Yes and No (Vidal, 2005, 2012) ... but the more important question is 'why'.

Yes, because the brain controls the functions related to sexual reproduction. In the female brain, neurons are activated every month to trigger ovulation. This is not the case in the male brain. Hormones, key elements in the construction of our emotions, are not distributed fairly. Testosterone is much more present in men, unlike oestrogen, which is present in much greater quantities in women.

No, because cognitive functions remain universal. Indeed, according to Vidal – and many other authors- girls and boys have the same capacities of reasoning, memory and attention.

There is abundant evidence of this and scientific advances (via brain imaging through MRI scan) show that the brains of men and women are not wired differently since birth. Indeed, the brain would make neural circuits based on learning and experience. Nothing is ever frozen in it. The true concept of 'cerebral plasticity' brings a new perspective to the construction of our feminine and masculine identities.

Women and men are different in biology, but what is key is the question if and how these differences influence their abilities. It is above all their social and cultural heritage, the narratives about gender as well as lifelong socialisation processes that influence their personalities, their aspirations as well as their 'habits and tastes' (Bourdieu).

A woman is first and foremost a story, her femininity is built throughout her life. As Simone de Beauvoir wrote in her book The Second Sex, *«one is not born a woman, one becomes one»*.

The French anthropologist Françoise Héritier (1996) proposes the concept of the **'Differential Valence[9] of the sexes'** to explain how this distinction between woman and man is the origin of a more general binary vision of the world. According to Héritier and other anthropologists and sociologists, everybody has **traits which have been/are considered as feminine or masculine in a conscious and important way.**

There is a broad consensus among scholars and – to an extent – also among the general public that there are no habits and tastes (Bourdieu) as well as knowledge and skills which are restricted to one of the both genders. However, women and men may have different experiences based on their confrontations with traditional gender.

That also means, that everyone's leadership would be influenced by this share of feminity and masculinity. Olivier Frérot, a French philosopher, highlights the importance of these valences in the organisational transformations we encounter. There would be a masculine valence (historical, radical, leading to chaos) and a feminine valence (emerging, representative of the growth of life, sharing, and autonomy: values that respect life!). According to Frérot, it would be appropriate for leaders to *«mix humility, otherness and diversity»*. In this interbreeding, however, it is important not to lose its uniqueness, its singularity. Simone de Beauvoir sums it up perfectly *«My claim as a woman is that my difference should be taken into account, that I should not be forced to adapt to the male model.»*

It would be a huge loss to have to choose a single leadership model: female or male. As consultant Ralph Blundell points out, the solution would be to improve understanding between women and men. They are certainly different, but complementary.

NAVIGATING THE SO-CALLED 'FEMALE' AND 'MALE' SKILLS

Male characteristics and traits, conveyed by history and education, are centred on courage, strength, ambition, authority, decision-making and power.

Feminine values are articulated around different axes, also inherited from past generations. The so-called 'feminine' qualities were highlighted during the companies' interviews when we asked what makes a good leader. Empathy, listening, Organisational skills, Emotional Intelligence (Janssen), the notion of Balance and Desired Meaning (Henkel). Also mentioned are a sense of detail and intuition, attention to others, a sense of communication and encouragement (Sodexo). Finally, participatory and collaborative management (Janssen, Sodexo) are highlighted.

We must be careful with the notion of female leadership. Indeed, it is our belief that the term 'female leadership' is a problem per se – as leadership has no sex/gender. In addition, it has been widely used recently and sometimes abused, in order to promote an entire economy around the empowerment of women.

Stéphanie Chasserio, associate professor at Skema Business School and specialist in the question of the place of women in organisations, confirms that the notion of «Female Leadership» has its origin in a cultural construction. *«Leadership studies do not demonstrate the existence of a leadership style that would be 'naturally' linked to women.»*

9 -The valency is the capacity and ability to interact.

However, the **«Great Place To Work»** survey on Women's Leadership confirms the current stereotypes and biasses (Study Great Place To Work® 2018 on a sample of 2866 French employees):

- 'Female leadership' is still perceived differently than 'male leadership' for 71% of French people, for example. Some qualities are still particularly attributed to women such as listening, communication and empathy while strategic vision and pragmatism are ascribed to men.

These qualities, clearly consolidated by women's' socialisation, give them more participatory leadership. However, it can be perceived as challenging to be a good female leader today and you must be well 'equipped' to succeed: *«Women often have to climb a glass mountain with solid mountaineering shoes»* (Petit, Saint-Michel, 2016). Indeed, if the woman displays her female codes, this may be perceived as «lack of authority» and if she takes male codes, it may be perceived as «too aggressive».

The interviewees who participated in the SWinG Desk Research recognized that 21st century leadership must not be based solely on behavioural skills (e. g. agility, empathy, emotional intelligence), which are rather perceived as so-called female qualities. But leaders must also have cognitive skills (e.g., problem solving, critical thinking), which are perceived as so-called masculine qualities. Rather than talking about female or male leadership, we can use the term mixed leadership. The leader of tomorrow, whether a man or a woman, must own and know how and when to use mixed skills. For Sodexo, contemporary leadership must not only be mixed/balanced but also inclusive. Schneider Electric makes the same observation. The leadership to be embodied in organisations, which tend to become more agile, is mixed/balanced. **The charisma and qualities of the person shall take precedence over his or her gender.** However, let us recognize that in our current context of uncertainty and change, the above-mentioned 'female values' will be valuable assets in moving towards agile organisation as a team. It is up to all –men and women- to develop and nurture these values.

The observation made during the interviews with companies is confirmed in various books and studies: the time is now to get over with the idea of female or male leadership.

II.2.2 - INCLUSIVE & RESPONSIBLE LEADERSHIP AS AN ANSWER TO DEFINE THE 21ST CENTURY LEADER?

INCLUSIVE LEADERSHIP

To achieve the expected organisational and financial performance with gender diversity, a real inclusive climate must be created. Schneider-Electric's Director of Diversity and Inclusion France has a very useful definition, to differentiate between diversity and inclusion: *«Diversity is when you are invited to the ball, inclusion is when you are invited to dance»*. In other words, being at the Executive Level in the business world or a governing bodies/board in the sport world is good, having a real impact on strategy is better.

Studies have demonstrated that it is necessary to establish a new leadership culture to facilitate this inclusion of all, hence the 'inclusive leadership'. This new organisational culture will be created under the sign of balance and harmony between genders where each one retains its singularity but develops complementarities in a group.

An inclusive leader inspires trust and respect, not fear. He/She develops the talents of his/her team. He/she is there to support his/her employees in an agile company. His/her leadership is mixed/balanced.

For example, at Danone, leaders must respect the company's «CODES» values - Creates, Opens, Drives, Empowers and Self-Awareness. These qualities are not gender specific.

While this vision is not new, it could often not be realised, but it is now achievable. The world is changing, and the expectations of its actors are changing too. According to a **Great Place to Work survey**, conducted in 2018 among a panel of 96 French Human Resources professionals, two of the five managerial qualities that tomorrow's leaders should have are soft skills: **Emotional Intelligence** and the ability to **give meaning.**

Emotional intelligence is composed of the following elements:

- Self-awareness
- Self-management
- Social conscience
- Managing relationships with others.

According to Forbes (James J. Heckman, Tim Kautz (2012) 'Hard evidence on soft skills'), behavioural competencies are increasingly attractive for the organisations. *«To be recruited and perform at work, technical skills alone are no longer enough. Employees and managers must develop qualities, such as creativity or empathy»*.

For Marion Darrieufort, CEO of Elan Edelman and Vice President of Enterprise and Progress, at a time of Artificial Intelligence, soft skills could be the opportunity for women to finally access high value-added positions, based on their **'Know how',** acquired since childhood and often undervalued till now. A focus on 'soft skills' would allow women to build more inclusive businesses and facilitate the emergences and success of inclusive organisations and leadership cultures.

RESPONSIBLE LEADERSHIP

In order to reach a high level of human performance and financial profit, the organisation of the 21st century must be **ethical**: with a clear purpose, profitable and with effective means. This is how financial and human performance can be achieved. Ethical and responsible leadership therefore fosters the search for meaning: sense of self-awareness, sense of society, sense of history, sense of economy, sense of action.

The role of the leader is to guide his/her workforce towards a permanent **source of energy**. With ethics, the leader will cultivate a fair behaviour in the relationship with him/herself and others. Through this leadership, the diversity of talents is valued as an opportunity and power is shared.

In leadership roles, women and men have a **common goal: to lead others**. However, the way, the style may –or may not- differ in the execution. Leaders must unite an effective and committed collective of people to fully unleash their leadership. Ralph Blundell[10] (Forum Jump 2018) pinpointed that *«Power corrupts only when it is held by men»*. This statement is highly controversial and embeds stereotypes we must fight. That's why we believe in mixed leadership for both men and women.

To conclude, a new paradigm obviously needs to be built for effective, fair, **responsible and inclusive leadership.**

When referring to leadership, we have to avoid gender stereotypes: listening, caring and Emotional Intelligence must become skills of every good leader and be valued everywhere. We as a society must move away from the leader model attributed mostly to men and favor a 'mixed model' which includes values and procedures. It is necessary to **change one's perspective**, to identify and respect the values and skills of each person. The combination of values attributed to men and those attributed to women is the new model to adopt for all organisations in the 21st century.

10 - Ralp Blundell is managing director of Ralph Blundell Strategy Consulting and board member of Ethical Business Building the Future. He is recognised as a provocative speaker on business ethics and moral leadership.

COMPETENCIES FOR LEADERSHIP

II.3.1 - SKILLS AND QUALITIES

SKILLS

The four following skills have been reported by Warren Bennis to describe a leader (On Becoming a Leader, 2009):

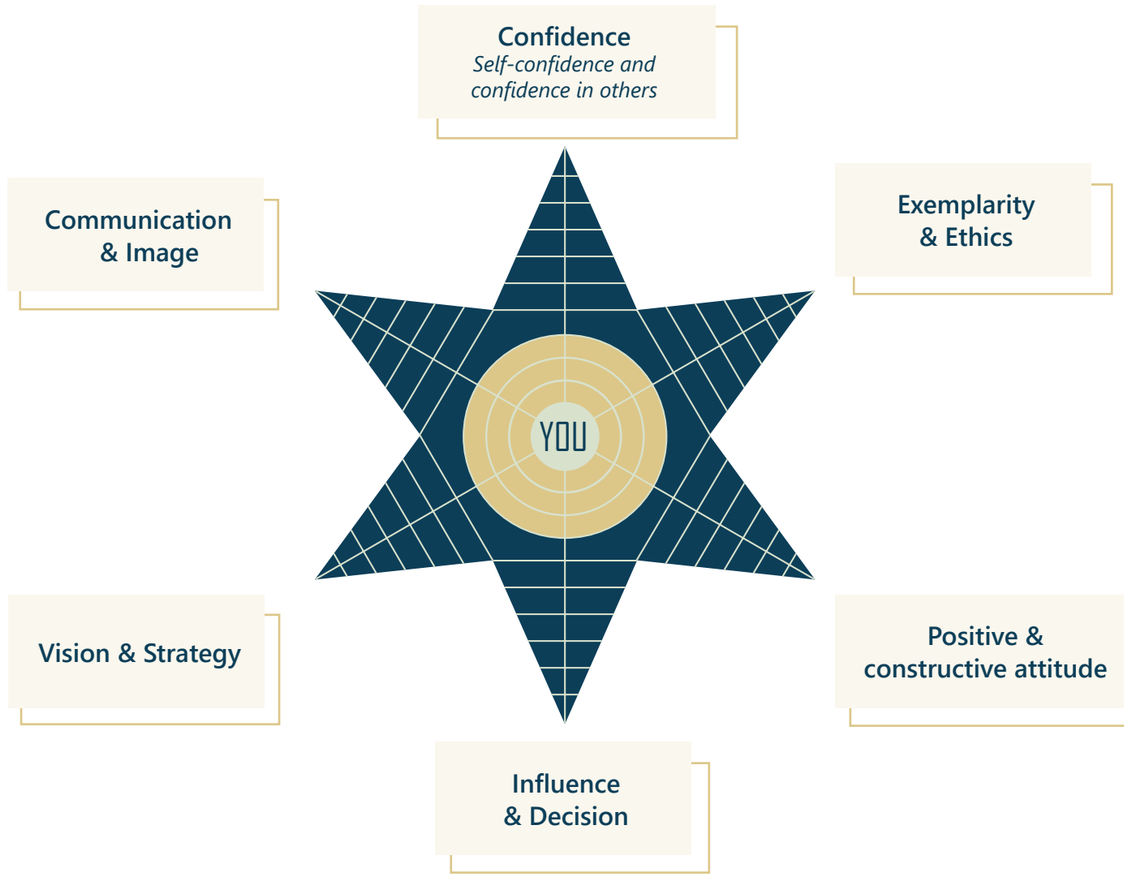
- **Self-management:** The leader has self-knowledge and the ability to deal with risks, to learn from experience and manage failure
- **Vision:** The leader provides a view of the future that others can understand and adopt as their own. Pedagogy by example and visibility are important for a leader.
- **Meaning:** The leader manages meaning i.e. communicate a way of seeing and making sense of things and translate this into meaningful Organisational goals
- **Trust:** The leader creates trust, which brings individuals closer and creates a sense of collective coherence.

The skills of the 21st century leader, can be encapsulated within the **Star of Leadership** model developed by Valérie Pascal and Catherine Sexton (2016). This star brings together the six skills that a leader must have to bring his/her team together in a sustainable way in an agile organisation. These skills are: **Confidence** (self-confidence and confidence in others), **Exemplarity** and ethics, **Positive and constructive attitude, Influence** & decision, **Vision** & strategy, **Communication** & image.

The Star of Leadership model provides a relevant self-assessment tool allowing the leader to position him/herself and better understand his/her field of action (building on strengths and addressing weaknesses).



Fig 2: The Star of Leadership
(Valérie Pascal and Catherine Sexton - 2016)



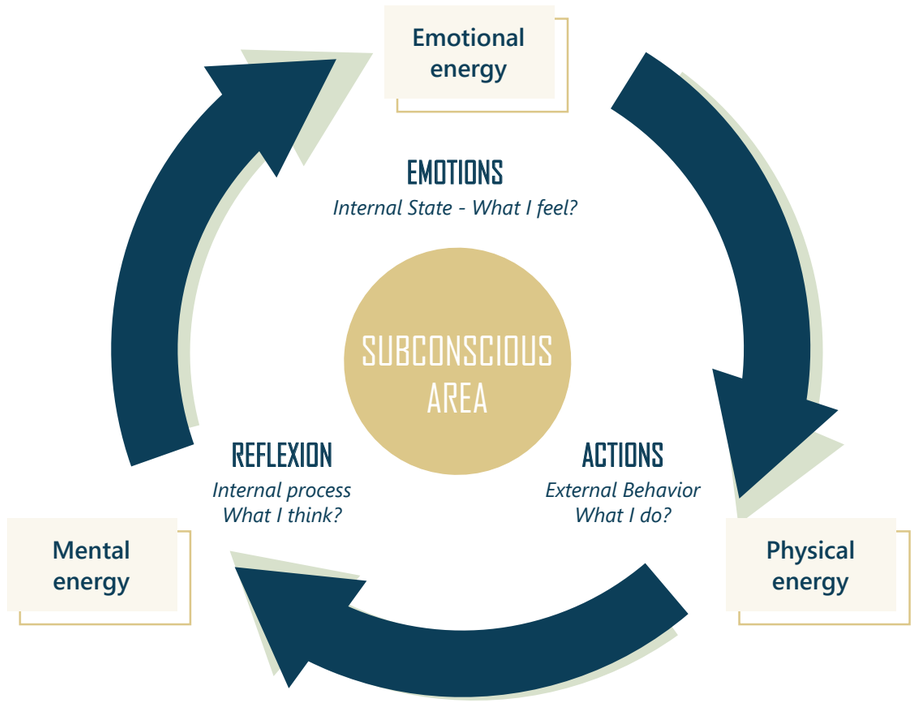
What differentiates great leaders is not their qualifications or professional experience, but their **emotional intelligence**. Emotional Intelligence is *«the ability to perceive and express emotions, to understand emotions, to facilitate thinking, to manage oneself and others' emotions»* (Mayer & Salovey,1997). According to Daniel Goleman (Working with Emotional Intelligence, 1998), this requires four competencies: **Self-awareness, self-regulation, social competence, social skills.**

Emotional intelligence focuses[11] on three energies: **mental, physical and emotional energy.** Reflections, actions and, emotions must be considered by leaders, as per the below scheme.

11 - See definition p23

Fig 3: The Flywheel of Leadership Energies

(SWinG project – 2019 / Adapted from EM Lyon Leadership course)



▲ QUALITIES

As we have seen above, the cultural perception of gender, through history and education, attributes different qualities to women and men. The trait and qualities of women are associated with 'being', 'emotion', 'vulnerability' and 'cooperation'. While those of men are associated with 'having', 'intellect', 'structure', 'competition'. The competencies expected from leader have often been associated with skills which are traditionally labelled as 'male'. However, economic, technological and societal transformations require the development of values labelled as 'female': in modern societies traditional masculinity –ie the 'male box'- is not necessary, maybe even counterproductive!

The leader of tomorrow, whether a woman or a man, will have to integrate a good mix of these values and traits into his/her leadership. According to Jim Collins (Good to Great, 2001), a 'Level 5' leader (woman or man) display a powerful mixture of personal humility and indomitable will. These leaders are ambitious, but their ambition is first and foremost for the cause, for the organisation and its purpose, not themselves. A "level 5" leader –as per the concept developed by Collins- has the following qualities:

- **Managing ambiguity** (involving a powerful mix of patience, perseverance, determination, and mastering influence techniques and alliances building)
- **Having personal humility** (a cocktail of self-consciousness, social awareness and empathy)
- **Having fierce professional will** (doing what must be done, no matter how difficult, giving credit for their organisation's success to others, to external factors and to good luck, instead of their own actions, taking actions to ensure the company will endure beyond their tenure)
- **Being a mentor** (running their organisations in the spirit of service, nurturing the seeds of potential and growth opportunities for new leaders)

▶ II.3.2 - TALENTS

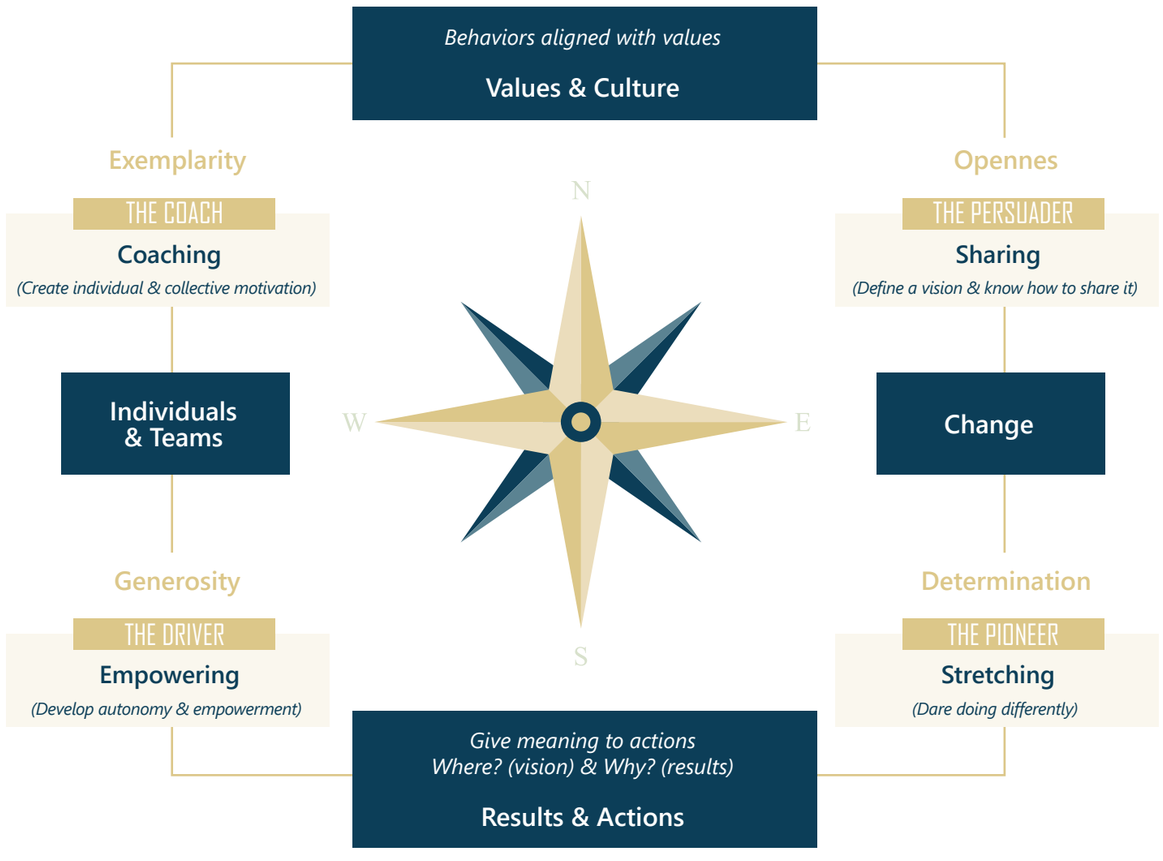
Leading starts with self-leadership. A leadership compass can help to develop leadership skills. According to the situations, a leader needs to adapt and show generosity, exemplarity, sharing or stretching. Even if each leader has a preferred leadership style, this is important to be aware of all talents to develop. This is a key to an efficient leadership, adapted to situations and to act accordingly.

The four talents of a leader are highlighted below:

- Empowering (The Enabler): **Revealing talents**. Suggesting motivating objectives to stir into actions
- Stretching (The Pioneer): **Pushing back the limits.** Change pressure into positive energy, etc.
- Coaching (The Coach): **Inspire growth.** Contribute to development.
- Sharing (The Persuader): **Provide meaning.** Having a vision & share it.

Fig 4: The Leadership Compass – Applied to the 4 talents of a leader

(Adapted from the EM Lyon Leadership course and customized for SwinG)





LEVERS

Levers to develop women's leadership

To ensure organisational transformations in a constantly changing world, organisations must help their workforce to unleash their energies and thus **reveal their full potential.** We can then talk about **empowerment**... this very powerful English term has no real equivalent in French and many other languages.

Based on the barriers identified (Chapter 1) as well as the need to get more women into leadership positions for the sake of the organisations (Chapter 2), the SWinG partnership has explored the various levers to empower women.

This includes in particular Self-development initiative (personal development & leadership trainings, confrontations with role models) and Collaborative initiative (networks, mentoring, coaching).

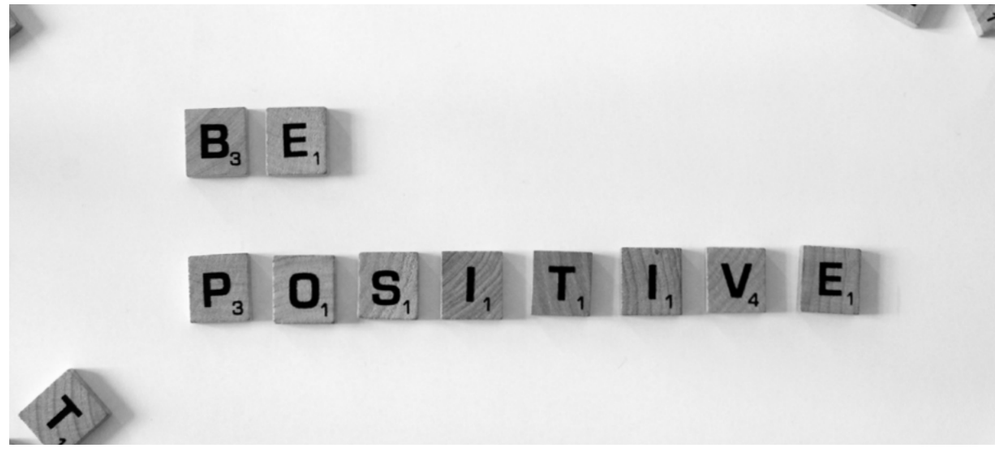
Before acting on human levers (individual & collective), one needs firstly to act at organisational level. This may imply for example developing and nurturing a culture with equal rights for women-men through laws regulations (e.g. French Pacte Law with a chapter on professional equality) and full acceptance of men.

Once again, the SWinG partnership took the liberty to explore this topic through the prism of the business world. And while some examples or recommendations may sound out of stretch for the sport world, there is always takeaways that will bring new ideas on the current context in the area of sport.

POSITIVE AND ENABLING CULTURE AND WORKING PRACTICES

This key factor of success is directly impacted by the workplace and by the people working there (men and women).

The following sections highlights how the organisation needs to be settled but also the responsibility of men in a respectful organisation to better empower women.



III.1.1 - ENSURING A SAFE WORKPLACE WITH EQUAL RIGHTS

FOSTERING PROFESSIONAL EQUALITY

The organisation must ensure that the laws are applied, in particular when focusing on equal salaries for men and women (including facilitating the return to work after maternity and paternity leave and taking measures to rebalance the situation). In addition, the organisation must grant the same job access, promotions, and training access to all its workforce on the basis of equivalent experience and expertise. In addition, female and male employees have to get the same amount of recognition. The organisation's duty is also to integrate progressive laws for gender equality (e. g. in favour of a better work-life balance, such as paternity leave or mixed parental leave).

Some major French groups are setting up «Worldwide equality advantages». The aim is to extend the advantages of the French headquarters to all employees in all countries, at the risk of proposing counter-cultural measures in certain countries. Danone, for example, extends some of its social benefits (e.g. 14 weeks of maternity or adoption leave, 5 days of paternity leave... and more if local law is more favourable). There is a real desire to build a coherent architecture with a common set of values and rights for all employees, regardless of the country in which they work.

IMPLEMENTING A STRONG DIVERSITY & INCLUSION (D&I) STRATEGY

The company (and any organisation in general) must also **combat sexism** at the workplace, including a zero tolerance approach. As an example, we can mention the 'act of commitment' that was signed by 30 French companies in December 2018 to combat ordinary sexism in companies. Among the companies whose representatives have been interviewed, eight have signed this commitment: Total, Orange, SNCF, Schneider-Electric, Lenovo, EDF, Engie, Accor. A follow up is done on a quarterly basis (commitment per company to implement on the following year, one of the 8 principles of the act). The next annual review will be conducted in December 2020. The objective is to increase the number of companies involved for a huge and collective action against ordinary sexism.

PROMOTING WELL-BEING

Well-being is a pleasant feeling, provided by the satisfaction of physical needs and the absence of psychological tensions. The well-being of employees is an act of 'humanistic ecology'. It is important to remember that everyone in the organisation is responsible for their well-being at work. Even if the company must have a beneficial action, the ultimate responsibility lies with the people who are the actors of their lives.

The well-being of the company is achieved when employees can freely have the same rights. This is the starting point to be able to use the autonomy granted. Equality between women and men would be a first step towards collective well-being in organisations.

The Fabrique Spinoza[12] 2013 report supports this observation. According to this report, three elements are essential to the well-being of the company:

- The quality of the work (work content, degree of autonomy, etc.)
- The quality of social relations (communication, cultural sharing)
- The respect for people (recognition of work, social justice)

A feeling of inequality or discrimination occurs if there is a breakage of one of these elements which also means that the overall performance deteriorates, as will the organisation's dynamics.

12 - The Fabrique Spinoza (Spinoza Factory) is the French think-tank of citizen happiness. It is a multi-partisan economic and political think-tank whose mission is to restore happiness to its place at the heart of our society.

III.1.2 - GETTING COMMITTED MEN ON BOARD

Equality and diversity are issues which have to be reached and defended in an «inclusive» way. It is therefore important to include men in these initiatives. A study carried out in France by OpinionWay (2016) shows that 75% of respondents believe that feminism is a cause that should not only be supported by women. A study released in march 2019 highlighted that three in five men (61%) globally acknowledge that gender equality won't be achieved in their country unless they also take action to support women's rights. Conducted by Ipsos Mori, in collaboration with the Global Institute for Women's Leadership at King's College London, the study also found that while a third of British men think they are being expected to do too much to support women's equality, far more – half – do not. In fact, three in five men in Britain agree that gender equality won't be achieved unless they also take action to support women's rights. What's positive as well is that globally more people disagree (49%) than agree (42%) that efforts to achieve women's equality have gone far enough, up four percentage points from 2018 (45%).

However, progress in terms of equality are very slow. The major obstacle is **the lack of commitment of men**, who are in nearly 89% of the positions of power in European companies. To 'embark' men, it is first necessary to understand their possible obstacles. Then, they need to be informed about inequalities for women and the benefits which not only women but also men would have in promoting equality. Finally, the actions expected to move the lines must be brought under the spotlights.

BECOME AWARE OF THE LIMITING FACTORS (THE BRAKES)

It should be recalled that the construction of identities, adopted through culture and education, has always advocated differentiation with women, and even domination over them.

However, the philosopher Emmanuel Delessert proposes another explanation of the lack of commitment of men to champion a more diverse organisation. He identified **three main obstacles: fear** (men fear for a loss of status, power, career, disapproval of peers, saying 'stupid things'), **ignorance** (the lack of men commitment can be explained by great ignorance of the seriousness of the situation rather than a bad will), **apathy** (men do not feel concerned until they are aware of the cost associated with a gender bias and of the opportunities that diversity provides). In all three cases, whether out of fear, ignorance or apathy, it is necessary enlighten people, in particular men, through information and sharing knowledge. As Marie Curie rightly said, *«In life, nothing is to be feared, everything is to be understood.»*

Training sessions and networks can be a way to overcome these fears and give clear place for opportunities to be seized.



▲ EDUCATE ABOUT INEQUALITIES AND INFORM ON THE BENEFITS

As Total CEO Patrick Pouyanné says: *«The cause of women is the cause of men!»*.

A survey conducted in 2016 by Jump and Axiom has shown that 26% of French men aged 30-39 do not expect to derive any personal benefit with greater equality at work. Compared to 14% among the youngest age group of males. At the time of key promotions, men have a greater feeling of losing out.

Undoubtedly limiting beliefs have a hard life and it is urgent to open our eyes to the situation and take into account the reality of some men. Indeed, **men too can suffer from gender inequalities:** financial responsibility of the household, less complicity with their spouse and children, pressure and competition with other men, decreased psychological and even physical well-being. The struggle for better equality for all allows them to act on the stereotypes they too are victims of and on their life balance. Let us look at these two points in detail.

Men can be stereotyped in the company in an unjustified way. The objective of eliminating stereotypes affecting women also applies to men. Thus, by combating stereotypes and discriminatory attitudes towards both genders is a process aiming at equality and justice for all.

Men may want a better balance of life – sharing time between their personal and professional lives and also a better sharing of parental roles. Indeed, with the evolution of society, the rules for and the roles of women and men became diversified. not only women, but also men changed patterns of life. Some men are single earners as they live together with a housewife, others share work at home with their partner who may be gainfully employed. Singles may live with their children. Life models change and corporate governance must change with them to meet the needs of their employees. Since these balancing measures have been redesigned to make life easier for women, men can also benefit from them, on the same principle of equality (whereas many did not dare to ask for it before). So it's a direct benefit to them as well that men had not dared to address in the past (e. g. taking a part-time job, a Wednesday afternoon to take care of their children, paternity leave, etc.)

Finally, to highlight the advantages brought to men in this equality approach, we can quote the words from Emma Watson at the launch of the HeForShe programme (during her speech at the United Nations Headquarters in New York on 20/09/2014). She highlighted the fact that men would thus become freer to finally be themselves: *«**I want men to take responsibility.** So that their daughters, sisters, and mothers can be free from prejudice, but also find that part of themselves that they have abandoned, and, in doing so, can be themselves... In a truer and more complete version. (...)*

If we stop defining ourselves because we are not and start defining ourselves by who we are, we will all be freer."

▲ FOCUS ON THE ACTIONS TO BE TAKEN

Women and men must join the **anti-gender struggle for both sexes.** Men are therefore invited to engage in a reflection on gender stereotypes. They are led to consider gender equality no longer as an altruistic and threatening cause but as a lever for individual well-being and collective performance. It is recommended that they be first actors in the mix, and then promote each other and their sons.

It is necessary to move **from a system of competition to a system of collaboration between women and men, a system in which** power must be shared and balanced and not simply held by men. The current paradigm must be changed, a paradigm in which women may find it difficult to achieve professional fulfilment and men do not have the access to their private lives in a way they want to. It also should not be forgotten that **«Men and women are actors of the equality of the other gender». They are partners and allies.**

In practice, the range of concrete actions for men is large enough.

- **Join networks** (mixed or focusing on men): These networks can enable men to express themselves and take actions. The goal of integrating men into these networks is to better understand and accept differences with women. Also, to create more cohesion between genders. Whatever the network offers to men in companies, relevant AND inspiring communication is necessary. Indeed, not only must men be aware of it, but they must also receive a clear message about the objectives. They should not have a complex about participating and should rather clearly understand the benefits.

- **Take on managerial responsibility**: Men in constantly evolving organisations need to change their posture (ideas, habits and practices) and adopt a different and more open view of their teams, especially the women they manage. It is important that they show empathy and develop behavioural skills adapted to situations.

- **Become role models**: It is important that some of the managers become role models for their colleagues. This is the spirit of the HeForShe campaign which is calling men as allies to champion and support women



SELF-DEVELOPMENT INITIATIVE

III.2.1 - PERSONAL DEVELOPMENT TRAINING

Focus on education (as a basis for all) and self-confidence.

EDUCATION

For both women and men, nothing should be impossible. Indeed, empowerment[13], which consists in releasing one's energies, should not ultimately be a question to be addressed in companies only. The latter should already have been acquired since childhood and integrated into the principles of the school in an egalitarian way. Marion Darrieutort, CEO of Elan Edelman and Vice President of Enterprise and Progress believes that *«if from childhood, we stop putting in their minds that they will not succeed, one day women will be at least as numerous as men to manage large multinational companies»*.

Boys and girls should not be taught and restricted by traditional stereotypes. Girls and boys should be taught, without differentiating, the conviction that **everything is possible**. Then everyone should act and surround themselves with the right people so that *«everything becomes possible»* (Sandberg, 2013). Indeed, we should consider that all education is programming in the human mind. And deconstructing a learned stereotype is complicated. As Albert Einstein said, *«It is easier to disintegrate an atom than a prejudice»*.

It is important to unravel the beliefs – and rather old fashioned stereotypes- that girls are made for literary professions and boys for scientific professions from school onwards. According to the French National Education Department, in 2016: 27% of girls are enrolled in higher education in engineering schools, compared to 85% of girls in paramedical and social services. The trends are similar across Europe. According to the Gender Equality Index 2019 produced by the European Institute for Gender Equality, 43.1% of the tertiary women students are to be found in education, health and welfare, humanities and arts. Why are we seeing this phenomenon? For Marie Duru-Bellat: *«It is not their academic level, but their self-confidence that is at stake»*. In addition, it is also particularly worrying that when dealing with Education, there is a general trend all over the world that the higher you go, the less women students you will find. This can be easily abstracted from the "HeForShe IMPACT 10x10x10 University Parity Report 2016".

It is the various social stereotypes, stemming from the family, socialization spaces and the media, that have shaped an image of women who often censor them in their ambitions today.

13 - As part of the SWinG project, we agreed to use the following definition: "Empowerment is a multi-dimensional social process that helps people gain control over their own lives. It is a process that fosters power in people for use in their own lives, their communities and in their society, by acting on issues they define as important", Nanette Page and Cheryl E. Czuba

SELF-CONFIDENCE

Self-confidence is key to leadership. But it must be distinguished from **self-esteem** and **assertiveness** (Sandis, 2017). Self-esteem is the appreciation of oneself. **Self-confidence** is the certainty of one's strength and skills. Finally, assertiveness is the clear expression of one's needs.

Women must dare, listen to themselves, make choices, be curious, have ambition: ***«You have to have music in yourself to make the world dance»*** (Friedrich Nietzsche). A woman wants to be on all fronts and adopt and play different roles (worker, mother, lover, friend and herself!). In 1982, the term of '*Cinderella complex*' was used to explain that women have the unconscious desire to be cared for by others (a godmother, a husband, a hierarchical superior) (Colette Dowling, 1982). But, is this theory still relevant in our today's world for modern women? The question is interesting to tackle.

It is time that women embrace the advice given by a network president to all of them: *«Look in the mirror every morning and say to yourself, 'I know what I'm worth'. Looking at yourself and finding yourself well, accepting yourself and knowing who you are and what your value is: that's the key.»*

This advice echoes with the reflections of Ilios Kotsou who told us that it is relevant to '**know your barometer**' (meteorology of your emotions) and 'tame your inner winds' to better channel your reactions as a woman and a leader. Indeed, the modern and effective leader is interested in the 'inner weather' of the members of his/her team: «***what is the colour of your sky today?***» (Hervé Da Costa) shall she/he ask regularly.

Today's leader must move from automatic to manual piloting, not trusting the auto-pilot but being in conscience, deciding, giving meaning to his/her own actions and behaviours.

III.2.2 - INSPIRATION BY ROLE-MODELS

In companies, or in associations, it is up to each woman to find the female –or male- role model that will bring her inspiration, desire and energy. However, be careful that each one thinks about keeping her singularity/ specificity which constitutes her own assets. There is no question here of losing your personality. The life paths of each individual form character and create differentiations, unicity of individuals. As Emmanuelle Laroque (Social Builder) points out: ***«We must know how to use this difference, strengthen it, transcend it. It is what drives us forward, in the company but also in life»***. Moreover, to reinforce this dynamic, we could quote Oscar Wilde: ***«Be yourself, all the others are already taken»***.

We are our own role models to develop.

Emmanuelle Duez recognises: ***«Women will be able to take their place by revealing the heroine that lies within each of them»***.

The advice of Brigitte Dormion for aspiring women leaders is referring to the same issues. ***«Dare to be yourself and remain positive; eradicate limiting beliefs»***. It is indeed necessary to '***reprogramme***' oneself with positive beliefs; to develop know-how, to learn how to be and to make others know. Finally, it is important to be curious, to take risks entering an uncertain environment and to listen to one's own ambition and intuition. An ancient Latin saying points out: ***«Luck smiles on the daring»***.

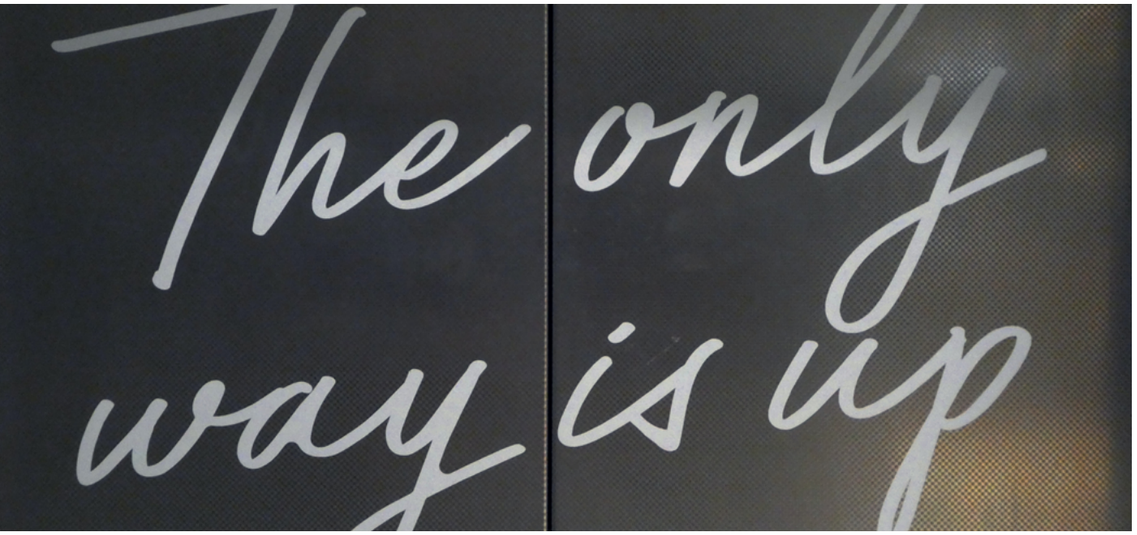
The emancipation of women is an invisible revolution.

Womens' struggles have emerged and are still fought everywhere: in religions, in history and in laws. Women have been and still are involved into fights above all for their rights. Some assume the term «feminist», others do not. **To be a feminist is above all to claim the same rights for women as for men and to refuse a system of male domination in which men are also prisoners.** The term 'feminist' can also be attributed to men, who wish to fight for women's rights, because they have understood that our society is based on tow genders. The Dalai Lama said: *«I consider myself a feminist. Isn't that the word for a person who fights for women's rights?»*

After gender equality has being feared, the image of women standing up for quality is fascinating today. Whether in art or in media; women are presented as bold, provocative and offbeat. Some media (e.g in France. Magazine Femmes Ici et Ailleurs, promoting gender equality on a worldwide scope) seek to break women's press traditional codes and images and they show women in action and – in a way – rebalance women's **place in the media**. It is the same driver behind the UK lead movement "This girl can[14]", which has evolved a long way since its launch in January 2017.

Feminism is still there, what is changing today is the way to claim it. Today feminism is digital. It brings together all nationalities, all ages, and women as well as men who often feel involved, take responsibility for womens' support and are ready to commit to feminist causes. We can mention the Angoulême comic strip festival which took place in January 2016. Drawers Riad Sattouf and Joann Sfar had the courage to remove their names from the grand prize selection to mark their opposition to the absence of women among the first three selected drawers. As Joann Star said: *«No author can wish to be on an all-male list»*... This statement shows that the change towards a more egalitarian society is well underway. Looking at the sport field, the Women Sport Trust in the UK conducted a survey from April to August 2019 that looked in detail at the volume and prominence around women's sport coverage on leading websites in the UK. It came up that *«during the period of the Women's World Cup and Wimbledon (7th June-14th July), we can now see that it's not about asking the question 'can women's sport ever achieve equality across editorial sports coverage' but 'how often can we achieve it?»*

So we are hopeful we are seeing **the rise of a new feminism, women and men together!**



14 - The campaign was created as a response to Sport England's Active People Survey, which reported that in 2014 there were two million fewer women participating in sports than men despite over 75% of women aged 14–40 saying that they would like to exercise more. Based on the responses to the Active People Survey, women's lower level participation was due to fear of judgement.

COLLABORATIVE INITIATIVES

Many studies have demonstrated that if one really wants to get ahead in a professional career, then one needs more than words of wisdom to get there. Therefore, women must advocate for themselves if they want to move their careers forward. But to succeed, they should not go their way alone. All successful leaders need a network of champions — including mentors –who can provide guidance, share knowledge- and address sponsors - who have the power to help you to get ahead as was mentioned by the interviewees.

Mentors and sponsors, while often confused, do not play the same role, an insight emphasised by Sylvia Ann Hewlett ('Forget a Mentord, Find a Sponsor,' 2013). Hewlett is founder and CEO of the Center for Talent Innovation. Her research indicates, that people with sponsors are 23% more likely to move up in their career than those without the support of sponsors. While mentoring is a gift, sponsoring is a bit more transactional: a senior person will invest on you based on what you are worth. **A sponsor is someone who is literally opening doors for you, while a mentor will help you discover your own keys.**

The following collaborative initiatives are different and yet all powerful in developing and practicing leadership skills.

III.3.1 - NETWORKING & SPONSORING

Networks: They are there to create solidarity, share access to information and training. Women's networks (as we saw in section 1.3), or mixed networks (as we will see in section 3.4): *«The more women there are to help each other, the more we will help our cause»* (Sandberg, 2013). It may sound common sense but the more you invest in strategic networking and joining a network with influential people, the more opportunity you will get to find a sponsor. The power of networking lies in building trust, not showing off your skills. It is about making yourself visible.

Sponsoring: A sponsor will help you to be more visible and to create your professional network in order to move forward. He/she is the person who will speak about you in influential settings, formally or informally. Having the support of a sponsor will enhance your positive reputation in the field, within your organisation. Sponsoring will give you greater visibility, it also can be combined with mentoring. One thing to keep in mind though is that sponsors are not counsellors, providing guidance, they are gatekeepers, opening doors for you. And because it is all about transaction, one good way to get a sponsor will be 'to give before you get', i.e. to make yourself valuable and reliable for your future sponsor.

In her article, "Why You Need a Sponsor - Not a Mentor - to Fast-Track Your Career[15]" ??, Jenna Goudreau writes: *«Studies clearly show that sponsorship -not mentoring- is how power is transferred in the workplace.»*

III.3.2 - MENTORING & COACHING

Mentoring and coaching are two different approaches to provide support. The definition of the word 'coach' can vary dramatically depending on the context in which it is being used. Business coaching is about helping employees become more effective — and supporting and involving them in the process. In a broad sense, business coaching is about employee development and performance. Indeed, coaching influences employee adaptability, productivity, and retention.

Coaching is the ability to inspire and grow people by being influential. Therefore, in the business world, coaching can be either an approach to management or something brought in by the organisation to ensure better outcomes and efficiency. It is a highly individualized process that depends on both the nature of the client and the coach's knowledge, skills and abilities. The Coach manages the structure and the process, and he/she helps in clarifying motivation, defining options and choosing solutions. It is a process of guiding the person being coached from one level of competency to another. Most of the time, the coaching is not free of charge in an organisation (i.e. it often implies a business relationship between the organisation, the coach and the person being coached).

15 - Published in September 2013 on Buisness Insider

Whereas mentoring is the ability to support change in an organisation and to boost personal and professional development through wise guidance. It promotes self-development and self-sufficiency. In other words, the mentor helps the mentee gain critical skills, navigate through challenges at work, and offer a sounding board when the mentee is at a crossroads by listening, asking and sharing his/her professional or personal experience. Mentoring is based on a voluntary relationship, free of charge and built on well-defined objectives.

The mentor helps to gain confidence, to project oneself, to open differently. He/she shares experiences, focusing on listening, role modelling, making suggestions and sharing network. The mentor can be a man or a woman, depending on the career expectations.

Mentoring is a win-win approach for both mentor and mentee. The mentor has the satisfaction of sharing her/his experience and skills. Whereas the mentee receives constructive feedback and visibility. Both develop communication and feedback competencies and enrich their personal and professional experience. If done in-house, mentoring is a great asset for an organisation too because it encourages solidarity and cooperation in the workplace and builds common values.

Based on the interviews carried out as part of the SWinG Desk Research and the expertise within the partnership, it seems that in the business world mentoring projects, are most often conducted on six months or on a one-year basis. Generally, these projects are conducted in four steps:

1. Define objectives
2. Set up sessions
3. Review evolution
4. Close the relationship

A Catalyst[16] study conducted in 2013 revealed that 65% of the women who took part in a mentoring project as mentees did the same for their young colleagues, compared to 56% of men.

To conclude, whether it is the availability of role models, of training, of mentoring, or of networks, there are several 'levers' which can be used in companies to support women's advancement by releasing women's energies and potential. For this to happen, the individual must be ready to receive, and the organisation must be in constant evolution. The cultural transformation of organisations can only be achieved through a win-win collaboration between the organisation and the workforce (the organisation being ready to evolve and the workforce being active in its development). To mitigate power and bias, both men and women in positions of power should mentor and sponsor talent — regardless of the gender of the employees.



16 - Catalyst is a global non-profit working with some of the world's most powerful CEOs and leading companies to build workplaces that work for women. Founded in 1962, Catalyst helps organisations accelerate progress for women at work.



EXAMPLES

Supporting women in Leadership - Concrete examples

After having carried out an extensive Review of the available literature to identify the levers to support women in leadership positions, the SWinG partners also wanted to provide concrete examples to illustrate its findings. Through a Desk research and one-to-one interviews with various stakeholders, the partnership is able to provide concrete examples on gender equality and empowerment strategies. In total, around thirty actors and forty initiatives for women empowerment have been collected and analysed.

We interviewed organisations (companies and associations) which are working on the levers (see also Chapter 3) identified as crucial for their strategy and for meeting the expectations and need of their workforce (both staff and volunteers).

Although we found some common trends, it should be highlighted that each organisation is customizing its practices.

SUPPORTING WOMEN IN LEADERSHIP - WHAT ARE COMPANIES DOING?

IV.1.1 - THE CONTEXT

The following section is providing insights from fourteen companies active in different industries: energy, food, brewery, transportation, telecom, digital, sport retail, pharmaceutical, hotel business. On average, women represent 41% of the workforce in these companies and 39% of the governing bodies.

Yet when going into details, we find a high disparity of with regard to the percentages of female leaders. Some companies have 50% of women (or more) in their governing bodies, e.g. Schneider-Electric, Danone, Heineken, Janssen, Sodexo, AccorHotels. Others have around 30%: La SNCF, Orange, EDF, Engie. But there is also a minority of businesses, i.e.-Lenovo, Total, Decathlon- which have only 20% of women in their governing bodies.

Interviews were conducted in May/June 2019 to identify the mechanism and initiatives put in place to support women in leadership positions.

The strategies adopted by the interviewed companies can be gathered into three distinct approaches of empowerment:

1. Empowerment through networks
2. Empowerment through specific Leadership programmes (outside a network)
3. Empowerment through internal organisations (outside a network). All of them are further detailed below.

IV.1.2 - EMPOWERMENT THROUGH NETWORKS

EXTENT AND COVERAGE

Eight of the fourteen companies (more or less 60%) reported that they have a dedicated network to promote Women's Empowerment.

These companies are:

- Sodexo with "So Together FR"
- Accor with "RiiSE
- La SNCF with "La SNCF au Féminin"
- Total with"TWICE - Total Women's Initiative for Communication and Exchange"
- EDF with «Energie de Femmes»
- Janssen with "WLI - Women Leadership and Inclusion"
- Lenovo with "Lenovo'All"
- Engie with "WIN - Women In Networking"

The oldest network is "WLI'" by Janssen (1996) and the most recent is "RiiSe" by Accor (2019, previously called WAAG (Women At AccorHotels Generation) which was launched in 2013. The other networks have been created in 2004, 2008 and 2012. Based on these examples it is obvious that **initiatives to support women in leadership position in companies emerged in the 21st century.**

Some networks have a huge coverage. The biggest international network is "RiiSE" by Accor with 14000 members worldwide (42% men). The biggest network in France is "La SNCF au Féminin" by la SNCF, with 7000 people (14% men). The network "TWICE" by Total includes 3000 persons worldwide, whereas "WIN", network from Engie gathers 1800 persons in France, China, Singapore and the Netherlands. These are 'gender mixed' networks, with male and female members which supports a gender balance and the development of inclusive organisations.

MAIN OBJECTIVES AND ACTIVITIES OFFERED BY THESE NETWORKS

The objectives of these networks are mainly women empowerment, supporting organisational changes and getting 'Allies buy in & support'. For Lenovo, the objective goes further because not only the network promotes gender equality, but the "Lenovo All" network also favours all form of diversity in the company. This comes from their DNA.

Common actions are implemented in these eight companies to empower women through conferences, Live workshops, Training programmes or online e-learnings. These actions are presented below:

- **Internal Diversity & Inclusion (D&I) strategy: Developing a supportive environment**

Actions of these networks in terms of D&I range from fostering the respect of equal rights for women and men (access to jobs, promotions, salary, trainings, develop fatherhood policy and parenthood measures) to educating towards sexism & harassment and finally improving gender equity and diversity at all levels of the company.

Sodexo has a Diversity and Inclusion Department that reports directly to Executive Management. This shows that D&I issues can be and should be a crucial issue of the company's strategy. Actions taken include Diversity chart signed, label GEEIS, Equileap label 42e/200, and Woman Chair Prize.

Lenovo, via its network "Lenovo All", implemented the "Diversity Manager Award". The award rewards a manager based on his/her business Performance, number of women in the team and a pitch to express strategy and motivation. In 2019, on the six applications (3 men and 3 women), a man has won the prize. This is a good advocacy for gender balance in organisations.

Other companies have obtained the Equileap label *(see details about the label in Appendix 6)*: Schneider-Electric 15e/200, Engie 60e/200 and Orange 71e/200. And Total was strongly engaged at the 2016 World Economic Forum, along with 20 other oil and gas companies, to reduce the gender pay gap. We can also refer to an initiative from La SNCF (French National Railway) network: The SNCF Group's Manifesto for Diversity, launched in 2017. It is structured around 3 main themes: Changing attitudes and developing an inclusive managerial culture, Recruiting women and Guaranteeing professional equality for all throughout their careers. Beyond the signing of the Manifesto, each leader has committed to one or more personal objectives. Based on the model of the #HeForShe campaign, each person was photographed with a sign on which was written his/her objective accompanied by the #GroupeSNCFsengagepourlamixité *(in English: the SNCF Group is committed to gender equality).* In a few months, more than a thousand commitments were declared, from the President to several agents.

- **Commitment of men: Buy-in & Support from allies**

Men are more and more welcomed in the company network.

For some networks it remains challenging to attract men due to the 'female' name of the network. This is the case for EDF «Energie de Femmes», for Total « TWICE » Total Women's Initiative for Communication and Exchange, for Janssen « WLI' » Women Leadership and Inclusion and for Engie « WIN» (Women In Networking). For Lenovo, the name of the network is already inclusive « Lenovo'All», and for La SNCF, the name of the network is not perceived as an issue, because it refers to a "brand image" and to the female part that can be in each people « La SNCF au Féminin ». Sodexo and Accor have recently changed the name of their networks to be more inclusive. Their previous networks were called SWIFT « Sodexo Women International, Forum for Talents» and WAAG «Women At AccorHotels Generation» and were more focusing on women. Whereas the objective is now to include both women and men.

- **Networking. Good opportunity to grow by meeting other women and men in the Network**

Among the companies interviewed and that have a women network, there is a dedicated network for men at La SNCF, EDF, Orange with the "Happy Men Share More" Network[17]. This is an independent network, created by Antoine de Gabrieli and developed in nine companies in France.

The objective is to engage men on supporting gender equality, having a different mindset on women success in the company and support women by sharing the workload at home with their partners.

- **Personal development: Helping women overcome their own barriers**

Specific training projects can be dedicated to the reinforcement of women's´ confidence (knowledge of herself, linkage with ambition, money, personal branding, leadership style, public speaking). Lenovo has developed several training programs to educate talented women and retain them in the Tech industry (diversity management, social media, communication pitch for personal branding, etc.).

- **Role Models: Inspiring women through intranet speeches and Live conferences in companies**

The selected Roles model are coming from different horizons (backgrounds and careers) with personal inspiring stories. Six companies emerged during the interviews as being very proactive in terms of promoting female role models. These are Schneider-Electric, Sodexo, Janssen, Lenovo, Henkel and Total. For five of them (Sodexo, Schneider-Electric, Lenovo, Henkel, Janssen), the French business leaders are women.

- **Internal events. Raising awareness of the issue in the company**

Janssen: International Women's Day (conference on Female leadership), workshops (speed-coaching, self-marketing, personal pitch). These initiatives are conducted every year.

La SNCF: A documentary "SNCF Au Féminin" inspires and shares success stories among the members of the company. It shows that the success and involvement of all women contribute to the development of the company. This initiative has been conducted several times, and new employees have access to this inspiring documentary.

- **External events and partnerships: Exploring new ways of thinking and sharing experiences**

La SNCF: Participation to EVE programme/ Women's Forum/ Forum Elle Active.

Janssen: Partnership with "Financi'Elles"/ Participation to Forum « Femmes et Santé »/Forum Elle Active/ Women's Forum

Lenovo: Partnership with "Cercle InterElle" (For 18 years, group of 15 companies from scientific & technologic background, who want to move towards gender balanced organisations and to close the gender gap). The objective is to work closely on topics across companies (e.g. last year working group on "Gender in AI"). This initiative has enabled to launch at Lenovo "Coffee breaks on AI", to share with collaborators on this strategic topic.

Engie: Participation to the "Global Summit of Women (GSW)"/ Partnership with "Capital filles", "Cercle Inter Elles".

17 - More details in the following sub-section

- **Mentoring: Offering some keys to climb the ladder**

The mentoring bite is a key asset and a good motivation to join a network. In the fourteen companies interviewed, eight have an internal network. Lots of people are joining the networks to benefit from the mentoring sessions. Indeed, the objective of the mentoring is to support women career. Mentoring initiatives are usually conducted by women and men together and can be done on a yearly basis or on six months' basis (Janssen). Mentoring can also be done **internationally,** as reported by Sodexo and Accor (in 2018, 900 pairs of mentor/mentee worked in Accor in about twenty countries).

Testimonies from Total highlights that *«90 % of Mentee interviewed appreciated the Mentoring programme, as 'Useful' for their professional life and 95% of Mentors have enjoyed the experience and want to do another Mentoring programme.»* The only company that manages its mentoring apart is Engie, where a dedicated programme exists since 2010 ("Mentoring for Engie"). Engie has also implemented an external mentoring for women entrepreneurs & start-ups (Women Business Mentoring Initiative - WBMI).

CONCLUSIONS: COMMON KPIs TO IMPLEMENT AND SUCCEED IN A COMPANY NETWORK TO EMPOWER WOMEN:

- Company commitment (Top management, HR, Communication) and budget dedicated
- Large offers for empowerment (networking, mentoring, intrapreneurship, events sharing)
- Diversity of the persons involved (age, seniority level, jobs, gender). Network open to all
- Engagement of participants
- Historical background and brand image



IV.1.3 - EMPOWERMENT THROUGH SPECIFIC LEADERSHIP PROGRAMMES (OUTSIDE A NETWORK)

Nine companies have specially highlighted leadership programmes that are not conducted in the company's network: "Leadership au Féminin" and "Boost Her" (Décathlon), "Schneider Women Leaders'Programme" (SWLP) and "Inclusive Leadership Programme" (ILP) (Schneider-Electric), "Eve" (Danone), "En avant toutes" (Orange), "High Potential Development programme" (Total), "Women In Leadership" (WIL) (Engie), "Emerging Leaders Programme" and "Women Leadership Programme" (Sodexo), "Sing your way Programme" (Accor), and "She Means Business" (Social Builder).

The programmes of Décathlon, Orange, Social Builder and Accor are meant for women only. Whereas the leadership programmes of Danone and Total are inclusive for both men and women (even if for Danone, there is only 20% of men at each session, due to set-up quota).

Danone, Total and Accor's programmes target high potential talents, whereas the programme of Orange is available for women working at the first level of management. The two leadership programmes for Schneider-Electric target both executives and non-executive workforce. This is also true for Decathlon that has designed two programmes for women. The leadership programme of "Social Builder" -a French NGO, which emphasised the necessity of "mixed gender enterprises"- targets women entrepreneur.

The twelve leadership programmes presented in the table below have all been designed to empower women and to support organisational changes. With the aim to improve the SWinG concept, we have been looking for the key components, key success factors and transferable elements of each programme.

Table 2: Description of Leadership Development Programmes developed by the companies interviewed

ORGANISATION	NAME OF THE PROGRAMME	DESCRIPTION
DECATHLON	Leadership au Féminin	This is a **3 days leadership training** for women with a dedicated career path (one day per month for 3 months). This programme was developed 6 years ago (as of June 2019) Around 200 women participate in it every year. There is **a strong sense of the Alumni community** for the participants who remain connected afterwards. In addition, the promotion is made through "word-of-mouth" communication: new participants are inspired to join through some inspiring testimonials from former participants. The **topics** shared are the followings: • **Women's place in society** and women's place in Decathlon • **Improvement of self-awareness** (personality test/360°, values, desires) • **Relationship to power, ambition, money.** "Self-marketing" for a promotion of oneself – providing insights into the skills, experiences and qualities • **Awareness of sexism and harassment** The key success factors are the variety of topics covered during the 3 days training AND the development of a sense of community among participants. **The Leadership programme can be accompanied by a one-year mentorship** for those who wish to do so and according to their career plans (10 mentorships per year). Mentoring can be mixed or between women, depending on their wishes, projects and passions-sport.
DECATHLON	Boost Elle	This training – on **a one-day basis** - is available for all women who want to work on their posture, take new roles and learn. It focuses on self-awareness, self-confidence and awareness of sexism and harassment. This programme has been developed six years ago (as of June 2019), it has been proven effective and it is still in use. It is a good alternative for women who do not plan to have top leadership positions, but who want to evolve in the company and take on new responsibilities.
Schneider Electric	Inclusive Leadership Programme	Available for both men and women in the middle management. This programme includes training on unconscious bias to educate all collaborators. This programme is **a one-year journey.** This is a global programme conducted both through e-learning modules and joint live sessions. It gathers people from several nationalities. This programme can be followed by women as a first step, at middle management level. Then, the SWLP (see below) programme could be attended, depending on the objectives of women and with agreement of the management team.
Schneider Electric	Schneider Women Leaders 'Programme (SWLP)	Initiated in April 2019 for a **one-year journey: 9 months' virtual group coaching** and **3 days working Summit.** This global programme is shared **online**, and through **live workshop** and **self-assessment tool.** 120 women per year (**3 cohorts of 40 women** every year) will benefit from that programme that is designed **for high potential and mid-level career women** coming from different countries and functions. The objectives are to overcome the women barriers, to realize their leadership ambition, to build a community through peer coaching and to build a gender balanced & inclusive Organisation. Actions are done through personal development, individual coaching, networking and inspiring model roles. The key success factors are the mix of cultures and backgrounds, the live meeting for sharing deep connection and emotions, the commitment of participants. The **transferable elements** could be the **virtual classroom**s, the **coaching sessions**, the **three days meeting** for all participants.

ORGANISATION	NAME OF THE PROGRAMME	DESCRIPTION
DANONE ONE PLANET. ONE HEALTH	Eve Programme	Created in 2012, its name refers to the first woman considered as an actor of change, in reference to the term 'evolution' and to mention the place where the programme is taking place (Evian, France). This is **an inter corporation's leadership seminar for women and men** to work both on the individual & the organisation. The Eve Programme is delivered in **three days** and gathers **350 high potential management functions** (50 nationalities) coming **from seven different companies** (KPMG, Danone, Crédit Agricole SA, SNCF, L'Oréal, Orange, Caisse des dépôts). Each company sends each year 10/20/30 people, that will bring cutting edge knowledge and new ideas in their company. The objective is to enable strong & enlightened people to bring change in their companies. The key motto is *«Dare being yourself to unleash your potential, act and evolve in the organisation»*. The programme focuses on **three key areas**: Me/the others/ the world. The objective of the programme is to a provide a better self-conception, to better interact with others and to better understand the world around us. The key success factors are the mix of several companies, the two levels of action: People & Organisation, the powerful moto "Dare being yourself to act", the development of a community and the International scope (France/ Asia/ Africa).
orange™	En avant toutes Programme	It exists in France and will be soon rolled out to Mauritius Island, India and Egypt. The programme is centred on **personal development, role models** and **coaching.** Realized **through e-learning, conferences, workshops and one-day session** with practical exercises. There is an average of 65 women per year participating in that programme. The key success factor is its availability for all women at Orange who want to participate on a voluntary basis (and with a first level of responsibilities).
TOTAL	High Potential development programme	This programme has been designed to support womens' careers on **a six years' basis**. The codes have changed in companies, and it is now required that leaders leave their comfort zone. The programme focuses on **personal development, leadership model** (incl. public speaking, power, emotions management). It also embeds linkage with high level sport industry to learn several skills with concrete examples (ambition, determination, meditation, breathing, crisis management). The key success factors of this programme is the fact that leaders are engaged with HSM (with Humility, Simplicity, Exemplarity) to pursue the six years' journey.

ORGANISATION	NAME OF THE PROGRAMME	DESCRIPTION
ENGIE	Women in Leadership (WIL)	This leadership programme is dedicated to women at Engie. More specially, it is meant **for executive women** with managerial responsibilities or executive women who want to expend their responsibilities to drive teams or projects. This tool aims at reinforcing female leadership. It embeds **dedicated training and workshops** on self-awareness. The key success factors are the commitment of the women involved in the programme and the feedback and follow up received during the programme.
Social Builder mixité & numérique	She Means Business programme	This programme, created in France in 2018, has been conducted in partnership with Facebook. It is free and available for women entrepreneurs (20 000 women have already followed this programme in 2019). The programme is delivered through e-learning and face-to face workshops, called bootcamp (**10 hours training online and one day workshop**). The programme focuses on women empowerment through **personal development, role model, networking.** It enables women to master **three pillars: leadership** (self-confidence, professional ambition, etc.), **digital skills** (digital marketing, social media, web) and **entrepreneurial spirit.** The key success factors are the commitment of women and their preparation: they need to have the will to boost their entrepreneurial mindset and digital & leadership knowledge, through online courses and one-day workshop. The transferable elements can be the leadership outputs shared and the entrepreneurial mindset through initiatives.
sodexo	Emerging Leaders Programme	This programme is a competitive edge for the future. It offers **women and men** the opportunity to develop their **strategic leadership** and **critical thinking** skills so that they can take on greater personal responsibility for the success of the company. This is **a nine-month leadership development programme.** It includes live **workshops, e-learning modules, the guidance of formal and informal mentors, webinars, an intense group project and the opportunity to work first-hand with a Sodexo leader** (market president and executive leaders). The **culmination** of the programme is a **final project** that requires working with a real client within the company. The key success factors are: close work within a group of co-workers to share diverse perspectives, nine months duration to reflect and internalize what have been observed and learned.

ORGANISATION	NAME OF THE PROGRAMME	DESCRIPTION
sodexo	Women Leadership Programme	This **nine-month** programme is dedicated to **middle management women** at Sodexo. The training is done via **e-learning and webinars**. It covers all countries. Since 2015, 100 women experience this Leadership Programme per year. After finishing the programme, women can proceed with mentoring if they want. A circle mentoring is suggested (shared across people and countries). It can be mixed, with a male or female mentor. The key success factors are the length of the programme that enables to reflect and share during a long term process AND the international participation that allows to share sessions and mentoring with people from other cultures and areas.
ACCOR	Sing your way Programme	A «tailor-made» Talent programme which has been designed especially for **female service managers** with potential to become Hotel Managers (which is difficult because of the glass ceiling in the hotel industry). In France: «Sing your way programme» is delivered over **1 year** (pilot in 2017, then renewed in 2018). The same type of programme exists in UK, Asia, Europe, United Arab Emirates. **32 women** are selected each year to participate in this programme. The personalized development plan contains the followings: • Common denominator for all women: mentoring sessions (with prior training of the mentor in this role) • Training (technical and behavioural - self-marketing type) • Experiential missions in an hotel (with simulation over a few days or weeks) • Three collective and inspiring sessions throughout the year, exchanges with «inspiring» role models, networking, meetings with start-ups to «get out of the box» (e.g. visit Paris Pionnières). The key success factors are the tripartite follow-up: HR, Manager & Mentor and the diversity of the programme offer (mixing mentoring, personal development sessions, practical missions in an hotel and networking opportunities)

IV.1.4 - EMPOWERMENT THROUGH INTERNAL ORGANISATIONS (OUTSIDE A NETWORK)

Heineken is the company interviewed with the highest percentage of women on its governing bodies (60%). However, the company does not have a specific internal network, or a specific women leadership programme. The differentiating element is coming from its internal culture, inclusive organisation where *«all leaders are humans and modest»* and *«all leadership styles are included with respect»*.

Decathlon and EDF also underline the importance to create first, a healthy organisational base with respect of human rights for all and zero tolerance towards sexism. It is indeed a prerequisite for the development of everyone in the company (diversity and inclusion strategy, agile organisation). In a second step, companies can develop programmes to strengthen the release of potential (mentoring, coaching, sponsorship and participation in events).

Some concrete examples on how to develop and strengthen this supporting environment were provided by the companies interviewed and mainly revolve around 4 areas.

- Diversity & Inclusion Strategy

Schneider-Electrics: Specific department to lead D&I in the company. High focus on equal rights and job opportunities for women and men. The company has seconded a staff member to work with the UN on the HeForShe programme. Moreover, the company has integrated a men's network into its organisation to focus on balanced collaboration between men and women.

Danone: There is a great representation of women in the company (62% overall and 50% in governing bodies). Diversity & inclusion measures are set up and respectful for a balanced organisation. Danone is also Champion for HeForShe programme with UN.

Accor: Also, selected to be HeForShe Champion within UN. There is a high commitment from the company and his CEO Sebastien Bazin towards D&I.

Decathlon: Prevention campaigns are developed against sexism and harassment throughout a sport game approach, with red and yellow cards distributed to raise awareness. The importance is to give a framework to the game and create respect for all.



- Agile mindset

Some of the companies interviewed have the will to develop an innovative management into their organisations. All have in common to implement transparency and consistency across their organisations. Below are some examples.

Decathlon: The company highlights the 'missions' of its employees-something that they can choose. It considers the term 'job position' as obsolete. At Decathlon there are 4 roles: resource (action), referent (legitimate competence), leader (economic and/or human responsibility), coach (listening, questioning, giving feedback according to situations and projects). If everyone can combine several roles, all the collaborators are at least a «resource», and therefore in the action. This is a safe ecosystem that benefits everyone. In addition, the company underlines the principle of salary transparency across the company and the commitment of its employees to its capital. Moreover, Decathlon has launched a collaborative planning to involve all for a better work/life balance.

Orange: There is a willingness to develop salary transparency, i.e. to have salaries, on an anonymous basis with categories by age and occupation filled in so that everyone can position themselves in the organisation. In terms of gender balance, Orange emphasizes the notion of always having at least one woman in the selection process for positions to be replaced and agreements on parental leave.

Schneider-Electric: Like Decathlon, Schneider-Electric underlines the commitment of its employees to the company's capital (Schneider-Electric's new HR values speak of a «co-owners» attitude). Moreover, the company has launched a Flexibility @ Work policy to foster better work-life integration.

EDF, Janssen, Accor: Collaborative and transgenerational principles with management 3.0 (EDF and Accor with Shadow Comex and Janssen with Shadow Board). The principle of these shadow boards is to have millennials joining the boards to share their inputs and views. The objective is to bring fresh and new ideas and to challenge the current initiatives.

- Mentoring/ Sponsoring/ Coaching

Schneider-Electric: The three types of support above mentioned are available, depending on the seniority/ needs/ evolution perspective of the person.

Danone and Orange: Mentoring is offered to women and men, depending on their career aspirations. It can be a mixed mentoring too (mixing women and men)

Social Builder: Mentoring programmes can be suggested to women, depending on their career path and expectations. Each time, this is important to respect confidentiality, caring and openness between mentor and mentee.

Engie: The mentoring programme is realized apart from the internal WIN network, as highlighted previously.

- External events

Schneider-Electric: Les sciences de l'Ingénieur au Féminin

Orange: part of Programme EVE, initiated by Danone

Danone: involved in CSR programs and partnerships with NGOs.

ASSOCIATIONS FROM THE BUSINESS AND THE SPORT WORLDS

The following section is providing insights from various associations involved in the business or sport sector and whose initiatives contribute to women empowerment.

The aim is to learn from them while identifying some key success factors and/or patterns in their interventions. While at the same time keeping in mind the SWInG context to also be critical about some dimensions or aspects that may not be transferable.

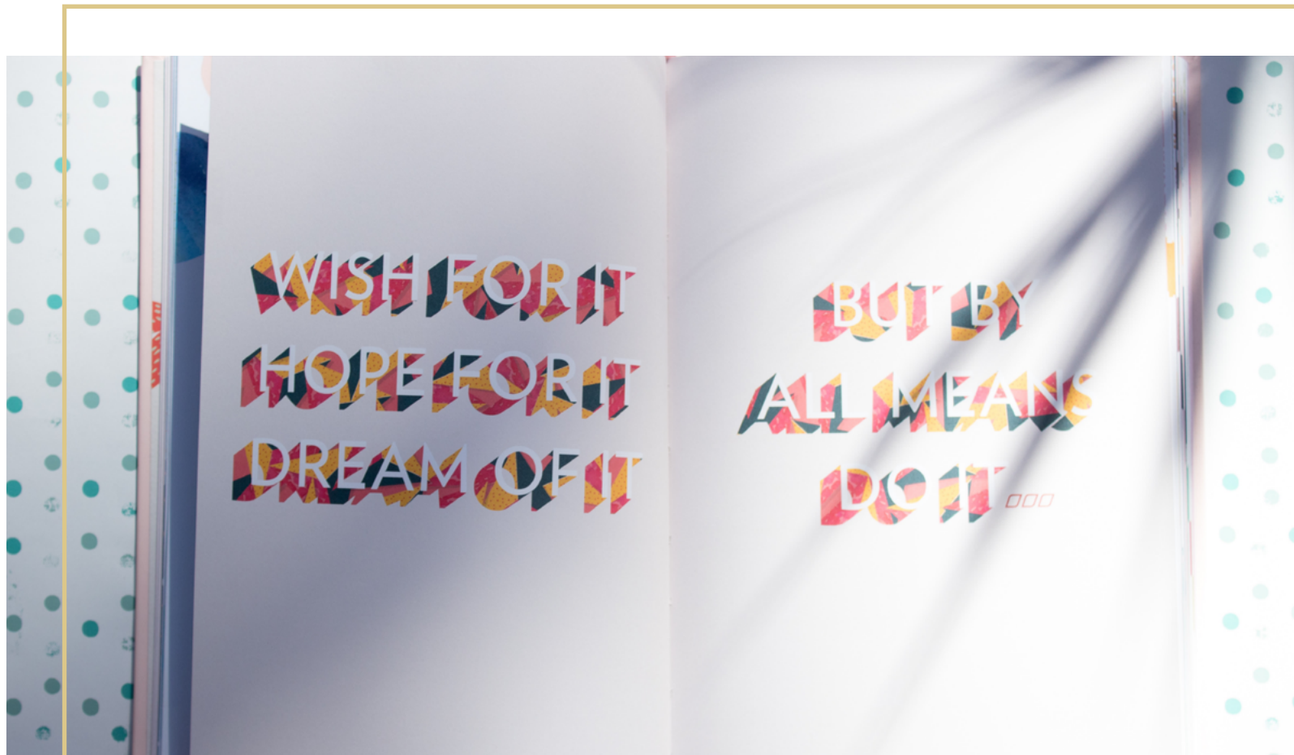
Taking into account the project timeframe and series of activities to be conducted, the aim was not to be exhaustive in carrying this Desk Research (it would be the topic of a project in itself) but to gather as much information and learnings as possible from concrete initiatives.

IV.2.1 - TWO EXAMPLES FROM THE BUSINESS WORLD

PWN PARIS (PROFESSIONAL WOMEN NETWORK)

PWN Paris is an association that fights to develop women's empowerment (career and leadership).

Founded 22 years ago, there are 700 French and international members in Paris (N°1 PWN city network). The association is run by nearly 100 volunteers. This association covers multi-disciplinary (sectors and functions) and is truly cross generational (30 years old and more). PWN Paris is part of an international federation, PWN global with 4000 members across 29 countries. PWN Paris is now open to men to further share and build jointly a balanced culture.



AT PWN PARIS, WOMEN EMPOWERMENT IS ACHIEVED THROUGH VARIOUS LAYERS:

- **Network > to share**

PWN's local events and online platform make it possible to share and network globally. Members have access to the online directory of all PWN members.

- **Mentoring programme > to develop**

PWN Paris currently runs three mentoring programmes: "Career and leadership" mentoring the oldest one (with 32 pairs of women in 2018, +28% compared to 2017), "Digital Reverse" mentoring (with 13 pairs of women in 2018), "Engaging men" mentoring (new as of 2019).

THESE PROGRAMS PUT EMPHASIS AND ALLOW FOR CROSS INDUSTRY AND CROSS-BORDER DEVELOPMENT. THE PWN PARIS MENTORING COMMUNITY IS MADE OF 200 MEMBERS AND HAS A SATISFACTORY RATE OF 4,4/5.

- **Think Tanks > to learn and to be inspired**

(e.g. women and money, women and ambition). Webinars and in-person, to inspire, develop and advance professionals.

- **Online Portal > to train**

The aim is to have a chance to learn, develop, share and network whenever you want, wherever you are

- **Events > to foster exchange**

There are more than 60 events (from diners and breakfast to a yearly event to develop people's potential) per year to create opportunities.

▲ HAPPY MEN SHARE MORE

This network was created in 2013 by Antoine de Gabrieli in order to support organisations to become gender balanced. **Initially centred as a men's network, it is now inclusive** and welcomes women. Today the network is **implemented into nine partner companies** such as EDF, BNP Paribas, Orange, Caisse épargne grand est Europe, Mazars, Ratp, Schneider Electric, Schlumberger, La SNCF. It gathers 250 members.

Various themes are discussed: **consciousness of bias and stereotypes** including culture of equality, purpose at work, balance of lifetimes (Work/Life) / importance to take paternity leave, **networking** and **role model** to be inspired.

In order to engage men in that networks, the partnering companies can use several levers, depending on their maturity: integrate the network presentation into a managerial transformation journey, as operational performance, as employer branding or simply as equality purpose.

SOME KEY SUCCESS FACTORS HAVE BEEN IDENTIFIED TO EXPLAIN THE SUCCESS OF THIS NETWORK AND TO ENGAGE MEN TOWARDS A BALANCED ORGANISATION:

- **Sponsor**

Have a sponsor in Top Management (e.g. sharing video with CEO/ HR VP to engage on the network)

- **Equality**

Integrate equality at the heart of performance and management during dedicated trainings (raise awareness among all managers to avoid bias and stereotypes/ stop wasting talent / develop the mindset to be committed to work while taking care of both professional and personal life)

- **Events**

Realize internal events to support and communicate on the network

- **Sharing**

Sharing best practices and ideas (especially through the network's newsletter)

- **Ambassadors**

Determine 'ambassadors' of the network to deeply communicate inside the company

- **Role models**

Integrate Role models to inspire (suggest conferences, intranet videos, etc.)

- **Diversity**

Diversity charter to be signed by clients and suppliers (on respect of lifetimes balance, etc.)

- **Questions men**

Questions men to learn about their issues, ideas, etc.

IV.2.2 - INSIGHTS AND INITIATIVES FROM THE SPORT WORLD

GENERAL OVERVIEW

The collected initiatives to empower women in the sport sector come from **nine different European countries** (Austria, Belgium, Finland, France, Ireland, Italy, Netherlands, Slovenia, Switzerland). Interestingly but unfortunately not surprisingly, all of them have been launched very recently (from 2014 to 2019). As explained in the section on the methodology, these initiatives were collated through a Desk Research using both email and phone interview as well as gathering of data and information straight from websites and press releases.

Seventeen initiatives conducted by thirteen institutions have been identified as some inspiring practices relating to our topic of interest (as example of leadership programme development – at this stage we did not narrow it down to the SWinG target that is women targeting election in decision making boards- and or campaign to promote gender balance) and therefore carefully analysed. The list below provides an overall coverage.

INSTITUTION	INITIATIVE	LOCATION OF THE HEADQUARTERS
International Biathlon Union - IBU	Gender Equality in Sports Leadership Seminar	AUSTRIA
Hockey Ireland	Young Hockey Leaders Award (14-18 yo)	IRELAND
	Female Leadership Programme	
European Hockey Federation - EHF	Equally Amazing	BELGIUM
	European Female Leadership Forum	
International Hockey Federation - FIH	Women Into Coaching Initiative	SWITZERLAND
	Women in Sports Committee	
International Olympic Committee - IOC	IOC-IF Gender Equality Leadership Forum	SWITZERLAND
Finnish Olympic Committee	NewLeaders	FINLAND
French Olympic Committee	Dirigeantes	FRANCE



INSTITUTION	INITIATIVE	LOCATION OF THE HEADQUARTERS
UEFA	Women in Football Leadership Programme (WFLP)	SWITZERLAND
FIFA	Inspire Change - Female Leadership Development Program	SWITZERLAND
Dutch Olympic Committee	More female umpires in the sport	NETHERLANDS
French Football Federation - FFF	Le Club des 100 Dirigeantes (The 100 Women Leaders Club)	FRANCE
French Handball Federation - FFH	Training «The Women Way to success»	FRANCE
Italian National Olympic Committee - CONI	Women and the future project	ITALY
	Female Leadership – Women know how to win!	

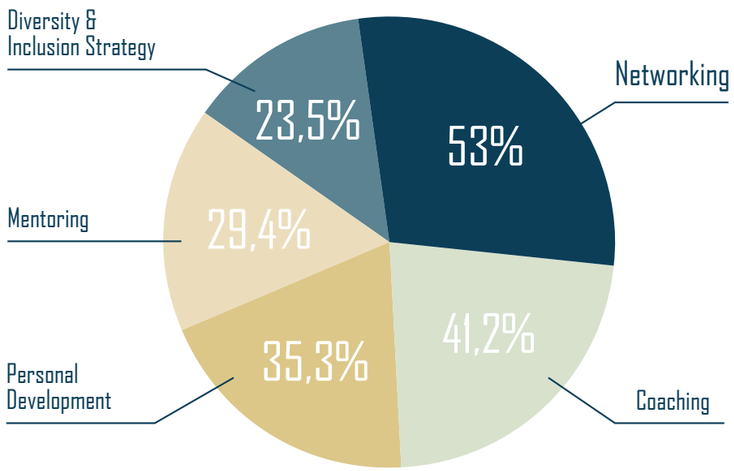
All these initiatives are introduced as case studies on the SWinG website under the "Resources" section. For the purpose of this report we will provide in the following section a joint analysis of all, gathering the common points and highlighting the differences.

Among that **seventeen initiatives**, eleven focus on women only (**64,7%**) and six focus on both women and men (**35,3%**). According to the final targets, the objectives of the initiatives are women empowerment, supporting organisational change, allies buy in and support.

- **Common empowerment measures to foster career path**

One common objective among the sport organisations which took initiatives to support women is to raise awareness of all, strengthen knowledge about gender equality and break stereotypes for women and men. Also, this is to develop gender balanced organisations throughout federations and to increase women representations in all areas of sports industry.

The most popular actions implemented by sport organisations are as follow:



The networking is often realized through attendance at conferences or specific events where role models are expected. Diversity & Inclusion is included into the strategy of all sport organisations and specific inputs are shared during training. Workshops and training programmes are specially designed to focus on personal development.

The training programmes have several durations and for the clarity of this report we have separated them into two main categories.



▲ SHORT TRAINING INITIATIVE

Six programmes reported out of seventeen were based on one to three days. Gender Equality in Sports Leadership Seminar, Young Hockey Leaders award, Women Way to Success training, Women Know How to Win Forum, European Female Leadership Forum, Gender Equality Leadership Forum.

The participation rate varied from 10, 30, 40 to 500 people depending on the event coverage and the organisation's scope. For most of them, it was a multicultural training as several nationalities were grouped together.

If you are interesting to know more about each of these initiatives, we invite you to visit our 'Resources' section on the SWinG website where they are all introduced as case studies.

Main learnings in a snapshot: Actions suggested for short training programme:

- Gender equality policy and communication platform to monitor equality coverage process
- Network creation and follow up for long term inspiration of female leaders *(incl. WhatsApp)*
- Inspiring speakers from the sport industry – including both gender and variety of background-for role model inspiration
- Diversity in the profile of the participants (different sports, different countries, etc)
- Top management support – i.e ideally participation to the training should be supported by the sending organisations *(to ensure organisational support in the personal development of the developing/ emerging leader)*
- Personal development training bespoke and personalised to the audience *(key topics were identified as: listening and communication, self-knowledge, teamwork, managerial skills & conflict management)*

Key Success Factors

- Strategy including Diversity & Inclusion outputs on a long term
- Solid number of participants for better engagement
- High level trainers/facilitators
- Financial capacity
- Visibility for women
- Most importantly: appropriate timing and planning

ZOOM ON ONE SHORT LEADERSHIP PROGRAMME
The European Hockey Federation Female Leadership Forum - EHFL

The EHF is striving to promote gender balance and drive change forward at a rapid pace on and off the field. Their new programme, the EHFL, was the first of the actions towards this change.

Among the multiple aims of the Forum was a desire to attract more women onto the EHF Executive Board. Its first edition took place in Brussels on March 2019. This was a crucial and strategic timing for the Federation as the EHF would be calling in August 2019 for the election of three women onto the Board. So the EHFL Forum was a great opportunity to get a feel for what would be required as a Board member.

The EHFL brought together 27 women from 22 nations to network and hear from speakers in the world of sport. The women receive differing levels of resources and encounter a diverse set issues. They were, however, able to lean on each other for support and guidance throughout the weekend. This support has continued as the women are active in a WhatsApp group. Some are now in the process of implementing female leadership forums in their own countries

Why did it get a SWinG's zoom? *The programme is led by a European Federation considered as a first mover towards gender equality and was part of an organisational strategy. Indeed, the Forum itself was developed to be a support system to the aspiring women. But it served in fine a wider strategy meant to prepare organisational governing shift (EHF election) AS WELL AS a wider awareness raising campaign (Equally Amazing Charter) aiming at supporting gender equality in the European hockey industry.*

Find out more programmes Case Studies on SWinG website

▲ LONG TERM TRAINING INITIATIVES

The other programmes are done on a **longer period**, as a journey (from eight months to four years). This is the case for **eleventh programmes reported** out of seventeen: Female Leadership Programme, Equally Amazing, New Leaders, Dirigeantes, Women into Coaching Initiative, Women in Football Leadership Programme (WIFLP), Strategic Development for girls & women Programme, Female Leadership Development Programme, More Female Umpires in the sport, Le Club des 100 Dirigeantes.

Our analysis of these initiatives led us to identify some patterns and KPIs that are introduced below. But of course, should you be interested in knowing more about each of these initiatives, we invite you to visit our 'Resources' section on the SWinG website where they are all introduced as case studies.

Main learnings in a snapshot: Actions suggested for longer period training programme

- Activities to raise awareness of harassment and abuse in sport through safeguarding processes
- A Charter to promote gender equality / A Pledge to commit to gender Equality
- Advocacy for increased participation of women as sport player and in leadership positions
- Personal development training *(self-awareness, self-analysis and self-confidence, teamwork and team building, ability to influence, coaching others and making an impact on high profile roles)*
- Leadership training *(Project management, Club management, conducting meetings, public speaking, networking skills, financial management)*
- Coaching and/or mentoring initiatives to empower and support on a longer period
- Network opportunities *(e.g. monthly masterclass)*

Key Success Factors

- Programme articulated on three elements: specialized training on leadership + Mentoring + development of a personal project, as an "Accelerator"
- A leadership training tailor-made to women's needs
- Consistent group for mentoring *(e.g. set a minimum number of pair of mentor/mentee to create emulation and a community)*
- Consistency in the financial investment *(e.g. provide the means to reach the ambition of the programme of action)*
- Media campaign with elimination of stereotypes and obstacles that prevent gender equality
- Promote events and systematically intentionally encourage girls and women to get involved



ZOOM ON LONG TERM LEADERSHIP PROGRAMME
Inspire Change – Female Leadership Development Programme by FIFA

The **Inspire Change – Female Leadership Development Programme** has an International scope and was launched in 2015 by FIFA.

The Programme is delivered through workshops and fieldwork on a yearly basis. It lasts nine months and regroups an average of 35 women (from Afghanistan to Rwanda, Aruba to Paraguay, and from Northern Ireland to the Solomon Islands).

It represent quite an investment for the federation: approximately USD 28K/participant.

The objective of this programme is to increase the number of female leaders and role models in football, and to improve the gender balance in football decision-making. This includes at executive committee level in all governing bodies, which will enhance football governance and improve the game overall.

FIFA organises the programme in partnership with the THNK School of Creative Leadership (www.THNK.org). The selected participants from across the globe are given the skills they need to help fulfil their leadership potential. A special panel assesses and decide on the final participants based on a number of criteria such as experience, area of expertise and geographical spread.

The programme is articulated into three elements: development of a Personal project (named as "Accelerator") for developing women football + Mentoring + Specialized training on leadership.

Why did it get a SWinG's zoom? *The delivery of this programme is an interesting mix of activities. This –together with the international dimension- enables to provide a creative and innovative approach to leadership training that is tailor-made to the needs of developing women leaders in sport. To finish, the programme benefits from a sustainable support system: it is the responsibility of the sending associations to ensure further development of the selected women and to support them in the implementation of their personal project).*

Find out more programmes Case Studies on SWinG website



KEY LEARNINGS FROM THE INTERVIEWS

All the entities interviewed are addressing the issue of gender equality and are taking steps to unlock women's potential. Companies, business associations, institutes or sports associations all want to move the lines. All interviewees understood that it was necessary to act on two levers to unlock women's potential and enable them to access management positions.

IV-3.1 - FIRST LEVER OF ACTION: ORGANISATIONAL CHANGE

An organisational change in the culture is required for addressing gender inequalities -and any type of inequalities in general.

From the interviews and the desk research conducted, this organisational change requires specific elements such as:

- The involvement of top management
- A strong Diversity and Inclusion strategy

  (including equality policy and training awareness on stereotypes, equality and lifetime articulation).
- Agile management

  (focusing on missions, salary transparency, inclusive management Flexibility at work collaborative work with management 3.0, shadow Comex and Shadow board Intrapreneurship).
- An intentional networking approach

  60% of companies surveyed and 42% of sport associations surveyed have an official corporate/ organisation network (that may focus on diversity and inclusion strategy, employee engagement, personal development, role models, events, mentoring).

IV-3.2 - SECOND LEVER OF ACTION: ALLOWING A PERSONAL SHIFT FOR WOMEN

When addressing gender equality, it is not enough to set an equal safe environment, it is also needed to empower women to take actions – and vice versa OF COURSE.

From the interviews and the desk research conducted, this shift can be facilitated and supported through personal development training. A range of specific elements seems to align as success factors:

- Tailor-made content

  women's place, gender balanced organisation, sexism & harassment awareness, self-awareness, relationship to others, inclusive and situational leadership, relationship to power.
- Access to Role Models
- Promotion of practical case study/case sto
- Mentoring programme

Nowadays there are many means to make these elements come alive. Throughout the interviews and analysis of the Desk Research results it is clear that the promotion of intercultural encounters, the facilitation and animation of Alumni Community and the use of both E-learning/Conferences and Live Workshops to meet with other participants are concrete elements that organisations can activate.



CONCLUSION

With this State of Play, the SWinG partnership has gained new perspectives on **how to develop inclusive sport organisations and support women in achieving their goals.**

Through our mapping of existing theories concepts and good practices on how to bring in more women in the governing bodies, we got to identify definitions and delineations of the central concepts around women leadership and empowerment.

Undoubtedly, systemic change in organisations to become more agile can only be achieved if women and men sit at the same table. Women must dare to *«sit at the table»* and men must dare to *«accompany them and exchange freely with them»*. (Sandberg, 2013).

CONCEPTS TO ADOPT

Based on the deep Desk Research and the interviews with some first movers both in the business and sport sectors, the SWinG partnership has identified key concepts to adopt when dealing with developing leadership skills for women AND developing an inclusive environment.

WOMEN EMPOWERMENT

As detailed throughout this report, this term refers to the release of women's potential/ talents/energy.

To achieve women empowerment, it will be necessary to:

- Freeing organisations from inequalities and stereotypes
- Promote inspiring role models
- Provide opportunities for women to clarify their 'Why' (require timeslot and guidance) and assess their own path so far (talents, expertise, achievements)
- Develop training courses to support women identifying their strengths and build/thrive upon them as leader
- Offer specific support for women to dare to be themselves in order to be able to act and be an actor in a changing world

GENDER EQUALITY / BALANCED ORGANISATION

There are no female or male qualities but managerial and leadership personalities. Once this concept is accepted, there is no longer any reason to maintain unequal treatment between women and men. We should all be 'gender bilingual', so that women and men understand each other without problems and can evolve together in an inclusive society.

Women's access to positions of responsibility leads to debate about the very nature of corporate and global ambitions that we want for Women and Men, in terms of professional equality, but also in terms of work/life balance for all.

CONSCIOUS, INCLUSIVE AND SITUATIONAL LEADERSHIP

As detailed previously, the concept of leadership is conscious and inclusive. Moreover, it is not only universal (reflecting the variety of individuals and personalities), but also situational leadership (adapted to contexts and people).

The leadership to be adopted by women and men in organisations should be a relational leadership: an open interactive system based on recognition between the leader and his followers.

PRACTICES TO ADAPT

The work carried out as part of the development of this IO has clearly highlighted some successful patterns of practices when dealing with developing the leadership skills for women AND developing an inclusive environment. These patterns of practices are enabling the development and/or activation of women's potential, as they tackle two kinds of barriers: organisational barriers (organisation/corporate culture) and personal barriers (what the person allows to herself/ her personal development).

They are briefly introduced below.

SCRUTINY

Scoreboard, signed pledge or charter are a beginning. But more could be done to monitor and evaluate the situation. Some labels could be developed on principles of excellences in governance. The Equileap label (Top Gender Equality), which is the Bloomberg performance index, could serve as an example for the sport sector. It clearly indicates how external scrutiny can be a push/driver for organisational change.

MEN ENGAGEMENT / ORGANISATIONAL CHANGE

There are numerous advantages of bringing in diversity in governing bodies. Many studies have demonstrated it.

But what has made the difference in the organisations that thrive are the clear commitment of those in decision making positions at all levels in these organisations. It goes beyond the politics of quotas and focuses on performance and quality delivery.

To measure the level of commitment of an organisation to this topic, the organisations should verify its leaders' commitment to gender equality by setting up Key Performance Indicators (KPis) to measure progress. Strategy, objectives, actions implemented, definition of KPis, monitoring of KPis should be analysed and followed on an annual basis. This can be an inspiring model for future changes in organisations.



LEADERSHIP PROGRAMME

Leadership is a universal and genderless practice. We have seen previously that good leadership is inclusive, situational and relational.

It also means that specific programmes have to be developed and offered for leadership development. That's the reason why when implementing training and leadership programmes, most companies and sport associations dedicate them to a specific target: women, junior or freshmen/women, etc. The content will be slightly customized, but the principles remain the same. The decision of the targeted population shall be done according to the maturity of the entity and the required needs of its stakeholders.

MENTORING

WLC Partners, a consulting firm which advises companies on diversity & inclusion and on empowerment of women and men, has shared with the SWinG partnership key points that organisations must respect **when implementing mentoring schemes. These key elements are: trust, transparency, open communication** between mentor and mentee who have no hierarchical relationship. **Mentor/mentee pairs should be carefully crafted to meet needs and demands.** Mentoring can be mixed (woman-male) or only female, depending on the objectives of the organisation/programme.

FINAL COMMENTS

Based on the deep Desk Research and the interviews with some first movers both in the business and sport sectors, the SWinG partnership has identified key concepts to adopt when dealing with developing leadership skills for women AND developing an inclusive environment.

WOMEN EMPOWERMENT

To unlock women's potential and enable them to move into elected decision making positions in sport, it seems crucial to advance on two pillars at least: 1. Developing a balanced and inclusive organisation and 2. Developing training programmes and support systems for women.

It is **the responsibility of organisations** to secure, inspire and empower women for releasing their energies and achieving positions in governing bodies. Because empowerment is a process - a gradual process of visibility, conversations, dialogues, resources, and recognition- it takes a whole organisation to make it happen. By creating positive male role models on gender equality, organisations can go a long way.

However, and in parallel, **women need to be actors of their own development.** They need to get rid of their barriers and involve themselves in leadership programs, in mentoring sessions and in realizing projects to express their potential and grow.

FEW TAKE-AWAYS TO THINK ABOUT WOMEN IN LEADERSHIP

ON WOMEN'S EMPOWERMENT

«Anyone who is able to formulate a clear objective, engage people and produce a desired result is able to become a leader in a given situation»

Gisèle Szczyglak
CEO and Founder of WLC Partners

«The success of every woman should be the inspiration to another. We should raise each other up. Make sure you're very courageous: be strong, be extremely kind, and above all be humble.»

Serena Williams
American Professional Tennis Player

«The greatest good you can do for another is not just to share your riches but to reveal to him[/her] his[/her] own.»

Benjamin Disraeli
British statesman and novelist (1804-1881)

ON ALLIES – MENTORS, SPONSORS AND MEN

«Advancing a «positive feminism» and deconstructing power relations between genders can only be achieved by co-constructing with men»

Françoise Héritier
French anthropologist, ethnologist and feminist (1933-2017)

«Overcome personal anxiety, men understand that diversity allows a transformation of the company.»

Guillaume Pepy
CEO of la SNCF

ON ORGANISATIONAL CHANGE

«In the future, there won't be any female leaders. There will just be leaders»

Sheryl Sandberg
COO of Facebook

«It is not women, but work that needs to be changed.»

Antoine de Gabrieli
Founder of Happy Men Share More

«I started to take the lead, after being surprised that some leaders seemed to miss real interest in others. I thought that my people deserved a more emphatic person.»

Marijke Fleuren
President, European Hockey Federation & Chair, IOC Women in Sport Committee

ON SCRUTINY - CHANGE MONITORING

«It is the first time that an organisation has built such a comprehensive corporate database on gender equality. Companies can now find out where they stand compared to their peers and how to progress on the long term. The Equileap tool-kit will also enable employees, investors, goverments and civil society to make decisions supported by in-depth analysis[18]»

Diana van Maasdijk
Co-Founder, Equileap

«If you can't measure it, you can't improve it.»

Peter Drucker
Austrian-born American management consultant, educator, and author

18 - Equileap Press Release from 11/04/2017

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Alexia BRASSEUR - Work Life Quality Manager Décathlon France, Décathlon

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Antoine DE GABRIELI - Founder, Happy Men Share More

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Catherine LADOUSSE - Executive Director Communication EMEA, Lenovo

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APPENDIX

A1: GENDER EQUALITY REPORT - EQUILEAP

The **Equileap label (Top Gender Equality)** is the Bloomberg performance index. Every year, it refers the most committed companies on gender equality in companies around the world and gives scores between A+ and C-.

The scoring criteria are explained in the table below.

In the 2018 ranking, out of 200 selected companies, 24 are French (12%).

Four of which are mentioned in this report (Schneider-Electric, Sodexo, Engie, Orange). In the Top 50, we find the following: Schneider-Electric, Sodexo, followed by Engie and Orange.

EQUILEAP	DEFINITION
A. GENDER BALANCE IN LEADERSHIP & WORKFORCE	
1. Board of Directors	▸ Gender balance of the company's board of directors/non-executive board (or supervisory board)
2. Executives	▸ Gender balance of the company's executives / executive board
3. Senior Management	▸ Gender balance of the company's senior management
4. Workforce	▸ Gender balance of the company's total employee workforce
5. Promotion & Career Development Opportunities	▸ Ratio of each gender in senior management compared to ratio of each gender in the workforce
B. EQUAL COMPENSATION & WORK LIFE BALANCE	
6. Fair Remuneration	▸ Commitment to pay a fair wage to all employees, even in those countries that do not legally require a minimum wage
7. Gender Pay Gap and Equal Pay	▸ Transparency regarding comparable wages for comparable work and commitment to close te gender pay gap
8. Parental Leave	▸ Paid leave programmes to both women and men (primary and secondary carers) in country of incorporation
9. Flexible Work Options	▸ Option to employees to control and or vary the start and end times of the work day, and or vary the location from which employees work
C. POLICIES PROMOTING GENDER EQUALITY	
10. Training and Career Development	▸ Commitment to ensure equal access to training and career develoment to both men and women, at all levels of the company
11. Recruitment Strategy	▸ Commitment to ensure non-discriminatin against any type of demographic group including women
12. Freedom from Violence, Abuse and Sexual Harassment	▸ Prohibits all forms of violence in the work place, including verbal, physical and sexual harassment
13. Safety at Work	▸ Commitment to the safety of employees in the workplace, in travail to and from the workplace and on company related business, and ensure the safety of vendors in the workplace
14. Human Rights	▸ Commitment to ensure the protection of human rights, including employees' rights to participate in legal, civic and political affairs
15. Social Supply Chain	▸ Commitment to reduce social risks in its supplus chain such as forbid business related activities that condone, support, or otherwise participate in trafficking, including for labour or sexual exploitation
16. Supplier Diversity	▸ Commitment to ensure diversity in its supply chain, including procurement from women owned / women-led businesses
17. Employee Protection	▸ Systems and policies for the reporting of internal ethical compliance complaints withouth retaliation or retribution, such as access to confidential third-party ethics hotlines or systems for confidential written complaints

EQUILEAP	DEFINITION
D. COMMITMENT, TRANSPARENCY & ACCOUNTABILITY	
18. Commitment to Women's Empowerment	▸ Signatory of the Womend Empowerment Principles
19. Audit	▸ Awarded an independent gender audit certificate by an Equileap recognised body
E. ALARM BELLS	

Companies are also monitored for unethical business practices. We register if a company has a record of any of the following:

- ▸ A legal jugement or official ruling regarding gender discrimination or sexual harassment against the company or an employee
- ▸ Two or more legal cases, or one class action that have been settled against a company or an employee regrding gender discrimination or sexual harassment
- ▸ Two or more legal judgements or official rulings regarding gender discriminatory practices in a company's marketing and advertising





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