

Change Agents

Leaders Driving Transformation

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Change Agents

Foreword

This document contains insights and stories from some of the great leaders Opportunity Now works with. It is intended to inspire others to be Change Agents, to give you the ideas and tools that you need to transform your own organisational culture.

If you are a leader in your organisation, draw from these examples and consider our recommendations.

Diversity and HR practitioners, or others who influence or support leaders, will take useful learning from how our Change Agents made progress.

A Change Agent can develop a change programme, mentor and support women who then become role models in their own right, and set an example for others to follow.

Two of our leading Change Agents won 2012 Opportunity Now awards, and we have already published their stories as awards case studies. Helen Morrissey CBE, Chief Executive Officer at Newton Investment Management, a BNY Mellon company, is well known for her championing of women on boards and for her leadership of the 30% club. She won the Opportunity Now Champion Award 2012. [Read more about Helen.](#)

Roshni Hayward, Senior HR Manager for GE Capital EMEA, the financial arm of General Electric, won the Directing Diverse Talent award at the Opportunity Now awards 2012. Roshni delivered a strategy to deliver a fast track talent pipeline for women, internally and externally. [Find out more about Roshni](#)

As well as our award winners, we are now showcasing leaders from a range of sectors and job roles, from Colin Grassie, UK CEO for Deutsche Bank, to Samantha Heilling, Chair of the Women's Network at the Home Office. Kathryn Britten from KPMG is a ground breaking advocate for agile working and women's progression in her field. Geraldine Huse of Procter and Gamble started as a pioneer for women in her organisation. Carolyn Gray, HR Director, Guardian Media Group, has tremendous experience in how to make organisational values around diversity a lived reality. Graham Wright, Executive Head of Services at IBM Global Business Services, makes a strong case for the importance of people being able to be their whole authentic selves at work.

There will be many more great change agents throughout our member organisations, and we will continue to tell their stories.

I have developed some practical recommendations, based on learning from our change agents and Opportunity Now's knowledge and research, for leaders to consider. I hope that they will help increase the pace of organisational and cultural transformation.

Best wishes,

Rachael Saunders
Opportunity Now.

Kathryn Britten

Partner, Chairman KPMG Forensic



When Kathryn started training as a chartered accountant in 1976 she was one of very few women in the field. Once she qualified she worked in a client facing role, in a very male dominated environment.

Kathryn now has 35 years' experience in the accountancy profession. She has acted as an accountancy expert witness for 18 years, writing more than two hundred reports and giving oral evidence many times. Her expert accountancy services include many high profile and international professional negligence disputes.

Returning after a career break

When Kathryn had her first child she took a six year career break. She kept in touch with colleagues in her field, and says that when she returned to work:

"I was one of first women going through this in the profession, no one else I knew had gone through it. To an extent therefore I had to find my own way through the challenges of balancing work and home, at a time when the issue was much less discussed than it is now."

Pioneer making change

Now that Kathryn is in a senior role herself she is using her experience as a pioneer to support other women, seeking to make positive change in the number of senior women in her field.

She is able to offer invaluable advice to women looking to balance their work and family life.

"When you come back it's important to articulate how flexible working benefits the business as well as you. By being flexible, businesses can get the best out of people. You've got to make people see that it can be a win-win."

Kathryn sponsors a number of women including a female who is now on partner track at another accountancy firm and another who was recently promoted to Senior Manager in KPMG. Following a secondment with Kathryn another female has become a high flyer in her firm's forensic accounting team after starting in a non client facing role.

Making the case

Opportunity Now asked Kathryn how she would persuade those who are unconvinced of the benefits of diversity at work. She told us:

"I have a lot of examples of how it can work up my sleeve, both my own and from others. It is important to listen to concerns and give some real-life examples of how it (flexibility) works".

"It's about looking at the needs of the client, the individual and the firm – finding solutions that work on all sides."

Role model

Opportunity Now also asked Kathryn about whether she sees herself as a role model, and whether that influences decisions she makes or how she presents herself.

She told us:

“Most senior people are role models in some way. It’s about being a good one! As a senior woman it is really important to send the right messages to encourage other women to want to achieve their full potential”.

Kathryn’s story makes her a powerful role model for other women considering a career in her field.

Colin Grassie

Chief Executive Officer of Deutsche Bank



As CEO of Deutsche Bank, Colin Grassie has led from the front in seeking to increase female promotion rates and position diversity in a broad, commercial context, linked firmly to business strategy. Colin has ensured diversity is on the agenda of Deutsche Bank's UK steering groups, holding those committees to account to take action on female promotion rates, increasing the proportion of women on interview and promotion panels and challenging the promotion committees to understand unconscious bias. He charged the UK with recruiting more senior women, sponsoring an initiative to increase senior female hires, personally influencing other leaders and meeting candidates.

Motivation

When Opportunity Now asked Colin about his motivation for doing this work, he said that he had two drivers: - firstly, a sense of fairness; secondly, the business case. He said:

"What I mean by fairness is; we have sons at home not daughters. If I had daughters I know how I would feel based on what I've heard. I wouldn't be able to see straight. As a father, brother, human being, everybody has the right to show up here and be themselves. If anybody can't do that she will never be able to be the best she can".

Business Case

"That leads to the business case. We will only be the best we can be if everyone can be themselves".

Colin believes that having different combinations of people working together is good for business, and produces better long term outcomes. It makes sense to have a balanced and diverse workforce. The aim of the work on diversity is to improve the performance of the business.

Challenges

We asked Colin what had been most difficult about pursuing this agenda. One barrier he identified was in working with external search firms.

"It's not easy, many say the right thing but they don't always walk the walk".

Colin hosted four briefings for search firms, each with up to 120 recruiters and 75 internal senior leaders. He personally delivered messages about Deutsche Bank's business case for gender diversity and desire to partner with search firms to recruit more senior women.

Colin's other challenge was in developing internal cohorts of women. Bringing women through and developing cohort consistency is a "long game" he told us.

Leadership role

Opportunity Now asked Colin about how he saw his own role as a leader. For him, visible leadership is vital in achieving change. Leadership is about having the energy to stay focussed and disciplined. He told us:

"In our team I need to act consistently with how I want other people to. I have to be the best, which involves having more women in the team around me than others do. I am motivated to find the right people so that we maintain meritocracy".

“I encourage women to come to Deutsche Bank which means I have to deliver on my promises”.

Colin continues to mentor several of the women recruited to Deutsche Bank and proactively seeks opportunities for women to join the company’s boards.

As a result of Colin’s work, gender diversity is better understood and being actively driven in Deutsche Bank the UK. There are more women on promotion panels and significant progress has been made on recruitment. Between January and September 2011, female hires at the top three title levels increased significantly as a proportion of total hires. One woman was appointed to two of the UK’s largest legal entity boards and the UK Executive Committee is comprised of 40% women.

Carolyn Gray

HR Director, Guardian Media Group



Carolyn joined GMG in January 2006. Carolyn previously worked in HR with Sainburys, Focus Wickes and Smiths Group plc where she was director of reward & policy. She is a member of the Council of the Institute of Employment Studies, and sits on the Executive of the Involvement and Participation Association, and is a Trustee of Christian Aid.

Find success stories and share them

“In a period of transformation, the HR function plays a central role in ensuring the organisation is future proofed. It is vital to work with the business and understand how our collective behaviours need to change to deliver our future business strategy. If we take collaboration as an example... gone are the days when editorial and IT could work quite happily in their respective silos. I’m a great believer in finding areas where collaboration is happening and saying “here, look at this example of how it’s worked brilliantly and just look at the real and significant benefits its delivered.” I am clear that continually highlighting real-life examples of how the change, behaviour or action has made a difference can be a powerful catalyst in creating more of the change you want. Unearth the pockets of brilliance and share how and why they succeeded, this sends a credible message that resonates with the audience.”

Listen and learn

“HR shouldn’t define the culture it should reinforce what’s good and address the not so good. It keeps a gauge of this by tracking engagement scores and bringing together cross functional focus groups to fully understand the dynamics and see where the dial is moving and where it isn’t.”

Walk the talk

“Making organisational values come alive is very much a two way street. If we say that we expect our people to demonstrate integrity and fairness in their behaviour, then our organisational processes have to also embody that integrity and fairness, so for example our pay systems have to be and be seen to be fair and transparent. If we want to cultivate a more open culture, then the way we recruit, promote and progress our people needs to be equally open. If we want to be a place where all talent can thrive then we need to be rigorous in our internal advertisement of all roles. We strive to be inclusive in all of our activities, which means as leaders we continually have to look at everything through that lens and question... are there any unintended consequences of this action?” If we don’t have the lens on all the time, people just look up and say... “well they’re not doing it, why should we?”

“There is no doubt that senior leaders should be modelling the behaviours that we say we want to be the norm throughout the organisation. It is a leader’s role to challenge if there are instances when we see that other peoples actions don’t match what we say we want. The flip side of this is that we should be open to others challenging us in equal measure. I remember many years ago I was rather taken aback by some of the 360 degree feedback I received. But actually, what was at the time felt like a rather bruising experience proved to be formative in developing the self awareness that is so vital as a leader and therefore a role model.”

Business drivers, drive change

“There is no longer a glass wall between your employer brand and your external brand. Our drive for a progressive and diverse audience means we have to have a progressive and diverse culture, it always has to be linked to what we want to achieve as a business. In challenging economic times, it is a big

mistake to think that diversity is a nice thing to have, it is business critical. As with any other important business objective set targets for it.”

“I’m clear that our approach to creating a diverse and inclusive culture must be hardwired into everything we do. Over my career I’ve witnessed a graveyard of nice initiatives which were aimed at creating diversity. You can’t approach it via an initiative it has to be a lived reality and therefore integral to everything you do as an organisation.”

Samantha Heiling

Chair of Women's Network, Head of Central Unit, Home Office

Samantha is the Chair of the Women's Network at the Home Office and Head of the Central Unit in one of the Businesses there.

Motivation

She told us that she started the Home Office Women's Network because:

"I am passionate about my organisation, but even here I can see what women are not always achieving all that they are capable of, and hence the organisation is not benefitting from all we could offer".

"Girls leave school with better results than boys but they still don't achieve all of their potential at work".
"In the Home Office over 50% of employees are women, but there is what I call a "trajectory of despair"! Women make up 60% of the people in the most junior grades but only 38% of senior grades. There is attrition at every grade level".

"There is also some job segregation. Women are over represented in areas like HR and under represented in finance and in important areas such as immigration and procurement. The Director General for Finance in the Home Office is a woman, so it's not always a lack of senior role models that is the problem."

Samantha made a decision to make change, to make the most of the talent available to her organisation

Where to start

She started by analysing the data on women in the workforce, developed a clear vision and relaunched the network in March 2009 to increase membership. As Chair, she also helped set up a National Executive Committee and brought together like-minded members at all levels of the organisation, and across the whole business, working hard to deliver the Network's key aim to help women achieve their potential. The network is now well established, and has fed into work on maternity policy and also provided forums with senior female role models such as senior board members and the Chief Executive.

Advice for others

"Get your voice heard. Find someone senior and explain what you want to do and why".

"Make it about the business, not just the individual. There was a male champion in one of our agencies, he was thrown to be asked to be the women's champion. He led a diverse team. When he was asked why he said "because I want the best staff working for me, and if I close down women and part time I halve my field". This is the business focussed approach which will make change".

"Start simply. We had a cup of coffee and had a conversation about what it is that we can make a difference on. It was networking, but done in a way that people didn't realise it was! We promoted childcare vouchers, because we could see the big gap between people who had children and the numbers of people who were claiming, we also got women to tell their career stories – hearing those was truly inspiring".

Impact

Samantha has developed an engagement programme which is focussed on three themes: Yesterday restates the business case for gender equality, recognising the benefits women have brought to our business, Today tackles the issues women face today, and will face tomorrow unless addressed – from personal confidence to maternity transition, childcare, to flexible working and issues like personal finance, personal safety and raising awareness of Domestic Violence and the support available for victims. The third theme, Tomorrow focuses on what women can do to develop themselves for the future and has taken on particular importance as we operate redundancy programmes – promoting ways of adding to CVs through volunteering , and development activities including mentoring and buddying.

Membership of the women's network is over 1000 from the most junior staff to senior staff, and continues to grow despite a shrinking workforce.

Geraldine Huse

Vice President, Proctor & Gamble



Getting involved in equality and diversity

“When I started my career with P&G, I was one of very few women in the UK to progress to a senior role in our sales organisation. Our organisation today is a very different place with a near 50:50 gender split through all levels and across functions and there’s no doubting the positive difference it makes both to our business performance and to the culture of the organisation”.

Making change

Opportunity Now asked Geraldine why she sought to make change.

“First and foremost because it was the right thing to do to get better business results. We did some analysis on our business results across different teams and there was a clear trend of better results where we had teams with a diverse gender balance. Businesses perform at their peak when they best understand their consumers and, to do this, your team needs to be as diverse as the consumers they serve. Diverse teams better understand and meet consumers’ needs. They reach better decisions and work better to deliver results. A mix of styles and approaches associated with a diverse team is healthy and delivers far better results than a homogenous group. Put simply, diverse teams deliver better business results”.

“The first challenge was to present the business case for changing the culture of the organisation and the need for proactive steps to encourage diversity. I think we all knew it was the right thing to do, but to make fundamental and sustainable changes to a total culture, we had to develop a clear business rationale too”.

“Once we had this, we could then set about making the bigger changes in the organisation”.

“Firstly, this involved training people on gender diversity, the different approaches people take, how to best value and leverage the different styles and personalities, and how both managers and reports had a role to play. We set up reverse mentoring programs where senior male managers were mentored by more junior female employees and vice versa. This gave everyone in the organisation an invaluable supply of formal or informal feedback on styles, approaches and issues that was hugely productive. We also worked to address misconceptions and misperceptions in the organisation amongst both men and women. Possibly the most surprising of these was the perception among many women that they weren’t good enough for promotion or weren’t ready. Most men don’t suffer from this sort of insecurity but you’d be surprised how many brilliant women worry they aren’t ready or don’t have what it takes. We needed to challenge this as the company knew how good they were.”

“Secondly, we committed to embedding diversity and gender balance in our people and succession planning. We are always looking to build our future organisation and looking to identify leaders of the future, and we knew we had to put all strands of diversity firmly at the centre of this”.

“Thirdly, we set about better communicating the flexible work approaches and family support programs we had available to employees and addressing any negative stigma that came with them. We had to make people realise that working reduced schedules or taking maternity leave didn’t mean taking a career break or passing up that promotion. We made bold steps in this area in key roles e.g. we had one of our account Directors working a 4 day week and also one of our category business leaders on the same schedule. These were “firsts” and we had some nervousness on whether it could work but with

flexibility on both sides we made it work and it has really helped step change the culture on acceptance of flex work schedules and career progress being possible and successful”.

Championing the cause

“As a senior manager in our sales organisation and the most senior woman in the UK organisation at the time, I suppose I took it upon myself to champion this cause. At first, it wasn’t a formal role. My key objective was to rally support for the initiative in the organisation, particularly amongst the leadership (fully male), to make the business case for this change and to gather the right positive buy-in and desire for change based on the business need not any feeling that they had to show support to be “PC”. From there, we had momentum and it was then about gathering the right people to support the work, creating the right training and support materials and driving the message across the organisation. As we made more success and the wider business could see the benefit of this work, it became self-perpetuating. But you have to stay focused on the long-term. That’s where the work on succession planning and total culture change really pays off”.

Tackling obstacles

“The real challenge we faced was actually misperceptions or misconceptions. The reality was that the company had all the right policies in place and had the right flexible working arrangements, family support programs, and processes for succession planning and people management already. The problem was people’s perceptions. We had to communicate, communicate, communicate to address these – with both men and women. Particularly, we had to address the view that “someone like me can’t get to X level at P&G.” So often, this wasn’t true. So we had to work really hard to communicate reality where perception was holding brilliant and talented people back. The “unconscious bias” existed in both men and women and we had to convince both genders on the benefits and abilities of different styles. We did this by keeping the focus on results and showing that different styles can produce top results and actually by having a balance of different styles on our leadership team we get even better results than having a set of leaders of one more homogenous style type”.

Achievements

“We truly are a diverse organisation now. We have a 50:50 gender split in our leadership board in the UK and a 50:50 split throughout management and administration levels in the organisation. Our sales, marketing and product supply functions in the UK are all led by women, and our most senior female managers in the country champion diversity, leading internal strategy and initiatives as well as speaking externally with customers and business institutions on the topic”.

“If I look back to when we started this work, overall, we have seen an increase in total female Senior Leadership roles since 2006 of ~25% - this is across all functional disciplines. We have seen gender representation in disciplines such as Sales, Marketing, HR, External Relations, Finance & Accounting, Legal and Market Research at or above 50%. We are also seeing progress in Manufacturing and Research & Development towards reaching similar levels”.

“We have seen a 16% increase in female representation at entry level through recruitment. We now recruit at 50:50.

In 2000, I was the first senior manager (band 3) in sales in P&G UK. Now 32 out of 60 managers in sales at this level are women now. In sales we have gone from 1 Associate Director/Director (the first executive level in the company) to now having 7 males and 7 females. A 700% increase to reach a 50/50 split”.

Being a role model

“I think all leaders have a responsibility to put their organisations’ best interests first and that’s all I’ve done. I recognised a huge opportunity to make a change that would benefit our business substantially in the long-term and set about selling this change internally and then executing it. I’m proud of the work

many people at P&G have done to champion diversity at P&G, but I'm even more proud of the team we now have in the UK and how they live this vision every day and continue to build on these principles for the future of the company. It really has been a team effort and it continues to be so".

What is your most powerful recommendation for creating meaningful change?

"Make your business case indisputable. There is no doubting the hard evidence available that diverse teams deliver substantially better performance than homogenous teams (of either gender) regardless of any gender bias in the product being sold or marketed. Once you have this in place, you can sell your strategy and action plans for change and it will stick, because the business wins".

James Leigh-Pemberton

MD and CEO Credit Suisse UK



James H. Leigh-Pemberton is a Managing Director and Chief Executive Officer of Credit Suisse in the United Kingdom, based in London. In this role, Mr. Leigh-Pemberton is responsible for developing the Bank's client relationships in Private Banking, Investment Banking and Asset Management in the UK. He is also a member of the EMEA Operating Committee.

Mono cultures pose a risk

“Diversity is a business priority. Mono cultures are not productive and pose challenges in terms of risk management, continuous improvement and delivering excellent client service. I strongly believe that the best way to create change, mobilise action and get buy-in to creating truly inclusive cultures is through the business rationale.”

Business imperative

“The business case for diversity is inseparable from the broader remit of creating continuously developing, imaginative and balanced organisations. We all want to be in business to deliver value for stakeholders for an extended period of time and to do this we have to be able to demonstrate our responsiveness to all our constituencies”.

“Business purpose has to take into account the overall context of operation. The exclusive, non inclusive work environment does not retain, attract or leverage the best talent, nor does it deliver long term business success. To have the most capable, competitive and competent workforce we can in a highly competitive world we have to take diversity very seriously indeed.”

“No business which sets itself a single objective of chasing profit at the expense of other objectives will ever flourish in the long-term. We cannot be satisfied, truly satisfied, if we grow our profits every year, but do so in a way which our other stakeholders find unsatisfactory. We will never build long-term success on that basis because all businesses rely on the goodwill of the broader community and society in which they operate. In short, good businesses cannot duck their obligations to all the people they touch. Our efforts to create a more diverse and inclusive work place are integral to profitability and long term sustainability.”

Mobilising for change

“To engage others to take action you repeatedly and continuously need to make the case. It is vital that it is embraced from the very top and permeated downwards. The tone is always set from the top – the executive management team decide as a business what we do and how we should go about doing it, they decide on the objectives that matter. Good leaders consistently reiterate, support and give direction on what should happen and why”.

“Unity is also important. Senior management and anyone who delivers the message must be unified in their sense of priority to ensure all parts of the business get the same clear and compelling message. Diversity should be considered in the same way as any other business objective. Failure to follow the direction should have serious consequences. But goals and objectives need to be supported by a framework of processes which promote a certain frame of mind and promote action. Diversity considerations need to be mainstreamed through recruiting, promotion, talent management and career development with a clear timetable.”

Creating the right culture

“Business is done in teams; it is not driven by individuals. I am clear that team work is the real driver of most successful organisations. The most effective teams are the ones that deliver effective decisions coupled with effective execution and this just doesn’t happen in a mono culture. In moving towards a truly inclusive work culture you have to use the successes along the way to maintain momentum. The premise of why it’s happening has to stand up to scrutiny. Use the compelling evidence, the proof points, the evidence points you have to win over any doubters. Organisational honesty is important. Changing organisational cultures often requires trying interventions, initiatives with a clear outcome in mind. Any activity starts with a conviction and if the evidence or outcome doesn’t support the desired result you need to be willing to change course, try something else.”

Graham Wright

Executive Head of Services, IBM



Graham has responsibility for the careers, performance and deployment of all consulting staff in the UK and Ireland. Three years ago he was asked to lead his business' diversity and inclusion strategy for the UK and Ireland. Early on, he decided that the best way to create faster, more significant change was to establish a board of senior representatives from all areas of the business to ensure key decision makers were bought in to the vision from the start. He also wanted to avoid launching separate initiatives; instead focusing on ensuring that existing activities had diversity and inclusion embedded within them, supported by key interventions where necessary. Importantly, he has fought hard to encourage a mindset which focuses on the impact of behavioural change rather than numbers.

Why be involved in diversity?

"At IBM, we pride ourselves in delivering a working environment which provides equality of opportunity and experience for all. Therefore, as a leader with operational responsibility for a large number of consultants within IBM Global Business Services, I see promoting equality and diversity as a natural part of my leadership role. My specific objective here was to ensure that we were, as a business, realising the benefits available from our diverse working community - to make sure that we actually use the full diversity of skills, experience and outlooks our people have".

What was the change you sought to make?

"The idea was to encourage our people to be their full selves when at work - not just complying with the safe stereotype of corporate behaviour they think we are looking for, but to bring their very best new ideas and creativity, essentially to take the risk of being different. Diversity is an inherent aspect of this initiative".

What was your role?

"I sponsored a major behavioural change programme called 'Fearless Behaviour' to encourage all of our people to bring their full selves to work every day. Not explicitly a "diversity project", but a business project with strong relevance to diversity. Fearless Behaviour aims to inspire consultants to step out of their comfort zone and participate in real scenarios that they find challenging, to step forwards when their natural inclination would be to step back".

How did you secure support for this?

"- By making it a core component of a broad business-wide change programme
- By securing CEO-level support and launching with a major conference for all senior management
- By making it highly relevant to each individual's work situation
- By legitimising discussion of fears and inhibitions, and encouraging the sharing of personal stories about the impact".

What obstacles did you encounter, and how did you tackle them?

"I think that the competing pressures of everyday business as usual client work was the key challenge we faced. One solution to this has been making the training and support material available in an accessible format on-line, so people can take it at their own pace, whenever and wherever they can devote the time.

In addition to this we also faced challenges of securing funding for the initiative in competition with

investment requests for immediate revenue generating projects. That has to be about persistently reminding the business of the tangible benefits resulting, especially where we can point at direct financial outcomes”.

Achieving buy in from those who weren't engaged

“This is still work in progress of course, but progress has been made as a result of sharing positive stories of successes. One thing we've done is to film video interviews with people who have embraced the programme and changed their approach, sharing their experiences of Fearless and the successes they've achieved as a result. The videos have been made available to everyone in the business through a variety of channels, and it has really helped bring the benefits to life for those who have yet to take part”.

Outcomes

“We have seen a remarkable behavioural change from employees who are prepared to have a go and get involved with the programme. We have begun to see a valuable impact in changing language and legitimising challenges and unconventional approaches throughout the business - the word 'fearless' has become part of our corporate vocabulary.

Another indication of success is that there is now significant demand from other employees to become engaged in the project based on feedback from colleagues who have taken part. In fact, demand is not just coming from the UK and we are now in the process of rolling the programme out across a number of other countries”.

Most powerful recommendation for creating meaningful change

“Be, and remain, true to your convictions, however counter-cultural, and encourage others to do likewise.”

Graham has a reputation for his preparedness to stick his head above the parapet in order to resolve issues that are often seen as “too difficult”. With his team, he has demonstrated that both cultural and organisational change is not only critical for the continued success of the business but also possible.

Recommendations

For leaders committed to making change.

1. Have integrity and walk the talk. If you are challenging others to do more, make sure they can see your progress too. Are you calling for more senior women to be recruited? What proportion of your direct reports are women? What can you do about it? Are you a visible role model, working flexibly and supporting difference?
 - See Colin Grassie's casestudy.
2. To be authentic in leading on this agenda, your own organisational leadership needs to be diverse, now and in the future. What are the demographics of your leadership team now? What does the talent pipeline look like?
3. Be accountable for progress, and ensure that your board as a whole is leading and tracking change.
4. Know the organisational business case. Champion it.
 - See Graham Wright's casestudy.
 - See the Opportunity Now toolkit on the [business case for gender diversity](#)
 - Connect the business case with your corporate values.
5. Understand where women are able to succeed in your organisation currently, and where barriers are operating. See Opportunity Now's [What Holds Women Back](#) research.
6. Make connections across the business to ensure that good practice is shared.
7. Make sure that people in each part of your organisation are clear about how diversity can contribute to them meeting their objectives.
8. Know how your gender equality work fits with the organisational vision and values, and communicate it.
9. Be prepared to challenge entrenched ways of working where they are blocking progress. See the Opportunity Now toolkit on [changing organisational culture.](#)
10. Keep up to date with best practice and innovation.
 - Sign up to the Opportunity Now newsletters
 - Keep an eye on debates in the news about issues such as women on boards, equal pay, agile working.
11. Build visible authenticity through volunteering or CSR work. Support causes that help tackle the social roots of women's inequality. This will also help build networks with thought leaders that you can draw on for inspiration in the day job.
12. Actively support formal or informal employee networks in the organisation. Be a mentor and support mentoring and sponsorship for under represented groups.

- Contact the chair of your women's network or see our [check list](#) for setting up a women's network.
- Get your organisation signed up to a mentoring scheme, so your employees have access to mentors, and you can access training in becoming a mentor yourself.

13. Be aware of the stereotypes, assumptions and judgements you make about different groups and what you can do to minimise the negative impact of these. What assumptions will people make about you?

- Consider undertaking unconscious bias training.

14. Keep going. Challenging the status quo and achieving change doesn't always happen quickly. Visible, powerful champions are vital to delivering the business benefits of diversity.

Further information.

Gender Champion [toolkit](#).

Are you a great inclusive leader? Answer our [self assessment questions](#).

Resources for Diversity practitioners

See our checklists for [Changing Organisational Culture](#) and [Mainstreaming Diversity](#) for more guidance on how to embed diversity in your organisation.

Contact us

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W: www.bitcdiversity.org.uk