

Welcome to the latest edition of our eNewsletter

www.emberin.com

Word from Maureen Frank

I firmly believe that women are suited to 21st century business style. Like many of my learned colleagues around the world on this topic I agree that in this tough economic time it is hard to keep customers loyal. However there is secret to this and I see it in my own business – the secret is integrity, authenticity and relationships. When you have integrity – you do what is right, when you are authentic you deliver what is promised, and when you understand how relationships work you know and adapt to work with the person or organisation you are doing business with. It is as simple as that. And this is effectively how women do business. And why I believe women are in a position to be effective as leaders in our current global economy – because our way of doing business works!

There are other indications of the changing shift beyond what we already know about women as talent, leaders and consumers. Women are now the majority of the workers. In the US and Australia, where this trend seems most likely, more men have lost their jobs than women in part because men tend to dominate in the blue-collar industries such as construction and manufacturing that have been hardest hit by the recession. In March 2009, women in part-time and full-time jobs exceeded men in full-time jobs in Australia.

Women are also fast becoming the majority of the talent. High-school retention rates for women now outstrip men, Women's enrolment at university is higher than men's and young women are now more likely than ever before to hold a post-school qualification than men. Over 50 per cent of women with a post-school qualification, aged 25 to 34 years hold a bachelor degree or higher, compared with around 43 per cent of men in the same age group.

In Australia's future economy, organisations will need to become very good at attracting and retaining the best female talent. You will need to put gender diversity on the top of your business priority list. Organisations like

my mentor Update

We regularly get emails from *my mentor* participants about the amazing life-changing results the program has had on them. Read this letter we received recently from Sharon Clout, Branch Insurance Representative of Commonwealth Bank ...

About three months ago I was lucky enough to attend the launch of the My Mentor program at Newcastle. I found the launch itself to be a life changing experience and felt honoured to be chosen to participate. Listening to Maureen Frank brought me to the realisation that I could do whatever I wanted. Maureen's enthusiasm and courage really inspired me and I was captivated when she shared some very personal stories about her journey. I felt that my situation was different to everyone else and that I was somehow unique – how wrong I was!! At some point we are all faced with decisions, conflict, those internal demons pulling us one way and the next, heartache and heartbreak and we all experience it on different levels and to different degrees and portray the image of the person that we want to be seen as instead of who we really are. I decided the next day that I would embrace my mentor and get as much out of it as I possibly could and I would go wherever the opportunity takes me as I can reside or exist wherever I choose.

Since the launch of my mentor I have listened to the CD's, brainstormed in my workbook, logged on to the teleconferences and stepped up to the challenge. Now I have had another overwhelming and life changing experience as a direct result of a whirlwind few months since starting the my mentor program. After listening to some really inspiring women (Kathy Cummings, Lyn McGrath, Lisa Cartwright and Vittoria Scott) and taking copious amounts of notes, I finally worked up the courage to verbalise to a SUCCESS Coach that I wanted to be a SUCCESS Coach. I was looking for some guidance about what I should do to secure a position sometime in the future. The next

Telstra have done this and they will start to reap the rewards (see our article below). The rest of you – will need to seriously consider whether you will be able to remain competitive in the years to come!

And on a different note, A BIG congratulations to our dear friend Cleo Thompson and [Pricewaterhouse Coopers](#) UK for winning the Opportunity Now GLOBAL Award for their pioneering work. The award, which recognises an outstanding diversity programme that extends across at least three countries, is in acknowledgement of the work and achievements of PwC's global Gender Advisory Council (GAC), an international group of 14 senior male and female leaders from around the world who actively work to improve the representation of PwC women in the workplace.

You deserve it Cleo!



Gender Diversity News

On the global front . . .

Catalyst recently released its fascinating report – *Engaging Men in Gender Initiatives – What change agents need to know*.

Engaging Men in Gender Initiatives is part of a report series about men. When it comes to diversity and inclusion efforts— especially initiatives to eliminate gender bias—Catalyst believes that men have a critical role to play. Yet too often men are an untapped resource in such gender initiatives. To address this gap, this report offers advice to change agents on effective ways to partner with men in ending gender inequalities. Engaging Men in Gender Initiatives: What Change Agents Need to Know provides readers with:

- Information about the cultural forces that can undermine efforts to engage men in gender initiatives.
- Insights about why some men support and others resist gender initiatives.
- Recommendations backed by Catalyst research for how to work effectively with men to create inclusive, bias-free workplaces.

The Catalyst study findings supported the view that

thing I know I have secured the position of SUCCESS Coach for Far North Coast!!

Since then I have been trying to decide where to live, speaking to high schools for my youngest daughter, job hunting for my eldest daughter, packing and trying to fathom how this happened so quickly. If I hadn't spoken up about what I wanted to do I would never have been given the opportunity it may have been years before this opportunity came up again. The key thing is that if you have an up to date development plan that you would like to be a SUCCESS Coach, or Branch Manager or even an astronaut, it is meaningless unless you do something about it and let other people know -"This is my aspiration and this is what I want to experience" (thanks Lisa Cartwright).

Who would have thought that my life would have changed so much in this very short period of time. I am reflecting on my journey, my life and my future and as the tears well up from a huge sense of pride and knowing how much I will miss everyone on the Mid North Coast I can't control the excitement that comes from the anticipation of making this change, meeting new people and stamping my brand on the Far North Coast. I encourage anyone who is feeling apprehensive of making of a change or of stepping up to the challenge to just take a breath, count to ten and get out there and do it - have the confidence in yourself to take the chance.

Launches

emberin is pleased to announce that over 200 ladies at ANZ Australia and India will be embarking on their *my mentor* journeys in August. The ladies will be connecting through their Panchayats (Women's networks) and will be undertaking a peer mentoring program in conjunction with my mentor.

Graduations

Anita Caulfield, **emberin's** Director of Development recently attended the graduation ceremony for the Australian Logistics Council's Queensland group of women. The graduation was complete with big rigs and motivating speeches by the participants and their Managers.

before individuals will support efforts to right an inequality they must first recognize that the inequality exists. Men who were more aware of gender bias were more likely to say that it was important to them to achieve gender equality. Other findings revealed three key factors that predicted men's awareness of gender bias: 1) defiance of certain masculine norms, 2) the presence or absence of women mentors, and 3) a sense of fair play. Of those three factors, having a strong sense of fair play, defined as a strong commitment to the ideals of fairness, was what also best differentiated men who actively championed gender equality from those who were not similarly engaged. Lastly, interview findings revealed three key barriers that could undermine men's support for initiatives to end gender bias: apathy, fear, and ignorance about gender issues.

emberin – Leading the Gender Initiative in Australia

emberin has been working now for a year on including men in the fight for gender diversity within the Australian corporate landscape. Our trailblazing men's program – *my mentor – Mastering Gender Leadership* will now be released on August 1.

my mentor - Mastering Gender Leadership will help men realise the role they can play in helping women grow their careers and will specifically give them skills on how to mentor women and how to grow a female talent pool. The program will help them to understand that working flexibly is a key business imperative. It will also provide men with the skills and confidence to: work with women as co-workers; develop female subordinates; work for a female leader (this includes understanding female challenges and modus operandi). Lastly, the program will help men understand their own style as leaders and what they might want to adapt, and provide them with tips and techniques to grow their own careers and to take better care of themselves. Ultimately this program encourages men to be gender diversity champions and to engage other men on this issue.

There are eight core modules in *Mastering Gender Leadership*:

1. The business case for gender diversity
2. The impact of cultures, values and leadership on diversity
3. Three key areas for women – decision making, visibility and networking
4. Mentoring women and career planning



Queensland Transport ladies recently graduated as well with each lady expressing their journey module by module. In attendance was Queensland Transport's Director-General Dave Stewart, who said he is committed to advancing women in his newly formed 12,000 staff department!

Queensland Ambulance Service ladies also recently graduated with their Commissioner David Melville hosting a special teleconference call with the ladies from all over Queensland to congratulate them on their completed journeys.

Women who inspire us:



*Interview with **Rosanna Bruzzichessi**, Executive Director Talent and OD, Telstra Corporation*

Tell us how Diversity fits into Talent and OD at Telstra? Within my role I have carriage for four streams – 1. Leadership Development and Learning & Development, 2. Resourcing which includes the Telstra Careers Centre and focus on areas including On boarding & Orientation and the Employee Value Proposition, 3. Talent, Culture & Capability which focuses on Talent & Performance, Cultural Priorities & values; Employee Engagement and Succession Planning and lastly, 4. The Diversity portfolio which incorporates seven key taskforce areas which include: Indigenous, Gender, Sexual Orientation, Disability, Cultural, Worklife Flexibility and Age Balance..

5. Communicating between the genders
6. Helping women take career risks
7. Work life balance and flexibility
8. Total solutions to gender diversity

If you want a full copy of the Catalyst report, please email us at magic@emberin.com. If you are interested in piloting **emberins' my mentor – Mastering Gender Leadership** program, please contact 1800 306 698



Here in Australia...

Paid Maternity Leave is coming! The background...

“Not surprisingly women are choosing education and career and then “maybe baby”, which has seen an increase in the age of first time mothers to 29. Fertility has declined considerably since the Baby Boomer generation, however, more recently there has been a slight improvement in total fertility - rising to 1.9 children in 2007 from 3.5 children per woman in the Baby Boomer generation.

Despite advances in equal opportunity in the workplace 22 per cent of pregnant working women said they faced a workplace difficulty in relation to their pregnancy and some said they had missed out on training, development and promotion. The report found that once the baby is born women are taking all the paid leave available to them and they are even resorting to taking unpaid leave. Results show that over half of professional women took paid maternity leave compared with just eight per cent of elementary clerical, sales and services workers. And 76 per cent of public sector women having babies took paid maternity leave, in contrast to 25 per cent of women in the private sector.”

Source AMP - She works hard for the money 2009 Report.

The announcement...

On the 14 May 2009, The Minister for the Status of Women, the Hon Tanya Plibersek MP, released the 2009-10 Women's Budget Statement at Parliament House. In it she stated;

The Government will provide \$731 million over five

Why do you think Gender Diversity is such a priority at Telstra? Since the establishment of the Telstra Diversity Council by our then-CEO in October 2006, we have proudly been working to actively implement our ground-breaking gender diversity program at Telstra – Next Generation Gender Diversity. Our program aims to create an inclusive and high performing culture based on opportunity, attraction and the development of talented men and women. We are integrating world class people-management, customer-centred execution and fully integrated initiatives to deliver outstanding business performance.

Our program is unique and continues to have outstanding results for our women and our business – while ensuring that the men in our business are also fully engaged in the process. Our integrated and strategic approach, based on shared accountability and a drive for outcomes ensures these results, and our commitment to achieving them, will be sustained over time.

The senior leadership team at Telstra are highly supportive of this initiative – its ethos, its importance to achieving our business strategy and its strong foundations within a culture built on high performance and results. Achieving world's best results is of the utmost importance for our senior leaders and our CEO. We are determined to be a leader in this space globally and we recognise the business benefits in being such a leader – because it has direct bottom line impact and grows value for our employees, customers and shareholders.

What initiatives do you think have made the most ground at Telstra? Definitely the *my mentor* program. It has certainly made the most ground and tangible difference in raising levels of awareness across the business. In addition to this, Gender diversity.

Gender diversity is a key priority at Telstra, but so are diversity and inclusion generally – they are business-critical. Our overall diversity strategy is deeply embedded in the business. This is an essential ingredient to effective engagement with our people and achievement of strong and sustained results.

Telstra strategically positions gender diversity as one of its seven diversity priorities including disability, work life flexibility, cultural diversity, indigenous, sexual orientation and age balance.

years for a comprehensive paid parental leave scheme. Paid parental leave will help parents spend time with their children, leading to improved health and wellbeing for parents and children. It will promote women's continued engagement in the workforce, which is of vital importance to women in securing their long term economic outcomes. Paid parental leave is also important to building equality between women and men. The Government-funded paid parental leave scheme will apply to births and adoptions after 1 January 2011.

Paid parental leave will be available to self-employed parents, contractors and casual workers, many of whom currently have no access to employer-provided paid parental leave entitlements. The scheme provides 18 weeks' leave paid at the federal minimum wage (currently \$543.78) which can be shared between both parents. To be eligible for the scheme, the primary carer (usually the mother) must be in paid work and have:

- been engaged in work continuously with one or more employers for at least 10 of the 13 months before the expected date of birth or adoption; and
- undertaken at least 330 hours of paid work in the 10 month period (an average of around one day of work each week).

An income test of \$150,000 will apply based on the primary carer's adjusted taxable income in the previous financial year. Employers will be responsible for making the parental leave payments on behalf of the Government to employees who have 12 months' continuous service with the employer. The Government will provide employers with funds in advance of their payment to the employee as part of the usual payroll cycle. Parents who already access employer-funded paid parental leave will be able to access the Government's scheme in addition to, or in conjunction with, these existing arrangements.

Eligible families can choose whether to participate in the scheme depending on their individual circumstances. Families electing to participate in the scheme will not receive the Baby Bonus (except in multiple birth cases) or Family Tax Benefit B during the 18 week paid parental leave period.

Parents not eligible for paid parental leave will continue to receive, if eligible, the current forms of family assistance (including the Baby Bonus). A

The Telstra Diversity Council was established in 2006 by our then-CEO to oversee governance and implementation of our work in these areas. The Council is chaired by our CEO and comprises five of Telstra's Group Managing Directors (GMDs), who guide Telstra's diversity strategy and promote our diversity initiatives. GMDs are direct reports of our CEO.

Diversity taskforces, each led by a GMD, assist the Diversity Council to develop and implement key diversity initiatives across Telstra. There is a taskforce for each of our seven diversity priorities, including gender. The taskforce members also identify key metrics that are monitored regularly and reported to the Diversity Council on a quarterly basis.

What more do you think needs to be done? We need to get the organisation fully on board. We've started a journey, the organisation is listening and some parts are tuning in and playing however, other parts don't see it as a priority and we need to make that behavioural shift occur.

It is an imperfect world, we'll never get it 100% right but we are starting to see a groundswell happening that I haven't seen in any other organisation before.

What does mentoring mean to you? It means non-bias and non-judgment. It provides a trusted advisor domain. It is a lens into the life of someone I admire and would like to mirror myself against.

Tell us about your mentor? I've had a mentor now for about three years and we formalised it about six months into the relationship. We've shared the highs and lows together and spent time building my own portfolio of achievements.

The matching of a mentor to mentee is tricky and if not correctly done you just won't feel comfortable. You need to have that trust there. I've really grown as a human being in this time and this is truly something that you can't buy off the training shelf.



emberin Tips

Male Supervisors Talking to Women about Work and Family

review, commencing two years after the implementation will consider the introduction of a paternity leave component and employer-funded superannuation contributions for paid parental leave recipients.

For the full statement on the Women's Budget – visit:



For information on paid maternity leave and balancing family responsibilities visit the Federal Sex Discrimination Commissioner's website which provides the facts on this issue in Australia



emberin is launching an Australian first Parental Leave program kit to complement our my mentor program. The kit, specifically developed for women going on parental leave will help them with key information prior to, during and after their parental leave. It will be a practical guide to help them plan and survive this journey.

And in emberin...

emberin is currently working on development of some leading edge programs to accompany our *my mentor* program. We've taken on board feedback from our clients over the past two years and are now creating the the following additional supporting programs:

- An Alumni Package for previous my mentor participants which will include a refresher a CD, DVD and workbook
- A Manager's Pack for Managers/Supervisors so they know what to do when one of their ladies is doing the my mentor program – format will be a manager's journal with a CD
- A Parental Leave add-on package which includes a CD and DVD and an additional workbook and has been specifically developed for ladies going on parental leave

This blog post was passed on to emberin from our friends at the Australian Navy.

Time and again, I listen to women speak about the way that a male boss has advised about her life and career choices. Often, the woman is still indignant about his comments and "helpful" advice. For example, one newly-married professional told me that her boss, a family man in his 40's with two small children of his own, asked about her plans to start a family. "If you want to succeed in this field," he told her, "wait at least five more years and focus on building your career before starting a family." The woman left the meeting feeling deflated and offended. "How dare he tell me when to have children!" she said. To her ears, it sounded like he was sending an ominous and threatening message that it would hurt her career if she started a family. To him, it was solid mentoring advice, based on his own experience both as a young father and as a business person. This story is one of many. So how can supervisors advise on this issue? Here are some tips:

1. Consider the circumstances. Are women in the minority in your work environment? If so, it's likely that working through life decisions feels different for women at your work place. Let the woman broach the subject if it is on her mind. When it comes up, focus on asking questions to help her clarify her own thinking. Ask permission before offering your opinion or advice. Seriously consider NOT offering advice at all unless asked.
2. Consider the relationship. Have you been working together for a long time? Does she usually share her personal situation with you? If not, then don't bring it up first -- or perhaps ever. If so, then you might move to the next two tips...
3. Express the intention behind your comment clearly and give her a choice about having the conversation. Rather than launching into your own experiences and advice, slow down and begin by sharing the intention behind your inquiry or advice. Be careful NOT to speak as if you know how she feels. She is likely not to welcome this premise in the least. An example of sharing your intention is: "I've been thinking about you and your career path. I think you are talented and could go far. I'd like to support your success. I've been wondering if you'd like to talk about how to navigate work and life over

Did you know?

Employee Engagement – the difference between males and females.

In times of economic doom and gloom, employee engagement can drop off because employees lose confidence and become fearful about the organisation's future. If there have been staff redundancies within an organisation or targets aren't being met, there can be a downward spiral effect on employee productivity which can further eat into organisation performance. However, when employees are emotionally and psychologically engaged with an organisation, it will perform more effectively. This has a flow on effect as employees become even more engaged. People take stronger ownership when they're involved in the organisation's improved performance and future development. They also become more enthusiastic and supportive about what's happening in their work environment. With the global financial crisis at our doorsteps you will need your employees on board now more than ever.

A recent InSynch survey found that:

Males are more engaged emotionally through:

- the organisation's long term strategies and goals that provide support for their individual performance
- strong work group ethics
- strong leadership and management capability within the organisation

This means that the level of engagement for male employees overall is influenced by the organisation's strategies and the extent to which males believe they fit in with stated goals.

Females are more engaged emotionally through:

- effective processes and procedures in place to support and secure the workplace
- their work group coping with change
- effective communication systems
- the organisation effectively communicating the brand to customers
- effective systems to serve customers well

This means females' level of emotional engagement is more closely related to the processes and procedures in place for HR, Information Technology (IT), occupational health and safety and the support these areas provide to their working lives.

the next few years. I'm open to having that conversation if and when you are."

4. Stand ready to listen and let go of your own advice if it seems unhelpful. Make it your goal to be a good listener rather than a well-intentioned speaker. Focus less on imparting your experience and more on asking thoughtful, open-ended questions. You can be more helpful by asking, "What would you like to be doing in five years professionally?" than by telling her where she should be. In fact, drop the word, "should" altogether. While it's gratifying to share your personal story, remember that it is YOUR story, not hers. Most likely, she will appreciate the story, but it may not be as helpful as you think.

Many women appreciate when their male supervisors take an interest. We all must be able to speak honestly about our concerns, goals, and challenges in order to make the workplace humane and adaptable to life's changes. I hope this blog entry helps raise awareness, however, that good intentions may backfire without sensitivity to both the message and how it's given.

And here is a tip from the book *Breaking Into the Boys' Club* by Molly D. Shepard, Jane K. Stimmler, and Peter J. Dean.

It's sometimes difficult to assess your own style. Here are a few questions to ask yourself to find out if you stay on message:

- Do people tell you they don't understand what you're getting at?
- Has feedback you've received shown you that you are frequently misunderstood?
- Do you often notice that you've forgotten the point you were trying to make?
- Do you find yourself rambling when you speak?
- Do people finish your sentences?

If you find that your message delivery needs improvement, try using notes to keep yourself on message, using the power of silence more effectively, and pausing to check periodically that you are being understood.

Have you found yourself veering off course in business conversation? What stories and advice do you have? email us at magic@emberin.com

Source: InSynch Surveys 2009 - *Emotional Engagement: what makes some employee groups more emotionally engaged than others?*



<http://www.emberin.com> • [Powered by Aspedia](#) • [Unsubscribe me from this mailing list](#)

