

**Welcome to the latest edition of our eNewsletter**  
**[www.emberin.com](http://www.emberin.com)**

**Frankly Speaking**

As the year draws to a close, it appears that there are some literal cracks forming in the boardroom glass ceilings across the country. Could the tide finally be turning? With the recent announcement by the ASX Corporate Governance Council for companies to set measurable objectives for the achievement of gender diversity it appears that organisations will at long last need to make some massive changes to their leadership, talent and cultural strategies. This announcement continues to reflect the (great!) work our Federal Sex Discrimination Commissioner, Elizabeth Broderick has been doing over the last couple of years in bringing this to corporate agendas. It appears that her hard work is paying off! Perhaps it is time more organisations supported Liz in the work she is doing too?

I would dare say Human Resource leaders in organisations that are not meeting their Board and Senior Management gender diversity objectives will now need to stand up and make their mark as it they who can actually steer Boards, CEO's and leadership teams in the right direction! There is ample business case material for HR leaders to work with and Goldman Sachs (Australia) have just released a report indicating that if there was more gender diversity within Australian organisations our GDP would increase by 11%. An astonishing figure – imagine if your organisation could increase its turnover by 11%?

Last week I read a brilliant quote by my esteemed peer – Avivah Wittenberg-Cox on the issue within organisations. I think she has nailed it... *Most of today's corporate leaders may truly believe that women aren't making it to leadership roles because of something they lack, such as time, competence, or style. They are still asking a 20th century question: "What is wrong with these women that they are not making it to the top?" The 21st century question is: "What is wrong with this company if we are not able to attract, retain and promote the majority of the educated talent pool?" These two questions yield very different answers – and lead to very different solutions.*

Lastly, I just wanted to remind everyone about their corporate responsibility. This year I have supported the 1 million women campaign to raise women's awareness for climate change and also Opportunity International. I encourage you to have a cause in your life in 2010 so that you too do your bit for philanthropy. If everybody did their bit to help others, reduce carbon emissions and so on, the world would be a much fairer and better place don't you think?

Wishing you all a safe, happy festive season and a goal-kicking 2010.

Maureen



**My mentor update**

We continue to get great feedback from the ladies who are doing our program, but if you completed our program some time ago, we'd still love to hear from you especially if you have an interesting story to tell. Please write to us at [magic@emberin.com](mailto:magic@emberin.com)

### Launches

Last month Maureen attended launches for Target in Geelong, where there were a few tears in the audience from Maureen's stories, and a launch with the National Rugby League where David Gallop also spoke. The NRL launch also included some guest speakers from Telstra who shared their stories on the positive impact My Mentor has had in their organisation. The NRL launch was for both the My Mentor women's program and the men's program. It will be interesting to see the outcomes of this pilot and how they all go! Good luck to the NRL people undertaking the program.

This month we have Philip Morris Limited launching their ladies in Victoria.



### Graduations

In December we have the following organisations graduating from the Women's program. Telstra – Queensland Government Public Service Commission's Inspiring Women Program – the Australian Logistics Council's Women Moving Forward program and Queensland Ambulance. Late last month Maureen attended the Graduation for the ladies from Commonwealth Bank's Wealth Management division.



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## Gender Diversity News

### *In emberin*

**Women are the key to climate change Australia's gender leadership expert says 'women can start the revolution' in turning the planet around.**

Leading Australian businesswoman and advocate of women's issues, Maureen Frank, says women are the instigators of change at home, in the workplace and in the community and can be the active leaders of cutting carbon dioxide emissions.

Speaking at the 1 Million Women Campaign 'Women in Climate Change' national forum series lunch in Brisbane, Ms Frank says 'there is a well known saying - when you educate a women, you educate a family', and this is right on cue for ramping up awareness on climate change issues and how to counter the problem for future generations.'

Ms Frank said women have more of a social conscience and are more aligned to values and ethical priorities than men, and are therefore more open to making positive changes that align with their view of how the world should be from an environmental perspective. "Women understand the importance of climate change and the impact it will have on their families, their communities and their workplaces and are more inclined to do something about it," she said. "Women are often the leaders of new things and new initiatives in the home and in the community. Yes men may have designed a lot of it, but it is women who embrace it, implement it and use it on a

daily basis.”

She said that cutting carbon emissions is a massive undertaking that affects the intrinsic lives of women, especially as the main worker in the home. “Let’s look at all the activities that women do at home and in their daily lives that output CO2 – dishwashers, turning on lights, using electrical appliances (vacuuming, kreyky krawly in the pool, washing the clothes), grocery shopping, dropping/picking up the kids, managing the household waste, and the list goes on.

Ms Frank said the key to change is about educating women about all the things they need to be aware of and how they can start changing the way they do things for the better. “And then it is about one step at a time, continued awareness and repetition until a new behaviour is embedded.”

Ms Frank said the solutions are simple – governments and organisations need to adopt a simple steps education process targeted at women as the catalysts for change.



### **Put Yourself In Her Shoes**

This year Emberin has supported Opportunity International who help provide microfinance support to disadvantaged women in India and the Philippines. Emberin attended a fundraising lunch called “Put Yourself in Her Shoes” in Brisbane at which attendees helped Opportunity International raise over \$280 000 towards their efforts, with kind support from BHP Billiton. A similar lunch was held in Melbourne which raised over \$300 000 – all up over \$600 000 was raised in Australia. That’s pretty impressive!



### **Japan Women’s Innovation Network**

Recently a delegation of over 40 of Japan’s leading business women came to Queensland and Anita Beasley, Director of Development at Emberin, spoke to them about Emberin and the women’s development work we do. She also gave a short presentation on raising your visibility and networking.

### ***On the global front . . .***

#### **Women-owned companies are the 5th largest world GDP**

The Center for Women Business Research released its latest impact report on women entrepreneurs in the United States and here’s what they found:

- Women-owned firms generate nearly \$3 trillion in revenues.
- Women-owned firms created jobs for 23 million people, representing 16% of all jobs.
- If women-owned firms formed a country, it would have the fifth largest world GDP.

Gwen Martin, the Center’s Executive Director, pointed out that the study underscored yet again that women-owned firms are not a niche market, but a major contributor and player in the overall American economy. She indicated that the report pointed out the need for training for women business owners in growing their enterprises. Among women, there is a clear trend towards entrepreneurship, reflecting to some extent the lack of opportunities and flexibility in corporate jobs. (For full report, log on to [www.cfwbr.org](http://www.cfwbr.org).)

#### **Avivah Wittenberg-Cox’s monthly email brought this ON TARGET message home to Emberin....**

The reason for the glacial pace of change is that they (organisations) are trying to apply a Band-Aid to an issue that calls for a systemic review of the business model. Company after company are creating women’s networks, mentoring programmes for women, and coaching and leadership training for women - what I call ‘fix the women’ approaches. They are fine efforts, only my experience is that they usually don’t succeed. At least not in isolation.

The focus on women in companies leads to a host of unintended consequences.



A recent study by IPSOS and Grandes Ecoles au Féminin comes to the same conclusion. The single-model career path and relentless up-or-out cultures in many highly homogeneous businesses will never become successfully gender balanced until the model itself evolves.



All this, however, is unconscious. We are, for the moment, what Professor Gary Hamel calls the “unwitting prisoners of a paradigm.”

Most of today’s corporate leaders may truly believe that women aren’t making it to leadership roles because of something they lack, such as time, competence, or style.

***They are still asking a 20th century question: “What is wrong with these women that they are not making it to the top?” The 21st century question is: “What is wrong with this company if we are not able to attract, retain and promote the majority of the educated talent pool?” These two questions yield very different answers – and lead to very different solutions.***

### **Women’s Networks – should men be brought into the fold?**

What do you accomplish when you put a group of professional women together in a room? A valid question and now a controversial topic of discussion.

Professional women’s networks have recently come under fire for perpetuating the ideology that women need to be “fixed” in order to be successful in the workplace. These professional groups were for the most part originally formed for women to network and listen to senior women for mentorship and role modelling.

Avivah Wittenberg-Cox, co-author of *Why Women Mean Business*, was recently quoted as saying, “We have to stop bringing groups of women together to talk about what we know is going wrong.” “We have to convince our companies to stop fixing women.”



Separating women for personal development does not seem to fit with the current line of thinking that “women’s” issues are now business issues and that advancing women’s leadership is of great benefit to an organization. If that is so, what is the best approach for supporting women’s leadership initiatives?

Many women believe that the support from a women’s network is vital to their success, but maybe the overall purpose of these groups is more about sharing and strategizing to change the overall company culture than it is to “fix” women.

Professional women’s groups offer wonderful opportunities for collaboration and support from other women. This remains important. However, in order to shift company cultures, perhaps these networks should also collaborate with mixed gender groups both internally and externally.

Women’s groups can take the lead on shifting the attitudes and beliefs of companies by shifting their own agenda from how difficult it is to be a woman to creating better opportunities for talent management.

*Courtesy of Womenonbusiness.com*

### ***And here in Australia...***

#### **ASX announcement a major turning point for women**

Sex Discrimination Commissioner, Elizabeth Broderick said that the announcement made by the ASX Corporate Governance Council this afternoon, requiring companies to set measurable objectives for the achievement of gender diversity, was an historic development.

“I have continued to call for strong intervention so that business leadership in this country includes both women

and men,” Commissioner Broderick said. “This initiative by the ASX Corporate Governance Council not only gives high level visibility to the issue, but will allow us to celebrate those organisations that lead the change and to draw attention to those who continue to make no progress.”

Commissioner Broderick said that this approach provides transparency at long last. “Hopefully we will look back on this day and say that this was a major turning point for women's leadership in Australian business,” Commissioner Broderick said. “For the first time, companies will be required to disclose to the stock market the proportion of women employees in their organisation, in senior management and on the Board, together with their commitment to improvement.”

Commissioner Broderick said that women continued to be under-represented at senior levels in almost every sector across Australia. The 2008 EOWA Australian Census of Women's Leadership showed that only 8.3% of board members in ASX 200 companies were female, while almost 50% of ASX 200 Boards had no women at all.

### **Goldman Sachs report supports value of women**

Sex Discrimination Commissioner, Elizabeth Broderick, said that the Goldman Sachs report released yesterday proved that closing the gap between levels of male and female workplace participation would be a financially astute move for Australia.

“This report not only makes it clear that greater participation of women in the Australian workforce would be a lucrative move for our economy, it reinforces the need for us to respond to the aspirations and desires of women around this country to be in paid work in the manner they choose,” said Commissioner Broderick.

The Australia's Hidden Resource: The Economic Case for Increasing Female Participation report states that closing the gap between male and female employment in Australia will boost Australia's GDP by 11%. The report highlights that while raising participation is vital, bridging the gulf between historic male and female productivity rates has the potential to boost the level of economic activity by over 20%.

### **Pay equity report an indicator of gender inequality**

Sex Discrimination Commissioner, Elizabeth Broderick, welcomed yesterday's release of the House of Representatives Standing Committee on Employment and Workplace Relations' report, saying it yet again highlighted the urgent and overdue need to close the growing gender pay gap.

“One of the most important reforms proposed in this report is the elevation of the principle of equal pay for work of equal or comparable value from a ‘good to have’ to an ‘unambiguous obligation’,” Commissioner Broderick said.

Commissioner Broderick said the Making it Fair: pay equity and associated issues related to increasing female participation in the workforce report provided further evidence of the systemic and worsening nature of the problem in Australia.



### **Women on boards: AICD sends the right message**

Australian Sex Discrimination Commissioner, Elizabeth Broderick, said she was encouraged by the leadership shown by the Australian Institute of Company Directors (AICD) today, which called on all companies to be proactive by increasing the number of women on boards and at senior management levels.

“Women represent only 8.3% of ASX 200 company directors, as the AICD correctly noted,” Commissioner Broderick said. “With women representing 45% of the entire workforce, 50.3% of the population and 55.9% of all university graduates, there is a clear market failure that needs to be addressed.”

“The call by the AICD for companies to adopt measurable goals for achieving greater diversity on their boards

and in senior management – and to report against them - is a constructive message,” said Commissioner Broderick. “While women remain so obviously excluded from the decision-making processes at the top, we cannot hope for equality to effectively flow down the employment ladder.”

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## Emberin Tips

**Q.** "I find myself 'running on empty' this time of year. With work, family, and all the things I would like to do for the holidays, I feel stretched and agitated. I really want to enjoy this time, do you have any suggestions?"

**A.** Prioritise. Make three lists: the things you want to do, the things you feel luke-warm about doing, and the things you really don't want to do. Then highlight the items you must do on each one, and proceed to take action. When you have completed these, tackle the items on the first list (things you want to do), and ignore everything else.

Disengage from energy draining people. We all know who they are. You are not being selfish, instead you are being self-full, that is, you are replenishing your own energy. Recharge throughout the day. Do little things that make you feel good in between other tasks, i.e., take a brisk walk, listen to some calming music, or just chill out and read a mag.

Courtesy of [www.workingwomen.com](http://www.workingwomen.com)

## Top 10 equal pay questions for employers (Courtesy of HR Leader)

Employers have been advised to protect themselves against potential equal pay claims as the number of class actions taken by employees continues to grow. HR consultants Watson Wyatt advise employers to ask themselves 10 questions to evaluate how vulnerable they are to equal pay claims. They are:

1. Is equal pay a consideration in the human resources policy in your organisation?
2. Does your human resources team understand the implications of current and future equal pay legislation?
3. Is equality of pay embedded in the recruitment, retention and engagement policies of your organisation, including monitoring starting salaries by gender?
4. Does your executive leadership understand and sponsor the concept and implications of equal pay?
5. Do your managers understand the concept and implications of equal pay?
6. Does your organisation have a job evaluation scheme?
7. Does your organisation believe that the job evaluation scheme can manage the issue of equal pay in your organisation?
8. Does your organisation provide guidelines to help managers in performance management discussions and in the allocation of pay increase and bonus awards?
9. If challenged, would your organisation be able to justify gaps in base pay and annual bonus between a male employee and a female employee who have the same role and responsibilities?
10. Does your organisation have a process to deal with an equal pay claim?

*If an employer answers “no” to any of these 10 questions it might trigger an internal policy review, say the consultants.*

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## Did you know?

Australian Women's Health recently surveyed 2613 readers and this is what they were told:

94% of readers want to be fitter

89% of readers want to be more knowledgable

84% of readers want to be more confident

They then went on to ask readers what is the key to confidence? The response was as follows:

- 89% - Being happy with yourself

- 80% - Believing in yourself
- 72% - Achieving goals
- 67% - Having a loving partner/family
- 54% - Wearing nice clothes
- 50% - Financial independence
- 40% - Being educated
- 31% - Having enough money
- 31% - Wearing make up
- 18% - Wearing new clothes

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## Women who inspire us:

### MUMS!!!

Everyone who is a MUM – we salute you!

If you haven't had a chance to see Anita Renfroe's William Tell Overture ode to Mum's we encourage you to do so for a well earned laugh. Anita Renfroe sums up all the things that a mother says to her children in a three-minute song called "Momisms" set to the William Tell Overture. This is the official version by Anita Renfroe <http://www.youtube.com/watch?v=YYukEAmoMCQ>

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