



How to empower women in leadership?

Mirella Visser

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Female leadership in Europe



*‘Forget China, India and the internet.
Economic growth is driven by women’.*

*‘The progress of women to top
management is as slow as a glacier. It
is progress of a sort, but of a glacially
slow sort’.*

the Economist

'I do not bang my fist on the table. My way is to think, consult, then decide. Sometimes I think people still have to get used to the leadership style of an (East-German) woman'.

*Angela Merkel, chancellor of Germany,
October 1 2006 in Financial Times*

*‘If you want something said, ask a man.
If you want something done, ask a
woman’.*

*Margaret Thatcher, former Prime Minister of
Great-Britain*

'I think women lead differently. Women leaders are more nurturing and sensitive to the social needs of society.'

Invariably, women's rights lead to further modernization of society as educational, housing and health needs are finally met.

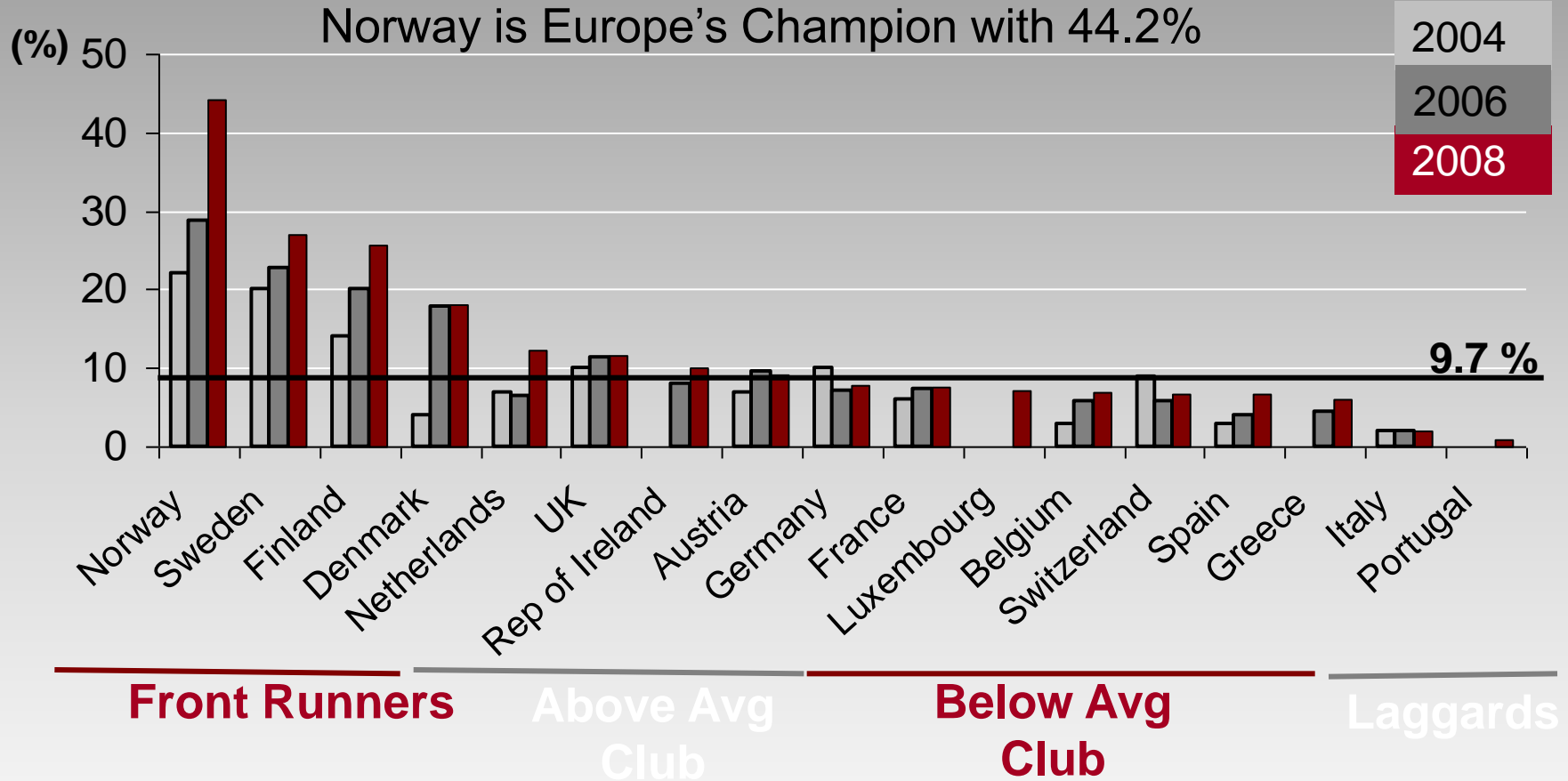
Former Prime Minister of Pakistan Benazir Bhutto

Underrepresentation of women in decision-making functions

- Average proportion of women in parliaments is 24%
- Less than one-third of managers are women
- Only 10% of board seats at Europe's 50 largest listed companies are taken by women

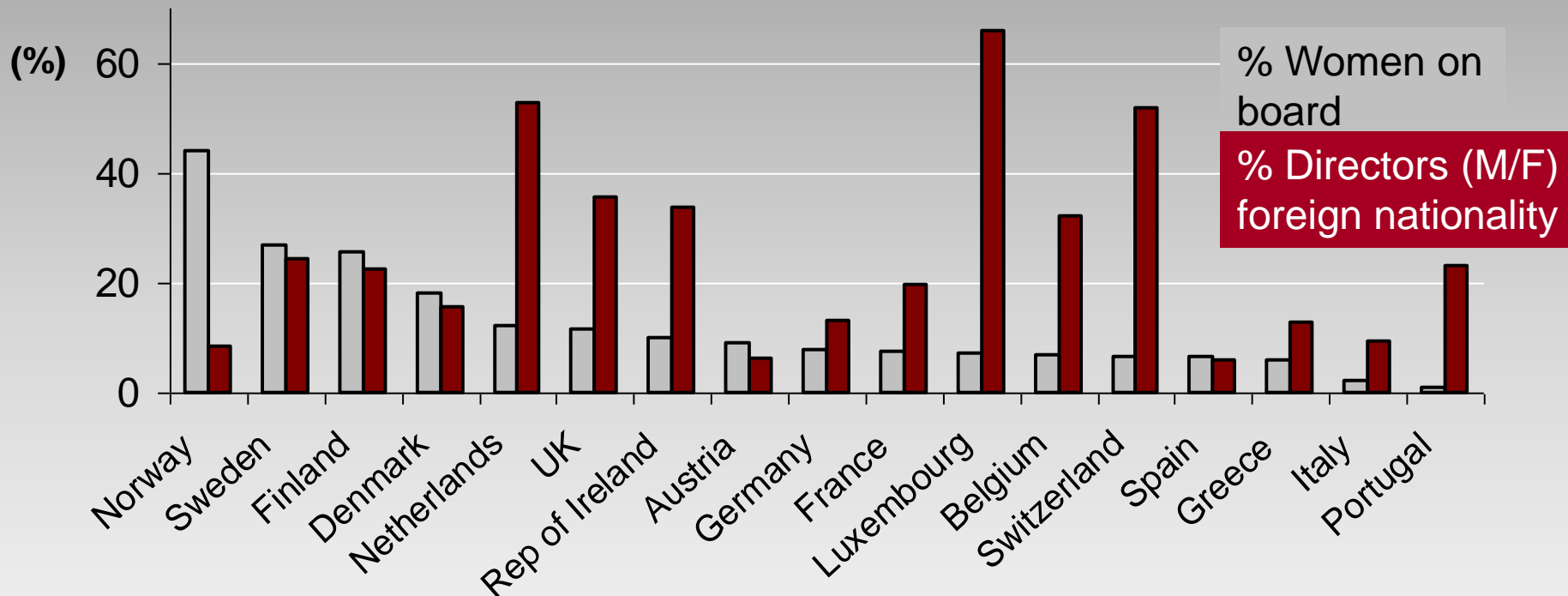
% Women board members by Country

Norway is Europe's Champion with 44.2%



Source: EuropeanPWN BoardWomen Monitor 2004, 2006, 2008

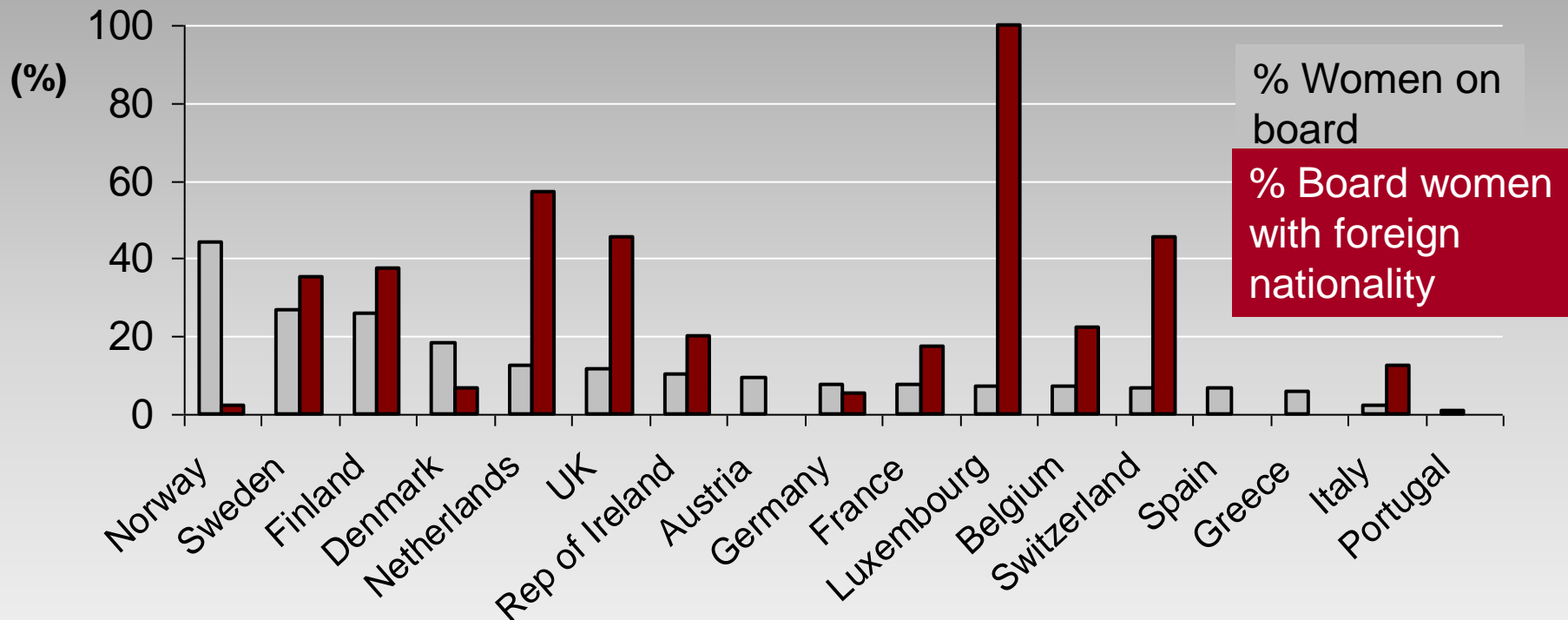
Diversity in nationality more popular, except in Scandinavian countries



Source: EuropeanPWN BoardWomen Monitor 2008

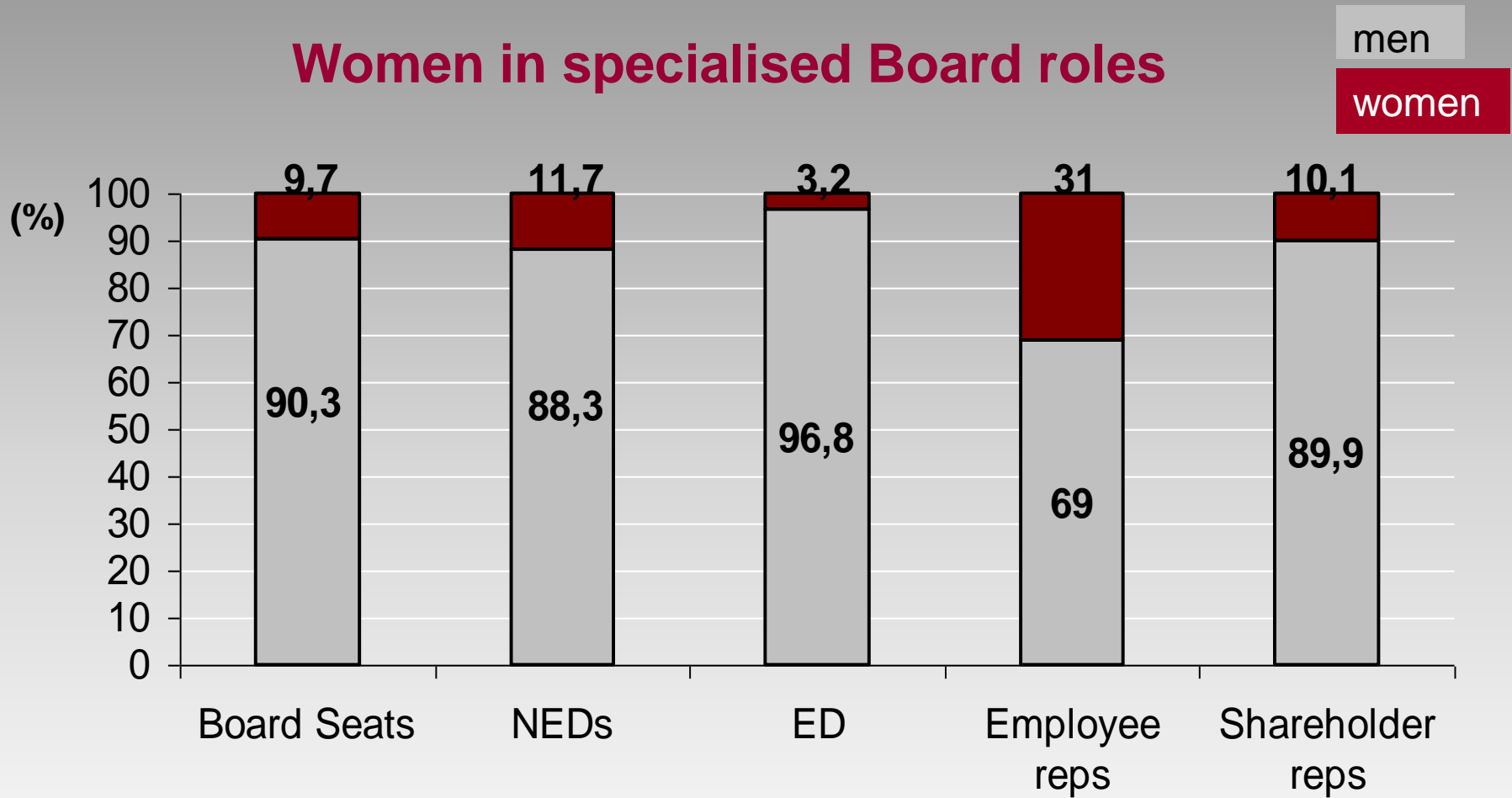
% International Board Women varies greatly

Norway's home-grown talent vs. CH & NL



Source: EuropeanPWN BoardWomen Monitor 2008

Women in specialised Board roles



Source: EuropeanPWN BoardWomen Monitor 2008

Profiling the power on boards - Women chairing Board Committees

Board committee	Chair women	Chair men	Total chairs	% Chair women	% Chair men
Technology	1	9	10	10.0	90.0
CSR, ethics	3	57	60	5.0	95.0
Nomination, compensation	23	451	474	4.9	95.1
Audit, IC, finance, risk	18	356	374	4.8	95.2
Strategy	2	48	50	4.0	96.0
Presiding	1	66	67	1.5	98.5
Banking, safety, other	0	75	75	0.0	100
Total	48	1062	1110	4.3%	95.7%

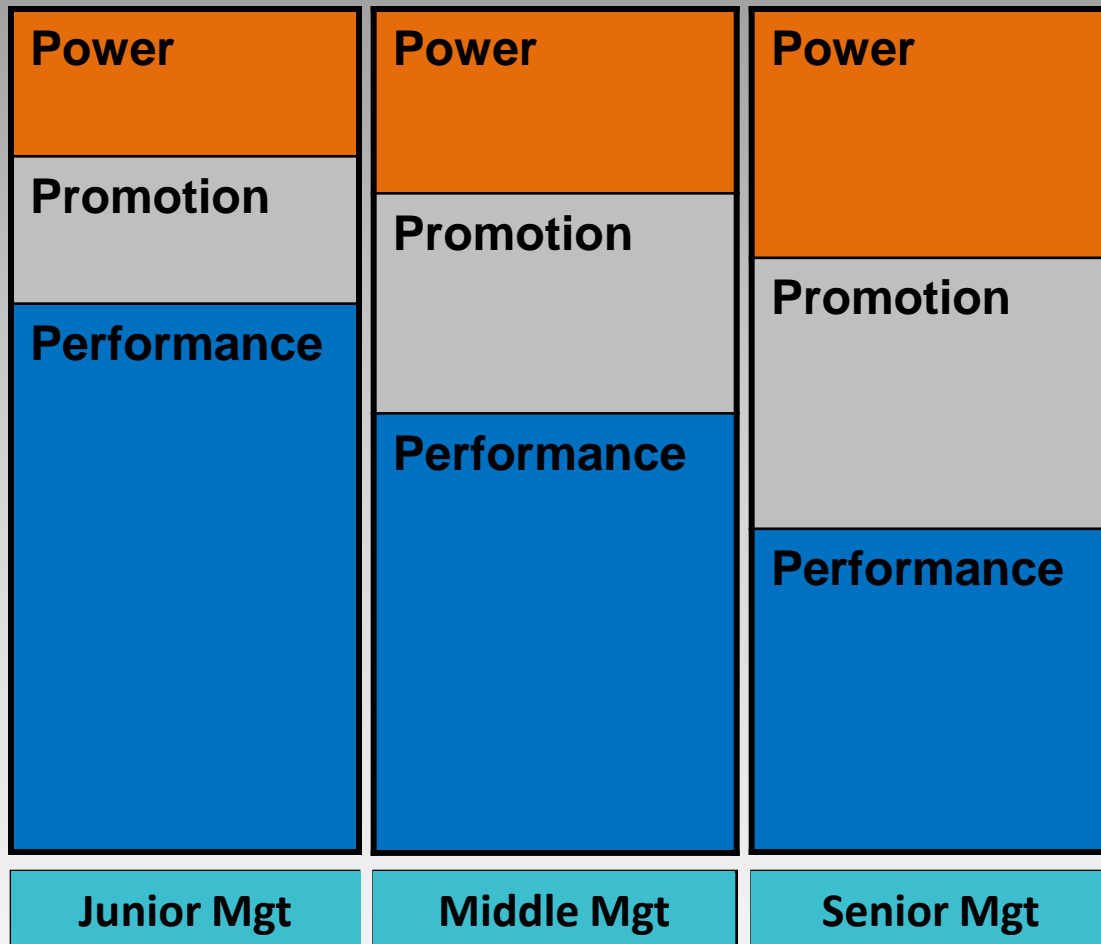
Key questions

- How to persuade women to come forward for leadership positions?
- How to integrate into social networks?
- How to find qualified women?
- How to become more visible?
- How to keep women on track and prevent them from leaving?

Improving the numbers of women on boards

- **Impact of legislation**
 - Norway, Spain
 - Debates on governance codes
- **Private initiatives**
 - Cross – gender mentoring programs FTSE 100/CAC 40
 - Websites for board-ready women
 - Ambassador's networks, charter
- **Women's network's initiatives**
 - BoardWomen Monitor
 - Board Room Round Tables
- **Universities and business schools**
- **EU's initiative:** EU Commission's Network for Women in Decision-making in politics and the economy

Power, Performance and Promotion



Networking

- Formal and informal exclusion of networks
- Number, intensity and content of contacts differ during career
- Strategic use is a skill which can be developed
- Reciprocity requires inventory

What questions do you have?