



Expanding the Horizons: Women's Networks in Hong Kong and beyond

Success markers for women's networks within a broader ecosystem

May 2014

Summary slide pack

Expanding the Horizons: Women's Networks in Hong Kong and beyond

- **These slides are designed to be a resource for internal women's networks**
- **They summarise key aspects of The Women's Foundation project in collaboration with McKinsey that aimed to identify and promote organizational best practices which support gender diversity, specifically corporate women's networks**
- **The success factors framework has been developed using our interview findings with participating organizations**



Expanding the Horizons: Women's Networks in Hong Kong and beyond

Contents:

■ Background information

- The gender diversity ecosystem
- The role of women's networks
- Success factors for women's networks
- Appendix

43 local and international companies participated in the project

Objectives

- To identify and promote **organizational best practices** which support gender diversity, specifically corporate women’s networks

Approach

- **Connect** women’s networks in Hong Kong
- **One-on-one discussions** with 43 leading organizations in Hong Kong and 2 strategy workshops
- **Collaboration** between TWF and McKinsey & Company as knowledge partner

Workshops

WORKSHOP 1

- The case for gender diversity in Asia – *Women Matter* research
- Approach to gender diversity in your organization
- The range of roles and activities across women's networks in HK
- Getting inspired: sharing highlights from women's networks in Hong Kong

WORKSHOP 2

- Recap from workshop 1
- Defining your women's network activities
- Setting up your women's network for the long-term: sharing key success factors
- Brainstorm: The value of the collective group - what more can we do together



Participating companies

- Representatives from corporate women’s networks or from organizations interested in learning more about the role of women’s networks
- 43 organizations representing many sectors and based in Hong Kong



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- **The gender diversity ecosystem**

- The role of women's networks

- Success factors for women's networks

- Appendix

Global experience shows that success is driven by a holistic gender-diversity approach



Visible evidence

- Vocal and active CEO
 - Commitment and buy-in from management
 - Fully integrated in business strategy
-
- Training and coaching dedicated to women
 - Internal/external networking and community building
 - Mentoring and sponsorship
-
- HR policies and processes
 - Relevant data indicators and reporting
 - Targets and accountability

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The role of women's networks – our stake in the ground



- There is no one-size-fits all
- What is common to almost all women's networks is the social connectivity and networking role among women
- However, women's networks can play a more significant role to encourage and drive development of the gender diversity ecosystem
- To what extent, and how active the women's network can be in doing this, should depend on the stage of development of the ecosystem
- In organizations where there is full gender balance, is there a need for a women's network?

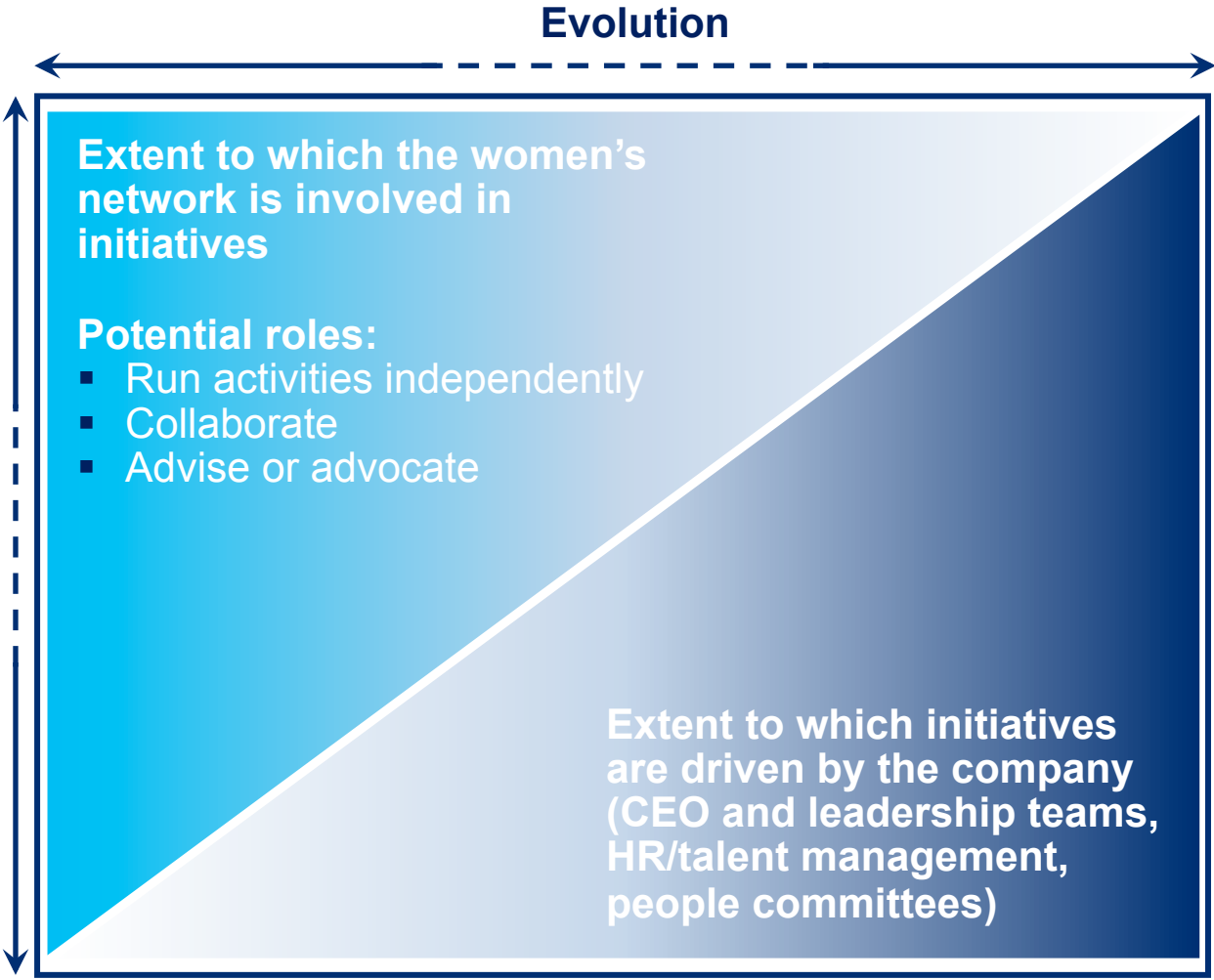
Women's networks can play a range of roles to encourage the gender diversity ecosystem

Core gender diversity activities centered around:

1  CEO and management commitment

2  Developing women as leaders

3  Collective enablers



The state of women's networks and gender diversity in Hong Kong based on our 40+ interviews

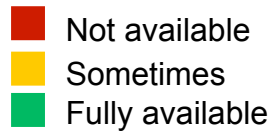
Gender-diversity ecosystem

Gender diversity embedded into business strategy and culture

1  CEO and management commitment

2  Developing women as leaders

3  Collective enablers



Gender diversity situation in Hong Kong

Vocal and active CEO	Fully available
Commitment and buy-in from leadership	Sometimes
Fully integrated in business strategy	Not available
Training and coaching dedicated to women	Fully available
Internal/external networking and community building	Fully available
Mentoring and sponsorship	Sometimes
HR policies and processes	Sometimes
Relevant data indicators and reporting	Sometimes
Targets and accountability	Not available

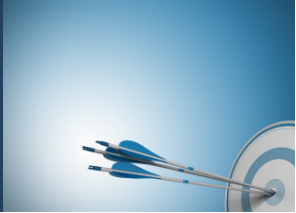


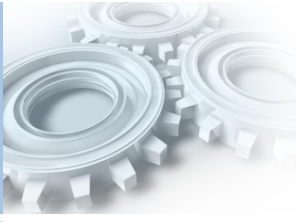

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Our research effort has found that there are five “markers” of successful women’s networks

1	Objectives		Focused set of objectives for the network that will have impact in advancing women in leadership positions in the organization
2	Stakeholders		Clear understanding of the network’s target audience , and importantly the broader set of stakeholders that the network needs to manage
3	Activities		Carefully selected activities the network will run that are linked to objectives and are of benefit to target audience
4	Operations		Set-up and run “like a business” with appropriate governance, succession planning, collaboration with HR, strategic planning, targets, and accountability
5	Brand		Proactive management of the brand equity and effective communications about the women’s network

1

Objectives



Focused set of objectives for the network that will have impact in advancing women in leadership positions in the organization

Key points

- Success can be achieved fast if you are focused on a set of priority objectives linked to impact
- In Hong Kong, women's networks seemed to lack clear objectives that can be delivered against in the next 3 to 5 years

Review the state of your gender diversity ecosystem



- Assess how your organization is doing across the gender diversity ecosystem
- What has been already achieved and should be celebrated? What are the biggest gap areas to address?

Reflect on the priorities of your women's network



- How does your women's network aim to address these gaps (if any)?
- What would women in your organization benefit from most?
- What are the current objectives of your women's network and how might you further refine, enhance or change these?

Gender diversity approach: base-lining your organization

1 Not available 3 Sometimes 5 Fully available

GENDER-DIVERSITY ECOSYSTEM

CEO and management commitment

- Vocal and active CEO
- Commitment and buy-in from management
- Fully integrated in business strategy

Developing women as leaders

- Training and coaching dedicated to women
- Internal/external networking and community building
- Mentoring and sponsorship

Collective enablers

- HR policies and processes
- Relevant data indicators and reporting
- Targets and accountability

Assessing the situation	Supporting examples
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2

Stakeholders



Clear understanding of the network's target audience, and importantly the broader set of stakeholders that the network needs to manage

Key points

- Identify the major stakeholders of your women's network reflecting on the level of commitment and buy-in from each group identified
- Membership of your network is only one group of stakeholders

Reflect on your stakeholders



- Who is the target audience for your network:
 - Women only? Men as well?
 - Front office only? All employees?
 - Membership: Opt in? Invitation only? Open?
- What were the reasons behind these choices?
- What are the pros and cons?

Reflect on the broader stakeholders to manage



- Complete a stakeholder map for your network
- Which stakeholders might you want to engage with more?
- What actions will you take based on your stakeholder map insights?

Stakeholder map for Women's networks

Importance of stakeholder to the success of your women's network

High

How will you influence and get them on-side?	Are you leveraging your network's biggest supporters?
Are you investing efforts on the wrong stakeholders?	Are you overlooking people who could help you succeed?

Low

Low

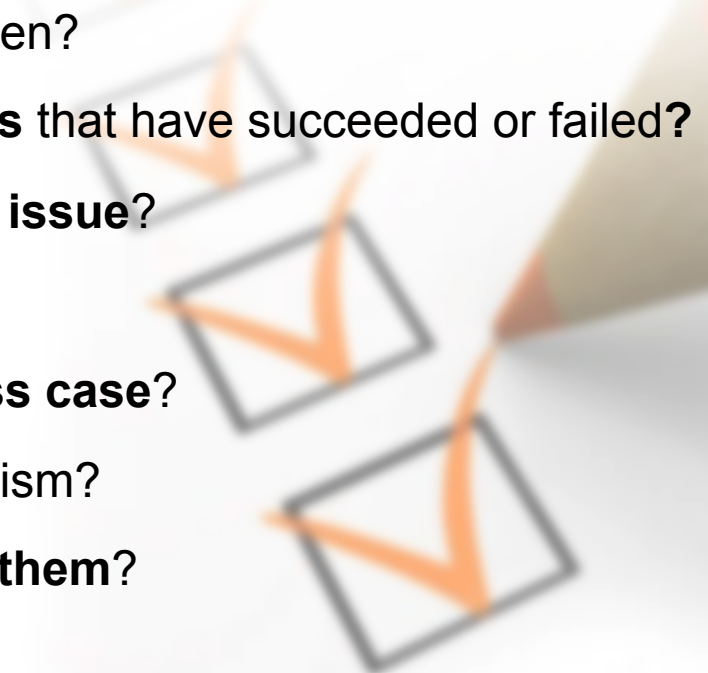
High

Level of commitment and active support

- Stakeholders**
- CEO
 - Top management
 - Middle managers
 - Top women
 - Female employees
 - Male employees
 - My boss
 - others

How to secure buy-in for the key stakeholders you need

Check list

- Can you explain the specific **barriers** to women?
 - Are you fully aware of **past gender initiatives** that have succeeded or failed?
 - Have you framed this agenda as a **business issue**?
 - Have you got a strong **business case**?
 - Have you engaged with them on the **business case**?
 - Do you understand their **concerns** or skepticism?
 - Can you justify your **proposed approach to them**?
 - Are you clear about your **asks** of them?
 - Have you identified **gender champions** who can convince on your behalf?
- 
- A pencil is shown pointing to a checklist on the right side of the slide. The checklist consists of several square boxes, each containing an orange checkmark. The pencil is positioned at the top right, with its tip pointing towards the bottom of the checklist.

How to engage men? Addressing common barriers

Men can—and should—be partners in educating other men and in moving organizations toward gender equality



Barriers	Actions you could consider...
Apathy	<ul style="list-style-type: none">▪ Framing diversity and inclusion (D&I) as both a business and social issue with far-reaching benefits▪ Communicating the benefits men can gain
Fear	<ul style="list-style-type: none">▪ Discouraging zero-sum thinking▪ Including men in communications about gender initiatives▪ Exposing men to male role models who champion gender inclusion and challenge the status quo
Real and perceived ignorance	<ul style="list-style-type: none">▪ Dialogue with other men, as well as women▪ Pairing men with women mentors

3

Activities



Carefully selected activities the network will run that are linked to objectives and are of benefit to target audience

Key points

- Directly link your women's network's activities to your objectives and your stakeholder group

Complete your activity wheel



- Go through the activity wheel and check all the activities that you currently run as part of your network
- Add any additional ones that may not be on the activity wheel your women's network currently runs

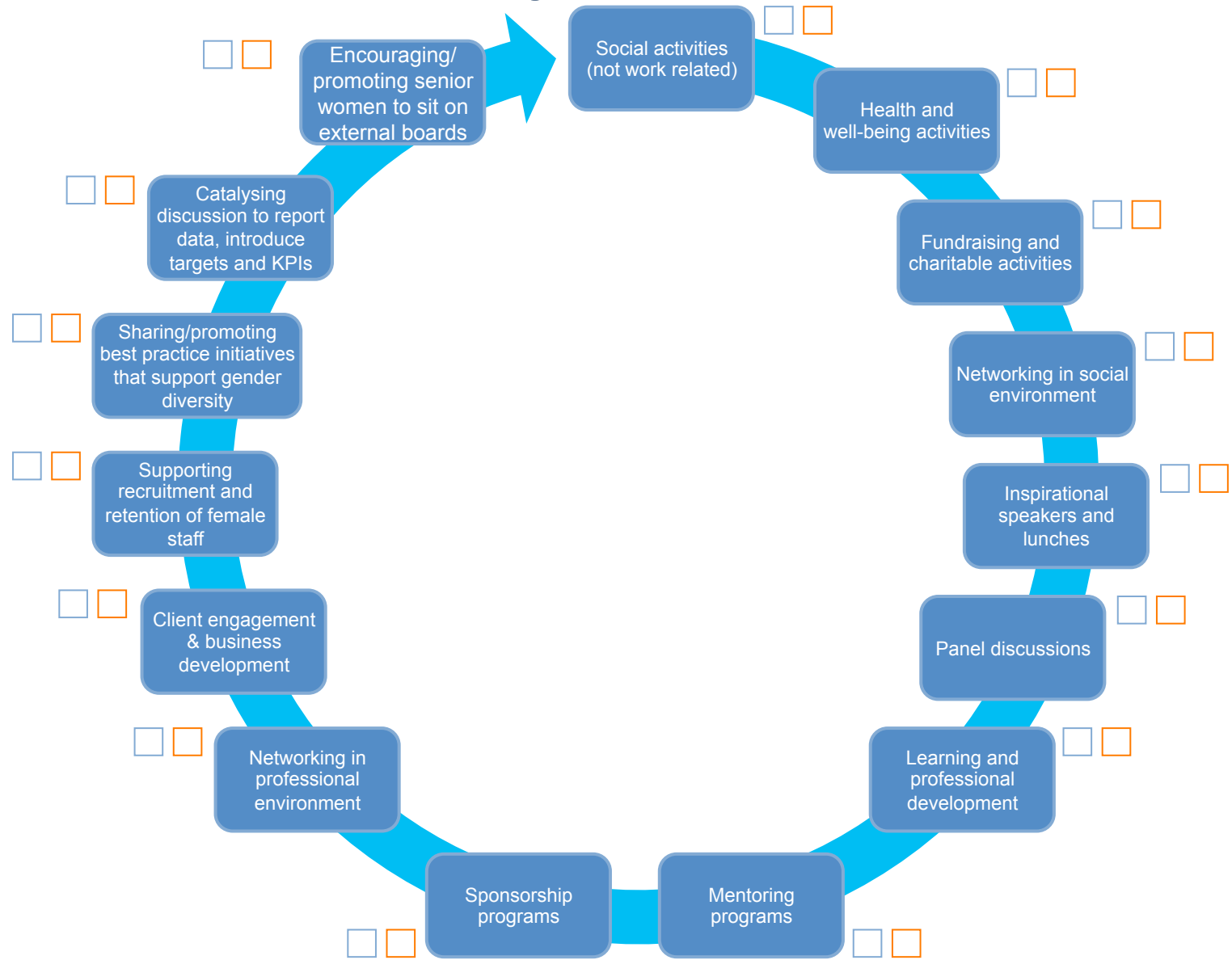
From ... To ...



- Based on the results and the objectives of your women's network:
 - Which of your current activities will you stop?
 - Which new activities will you take on?

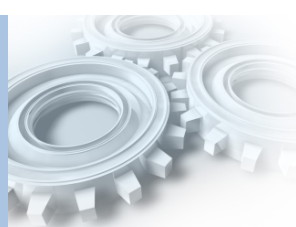
Women's network activity wheel

Today Future



4

Operations



Set-up and run “like a business” with appropriate governance, succession planning, collaboration with HR, strategic planning, targets, and accountability

Governance

- Structured committee with explicit roles/responsibilities
- Representation from across business and seniority levels, including men
- Formal appointment of a senior business sponsor
- Formal recognition of contributing staff in performance reviews, by management
- Monthly meetings with clear agendas

Succession planning

- Succession planning for chairs
- Continuity with 2 people for each role (shadow)
- Regular rotation of committee members

Collaboration with HR and D&I

- Representative(s) from HR on women’s network committee to assist with day-to-day operations
- Women’s network representative(s) on other relevant committees (D&I)

Strategic planning

- Annual operating plan with calendar of events
- Dedicated budget

Targets and accountability

- Metrics aligned to your objectives as a women’s network
- Periodic review of progress (including with specific surveys)

5

Brand



Proactive management of the brand equity and effective communications about the women's network

Key points

- While it might sometimes be appropriate to run activities which appeal to women, make sure they are professional and don't perpetuate existing stereotypes
- Think about how your communications also support a strong brand

From . . .

- Yoga classes
- Dress for success and make up lessons
- Ladies who lunch
- Lunchtime panel on the 'glass ceiling'
- Guest speaker discussing low number of women on boards
- Book club

To . . .

- Panel discussion on prioritizing health and wellbeing and avoiding burn out
- Managing your personal brand
- Speed networking with senior managers
- Small break out discussions with male colleagues focused on solutions
- Policy discussion with senior management to support senior women to sit on boards
- 'Lean In' circle

Last but not least, **active** and **effective** communications

Strategic branding

- Who are you communicating with? What is your message?
- It might be appropriate for CEO/male champions to communicate directly with members/company

Business case

- One page infographic/diagram on the business case for gender diversity in your company – e.g. objectives, brand, members, activities, key data

One page portal

- Create and maintain intranet with latest events and initiatives
- To be included on the extranet as part of the employee value proposition

Establish communication loop

- Demonstrate you are taking on people's feedback

Regular rather than ad-hoc

- Regular communication (for example, 1 per month)
- Communicate when you need to – don't over communicate

Be strategic – align your communications with your purpose

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Appendix

Results from participating companies: Audience polling at Workshop #2

	Objectives	Stakeholders	Activities	Operations	Brand
My Women's Network is <u>most advanced</u> when it comes to...	31%	9%	31%	3%	26%
My Women's Network is <u>least advanced</u> when it comes to...	14%	31%	3%	44%	8%
	Our CEO and top management	Middle Managers	Female employees	Male employees	Don't know/ N/A
Our women's network has the <u>most</u> commitment and buy-in from...	18%	8%	60%	0%	15%
Our women's network has the <u>least</u> commitment and buy in from....	10%	13%	0%	68%	10%
	Women only-all employees	Women only-front office	Men and women-all employees	Men and women-front office only	Unclear
The primary members of our women's network are...	53%	15%	23%	3%	8%

Results from participating companies: Audience polling at Workshop #2

	Strongly disagree	Disagree	Agree	Strongly Agree	Don't Know/ N/A
Our women's network has a focused set of <u>objectives</u> that will have a real impact for advancing women in our organization	11%	43%	27%	8%	11%
The activities our women's network runs are <u>directly linked to</u> delivering against our objectives	3%	27%	50%	10%	10%
Our women's network is set up and <u>run like a business</u> —ie., it has in place robust governance, succession in planning, strategic plans, targets and accountability	41%	28%	22%	3%	6%
Our women's network has a <u>positive and professional brand perception</u> in the organization and is seen as <u>having business impact</u>	10%	35%	26%	13%	16%