

White paper

How a gender balance makes business better.

March, 2021 (updated)



Introduction

In this white paper, we uncover how a Gender Balance makes business better. We scrutinize 4 challenges that hinder women from advancing, and suggest 4 solutions that organizations should consider.

In summary, female leaders and talents are hindered by unequal treatment, and at the same time, female leaders are rated higher than male leaders. We suggest a mix of development initiatives, that both empower women, and make organizations more inclusive overall.

Our findings are based on responses from more than 1.800 people in the global logistics industry, collected from November 2019 to June 2020.

We work with organizations in Asia and Europe, and experience the willingness to create a gender balance. But we also hear from many women, that they are paid less, that they do not get the development opportunities they need and that their company culture favors dominant and “masculine” behaviours.

When I talk with my daughter about inequality of any kind, she says something that I believe is very true: “It doesn’t make any sense”. Because, the gender balance is a question of fairness, and it makes organizations better. The research in this white paper is a proof of that.

We can help you to create the mindsets and capabilities you need in your organization, and use this opportunity to introduce you to our Move Ahead development program at the end of this document.

Enjoy the reading!



Four Challenges

1

Only 13% of senior leaders in logistics are female, although women score higher on 6 out of 7 leadership competencies.

2

Women often miss a sense of being valued, appreciated and recognized at work, and rate their Employee Experience to be 10% lower than men's.

3

Women are not treated equally by their leaders, and rate their Experience of their leaders 19% lower than men.

4

Women believe less in themselves and their abilities, and report 15% lower self-efficacy and 22% lower optimism than men.



Four Solutions

- 1 Accelerate female leaders and talents without any more delay!
- 2 Create a culture that is truly inclusive and positive – for everyone.
- 3 Train leaders to be more inclusive – for everyone.
- 4 Increase development of female talents, and enable them to step up with self-efficacy and optimism.

Go to page 10
for details.



Overview of Findings

Opportunities: Where Women score higher

Leadership Competencies

- Building Trust
- Being Empathic
- Giving Clear Direction
- Giving Constructive Feedback
- Collaboration within their team
- Creating psychological safety

Personal Resources

- Higher level of Resilience

Challenges: Where Women have issues

Personal Resources and Situation

- Lower belief in own Abilities
- Lower sense of Optimism
- Lower belief in Goal achievement
- Higher Burn-out Risk
- More distracted by family when WFH

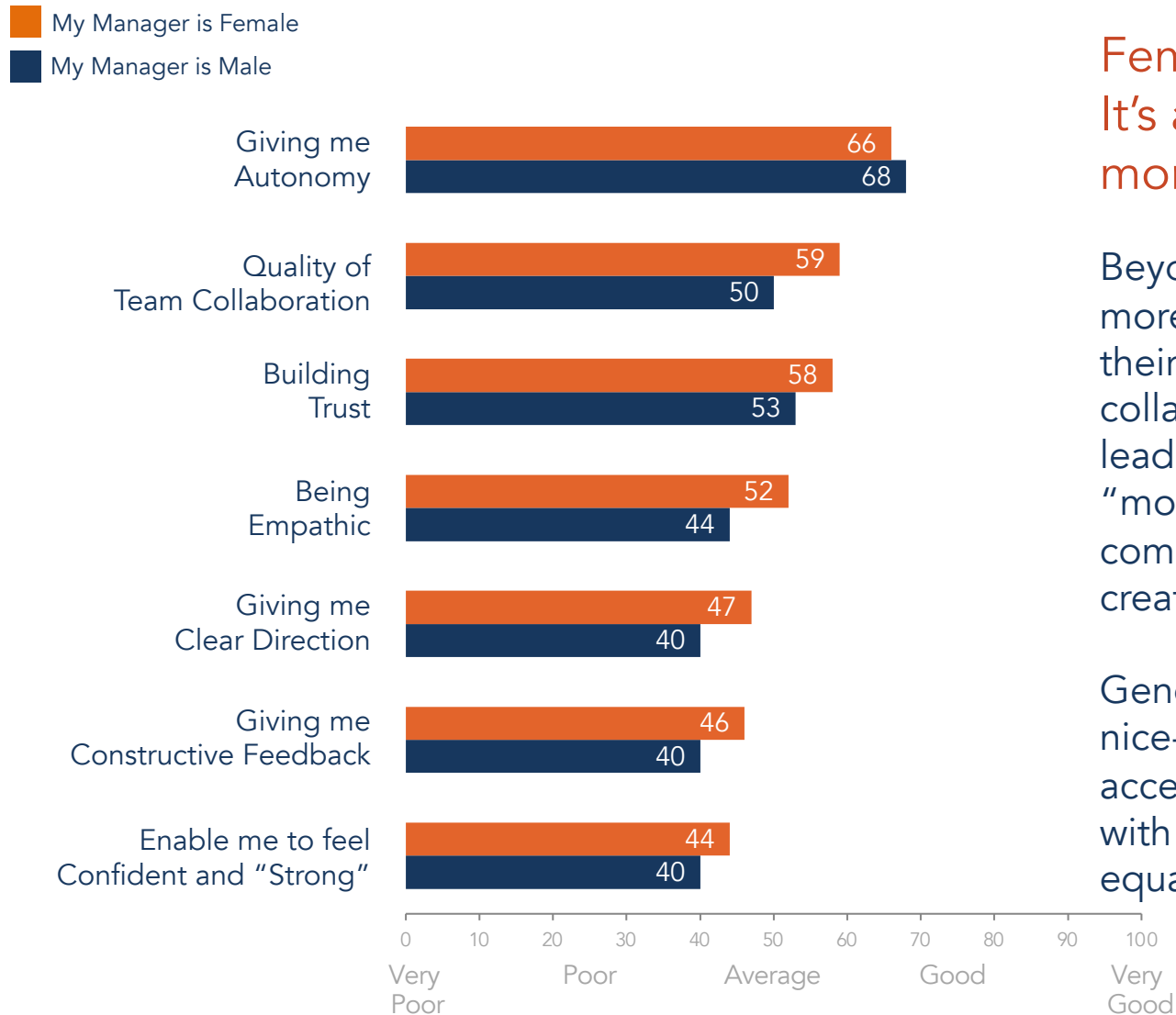
Experience of the Organization

- Not enough Recognition
- Strengths not being Valued
- Frustration with how organization collaborates

Experience of their Leaders

- Lower Trust in Leader
- Receiving less Empathy from Leader
- Receiving less Appreciation from Leader
- Receiving less Constructive Feedback from Leader
- Receiving less Confidence support from Leader
- Feeling less inspired by Leader

1. Female leaders are rated higher than men.

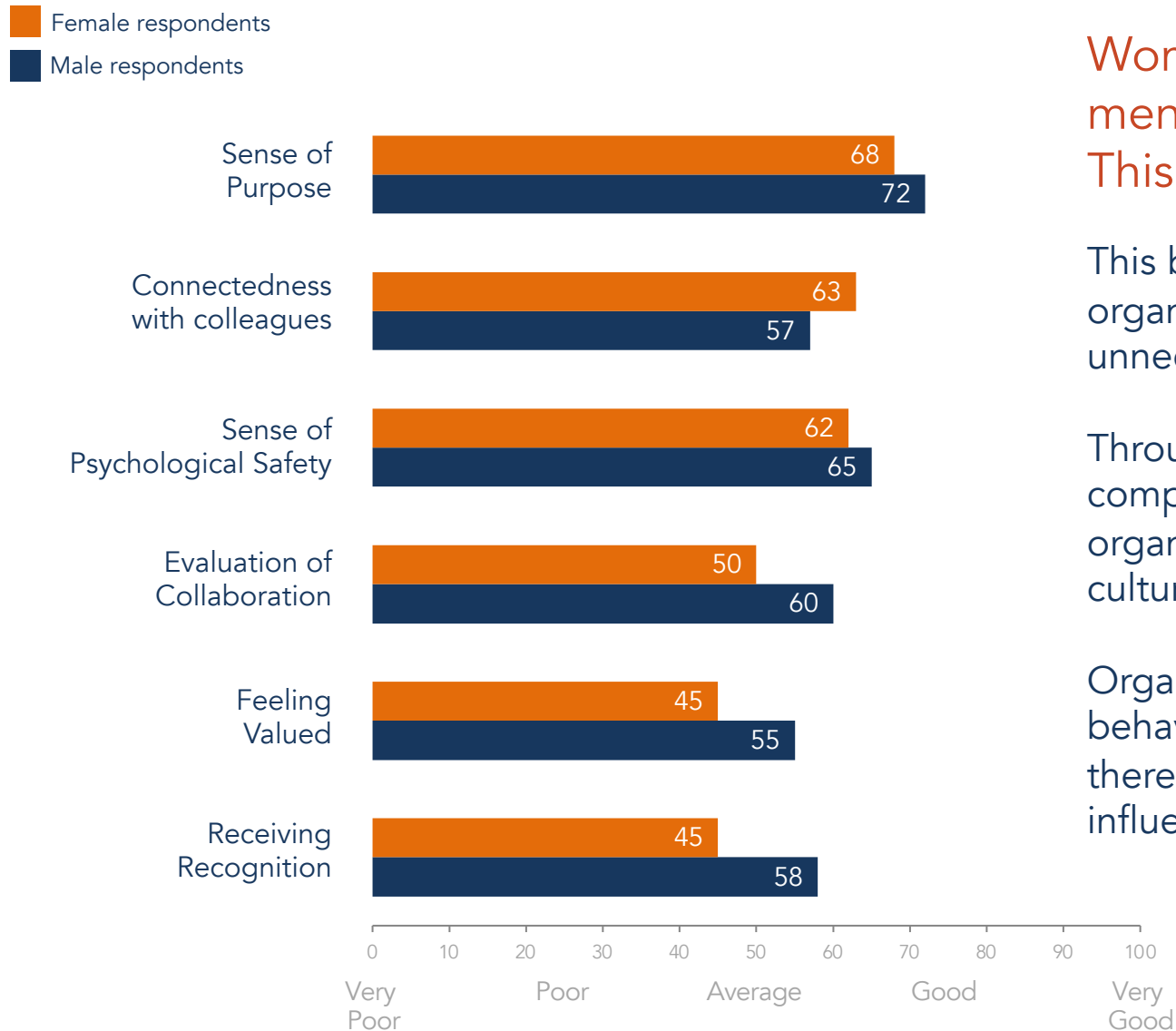


Female leaders outscore men with 10%.
 It's about time that organizations accelerate more women into leadership roles.

Beyond Empathy, female leaders give clearer direction, more constructive feedback, are more trustworthy, enable their people to feel confident and as a result, their teams collaborate better. Therefore, we have to see female leadership for being more than "empathic", or "motherly". Female leaders offer a full range of competencies that bring their organizations forward and create results.

Gender equality is a strategic business issue. It's not a nice-to-have CSR project. We need to be concrete about accelerating female talents into leadership positions. Not with quotas, but by realizing the business opportunities in equality, diversity of thoughts and inclusive behaviours.

2. Women have higher risk for frustration at work.



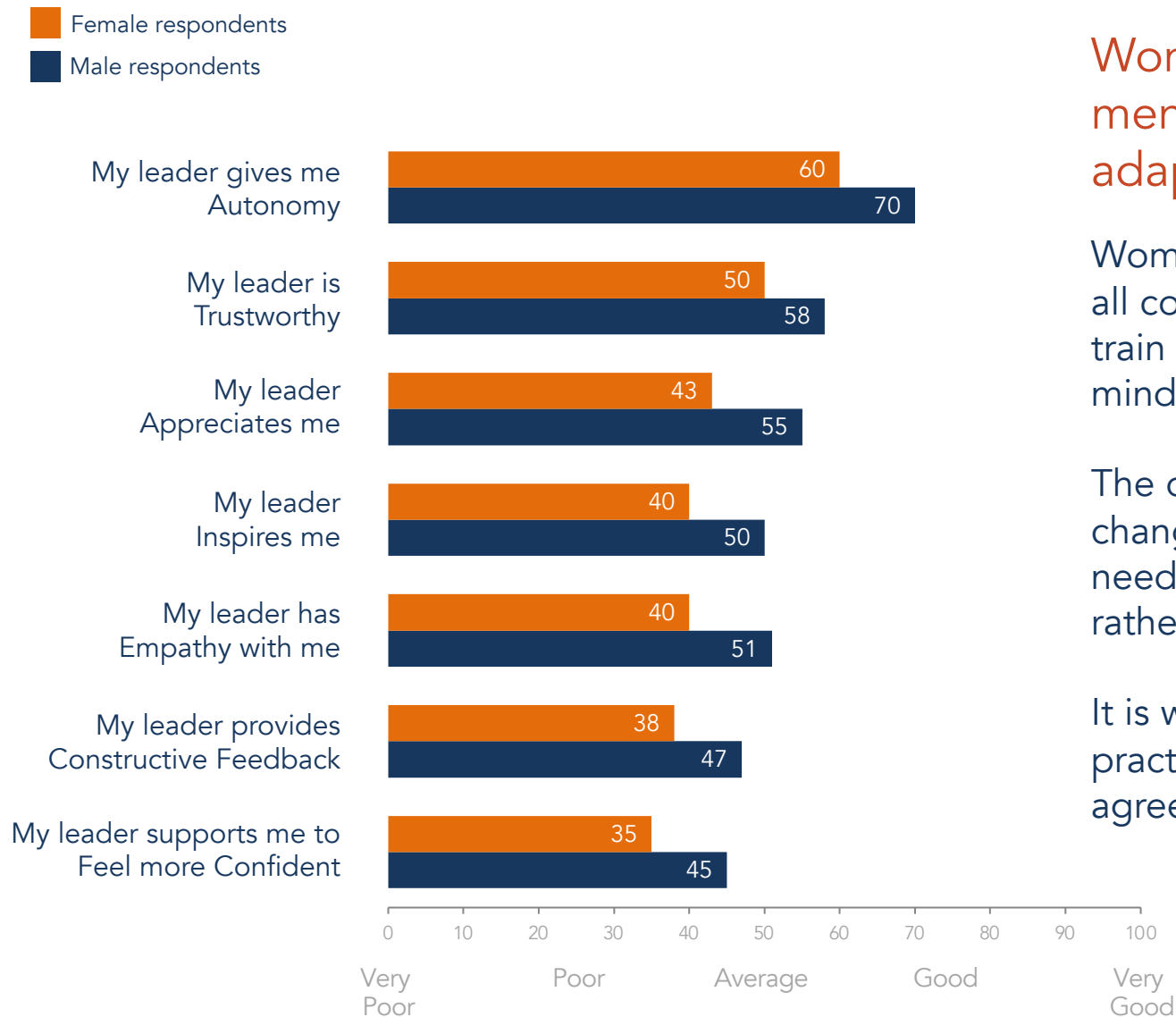
Women rate their EX to be 10% lower than men's. They feel less valued and recognized. This is why we need more inclusion at work!

This big deficit of feeling valued and recognized in the organization, illustrates that organizations make it unnecessarily difficult for women to thrive and advance.

Through male dominated cultures, where vital leadership competencies of integration is at a low level, the organization does not fully demonstrate the needed culture of appreciation, recognition and collaboration.

Organizations must actively promote the mindset and behaviours that integrates women at all levels, and thereby make it easier for women to advance and influence the culture.

3. Women are not treated equally by their leaders.



Women rate their leaders 19% lower than men. This illustrates that we need more adaptive and inclusive leaders.

Women rate their leaders significantly more negatively on all competencies. This points towards an urgent need to train leaders on D&I competencies, and renew their mindsets.

The overall low ratings of leaders call for a fundamental change in the leadership approach. Organizations do not need bespoke leadership approaches for women, but rather more inclusive leadership for everyone.

It is worth to notice that 68% of leaders think they practice inclusive leadership, but only 36% of employees agree with this*. There is a lot to do here!

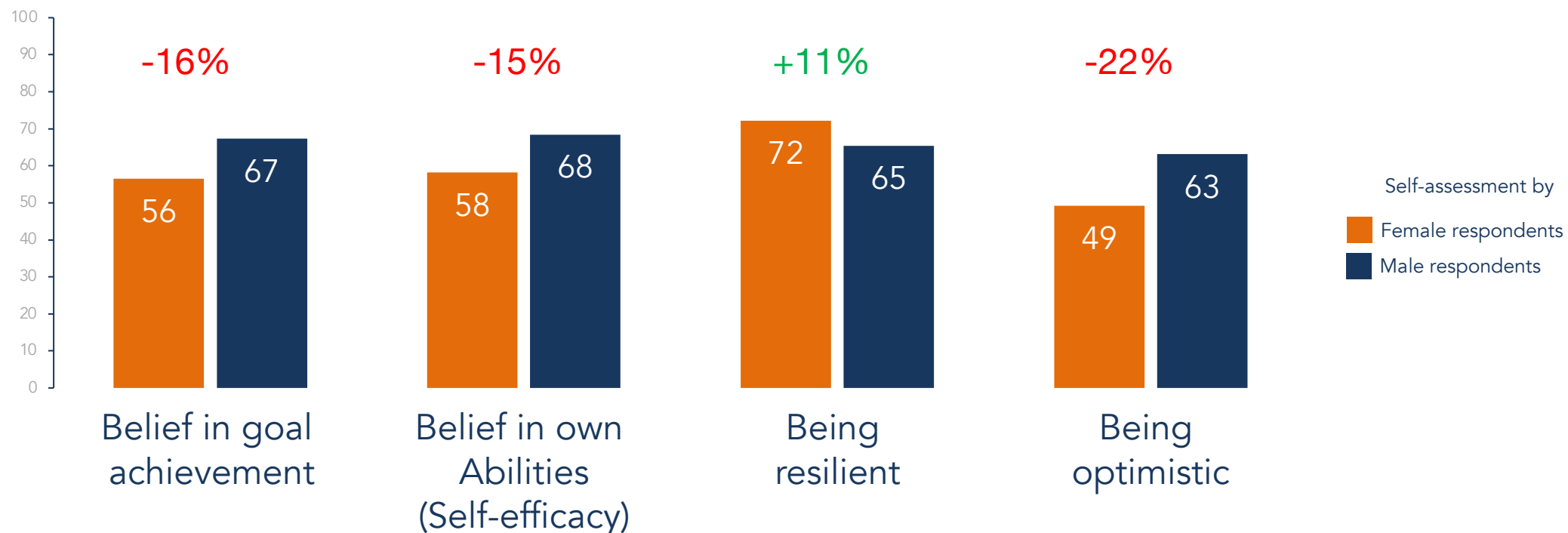
* Accenture, 2020

4. Women believe less in themselves and their abilities.

With a lower level of self-belief, trust in own abilities and optimism, it is perhaps no wonder that many women do not advance...

When we believe more in ourselves and our abilities, and have optimism and resilience, we can experience up-to a 24% improvement on key indicators of wellbeing and performance.

Therefore, effective development initiatives should focus on overcoming the so-called imposter syndrome, build strengths and teach impactful self-leadership competencies.



Four Solutions.

1 Accelerate female leaders and talents.
Treat gender equality is a strategic business topic, because female leaders improve collaboration and performance.

A gender balance is about fairness and good making the organization better. It should be a strategic topic for the top leadership. Many companies need to be much more concrete about this, and “walk the talk” with conviction.

3 Educate leaders to be more inclusive – for everyone.
Develop your leader’s mindset and capabilities of empathy, trust building, giving clear direction and constructive feedback. Make them better leaders for all employees.

These competencies benefit the entire organization, boost collaboration, psychological safety and create a level playing field for everyone.

2 Create a culture that is really inclusive and positive.
Foster organizational mindsets and behaviours of appreciation, recognition and collaboration.

Anti-bias trainings can be necessary, but you must avoid being trapped in a negative framing that can create a backlash. Instead of trying to “control” people’s behaviours, rather focus on the culture and business opportunities that can be developed together.

4 Enable your female talents and leaders to step up.
Focus on development of strengths and self-leadership competencies, because this will enable your female colleagues to avoid being trapped in the “imposter syndrome”, build confidence and optimism.

In fact, when you make such development programs available for a broader audience, not only women, you create a wave of learning and empathy, that positively changes your organizational culture.

Demographics

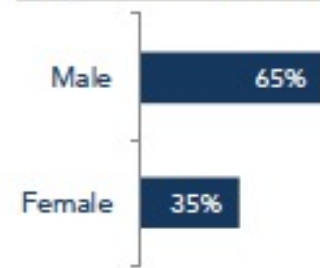


TOTAL RESPONDENTS

n = 1810



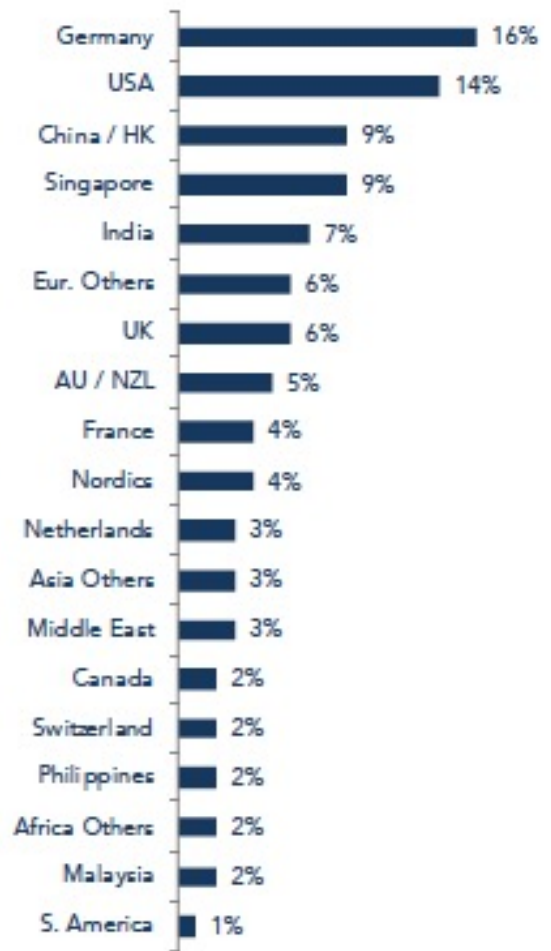
GENDER




WORK ROLE




COUNTRY



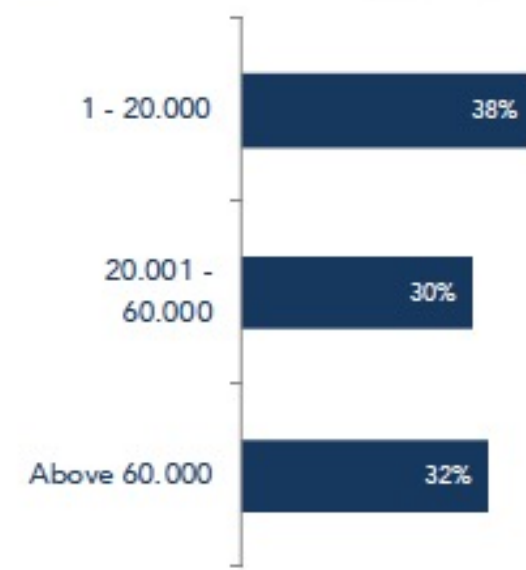

WORK FOCUS




COMPANY TYPE




COMPANY SIZE



About novosensus.

novosensus is a leader and team development company working globally from Singapore. For people striving to build a high-contribution culture, novosensus creates insights and interventions that unleash multiplying mindsets and behaviors. Because that makes organizations better to work for, and with.

We contribute to make people and organizations stronger, and work with our clients as sparring-partners, facilitators and coaches on:

- Team thriving, momentum and performance
- Leadership growth
- Organizational transformation and culture evolution

At novosensus, we work with selected partners of innovative tool nerds, compassionate creatives, boundary pushers and psychologists with business acumen.

novosensus is founded by Stephen Lew and Henrik Kofod-Hansen, with the objective to bring evidence-based interventions to the workplace.

For more information, visit www.novosensus.org.

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