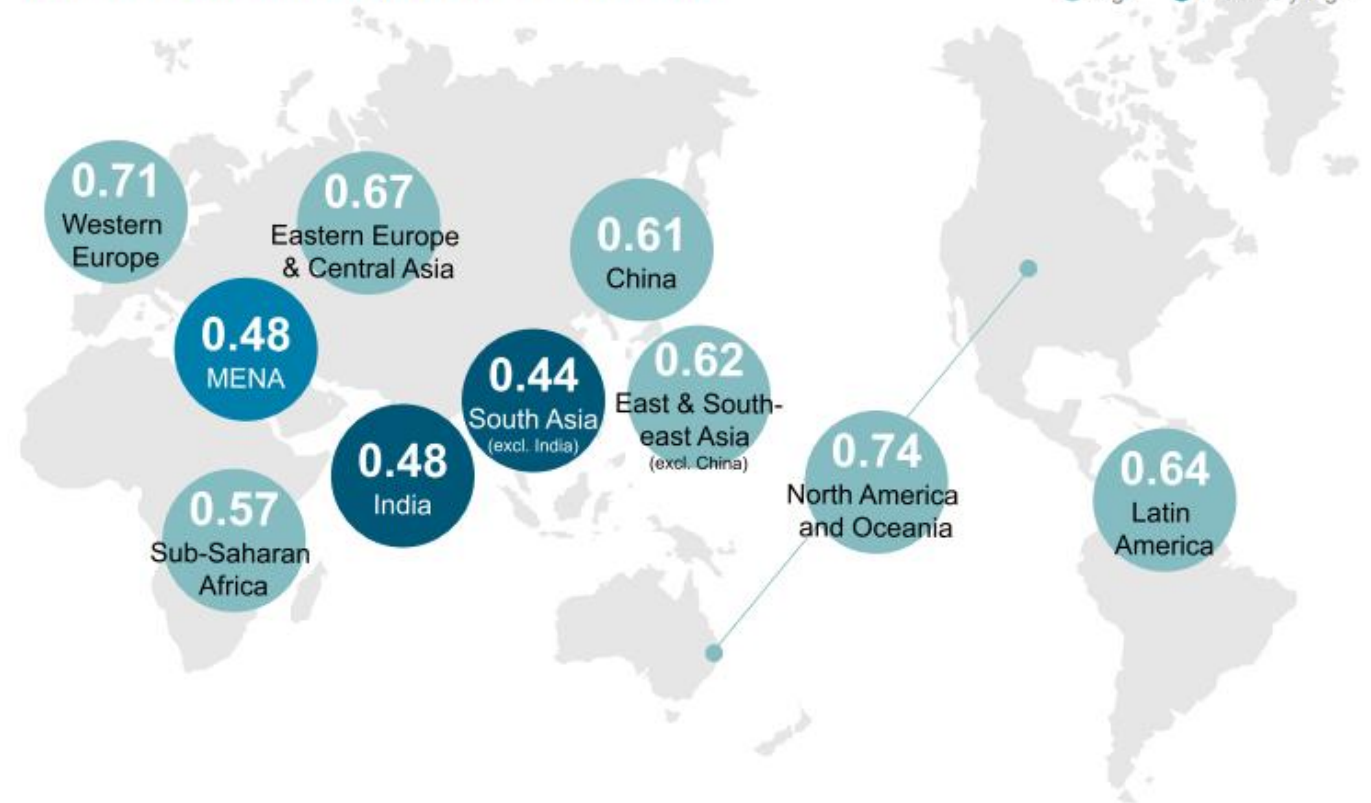# Gender Equality & the Learning Organization

NASF Women in Seafood 2022

Lara Barazi-Geroulanou

CEO Kefalonia Fisheries S.A.

Challenges to Gender Equality

The Gender Parity Score (GPS) measures the inequality levels in each country on all 15 indicators

Gender inequality
(1.0 = gender parity)
● High   ● Extremely high

0.71 Western Europe

0.67 Eastern Europe & Central Asia

0.61 China

0.48 MENA

0.44 South Asia (excl. India)

0.62 East & South-east Asia (excl. China)

0.74 North America and Oceania

0.48 India

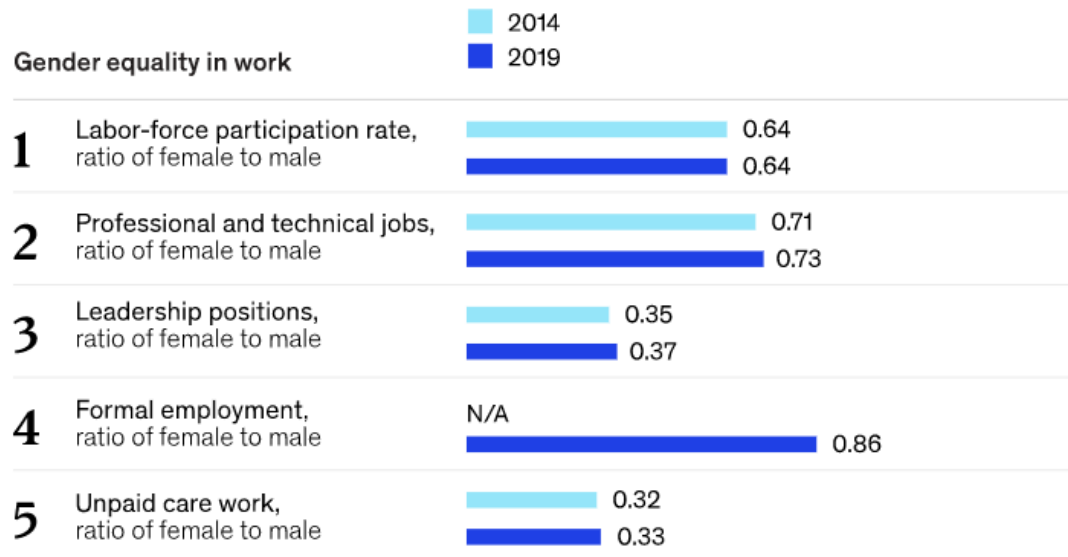**0.57** Sub-Saharan Africa

0.64 Latin America

- This is true all across the world *including* western Europe

Challenges to Gender Equality

Progress toward gender equality has been marginal since 2015.

World average gender-parity indicators,[1]

		2014
		2019

CAGR,[2] progress, %
- Positive[3]
- None
- Negative

Gender equality in work

	Indicator	2014	2019	CAGR progress
1	Labor-force participation rate, ratio of female to male	0.64	0.64	0.0
2	Professional and technical jobs, ratio of female to male	0.71	0.73	0.3
3	Leadership positions, ratio of female to male	0.35	0.37	1.4
4	Formal employment, ratio of female to male	N/A	0.86	N/A
5	Unpaid care work, ratio of female to male	0.32	0.33	0.3

Source: McKinsey Global Institute Analysis 2020

Despite formal initiatives to improve gender equity:

- Board diversity requirements
- ESG & diversity disclosure
- Gender & diversity inclusion Best Practices
- Family-leave benefits
- Flexible remote working opportunities
- Greater diversity in recruitment
- Laws & Regulations

Traditional Corporate Structure

Hierarchical culture	Empowerment culture
Planning	Visioning
Command and control	Partnering for performance
Monitoring	Self-monitoring
Individual responsiveness	Team responsibility
Pyramid structures	Cross-functional structures
Workflow processes	Projects
Managers	Coaches/team leaders
Employees	Team members
Participative management	Self-directed teams
Do as you are told	Own your own job
Compliance	Good judgement

Role Models

YOU CAN'T BE WHAT YOU CAN'T SEE

MARIAN WRIGHT EDELMAN

Female entrepreneurs operating in male-dominated sectors

- Had a male role model
- Had a female role model

35%

65%

Female entrepreneurs operating in female-dominated sectors

- Had a male role model
- Had a female role model

24%

76%
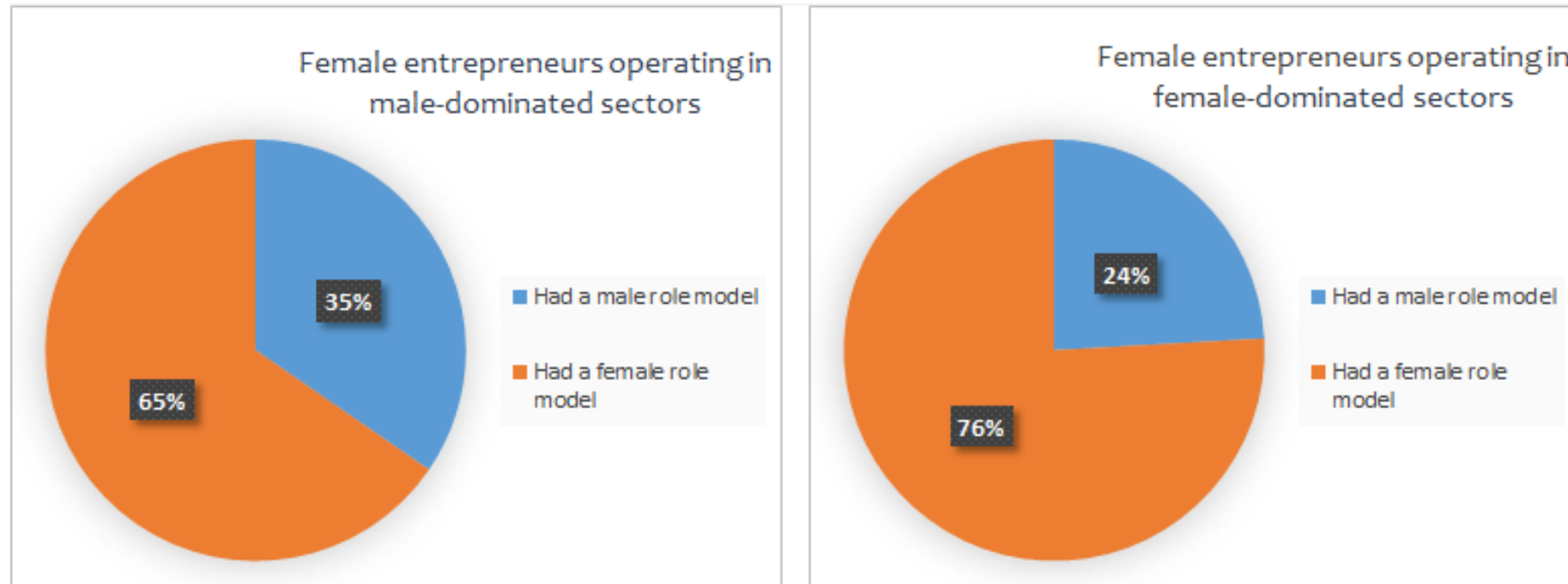
- Source: OECD Gender Data Portal 2019

Cultural & Organizational Change

Role Models

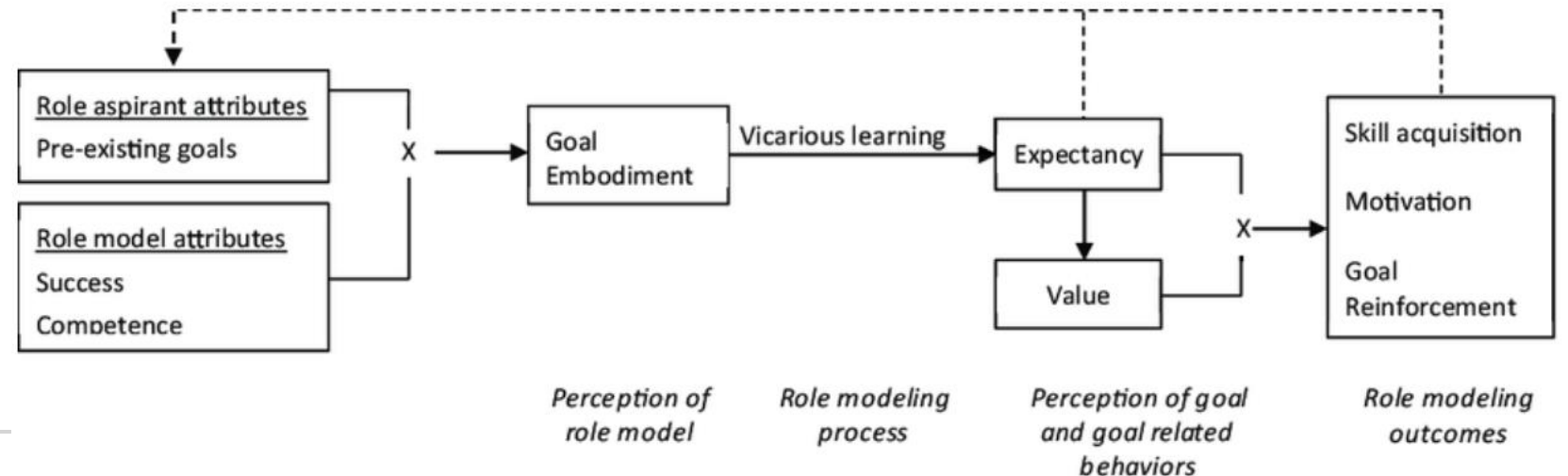YOU CAN'T STATE **DIFFERENCE** AND ALSO STATE **EQUALITY.** WE HAVE TO STATE **SAMENESS** TO UNDERSTAND **EQUALITY.**

Role Models

Effective Role Model:

- Method & approach to a specific role or career path

- Skill & knowledge acquisition

Role aspirant attributes		Goal Embodiment	Vicarious learning	Expectancy		Skill acquisition
Pre-existing goals	X					Motivation
Role model attributes				Value	X	Goal Reinforcement
Success						
Competence						

Perception of role model   Role modeling process   Perception of goal and goal related behaviors   Role modeling outcomes
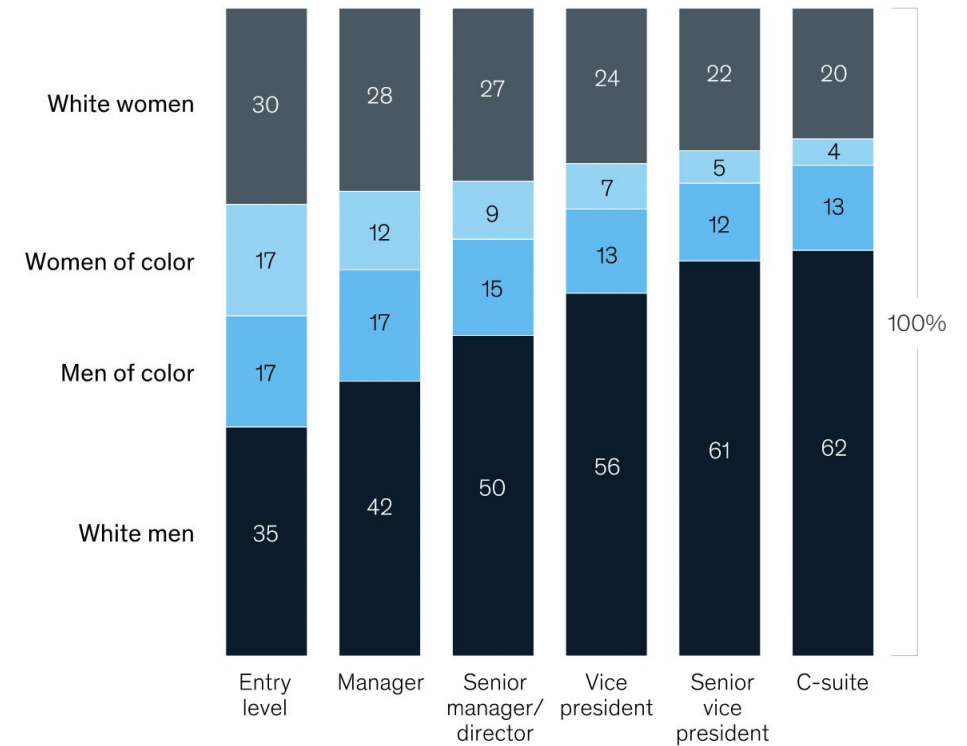
Relatability is key

Role Models

Male role models must be included:

- They are part of the equation
- Some challenges are universal
- Learning opportunity for them too

The idea is to challenge stereotypes, assumptions and generalizations...

Representation by corporate role, by gender and race, 2021, % of employees

	Entry level	Manager	Senior manager/ director	Vice president	Senior vice president	C-suite
White women	30	28	27	24	22	20
Women of color	17	12	9	7	5	4
		17	15	13	12	13
Men of color	17					
White men	35	42	50	56	61	62

100%

Note: Figures may not sum to 100%, because of rounding.
Source: *Women in the Workplace 2021*, LeanIn.Org and McKinsey, 2021

Mentoring for Organizational Change

Employee Lifecycle

Copyright Steven AJ Cox 2019

Mentoring as Cultural Change Strategy

Equity Policies & Strategies	Equality of Access
Training	Equality in the learning process: Participation Decision-making
Equality of outcomes	Everyone learns Organizational growth

Mentoring as Cultural Change Strategy

Attract the best & brightest

› Consider how your company currently attracts the best and brightest talent
› While marketing to prospective employees, an advertising that your company has a professional and effective mentoring program can be a significant differentiator between you and your competitors

Develop your employees into tomorrow's leaders

› Developing your company's junior employees can be a challenge
› Mentoring as a strategic initiative will pair new/ junior employees with those senior employees and managers who can provide not only the experiential wisdom but also a supportive environment

Retain top talent & See high ROI

› Talent retention affects the bottom line not only by reducing costs, but also by building an effective workforce
› Demonstrate to new employees the company's investment in their future with the organization

Lead the Way in diversity

› The changes that diversity initiatives aim to achieve cannot occur without real-life interactions in the workplace
› Mentoring allows people to take the theories learned in diversity trainings into the workplace. They practice what they learn because they're being challenged regularly within their mentoring relationships

Succeed in succession planning

› It is an ideal strategy for enriching your succession-planning program
› Adding mentoring as a method of pairing such individuals with your talent pool ensures that the right expertise will complement your succession-planning goals

Mentoring as Cultural Change Strategy

Benefits to Mentee

- A safe and trusted space to focus on their development

- Confidential support, guidance and ideas

- Improved development Increase self awareness of strengths and areas for improvement

- Access to experience and learning to fast tracking their own approach

- Improved Job Satisfaction

- Improved confidence in dealing with challenges and dealing with uncertainty, change or transition

- Networking Opportunities

Benefits to Mentors

- Gain perspectives and fresh ideas

- Gain insight- learn more about the challenges, purpose and workload of other teams

- Improved development

- Increased self- awareness

- Opportunity to develop key mentoring skills

- Opportunity to give back- Improved job satisfaction and personal satisfaction

- Networking Opportunities

Benefits to the Profession

- Builds mentoring capabilities and leadership skills

- Develops leaders at all levels

- Maximises pharmacists potential

- Benefit from diversity and improve inclusion across the profession

- Expanded Professional networks

- Improves connection, reduces isolation in a disparate profession

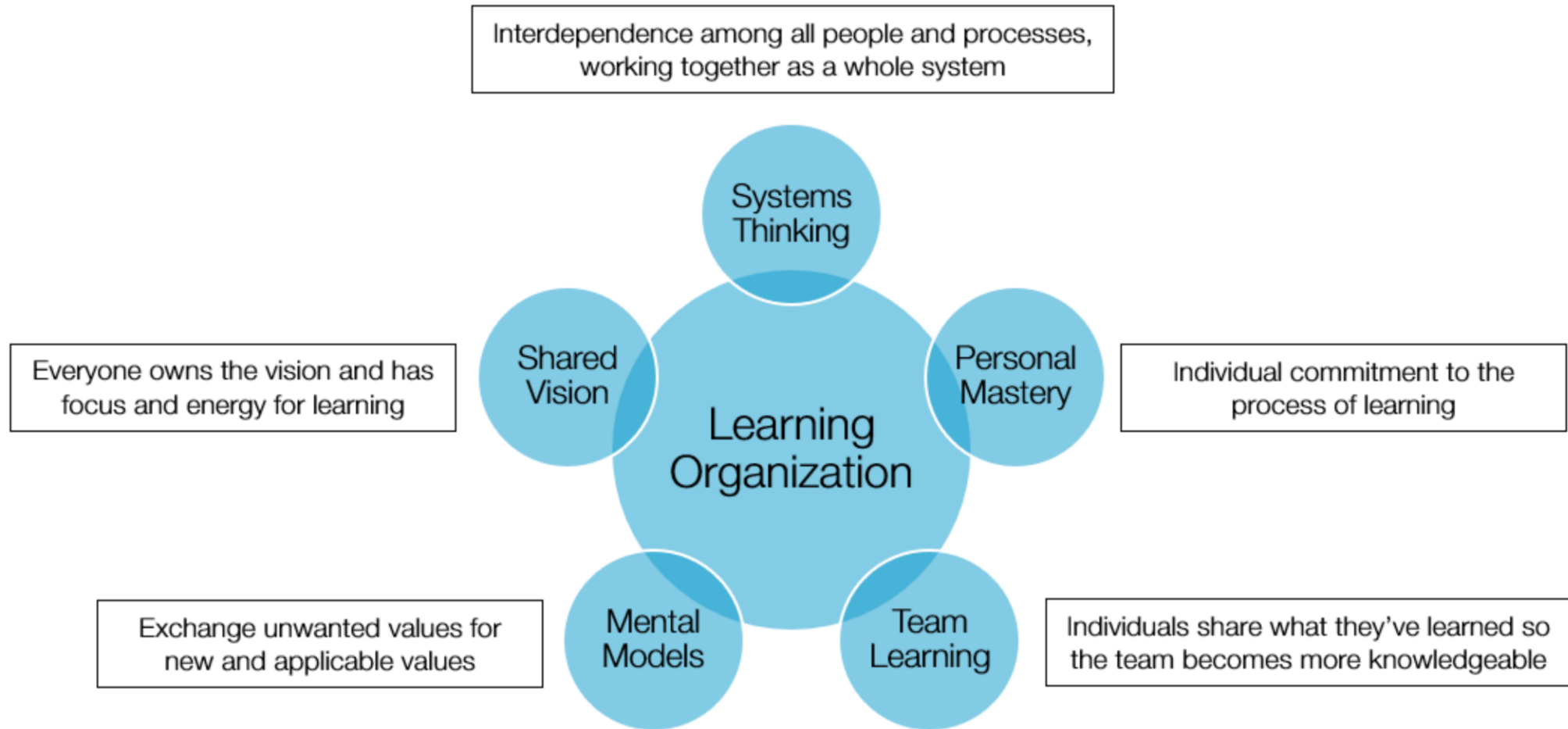- Sustainability and Growth - Creates a culture of support and enablement

The Learning Organization

Exponential rate of change

- Companies need to understand & use their data
- Innovate operations, processes & products
- Continuous learning & adapting

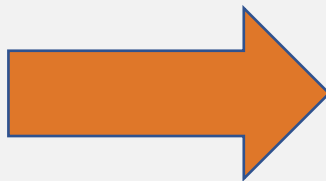From Industry 1.0 to Industry 4.0
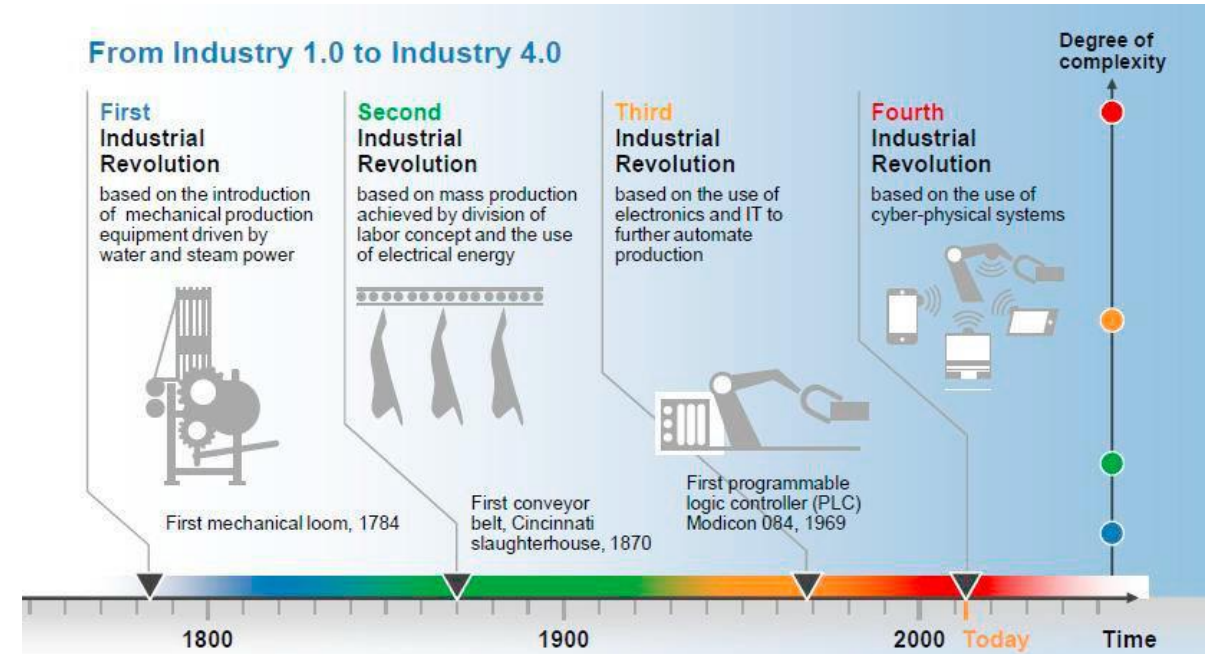
The Learning Organization

Peter Senge, *The Fifth Discipline*, 1990

The Learning Organization

Key elements?

- Focus on actual data to support assumptions

- Openness about other's opinions

- Suspending pre-conceived notions in order to "team learn"

Team Learning?

- The correct flow of information
- Feedback that is productive, understood and valued
- Generative thinking
- Innovative problem solving

People learn to ask questions that help learning, not to make expert points
People learn how to inquire genuinely and advocate clearly with balance and data

Four Frames Model for Creating Inclusive Organizations

Minimize differences in experiences so all can perform as equals

Equip the Individual 1

2 **Create Equal Opportunity**

Eliminate structural and procedural barriers that are biased

Address underlying assumptions, norms and practices that lead to inequity

4 **Manage Culture**

3 **Value Difference**

Value difference as important contributor to innovation

CGO Insights, Briefing Note No. 1 - http://www.simmons.edu/som/docs/Insights_01.pdf

The Learning Organization

The Learning Organization

- Culture of Inquiry

- Meritocratic – bias free
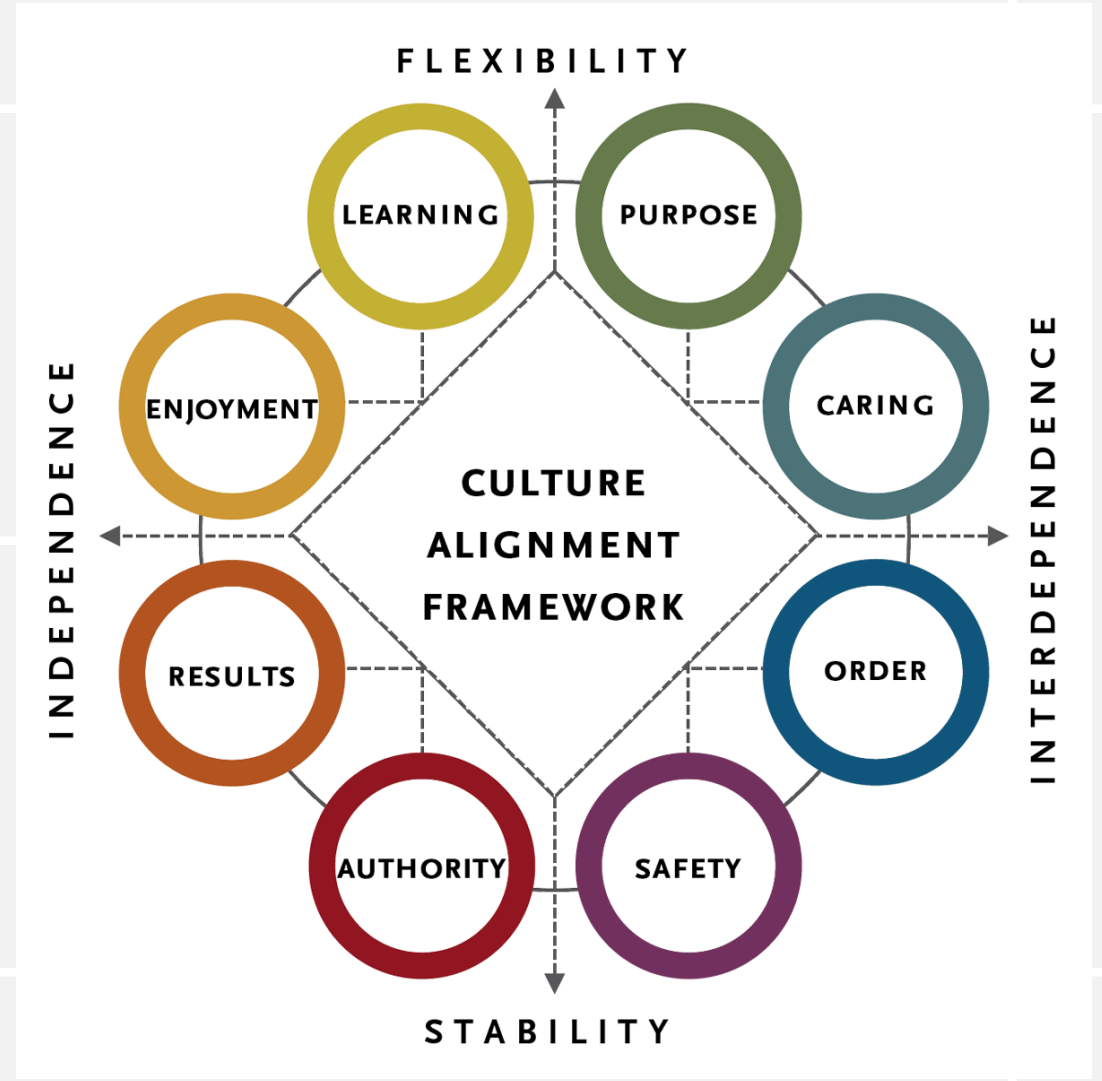
Thank you!

"...it's virtually impossible to achieve greater gender diversity without getting the culture right."

Eric Cantor, Vice-Chairman and Managing Director, Moelis & Company

Davos World Economic Forum 2020