

Transformation strategies for agenda 2030: assessing gender equality and succession planning for the future

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Introduction

- Gender bias is attracting new interest with the #MeToo and #TimesUp movements. These movements have been raising awareness around gender inequality and sexual harassment around the globe.



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Framing Gender Bias



According to the McKinsey 2018 Women in the Workplace Report, At the current rate of progress, the global gender gap will take 100 years to close.



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Gender Bias: Video



[https://www.bing.com/videos/search?q=gender+bias+in+recruitment
&&view=detail&mid=C57EC45BCF433B534A2EC57EC45BCF433B
534A2E&&FORM=VRDGAR](https://www.bing.com/videos/search?q=gender+bias+in+recruitment&&view=detail&mid=C57EC45BCF433B534A2EC57EC45BCF433B534A2E&&FORM=VRDGAR)

Is that your gender bias talking?



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Data



According to the Midyear Population Statistics of 2017, women make up half of South Africa's population, yet they remain largely under-represented in positions of authority and power. If you consider the entire workforce, 44 in every 100 employed individuals are women, according to labour data released for the second quarter of 2017 .

The Global Talent Competitiveness Index ranks South Africa as 66 in the gender earnings gap yet also ranks women as 86 in terms of leadership opportunities afforded to them.



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Point to Ponder



In Sheryl Sandberg's New York Times article, "Madam CEO, Get Me a Coffee," she dissects the role of women as the helper in the office.

Women will offer help more often in a communal setting making it easy for their contributions to disappear.

In a study by New York University psychologist, Madeline Heilman, participants evaluated the performance of male and female employees who did or did not stay late to help their colleagues.

After offering identical help, a man's offer to help was rated 14% more favorable than a woman's and conversely, when both men and women declined to help, the woman was rated 12% lower than that of a man's



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Point to Ponder



Another study conducted by Yale University found that

others, especially those in power, view women who talked a lot negatively. Finding them “domineering and controlling,” and consequently less suitable for leadership positions than men who spoke the same amount. Though such traits are often associated with leadership skills, when applied to women, are seen as a negative.



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Point to Ponder



Women are ascribed certain characteristics such as caring, warm, polite, and sensitive. These traits, also known as **descriptive stereotypes**, have resulted in a “lack of a fit” between the personality a woman is supposed to have and actually has. Women who go against the prescribed norms are seen as violating their roles as women and penalized because of it.

For example, women who promote themselves are seen as violating modesty and therefore less hireable, women who negotiate for higher pay are seen as violating passivity, and women expressing anger are seen as violating warmth.



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Senior Management Buy-In



- The 8 Principles for HODs (DPSA) are the following :
 1. Transformation for non-sexism.
 2. Establishing a policy environment.
 3. Meeting equity targets.
 4. Creating an enabling environment.
 5. Gender mainstreaming.
 6. Empowerment.
 7. Provide adequate resources.
 8. Accountability, Monitoring and Evaluation.



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Implementing a VBL Strategy



1. Traditional power is becoming powerless in flat and professional organisations.
2. The participation of stakeholders is suggested to be intensive and extensive. (CGE, NGM, DPSA)
3. New forms of control and feedback are needed. (Forums)
4. The communication of values should be clear and straightforward. (HR and GFP)
5. Leadership stands for fostering a good image and perceptions. (Performance Agreements)



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Mobilizing Senior Managers



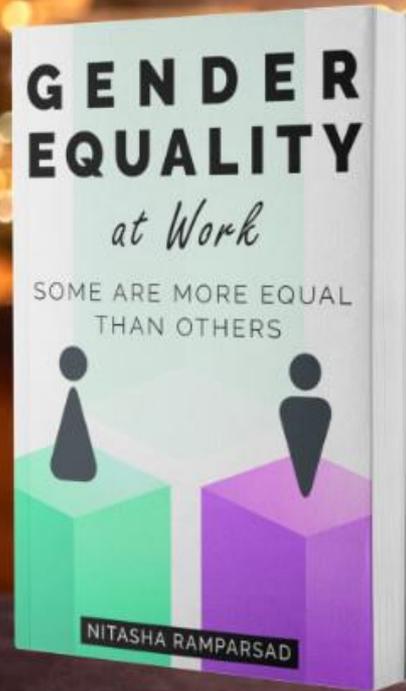
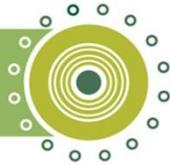
- Learn about and discuss the power of shared values. (Workplace culture and not personal culture)
- Obtain consensus that these leaders are committed to creating a values-based workplace.
- Define the role of the executives in leading this process.
- Provide written material the executives can share with their reporting staff.



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Gender Equality at Work



EXCLUSIVE BOOKS BOOK LAUNCH

DATE: 7 November 2019

VENUE: Exclusive Books, Brooklyn,
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Pretoria

TIME: 18h00 for 18h30



TO RSVP PLEASE EMAIL:
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Succession Planning



- “This generation is calling us to respond to a faster way of thinking about their careers, and companies that recognize and respond to that are places people want to be”

(Unknown)

- Consider the mass exodus of Public Service Employees with new retirement rules



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Who are Millennials?



<https://www.youtube.com/watch?v=nvAcQHhCunw>

- Individuals born between 1976 and 2004
- Currently constitute 40 percent of the workforce
- Grew up in an electronics-filled and increasingly online and socially-networked world
- Millennials, also known as Generation Y or the Net Generation, are the demographic cohort that directly follows Generation X.
- The term Millennials is usually considered to apply to individuals who reached adulthood around the turn of the 21st century.



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Concrete Reflections on Millennials



Millennial statistics (Source: Pew Research):

- 50 percent of Millennials consider themselves politically unaffiliated.
- Remain in jobs for 3 years or less
- 87% are disengaged at work (globally)
- 29 percent consider themselves religiously unaffiliated.
- They have the highest average number of Facebook friends, with an average of 250 friends vs. Generations X's 200.
- 55 percent have posted a selfie or more to social media sites versus 20 percent of Generation X.
- They send a median of 50 texts a day.



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Employer Responses



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Characteristics of the New Workforce



- Millennials in general tend to move around in their jobs more often than other generation groups and are less likely to remain at a single company throughout their career. (Average time at one job, 3 years)
- Millennials have a need for immediate gratification; many have high expectations, but are willing to put in the effort it takes to achieve their goals.
- Millennials set high standards for themselves, are used to overachieving academically and are used to making a strong personal commitment to community service.



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Defining the Millennial



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Distinguishing the African Millennial



- African Millennials are affected by a job market that is difficult to enter and by soaring unemployment, among other social ills, which generate a disaffected and angry generation of Millennials.
- They are highly educated and therefore more opinionated, sophisticated and technologically savvy (being connected 24/7), highly achievement-oriented, highly energised within a team structure and having business sustainability at the top of their minds



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Connections to African History



- Millennials in Africa consist of a group of Africans who are old enough to be part of the old regime, but not old enough to have participated in the move toward progress and democracy
- Both white and black African Millennials have more in common with one another because of global influences and less and less in common with their parents and grandparents. There is an increasing trend toward a global “one world culture”



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Positioning Millennials as Leaders



- Millennials are focused on training and development
- Millennials are not satisfied to keep on doing their job without further development and value an individual training plan as an important tool for further development.
- Millennials are more technology- oriented generation and less relationship-building oriented



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Retention Strategies



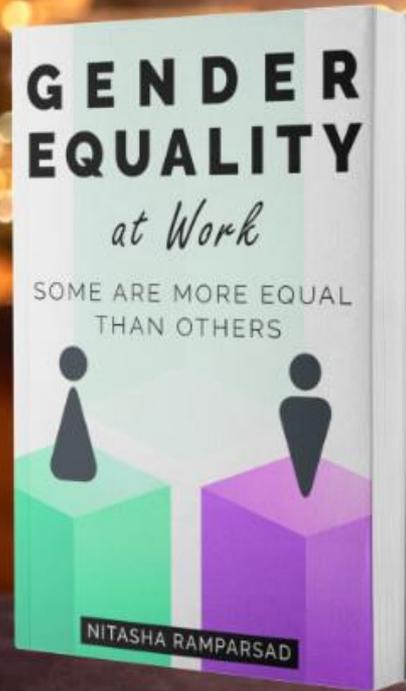
- Support millennials' professional development
- Foster an understanding of how an organisation works across functions and departments.
- Focus on succession planning
- Welcome employee mobility



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Launch



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