



It starts with us The Leadership Shadow

Chief Executive Women
Male Champions of Change
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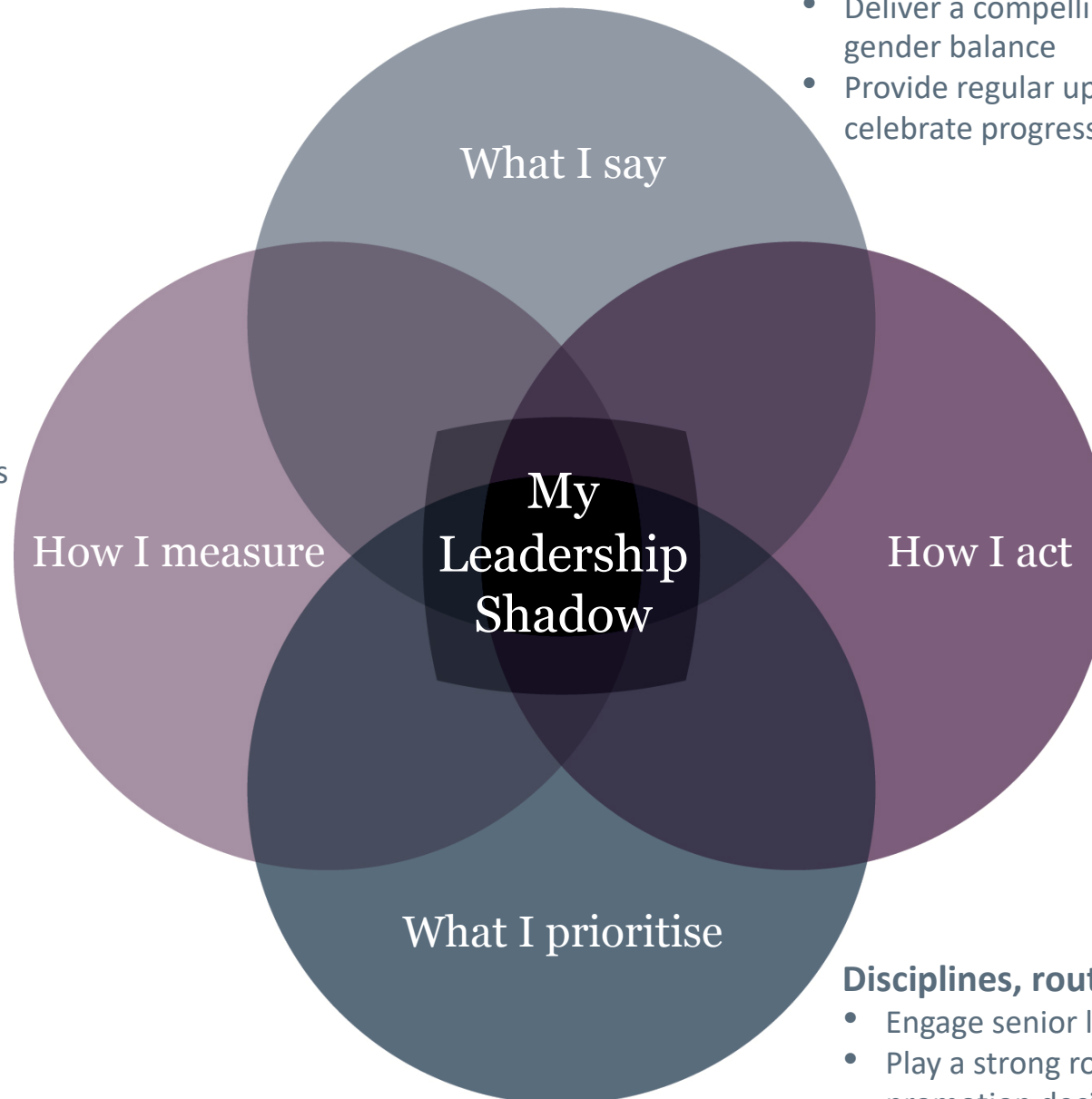
Casting Your Leadership Shadow

A woman in military uniform is shown in profile, holding a rifle. In the foreground, a man in military uniform is looking towards the right. The background shows a military camp with tents and buildings.

If we want our leadership to make a difference, we must understand our own impact—the shadow we cast. The challenge is that it is hard to see our own shadow—its shape, clarity and reach.

The path to lasting performance improvement on any priority—like gender balance—starts at the top. What we say; how we act; what we prioritise; and how we measure together determine what gets done (and what doesn't). These four elements make up the Leadership Shadow model, which allows you as a leader to consider whether the imprint of your words and actions is as clear and powerful as you want it to be.

The Leadership Shadow



Values, context setting, message repetition and emphasis

- Deliver a compelling case for gender balance
- Provide regular updates and celebrate progress

Behaviours, symbols, relationships

- Be a role model for an inclusive culture
- Build a top team with a critical mass of women
- Call out behaviours and decisions that are not consistent with an inclusive culture

Disciplines, routines, interactions

- Engage senior leaders directly
- Play a strong role in key recruitment and promotion decisions
- Champion flexibility for men and women

Rewards, recognition, accountability

- Understand the numbers and levers; set targets
- Hold yourself and your team to account
- Get feedback on your own leadership shadow



What I say

One way I talk about diversity is to give examples of situations where a leader has 'let a voice in' successfully. In other words, that the inclusion of someone's opinion has changed the outcome for the better. These stories help people understand what gender balance and inclusion can actually deliver to the business and how strong leaders leverage the talents of all.

Susan Lloyd-Hurwitz, Chief Executive Officer
and Managing Director, Mirvac

The way that I was holding gender diversity as a separate objective, not integrated with other business priorities, was giving the impression that I wasn't really serious. I explicitly started to integrate its prioritisation much more into my day-to-day business. I now try to talk about gender balance side-by-side with P&L and cost.

Simon Rothery, Chief Executive Officer,
Goldman Sachs Australia and New Zealand

How I act



We are extremely focussed on performance management. We reward those who are embracing our new culture and values and actively manage people who have not. The latter sends the strongest possible message to the organisation—I am walking the talk. You have to do it. Over the years, I have learned that you can't say that you are going to live by a set of values and then allow the organisation to see that you are not willing to act when the wrong call has been made. People watch carefully all the time.

Holly Kramer, Chief Executive Officer, Best and Less

Let's not pretend that there aren't already established norms that advantage men. Men invented the system. Men largely run the system. Leaders must confront their behaviour, overcome the biases and focus on true merit and inclusion.

Gordon Cairns, Non-Executive Director

What I prioritise

Ultimately, the buck stops with me. I need to make sure that all of the leaders in my organisation are inclusive. I don't want this to be a diversity project—it has to underpin the way we do business. That doesn't happen unless we have honest conversations and my team expects me to hold them accountable.

Giam Swiegers, Chief Executive Officer, Deloitte Australia

Over the years, I have learned that formal sponsorship for women may be required, by senior leaders and by me, to mitigate unofficial opportunities that are often more readily available to men. Unless you are conscious of the unequal access, and ensure that processes truly reward merit, women will 'leak' out of the pipeline when they shouldn't.

Helen Silver, Chief General Manager Workers Compensation,
Allianz Australia

How I measure



Targets have been really important to our journey. The first step, as an Executive Team, was to set an internal target for women in leadership. A noticeable shift in the conversation and tangible progress resulted. The bigger step occurred when we committed to sharing targets with our people. With those public targets, we have a framework against which we can communicate, be more systematic with our actions and report progress.

Rosheen Garnon, National Managing Partner,
Tax, KPMG Australia

For The Leadership Shadow (or any model) to be effective, it needs to move beyond me. I decided to discuss the model at length with my team so that we could reflect on our collective leadership shadow. It's about me but also about how other leaders in the organisation adopt behaviours implicitly condoned through my actions, words or behaviours.

Dr Ian Watt AO, Secretary, The Department of
the Prime Minister and Cabinet

My Personal Leadership Shadow Action Plan

What I Say

How I Act

What I Prioritise

What I Measure

About Chief Executive Women

Chief Executive Women (CEW) is the pre-eminent organisation representing Australia's most senior women leaders from the corporate, public service, academic and not-for-profit sectors. Founded in 1985, CEW has over 300 members whose shared vision is 'women leaders enabling women leaders'.

With values of collegiality, respect and vision influencing all that CEW undertakes, it offers innovative and substantive programs aimed at supporting and nurturing women's participation and future leadership. These include scholarships and the highly regarded 'Leaders Program' which are offered to emerging female executives throughout Australia. CEW strives to educate and influence all levels of Australian business and government on the importance of gender balance through a range of initiatives including CEO Conversations, an online Gender Diversity Kit, advocacy and research on topics relevant to and informing the gender debate.

About the Male Champions of Change

The Male Champions of Change (MCC) is a collaborative initiative of corporate and government leaders convened by Elizabeth Broderick, Sex Discrimination Commissioner, Australian Human Rights Commission. The Male Champions of Change comprise 21 CEOs, Non-Executive Directors and Department Heads from across business and Federal Government.

We exist to achieve significant and sustainable change in the unacceptably low levels of women in leadership within Australia. We believe that representation levels are too low and the pace of change far too slow.

