

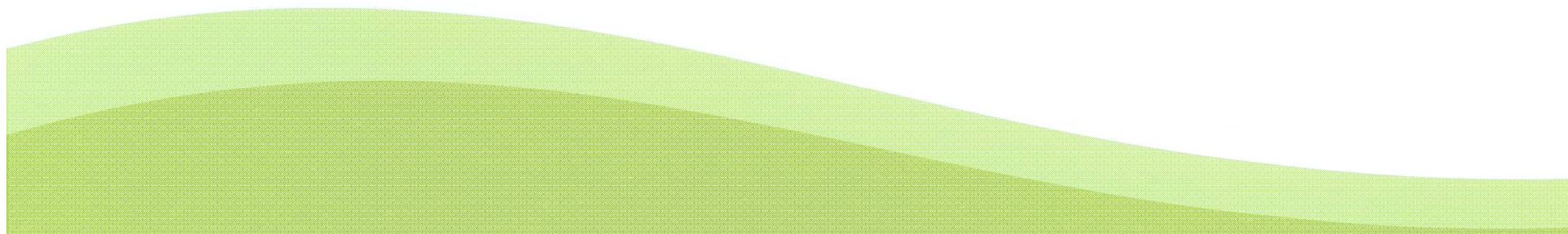


Diversity and the great glass ceiling

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Chief Executive

Housing Diversity Network

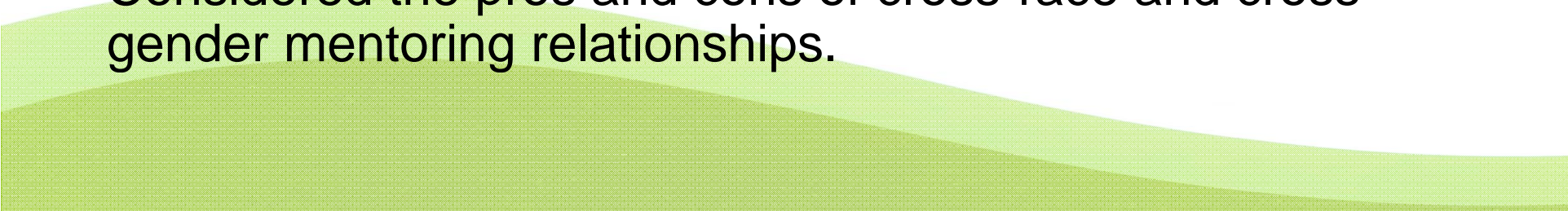


Diversity and the great glass ceiling!

Welcome – a little about who I am!

Aims: To consider whether mentoring is an effective tool for women's career development in the social housing sector.

Outcomes: By the end of the session you will have:

- Understood why we developed our mentoring programmes
 - A clear overview of the '*HDN Edge Forward*' and '*Glass Forward*' mentoring model
 - Considered the pros and cons of cross-race and cross-gender mentoring relationships.
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The Housing Diversity Network

Our aim is to help the housing sector & their partners to achieve the highest standards in equality and diversity

HDN's website is a major focus for the dissemination of information & good practice on equality and diversity

HDN's main activities are:

- **Consultancy & Training**
 - **Events and Seminars**
 - **Promotion & Publicity**
 - **Corporate Membership Network**
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Is there a 'great glass ceiling'?

The target set in 2003 by Baroness Dean, was for women to make up half of all chief executives in the top 200 HA's by 2010

In 2008 only 16% of the biggest HA's had a female chief executive!

HA Boards, women account for 30% of members

50 largest HA's, women hold only 37% of senior management posts

10 largest LA housing departments & ALMO's, women hold 36% senior posts

And women make up 63% of housing staff !

Is there a 'great glass ceiling'?

"Much more should be done. [The sector] should be ashamed ... People recruit in their own image ... We need more women on Boards"

(Barbara Thorndick, Chief Executive, West Kent Housing Association)

Even when women become CEO's female salaries at all levels lag behind those of their male counterparts

Female CEO average £79,500 per annum

Male CEO average £108,500 per annum

(2007 figures Remuneration Economics)



Is there a 'great glass ceiling'?

<u>White</u>	<u>Irish</u>	<u>Other</u>	
14355	277	285	
84%	2%	2%	
<u>White & Black Caribbean</u>	<u>White & Black African</u>	<u>White & Asian</u>	<u>White Other</u>
43	22	32	49
0%	0%	0%	0%
<u>Indian</u>	<u>Pakistani</u>	<u>Bangladeshi</u>	<u>Other</u>
293	127	102	90
2%	1%	1%	1%
<u>Caribbean</u>	<u>African</u>	<u>Other</u>	
436	270	41	
3%	2%	0%	
<u>Chinese</u>	<u>Other</u>	<u>Unknown</u>	
47	81	203	
0%	0%	1%	

Ethnicity Governance RSR 2007

Is there a 'great glass ceiling'?

Peabody Trust - Female

45% staff 56% middle 59% senior 42% Board

"I don't think we have anything specifically to encourage women –we do have flexible working for work-life balance, open to all genders. We are very open with our recruitment policy and are continuously looking to expand the background of all applicants" (Yvonne Akinmodun)

Sanctuary Housing Association - Female

76% staff 67% middle 49% senior 57% Board

"We have a general ethos of trying to develop people's potential ... Lots of people have been with the group a long time and we have a low turnover" (Liz Bek)



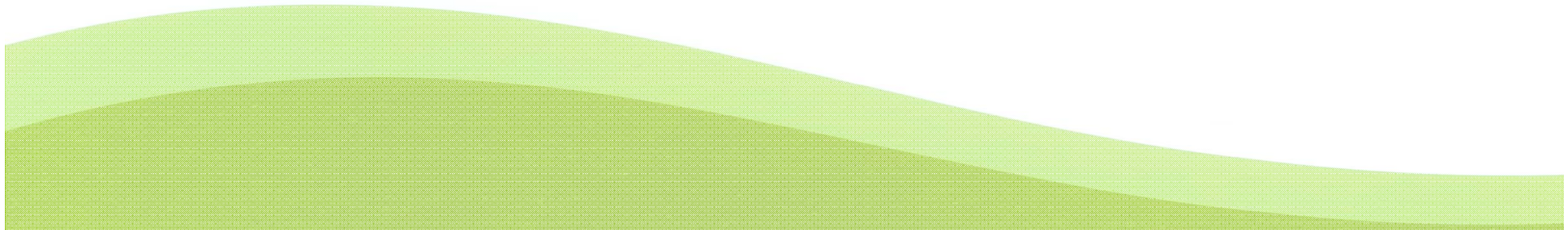
Is there a 'great glass ceiling'?

Model Behaviour

- Job sharing and flexible part-time working
- Being flexible and responsive
- **Role Models!**

“When I was a a housing policy and research officer with the GLC. I often reported to London Directors of housing – out of [representatives from] 30 odd London Boroughs, there were only one or two women ... You take your management style from your seniors so it is good to have a mix”

(Lesley Roberts CEO Wolverhampton Homes)



EDGE Forward origins:

Research commissioned by NHF & HC

'Career Opportunities for Ethnic Minorities' (1998)

Identified a lack of employment opportunities for BME staff in the housing sector

Identified a number of positive actions:

- *Mentoring – COFEM 2001 onwards!*
 - Secondment
 - Shadowing & job swaps
- 

What is Mentoring?

Mentor (n). *A wise or trusted advisor or guide*

- A concept developed to support professional development
- To enhance performance, knowledge and skills
- Usually involves pairing of employee with someone senior/experienced
- ***Who is not a line manager !***

Career Opportunities for Ethnic Minorities

Recommendations from the research included introducing mentoring and coaching programmes.

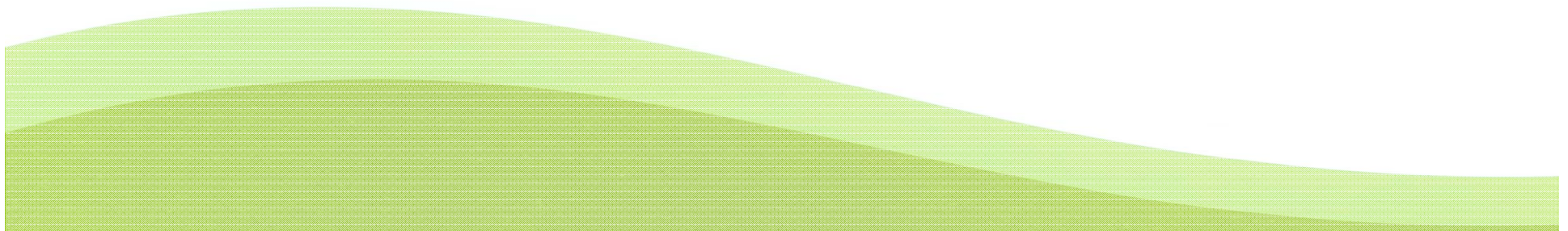
The first COFEM mentoring programme was established in 2001 and continued with support from the HC, the NHF and the housing sector through to 2007 when COFEM was under the management of the HDN and was re-launched as 'HDN Edge Forward' (all under-represented groups).

2005 found that 71% of participants indicated that the programme had helped them to overcome barriers to career progression.

2007 showed that 80% of mentees had gained the confidence to progress their careers.



Edge Forward Nationally 2007
onwards!

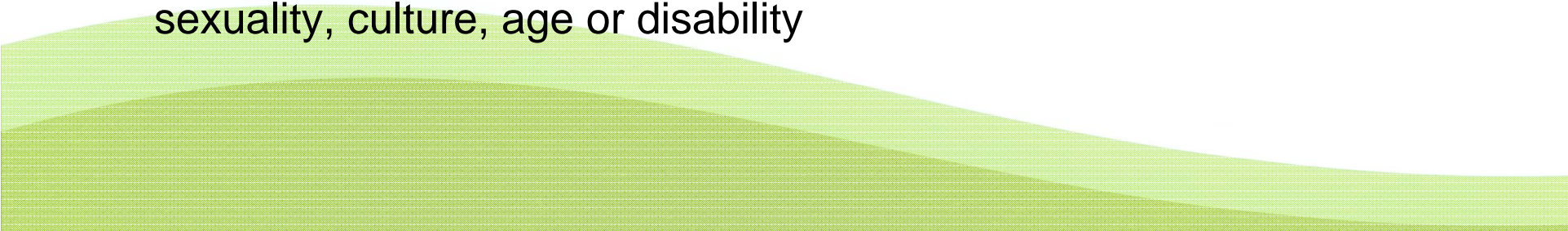


Career mentoring for diversity in the housing sector


HDN Edge Forward - Aims

To assist *under represented* staff members to develop and maximise their potential

Objectives

- To enhance performance, both in terms of the acquisition of knowledge and skills, and the speed at which they are acquired
 - To supplement rather than replace the role of the line manager
 - To advise and facilitate on how to handle problems and situations, particularly formal obstacles and those relating to a person's gender, sexuality, culture, age or disability
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HDN Edge Forward Mentoring

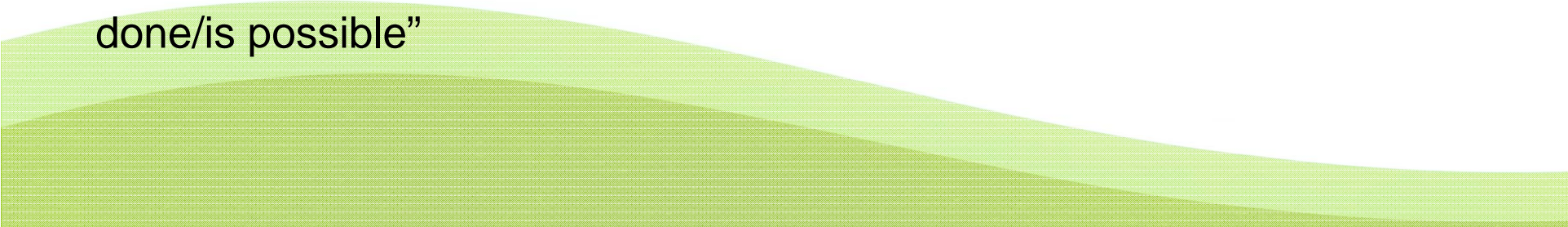
- One-one mentoring (five 2/3 hour sessions)
 - Mentoring Class training events (four half day)
 - Choice of mentor from another organisation
 - Focus on goal setting and progress tracking through the Personal Development Log/employer commitment
- 

Mid Year evaluation Jan 09

“My experience of the mentoring programme has been extremely positive and it has enabled me to identify barriers that are hindering me My mentor has provided me with much needed guidance and support so that I can take the relevant steps to progress my career further”


“I’m finding the programme to be very useful but this is helped dramatically by having an exceptionally committed mentee”

“The programme is giving me the confidence I need to progress my career ... I get the chance to interact with other mentees and always eager to hear their success stories – this encourages me that it can be done/is possible”



HDN Mentoring Model

Glass Forward – The Need?

- The limited progress of existing schemes aimed at enabling under represented staff to break through the ‘glass ceiling’ that exists for most senior jobs.
 - To complement rather than duplicate other leadership programmes that aim to enhance leadership skills, knowledge and experience.
 - Enable prospective ‘Mentees’ (senior staff under represented in the most senior jobs) **to identify their personal ‘glass ceiling’**.
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HDN *Glass Forward* Model

Working Assumptions

- 20 Mentors (CEO/Dir) in a 'pool' of potential candidates

Personality profile and diagnostic

- 5 senior Mentees matched on profile and diagnostic
- One to one mentoring sessions

Identification

Innovation

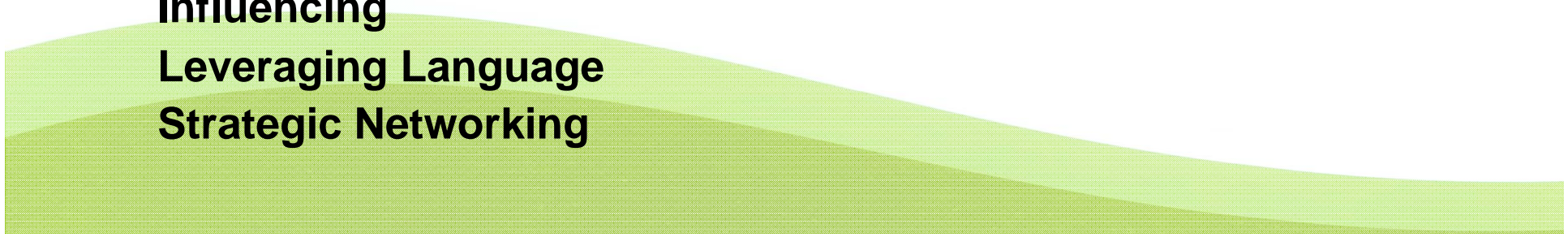
Implementation

- 3 Mentoring Classes (Mentees & Mentors)

Influencing

Leveraging Language

Strategic Networking

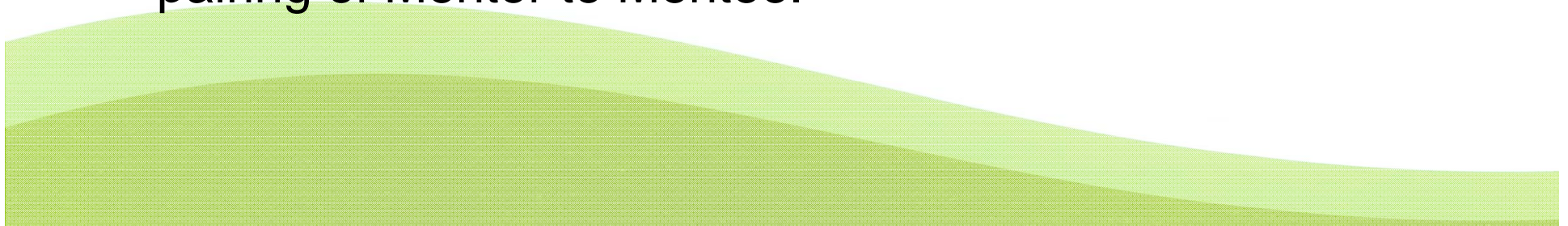


HDN *Glass Forward* Model

Our Belief

Most mentoring programmes don't:

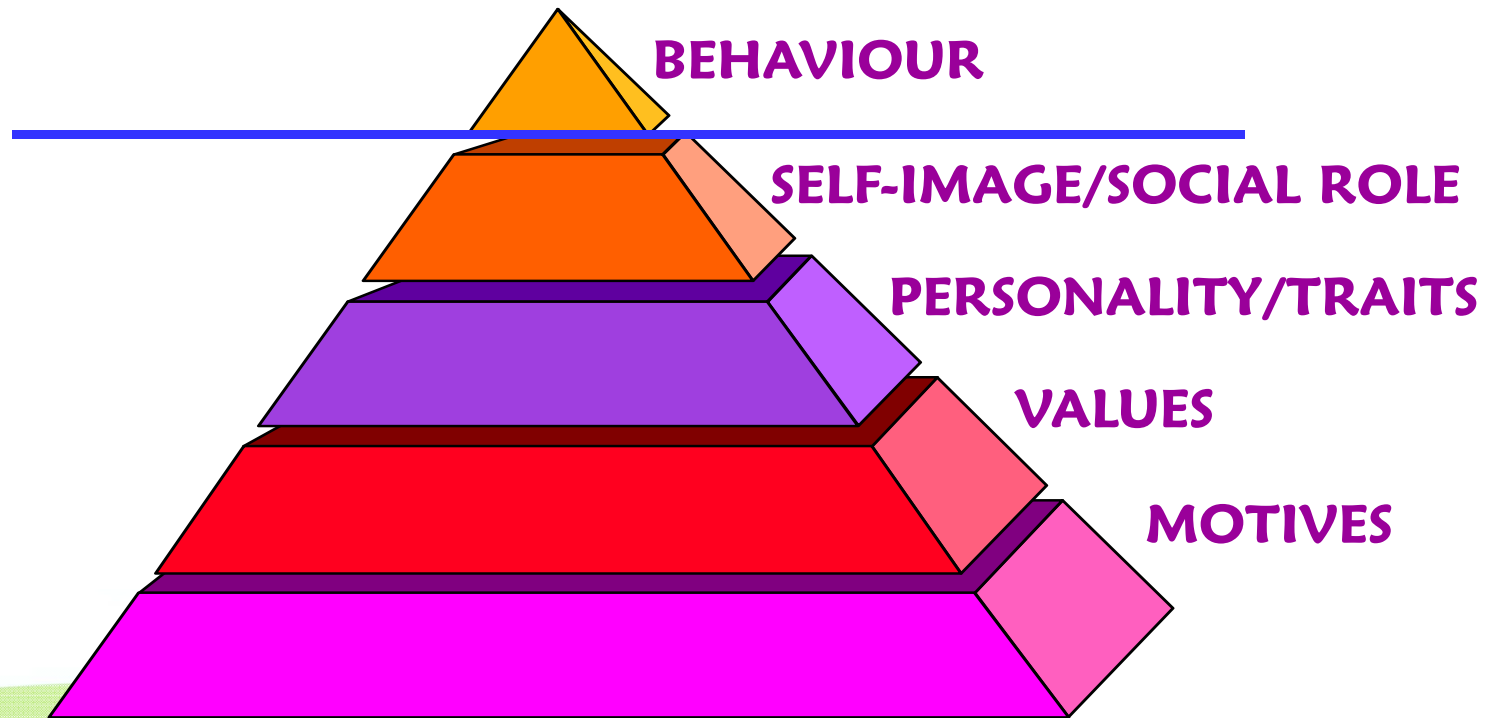
- Address the variety of reasons glass ceilings exist for different people;
- Explore the issues that sit 'below the water line' which affect behaviour;
- Invest enough in the diagnostic and feedback which should underpin the bespoke mentoring package and pairing of Mentor to Mentee.



The Iceberg

SKIEs

Skills, Knowledge, Intelligences, Experience

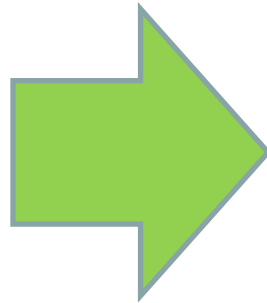


Programme shape

Diagnostics & Feedback

Exploring

- Me
- My Organisation
- The System



Provided by volunteer mentors

1:1

1:1

1:1

1:1


1:1

Master Class 1 - influencing

Master Class 2 - leveraging language

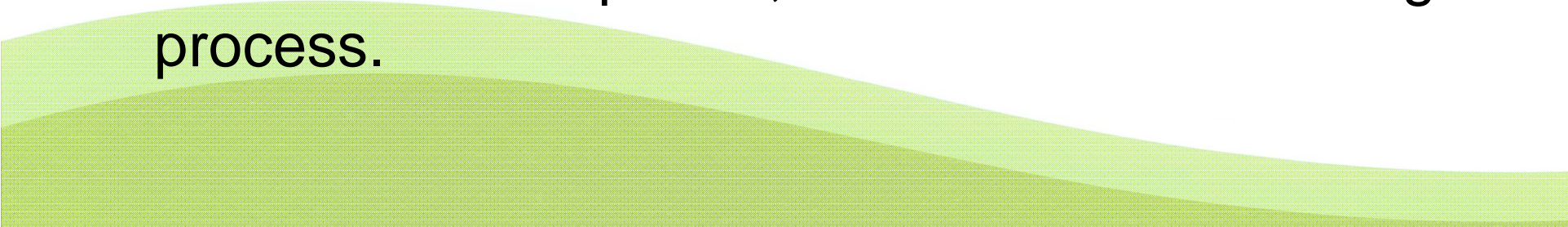
Master Class 3 - strategic networking

Diagnostic tools

- Motive Questionnaire: looks at deep intrinsic motivations that energise us and drive our behaviour;
 - Personal Values Questionnaire: based on the research by renowned psychologist David C. McClelland, which measures the importance you attach to the three social motives; Achievement, Affiliation and Power;
 - Career Tactics: an on-line assessment tool that explores 12 themes in pursuing career options;
 - 360-Degree Leadership Questionnaire: choice of a relevant tool to collect feedback and self-insights about key leadership effectiveness factors.
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Glass Forward Programme

Mentoring Approach

- Different to coaching;
 - Focused on supporting growth in career and sector;
 - Mentors expected to share experience, contacts and networking opportunities;
 - Mentors able to access diagnostic packages for their own development; and to aid the matching process.
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Another approach!

'The Forum' a leadership and policy network for Black and Asian housing professionals ran a leadership development programme in 2008.

Four masterclasses - supplemented by peer review groups

- authentic leadership;
- strategic thinking;
- organisational culture ;
- values and organisational performance and effectiveness.

Participants also received two individual **coaching sessions**

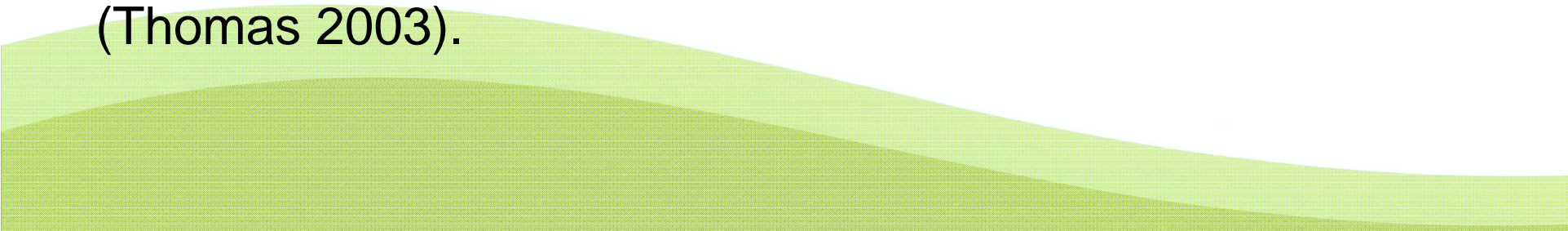
“balancing conforming with integrity and being isolated in white society all potentially affected their confidence” & “networking culturally unfamiliar”

None of the participants felt it was more important to have a black coach it was more important to have someone whose style and character matched their own!

Cross-race and cross-gender Mentoring?

Research has indicated that cross-race and cross-gender approach may mean foregoing personal empathy with the selected mentor but the 'trade-off' was access to power (Dreher & Cox 1996).

White male mentors were often favoured by mentees over others simply because they were perceived to have more power and informal connections than others (Thomas 2003).




Question?

How effective is mentoring v coaching for senior career development?

Is it a valid concept to identify your own glass ceiling?

What are the pros and cons of cross-race and cross-gender mentoring relationships?





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