About ManpowerGroup

ManpowerGroup® (NYSE: MAN) is the world’s workforce expert, creating innovative workforce solutions for nearly 70 years. As workforce experts, we connect more than 600,000 people to meaningful work across a wide range of skills and industries every day. Through our ManpowerGroup family of brands – Manpower®, Experis®, Right Management® and ManpowerGroup® Solutions – we help more than 400,000 clients in 80 countries and territories address their critical talent needs, providing comprehensive solutions to resource, manage and develop talent. In 2016, ManpowerGroup was named one of the World’s Most Ethical Companies for the sixth consecutive year and one of Fortune’s Most Admired Companies, confirming our position as the most trusted and admired brand in the industry. See how ManpowerGroup makes powering the world of work humanly possible:


ManpowerGroup Brands
**Table of Contents**

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Editorial &amp; Foreword</td>
<td>2</td>
</tr>
<tr>
<td>Women &amp; Leadership</td>
<td>4</td>
</tr>
<tr>
<td>Diversity and Leadership</td>
<td>6</td>
</tr>
<tr>
<td><strong>Picture of Success:</strong></td>
<td>8</td>
</tr>
<tr>
<td>Blending in the Different Strokes</td>
<td></td>
</tr>
<tr>
<td>Priyanka Jaitly Babbar</td>
<td></td>
</tr>
<tr>
<td><strong>07 Steps to Conscious Inclusion</strong></td>
<td>10</td>
</tr>
<tr>
<td>A Practical Guide to Accelerating</td>
<td></td>
</tr>
<tr>
<td>More Women Into Leadership</td>
<td></td>
</tr>
<tr>
<td><strong>Successful Companies Don’t Just</strong></td>
<td>19</td>
</tr>
<tr>
<td>Talk About Gender Diversity.</td>
<td></td>
</tr>
<tr>
<td>They Do This</td>
<td></td>
</tr>
<tr>
<td>Jonas Prising</td>
<td></td>
</tr>
<tr>
<td><strong>TweetChat</strong></td>
<td>21</td>
</tr>
<tr>
<td>Panel Discussion</td>
<td></td>
</tr>
<tr>
<td><strong>Reaching out to Reach Out</strong></td>
<td>22</td>
</tr>
<tr>
<td>Hardeep Singh and Vidhyarthi Shanmugharaj</td>
<td></td>
</tr>
<tr>
<td><strong>Leadership Summit</strong></td>
<td>26</td>
</tr>
<tr>
<td>Prashant Pandey in conversation with</td>
<td></td>
</tr>
<tr>
<td>Krishnamachari Srikkanth</td>
<td></td>
</tr>
<tr>
<td><strong>Rising to the Challenge:</strong></td>
<td>28</td>
</tr>
<tr>
<td>Being Assertive at Work</td>
<td></td>
</tr>
<tr>
<td>Ashish Jain</td>
<td></td>
</tr>
<tr>
<td><strong>Diversity &amp; Inclusion</strong></td>
<td>30</td>
</tr>
<tr>
<td>In Conversation with Alex Zhang</td>
<td></td>
</tr>
</tbody>
</table>

**Spotlight**

- **07 Steps to Conscious Inclusion**
- **A Practical Guide to Accelerating More Women Into Leadership**
- **feature article**
- **Jonas Prising**
  - Chairman & CEO
  - ManpowerGroup

For a copy of ‘The Right Quarterly’, write to us at right.quarterly@right.com
Dear Reader, I welcome you to this latest edition or Right Quarterly! It’s been a few months since we published our earlier RQ. This has been a period of lots of excitement and developments at Right Management and Manpower Group!

Right Management has seen two action-packed quarters – the last quarter of 2015 and the first quarter of 2016. I am pleased to share with you that APME finished the year 2015 strongly. And the momentum has continued into the first quarter of this year. We are very excited about the future and look forward to engaging more deeply with you - our clients – to address your talent and career management needs.

Organizations are in the middle of the “War for Talent” and our commitment to help our clients win is as high as always. Our focus has always been on providing cutting edge tools to our clients by effectively using technology. I wanted to use this opportunity to share some of the new developments at Right Management in this regard.

We recently launched RightEverywhere®, a highly configurable digital platform to help organizations attract top-level talent and empower their employees to build meaningful careers. The platform focuses on providing tools and resources for career development. RightEverywhere® allows users to create insights about their strengths and skills to realize their potential and advance in their professional journeys. It allows them to achieve the best career outcomes in the shortest time possible. The platform will go live in phases in APME starting from April 2016.

The other exciting development was the successful launch of our Online assessment tools to our clients by effectively using technology. I wanted to use this opportunity to share some of the new developments at Right Management in this regard.

Dear Reader, I welcome you to this latest edition or Right Quarterly! It’s been a few months since we published our earlier RQ. This has been a period of lots of excitement and developments at Right Management and Manpower Group!

Right Management has seen two action-packed quarters – the last quarter of 2015 and the first quarter of 2016. I am pleased to share with you that APME finished the year 2015 strongly. And the momentum has continued into the first quarter of this year. We are very excited about the future and look forward to engaging more deeply with you - our clients – to address your talent and career management needs.

Organizations are in the middle of the “War for Talent” and our commitment to help our clients win is as high as always. Our focus has always been on providing cutting edge tools to our clients by effectively using technology. I wanted to use this opportunity to share some of the new developments at Right Management in this regard.

We recently launched RightEverywhere®, a highly configurable digital platform to help organizations attract top-level talent and empower their employees to build meaningful careers. The platform focuses on providing tools and resources for career development. RightEverywhere® allows users to create insights about their strengths and skills to realize their potential and advance in their professional journeys. It allows them to achieve the best career outcomes in the shortest time possible. The platform will go live in phases in APME starting from April 2016.

The other exciting development was the successful launch of our Online assessment tools to our clients by effectively using technology. I wanted to use this opportunity to share some of the new developments at Right Management in this regard.
platform RightStep – a fully integrated platform that allows you to conduct assessments in a fully virtual or blended mode. The platform allows the use of multiple storyboards, and links them to multiple competencies. The robustness of the system can be judged from the fact that we used it to conduct assessments for about 150 participants simultaneously for one of our large MNC clients!

Organizations today have realized the value of being diverse. They have made conscious efforts to embrace people from across backgrounds. One of the top priorities for organizations has been to be more diverse from a gender point of view. In this issue our focus is primarily on women being marginalized in leadership positions. It is really intriguing and worrying that women who make up for a sizable chunk of the global workforce are only represented to the tune of less than 4% in leadership roles!

We all largely appreciate the fact that organizations will benefit with more women in leadership positions. The business case has been broadcast. While a lot of research has been done in the past which has pointed out problems, not much has been done to help identifying solutions. We are stuck in a circular conversation about why we don’t have enough women in leadership. There has been a great deal of talk, but not enough action.

ManpowerGroup wanted to change this, with a comprehensive survey exploring gender, generational and geographical differences in attitudes towards women in leadership. This research points to clear conclusions that we need to move from talking about diversity to taking real actions that achieve real results. The report presents seven practical steps – real steps for real people working in businesses around the world – to reach the tipping point where women will accelerate into leadership roles, faster. We are sharing the insights from this study in this edition of RQ which details the “Seven steps for Conscious Inclusion”. These steps will help building the desire, insight and capacity of people to make decisions, do business and to think and act with the conscious intent of including women in leadership.

I want to sign-off by sharing a message I read somewhere, that has been of immense help to me personally in the last few months.

I wish everyone a lot of happiness and success.

Happy Reading!

Prashant
I have lately been part of a few forums discussing Women and Leadership. These discussions have been both in the social media platform and some in-person interactions. I got to interact with a spectrum of people during these discussions – including some senior leaders from the industry.

The discussions broadly focused on the need for gender diversity in organizations, and how various factors are impacting the growth of women up the hierarchy. There was a lot of conversation on how some internal biases and prejudices of both men and women become limiting factors for women to grow in their careers.

One of the common aspects that gets discussed during such interactions is the cultural context of the society and the impact it has on the careers of women. The general consensus is that in patriarchal societies like India, the mindset of both men and women get framed in a way that it does not facilitate the career growth of women. Factors like low focus on girl-child education, limited freedom given to women throughout their lives, change of priorities post marriage – all have a negative impact. The situation gets all the more acute when you move to the interiors of the country.

This view, both intuitively and logically, seems correct. We can look around ourselves and we may find a number of examples where due to cultural norms, or societal pressures, some budding careers of bright women may have been adversely affected. This issue gets amplified when the same biases/paradigms are reflected in the organizational context (which is bound to happen).

However, I came across some interesting facts as I was researching on this topic. One of the data points indicated to the percentage of women CEOs of S&P 500 companies. The number is abysmally low at 4%.

Now, this is food for thought. If culture and social norms are one of the largest influencers of women rising in their careers, then why is it that even in some cultures where the above is not an apparent problem, women leadership in senior levels is still so low? Why are cultures like the US, UK, Germany, France etc., (which are home to some large and great global corporations) able to give such few women leaders at the top?
What are the other factors at play here? One of the reasons could be some very inherent biases in both men and women which have existed since the beginning of time. They exist in all societies and cultures, but the intensity may vary.

We also need to probably change our paradigm of who we define as a “Leader”. Why does a “Leader” need to be someone who is working for a corporation, or is self-employed, or is in the public space like a politician? I have never come across the word “Leader” associated with a home-maker. Why? What is a leader expected to do that a home-maker may not be doing in her own space – both immediate and extended? Does she not influence anyone? Does she not take decisions? Does she not drive and manage change? A lot of us will agree that we still look up to our mothers (many of them will be home-makers) for advice. Is that not leadership?

And this is a paradigm I see common across all cultures. A woman at home is not counted as a “Leader”? I strongly feel we need to challenge this paradigm. For me, my wife is a better leader than me (if at all I am one!) She takes decisions that exemplify wisdom & knowledge. I see her influence people around her very effectively. She has a calming and stabilizing effect on everyone in times of change which was fully in display when I had to relocate due to my work commitments, and everyone, including me, in the family was anxious on how we will manage.

Unfortunately, no current study of women in leadership will include her – and many like her, in their sample!

It’s time we change this and get a more realistic sense of the number of women leaders we have amidst us!
This decade is perhaps the last port of call for the companies still thinking about Diversity and Leadership. Diversity is not just Gender and Leadership is not just CEO, CFO, COO or the person who owns the company. But alas even after there have been countless articles and blogs written to this effect, endless academia research and white paper that has been published, scores of management lectures and panel discussions on the subject, it's still the 1st thought that pops up even in the most progressive leaders' minds and companies. The question that begs to be asked is – Not "Why not?" But "Why?"

To my mind, it's because we have allowed ourselves to think like this. HR and Diversity leaders across the world have risen in unison in the last decade or so and drilled the concept of Diversity and role of leadership into every leader’s mind, hard-wired it into HR core processes of hiring, learning, performance management etc., to the extent that it's now become a muscle memory of all leaders! If that be the case then why do we bemoan it?

My viewpoint is that in the corporate world, we have reduced the power and potential of Diversity to the point of trivialization and metrification. It’s a contrarian viewpoint but backed by experience and tons of data.

Let's look at some other worlds to see how the concepts of Diversity and Leadership play out. If we reflect on any movie award function such as Oscars or Filmfare or IIFA, we will remember that on stage every actor who wins an award starts by saying “I won this because of my team – my director, choreographer, screenplay writer, music director, stunt man, make-up artist, publicist and so on” - what they are really saying is – They won because diverse skills came together to create a perfect mosaic – catapulting them into realms of leadership. The producer and director of the film knows this well and spends years putting this magic potion together. Another example is of our armed forces. There is the Army, the Air Force and the Navy. There is perhaps no one better in the country than the Chiefs of the Armed Forces who know the immense power of Diversity because it is they who bring it all together in times of unrest, war, riot, revolt etc. As an example, the diverse skill set of different parts of India’s armed forces show various aspects of Diversity – the strength of the Punjab regiment, fearlessness of Maratha troops, Guerrilla war-tactics of the Nagas and valour of Gorkha regiment amongst many others are legendary. Knowing that the only way to win is by leveraging diversity, keeps the country safe. In fact, it's elementary and the core strength in the minds of the leaders of the entertainment industry and defence forces.

Hence, it's the proverbial writing on the wall in the corporate world that says, indeed shouts that leaders need to appreciate diversity, manage diversity and learn to leverage diversity to ensure competitive
strength in the market place as well demonstrate their core moral value system of “opportunity for all”, “fair play” and “equal playing field”. If we continue to hire just men over women believing there are no women out there in the job market who meet our role needs, if managers continue to hire clones of themselves, if leaders vociferously keep defending that “all is well” in their organizations, we have lost the plot even before it has begun. I find it fairly a waste of time to keep convincing leaders of the merits of diversity, as it’s perhaps the most unproductive job anyone could do in today’s age and times!

So based on my own experience of leading the Diversity agenda in large corporations for over 15 years, my call to action points are as under:

1. Weave Diversity and Inclusion into the language of the company. Sprinkle all leadership communication with the words which position Diversity in the right spirit – Get the verbiage right.

2. Articulate, document and publish your Diversity agenda and then measure it. Drive it relentlessly, with conviction and passion. The slightest doubt or hesitation will kill it.

3. Continuously check how your diverse population feels – conduct pulse surveys, do focus groups, set up coffee chats – what you don’t know, you can’t solve for!

4. Set up employee resource groups – there is power in togetherness. Groups such as Newbies to the company, First time mothers, Far from homeland and such derive comfort and feeling of oneness. Do not fear them getting together - Let them learn from each other.

5. Run unique programs so that the leaders truly understand the nuances of Diversity, such as have a diverse employee from across the company in a structured manner and rotation, attend boardroom meetings, sit through critical project discussions, travel for important client meetings, attend key marketing presentations – the insights and perspectives are bound to add value to both the parties.

It’s time to put the show on the road and push the peddle (hard) on it!

“If we continue to hire just men over women believing there are no women out there in the job market who meet our role needs, if managers continue to hire clones of themselves, if leaders vociferously keep defending that “all is well” in their organizations, we have lost the plot even before it has begun.”
Picture of Success: Blending in the different strokes

Some years ago, I heard a fascinating story about a peacock in the land of penguins. For quite a few days, I couldn’t get it off my mind. I wondered what would have been the thoughts going on in the peacock’s mind. I also wondered what the penguins would have thought about the peacock. How would they have interacted with each other? Would there have been friction, or would they have appreciated and perhaps even admired the stark differences amongst them? Having spent some years working with clients around the globe, I now often think about the same story, and wonder how a leader would have impacted a diverse pack of penguins and peacocks and perhaps a monkey, deer, eagle, squirrel thrown in as well!
A strong link exists between leadership and diversity. Leadership is about empowering people - bringing out the best in others. One brings out the best in people by making them feel accepted, respected and connected. When people feel good about themselves and the organization, they perform better individually and as part of a team, resulting in an organization that performs better.

The year 2015 was a very interesting one for Right Management India. One important reason, among many others, was an opportunity to consult an organization in Nigeria. The leadership team of the client comprised of Nigerians, Indians and a few Europeans. It was intriguing to observe the dynamics between the leaders, which was a result of the culture and environment each one of them had grown up in. Recently, I had the opportunity to work with a client based in Dubai, which is truly a melting pot of cultures across the globe. The workforce here comprises of people from Europe, Australia, South Africa, India, Pakistan, Bangladesh and Middle East. The leadership team too is a mixed bag. As a student of organizational and individual behaviour, it is most fascinating to observe leadership being demonstrated amidst such a diverse team.

Based on my experiences with several such clients, here is a list of the four key “mantras” that make a leader successful in a diverse environment:

1. Zero tolerance for Discrimination: Need I say more! This is the foundation on which the pillars of leadership would rest. A leader should not be involved in informal groups exclusive to a certain race, gender, religion etc.

2. Flexing: The art of managing one’s leadership style to better communicate with others. It’s about stretching outside one’s comfort zone so that one can understand where others are coming from.

3. Encouraging Dissent: Not everyone needs to agree with you, and a leader needs to create an environment where employees have the courage to disagree openly. Of course, the skill of the leader is to handle disagreement in a manner that it is productive.

4. Enhancing Cultural Awareness and understanding of culturally-sensitive preferences: The simplest and most effective way to enhance team bonding, and get the team to know and appreciate each others’ culture, formally and informally.

Effective leadership empowers each individual regardless of race, sex or religion and inspires the desire and the ability to work together towards a common goal. Leaders who can achieve this not only have a positive impact on their teams, but also help their organizations attract and develop the best, most diverse talent, giving them the edge they need to succeed.
07 STEPS TO CONSCIOUS INCLUSION
A Practical Guide to Accelerating More Women Into Leadership
INTRODUCTION

We commissioned qualitative research carrying out in-depth interviews with 222 leaders globally—72 from ManpowerGroup and 150 other leaders representing companies with over half a million employees, in 25 countries. We talked to Emerging and Established Leaders, female and male, age 28–59, to get views from different levels of the organization as well as a generational perspective from Millennials, Gen X and Baby Boomers.

We carried out a deep dive into peoples’ mindsets to explore whether Millennials think differently about the gender gap and if they will be the generation to eradicate it. We wanted to understand whether attitudes differ between women and men, how long it will take to close the gap and what solutions are needed to make change happen faster.

Our research points to clear conclusions. We need to move from talking about diversity to taking real action that achieves real results. This report presents seven practical steps real steps for real people working in businesses around the world to reach the tipping point where women will accelerate into leadership roles, faster.

CONSCIOUS INCLUSION

Building the desire, insight and capacity of people to make decisions do business and to think and act with the conscious intent of including women in leadership.

WOMEN make up more than 50% of the GLOBAL WORKFORCE

We ASKED THESE QUESTIONS about CONSCIOUS INCLUSION

What do our own employees and other global leaders see as the obstacles to closing the gender gap and what’s needed to overcome them? How do we move from talk to action?

Can we count on Millennials to be the answer? Is this the generation that really will make the difference?
OUT OF THE MOUTHS OF LEADERS: THE FINDINGS

The differences between Gender, Generations and Geographies are stark. Overall, Leaders believe it will take an average of 17 years to level the playing field—still another generation away, even for Millennials. Progress is happening but at a glacial rate. Entrenched male culture is identified as the key obstacle—even Established Male Leaders agree.

One size does not fit all. Millennials say they want to create One Life, to integrate home and work. And Millennials also believe they are the generation to make parity happen, yet they are the most pessimistic about the number of years it will take. Are we really on a path to progress?

One Life
The integration of work and home and the flexibility to manage that.

Gender Parity
The number of years until women and men have equal opportunity to senior leadership roles.
CROSSING THE GENDER AND GENERATIONAL DIVIDE
WHAT OUR LEADERS TOLD US

Leaders demonstrate a clear gender and generational divide on attitudes to achieving gender parity.

<table>
<thead>
<tr>
<th>HOW MANY YEARS UNTIL GENDER PARITY?</th>
<th>22 yrs</th>
<th>20 yrs</th>
<th>18 yrs</th>
<th>14 yrs</th>
</tr>
</thead>
<tbody>
<tr>
<td>WILL MILLENNIALS ACHIEVE GENDER PARITY?</td>
<td>100% yes</td>
<td>93% yes</td>
<td>84% yes</td>
<td>88% yes</td>
</tr>
<tr>
<td>WHOSE RESPONSIBILITY IS IT TO SUPPORT WOMEN IN LEADERSHIP?</td>
<td>Everyone (but 30% say no one is)</td>
<td>Everyone (especially HR)</td>
<td>Senior Leadership (especially CEO)</td>
<td>Senior Leadership &amp; HR</td>
</tr>
<tr>
<td>WHAT CAN LEADERS DO TO SUPPORT WOMEN INTO LEADERSHIP?</td>
<td>• Mentor • Train • Be flexible • Focus on outcomes</td>
<td>• Put the right gender neutral policies in place</td>
<td>• Mentor • Communicate commitment</td>
<td>• Gender neutral hiring and promotion</td>
</tr>
<tr>
<td>HOW CAN EMERGING LEADERS ADVANCE THEMSELVES?</td>
<td>Relationships &amp; Networking</td>
<td>Display leadership skills</td>
<td>Show desire, Look for Mentors</td>
<td>Just perform better</td>
</tr>
<tr>
<td>HOW IMPORTANT IS WORKPLACE FLEXIBILITY?</td>
<td>8.5 / 10</td>
<td>8.2 / 10</td>
<td>8.7 / 10</td>
<td>8.6 / 10</td>
</tr>
<tr>
<td>WHAT IS NEEDED TO ACHIEVE ONE LIFE – A BALANCE OF WORK AND HOME?</td>
<td>Flexible location</td>
<td>Flexible hours</td>
<td>• Flexible options • Focus on performance not presenteeism</td>
<td>Technology for flexible work options</td>
</tr>
</tbody>
</table>
Leaders in Asia Pacific are optimistic; have European Leaders lost faith?

<table>
<thead>
<tr>
<th>BY REGION</th>
<th>ASIA PACIFIC</th>
<th>AMERICAS</th>
<th>EUROPE</th>
</tr>
</thead>
<tbody>
<tr>
<td>NUMBER OF YEARS UNTIL GENDER PARITY</td>
<td>13 YRS</td>
<td>17 YRS</td>
<td>19 YRS</td>
</tr>
</tbody>
</table>

Percentage of established leaders that believe millennials will achieve gender parity:

<table>
<thead>
<tr>
<th></th>
<th>ASIA PACIFIC</th>
<th>AMERICAS</th>
<th>EUROPE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of leaders that believe millennials will achieve gender parity</td>
<td>94% yes</td>
<td>91% yes</td>
<td>80% yes</td>
</tr>
</tbody>
</table>

BIGGEST BARRIER TO PROGRESS: AN ENTRENCHED MALE CULTURE.

BIGGEST OPPORTUNITY: MEN KNOW THIS NEEDS TO CHANGE

Breaking down an entrenched male culture is critical. Change must be led by CEOs, especially males, to demonstrate commitment to getting women into leadership. The good news is men know this. And as the majority of leaders setting policy are male, they have the power to make change happen.

Men—Millennials, Gen X and Boomers—say programs, policy and HR will make gender neutral hiring and parity happen—but these are tried, tested and too slow. They see themselves as the solutions to bringing more women into leadership, and they have the power to make changes today. But we aren’t seeing it happen. In an entrenched male culture, merit based performance will be based on merits created by men, shaped by presenteeism, defined by male standards.

IN CONCLUSION:

“It’s a question of work-life integration. Figure out for you as an individual what that work-life integration needs to be so that you can do what you need to do both, professionally and personally. Our personal devices have become work devices, and frankly, you can do more things in a better way. You can decide to come in at nine, leave early, no problem. And then do two hours at night, after the kids have gone to bed. Work from home. Brilliant!“

— Jonas Prising, CEO ManpowerGroup
THE DIFFERENCE WITH MANPOWERGROUP: PARITY BEGINS AT HOME

At ManpowerGroup we are on our own journey towards unconscious inclusion. We have made good progress in getting women into leadership, creating the culture and commitment that will accelerate this. What has made the difference is that over the last decade our two CEOs have owned it.

In 1999, Jeff Joerres, then CEO, made a personal commitment to get women onto an all-male board. Within a decade, over a third of the board was female and remains so today. Jonas Prising, our current CEO, has created his own talent legacy around female leadership. Today, a third of our top executives and half of our Emerging Leaders are female.

Today, at ManpowerGroup
ONE-THIRD of our TOP EXECUTIVES are FEMALE...

...and ONE-HALF of our EMERGING LEADERS are FEMALE
At ManpowerGroup, top leadership is expected to own this talent legacy – by what they say, what they do and how they lead. So succession planning requires a more deliberate and more purposeful approach to creating a culture that includes women. HR’s role is to support this vision.

ManpowerGroup is making good progress, but there is still a way to go. Our CEO reinforces the concept of Conscious Inclusion and his leadership team believes and delivers on it. It is this leadership that has moved ManpowerGroup from a circular conversation about why there aren’t more women in leadership and what we should do about it towards a culture of Conscious Inclusion. Gender parity – here we come.

43% of ManpowerGroup leaders believe the CEO is primarily accountable for getting more women into leadership roles in the business, almost double the figure among non-ManpowerGroup interviewees.

“All of you will be leaders in this company if you want it. The opportunity for you to lead is wide open.”

-Jonas Prising speaking to 16 Female Emerging Leaders, April 2015
At ManpowerGroup, top leadership is expected to own this talent legacy—by what they say, what they do and how they lead. So succession planning requires a more deliberate and more purposeful approach to creating a culture that includes women. HR’s role is to support this vision.

ManpowerGroup is making good progress, but there is still a way to go. Our CEO reinforces the concept of Conscious Inclusion and his leadership team believes and delivers on it. It is this leadership that has moved ManpowerGroup from a circular conversation about why there aren’t more women in leadership and what we should do about it towards a culture of Conscious Inclusion. Gender parity—here we come.

Building on what Leaders told us and on our own commitment and experience, we have identified seven practical steps. These Seven Steps will accelerate organizations from circular conversations around awareness and unconscious bias to the tipping point that will help them achieve Conscious Inclusion and eventually parity.

01 CHANGE YOURSELF FIRST

02 LEADERSHIP HAS TO OWN IT; DON’T DELEGATE IT

03 FLIP THE QUESTION – ASK, WHY NOT?

04 HIRE PEOPLE WHO VALUE PEOPLE

05 PROMOTE A CULTURE OF CONSCIOUS INCLUSION; PROGRAMS ALONE DON’T WORK

06 BE EXPLICIT; WOMEN WHEN AND WHERE?

07 BE ACCOUNTABLE; SET MEASURABLE AND ACHIEVABLE OUTCOMES

08 STEPS TO CONSCIOUS INCLUSION
WHAT WILL IT TAKE TO REACH THE TIPPING POINT?
THE CHRO PERSPECTIVE

These global findings point to the critical tipping point: top leadership commitment. Change starts with the CEO— their commitment to action, the talent legacy they want to leave and how they plan to achieve it.

It’s proven that the problem will not correct itself. A laissez-faire approach to gender parity has not worked. We cannot keep explaining why women are not making it to CEO jobs, or why the top level of management is void of women, or excusing away pay inequity. And increasing representation by putting women in support roles like Communications and HR is just not good enough anymore. That is not shifting the needle.

When Leaders cite an entrenched male culture as a major obstacle and yet the majority of leaders are Established Males, we have a big job to do. To me, the end game is simple. Conscious Inclusion is about ensuring all people feel invited in and their human potential is valued. But it’s not easy and there is no quick fix. If organizations are serious about getting more women into leadership roles and including half the talent in the workforce, they must go beyond programs and change the culture. They must put words into action.

While the CEO needs to own it to create systemic change, we can all start doing something different today. Change can come from individuals. These are our Seven Steps to Conscious Inclusion. What is the tipping point for your organization? What will you commit to make it happen? Who will you sponsor and who will you invite in?

MARA SWAN, EVP
MANPOWERGROUP EVP, GLOBAL STRATEGY AND TALENT & GLOBAL BRAND LEAD FOR RIGHT MANAGEMENT

BE A CHAMPION FOR CHANGE.
ASK, “WHY NOT?”

to download the full report, use the link below:
http://bit.ly/22kDOOq
At the World Economic Forum in Davos this year, I sat on a panel with Canadian Prime Minister Justin Trudeau, who managed to outfeminize a group of speakers that included Sheryl Sandberg and Melinda Gates. His now famous rationale for gender parity last year – “because it’s 2015” – sums up our exasperation at a situation that seems illogical, yet remains pervasive across most organizations.

As a freshly minted CEO a few years ago, I sent personal letters to each top leader in the company outlining my goals for talent development and gender parity at ManpowerGroup. Besides it being the right thing to do, I believe having a gender balance also leads to better decision-making and better results; you need diverse perspectives to navigate a rapidly evolving world, where old assumptions can be dangerous to the long-term health of the business.

Still, changing the entrenched thinking and unconscious biases that have prevented women from advancing for so long can be challenging – even in 2016. Depending on which study you believe, at our current plodding pace it could take anywhere from 22 to 118 years (see the World Economic Forum’s research) to achieve equal opportunities for women in the workplace. Setting aside for a moment the unfairness of that, it’s also unsustainable from a demographic perspective. In our annual Talent Shortage Survey last year, 38% of employers reported difficulty filling open employment positions. As we enter the Human Age – an era in which talent overtakes capital as the key economic differentiator, with populations ageing and workforces shrinking – the pressure is on for employers to tap every available source of talent; just ask Japan, Italy or Germany.

Tackling ‘an entrenched male culture’

Obviously gender parity is not an overnight transition, and that is particularly true in leadership roles. It takes a certain track record and set of experiences before anyone will trust you to lead a company, so making sure women get equal and purposeful access to those opportunities from the start is critical. As with any leadership decision, the key is asking yourself, where does the organization need to be in 10 years, and then taking the practical, deliberate steps to get there.

Successful Companies Don’t Just Talk About Gender Diversity. They Do This.

Jonas Prising
Chairman & CEO
ManpowerGroup
At ManpowerGroup we recently interviewed 222 leaders globally – 72 from ManpowerGroup and 150 from other organizations – to better understand the obstacles preventing women from reaching senior positions. Our research culminated in the report Seven Steps to Conscious Inclusion: A Practical Guide to Accelerating More Women into Leadership, intended to offer actionable solutions for organizations that are serious about gender parity in senior roles.

By and large, both women and men agreed the key challenge is an “entrenched male culture.” That can range from something as basic as who the CEO invites to lunch, to more structural issues like workplace policies or promotion criteria. I don’t think most male leaders are intentionally biased against their female colleagues, but we do need to take a hard look at the culture we create and whether it is aligned to produce the results we want.

If you have no female candidates for your organization’s top jobs, it’s probably time to look in the mirror.

To reach our goal, male leaders need to challenge assumptions. Women are often less confident about their ability to take the next step up, and if you look at that through a traditional lens you might think that they don’t want it as much – you’d be wrong. Instead of saying, “she doesn’t have the experience,” why not ask, “what do we need to make it work?” With a little selfawareness and imagination, we start to see ways around these cultural stumbling blocks.

From ‘pink ghettos’ to talent pipelines

It’s also important for organizations to take a hard look at their talent pipelines. Women tend to be clustered in certain professions or functions – “pink ghettos” as our female chief human resource officer likes to describe them. To really shift the needle, you need women in the more technical or business roles too, managing revenue streams and driving the business in P&L and operational roles. Organizations that primarily look at women’s participation as a programmatic issue many times miss this and then wonder why they don’t have any women on track for seniorlevel jobs a decade later.

Ultimately, our research confirmed what we already know – change starts at the top. Culture is not the sort of thing you can delegate. The CEO has to own it, communicate it and measure it. My senior leaders know that growing workforce diversity is one of their key performance indicators each year.

It’s basic accountability; people can come up with a reason to justify every hiring decision, but they can’t explain away a trend backed by data.

At ManpowerGroup today, a third of our board and half of our emerging leaders are female. I am pleased with our progress but not yet satisfied. We are relentlessly committed to doing better, and I’m optimistic we’ll see more of it from ourselves and others in 2016.
It’s time to RETHINK the GENDER question!

Right Management, on International Women’s Day invited industry leaders, transcending boundaries, to share their perspectives around the roles played by women in Leadership Teams.

The key panelists for the TweetChat were Ms. Bridget Beattie (Executive Vice President APME, Right Management), Ms. Harlina Sodhi (Senior Executive Vice President, IDFC Bank), Ms. Anita Bhogle (Director – Content, Bizpunditz) and Mr. Prashant Pandey (Country Manager, Right Management India).

The discussion revealed various facets of bias (whether both genders are objectively evaluated) in the family orientation, career breaks, and societal perceptions.

Anita pointed out that “despite proven research that diversity enriches a team, the mindset hasn’t changed and also the emphasis was now on what do male leaders do to promote diversity.”

Harlina explained a 4 step model Male Leaders can start by 1) Believing 2) Showing Up 3) Becoming a torchbearer of initiatives & 4) Be the crusader.

Prashant explained how paradigms get formed very early in lives, which become future road blocks.

The TweetChat unlocked intriguing questions like, inspite of some societies being liberal; why are there fewer women in the board room?

Bridget concluded with a profound thought; “It takes time to change a millennia of patterned behavior. But just because it's hard doesn’t mean we should stop!” and evoked the need for change in mindset about diversity in leadership.
In today’s world where organizations are dealing with Volatility, Uncertainty, Complexity and Ambiguity; it has become essential to create a talent pool which is dynamic and progressive so as to deal with the present and future market challenges. The following elements are important to understand when considering the impact of having a diverse workforce, and will probably need to be probed more.

Women make up half the workforce at the entry level and their representation at the top drops to less than 4% as they progress. Only three in ten businesses in G7 countries have women in senior management positions. As per a recent study, women in leadership moved up two notches in the last one year- from 22% to 24%. This sets up the challenge. Decision makers are male and the issue is for the opposite gender.

Keeping this in focus, five like-minded organizations, American Express, Microsoft, PepsiCo, PWC and Tata Sons came together to create Reach Out, a unique Diversity and Inclusion program for women leaders.

The program is a comprehensive 8-month journey bringing together women leaders across the five organizations to network, learn and share meaningful and enriching leadership experiences.

Now in its second edition, Reach Out 2.0 exhibited vibrant participation not only from the 28 participating women leaders but also from the top leaders of the 5 organizations including Sanjay Rishi from American Express, NS Rajan from Tata Group, Deepak Kapoor from PwC, Bhaskar Pramanik from Microsoft and D Shivakumar from PepsiCo. Buoyed by its success in India, the program is also now planned for launch in Mexico. Led by American Express, organizations such as PWC, Cemex, Microsoft and General Motors come together in this unique program in Mexico.

Given the expertise and experience that Right Management has in driving learning and development interventions in different contemporary formats across the globe, as program management partners, Right Management extended their expertise and support on

- Designing and planning the roll-out of the various program modules
- Branding and creating collaterals to create a stronger visibility and positioning for each initiative amongst the key stakeholders
The Reach Out program is designed to include 5 modules balancing the need for a scalable yet personalized journey for the participants.

- **Participant communication, campaigning and promoting** to drive participation and momentum in the overall program.
- **Gathering participant, alumni and stakeholder feedback** at several stages to make course corrections if any and drive the program effectively.
- **Working as consultative partners** for driving the Leadership Dialogue initiative. Recommending suitable mentor-mentee mapping approaches along with charting out suitable scheduling plans for driving greater efficiency and designing the collaterals and pre-work material for the various sessions.
- **Extensively collaborating with stakeholders** across the five organizations to ensure that the objectives of the Reach Out program are being successfully accomplished at various stages.

Participants of the Reach Out program continue to share positive feedback on how the various program modules are addressing several of their developmental needs. The RO Community for example is purely designed to connect and network.

- **Comprehensive Learning Sessions** – a 3 to 4 hour learning program facilitated by experienced D&I experts to equip women leaders on contemporary leadership practices and frameworks.
- **Leadership Dialogue** – Structured coaching sessions with a senior mentor from the five participating organizations. Designed to personalize the learning and development for each of the participating women leaders through one-on-one coaching and mentoring from experienced leaders. See table for complete list of mentors.
- **Reach Out Club**: A semi structured platform to bring together participants and alumni of Reach Out to network, share and learn from each other.
- **Moderated online community** to encourage discussions on related D&I topics amongst participants, alumni and D&I experts.
- **Learning Summit** – a formal closure of the 8 month learning journey bringing together the participants, alumni, mentors on a common networking platform.
Key Highlights of Reach Out 2014-15

- 45 Leadership Dialogues with 15 senior leaders (CXO+) across the participating organizations
- 5 Group workshops hosted by each organization leveraging their internal D&I research material and best practices.
- 6 Peer Learning Circles under the guidance of a renowned D&I consultant
- 100+ interesting articles, researches, reports shared on the online community to keep the conversation alive beyond monthly touch points
- Graduation Ceremony and Learning Summit comprising of a master class by senior leaders, external motivational speakers and a panel discussion on “What women want”

with alumni without much focus on learning leadership frameworks and principles. The 2 to 4 hour learning sessions on the other hand focus sharply on the D&I research and leadership principles and practices. With clear objectives outlined for each module, participants are extensively benefitted with both the diversity in learning and the imminent opportunities to network outside of one’s organization.

To most, leadership is about creating strong networks and gaining first hand inputs about how to drive leadership at the ground level. Most women participants of Reach Out are standing to gain as with each progressing day, the program is addressing both of these expectations.
RightStep revolutionizes the way one delivers assessments:

- **Online Real Time Assessments**

- **Business Simulations** to emulate a *day-in-the-life* format that closely simulates workplace interactions

- **Highly customizable storyboards** catering to diverse industries, cultures and leadership levels

- **Multi tool format** to assess different competencies

- **Cutting across geographical and time zone barriers**

---

Get The **American Management Association®** Advantage

- Assertiveness Training for Women in Business
- Leadership Development for Women
- Executive Presence for Women
Leadership Summit
23rd February
Mumbai

If we want to be great leaders, we need to be great innovators.

If you don’t have risk taking abilities, you cannot grow.

Prashant Pandey, Country Manager - Right Management India, in conversation with
Krishnamachari Srikkanth, Former Captain - Indian Cricket Team

73+ Industry veterans shared thought provoking insights about the role of Leadership in driving extraordinary results.

Learning Leadership from Sports: Play on the Front Foot
Learning Leadership from Sports: Play on the FrontFoot

73+ Industry veterans shared thought provoking insights about the role of Leadership in driving extraordinary results.

"Have faith in your instinct while performing a task."

Media Coverage

Conversation with
Prashant Pandey, Country Manager - Right Management India, in conversation with Krishnamachari Srikkanth, Former Captain - Indian Cricket Team & Member of 1983 World Cup Winning Squad
Rising to the Challenge: Being Assertive at Work

As the workforce becomes more and more gender diverse at each level of the corporate ladder, there are more women than ever before in the decision making positions. In the recent years there have been a number of high profile women leaders including Chanda Kochhar (MD & CEO, ICICI Bank) and Gail Kelly (MD & CEO, Westpac) Diversity is not just about the number of women in an organization. It’s also about the number of women in those significant and powerful roles, where they can take decisions critical to the organization.

There’s enough research to suggest that women often have a smaller range of acceptable behaviors at work as compared to their male counterparts. The corporate world still has a long way to go before it reaches that level of equality. Thanks to the roles women have traditionally played in the household, with children or even otherwise, at times there are areas where women look inwards to prepare themselves for the corporate arena. For starters, being confident and assertive is one. The good news is that organizations as well as the women themselves are rising to the challenge.

Building a gender-balanced organization takes a focused approach, and a lot of determination. No wonder then that most progressive organizations these days have a dedicated Diversity & Inclusion function. One such client of Right Management is a leading technology and analytics company. They are committed towards building a
gender-balanced organization and increasing women participation in management decision making.

Towards this, to enhance their women leaders’ ability to participate and contribute in critical business affairs, they have been taking steps to provide the women leaders at their organization with the right skills and tools to aid their decision making ability, the conviction to back those decisions, and be equally assertive at the workplace. To this effect, Right Management recently designed and delivered a comprehensive and insightful session on “Assertiveness for Women in Business”.

Such sessions usually begin with a strong visual of how successful women are perceived in a negative way compared to their male counterparts. It also delves deeper into important situations that women leaders deal with on a daily basis in the professional arena like:

• How to say “NO”
• Balancing life between career and family
• Managing societal expectations
• Assertive communication in business scenarios
• Self Esteem

These sessions act as a platform to discuss and develop assertive ways of handling daily work-life situations and broaden the perspectives beyond self and societal expectations.

One of the most important outcomes is that it makes the women leaders realize the significance of putting their needs first. The second being, the importance of taking charge and as women leaders taking the responsibility of inclusion & diversity, rather than expecting the same from male colleagues.

Such interventions also act as a medium of building relationships amongst women, as they understand their challenges the best. As a next step probably interventions like a Mentoring Framework which has women at both the ends could go a long way in building a gender-balanced organization.
IN CONVERSATION

Diversity & Inclusion

As interviewed by Amrik Singh - Sr. Executive-Business Development and Shivpriya - Analyst Right Management India

Q1. What are the challenges faced by your team while working with people of different backgrounds?

A1. When people discuss about diversity, they take into account cultural differences. For me, diversity includes several dimensions; gender, race, personality styles and cognitive styles. As China team of an MNC, we have faced many challenges while communicating with American, European and even Asia Pacific teams. Among these challenges, one of them is the languages; varied language proficiency is the most crucial barrier. Cultural differences also play a vital role; Chinese are not very expressive, vocal or proactive in asking questions during conversations. Such diverged conversation styles often don't fulfill the purpose of meeting with colleagues from other nations.

Q2. Share an experience where you had to alter your work style to meet a diversity need or challenge?

A2. As I have mentioned, diversity is not only in terms of cultural or gender, it is also about personality. I would like to explain with my own personality. As per my Hogan Assessment, my orientation is skewed towards task and it reflects on my communication style with my team. But some of the members who are high on interpersonal sensitivity are more concerned about emotions and feelings. They do not prefer initiating discussion about task or work. In such cases, I have to alter my communication style with them, rather than talking about facts in the beginning of the conversations. Along the years, I realized the development altering my style according to the recipient. I need to consciously modify my communication style and express that I care for them in order to build an effective relationship with my team.

Q3. What kind of efforts would leaders need to make, to ensure a commitment to the diversity and inclusion?

A3. First and foremost, the leaders should be aware of the significance of diversity and inclusion within organization. There are two perspectives of awareness; self-awareness and organization level understanding. Leaders should be aware of differences among team members, in the organization on different aspects. Organizations awareness includes promoting concepts of diversity during multiple interactions between the team within the organization. Foster the culture of openness to other’s views, experiences and perspectives and adopt some recommendations. These behaviors reflect as examples that show that we respect diverse perspectives and outlooks. Within Right Management, we are bringing in consultants with different experience and cultural backgrounds. Even in China,
we have consultants from US and Europe so that people with different experience and backgrounds can share views, provide suggestions that can drive innovative solutions to meet client needs; and we are able to leverage this to promote the concept of diversity to our clients. We also need to be cognizant that organizations are always on the improvement phase and diversity is not a one time achievement.

Q4. Does the size of organization matter with regards to diversity?

A4. Regardless of the size of the organization, Diversity is quite an important issue. According to recent research by the Conference Board on CEO Challenges, most of the board members agreed that; one of the top challenges is Innovation. Diversity is one of the most critical enablers in achieving or developing capability of innovation in an organization. If an organization is focusing on being more creative and innovative, it would need a diversified team so that people can contribute from different perspectives. They can offer innovative solutions to a problem or make the service offerings more inventive. Organizations that realize and leverage this would likely to be in a comparative position in market regardless of its size.

Q5. What are the most common challenges in our thinking about diversity?

A5. More than 2 decades ago, Chinese organizations were not open to diversified culture. The employees were comprised of monoculture; hierarchy driven and male dominated. The need for diversity was realized when the economy has had to compete within a global context. Given that innovation is their key driver in the global market, a non-diversified team is the biggest challenge faced by these organizations.

Q6. What aspect of diversity is often overlooked by your clients? How often you come across organizations focusing on diversity in terms of personality style?

A6. Now, organizations in China are more aware of diversity compared to earlier decades. The Multi-National Corporations’ practices are more rigorous and well executed compared to the Chinese Local organizations because of the past traditions. However the large Chinese organizations are expanding overseas and now they have come to realize the significance of diversity and influence on sustained business performance. Hence, cultural diversity becomes one of the top priorities for many organizations such as Huawei and Alibaba. So far in China, Multi-National Corporations are taking diversity in terms of personality into consideration. When we discuss about Talent Development and Leadership Development Programs with our clients, personality also becomes one of the key elements in the discussion. We use Hogan Inventory, MBTI or DISC in our interventions. These concepts are not popular in local Chinese organizations; only some of them are using personality assessment tools. We see a trend where the local organizations are likely to be influenced by their global competitors and incline towards promoting diverse personality styles for team effectiveness.

Q7. How will you effectively measure the actionable of diversity inclusions?

A7. Many leaders are talking about diversity, driving programs on diversity and including it in the Individual Development Plan as a priority. Holistically, they understand the importance well, however when it comes to putting in practice; there is still a large room
for improvement. Measuring isn't just performance evaluation of leaders, but also to know how effective interventions were driven in the organization. If the objective is to have employees from different parts of the world, it’s crucial to know whether they are open to accept people with working styles different from the leaders. Measurement could be done by implementing systems to manage and evaluate the practices. So that their Individual Development Plan can be used for what they do and not what they say.

Q8. What are the Organization Development interventions that can be implemented to change the mindset of Leadership towards diversity?

A8. The Organization Development interventions can be explained with Right Management’s 4E learning approach. As I have already stated, that leaders must be aware of the significance of diversity as one of the key priorities of business success. This contributed largely to innovation and human capital development. To address to the skill aspect, we have our diversity focused workshops and coaching, where we could leverage diversity to help leaders develop their mindset and skill set. For example, In Associated British Foods, one of the key global clients of Right Management, we practice alumni events twice a year. We invite experts to share different perspectives on diversity. Also in high potential interventions, we use coaching sessions to help the leaders realize the need for focus on diversity. Such interventions in organizations foster the culture of diversity and inclusion.
Learning Leadership from Sports

Play on the Front Foot

the CD contains complete coverage of the event

Right Management India in the NEWS

Virat Kohli is going to be one of best skippers: Kris Srikkanth

Viret is going to be one of best skippers: Srikkanth

Virat Kohli destined to be one of the greatest captains, says this Indian legend
About Right Management

Right Management is a global leader in talent and career management workforce solutions. We design and deliver solutions to align talent strategy with business strategy. Our expertise spans Talent Assessment, Leader Development, Organizational Effectiveness, Employee Engagement, and Workforce Transition and Outplacement. With offices in over 50 countries, Right Management partners with companies of all sizes – including more than 80% of the Fortune 500 – to help grow and engage their talent, increase productivity and optimize business performance.

www.right.com
© 2016 Right Management.
All Rights Reserved.
All logos and brands are property of their respective owners.