



Institute of Public
Administration Australia
South Australian Division Inc

The Second Innings with the Hon. Julia Gillard - *Gender Equality in Leadership Summit*



Kurna Acknowledgment



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We would like to acknowledge this land that we meet on today is the traditional land of the Kurna people and that we respect their spiritual relationship with their country. We also acknowledge the Kurna people as the custodians of the Adelaide region and that their cultural and heritage beliefs are still as important to the living Kurna people today.



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The Second Innings with the Hon. Julia Gillard - *Gender Equality in Leadership Summit*



The Second Innings with the Hon. Julia Gillard



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MC

Amanda Blair

Co-Chair, Premier's Council for Women

Guests

Hon. Julia Gillard

27th Prime Minister of Australia

Hon Kyam Maher MLC

Minister for Employment

Minister for Aboriginal Affairs and Reconciliation

Minister for Manufacturing and Innovation

Minister for Automotive Transformation

Minister for Science and Information Economy

Speakers

Dr Margaret Byrne

Principal Consultant, UGM Consulting

David Reynolds

Chief Executive Officer, Department of Treasury and Finance

Scott Ashby

Chief Executive, Primary Industries and Regions SA

Gary Edwards

Leadership Communication & Negotiation Expert

Leading Conversations

Erma Ranieri

Commissioner for Public Sector Employment



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Hon Kyam Maher MLC

Minister for Employment
Minister for Aboriginal Affairs and Reconciliation
Minister for Manufacturing and Innovation
Minister for Automotive Transformation
Minister for Science and Information Economy



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Scott Ashby

Chief Executive, Primary Industries, and Regions SA



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GENDER EQUALITY IN LEADERSHIP

HOW WE ARE TRACKING?



SCOTT ASHBY – CE, Primary Industries and Regions, SA

The State of Play

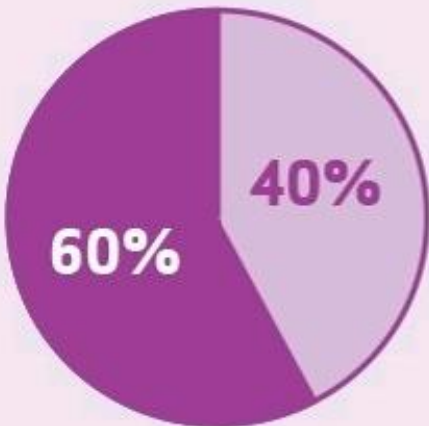
Public Sector Employees



Public Sector Executives



Executives in SAES



● Male
● Female

*NB: These figures have been rounded

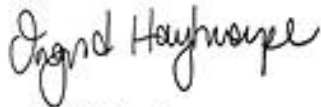
If all things remained the same, we would need

75

more female executives to reach 50/50



We commit to gender equality in leadership the public sector



Ingrid Haythorpe

Attorney-General's Department



Rick Persse

Department for Education
and Child Development



David Brown

Department for Correctional Services



David Reynolds

Department of Treasury and Finance



Tony Harrison

Department for Communities
and Social Inclusion



Scott Ashby

Department of Primary Industries and
Regions South Australia



Mark Duffy

Department of State Development



Grant Stevens

Commissioner of Police



Erma Ranieri

Commissioner for Public Sector
Employment



Sandy Pitcher

Department of Environment,
Water and Natural Resources



Dr Don Russell

Department of the Premier and Cabinet



Vickie Kaminski

Department for Health and Ageing

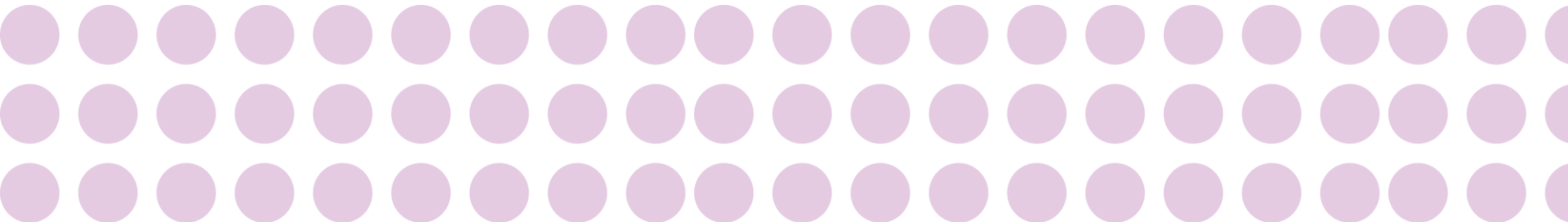


Michael Deegan

Department of Planning,
Transport and Infrastructure

Key Initiatives Implemented

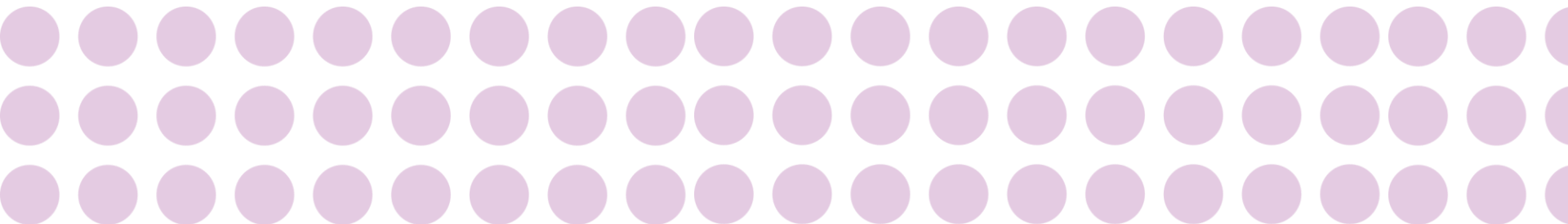
- Making Better Decisions: Unconscious Bias Training
- Inclusive Leadership training included in SAES Induction
- Reverse Mentoring Program
- *Women in Leadership: Achieving and Flourishing* 2 day course with Christine Nixon
- 11 agencies accredited as White Ribbon Workplaces
- Domestic Violence Policy
- MATE: Preventing Violence in the Community Awareness Training
- Stage 1 – Gender Pay Gap Audit



2017 Key Initiatives



- Making Better Decisions – Mitigating Unconscious Bias Training
- Gender Pay Gap Report
- Reverse Mentoring Program
- Women in Leadership Program for aspiring female leaders
- Research the levels and nature of harassment in the public sector
- Revise recruitment training





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David Reynolds

Chief Executive Officer, Department of Treasury,
and Finance



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GENDER EQUALITY IN LEADERSHIP



Government of South Australia

Department of Treasury
and Finance

TARGET



Government of South Australia

Department of Treasury
and Finance



RECRUITMENT AND TRAINING



Government of South Australia
Department of Treasury
and Finance

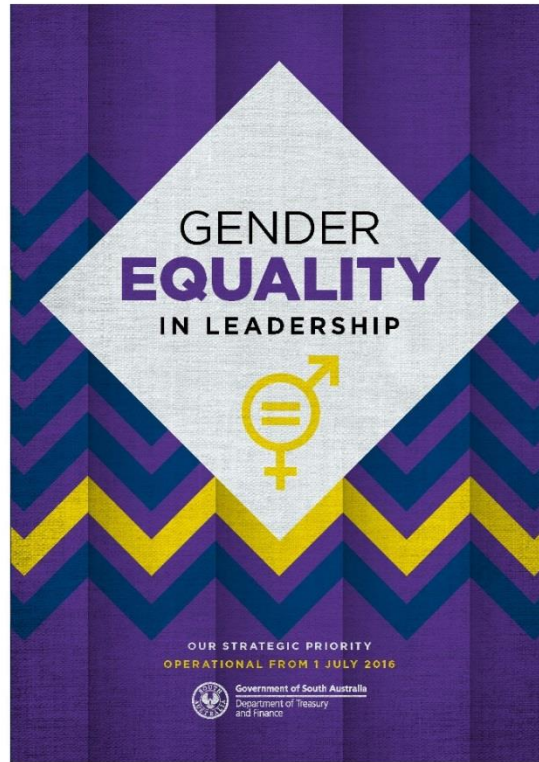
FLEXIBILITY



Government of South Australia

Department of Treasury
and Finance





Government of South Australia

Department of Treasury
and Finance



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Hon. Julia Gillard

27th Prime Minister of Australia



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Morning Tea



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Dr Margaret Byrne

Principal Consultant, UGM Consulting



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***The career
progression of
women: where are
we now and where
to next?***

***IPAA, South Australia
10th March 2017***

***Dr Margaret Byrne
UGM Consulting***



**More and more highly
educated women in
workforce not
translating into more
women in executive
roles**





???



Glacial progress

Dismal results

Many projects
seen as 'window
dressing'



???

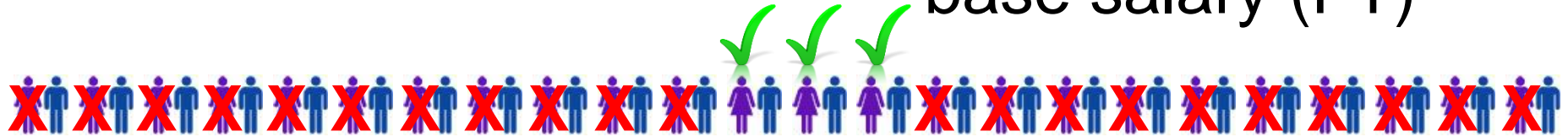


49.7%

workforce - female

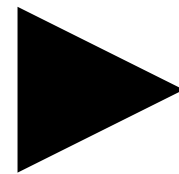
17.9%

gender pay gap
base salary (FT)



16.3%

CEO (female)



37.4%

female managers overall



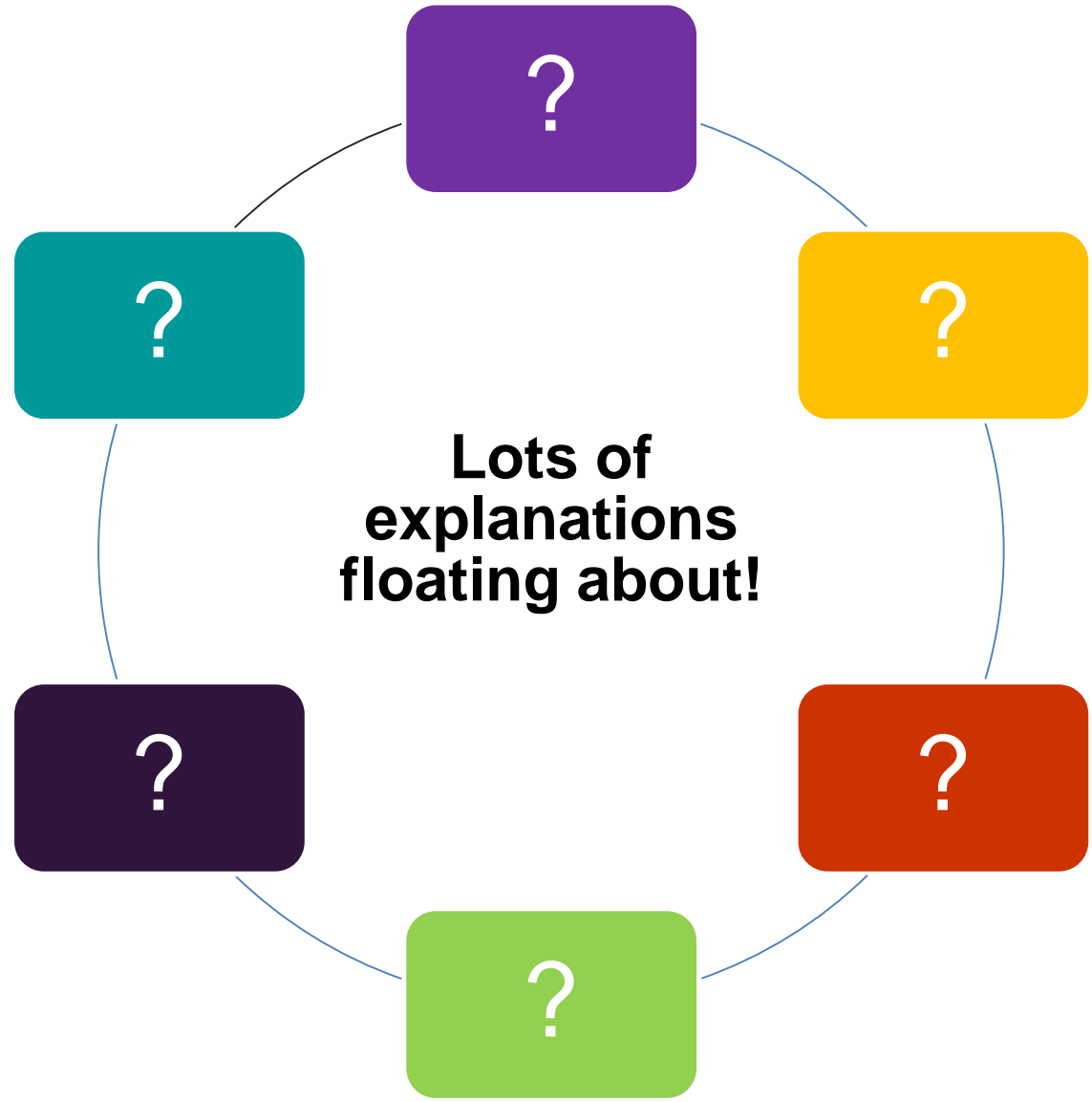
Effort, commitment, good will,
great intentions

BUT

This *low level of ROI* would be
judged *unacceptable* in any other
area of business!



!!!!!!



!!!!!!

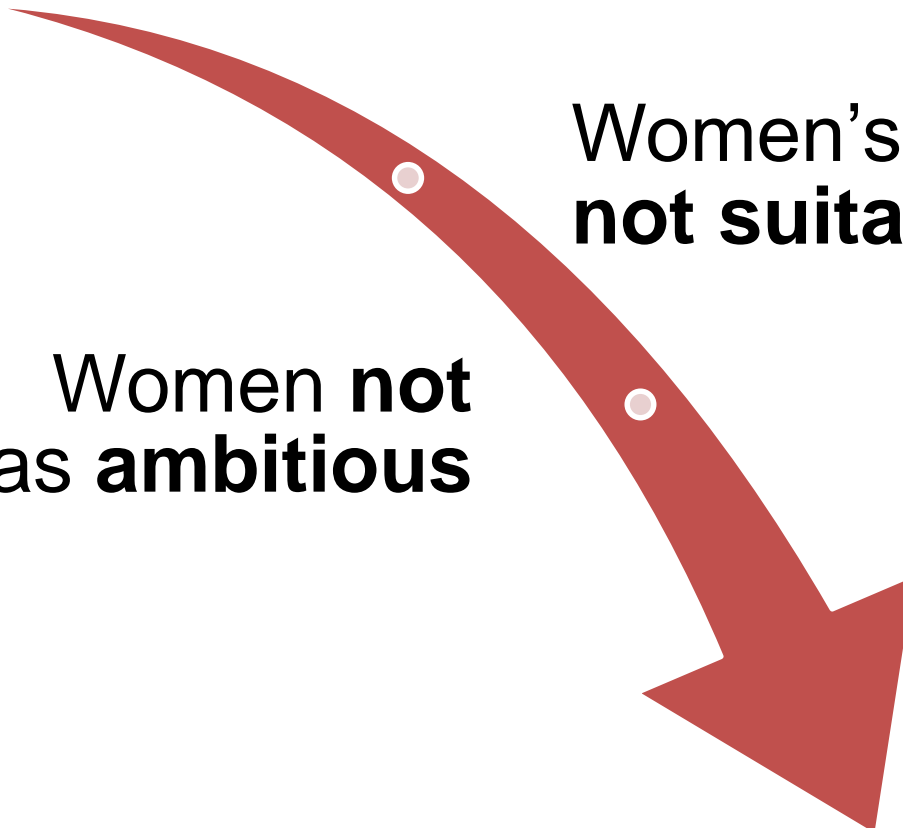


Women **not**
as **talented**

Women's style
not suitable

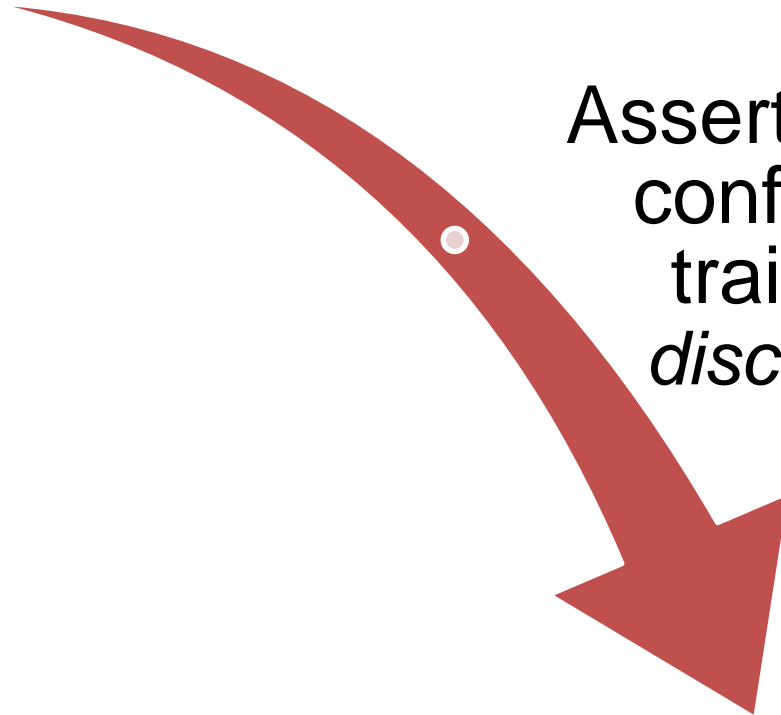
Women **not**
as **ambitious**

Women **not**
confident enough





'Manage like a
man' approach -
discredited



Assertiveness/
confidence
training -
discredited

Unconscious
bias training -
challenged

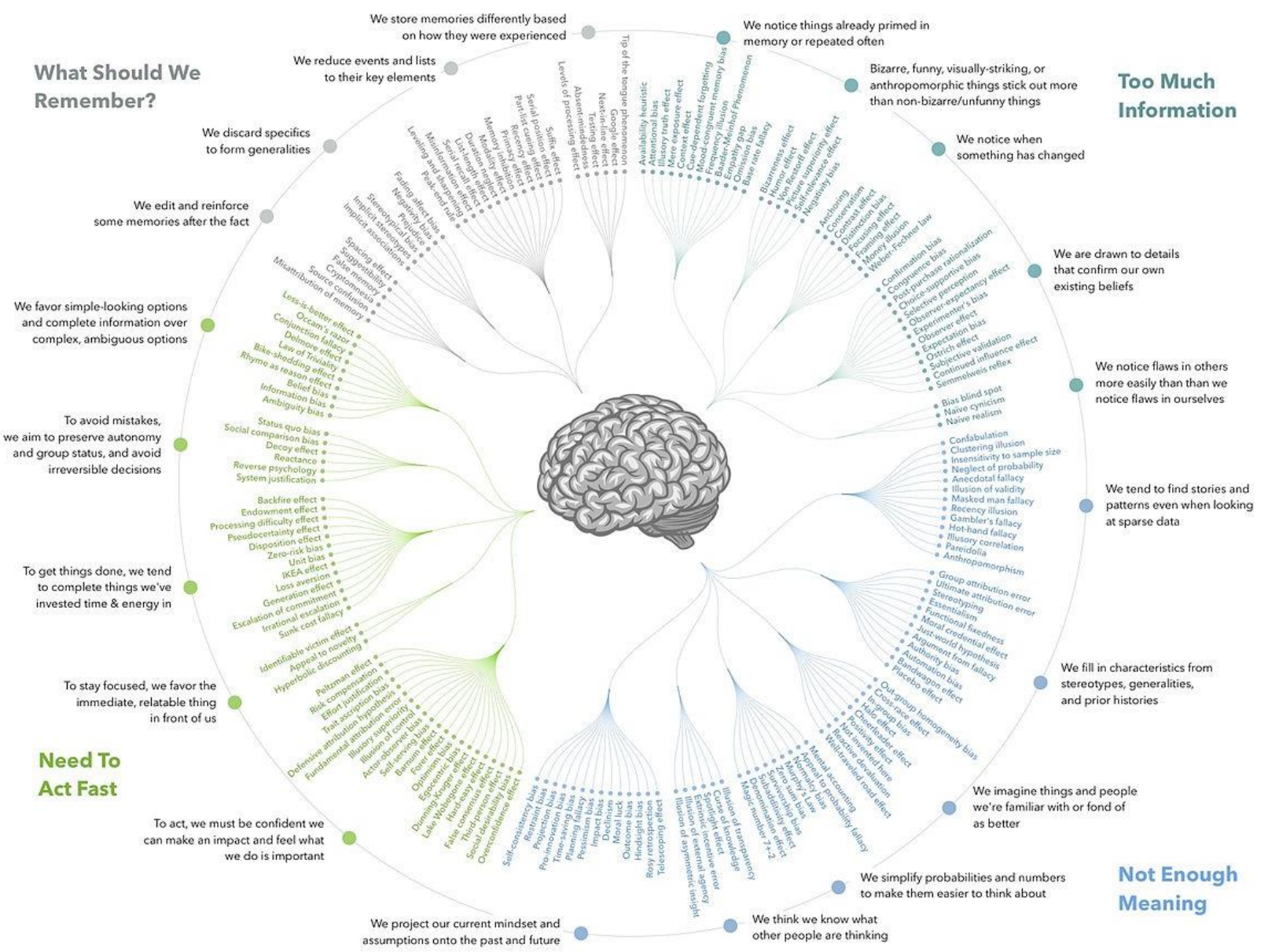
Where to next on bias? 163 identified!



Actor–observer bias	Distinction bias	Illusion of transparency	Optimism bias	Social comparison bias
Ambiguity effect	Dunning-Kruger effect	Illusion of truth effect	Ostrich effect	Social desirability bias
Anchoring or focalism	Duration neglect	Illusion of validity	Outcome bias	Source confusion
Anthropomorphism	Egocentric bias	Illusory correlation	Outgroup homogeneity bias	Spacing effect
Attentional bias	Empathy gap	Illusory superiority	Overconfidence effect	Spotlight effect
Automation bias	Endowment effect	Impact bias	Pareidolia	Status quo bias
Availability cascade	Essentialism	Information bias	Parkinson's Law of Triviality	Stereotypical bias
Availability heuristic	Exaggerated expectation	Ingroup bias	Part-list cueing effect	Subadditivity effect
Backfire effect	Expectation bias	Insensitivity to sample size	Peak–end rule	Subjective validation
Bandwagon effect	Extrinsic incentives bias	Irrational escalation	Persistence	Suffix effect
Base rate fallacy or Base rate neglect	Fading affect bias	Just-world hypothesis	Pessimism bias	Suggestibility
Belief bias	False consensus effect	Lag effect	Picture superiority effect	Survivorship bias
Bias blind spot	False memory	Less-is-better effect	Planning fallacy	System justification
Bizarreness effect	Focusing effect	Leveling and Sharpening	Positivity effect	Telescoping effect
Change bias	Forer- or Barnum effect	Levels-of-processing effect	Post-purchase rationalization	Testing effect
Cheerleader effect	Framing effect	List-length effect	Primacy effect, Recency effect & Serial position effect	Time-saving bias
Childhood amnesia	Frequency illusion	Loss aversion	Processing difficulty effect	Tip of the tongue phenomenon
Choice-supportive bias	Functional fixedness	Mere exposure effect	Pro-innovation bias	Trait ascription bias
Clustering illusion	Fundamental attribution error	Misinformation effect	Projection bias	Travis Syndrome
Confirmation bias	Gambler's fallacy	Modality effect	Pseudocertainty effect	Ultimate attribution error
Congruence bias	Generation effect (Self-generation effect)	Money illusion	Reactance	Unit bias
Conjunction fallacy	Google effect	Mood-congruent memory bias	Reactive devaluation	Verbatim effect
Conservatism/ Regressive bias	Group attribution error	Moral credential effect	Recency illusion	Von Restorff effect
Consistency bias	Halo effect	Moral luck	Regressive bias	Weber–Fechner law
Context effect	Hard–easy effect	Naïve cynicism	Reminiscence bump	Well travelled road effect
Contrast effect	Hindsight bias	Naïve realism	Restraint bias	Worse-than-average effect
Cross-race effect	Hot-hand fallacy	Negativity bias	Rhyme as reason effect	Zeigarnik effect
Cryptomnesia	Humor effect	Neglect of probability	Risk compensation / Peltzman effect	Zero-risk bias
Curse of knowledge	Hyperbolic discounting	Next-in-line effect	Rosy retrospection	Zero-sum heuristic
Decoy effect	Identifiable victim effect	Normalcy bias	Selective perception	
Defensive attribution hypothesis	IKEA effect	Not invented here	Self-relevance effect	
Denomination effect	Illusion of asymmetric insight	Observer-expectancy effect	Self-serving bias	
Disposition effect	Illusion of control	Omission bias	Semmelweis reflex	
			Shared information bias	

(Wikipedia 2015)

Cognitive bias codex – Buster Benson





1. Pay gap
2. Mat leave
3. Lack of childcare
4. Parenting and carer responsibilities
5. Stereotypes
6. Bias
7. Role division along gender lines
8. Encouraging more women into STEM
9. Harassment, discrimination
10. Subtle systemic bias
11. Boys' club mentality
- 12.....
- 13.....
- 14.....

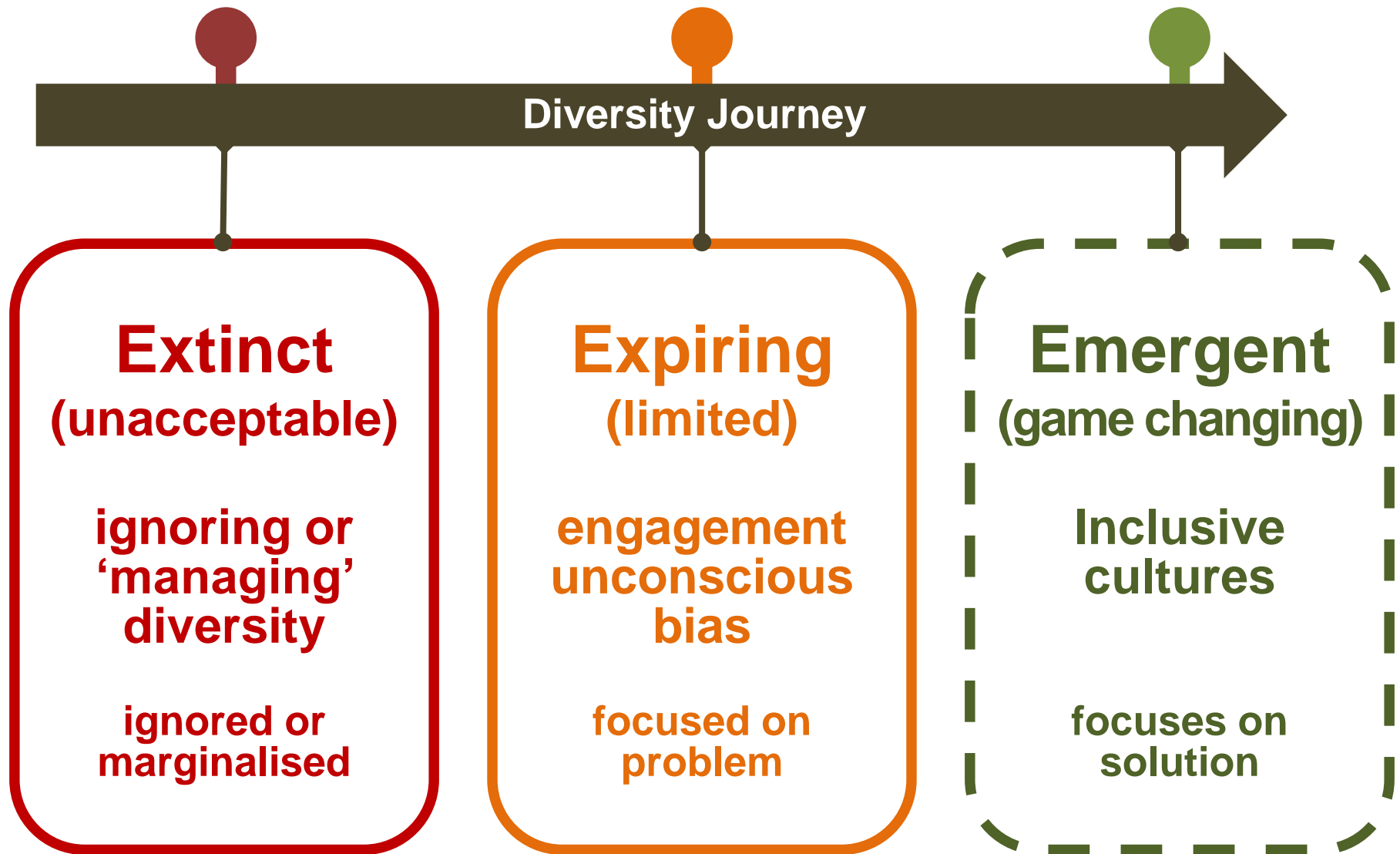
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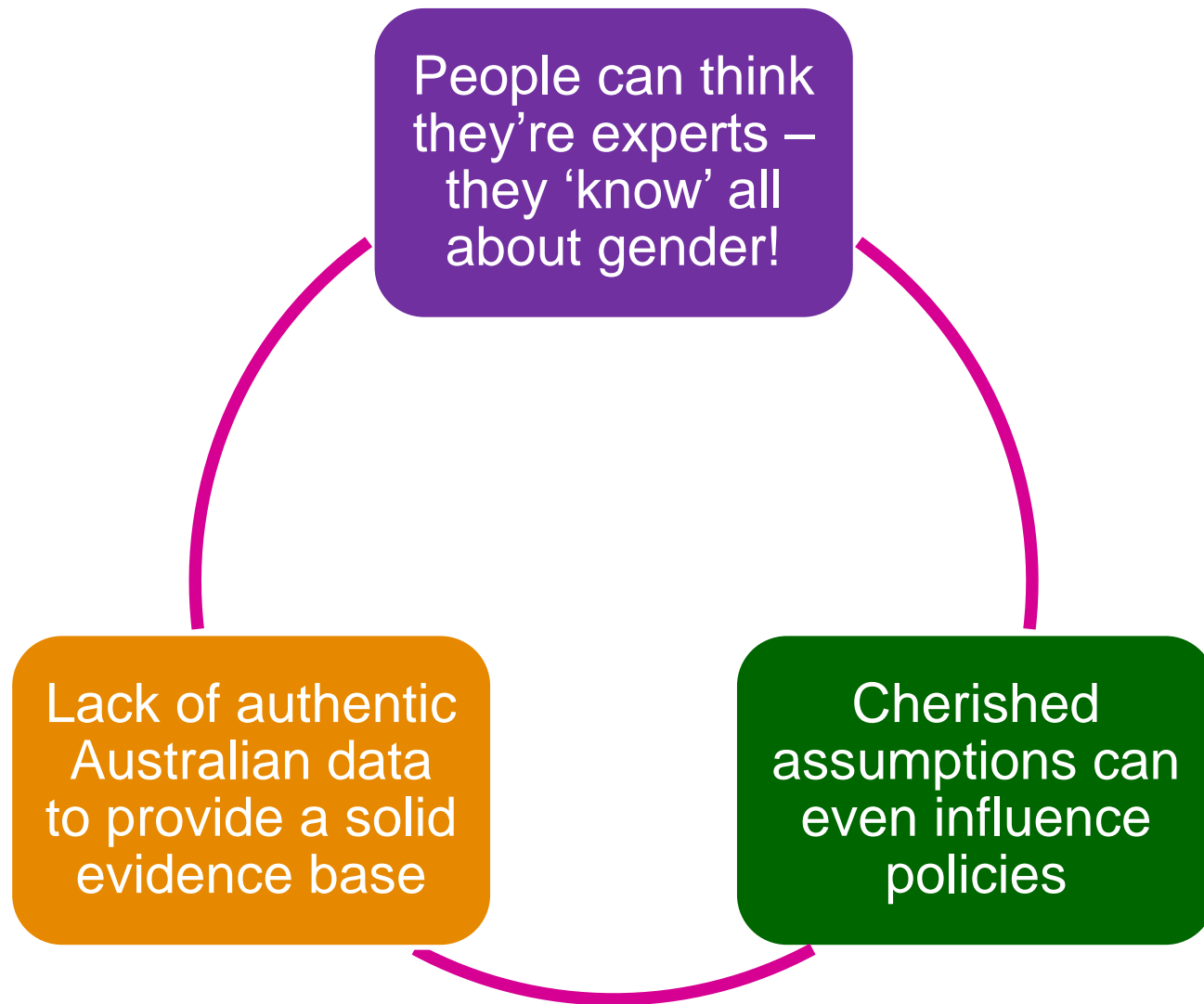




**In the light
of all of this,
where to
next?**














- be much more strategic**
- reflect recent research evidence**
- accept no 'one size fits all'**
- analyse what's going on in your organisation**
- create portfolio of solutions**





-  Constantly check systems for bias creep
-  Set up proxy metrics to track progress accurately
-  Build women's senior management skills
-  Include men in the conversation
-  Focus – above all – on inclusion



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Gary Edwards

Leadership Communication & Negotiation Expert
Leading Conversations



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Beyond the Smoke and Mirrors

How to be a better leader,
change the world and get
everything you've ever wanted
in life – free!

Gary Edwards

Gough

Bob

Paul

John

Kevin

Julia

Tony

Malcolm

Pauline

Beyond the Smoke and Mirrors

Gary Edwards

Book

Play

Film

Book

Play

Film

Red

Green

Blue

Blue

Green

Yellow

Beyond the Smoke and Mirrors

Gary Edwards

Lesson #1

Perception
is reality

Lesson #1

Perception
is NOT reality

Perception **hides** reality...

...but **drives behaviour**

Men

Interested

Support

Want

= behaviour

Women

Passionate

Impatient

Fight

= different
behaviour

Lesson #2

People hold onto their perception until they feel **certain** about changing it

Lesson #3

To shift perceptions,
we need more...

...data?

Lesson #3

To shift perceptions,
we need more...

...facts?

Lesson #3

To shift perceptions,
we need more...

...stats?

Lesson #3

To shift perceptions,
we need more...

TRUST

Who would you trust to...

Look after
your house
while you
are away?



Who would you trust to...

Pack your
parachute?



Who would you trust to...

Look after
your
children?



Who would you trust to...

Keep your
email
password a
secret?



Who would you trust to...

Back you up in
a pub fight?



Who would you trust to...

Back you up in
a pub fight?



Beyond the Smoke and Mirrors

Gary Edwards

Person

Proposal

Process

Payoff

Beyond the Smoke and Mirrors

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Add Positivity

Oxytocin
= empathy

Build Plausibility

Cortisol
= focus

Explore Possibility

Dopamine
= optimism

Add Positivity

Feelings

Build Plausibility

Facts

Explore Possibility

Future

The bad news

When nothing is
certain...

...we stick to what we
know

The good news

When nothing is
certain...

...everything is possible

Beyond the Smoke and Mirrors

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