



MICHIGAN MUNICIPAL LEAGUE
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The Gender Balance Challenge:

*Making the Business Case for Gender
Balance in Organizations*

Moderator:

- *Pamela Antil*, Assistant City Administrator, Santa Barbara, CA & President, League of Women in Government

Speakers:

- *April Lynch*, City Manager, City of Ferndale, MI
Melanie Piana, Mayor Pro Tem, City of Ferndale, MI
Theodore Staton, City Manager, Upper Arlington, OH;
Board Member, League of Women in Government
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YOUR Takeaways Today:

- Diversity is *not an imposition*, it's ***an advantage***.
 - Inclusion is *not a problem*, it's ***a solution***.
 - Working together is more than a good idea, ***it's essential to individual and organizational success***.
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If Women Make Up Over 50% of #LocalGov Employees,
Why Aren't There More Female Chief Executives?



What Does the Data Show?

- 3440 City/County CAO's/**15.6%** are women
- 1146 City/County Assistant CAO's/**37.8%** are women
- Missing Data – Over 20k Municipalities in U.S.

** ICMA Data/October 2016 – ICMA.org*

What does the Data Show for Michigan?



- 16% of CAO's are Women
- 38.1% of Assistant CAO's are Women



WHAT IF I TOLD YOU

NO ONE CARES.

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Why Should We Care?

- Women make up **over 50%** of people seeking MPA/MPP degrees
- Women still hold **over 50%** of state and local jobs
- **Inclusivity** in organizations is good
- **Diversity** in organizations is good
- **Fairness** and equity are good



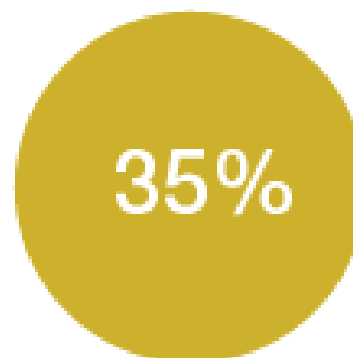
Diversity's dividend

What's the likelihood that companies in the top quartile for diversity financially outperform those in the bottom quartile?¹



more likely
to outperform

**Gender-diverse
companies**



more likely
to outperform

**Ethnically diverse
companies**

¹Results show likelihood of financial performance above the national industry median. Analysis is based on composite data for all countries in the data set. Results vary by individual country.

Source: McKinsey analysis

When Are We “Balanced?”

- Optimal Gender Mix: 50/50 Ratio
- Critical Mass: 30-38% Women

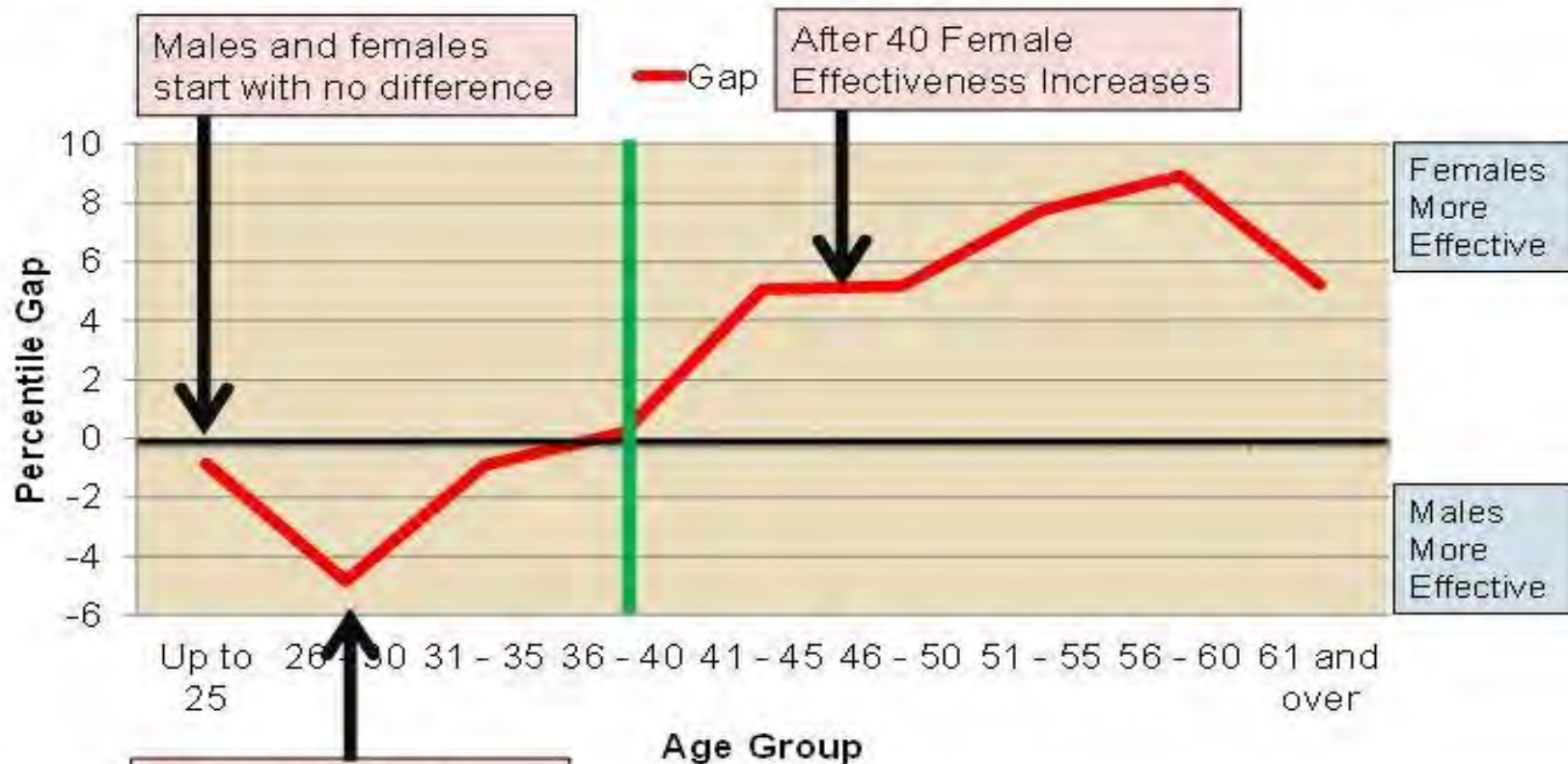
*2010 London School of Business *Gender Equity Study*

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Benefits When Woman is CAO:

- Crucial for setting the tone in the organization overall
 - Less stereotyping of women and men in organization
 - Less sexual harassment claims – even when women are represented in other management positions
 - Better decision making
 - Higher workplace satisfaction
 - More inclusive overall regarding diversity beyond gender – race, ethnicity, etc.
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Average Overall Leadership Effectiveness Percentile Gap Between Males and Females by Age



Males initially are slightly more effective



“YOUNG GIRLS NEED TO SEE ROLE MODELS IN WHATEVER CAREERS THEY MAY CHOOSE, JUST SO THEY CAN PICTURE THEMSELVES DOING THOSE JOBS SOMEDAY. YOU CAN'T BE WHAT YOU CAN'T SEE.”

What stands in the way of inclusion?

- Personal biases (and we all have them!)
- Personal values and experiences (our internal memory chip)
- Organizational biases (they exist)
- Emotions (both during and after recruitment of CAO)
- Influence of others



What YOU can do *TODAY*:

- Understand the economic potential of gender equality
 - Programming to help women develop skills and organizations to counteract bias
 - Help employees identify and interrupt biases in the workplace that disadvantage women
 - *“Blind” resume processing*
 - *Challenge recruiters for balanced pool of candidates*
 - *Be aware of gender bias in conversation (e.g., that’s ACTUALLY a good idea”)*
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What YOU can do *TODAY*:

- Help managers promote gender equality in the workplace
- Do what you can to retain talented women
 - Family friendly policies
 - Training and development opportunities
 - INTENTIONAL actions
- Peer learning and mentoring programs
- Develop a workplace that rejects stereotypes and taps ***EVERYONE'S*** potential

*2015 McKinsey/LeanIn.org *Women in the Workplace Study*

What YOU can do *TODAY*:

Eliminate the Following Questions When Interviewing:

- How does your spouse feel about you taking on such a big job?
- Who will take care of your children when you are at work?
- Will you be able to manage “macho men” like our Police and Fire Chiefs?

What YOU Can Do *TODAY*:

- Talk to women in ***YOUR OWN*** organization and ask them about biases within the organization
 - Join ***League of Women in Government – It's FREE***
 - Online content
 - Webinars
 - Learning & Networking Opportunities
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More Information:

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