«Keys to Women Development Agenda-Post 2015: the 3 Fs»

Prof. Dr. Nuria Chinchilla

ICWF Director
¿WHAT IS IESE?

- A Business School from the University of Navarre
- Founded in 1958
- Campuses in Barcelona, Madrid, New York, Munich and Sao Paolo
- Oriented to the development of responsible leaders through education and research.
IESE is committed with the education of leaders that should print a profound, longterm and positive impact in people, companies and in society for their professionalism, integrity and spirit of service.
A GLOBAL CAMPUS
NEW YORK
IESE ALUMNI ASSOCIATION

- 1959: year of foundation
- + 38,000 Alumni
- 109 countries
ASSOCIATE SCHOOLS

IPADE
MÉXICO DF

UNIS
GUATEMALA

AESE
LISBOA

NILE UNIVERSITY
CAIRO

CEIBS
SHANGHÁI

INALDE
BOGOTÁ

MDE
COSTA DE MARFIL

LBS
LAGOS

UAP
MANILA

STARRHMORE
KENYA

ISE
SÃO PAULO

IDE
GUAYAQUIL

PAD
LIMA

IEEM
MONTEVIDEO

IAE
BUENOS AIRES

ESE
SANTIAGO DE CHILE

From 1993, IESE has been a pioneer regarding MBA student exchanges with other business schools.

UNITED STATES
COLUMBIA  NYU  YALE  DARDEN  MIT  TUCK  CORNELL  MICHIGAN
CHICAGO  KELOGG  BERKELEY  UCLA  DUKE  UNC  WHARTON  MGS

EUROPE
LBS  HEC  RMS

ASIA
ISB  KEIO UNIVERSITY  CEIBS  HKU  HKUST  NUS  YONSEI

AUSTRALIA
MBS

SOUTH AMERICA
IAE
What they say about us

#1 BUSINESS SCHOOL FOR WORLD OPEN PROGRAMS
FINANCIAL TIMES EXECUTIVE EDUCATION, 2011

#3 BS IN THE WORLD FOR EXECUTIVE EDUCATION

#3 BS FOR THE FULL TIME MBA
THE TOP 20 SCHOOLS FOR EXECUTIVE EDUCATION, 2011

#1 BS FOR THE FULL TIME MBA
THE ECONOMIST, 2009
ICWF
International Center for Work and Family
The ICWF’s mission is:

- **Corporate Family Responsibility.** Develop talent and leadership skills necessary to create a business culture that facilitates the integration of work, family and personal life. Encourage governments and other public institutions to develop regulations and policies aiming to facilitate reconciliation in companies.

- **Women and leadership.** Investigate, analyze and promote the professional advancement of women at all levels, specially considering their career paths.

- **Human ecology:** Promote an organizational culture focused on people.
# Research Partners

<table>
<thead>
<tr>
<th>IAE Universidad Austral</th>
<th>Instituto Superior de Empresa Brazil</th>
<th>Work &amp; Family Foundation Canada</th>
<th>Universidad de los Andes Chile</th>
<th>University of Macau China</th>
<th>Universidad de la Sabana Colombia</th>
</tr>
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<tbody>
<tr>
<td>La Empresa y la Familia</td>
<td>Instituto de Desarrollo Empresarial</td>
<td>Fundación Empresas</td>
<td>Universidad del Istmo</td>
<td>ELIS</td>
<td>Politécnico Milán</td>
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<tr>
<td>Costa Rica</td>
<td>Ecuador</td>
<td>El Salvador</td>
<td>Guatemala</td>
<td>Italia</td>
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<tr>
<th>Research Partners</th>
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<tbody>
<tr>
<td>Strathmore Business School Kenia</td>
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<tr>
<td>Universidad Pan-Americana México</td>
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<td>Eramus University Rotterdam Netherlands</td>
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<td>The University of Waikato New Zealand</td>
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<td>Lagos Business School Nigeria</td>
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<tr>
<td>Escuela Dirección Universidad Piura Perú</td>
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<tr>
<td>University of Asia and the Pacific Filipinas</td>
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<tr>
<td>Escola de Direcção e Negócios Portugal</td>
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<tr>
<td>Universidad Monteávila Venezuela</td>
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<td>School of Human Resource Management Canada</td>
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</table>
ICWF’s SPONSORS

- Randstad
- Iberdrola
- Boehringer Ingelheim
- F.A.B.RE.
Human ecology
What is happening?

- Low birthrate 70 countries below generational replacement (2xW)
- Mean age when first child is born (after 30 years old)
- Children’s education in the hands of others (TV, playstation)
- Divorce or cohabitation is rising
- Health problems (stress, depression)
- High expenditure on tranquilizers
- More time off due to stress than to maternity leave
Triangle of sustainability

- Environment
- Company
- Society
- Person
- Family

IESE Business School
International Center for Work and Family
Companies’ destructive capacity

- Pollution in nature (ecology)
- Pollution in society (human ecology)

Double effect:
  - Social (external)
  - Business (internal)
## Causes of the work & family conflict

<table>
<thead>
<tr>
<th>Causes</th>
<th>Participants</th>
<th>Experts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working schedule incompatible with the school</td>
<td>1º</td>
<td>5º</td>
</tr>
<tr>
<td>Lack of company policies to help work and family balance</td>
<td>2º</td>
<td>3º</td>
</tr>
<tr>
<td>Working pressures</td>
<td>3º</td>
<td>4º</td>
</tr>
<tr>
<td>Family responsibilities</td>
<td>4º</td>
<td></td>
</tr>
<tr>
<td>Few kindergarten</td>
<td>5º</td>
<td></td>
</tr>
<tr>
<td>My own way of balancing work and family</td>
<td>6º</td>
<td>1º</td>
</tr>
<tr>
<td>Housework</td>
<td>7º</td>
<td></td>
</tr>
<tr>
<td>Lack of support from my boss and colleagues</td>
<td>8º</td>
<td>2º</td>
</tr>
<tr>
<td>Time I lose because of the traffic jam</td>
<td>9º</td>
<td></td>
</tr>
<tr>
<td>Lack of punctuality and/or not enough public transport</td>
<td>10º</td>
<td></td>
</tr>
<tr>
<td>Variety and quantity of social roles</td>
<td>11º</td>
<td></td>
</tr>
</tbody>
</table>
“Never-ending” workdays

International careers

Women in business

Work-family conflict

Burnout

Risky for families and companies

Fuente: Control Estrés Individual y empresarial- Steven Poelmans ´00.
Women and work-family
World contribution of women

Several studies confirm the correlation between gender equity and competitiveness in a country

• Increased productivity
• Better results for future generations
• More representative decision-making
– In the **family**: wife, mother, friend and other, home builder

– In the **work**: executive, member of the board, ...

– In **society**: friend, member of NGO, ...

Differences Between Man And Woman
Anatomic Differences

- **Cerebral Cortex:**
  - The *male* adult:
    - Parietal cortex (Perception of Space)
  - The *female* adult:
    - Density of neurons in the temporal lobe (language)
    - Prefrontal cortex (controls emotions)
    - Anterior cingulated cortex (decision-making and minor concerns)

- **Limbic system:**
  - The *male* adult:
    - Amygdala (process instincts, rapid and automatic emotional responses)
    - Centers of the hypothalamus related to sexuality
  - The *female* adult:
    - Insula (feelings)
    - Hypothalamus (organizes hormones)
    - Hippocampus (memory of emotions)
    - Pituitary gland (fertility hormones)
<table>
<thead>
<tr>
<th>MAN</th>
<th>WOMAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Encourages competition</td>
<td>Encourages cooperation, participation,</td>
</tr>
<tr>
<td>Tends to lead alone, does not delegate.</td>
<td>fosters teamwork, delegates.</td>
</tr>
<tr>
<td>Less communicative. Talks less.</td>
<td>Better communication skills, Language</td>
</tr>
<tr>
<td>Language region in the brain is smaller.</td>
<td>region in the brain is bigger in both</td>
</tr>
<tr>
<td>Spatial region in the brain is bigger.</td>
<td>hemispheres. Likes to listen and express,</td>
</tr>
<tr>
<td>Centered in the action.</td>
<td>via voice tone. Spatial region in the brain</td>
</tr>
<tr>
<td>More aggressive, amygdala of fear and</td>
<td>is smaller.</td>
</tr>
<tr>
<td>anxiety is bigger.</td>
<td>Gentleness, Caring.</td>
</tr>
<tr>
<td>Less empathic, more systemic, difficulty</td>
<td>Empathic, more observation can understand</td>
</tr>
<tr>
<td>to read non-verbal communication.</td>
<td>non verbal communication.</td>
</tr>
<tr>
<td>Less sensitive to establish interpersonal</td>
<td>More Social: tends to establish</td>
</tr>
<tr>
<td>relationships.</td>
<td>interpersonal relationships, networks,</td>
</tr>
<tr>
<td></td>
<td>friendship, team building and look for</td>
</tr>
<tr>
<td></td>
<td>solutions for the team.</td>
</tr>
<tr>
<td>Only rational is important, what can be</td>
<td>Emotions are important: she counts on</td>
</tr>
<tr>
<td>measured and counted.</td>
<td>intuition and feelings.</td>
</tr>
<tr>
<td>MAN</td>
<td>WOMAN</td>
</tr>
<tr>
<td>-----</td>
<td>-------</td>
</tr>
<tr>
<td>The economic benefit is the most important. Man values more the short-term.</td>
<td>Brings the social and the transcendent motive, humanism in business. Women values more the long term and look for the finance stability of decisions in the long-term.</td>
</tr>
<tr>
<td>Is good in generating alternatives of action, vision centered in the reality that they are dealing with, and limit observations to the task they are performing. One task at the same time.</td>
<td>Is good in thinking up limits of decision making, anticipating consequences of the alternatives, wide and long term vision, women constantly look for information in the environment, Multitasking.</td>
</tr>
<tr>
<td>Serotonin: neurotransmission to humor control is bigger.</td>
<td>Serotonin, less important in women, more vulnerable to humor changes, depression.</td>
</tr>
<tr>
<td>Sensation of pain is smaller.</td>
<td>Sensation of pain is bigger.</td>
</tr>
</tbody>
</table>
Equal: Human nature and dignity
Complementary

Different: Biological Characteristics

Strength

Height

Pregnancy

Brain
Complementary

Different: Cognitive dimensions
Complementary

Different: Psychological dimensions
Complementary

Different: Affective Dimensions
Synergetic

Complementarity

Better decisions  Dynamism  Learning  Reciprocity
We define Corporate Family Responsibility (CFR) as the commitment of companies to promote flexible leadership, culture and conciliation policies to facilitate the integration of work, family and personal life of their employees.
The Family is a school for developing managerial competencies

- MONITORING SUCCESS AND MISTAKES
- CONVERGENCE OF IDEAS
- FAMILY = SME
- EXECUTING PLANS
- OPENING MARKETS
- CUSTOMER SERVICE
- JOINT CAPITAL CONTRIBUTION
### Management competencies and their development in the family

<table>
<thead>
<tr>
<th>Most valued management competencies in companies</th>
<th>Their development in the family</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Client orientation</td>
<td>Thinking and acting in-line with the needs of family members</td>
</tr>
<tr>
<td>2. Leadership</td>
<td>Set an example to be followed</td>
</tr>
<tr>
<td>3. Integrity</td>
<td>Gain trust by being consistent in what you think, say and do</td>
</tr>
<tr>
<td>4. Initiative</td>
<td>Pro-activeness, anticipation to serve the needs of others</td>
</tr>
<tr>
<td>5. Teamwork</td>
<td>Contribution to a joint project according to the capacity of each person involved</td>
</tr>
<tr>
<td>6. Communication</td>
<td>Listening and empathetic skills</td>
</tr>
<tr>
<td>7. Business vision</td>
<td>Discovering the needs and opportunities of others</td>
</tr>
<tr>
<td>8. Personal improvement</td>
<td>Self-knowledge, self-criticism, willingness to learn</td>
</tr>
<tr>
<td>9. Decision making</td>
<td>Rationality and prudence, ability to stop the temperament and develop the character</td>
</tr>
<tr>
<td>10. Inter-functional orientation</td>
<td>Anticipation of consequences of our own action and omissions which will affect others</td>
</tr>
</tbody>
</table>
DIVERSITY AND SUSTAINABILITY
THE WORLD REALITY

- WORLD LARGEST COMPANIES: ONLY 13 out of 500 are lead by Women.

- WORLD MANAGEMENT POSITIONS: 20%
  - USA: Managers: 45%
  - ASIA-PACIFIC: 35-45%
  - JAPAN: Managers 8%

(Grant Thorton consultants, 2010 audit on 11,000 private companies in 39 countries)
Women on the boards of the largest listed companies

Source: European Commission's Database on women and men in decision-making, Jan. 2012
Very few women in leadership positions: 43%
Rigid management styles: 32%
Late meetings: 13%

Source: Chinchilla N., Leon C., Torres E., Canela A., “Drivers and Brakes to the advancement of management women in organizations”. IESE 2006
Keys to Women’s development Agenda-Post 2015 3 F’s

Family → Corresponsibility and Competences
Femininity → Complementarity and Care
Flexibility → Commitment
BEST PRACTICES IN AFRICA: NIGERIA

- COMPANIES: Guaranty Trust Bank, Nigeria Seven Seas Technologies Kenya, Guinness Nigeria Plc

- BEST PRACTICES DEPEND BASICALLY ON THE COMPANY/SUPERVISORS:
  - Telework
  - Support for Family
  - Child Care
    - Attendance at Weddings, Naming Ceremonies, etc.
    - Medical Expenses
    - Paid Vacation
    - Funeral Expenses
  - Maternity Leave
  - Compassionate Leave
  - Career Break
  - Stress Management Training
  - Access to Tech
  - Flex-Time
  - Time off for Community Service
Women remain a minority voice in leadership positions. Research on women in leadership positions of trade unions in eight African countries found that women are discouraged by negative perceptions of their leadership abilities, and that while “gender equality” is almost official policy, it is not internalized by the most male leadership”.

- Discriminatory employment policies and recruitment practices
- Unequal share of family and household responsibilities.
- Lack of control over productive resources: land-property.
- Gender pay gap.

(International Labour Organization, African Reg. meeting 2011)
“The power of our people development model is that it recognizes the value of diversity from entry-level positions to the top seats. When you have been at it as long as we have, the bench gets pretty strong for next generation of leaders who represents the real world. What they all have in common is strong skills, a solid working ethic, commitment and a will to win”.

URSULA BURNS, Xerox chief executive officer
ARGUMENTS TO EMPOWER WOMEN and DIVERSITY:

- Reflect the communities we live in.
- Attract high level workforce talent, create opportunities to develop and advance employees in a growing international market.
- Attract a wider customer base and better understand them.
- Allow for diversity of ideas: innovation and productivity.
- Exceed governments requirements of non discrimination.

FACTS: 31% of Workers are Women in Xerox, 19% Vice-presidents are Women.
BEST PRACTICE: XEROX
“We discriminate on ability only”

KEY INITIATIVES:

1. DIVERSITY TRAINING: to promote awareness (e-learning).
2. WORK-LIFE PROGRAMS: alternative work schedules/flexible working, child care subsidy, child care resource & referral, employee assistance program, a matter of choice (benefits program) and work from home by internet.

3. CAUCUS GROUP ON WOMEN: the mission is to have employee woman advocacy, self-development, agents of change, and management interface on working environments.

4. CEO AND SENIOR MANAGEMENT ROUND-TABLES: opportunity to meet diverse employees and share “best practices”, unfiltered communications, understand areas of improvement.
5. DIVERSITY COUNCIL: Represents the balanced needs of all employees, serve as leadership body for all caucus groups. Formed by all caucus presidents. Workforce representation, review, recommend and advice Xerox diversity practices.

6. CREATE DIVERSITY: focus on contracting, promotion and retention of diversity. Create systems to monitor the diversity.

7. VALUE DIVERSITY: Diversity have to be considered. Fast-track women: Promotion and training of women by an Observatory of pre-manager women.

8. MANAGE DIVERSITY: Train and Value managers for their diversity groups.

9. LEAD DIVERSITY: Share with other companies our knowledge and best practices.

10. COMMUNICATION Strategy: Both inside and external: Image of global and diverse company.
CONDITIONS FOR BEST PRACTICE SUCCESS

- Do not use positive discrimination measures that are not accepted by women and not understood by men.
- Implicate man and women in the cultural change: It is not only about women and social justice it is about business and all professionals.
- Impulse the best practice from the high management positions.
- Design a global project adaptable to reality and local needs.
- Communication Strategy that adds value to the project.
¿WHY THE IFREI?

International Family Responsible Employer Index
Work-life conflict is increasing

High levels of STRESS

Difficulties to care for the elderly and other dependent

People tend to cope by having fewer children (demographic winter)

high-cost system in risk

cost of ABSENTEEISM to employers

High risk of BURNOUT
Work Family Conflict can be avoided:

30% less of Absenteeism in organizational environments with CFR

Productivity increases 21% in companies with CFR

(Data from USA and Europe)
A new sense of responsibility

• Government
  • Legislation and normative framework

• Companies
  • Corporate Family Responsibility
  • Opportunity: competitive advantage in attracting the best talent
  • Internal efficiency vs. negative learning

• People:
  • More mature decisions
Flexibility and family responsibility help companies to be more:

- Productive
- Competitive
- Sustainable
- Responsible
- Inclusive
Corporate Family Responsibility: Investment or Cost?

✓ Health
✓ Motivation and involvement
✓ High productivity
✓ Talent retention and loyalty
✓ Internal and external image
✓ Increase initiative and commitment

CFR = INVESTMENT

- Not desired turnover
- Visible and not visible absenteeism
  - Leave of absence because of stress
    - Conflicts at workplace
      - Low quality results
        - Toxic environment
          - Less productivity per worked hour
            - Higher intention to leave
              - Less innovation

NO CFR = COST
Barriers to the Work-Family Balance
The Reality of an Organization
The impact of a supervisor

SUPERVISOR

- Organizational Citizenship Behavior (OCB) 0.25
- Turnover intention 0.48
- Motivation 0.58
Types of Motives

Extrinsic

Intrinsic

Transcendent
Three Paradigms

1st. Model

Person = Machine

Economy
Producer/consumer

2nd. Model

Person = Animal

Economy
Psychology/Sociology
Producer/Consumer
With feelings and emotions

3rd. Model

Person = Person

Economy
Psychology/Sociology/Ethics
Producer/Consumer
With feelings and emotions
Rationality
Freedom
<table>
<thead>
<tr>
<th>Organizational paradigm</th>
<th>Focus on work</th>
<th>Focus on work-family</th>
<th>Reasons for Work-family policies/CFR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mechanistic</td>
<td>Employee is evaluated by the number of working hours</td>
<td>The company does not feel responsible for the work-family balance</td>
<td>Legislation Reputation (Effectiveness)</td>
</tr>
<tr>
<td>Psycho-social</td>
<td>Employee is evaluated by the tasks and goals</td>
<td>The company sees that work-family balance is an important issue to take care of</td>
<td>Talent retention Reactive company (attractiveness)</td>
</tr>
<tr>
<td>Anthropologic</td>
<td>Employee is evaluated by his/her differential contribution to the company’s mission</td>
<td>The company is a flexible organization with Corporate Family Responsibility</td>
<td>Real needs of the worker Proactive company (unity)</td>
</tr>
</tbody>
</table>
The degree of Corporate Family Responsibility is determined by:

- Supervisor support
- Company culture
- CFR Policies

Types of environments

A. Enriching
   - The environment systematically facilitates work-family integration

B. Favorable
   - The environment occasionally facilitates work-family integration

C. Unfavorable
   - The environment occasionally hinders work-family integration

D. Polluted
   - The environment systematically hinders work-family integration
Model

External environment

Country

Legislation → Culture and values

Dimensions

Policies
Supervisor
Culture

CFR environments

A
B
D
C

Results

Organizational
Individual

Internal environment

Individual characteristics
IFREI in 22 countries

NORTH and CENTRAL AMERICA
- Canada
- Costa Rica
- El Salvador
- Guatemala
- Mexico
- Panama

SOUTH AMERICA
- Argentina
- Brasil
- Colombia
- Chile
- Ecuador
- Peru
- Uruguay

EUROPE
- Belgium
- Spain
- Italy
- Portugal
- Czech Republic

AFRICA
- Kenya
- Nigeria
- West Africa

ASIA
- Philippines
GLOBAL PERSPECTIVE

50 organizations are part of the CLUB IFREI

> 23,000 employees have participated in the IFREI Survey
Participants
Working environment perception
- WORLD IFREI

- **A Enriching**
  - 15%
  - perceives the environment systematically facilitates work-family reconciliation

- **B Favorable**
  - 31%
  - perceives the environment occasionally facilitates work-family reconciliation

- **D Polluted**
  - 13%
  - perceives the environment systematically hinders work-family reconciliation

- **C Unfavorable**
  - 41%
  - perceives the environment occasionally hinders work-family reconciliation
Intention to leave the company

The charts refer to the following questions in the questionnaire:

Do you agree with the following statements?
- I would prefer another more ideal job than the one I have now.
- If it was up to me, in three years I would not be in this organization
- I frequently think of quitting my job.

Intention to leave the company

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>18%</td>
<td>33%</td>
<td>43%</td>
<td>6%</td>
</tr>
</tbody>
</table>

Prof. Dr. Nuria Chinchilla
www.nuriachinchilla.com
WE NEED:

- **GOVERNMENT** to support flexible business responsible laws and policies, non discrimination laws and policies,

- **COMPANIES** to implement flexibility, managing by objectives support women’s responsibility positions, and equal opportunities based on talent...etc

- AND THE PERSONAL CHALLENGE to RE-CONCILIATE Work and Family for Man and Woman...
“If the 21st century works, it will be because women will have a much greater say in the organization of society, which is in a deplorable state, badly thought out, bearing the consequences of a decadent and absurd rationalism... But this mission will only be accepted by women if it does not lead to their dehumanization, if they do not lose their femininity. Because woman is the nucleus of the family, and the family is the basis of society.”


- “The 21st Century will depend on women and companies. A large part of the re-humanization of society will be produced by women”

MATLARY J., Former Vice-Minister of External Affairs, Norway.
Thank you very much

www.nuriachinchilla.com

chinchilla@iese.edu
Masters of Our Destiny

Dr. Prof. Nuria Chinchilla

International Center for Work and Family

www.nuriachinchilla.com